

## AGENDA

### Sacramento Employment and Training Agency GOVERNING BOARD Regular Meeting

**Thursday February 6, 2025 9:00 a.m.**

925 Del Paso Boulevard, Suite 100, Board Room,  
Sacramento, CA 95815

#### PUBLIC COMMENT PROCEDURES

In response to AB 2449, the Sacramento Employment and Training Agency (SETA) Governing Board is conducting this meeting utilizing a hybrid approach, permitting members of the public to participate in person or via Zoom. Public comments will be accepted until the adjournment of the meeting, distributed to the members of the Board and included in the record.

In the event of disruption that prevents broadcasting of the meeting to members of the public using the call-in or internet-based service options, or in the event of a disruption which prevents members of the public from offering public comments, the Board shall take no further action on items appearing on the meeting agenda until public access to the meeting is restored.

#### In-Person Public Comment

Members of the public are encouraged to participate in the meeting by completing a speaker card or submitting written comments by email to SETA's Clerk of the Boards, [Anzhelika.Simonenkova@seta.net](mailto:Anzhelika.Simonenkova@seta.net). Any member of the public who wishes to speak directly to the Board regarding any item on the agenda may contact Anzhelika Simonenkova at (916) 263-3753, or [Anzhelika.Simonenkova@seta.net](mailto:Anzhelika.Simonenkova@seta.net). Please include in your request the item(s) on which you would like to participate.

#### Zoom Public Comment

Members of the public may participate in the meeting via Zoom by clicking the [Zoom link](#), or listening to the meeting on one tap mobile +16699006833, 89984179853# US (San Jose).

Meeting ID: 899 8417 9853

Passcode: 527815

[Find your local number](#)

During the meeting any questions or comments may be submitted via the chat features on Zoom.

#### Accommodations

Request for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3753. Closed captioning will be available.

This meeting is digitally recorded and available to members of the public upon request.

This document and other Board meeting information may be accessed through the Internet by visiting the SETA webpage: [www.seta.net/board/board-agendas](http://www.seta.net/board/board-agendas).

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#### GOVERNING BOARD

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**Rich Desmond**  
BOARD OF SUPERVISORS  
County of Sacramento

**Eric Guerra**  
MAYOR PRO TEM  
City of Sacramento

**Patrick Kennedy**  
BOARD OF SUPERVISORS  
County of Sacramento

**Vacant**  
PUBLIC REPRESENTATIVE

**Mai Vang**  
COUNCILMEMBER  
City of Sacramento

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**Anita Maldonado, Ph. D.**  
EXECUTIVE DIRECTOR

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**CALL TO ORDER**  
**ROLL CALL**  
**PLEDGE OF ALLEGIANCE**

Recognition of Long-term Employees:

- *Corinne Lewis*, Infant/Toddler Lead Teacher (20 years)
- *Emma Casebolt*, Family Service Worker (25 years)
- *Karen Griffith*, Children and Family Services Deputy Director (30 years)

**I. CONSENT ITEMS:**

- |           |                                                                                        |      |
|-----------|----------------------------------------------------------------------------------------|------|
| <b>A.</b> | Approval of Minutes of the December 5, 2024 Regular Board Meeting<br>(Anita Maldonado) | 1-34 |
| <b>B.</b> | Approval of Claims and Warrants (Anita Maldonado)                                      | 35   |
| <b>C.</b> | Approval for Out of State Travel to Attend the ADP Training (Mario Maslac)             | 36   |

**II. ACTION ITEMS:**

**A. General Administration**

- |    |                                                                                                                                                               |       |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 1. | <b>Timed Item 9:00 A.M. and Public Hearing</b><br>Approval of Wage Increase for the Head Start Parent Intern<br>(Temporary) Classification (Bevan Richardson) | 37    |
| 2. | <b>Timed Item 9:00 A.M. and Public Hearing</b><br>Approval of Revisions to the Training/Staff Development Officer<br>Job Specification (Bevan Richardson)     | 38-45 |
| 3. | <b>Timed Item 9:00 A.M. and Public Hearing</b><br>Approval of Revisions to the Personnel Clerk Job Specification<br>(Bevan Richardson)                        | 46-52 |
| 4. | <b>Timed Item 9:00 A.M. and Public Hearing</b><br>Approval of Revisions to the Senior Personnel Analyst Job Specification<br>(Bevan Richardson)               | 53-63 |
| 5. | Review and Approval of the Agency's Independent Auditor's Report<br>and Financial Statements for the Fiscal Year Ended June 30, 2024<br>(Mario Maslac)        | 64    |
| 6. | Approval of the Recommended Process for Appointing the Public<br>Representative Member to the SETA Governing Board<br>(Anita Maldonado)                       | 65    |
| 7. | Approval to Use Fund Balance (Anita Maldonado)                                                                                                                | 66    |

**B. Workforce Development Department**

General/Discretionary:

- |    |                                                                                                                                        |  |
|----|----------------------------------------------------------------------------------------------------------------------------------------|--|
| 1. | Ratification of the Submission of a Letter of Interest/Application to the<br>Employment Development Department (EDD) for the Workforce |  |
|----|----------------------------------------------------------------------------------------------------------------------------------------|--|

Innovation and Opportunity Act (WIOA), Title IV, Vocational Rehabilitation (VR) Funding Under the Disability Access, Equity, and Inclusion (DAEI) Grant, Program Year 2024-2025, and Authorize the Executive Director to Execute the Agreement, Subgrant Agreements, Modifications and Any Other Documents Required by the Funding Source (Michelle O'Camb) 67-68

2. Ratification of the Submission of an Application to Valley Vision Under the We Prosper Together, Catalyst Pre-Development Projects Application Request for Proposals, and Authorize the Executive Director to Execute the Agreement, Subgrant Agreements, Modifications and Any Other Documents Required by the Funding Source (Roy Kim) 69-71

One Stop Services: No items

Community Services Block Grant: No items

Refugee Services:

3. Approval of Funding Augmentation Recommendation for World Relief Under the Refugee Support Services (RSS) Program, Program Year 2024-2025 (Michelle O'Camb) 72

**C. Children And Family Services Department**

1. Approval of SETA Standards of Conduct (Karen Griffith) 73-79

2. Approval of Budget Modification and 1303 Facilities Renovation and Repair Application and Modifications for the Program Year 2023-2024 Head Start Basic (09CH011763) (Karen Griffith) 80-84

3. Approval of Budget Modification for the Head Start American Rescue Plan Act Funds (09HE000671) (Karen Griffith) 85-87

4. Approval of Revised Selection Criteria for Enrollment in Head Start or Early Head Start Programs (Karen Griffith) 88-90

5. Change of Scope for Program Year 2024-2025 (Karen Griffith) 91-98

**III. INFORMATION ITEMS:**

**A.** WIOA Annual Performance Report (Roy Kim) 99-100

**B.** Certification of the Sacramento Works Job Centers (Roy Kim) 101-102

**C.** Fiscal Monitoring Reports (Mario Maslac) 103-129

- City of Sacramento, Department of Parks and Recreation
- First Step Communities
- Folsom Cordova Community Partnership
- Golden Sierra Job Training Agency
- Greater Sacramento Urban League
- La Familia Counseling Center, Inc.
- Lao Family Community Development, Inc.
- Pivot Sacramento
- River Oak Center for Children
- Sacramento City Unified School District

	<ul style="list-style-type: none"><li>• Sacramento County Office of Education</li><li>• San Juan Unified School District</li></ul>	
<b>D.</b>	<b>Employer Success Stories and Activity Report (William Walker)</b>	<b>130-143</b>
<b>E.</b>	<b>Dislocated Worker Update (William Walker)</b>	<b>144-148</b>
<b>F.</b>	<b>Unemployment Update/Press Release from the Employment Development Department (Roy Kim/Cara Welch)</b>	<b>149-154</b>
<b>G.</b>	<b>Head Start Reports (Karen Griffith)</b>	<b>155-161</b>
<b>IV.</b>	<b>PUBLIC COMMENTS RELATING TO MATTERS NOT ON THE POSTED AGENDA</b>	<b>162</b>
<b>V.</b>	<b>REPORTS TO THE BOARD:</b>	<b>163</b>
	<b>A. Chair</b>	
	<b>B. Executive Director</b>	
	<b>C. Deputy Directors</b>	
	<b>D. Counsel</b>	
	<b>E. Members of the Board</b>	
<b>VI.</b>	<b>ADJOURNMENT</b>	

**DISTRIBUTION DATE:** Thursday, January 30, 2025.

**CONSENT ITEM I-A**

**Approval of Minutes of the December 5, 2024 Regular Board Meeting**

Presenter: Anita Maldonado

RECOMMENDATION:

That the Board review, modify if necessary, and approve the attached minutes.

BACKGROUND:

Attached are the minutes of the December 5, 2024 meeting for your review.

## MINUTES/SYNOPSIS

### Sacramento Employment and Training Agency GOVERNING BOARD Regular Meeting

Thursday                      December 5, 2024                      10:00 a.m.

925 Del Paso Boulevard, Suite 100, Board Room,  
Sacramento, CA 95815

#### CALL TO ORDER

#### ROLL CALL

#### PLEDGE OF ALLEGIANCE

Mr. Desmond called the meeting to order at 10:02 a.m. The roll was called and a quorum was established.

#### Members Present:

Patrick Kennedy, Member, Board of Supervisors  
Eric Guerra, Vice Chair, City of Sacramento  
Rich Desmond, Chair, Board of Supervisors

#### Members Absent:

Mai Vang, Member, City of Sacramento

#### Recognition of Long-term Employees:

*Monica Avila*, Program Officer (25 years of service)

Ms. Carr congratulated Ms. Monica Avila on her 25 years at SETA and provided her background highlights.

*Susan Bacaylan-De La Rosa*, Associate Teacher (25 years of service)

Ms. Sprake and Ms. Russell congratulated Ms. Susan Bacaylan-De La Rosa on her 25 years at SETA and provided her background highlights.

#### I. CONSENT ITEMS:

- A. Approval of Minutes of the November 7, 2024 Regular Board Meeting
- B. Approval of Claims and Warrants
- C. Approval of Modifications to the Bylaws of the Sacramento County Head Start/Early Head Start Policy Council

Moved/Kennedy, second/Guerra, to approve the following consent items:

- A. Approval of Minutes of the November 7, 2024 Regular Board Meeting
- B. Approval of Claims and Warrants
- C. Approval of Modifications to the Bylaws of the Sacramento County Head Start/Early Head Start Policy Council

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0  
Abstention: 0  
Absent: 1 (Vang)

## II. ACTION ITEMS:

### A. General Administration

#### 1. Amendment of Rules of Procedure for the SETA Governing Board

Ms. Maldonado reviewed the item. Moving the meeting time to 9:00 a.m. will not impact the meetings or the Agency's ability to conduct business.

Moved/Desmond, second/Kennedy, to approve the resolution which re-adopts the current Rules of Procedure with non-substantive, technical amendments and with the following substantive amendment of Rule 6, effective immediately.

"REGULAR MEETINGS. Regular meetings of the Governing Board shall be held on the first Thursday of each month at ~~10:00~~ 9:00 a.m. The date and time of the regular meetings of other boards, councils and committees to which these rules apply shall be set forth in the bylaws or charter of each board, council, or committee, or shall be set by that board, council or committee or, unless otherwise prohibited, may be set by the Governing Board."

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

#### 2. Appointment of the Public Representative Member to the SETA Governing Board

Ms. Maldonado reviewed the item. The staff recommended postponing this item until the next meeting.

Moved/Kennedy, second/Desmond, to table approval of the recommended appointment process of the Public Representative member to the next meeting.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

#### 3. Approval of Agency 2024-2027 Strategic Plan

Ms. Maldonado reviewed the item and introduced Mr. Joe Daugherty from Dalberg Partners, who then presented the Agency's 2024-2027 Strategic Plan. The presentation is attached to these minutes.

Board members supported the presented Strategic Plan and requested that new initiatives and programs include references to how they align with the Agency's

overall strategy. The Board prefers to receive Strategic Plan progress reports quarterly.

Moved/Guerra, second/Kennedy, to approve the 2024-2027 SETA Strategic Plan.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

4. Approval to Release a Request for Proposals for Labor Negotiations and Consultation Services for the Sacramento Employment and Training Agency

Ms. Saurbourne reviewed the item and noted that the current labor agreements with the American Federation of State, County, and Municipal Employees (AFSCME) Local 146 will expire on June 30, 2025. The Agency plans to start negotiating new three-year labor agreements in early 2025. In March, the Agency intends to present a new labor relations consultant candidate for final approval by the Board, allowing enough time for a smooth transition before negotiations commence.

The Board recommended that both the current consultant and the newly selected consultant, if approved, be involved in negotiating the labor agreements.

Moved/Kennedy, second/Guerra, to approve the release of the Request for Proposals (RFP).

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

5. Approval of Procurement of the Agency's Workers Compensation Insurance

Mr. Maslac, the Fiscal Chief of SETA, advised that the Agency's insurance policy for Workers Compensation expires December 31, 2024. SETA's broker, Arthur J. Gallagher & Co. representative, Mr. Ken Johnson, presented on Gallagher's proposal, which contained terms, conditions, and disclosures. The presentation is attached to these minutes.

Moved/Guerra, second/Kennedy, to authorize the SETA Executive Director to procure Workers Compensation coverage for the calendar year 2025 at the lowest or closest to the lowest price.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)



6. Approval of Reappointment to the Sacramento Works, Inc. Board

Mr. Kim reviewed the item and advised that Ms. Lynn Hosokawa's, HR Manager from Villara Corporation, term on the Sacramento Works, Inc. Board will expire on February 2, 2025. The member has affirmed her commitment to continue the service.

Moved/Guerra, second/Kennedy, to approve the reappointment of one business sector member to the Sacramento Works, Inc. Board for a three-year term beginning February 3, 2025. At the lowest price possible

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

**B. Workforce Development Department**

General/Discretionary: No items

One Stop Services: No Items

Community Services Block Grant:

1. Approval of Community Services Block Grant (CSBG) Program, Delegate Agency Funding Extension Recommendations for Program Year 2025

Ms. Davis-Jaffe introduced herself and reviewed the item. She advised that with this item, the staff recommends a funding extension for an additional year under the same terms, conditions, and funding amounts as last year. The Community Action Board approved this item at its November 13, 2024 meeting. SETA has not yet received its final Program Year (PY) 2025 allocation. The recommended funding extension is contingent on receiving the final allocation and may be adjusted proportionately but in a way that allows agencies to continue to provide the services needed.

Moved/Guerra, second/Kennedy, to approve the extension of CSBG delegate agreements for an additional year under the same terms, conditions, and funding amounts, with contingency upon continuing levels of program performance throughout the 4<sup>th</sup> quarter of the Program Year 2024.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

Refugee Services: No items

**C. Children And Family Services Department:**

1. Approval of the SETA Head Start and Early Head Start Health/Safety Screener Summary Report

Ms. Griffith introduced herself and reviewed the countywide Early Learning Centers Health and Safety inspection results. Centers that receive funding from the Head Start and Early Head Start grant were inspected within the first 75 days of the start of the new grant cycle on August 1, 2024, in compliance with performance standards. At the November 4, 2024, review exit, all programs received individualized reports at the agency and classroom levels. Corrective Action Plans are due to SETA on December 17, 2024, and all items must be corrected by January 5, 2025. Ms. Griffith additionally advised that SETA's Quality Assurance unit and other staff will conduct a follow-up review to ensure compliance.

Moved/Desmond, second/Guerra, to approve the results of the Head Start/Early Head Start Health and Safety Screener including certification.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

2. Approval to Selection of General Contractor for Tenant Improvement for the Northview Early Learning Center

Ms. Griffith advised that on October 15, 2024, SETA released an Invitation for Sealed Bids (IFSB) for General Contractor services for tenant improvement and site work at the Northview Early Learning Center located at 2401 Northview Drive, Sacramento, CA, owned by SETA. As a result, five (5) proposals were received by the due date. Each proposal was reviewed for completeness, and selection was based on the lowest total bid submitted for the Base Bid. SETA has gone through the protest period without any protests.

Moved/Guerra, second/Kennedy, to authorize the Executive Director to finalize and execute the agreement with Abide Builders, in the amount of \$1,220,000 to provide tenant improvement and site work at the Northview Early Learning Center.

Roll call vote:

Aye: 3 (Guerra, Kennedy, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Vang)

### III. INFORMATION ITEMS:

- A. Fiscal Monitoring Reports: No questions
- B. Employer Success Stories and Activity Report: No questions
- C. Dislocated Worker Update:

Mr. Walker announced that Advanced Auto Care will be closing 700 stores on the West Coast, including 150 in California. This will result in the layoff of 86 employees in Sacramento County. SETA has scheduled three rapid response orientations for the affected individuals.

Additionally, VSP Vision is laying off 186 permanent employees. SETA will also conduct a rapid response orientation for these individuals; most of the affected employees are covered by the Teamsters Union 150.

**D.** Unemployment Update/Press Release from the Employment Development Department:  
No questions

**E.** Head Start Reports:  
Ms. Griffith encouraged members to visit the SETA Head Start website to read the 2023-2024 Annual Head Start Report, which has been released and is available online.

Additionally, Ms. Griffith announced that SETA will be hosting a screening of the film "Black Boys" tomorrow. This event aligns with the Community of Practice initiative, which is focused on the school readiness and success of young African-American boys, in which SETA participates.

**IV. REPORTS TO THE BOARD:**

- A.** Chair: No report
- B.** Executive Director: No report
- C.** Deputy Directors: No report
- D.** Counsel: No report
- E.** Members of the Board: No report
- F.** Public: None

With no objection from the Board, the Chair has canceled the January 2, 2025, meeting. The next meeting will be held on February 6, 2025.

**V. ADJOURNMENT:** The meeting adjourned at 11:06 a.m.

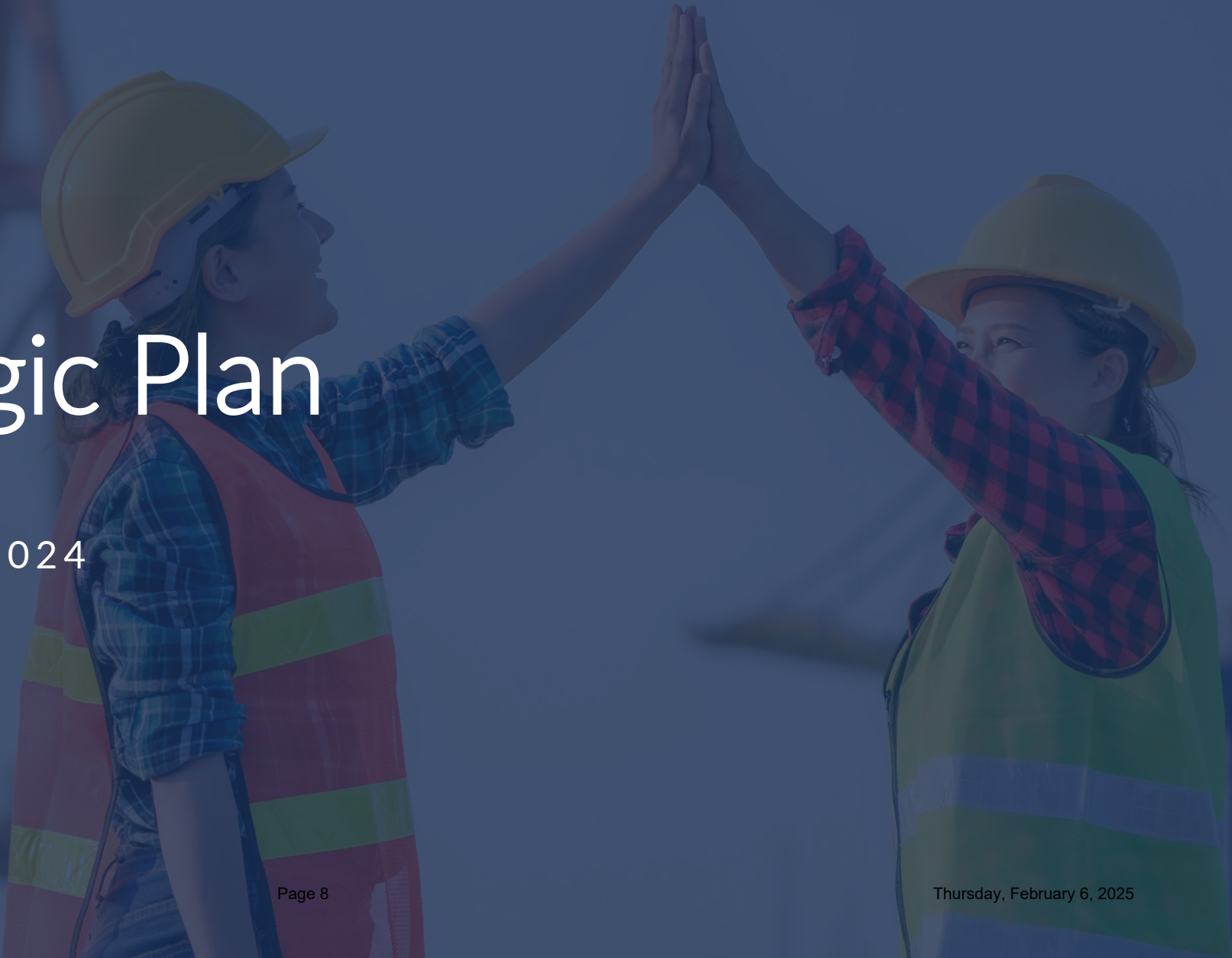
Note: The minutes reflect the actual progression of the meeting.



# SETA Strategic Plan

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DECEMBER, 2024



# EXECUTIVE SUMMARY OF OUR STRATEGY



## WHERE WE ARE GOING – OUR NORTH STAR

SETA will work towards a Sacramento County where all communities facing barriers can achieve their fullest potential in school, work, and life.

This will support a set of *internal* outcomes: (1) A clear vision and mission to guide decision making and values; (2) Collaborative and cross functional teams; (3) Staff that are well-equipped and supported in delivering SETA activities; (4) Leadership who openly communicate, show empathy, and prioritize impact.

This will also support a set of *external* outcomes: (1) Our beneficiaries have access to opportunities and resource needed to achieve self sufficiency; (2) Subrecipients develop strong relationships with SETA and are supported throughout the entire grant life cycle; (3) External audiences understand and appreciate SETA’s activities and reach out when in need of support.



## GETTING THERE

While conducting our core work with continued dedication and excellence, we will also focus on three new initiatives that will both ground and lift up our work to achieve our strategic goals:

- **Improve awareness:** We will enhance the clarity of our messaging for external and internal audiences, ensuring that all stakeholders are well informed about SETA’s activities, purpose and strategic direction.
- **Strengthen cohesion:** We will invest in our people and processes to strengthen internal cohesion and culture, particularly by identifying synergies across teams, strengthening equity programs, and better supporting staff.
- **Build partnerships:** We will intentionally work to provide the necessary supports and resources for the hundreds of subrecipients and partners SETA works with.



## MEASURING PROGRESS AND ONGOING ADAPTATION

SETA Governing Board

We will measure, track, and report against specific indicators that capture our target outcomes and ultimate impact as outlined in the theory of change.

We will conduct regular reassessments and iterations of each plan outlined in the three initiatives.

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We will conduct regular surveys of key stakeholders including staff, board members, subrecipients, and beneficiaries.

Thursday, February 6, 2025

# Context



# Over the past 40 years, SETA has served hundreds of thousands of beneficiaries in Sacramento County, generating life-changing impact

## Child and Family Services



Programs



Support



Health and Nutrition



Compliance

### Key impact metrics

- 5,647 children and 5,235 families served in 23-24 fiscal year
- Head Start participants achieved growth rates of 102%, 83% and 80% in language and literacy development, approaches to learning, and socio-emotional development, respectively

## Workforce Development



Employers



AJCC



Youth



Refugee

### Key AJCC impact metrics<sup>1</sup>

- From 2021-2022, 33,604 individuals served, of which 92% had barriers to employment
- 66.5% individuals employed at \$40,019 average annual earnings
- Every \$1 invested resulted in \$4.45 in earnings

# Budget uncertainty in the face of rising needs have increased the urgency for organizations like SETA...

- The State of California faces a **\$68 billion budget deficit** as a result of severe revenue declines, threatening many programs' budgets.<sup>1</sup>
- **Following the 2024 national elections, federal funding for workforce development, Head Start, and other programs might be at risk**, given the priorities of the new Administration. At the same time, local funding for services that are complementary to SETA's might also be at risk.
  - The City of Sacramento is estimating a budget deficit of \$77 million with associated budget cuts.<sup>3</sup>
  - The county-wide budget for Child, Family, and Adult services will be reduced by \$1.8 million.<sup>2</sup>
- Uncertainty in budget is happening at a time of **increased need**.
  - The cost of living in Sacramento continues to increase ~2-3% each year, making the cost of living in Sacramento 17% higher than the national average.<sup>4</sup>
  - The proportion of Sacramento county residents who are immigrants has steadily increased in the last decade – and immigrant households, on average, have lower household earnings than non-immigrant families.<sup>5</sup>
- These budget reductions drive **continued disparities in investment and outcomes** in vulnerable communities.
  - Despite recent statewide (e.g., California for All) and nationwide (e.g., Justice 40 initiative) commitments to increase funding towards historically disinvested communities, the funding gap remains large and insufficient to address the growing need.<sup>7</sup>
  - For example, California has invested billions in combatting homelessness in vulnerable populations, but Black Californians remain overrepresented in the population of people experiencing homelessness.<sup>8</sup>



# ...and events since 2020 have only further complicated the operating environment for SETA

- Major changes in regulation for SETA programs have occurred post COVID, increasing compliance risk.
  - For example, in 2023 the federal government made the most significant updates to the Head Start Program Performance Standards since 2015.<sup>1</sup>
- However, it has been **difficult for SETA to build the capacity** necessary to meet the increased need
  - Statewide, there have been major challenges with staff hiring and turnover. In 2023, there was a 16% dip in newly issued teaching credentials, with early education hit the hardest.<sup>2</sup>
  - 80% of California nonprofits reported experiencing job vacancies and 31% of public sector jobs have fewer than one local person available for that role.<sup>3,4</sup>
- As **more competitors enter the field**, there is an increased need for SETA to consider new ways of working
  - Head Start and early childhood support services are seeing changes such as the state-wide universal transitional kindergarten program, and changes in eligibility criteria for infant and toddler intervention services.<sup>5,6</sup>
  - Workforce development programs are also seeing major changes as California expands its High Road Partnership Training Program and certain federally funded WFD programs come to an end.<sup>7</sup>
- In combination, these factors create **external pressure for SETA to adapt and innovate** despite having **very strict funding and operational constraints**.

# In response to this environment, and to ensure continued impact, SETA launched a strategic planning process in early 2024

- SETA launched a public procurement process to engage a consultant to facilitate the strategic planning process
- After a rigorous selection process, [Dalberg Advisors](#) was selected and contracted in March 2024
- The strategic planning process was launched in April 2024, at the same time SETA welcomed its new Executive Director, Dr. Anita Maldonado
- Over the course of 2024, SETA's leadership team, with support from Dalberg, conducted more than 30 interviews with staff members, partner agencies, benchmark organizations in other parts of the state, and other external experts. The team also carried out a survey of SETA staff and invited input from each of SETA's governing boards
- The strategic planning process was completed, and formally approved by SETA's Governing Board, in December 2024

**SETA's strategic plan is based on extensive consultation with our staff, management team, and external partners**



# Overview of the strategy



# OVERVIEW OF THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY



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## OUR HISTORY

The Sacramento Employment and Training Agency (SETA) is a joint powers agency of the City and County of Sacramento, formed in 1978.

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## OUR MANDATE

SETA is dedicated to connecting people to jobs, business owners to quality employment, and children to education and comprehensive services, while providing hope and opportunity to many Sacramento area residents.

SETA is managed by our Governing Board, in partnership with the Community Action Board, Policy Council, and Sacramento Works Board.

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## OUR RESOURCES AND TEAM

SETA managed an annual budget of \$129M in FY 2023, including from sources such as the Office of Refugee Resettlement, funding from the Workforce Innovation and Opportunity Act, the Community Services Block Grant, the Office of Head Start, and the State of California

SETA now employs over 600 staff members and works with over a 100 subrecipients, delegate agencies, and partners.

# SETA has articulated new vision and mission statements

## Vision



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

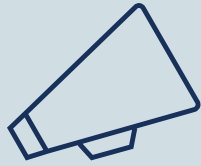
## Mission



SETA transforms lives by supporting programs and partners that meet people where they are and helping them thrive.

# To support this work, our strategy will focus on 3 initiatives to support continued achievement of our mission and vision

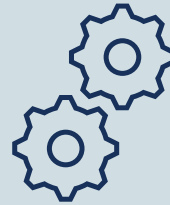
## STRATEGIC INITIATIVE 1



### AWARENESS

We will enhance the clarity of our messaging for external and internal audiences, ensuring that all stakeholders are well-informed about SETA's activities, purpose, and strategic direction.

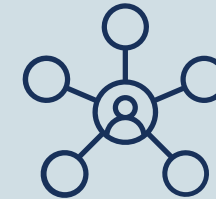
## STRATEGIC INITIATIVE 2



### COHESION

We will invest in our people and processes to increase internal cohesion and culture, particularly by identifying synergies between teams, strengthening equity programs, and better supporting staff.

## STRATEGIC INITIATIVE 3



### PARTNERSHIPS

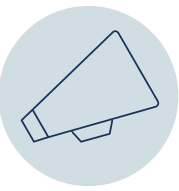
We will intentionally work to provide the necessary supports and resources for the hundreds of subrecipients and partners SETA works with.



# Raise awareness of SETA programs



# Objective: Enhance the clarity of messaging for external and internal audiences and ensure broad understanding and appreciation of SETA



## SPECIFIC INITIATIVES TO ACHIEVE THIS

### Develop messaging and brand identity

1. Create an agency-wide communications plan
2. Establish a clear brand identity and branding guidelines, building on existing materials Create an agency-wide annual report aligned to strategic plan
3. (Re) establish SETA's presence on social media and build relationships with local journalists and TV /radio contacts

### Back it up with impact metrics and stories

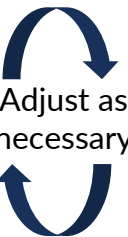
1. Aggregate and leverage key quantitative metrics that illustrate SETA's impact across programs
2. Develop repository of standardized key messages, hashtags, visuals, and branding as well as a 'storybank' of compelling anecdotes
3. Continually collect testimonies from clients and staff to add to storybank

### Invest in ongoing outreach

1. Define specific target audiences and identify key messages and media for each audience
2. Post on social media at least weekly with content such as staff, partner, and client spotlights, impact metrics, and fun facts about SETA

### Track efforts and measure results

1. Track interactions with social media posts, website, and other metrics
2. Conduct periodic surveys and discussions with audiences to assess understanding of SETA
3. Build or buy a communications system (CRM) to track efforts



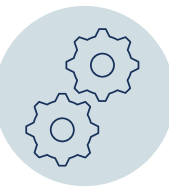




# Building cohesion and alignment of SETA programs



# Objective 1: Strengthen cohesion across SETA's diverse programs



## SPECIFIC INITIATIVES TO ACHIEVE THIS

### Enhance communication

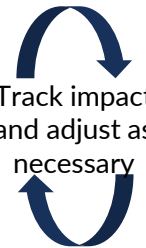
1. Conduct annual staff meeting and monthly cross-departmental meetings as well as periodic team-building retreats
2. Establish a cross-board advisory group with members representing all SETA's boards
3. Strengthen agency-wide safety initiatives

### Promote collaboration

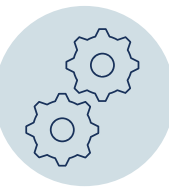
1. Establish pathways for staff to refer clients across programs
2. Create opportunities for staff from different teams to work together (e.g. working groups on safety, new systems, event planning, etc.)
3. Develop plan for regular engagement with remote locations
4. Develop integrated systems that can automatically identify clients that may qualify for multiple programs (i.e. unique client ID)

### Improve visibility

1. Develop messaging materials for each program that can be shared with staff and beneficiaries to learn more about different programs
2. Host "lunch and learn" sessions for team presentations.
3. Create an employee directory and profiles to facilitate contact.
4. Highlight and recognize staff that have demonstrated cross team collaboration.



# Objective 2: Build on SETA's culture to create more inclusive and accountable teams



## SPECIFIC INITIATIVES TO ACHIEVE THIS

### Promote inclusive culture

1. Conduct comprehensive review of all workplace policies to ensure they support inclusivity and accountability
2. Invest in an anonymous online reporting system
3. Create an accountability framework with measurable goals and performance metrics for every department



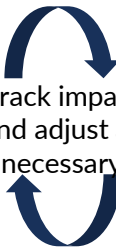
### Strengthen accountability

1. Conduct regular refresher trainings on the promotion and performance review process, the process for reporting ethics violations, and other accountability mechanisms.
2. Each division should set transparent and clear goals and expectations for teams and individuals. These goals will be regularly revisited in senior management meetings.
3. Track staff sentiment with annual survey of all staff



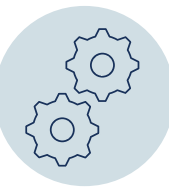
### Improve accessibility of senior leadership

1. Have Deputy directors hold monthly open 'office hour' for staff to attend and ask questions.
2. Provide regular 'refresher' trainings on inclusive leadership, communication, and team support for senior managers.
3. Recognize and reward senior leaders who demonstrate strong support for their teams and promote positive culture.



Track impact and adjust as necessary

# Objective 3: Ensure all SETA staff are equipped for success



## SPECIFIC INITIATIVES TO ACHIEVE THIS

### Develop training plan

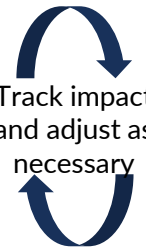
1. Invest in staff development at all levels, e.g. build or buy a Learning Management System (LMS) to facilitate training and track participation and results
2. Improve onboarding process for all staff at all levels across departments
3. Implement succession planning strategy for managers at all levels

### Deliver training

1. Include tailored modules on skills development, SETA procedures, leadership and coaching, DEIB, and new programs
2. Leverage tools such as online and asynchronous learning platforms, interactive and modularized training tools, and external specialist trainers as needed
3. Collect feedback immediately and ~6 months after each training and adapt training content/approach based on feedback and impact

### Continuous improvement

1. Conduct periodic booster trainings
2. Update orientation and trainings every three years or when federal requirements change, or new programs are rolled out
3. Establish an informal mentorship program for experienced staff to guide newer staff





# Supporting subrecipients and partners



# Objective: Ensure all SETA partners are well equipped, supported, and well connected



## SPECIFIC INITIATIVES TO ACHIEVE THIS

### Establish clear communication channels

1. Identify and establish new strategic partnerships focusing on collaborative initiatives
2. Open an anonymous ongoing feedback mechanism for subrecipients and partner agencies
3. Conduct annual subrecipient survey to identify and address risks
4. Enhance networking opportunities for partners and subrecipients
5. Hold information sessions for potential new partners



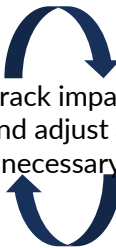
### Standardize information and processes

1. Develop comprehensive and regular training modules and skills boosters for subrecipient staff
2. Develop standard handbook with basic guidelines, frequently asked questions, and a contact sheet with PoCs for all subrecipients/agencies
3. Ensure SETA staff are trained and internally coordinated to provide consistent information to subrecipients
4. Provide succession planning support for partner agencies



### Facilitate partner interactions

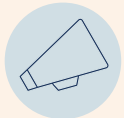
1. Hold quarterly ED meetings with subrecipients and send out SETA quarterly newsletter to partners
2. Continue regular compliance risk monitoring and add more frequent check-ins with case managers
3. Establish an informal mentorship program and peer support network so more experienced subrecipients can guide newer ones
4. Facilitate a bi-annual convening for all subrecipients to share experience and best practices



Track impact and adjust as necessary

# Each of the three initiatives will support SETA's updated mission

## WHAT WE WILL DO (ACTIVITIES)



### Awareness

We will enhance the clarity of our messaging for external and internal audiences



### Cohesion

We will invest in our people and processes to increase internal cohesion and culture.



### Partnerships

We will intentionally work to provide the necessary support and resources for the hundreds of subrecipients and partners SETA works with.

## WHAT THIS WILL CREATE (OUTPUTS)

### Outreach

We will develop compelling messaging and increase outreach.

### Building up

We will increase communication and collaboration across division, strengthen accountability and inclusivity on teams, and equip staff with tools needed to improve cohesion and culture

### Facilitating

We will establish clear communication channels, standardize relationships and processes, and increase partner interactions.

## TO WHAT END (OUTCOMES AND GOALS)

### Outcome 1 - Internal

- Clear vision and mission to guide decision making and values
- Collaborative and cross-functional teams
- Staff are well-equipped and supported in delivering SETA activities
- Leadership who openly communicate, show empathy, and prioritize impact

### Outcome 2 - External

- Beneficiaries have access to the opportunities and resources needed to achieve self sufficiency
- Subrecipients develop strong relationships with SETA and are supported throughout the entire grant lifecycle
- External audiences have clarity on SETA's activities and can reach out when in need of support



## GOAL

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



# 2025 Workers Compensation Executive Summary

Ken Johnson & Michael Gallagher

December 5, 2024  
SETA Governing Board



**Gallagher**

Insurance | Risk Management | Consulting



## 2025 Workers' Compensation Renewal

### Key Members of the Gallagher Team for SETA



**Kenneth Johnson**  
Senior Vice President  
[Ken\\_Johnson1@ajg.com](mailto:Ken_Johnson1@ajg.com)



**Michael Gallagher**  
Area President  
San Francisco Bay Area  
[Michael\\_Gallagher@ajg.com](mailto:Michael_Gallagher@ajg.com)



**Kristen Hilmoe ARM, CPCU**  
Client Service Supervisor  
[Kristen\\_Hilmoe@ajg.com](mailto:Kristen_Hilmoe@ajg.com)



**Aaron Aragon, MPA**  
Risk Control  
[Aaron@Aragon.com](mailto:Aaron@Aragon.com)



**Danielle Dugger**  
Work Comp Claims Advocate  
[Danielle\\_Dugger@ajg.com](mailto:Danielle_Dugger@ajg.com)

### Renewal Premium

- ❖ Experience Modification Factor increased substantially from
  - ❖ .95 in 2023
  - ❖ 1.41 in 2024 (48% increase),
  - ❖ 1.55 in 2025 (10% increase)
- ❖ Guide One insurance company issued a Non-Renewal for 2025 due to claims activity
- ❖ Expiring Premium is \$625,351 on \$33,517,326 in Payroll
- ❖ Renewal Premium is \$991,180 on \$34,960,705 in Payroll
- ❖ 58% increase in 2025 Premium, based upon
  - ❖ **Below market pricing from Guide One in 2024**
  - ❖ **5.2% increase in Payroll and**
  - ❖ **14 Point increase in Experience Modification Factor**
  - ❖ **53% Loss Ratio (Undeveloped)**



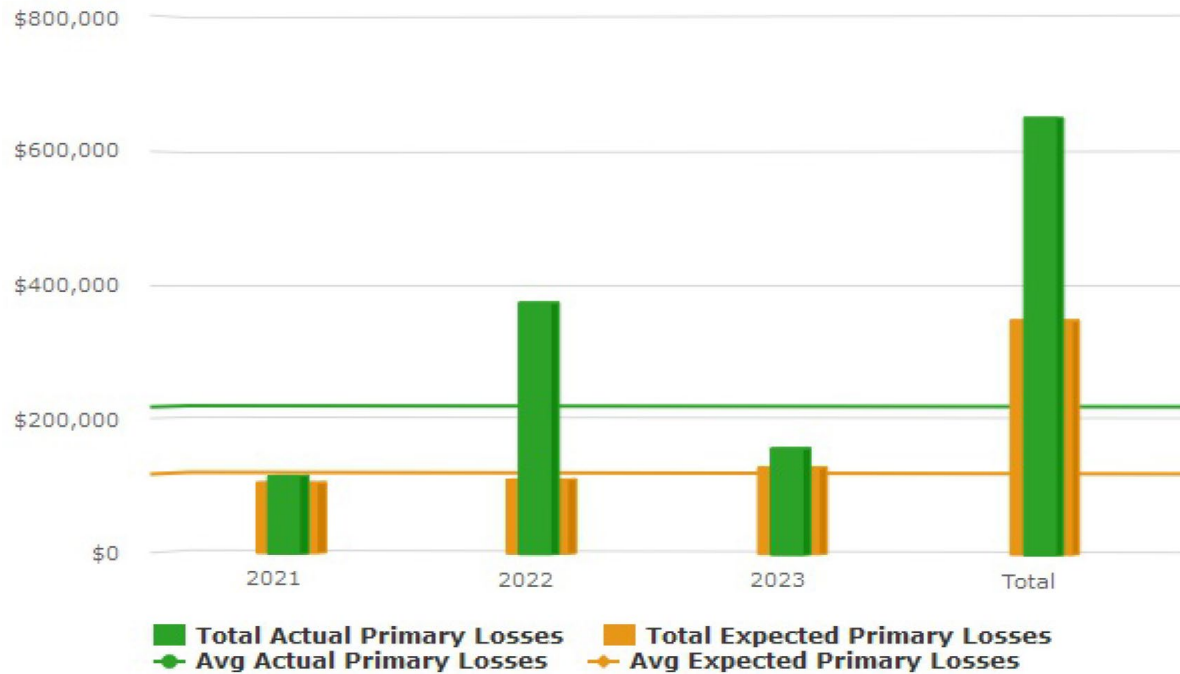
## 2025 Workers' Compensation Renewal

### Approached Markets

Insurance Company	A. M. Best Rating	Market Response	Premiums
GuideOne Insurance	A- (Negative Outlook)	Incumbent – Non-Renewal	\$625,351
QBE Insurance	A (Excellent)	Quoted	\$910,732
Key Risk (a Berkley Company)	A- (Excellent)	Quoted	\$918,918
Insurance Company of the West	A (Excellent)	Quoted	\$991,810
Berkshire Hathaway	A++ (Superior)	Quoted	\$1,037,250
State Compensation Insurance Fund (SCIF)	N/A	Quoted	\$1,257,000
Travelers Insurance	A++ (Superior)	Declined to quote - Recent increase in claims activity	N/A

## 2025 Workers' Compensation Renewal

### Analyzing Actual Losses to Industry Expected Losses By Year



Policy Year	Actual Losses	Expected Losses	Percentage
2021	\$243,436	\$166,768	146 %
2022	\$631,701	\$174,739	362 %
2023	\$275,137	\$203,862	135 %
<b>Totals</b>	<b>\$1,150,274</b>	<b>\$545,369</b>	<b>211 %</b>

Number of policy year where actual losses were less than expected: 0

## 2025 Workers' Compensation Renewal

### SETA Historical Analysis

<b>Historical Payroll</b>												
	1/1/2014-15	1/1/2015-16	1/1/2016-17	1/1/2017-18	1/1/2018-19	1/1/2019-20	1/1/2020-21	1/1/2021-22	1/1/2022-23	1/1/2023-24	1/1/2024-25	1/1/2025-26
Class	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Estimated	Estimated
8742	704,028	767,726	873,028	833,301	500,690	620,573	417,300	533,168	338,506	647,627	524,555	660,566
8810	9,811,346	9,634,792	8,931,569	8,030,574	7,830,327	8,018,100	8,431,131	7,531,968	7,456,396	7,875,437	8,988,554	9,252,963
9059	12,237,516	13,393,176	13,009,695	13,218,605	14,768,046	16,030,129	19,505,755	18,976,601	19,959,040	23,340,765	24,004,218	25,047,175
<b>Total Payroll</b>	<b>\$22,752,890</b>	<b>\$23,795,694</b>	<b>\$22,814,292</b>	<b>\$22,082,480</b>	<b>\$23,099,063</b>	<b>\$24,668,802</b>	<b>28,354,186</b>	<b>27,041,737</b>	<b>27,753,942</b>	<b>31,863,829</b>	<b>33,517,326</b>	<b>34,960,705</b>
% change	(2.2%)	4.6%	(4.1%)	(3.2%)	4.6%	6.8%	14.9%	(4.6%)	2.6%	14.8%	5.2%	4.3%
<b>Historical Incurred Losses</b>												
Total Incurred	\$569,329	\$148,376	\$462,668	\$217,296	\$637,679	\$116,610	\$364,298	\$344,562	\$745,550	\$340,649	\$295,627	
Total Paid	\$569,329	\$148,376	\$462,668	\$217,296	\$532,831	\$116,610	\$178,470	\$220,700	\$450,655	\$148,699	\$111,874	
Loss Ratio	53%	13%	46%	27%	88%	19%	44%	50%	169%	66%	53%	
<b>Historical Premium</b>												
Premium	\$1,068,199	\$1,168,712	\$1,015,239	\$797,242	\$724,980	\$616,740	\$819,025	\$692,798	\$441,546	\$515,262	\$562,361	
Assessments, Taxes, Fees	\$47,857	\$38,361	\$30,495	\$24,780	\$28,763	\$18,647	\$44,011	\$44,605	\$44,156	\$57,655	\$62,991	
<b>Total</b>	<b>\$1,116,056</b>	<b>\$1,207,073</b>	<b>\$1,045,734</b>	<b>\$822,022</b>	<b>\$753,743</b>	<b>\$635,387</b>	<b>\$863,036</b>	<b>\$737,403</b>	<b>\$485,702</b>	<b>\$572,917</b>	<b>\$625,352</b>	
Carrier	National Union Fire Ins Co Pittsburgh PA	National Union Fire Ins Co Pittsburgh PA	ICW	ICW	ICW	Atlas	GuideOne	GuideOne	GuideOne	GuideOne	GuideOne	
<b>Historical Ex-Mod</b>												
Ex-Mod	1.43	1.12	1.31	1.20	1.22	1.12	1.92	1.40	1.23	0.95	1.41	1.55

- 2014 to 2017 the average premium was \$1.1M for an average payroll of \$23M
- 2023 to 2025 the average premium was \$605K for an average payroll of \$28M
- 45% reduction in Premium with 23% increase in Payroll
- 2020 thru 2024 the Experience Modification Factor dropped almost 100 points due to Safety Initiatives
- Safety efforts are the Key to Workers Compensation Cost Containment at SETA

## 2025 Workers' Compensation Renewal

### DRAFT SETA Safety Committee Schedule for 2025

SETA Safety Committee Meeting Date	Safety Meeting Monthly Topics	Location for Safety Committee Meeting
January 14, 2025	Slips, Trip and Falls	925 Del Paso
February 13, 2025	Classroom Awareness – Trip and Fall/Child Interaction	615 2nd St
March 11, 2025	Training on Illness and Injury Prevention Program – OSHA Compliance	3265 Norwood Ave
April 10, 2025	Defensive Driving – Safe Driving Practices	805 Elk Hills Dr
May 13, 2025	Fire Safety	263 Seavey Cir
June 12, 2025	Threat Awareness Surrounding Children	10487 White Rock Rd
July 8, 2025	Workplace Violence Prevention Program	925 Del Paso
August 14, 2025	Slips, Trip and Falls	3100 Meadowview
September 9, 2025	Ergonomics – Proper Lifting	3401 Scotland Dr
October 9, 2025	Workplace Violence Prevention	7222 24th St
November 11, 2025	Emergency Action Plans	5746 40th St
December 11, 2025	Winter Safety & Awareness	925 Del Paso

The locations other than 925 Del Paso represented 82 of the 151 Ex Mod points for the 2025 Experience Modification Factor, thus meeting will be held on premise

## 2025 Workers' Compensation Renewal

### Risk Services Commitment

- Assigned claims advocate – Danielle Dugger
- Assigned loss control consultant – Aaron Aragon
- Quarterly claims reviews
- Claims stratification and loss trending analysis
- Integrated service plan – Monthly Safety Meetings
- Onsite risk assessments both Property & Casualty and Work Comp
- Onsite training sessions both Property & Casualty and Work Comp
- Gallagher STEP Training Platform
- Nurse Triage implementation and oversight
- Specific webinars for Step Up to Safety Certificate Series for managers/supervisors

**CONSENT ITEM I-B**  
**Approval of Claims and Warrants**

Presenter: Anita Maldonado

**RECOMMENDATION:**

Approve the claims and warrants for the period 10/22/2024 through 12/17/2024.

**BACKGROUND:**

Ms. Anita Maldonado, Executive Director, has reviewed the claims for the period 10/22/2024 through 12/17/2024, and all expenses appear to be appropriate.

**CONSENT ITEM I-C**

**Approval for Out of State Travel to Attend the ADP Training**

Presenter: Mario Maslac

**RECOMMENDATION:**

Review and approve out of state travel for 5 staff to attend training in March 2025.

**BACKGROUND:**

Travel out of state requires governing board approval, which is usually done through the budget approval process, approving out of state travel for the fiscal year. Any additional out-of-state training must be presented to the governing board for approval before travel occurs.

SETA leadership would like to send 5 staff members from HR and Fiscal to an ADP conference in Las Vegas, NV in March 2025. The agency uses ADP for payroll and HR management, and the relevant staff would benefit from the training offered at the conference. The expected cost of travel is \$3,000 per participant, in line with the projected costs for out-of-state travel already approved by the governing board.



**ACTION ITEM II-A-1**

**Timed Item 10:00 A.M. and Public Hearing**

**Approval of Wage Increase for the Head Start Parent Intern (Temporary) Classification**

Presenter: Bevan Richardson

**RECOMMENDATION:**

Open a public hearing, take public testimony, close the public hearing, and take action to approve the hourly wage increase for Head Start Parent Intern (Temporary) from \$16.00 to \$16.50 per hour effective January 1, 2025.

**BACKGROUND:**

Beginning on January 1, 2025, the minimum wage in California will be increasing to \$16.50 per hour. The current wage for the position of Head Start Parent Intern (Temporary) is \$16.00 per hour. The Agency will need to increase the hourly rate for the Head Start Parent Intern (Temporary) classification to \$16.50 in order to comply with the new state minimum wage.

The Policy Council took action and approved the policy on January 28, 2025.

**ACTION ITEM II-A-2**

**Timed Item 10:00 A.M. and Public Hearing**

**Approval of Revisions to the Training/Staff Development Officer Job Specification**

Presenter: Bevan Richardson

**RECOMMENDATION:**

Open a public hearing, take public testimony, and take action to close the public hearing and approve the revised job specification for the Training/Staff Development Officer classification.

**BACKGROUND:**

The Training/Staff Development Officer job specification was last updated in April 2011. In an effort to recruit to fill this position, it is necessary to update the job specification to ensure it complies with federal and state regulations, clarifies employment standards and required qualifications, and meets the needs of the Agency.

Attached is a red-lined version and a clean version of the job specification.

The Policy Council took action and approved the revisions on January 28, 2025.

## TRAINING/STAFF DEVELOPMENT OFFICER

### ORGANIZATIONAL RESPONSIBILITY

A Training/Staff Development Officer is responsible to ~~the Executive Director~~ Human Resources Manager or designee.

### DEFINITION

Under general direction, develops and coordinates the Agency training and staff development program, and monitors and assesses program quality. Assesses staff training needs. Responsibilities may include supervision of assigned staff. Oversees special projects and performs related work as required.

### DISTINGUISHING CHARACTERISTICS

This is a specialized classification for positions which assess and develop staff development training programs designed to enhance the knowledge, skills, and abilities of Agency employees.

### EXAMPLES OF ESSENTIAL DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

1. Plans, organizes, and coordinates the Agency training and staff development program;
  - ~~2. Makes recommendations on employment and personnel actions;~~
  2. Identifies training and development needs within ~~an~~ the organization through job analysis, appraisal schemes and regular consultation with department managers, chiefs and ~~human resources departments~~ key staff
  3. \_\_\_\_\_
  - ~~3-4.~~ \_\_\_\_\_ Ensures that the proper in-service training activities are being conducted for employees;
  - 4-5. \_\_\_\_\_ Confers with management representatives and supervisors to determine training needs;
  - 5-6. \_\_\_\_\_ Creates and/or delivers a range of training using face-to-face, digital and blended learning options. Schedules classes, equipment, and instructors;
- ~~Evaluates training packages;~~ Evaluates training and development programs, and prepares reports for management in areas such as usage, engagement and performance
  - Promotes a work culture of continuing professional development (CPD)
  - Keeps up to date with developments in training by reading relevant journals, going to meetings and attending relevant courses

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- Researches new technologies and methodologies in workplace learning and present this research.

~~6.~~

- ~~7. Attends meetings and seminars to obtain information useful to development and management of training programs and goals;~~

- ~~8. Plans, coordinates, and administers the employee safety and emergency preparedness programs;~~

- ~~9. Evaluates training packages;~~

- Selects or develops training aides such as handbooks, demonstration models, visual aids, reference works; Devises a training strategy for the organization

- Builds training programs from scratch (from the initial idea through planning, implementation, review and outcomes analysis) and delegate work to other members of the learning and development team

- Manages the training budget and monitors monthly expenditure reports

- Works closely with and influences senior leaders and stakeholders.

- Manages data base to track and maintain documentation of completed trainings.

- Manages data base to track professional certifications for compliance

- Coordinates Career Incentive Program

~~10.~~ Performs other duties as assigned.

### **MINIMUM QUALIFICATIONS**

#### Knowledge of:

- Principles of supervision;
- Employee development and training;
- Curriculum development;
- Principles of organization and management;

- Federal and State laws, guidelines and regulations relating to employee health

- and Interpersonal skills that enable you to work with people at all levels of an organization, motivate others and change people's attitudes when necessary

- analytical skills to identify training needs and learning gaps

- written and spoken communication skills that allow you to inform and advise others clearly

- presentation skills

- IT skills

- a strong customer-focused background

- problem-solving and negotiation skills

- initiative and the ability to offer new ideas

- strong teamworking skills and a collaborative approach to learning, both face-to-face and remotely

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- ~~organizational and planning skills to manage your time and to meet deadlines and objectives~~
- ~~good time-keeping skills and the ability to multitask to enable you to effectively manage training schedules~~
- ~~proactive, enthusiastic and innovative approach to work~~
- ~~personal commitment to improving your own knowledge and skills and a passion for continuing learning and development~~
- ~~Safety;-~~
- ~~Some word processing and spreadsheet software.~~

AND

Ability to:

- Plan, organize and direct the Agency's employee training and development program;
- Supervise staff engaged in training activities;
- Analyze and evaluate training needs and programs;
- Set priorities and meet deadlines;
- Effectively contribute to the Agency's training objectives;
- Communicate clearly and concisely orally and in written form.

AND

**Training Experience: Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying.** A typical way to obtain ~~these knowledges~~this knowledge and abilities would be:

- I. Graduation from an accredited four (4) year college or university with major course work in education, public administration, personnel management or related courses;

AND

- II. At least three (3) years of broad and extensive work experience in staff/~~parent~~ development and training including one (1) year of supervision.

**PHYSICAL DEMANDS/QUALIFICATIONS**

Essential Physical Attributes:

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

1. Sufficient Speech to:
  - Engage in conversation both in person and on the phone.
2. Sufficient Hearing to:

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- Understand conversation in person or on the phone.
- 3. Sufficient Vision to:
  - Operate a personal computer.
- 4. Sufficient Sensitivity of Touch to:
  - Operate a personal computer.
- 5. Sufficient Strength and Conditioning to:
  - Sit for long periods of time throughout the day;
  - Operate a personal computer throughout the day without experiencing abnormal hand wrist or eye strain;
  - Exert a small amount of effort in moving papers, binders, desk supplies and files in a sedentary or light work environment;
  - Move from one area in the workplace to another.

Non-essential Physical Attributes:

1. Ability to Taste.
2. Ability to Smell.

## **TRAINING/STAFF DEVELOPMENT OFFICER**

### **ORGANIZATIONAL RESPONSIBILITY**

A Training/Staff Development Officer is responsible to the Executive Director

### **DEFINITION**

Under general direction, develops and coordinates the Agency training and staff development program, and monitors and assesses program quality. Assesses staff training needs. Responsibilities may include supervision of assigned staff. Oversees special projects and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS**

This is a specialized classification for positions which assess and develop staff development training programs designed to enhance the knowledge, skills, and abilities of Agency employees.

### **EXAMPLES OF ESSENTIAL DUTIES**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

- Plans, organizes, and coordinates the Agency training and staff development program;
- Identifies training and development needs within the organization through job analysis, appraisal schemes and regular consultation with department managers, chiefs and key staff;
- Ensures that the proper in-service training activities are being conducted for employees;
- Confers with management representatives and supervisors to determine training needs;
- Creates and/or delivers a range of training using face-to-face, digital and blended learning options;
- Schedules classes, equipment, and instructors;
- Evaluates training and development programs, and prepares reports for management in areas such as usage, engagement and performance;
- Promotes a work culture of continuing professional development (CPD);
- Keeps up to date with developments in training by reading relevant journals, going to meetings and attending relevant courses;
- Researches new technologies and methodologies in workplace learning and present this research;
- Devises a training strategy for the organization;
- Builds training programs from scratch (from the initial idea through planning, implementation, review and outcomes analysis) and delegate work to other members of the learning and development team;
- Manages the training budget and monitors monthly expenditure reports
- Works closely with and influences senior leaders and stakeholders;
- Manages data base to track and maintain documentation of completed trainings;
- Manages data base to track professional certifications for compliance;
- Coordinates Career Incentive Program.

Performs other duties as assigned.

**MINIMUM QUALIFICATIONS**

Knowledge of:

- Principles of supervision;
- Employee development and training;
- Curriculum development;
- Principles of organization and management;
- Federal and State laws, guidelines and regulations relating to employee health
- Interpersonal skills that enable you to work with people at all levels of an organization, motivate others and change people's attitudes when necessary
- Analytical skills to identify training needs and learning gaps
- Written and spoken communication skills that inform and advise others clearly
- Presentation skills
- IT skills
- A strong customer-focused background
- Problem-solving and negotiation skills
- Initiative and the ability to offer new ideas
- Strong teamworking skills and a collaborative approach to learning, both face-to-face and remotely
- Organizational and planning skills to manage time and to meet deadlines and objectives
- Good time-keeping skills and the ability to multitask to effectively manage training schedules
- Proactive, enthusiastic and innovative approach to work
- Personal commitment to improving knowledge and skills and a passion for continuing learning and development

AND

Ability to:

- Plan, organize and direct the Agency's employee training and development program;
- Supervise staff engaged in training activities;
- Analyze and evaluate training needs and programs;
- Set priorities and meet deadlines;
- Effectively contribute to the Agency's training objectives;
- Communicate clearly and concisely orally and in written form.

AND

**Training Experience: Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying.** A typical way to obtain this knowledge and abilities would be:

- I. Graduation from an accredited four (4) year college or university with major course work in education, public administration, personnel management or related courses;



AND

- II. At least three (3) years of broad and extensive work experience in staff development and training including one (1) year of supervision.

**PHYSICAL DEMANDS/QUALIFICATIONS**

**Essential Physical Attributes:**

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

1. Sufficient Speech to:
  - Engage in conversation both in person and on the phone.
2. Sufficient Hearing to:
  - Understand conversation in person or on the phone.
3. Sufficient Vision to:
  - Operate a personal computer.
4. Sufficient Sensitivity of Touch to:
  - Operate a personal computer.
5. Sufficient Strength and Conditioning to:
  - Sit for long periods of time throughout the day;
  - Operate a personal computer throughout the day without experiencing abnormal hand wrist or eye strain;
  - Exert a small amount of effort in moving papers, binders, desk supplies and files in a sedentary or light work environment;
  - Move from one area in the workplace to another.

**Non-essential Physical Attributes:**

1. Ability to Taste.
2. Ability to Smell.

**ACTION ITEM II-A-3**

**Timed Item 9:00 A.M. and Public Hearing**

**Approval of Revisions to the Personnel Clerk Job Specification**

Presenter: Bevan Richardson

**RECOMMENDATION:**

Open a public hearing, take public testimony, and take action to close the public hearing and approve the revised job specification for the Personnel Clerk classification.

**BACKGROUND:**

The Personnel Clerk job specification was last updated in 2016. In an effort to ensure accuracy in the duties assigned, responsibilities, to provide additional departmental support, and ensure that the classification meets the needs of the Agency, we are updating the specifications.

Attached is a red-lined version and a clean version of the job specification.

The Policy Council is set to take action on the revisions on February 25, 2025.

## PERSONNEL CLERK

### **ORGANIZATIONAL RESPONSIBILITY**

A Personnel Clerk is responsible to the Human Resources Manager or other appropriate supervisor.

### **DEFINITION**

Under close supervision, performs routine payroll and personnel clerical work; assists in the preparation and typing of various personnel and payroll transaction forms; files forms and personnel documents; gives general personnel information to other employees and the public.

### **DISTINGUISHING CHARACTERISTICS**

It is expected that incumbents will have had no previous experience in personnel work. They will learn the necessary personnel knowledge and skills through on-the-job training, and will be expected to work with progressively less supervision.

### **INTERPERSONAL SKILLS EXPECTATIONS**

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

### **DUTIES**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

1. Assists in the preparation of payroll/personnel documents;
2. Verifies employment by informing authorized persons of employees' status;
3. Types information onto personnel and payroll documents from verbal or written instructions;
4. Mails or distributes examination bulletins and other types of bulletins to employees and the public;
5. Posts information onto bulletin boards and removes obsolete material;
6. Assists by typing and filing routine information and/or documents;
7. Opens and distributes mail;
8. Sends general correspondence;
9. Files correspondence and other material;
10. Assists in preparing for trainings, examinations, and/or interviews. Examples of this are but not limited to:
  - a. Preparing agendas.
  - b. Assisting the Personnel Analyst with making phone calls, emails, etc.
  - c. Preparing packets for interviews, exams, and orientations.

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- d. Ensuring the room is properly set up with required materials.
  - e. Sending out reminder emails.
  - f. Creating sign in and out sheets.
  - g. Ensuring the room is clean after the event.
11. Place orders for office supplies, wellness activities, and employee relations related items;
- ~~12. Tuition Reimbursement, receive, input and track information, under the direction of the Human Resources Manager; Assists the Senior Personnel Analyst with leaves administration. May include:~~
- ~~a. Facilitating leave of absence intakes~~
  - ~~b. Preparing and distributing letters and emails to staff~~
  - ~~c. Receiving and processing leave requests~~
  - ~~d. Monitoring leave statuses~~
  - ~~42.e. Communicating with staff supervisors regarding leave terms, return to work conditions, restriction accommodations, etc.~~
13. Completes other personnel clerical duties as assigned.

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**MINIMUM QUALIFICATIONS**

Knowledge of:

- Basic office practices, methods, and procedures;
- Filing techniques;
- Receptionist and telephone techniques;
- Proper English usage, spelling, grammar, and punctuation;
- Some word processing software.

AND

Ability to:

- Learn and assist with a variety of office functions in support of the SETA programs;
- Demonstrate sound judgment in dealing with problems;
- Assist with maintaining files and records;
- Assist with compiling information and preparing reports;
- Make arithmetical calculations quickly and accurately;
- Deal tactfully and courteously with persons seeking information and expressing concerns about program policies and functions;
- Establish and maintain cooperative working relationships;
- Competently use word processing software.

AND

**Training and Experience:** Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying. A typical way to obtain these knowledges and abilities would be:

- I. One year of experience performing routine clerical work equivalent to the class of Typist Clerk.

**PHYSICAL DEMANDS/QUALIFICATIONS**

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

<b><i>Required Activity</i></b>	<b><i>Description</i></b>
<b><i>Dexterity</i></b>	Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling.

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<b>Talking</b>	Frequently expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
<b>Hearing</b>	Frequently perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
<b>Repetitive Motion</b>	Frequently making substantial movements (motions) of the wrists, hands, and/or fingers.
<b>Sedentary Work</b>	Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<b>Visual Acuity</b>	The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.
<b>Environment</b>	The worker is not substantially exposed to adverse environmental conditions.
<b>Relational</b>	The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm.

## PERSONNEL CLERK

### **ORGANIZATIONAL RESPONSIBILITY**

A Personnel Clerk is responsible to the Human Resources Manager or other appropriate supervisor.

### **DEFINITION**

Under close supervision, performs routine payroll and personnel clerical work; assists in the preparation and typing of various personnel and payroll transaction forms; files forms and personnel documents; gives general personnel information to other employees and the public.

### **DISTINGUISHING CHARACTERISTICS**

It is expected that incumbents will have had no previous experience in personnel work. They will learn the necessary personnel knowledge and skills through on-the-job training, and will be expected to work with progressively less supervision.

### **INTERPERSONAL SKILLS EXPECTATIONS**

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

### **DUTIES**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

1. Assists in the preparation of payroll/personnel documents;
2. Verifies employment by informing authorized persons of employees' status;
3. Types information onto personnel and payroll documents from verbal or written instructions;
4. Mails or distributes examination bulletins and other types of bulletins to employees and the public;
5. Posts information onto bulletin boards and removes obsolete material;
6. Assists by typing and filing routine information and/or documents;
7. Opens and distributes mail;
8. Sends general correspondence;
9. Files correspondence and other material;
10. Assists in preparing for trainings, examinations, and/or interviews. Examples of this are but not limited to:
  - a. Preparing agendas.
  - b. Assisting the Personnel Analyst with making phone calls, emails, etc.
  - c. Preparing packets for interviews, exams, and orientations.
  - d. Ensuring the room is properly set up with required materials.

- e. Sending out reminder emails.
  - f. Creating sign in and out sheets.
  - g. Ensuring the room is clean after the event.
11. Place orders for office supplies, wellness activities, and employee relations related items;
  12. Assists the Senior Personnel Analyst with leaves administration. May include:
    - a. Facilitating leave of absence intakes
    - b. Preparing and distributing letters and emails to staff
    - c. Receiving and processing leave requests
    - d. Monitoring leave statuses
    - e. Communicating with staff supervisors regarding leave terms, return to work conditions, restriction accommodations, etc.
  13. Completes other personnel clerical duties as assigned.

**MINIMUM QUALIFICATIONS**

Knowledge of:

- Basic office practices, methods, and procedures;
- Filing techniques;
- Receptionist and telephone techniques;
- Proper English usage, spelling, grammar, and punctuation;
- Some word processing software.

AND

Ability to:

- Learn and assist with a variety of office functions in support of the SETA programs;
- Demonstrate sound judgment in dealing with problems;
- Assist with maintaining files and records;
- Assist with compiling information and preparing reports;
- Make arithmetical calculations quickly and accurately;
- Deal tactfully and courteously with persons seeking information and expressing concerns about program policies and functions;
- Establish and maintain cooperative working relationships;
- Competently use word processing software.

AND

**Training and Experience:** Any combination of training and experience which would likely provide the required knowledges and abilities is qualifying. A typical way to obtain these knowledges and abilities would be:

- I. One year of experience performing routine clerical work equivalent to the class of Typist Clerk.

**PHYSICAL DEMANDS/QUALIFICATIONS**

The tasks which appear under each attribute are normal for this position. These are not to be construed as exclusive or all-inclusive.

<b><i>Required Activity</i></b>	<b><i>Description</i></b>
<b><i>Dexterity</i></b>	Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling.

<b><i>Talking</i></b>	Frequently expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
<b><i>Hearing</i></b>	Frequently perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
<b><i>Repetitive Motion</i></b>	Frequently making substantial movements (motions) of the wrists, hands, and/or fingers.
<b><i>Sedentary Work</i></b>	Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<b><i>Visual Acuity</i></b>	The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.
<b><i>Environment</i></b>	The worker is not substantially exposed to adverse environmental conditions.
<b><i>Relational</i></b>	The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm.



**ACTION ITEM II-A-4**

**Timed Item 9:00 A.M. and Public Hearing**

**Approval of Revisions to the Senior Personnel Analyst Job Specification**

Presenter: Bevan Richardson

**RECOMMENDATION:**

Open a public hearing, take public testimony, and take action to close the public hearing and approve the revised job specification for the Senior Personnel Analyst classification.

**BACKGROUND:**

The Senior Personnel Analyst job specification was last updated in 2016. In an effort to ensure accuracy in the duties assigned, responsibilities, and that the classification meets the needs of the Agency, we are updating the specifications.

Attached is a red-lined version and a clean version of the job specification.

The Policy Council is set to take action on the revisions on February 25, 2025.

## SENIOR PERSONNEL ANALYST (SUPERVISORY)

### ORGANIZATIONAL RESPONSIBILITY

The Senior Personnel Analyst is responsible to a Human Resources Chief or Designee.

### DEFINITION

Under general direction, performs the full scope of responsible and complex technical work in a variety of personnel program areas, including, but not limited to, recruitment and selection, examination development, affirmative action, staff training and development, classification analysis, salary administration, Worker's Compensation administration, Illness and Injury Prevention Program, Performance Management,- and Labor Relations.

### DISTINGUISHING CHARACTERISTICS

Incumbents in this classification perform advanced journey level personnel functions requiring extensive knowledge of and proficiency in personnel management. Incumbents are expected to exercise considerable independent judgement in carrying out duties and responsibilities. Incumbents will supervise or train lower level personnel staff.

### INTERPERSONAL SKILLS EXPECTATIONS

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff that you encounter.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

### EXAMPLES OF DUTIES

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

#### Recruitment

1. Develop screening matrixes;
2. Screen employment applications;
3. Verify employee DMV records;
4. Review applicant data specifically relating to ethnicity, gender, age and disability to determine success of recruitment efforts;
5. Analyze recruitment needs to fill vacant positions within a specified time period and develop and implement a recruitment schedule;
6. Coordinate the development and distribution of job vacancy announcements;
7. Respond to inquiries regarding recruitment processes, position vacancies, and advertisements;

8. Oversee the data entry of voluntary and supplemental information;
9. Coordinate recruitment and examination plans;
10. Meet with staff to discuss specific recruitment needs for the vacant position to develop examination questions;
11. Coordinate with supervisors, managers or chiefs to determine the subject matter experts to sit on the examination panel;
12. Secure the date, time, location and room reservation for the date of the examination.

Examination and Selection

1. Confer with staff to determine the appropriate method of testing;
2. Assess test results to ensure no adverse impact;
3. Develop and prepare examination questions;
4. Prepare examination materials for panel members;
5. Arrange the reserved room with the appropriate seating arrangement to best accommodate the method of testing selected;
6. Conduct panel orientation for examination panel members;
7. Oversee the examination process;
8. Compute examination scores and create an eligible list;
9. Conduct background investigation on prospective employees.

Job Analysis

1. Research and analyze job specifications and position data;
2. Meet with appropriate Agency staff to determine the needs of the Agency as it relates to the new job specification to ensure a properly defined set of duties and appropriate knowledge, skills, abilities, education and experience requirements;
3. Compose draft of job specification;
4. Distribute final draft of proposed job specification.

Personnel

1. Oversee benefit processes (enrollment, COBRA, etc.).
2. Respond to notifications from State agencies regarding unemployment claims.
3. Provide efficient and professional customer service to internal and external customers.
4. Handle employee leave-related items (FMLA, CFRA, PFL, etc.).
5. Communicate with employees regarding benefits and leave-related items via phone, email and postal mail.

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Administration

1. Prepare information for Governing Board or Policy Council;
2. Orient and welcome new employees;
3. Compile and mail data requested by Department of Social Services in order to obtain an exemption for HS employees with criminal backgrounds;
4. Investigate and handle complaints;
5. Recommend disciplinary action;
6. Counsel, make recommendations, respond to questions and provide explanations to Agency staff on Personnel related issues;
7. Present personnel related items to the Governing Board, Policy Council or other committees;
8. Compose a variety of documents, including letters, memos, job specifications, job duty analysis and reports;
9. Organize, facilitate, or present staff training;
10. Attend scheduled training as directed or as requested;
11. Monitor and maintain employee Personnel and confidential files;
12. Provide staff and delegate agencies with information on Labor Law postings and requirements;

13. Facilitate and coordinate yearly and bi-annual audits;
14. Check for compliance of employee files regarding TB screening, fingerprint clearance records, background checks, and salary review;
15. Coordinate with supervisors the start date for new employees;
16. Coordinates the employee recognition award;
17. Coordinate temporary staff with temporary agency and verify billing rates for services;
18. Incumbents who supervise are expected to assign work to lower level staff;
19. Establish work priorities and deadlines;
20. Monitor staff to ensure work is done properly, efficiently and in established time period;
21. Train and develop Personnel staff;
22. Participate in the hiring of Personnel staff as directed;
23. Complete performance evaluations on staff;
24. Responsible for tracking workplace analytics.

**Workers Compensation and Safety**

1. Disseminates information to staff and answers related questions regarding Workers Compensation Insurance;
2. Complete and disseminate a variety of reports involving employee injuries and illness;
3. Provides employees with necessary claim forms;
4. Monitor the progress of injured employees and the status of the Workers Compensation Claims;
5. Assess and recommend light duty accommodations when necessary;
6. Inform appropriate staff of an employee's medical status;
7. Coordinate the Agency quarterly safety committee meetings;
8. Conduct post-accident follow ups.

**MINIMUM QUALIFICATIONS**

**Knowledge of:**

- Principles and practices of personnel administration including testing and selection, training, job analysis, position classification and salary administration;
- Principles and practices of supervision;
- Uniform Guidelines on Selection Procedures for Employees;
- State and Federal labor laws;
- Effective investigation techniques;
- Workers Compensation laws, rules, and regulations;
- Basic English usage, spelling, grammar and punctuation;
- Some word processing software.

AND

**Ability to:**

- Communicate effectively in writing;
- Communicate effectively verbally;
- Analyze data and draw accurate conclusions;
- Write and develop advanced testing materials;
- Maintain confidential information;
- Work under stressful situations;
- Establish and maintain effective working relationships;
- Make effective presentations;
- Interpret policies, procedures and laws;
- Prioritize heavy workload;
- Use a variety of Computer software applications;
- Perform basic mathematical calculations;

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- Accurately screen employment applications;
- Demonstrate sound judgment;
- Accurately maintain notes, documentation, and files;
- Act independently and demonstrate initiative;
- Plan and organize workload to meet deadlines;
- Use a variety of office machines including copier, facsimile computer and calculator.

AND

**Training and Experience:** Any combination of training and experience that would likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain these knowledge, skills and abilities would be:

- I. Graduation from an accredited college or university with major course work in public administration, business administration, personnel management or related courses; and two years' experience which reflects extensive knowledge, skills and abilities required for the position.

OR

- II. Advanced educational training with coursework in public administration, personnel management, labor relations or a closely related field; and four years of experience that reflects extensive knowledge, skills and abilities required for the position.

OR

- III. Supervision experience is preferred but not required.

**PHYSICAL DEMANDS/QUALIFICATIONS**

<b>Required Activity</b>	<b>Description</b>
<b>Dexterity</b>	Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling.
<b>Talking</b>	Regularly expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
<b>Hearing</b>	Regularly perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
<b>Repetitive Motion</b>	Frequently making substantial movements (motions) of the wrists, hands, and/or fingers.
<b>Sedentary Work</b>	Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<b>Visual Acuity</b>	The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.

<b><i>Environment</i></b>	The worker is not substantially exposed to adverse environmental conditions.
<b><i>Relational</i></b>	The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm.

~~Senior Personnel Analyst 2016~~ Senior Personnel Analyst - Redline  
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## **SENIOR PERSONNEL ANALYST (SUPERVISORY)**

### **ORGANIZATIONAL RESPONSIBILITY**

The Senior Personnel Analyst is responsible to a Human Resources Chief or Designee.

### **DEFINITION**

Under general direction, performs the full scope of responsible and complex technical work in a variety of personnel program areas, including, but not limited to, recruitment and selection, examination development, affirmative action, staff training and development, classification analysis, salary administration, Worker's Compensation administration, Illness and Injury Prevention Program, Performance Management, and Labor Relations.

### **DISTINGUISHING CHARACTERISTICS**

Incumbents in this classification perform advanced journey level personnel functions requiring extensive knowledge of and proficiency in personnel management. Incumbents are expected to exercise considerable independent judgement in carrying out duties and responsibilities. Incumbents will supervise or train lower level personnel staff.

### **INTERPERSONAL SKILLS EXPECTATIONS**

It is a requirement for this position that the employee exhibits the following appropriate interpersonal skills:

- Must be able to listen and get along with a diverse group of people.
- Must be able to establish and maintain cooperative working relationships with the majority of the staff that you encounter.
- Must be able to share, discuss, and work through ideas with others in order to arrive at solutions, conclusions, and/or agreements.
- Must be able to interact diplomatically with the public, staff, children, and vendors.
- Must maintain composure when dealing with resistance or contrary opinions.
- Must be able to interact with persons of various social, cultural, economic, and educational backgrounds in a respectful and productive manner.
- Must be ready and willing to assist the site staff with fostering a stimulating and accepting learning environment.
- Must be able to work as a team and collaborate with colleagues.

### **EXAMPLES OF DUTIES**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other related duties may be assigned.

#### **Recruitment**

1. Develop screening matrixes;
2. Screen employment applications;
3. Verify employee DMV records;
4. Review applicant data specifically relating to ethnicity, gender, age and disability to determine success of recruitment efforts;
5. Analyze recruitment needs to fill vacant positions within a specified time period and develop and implement a recruitment schedule;
6. Coordinate the development and distribution of job vacancy announcements;
7. Respond to inquiries regarding recruitment processes, position vacancies, and advertisements;

8. Oversee the data entry of voluntary and supplemental information;
9. Coordinate recruitment and examination plans;
10. Meet with staff to discuss specific recruitment needs for the vacant position to develop examination questions;
11. Coordinate with supervisors, managers or chiefs to determine the subject matter experts to sit on the examination panel;
12. Secure the date, time, location and room reservation for the date of the examination.

### Examination and Selection

1. Confer with staff to determine the appropriate method of testing;
2. Assess test results to ensure no adverse impact;
3. Develop and prepare examination questions;
4. Prepare examination materials for panel members;
5. Arrange the reserved room with the appropriate seating arrangement to best accommodate the method of testing selected;
6. Conduct panel orientation for examination panel members;
7. Oversee the examination process;
8. Compute examination scores and create an eligible list;
9. Conduct background investigation on prospective employees.

### Job Analysis

1. Research and analyze job specifications and position data;
2. Meet with appropriate Agency staff to determine the needs of the Agency as it relates to the new job specification to ensure a properly defined set of duties and appropriate knowledge, skills, abilities, education and experience requirements;
3. Compose draft of job specification;
4. Distribute final draft of proposed job specification.

### Personnel

1. Oversee benefit processes (enrollment, COBRA, etc.).
2. Respond to notifications from State agencies regarding unemployment claims.
3. Provide efficient and professional customer service to internal and external customers.
4. Handle employee leave-related items (FMLA, CFRA, PFL, etc.).
5. Communicate with employees regarding benefits and leave-related items via phone, email and postal mail.

### Administration

1. Prepare information for Governing Board or Policy Council;
2. Orient and welcome new employees;
3. Compile and mail data requested by Department of Social Services in order to obtain an exemption for HS employees with criminal backgrounds;
4. Investigate and handle complaints;
5. Recommend disciplinary action;
6. Counsel, make recommendations, respond to questions and provide explanations to Agency staff on Personnel related issues;
7. Present personnel related items to the Governing Board, Policy Council or other committees;
8. Compose a variety of documents, including letters, memos, job specifications, job duty analysis and reports;
9. Organize, facilitate, or present staff training;
10. Attend scheduled training as directed or as requested;
11. Monitor and maintain employee Personnel and confidential files;
12. Provide staff and delegate agencies with information on Labor Law postings and requirements;



13. Facilitate and coordinate yearly and bi-annual audits;
14. Check for compliance of employee files regarding TB screening, fingerprint clearance records, background checks, and salary review;
15. Coordinate with supervisors the start date for new employees;
16. Coordinates the employee recognition award;
17. Coordinate temporary staff with temporary agency and verify billing rates for services;
18. Incumbents who supervise are expected to assign work to lower level staff;
19. Establish work priorities and deadlines;
20. Monitor staff to ensure work is done properly, efficiently and in established time period;
21. Train and develop Personnel staff;
22. Participate in the hiring of Personnel staff as directed;
23. Complete performance evaluations on staff;
24. Responsible for tracking workplace analytics.

### Workers Compensation and Safety

1. Disseminates information to staff and answers related questions regarding Workers Compensation Insurance;
2. Complete and disseminate a variety of reports involving employee injuries and illness;
3. Provides employees with necessary claim forms;
4. Monitor the progress of injured employees and the status of the Workers Compensation Claims;
5. Assess and recommend light duty accommodations when necessary;
6. Inform appropriate staff of an employee's medical status;
7. Coordinate the Agency quarterly safety committee meetings;
8. Conduct post-accident follow ups.

### **MINIMUM QUALIFICATIONS**

#### Knowledge of:

- Principles and practices of personnel administration including testing and selection, training, job analysis, position classification and salary administration;
- Principles and practices of supervision;
- Uniform Guidelines on Selection Procedures for Employees;
- State and Federal labor laws;
- Effective investigation techniques;
- Workers Compensation laws, rules, and regulations;
- Basic English usage, spelling, grammar and punctuation;
- Some word processing software.

AND

#### Ability to:

- Communicate effectively in writing;
- Communicate effectively verbally;
- Analyze data and draw accurate conclusions;
- Write and develop advanced testing materials;
- Maintain confidential information;
- Work under stressful situations;
- Establish and maintain effective working relationships;
- Make effective presentations;
- Interpret policies, procedures and laws;
- Prioritize heavy workload;
- Use a variety of Computer software applications;

- Perform basic mathematical calculations;
- Accurately screen employment applications;
- Demonstrate sound judgment;
- Accurately maintain notes, documentation, and files;
- Act independently and demonstrate initiative;
- Plan and organize workload to meet deadlines;
- Use a variety of office machines including copier, facsimile computer and calculator.

AND

**Training and Experience:** Any combination of training and experience that would likely provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain these knowledge, skills and abilities would be:

- I. Graduation from an accredited college or university with major course work in public administration, business administration, personnel management or related courses; and two years' experience which reflects extensive knowledge, skills and abilities required for the position.

OR

- II. Advanced educational training with coursework in public administration, personnel management, labor relations or a closely related field; and four years of experience that reflects extensive knowledge, skills and abilities required for the position.

OR

- III. Supervision experience is preferred but not required.

**PHYSICAL DEMANDS/QUALIFICATIONS**

<b><i>Required Activity</i></b>	<b><i>Description</i></b>
<b><i>Dexterity</i></b>	Frequently picking, pinching, typing or otherwise working, primarily with fingers rather than whole hand as in handling.
<b><i>Talking</i></b>	Regularly expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
<b><i>Hearing</i></b>	Regularly perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
<b><i>Repetitive Motion</i></b>	Frequently making substantial movements (motions) of the wrists, hands, and/or fingers.
<b><i>Sedentary Work</i></b>	Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<b><i>Visual Acuity</i></b>	The worker is required to have close visual acuity to perform an activity such as preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.

<b><i>Environment</i></b>	The worker is not substantially exposed to adverse environmental conditions.
<b><i>Relational</i></b>	The worker is required to interact with a variety of people from diverse backgrounds. Must be able to be professional and handle emotionally charged conversations while remaining calm.

**ACTION ITEM II-A-5**

**Review and Approval of the Agency's Independent Auditor's Report and Financial Statements for the Fiscal Year Ended June 30, 2024**

Presenter: Mario Maslac

**RECOMMENDATION:**

Review and approve the Annual Auditor's Report and Financial Statements of the Agency for the fiscal year ended June 30, 2024.

**BACKGROUND:**

Badawi & Associates recently completed the annual audit of the Sacramento Employment and Training Agency for the fiscal year ended June 30, 2024. Staff will be available to answer questions regarding the audit.

The auditor's report will be sent under separate cover.

## **ACTION ITEM II-A-6**

### **Approval of the Recommended Process for Appointing the Public Representative Member to the SETA Governing Board**

Presenter: Anita Maldonado

#### **RECOMMENDATION:**

To discuss and approve the recommended appointment process of the Public Representative Member to the SETA Governing Board (GB).

SETA staff recommends the following process:

1. Develop a position description
2. Develop qualifications (elected position, target areas, etc.)
3. Create a targeted solicitation to a pool of qualified candidates via social media, personal solicitation calls, emails, etc. (see sample application attached)
4. Review and rate applications using a rubric
5. Create a short list of qualified candidates
6. Governing Board reviews and interviews final slate of candidates – optional
7. Governing Board makes a final selection
8. Selected candidate is presented for approval to the Supervisors, City Council and Governing Board
9. Once approved by the Board of Supervisors and City Council, candidate is seated at GB meeting
10. SETA provides an orientation to the newly seated GB member

#### **BACKGROUND:**

Under the provisions of the Joint Exercise of Powers Agreement forming SETA, the Sacramento City Council and the Board of Supervisors jointly appoint the public representative of the Governing Board in November of even-numbered years.

Ms. Sophia Scherman was selected through this process in January 1999 to serve a two-year term, which has been extended every two years to this year. Ms. Scherman decided to resign from the Board in November 2024 and is not looking to be reappointed for another term at this time.

With the approval of the recommended process, a position description and qualifications will be presented to the Governing Board at the March 2025 meeting.

**ACTION ITEM II-A-7**  
**Approval to Use Fund Balance**

Presenter: Anita Maldonado

**RECOMMENDATION:**

Approve the use of the agency fund balance to cover travel and attendance costs for the Executive Director to participate in the 2025 Cap-to-Cap event in May.

**BACKGROUND:**

At the December 7<sup>th</sup>, 2024 Governing Board meeting, members of the Board expressed interest in having SETA representation at the annual Sacramento Metropolitan Chamber of Commerce Capitol-to-Capitol (Cap-to-Cap) program. Legal Counsel has previously determined that the event is essentially held to lobby the legislators on various issues which is an unallowable cost per federal Uniform Guidance (2 CFR Part 200.450). Since participation would not be able to be paid with federal funds, the Governing Board would need to authorize the use of the Agency fund balance for any costs associated with this event. The estimated costs are approximately \$6,000 per person. This year's event will take place from May 3-7, 2025 in Washington D.C. It is being recommended to send the Executive Director to represent SETA.

## **ACTION ITEM II-B-1**

### **Ratification of the Submission of a Letter of Interest/Application to the Employment Development Department (EDD) for the Workforce Innovation and Opportunity Act (WIOA), Title IV, Vocational Rehabilitation (VR) Funding Under the Disability Access, Equity, And Inclusion (DAEI) Grant, Program Year 2024-2025, and Authorize the Executive Director to Execute the Agreement, Subgrant Agreements, Modifications and Any Other Documents Required by the Funding Source**

Presenter: Michelle O’Camb

#### **RECOMMENDATION:**

Ratify the submission of SETA’s letter of interest/application to the Employment Development Department (EDD) for the WIOA, Title IV, Vocational Rehabilitation (VR) funding under the Disability Access, Equity, and Inclusion (DAEI) grant in the amount of \$1,469,962 to serve 210 people with disabilities (PWDs), and authorize the SETA Executive Director to execute the agreement, subgrant agreements, modifications and any other documents required by the funding source.

The letter of interest/application proposes the following subcontracts for the proposed project:

- Folsom Cordova Community Partnership, Inc. – \$247,000 (Subgrant Agreement to provide intensive case management to 35 participants)
- Fee- and Referral-based Vendor Service Contracts – \$106,720 (total available)
  - PRIDE Industries – Public benefits planning services
  - Zavikon – Intensive case management, job placement, job development, and employer trainings for intellectual/developmentally disabled participants
  - Meristem – Employer education and training
  - California Employers Association (CEA) – Employer outreach, education and training

#### **BACKGROUND:**

In December 2024, the EDD, in coordination with the California Department of Rehabilitation (DOR), announced the availability of \$15.6 million in WIOA, Title IV, VR funds for the DAEI opportunity. The solicitation sought interest from Local Workforce Development Boards (LWDBs) to participate in a collaborative effort among EDD, DOR, and funded LWDBs to serve PWDs in America’s Job Centers of California (AJCCs).

Projects under the DAEI grant are intended to support sustainable cross-systems collaboration, co-enrollment, shared management, and cross-training strategies between WIOA Title I and IV programs to improve employment outcomes for PWDs and expand partnerships between DOR and the AJCCs. Awarded applicants will participate in ongoing technical assistance, developmental evaluation, and other state-led activities to test strategies and memorialize recommendations for scaling successful strategies statewide. This funding is intended to be viewed as an “up-front” investment in partnership development and systems-change activities that will lead to long-lasting and sustainable improvements to services to PWDs in the AJCCs.

The performance period for projects is 24 months, with an anticipated start date of July 1, 2025. The deadline for the submission was January 24, 2025.

**ACTION ITEM II-B-1 (continued)**

Page 2

In response to the announcement, SETA submitted a letter of interest/application to EDD in the proposed amount of \$1,469,962 to serve 210 PWDs. SETA's proposed project will address the education, training and employment challenges faced by PWDs by increasing collaboration between DOR and the Sacramento Works Job Center (SWJC) system, by promoting and facilitating cross-system training, by standardizing strategies for co-enrollment between SWJC programs, DOR, and partners, and by expanding employer education and training resulting in increased opportunity for PWDs to obtain and retain competitive, integrated employment in good quality jobs.

In addition, SETA's proposed project seeks to expand partnerships with Sacramento's disability services stakeholder network, such the Alta Regional Center, Sacramento City College's Disability Student Programs and Services (DSPS) Department, UC Davis MIND Institute's – Business Advisory Council, the NorCal Center on Deafness, and Adult Education partners in Sacramento.

SETA also included the following proposed subcontracts in its letter of interest for the proposed DAEI project:

- Folsom Cordova Community Partnership, Inc. - \$247,000 (Subgrant Agreement to provide intensive case management to 35 participants)
- Fee- and Referral-based Vendor Service Contracts - \$106,720 (total available)
  - PRIDE Industries – Public benefits planning services
  - Zavikon – Intensive case management, job placement, job development, and employer trainings for intellectual/developmentally disabled participants
  - Meristem – Employer education and training
  - California Employers Association (CEA) – Employer outreach, education and training

Staff will be available to answer any questions.



## **ACTION ITEM II-B-2**

### **Ratification of the Submission of an Application to Valley Vision Under the We Prosper Together, Catalyst Pre-Development Projects Application Request for Proposals, and Authorize the Executive Director to Execute the Agreement, Subcontract Agreements, Modifications and Any Other Documents Required by the Funding Source**

Presenter: Roy Kim

#### **RECOMMENDATION:**

Ratify the submission of SETA's application to Valley Vision under the We Prosper Together, Catalyst Pre-development Projects Application Request for Proposals (RFP), in the amount of \$737,000, and authorize SETA's Executive Director to execute the agreement, subgrant agreements, modifications and any other documents required by the funding source.

The application proposes the following subcontracts for the proposed project:

- Capitol Impact - \$345,000 Service Agreement to provide Talent Pipeline Management, Talent Solutions Design and Piloting, Stakeholder Engagement, and overall Project Management Support and Implementation
- Biocom California Institute – \$30,000 Service Agreement to provide Industry Engagement, Talent Co-design and Piloting, Event Development and related activities
- Wexford/Connect Labs - \$40,000 Service Agreement to provide Talent Solutions Co-design and Piloting, Development of STEM/Cell and Gene Therapy Programming, Event Planning and related activities
- TBD – Service Agreement for Talent Finance Services (up to \$60,000)
- TBD – Service Agreement for Event Planner/Facilitator Services (up to \$75,000)

#### **BACKGROUND:**

In November 2024, Valley Vision announced the availability of up to \$9 million in California Jobs First (CJF) funds. CJF was established under Senate Bill 162 in September 2021 to boost long-term economic growth and sustainability across California. The CJF program follows a four-phase (Pre-planning, Planning, Catalyst, and Implementation) grant process designed to encourage inclusive planning and equitable outcomes for underserved communities throughout the state. Valley Vision serves as the main organizer and fiscal agent for the eight-county CJF initiative in the Capital region, named *We Prosper Together*.

The Catalyst Pre-development Projects Application RFP's goals are:

- Invest in industries that will advance environmentally sustainable, future focused, high quality job opportunities
- Fund projects that ensure workers and disinvested communities are the primary beneficiaries
- Advance projects toward implementation readiness, positioning them to compete effectively for future federal, state, or private funding.

Eligible projects under the Catalyst Pre-development Projects Application RFP are:

- **Exploratory Projects:** These are in the early-stage of development. Projects focus on studying whether an idea is feasible and creating plans for future work. Projects are not yet fully developed but are exploring possibilities.

## **ACTION ITEM II-B-2** *(continued)*

Page 2

- **Last Mile Projects:** These have completed initial planning or feasibility studies and require a few more actions to be ready for implementation.

In addition, projects are expected to advance quality jobs in one or more of the following priority tradable industry sectors – Biotechnology, Precision Manufacturing, Working Lands, and Business Services.

The performance period for projects is 18 months, with an anticipated start date of March 1, 2025. The deadline for the submission was February 2, 2025.

In response to the announcement, SETA submitted an application in the proposed amount of \$660,000 for the Capitol Region Biotech Talent Partnership, an 18-month capacity building initiative to position Sacramento as a leading/emerging biotechnology hub. The project builds on the Sacramento Area Talent Pipeline Management (TPM) Biotech Collaborative established in September 2024 by SETA, Capitol Impact, and the City of Sacramento, scales demand- and data-driven strategies, co-designs innovative talent solutions, and promotes equitable economic growth in biotech and related occupations. By May 2025, the TPM Biotech Collaborative will generate a robust employer-level dataset spanning six critical occupations across multiple employers, including Thermo Fisher, OrcaBio, and Jackson Labs. These insights will guide the expansion of the initiative, increase employer participation, and address emerging talent needs in R&D, clinical trials, and manufacturing roles with a focus on middle-skill pathways to economic mobility. The project will connect employers, educators, community-based organizations, and underserved communities to ensure the biotech field drives equitable economic development.

The proposed project is organized around the following three pillars:

1. **TPM Collaborative Expansion and Management:** Expand the pilot to include more employers and sub-sectors, leveraging tools such as a public talent demand survey and live data dashboards for real-time, demand-driven workforce alignment.
2. **Equity-Centered Talent Solutions Planning and Design:** Co-designing and piloting place-based talent financing models, formalizing shared-use agreements for training spaces, and piloting work-based learning (WBL) programs to create pathways for underrepresented communities to high-demand, high-growth, and high-wage occupations identified by employers within the Biotech TPM Collaborative.
3. **Regional Field Building:** Strengthening Sacramento's position as a biotech hub through a 2026 Sacramento Region Biotech Symposium, focusing on collaboration, storytelling, and capital absorption opportunities.

SETA is the proposed fiscal agent and grant applicant for the project, and has budgeted \$67,000 (10%) for administrative costs and \$120,000 for various program-related costs such as facilities, travel, participant supports/incentives, communications, outreach materials, etc.

Also included are the following proposed subcontracts:

- Capitol Impact - \$345,000 Service Agreement to provide Talent Pipeline Management, Talent Solutions Design and Piloting, Stakeholder Engagement, and overall Project Management Support and Implementation
- Biocom California Institute – \$30,000 Service Agreement to provide Industry Engagement, Talent Co-design and Piloting, Event Development and related activities

**ACTION ITEM II-B-2** *(continued)*

Page 3

- Wexford/Connect Labs - \$40,000 Service Agreement to provide Talent Solutions Co-design and Piloting, Development of STEM/Cell and Gene Therapy Programming, Event Planning and related activities
- TBD – Service Agreement for Talent Finance Services (up to \$60,000)
- TBD – Service Agreement for Event Planner/Facilitator Services (up to \$75,000)

Staff will be available to answer questions.

### **ACTION ITEM II-B-3**

#### **Approval of Funding Augmentation Recommendation for World Relief Under the Refugee Support Services (RSS) Program, Program Year 2024-2025**

Presenter: Michelle O’Camb

#### **RECOMMENDATION:**

Approve the funding augmentation recommendation for World Relief’s RSS program, and the recommended augmentation for RSS “additional” support services, PY 2024-2025. Additionally, approve the following funding stipulations:

1. Provider must allocate a minimum of 5 percent of the RSS program augmentation for supportive services. This is in addition to the housing and utilities support provided under the “additional” support service award.
2. Participants in Match Grant employment services are not eligible to participate in RSS-funded employment programs until all services within the Match Grant have been exhausted.

#### **BACKGROUND:**

As the administrator of the Refugee Support Services (RSS) programs for Sacramento County, the Sacramento Employment and Training Agency (SETA) oversees the planning, procurement, and management of these programs to address the employment and acculturation needs of local refugees.

RSS funds originate from the United States Department of Health and Human Services (HHS), Administration for Children and Families (ACF), Office of Refugee Resettlement (ORR). These funds aim to promote early economic self-sufficiency and reduce dependence on public assistance for refugees, asylees, Special Immigrant Visa (SIV) holders, and federally certified Victims of Trafficking (VOTs).

On September 6, 2024, the Board approved funding extensions for SETA’s RSS employment programs for the fiscal year beginning October 1, 2024. All providers, except World Relief, were funded at the maximum amounts requested in their year-one budget proposals. World Relief, as a recently funded RSS program provider, was awarded \$180,000 to serve 60 refugees, based on its capacity.

As noted during funding extensions in September, SETA could return to the Board with a request to augment funding for World Relief if the organization demonstrated increased administrative and operational capacity. Over the past three months, World Relief has achieved this through improved program performance, enrolling 41 out of a total funded enrollment of 60 through December 31, 2024. World Relief has also demonstrated improvements in program and fiscal documentation, tracking, and reporting.

As a result, staff is recommending a \$45,000 RSS funding augmentation for World Relief to serve an additional 15 refugees increasing their total RSS allocation to \$225,000 to serve 75 refugees by September 30, 2025.

Additionally, staff is recommending a \$5,000 for “additional” RSS support services to accompany the augmented numbers of refugees to be served by World Relief. This funding is specifically awarded for the provision of housing and utilities supports.

**ACTION ITEM II-C-1**  
**Approval of SETA Standards of Conduct**

Presenter: Karen Griffith

**RECOMMENDATION:**

Approve the updated Standards of Conduct aligned to the Office of Head Start Performance Standard revision.

**BACKGROUND:**

On August 21, 2024, The Office of Head Start released the final rule in the federal register updating the Head Start Performance Standards. This included more thorough and detailed requirements.

Based on this guidance, SETA has updated our internal Standards of Conduct. Redline and final versions are provided.

Staff are available to answer any questions.



## Standards of Conduct and Personal Rights Policy

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### Head Start Performance Standard ~~1304.52(h)(1)~~ 11302.90 and DHHS Community Care Licensing Requirements LIC 613A

SETA Children and Family Services (CFS) Department is required to ensure that all employees adhere to the **Standards of Conduct** as defined by the U.S. Department of Health and Human Services, Administration for Children and Families Head Start Bureau and the Personal Rights set forth in the Community Care Licensing Requirements in LIC 613A, set forth below. This Standards of Conduct and Personal Rights Policy ("Policy") implements these requirements and any failure to adhere to this Policy may be cause for exclusion from the Head Start program and disciplinary action up to and including termination.

#### The **Standards of Conduct** are:

~~All staff, consultants and volunteers must abide by the following Head Start program Standards of Conduct:~~

- ~~a. They will respect and promote the unique identity of each child and family and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion or disabilities.~~
- ~~b. They will follow program confidentiality policies concerning information about children, families, and other staff members.~~
- ~~c. No child will be left alone or unsupervised while under their care.~~
- ~~d. They will use positive methods of child guidance and will not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, they will not employ methods of discipline that involve isolation, the use of food as punishment or reward, or the denial of basic needs.~~

**(1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct that:**

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**(i) Ensure staff, consultants, contractors, and volunteers implement positive strategies to support children's well-being and prevent and address challenging behavior;**

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**(ii) Ensure staff, consultants, contractors, and volunteers do not engage in behaviors that maltreat or endanger the health or safety of children, including, at a minimum:**

(A) Corporal punishment; or physically abusive behavior, defined as intentional use of physical force that results in, or has the potential to result in, physical injury. Examples include, but are not limited to, hitting, kicking, shaking, biting, pushing, restraining, force feeding, or dragging;

(B) Sexually abusive behavior, defined as any completed or attempted sexual act, sexual contact, or exploitation. Examples include, but are not limited to, behaviors such as inappropriate touching, inappropriate filming, or exposing a child to other sexual activities;

ming, or exposing a child to other sexual activities;

(C) Emotionally harmful or abusive behavior, defined as behaviors that harm a child’s self worth or emotional well-being. Examples include, but are not limited to, using seclusion, using or exposing a child to public or private humiliation, or name calling, shaming, intimidating, or threatening a child; and

(D) Neglectful behavior, defined as the failure to meet a child’s basic physical and emotional needs including access to food, education, medical care, appropriate supervision by an adequate caregiver, and safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment;

nd safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment;

(iii) Ensure staff, consultants, contractors, and volunteers report reasonably suspected or known incidents of child abuse and neglect, as defined by the Federal Child Abuse Prevention and Treatment Act (CAPTA) (42 U.S.C. 5101 note) and in compliance with Federal, State, local, and Tribal laws;

(iv) Ensure staff, consultants, contractors, and volunteers respect and promote the unique identity of each individual and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition;

ity, sexual orientation, or family composition;

(v) Require staff, consultants, contractors, and volunteers to comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members in accordance with subpart C of part 1303 of this chapter and applicable Federal, State, local, and Tribal laws; and,

(vi) Ensure no child is left alone or unsupervised.

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In conjunction with the “Standards of Conduct,” the State of California’s Health and Human Services Department’s Community Care Licensing requirements (LIC 613A) state:

**The Personal Rights are:**

Each child receiving services from a Child Care Center shall have rights which include, but are not limited to, the following:

- (1) To be accorded dignity in his/her personal relationships with staff and other persons.
- (2) To be accorded safe, healthful and comfortable accommodations, furnishings and equipment to meet his/her needs.
- (3) To be free from corporal or unusual punishment, infliction of pain, humiliation, intimidation, ridicule, coercion, threat, mental abuse, or other actions of a punitive

nature, including but not limited to: interference with daily living functions, including eating, sleeping, or toileting; or withholding of shelter, clothing, medication or aids to physical functioning.

- (4) To be informed, and to have his/her authorized representative, if any, informed by the licensee of the provisions of law regarding complaints including, but not limited to, the address and telephone number of the complaint receiving unit of the licensing agency and of information regarding confidentiality.
- (5) s including, but not limited to, the address and telephone number of the complaint receiving unit of the licensing agency and of information regarding confidentiality.
- (6) To be free to attend religious services or activities of his/her choice and to have visits from the spiritual advisor of his/her choice. Attendance at religious services, either in or outside the facility, shall be on a completely voluntary basis. In Child Care Centers, decisions concerning attendance at religious services or visits from spiritual advisors shall be made by the parent(s) or guardian(s) of the child.
- (7) irtual advisors shall be made by the parent(s) or guardian(s) of the child.
- (8) Not to be locked in any room, building, or facility premises by day or night.
- (9) Not to be placed in any restraining device, except a supportive restraint approved in advance by the licensing agency.

My signature below verifies that I have read and received a copy of this Policy and that I understand that failure to adhere to this Policy may be cause for exclusion from the Head Start program and disciplinary action up to and including termination.

\_\_\_\_\_  
Employee (Print Name)

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date





## Standards of Conduct and Personal Rights Policy

### Head Start Performance Standard 11302.90 and DHHS Community Care Licensing Requirements LIC 613A

SETA Children and Family Services (CFS) Department is required to ensure that all employees adhere to the **Standards of Conduct** as defined by the U.S. Department of Health and Human Services, Administration for Children and Families Head Start Bureau and the Personal Rights set forth in the Community Care Licensing Requirements in LIC 613A, set forth below. This Standards of Conduct and Personal Rights Policy (“Policy”) implements these requirements and any failure to adhere to this Policy may be cause for exclusion from the Head Start program and disciplinary action up to and including termination.

The **Standards of Conduct** are:

**(1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program’s standards of conduct that:**

(i) Ensure staff, consultants, contractors, and volunteers implement positive strategies to support children’s well-being and prevent and address challenging behavior;

(ii) Ensure staff, consultants, contractors, and volunteers do not engage in behaviors that maltreat or endanger the health or safety of children, including, at a minimum:

(A) Corporal punishment; or physically abusive behavior, defined as intentional use of physical force that results in, or has the potential to result in, physical injury. Examples include, but are not limited to, hitting, kicking, shaking, biting, pushing, restraining, force feeding, or dragging;

(B) Sexually abusive behavior, defined as any completed or attempted sexual act, sexual contact, or exploitation. Examples include, but are not limited to, behaviors such as inappropriate touching, inappropriate

(C) Emotionally harmful or abusive behavior, defined as behaviors that harm a child’s self worth or emotional well-being. Examples include, but are not limited to, using seclusion, using or exposing a child to public or private humiliation, or name calling, shaming, intimidating, or threatening a child; and

(D) Neglectful behavior, defined as the failure to meet a child’s basic physical and emotional needs including access to food, education, medical care, appropriate supervision by an adequate caregiver, and safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment;

and safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment;

(iii) Ensure staff, consultants, contractors, and volunteers report reasonably suspected or known incidents of child abuse and neglect, as defined by the Federal Child Abuse Prevention and Treatment Act (CAPTA) (42 U.S.C. 5101 note) and in compliance with Federal, State, local, and Tribal laws;

(iv) Ensure staff, consultants, contractors, and volunteers respect and promote the unique identity of each individual and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, sexual orientation, or family composition;

ity, sexual orientation, or family composition;

(v) Require staff, consultants, contractors, and volunteers to comply with program confidentiality policies concerning [personally identifiable information](#) about children, families, and other staff members in accordance with subpart C of part [1303](#) of this chapter and applicable Federal, State, local, and Tribal laws; and,

(vi) Ensure no child is left alone or unsupervised.

In conjunction with the “Standards of Conduct,” the State of California’s Health and Human Services Department’s Community Care Licensing requirements (LIC 613A) state:

The **Personal Rights** are:

Each child receiving services from a Child Care Center shall have rights which include, but are not limited to, the following:

- (1) To be accorded dignity in his/her personal relationships with staff and other persons.
- (2) To be accorded safe, healthful and comfortable accommodations, furnishings and equipment to meet his/her needs.
- (3) To be free from corporal or unusual punishment, infliction of pain, humiliation, intimidation, ridicule, coercion, threat, mental abuse, or other actions of a punitive nature, including but not limited to: interference with daily living functions, including eating, sleeping, or toileting; or withholding of shelter, clothing, medication or aids to physical functioning.
- (4) To be informed, and to have his/her authorized representative, if any, informed by the licensee of the provisions of law regarding complaints including, but not limited to, the address and telephone number of the complaint receiving unit of the licensing agency and of information regarding confidentiality.
- (5) s including, but not limited to, the address and telephone number of the complaint receiving unit of the licensing agency and of information regarding confidentiality.
- (6) To be free to attend religious services or activities of his/her choice and to have visits from the spiritual advisor of his/her choice. Attendance at religious services, either in or outside the facility, shall be on a completely voluntary basis. In Child Care Centers, decisions concerning attendance at religious services or visits from spiritual advisors shall be made by the parent(s) or guardian(s) of the child.
- (7) irtual advisors shall be made by the parent(s) or guardian(s) of the child.
- (8) Not to be locked in any room, building, or facility premises by day or night.
- (9) Not to be placed in any restraining device, except a supportive restraint approved in advance by the licensing agency.

My signature below verifies that I have read and received a copy of this Policy and that I understand that failure to adhere to this Policy may be cause for exclusion from the Head Start program and disciplinary action up to and including termination.

\_\_\_\_\_  
Employee (Print Name)

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

**ACTION ITEM II-C-2**

**Approval of Budget Modification and 1303 Facilities Renovation and Repair Application and Modifications for the Program Year 2023-2024 Head Start Basic (09CH011763)**

Presenter: Karen Griffith

**RECOMMENDATION:**

Approve the budget modification for the 2023-24 Head Start Basic Funds and the application and modification requests to San Juan Unified School District’s 1303 Facilities Renovation and Repair Applications.

**BACKGROUND:**

At the October 3rd Governing Board meeting, members of the Board approved a Program Year 2023-2024 1303 Application Facilities Renovation and Repair Application request for San Juan Unified School District to complete three (3) outdoor major renovation projects at Billy Mitchell, Kingswood and Sunrise Elementary. The District had requested \$1,246,098 in funding to complete the project. However, the District received bids on the projects and determined an additional \$1,354,125 is needed to complete the projects. The new total construction costs for the three sites are \$2,600,223. The District also determined that an additional site, Encina Elementary, will need to submit a 1303 Facilities Application as a result of bids received, as the project now exceeds the \$350,000 1303 Facilities Application Threshold.

The change in project funds needed to complete the 1303 Major renovations, necessitates a budget modification to PY 23-24 (extended) funds, moving underspent funds from Fringe Benefits, Supplies and Other cost categories (\$1,846,748) to their Personnel (\$99,675) and Construction (\$1,747,073) cost categories. The projects are still slated to be completed by Summer 2025.

<b>Project Sites and Costs</b>				
<b>Site</b>	<b>Kingswood*</b>	<b>Billy Mitchell*</b>	<b>Sunrise*</b>	<b>Encina**</b>
Architects/Engineering Fees	\$56,000	47,000	\$71,000	\$26,350
Print/Advertisement	1,500	15,000	1,500	1,500
DSA Fees	15,000	15,000	20,000	15,000
Preliminary Testing	23,750	18,750	20,000	20,000
Utilities/Other Fees	-	-	-	40,000
Construction Management	28,000	29,000	35,000	52,471
Main Construction Contract	585,000	635,000	800,000	585,000
Playground Equipment/Shade	31,241	31,241	31,241	122,100
Construction Inspection	30,000	30,000	30,000	30,000
<b>Total</b>	<b>\$770,491</b>	<b>\$820,991</b>	<b>\$1,008,741</b>	<b>\$892,421</b>
<b>Original Estimates</b>	<b>\$405,504</b>	<b>\$366,117</b>	<b>\$474,477</b>	<b>-</b>

**ACTION ITEM II-C-2** *(continued)*  
Page 2

**\*San Juan Unified School District is still pending 1303 Facilities Application Approvals for Sunrise, Billy Mitchell and Kingswood.**

**\*\* San Juan Unified School District is requesting a 1303 Facilities Application Approval for Encina Elementary.**

**\*San Juan Unified School District's Budget Modification will be made within the Contractual Cost Category. The budget modification will total \$1,846,748, moving funds from Fringe, Supplies and Other to the Personnel and Construction categories. There are no changes to the overall countywide budget cost categories.**

SETA and San Juan staff are available for any questions.



**Budget Justification for Budget Modification Request,  
and 1303 Facilities Renovation and Repair Application and Modifications for  
Program Year 2023-2024  
Head Start Basic  
09CH011763**

The Budget Justification addresses the following two requests:

- 1.) A Budget Modification for PY 2023-24 Head Start.
- 2.) 1303 Facilities Renovation and Repair Applications and Modifications for San Juan USD.

**Background**

Budget Modification – The Sacramento Employment and Training Agency (SETA) is submitting a request for a budget modification of funds from the Head Start Basic Funds totaling **\$1,846,748**. The funds are being repurposed for San Juan Unified School District to complete their 1303 Facilities Major Renovation Projects at Billy Mitchell/Choices Elementary, Sunrise Elementary and Kingswood Elementary. Also, as a result of bids coming in for site projects, San Juan Unified School District will be submitting a 1303 Facilities application for their Encina Elementary site. Encina will undergo a similar outdoor renovation to improve its outdoor environment. Underspent funds from Personnel, Fringe and Supplies will be moved to the Delegate’s Construction and Other (Deferred Maintenance) cost categories. The projected completion date for the projects is July 2025.

1303 Facilities Application and Modification – Previously San Juan Unified School Districted requested 1303 Facilities Applications for Billy Mitchell/Choices Elementary, Sunrise Elementary, and Kingswood Elementary totaling \$1,246,098. As a result of bids received for these projects, additional ADA required costs, and increased construction costs, San Juan Unified School District will be requesting a modification of their three (3) original 1303 Facilities applications. The new total for the three sites is \$2,600,223. Additionally, Encina received bids that made the total project costs exceed the \$350,000 1303 Facilities threshold, and as a result, will now require a 1303 Facilities Application to be submitted. The Encina site project cost total is \$892,421. In total, the 1303 Facilities projects at San Juan Unified School District now total \$3,942,644.

Details of the Budget Modification and 1303 Application and Modifications are provided below.

**Head Start Basic Budget Modification**

<b>Cost Category</b>	<b>Budget</b>	<b>Budget Modification</b>	<b>Updated Budget</b>
Personnel	\$15,230,106		\$15,230,106
Fringe Benefits	8,585,332		8,585,332
Travel	114,000		114,000

Equipment	507,161		507,161
Supplies	540,000		540,000
Contractual	29,407,291	* see below	29,407,291
Construction	325,734		325,734
Other	6,075,380		6,075,380
<b>Total</b>	<b>60,785,004</b>	<b>-</b>	<b>60,785,004</b>

**\*San Juan Unified School District's Budget Modification will be made within the Contractual Cost Category. The budget modification will total \$1,846,748, moving funds from Fringe, Supplies and Other to the Personnel and Construction categories.**

**There are no changes to the overall countywide budget cost categories.**

### **1303 Facilities Application and Modification Request (San Juan Unified School District – Head Start Basic)**

#### **Contractual – (\$1,846,748)**

San Juan Unified School District will be requesting a budget modification from costs savings in their Fringe Benefits, Supplies and Other cost categories (\$1,846,748) to be moved into their Personnel (\$99,675) and Construction (\$1,747,073) cost categories. This is to help fund the 1303 Facilities Major Renovation Projects at Sunrise, Kingswood, Billy Mitchell and Encina Elementary. The original estimates that were submitted were from two years ago and due to delays in starting these projects and new ADA requirement at sites, project costs for each of these sites have drastically increased. Also, the District received bids from various vendors and as a result will now need to also submit a 1303 Facilities Major Renovation Application for their Encina Elementary site, as a result of the project now exceeding the \$350,000 threshold. Each of these projects will be an overhaul of their outdoor play area. The goal of these projects is to help maintain a safe and quality outdoor play environment. It will also help with recruitment efforts at the sites, as it has been a concern raised by many potential families looking to enroll children at the sites. Below is a listing of the associated costs for each of the sites.

<b>Project Sites and Costs</b>				
<b>Site</b>	<b>Kingswood*</b>	<b>Billy Mitchell*</b>	<b>Sunrise*</b>	<b>Encina**</b>
Architects/Engineering Fees	\$56,000	47,000	\$71,000	\$26,350
Print/Advertisement	1,500	15,000	1,500	1,500
DSA Fees	15,000	15,000	20,000	15,000
Preliminary Testing	23,750	18,750	20,000	20,000
Utilities/Other Fees	-	-	-	40,000
Construction Management	28,000	29,000	35,000	52,471
Main Construction Contract	585,000	635,000	800,000	585,000
Playground Equipment/Shade	31,241	31,241	31,241	122,100
Construction Inspection	30,000	30,000	30,000	30,000
<b>Total</b>	<b>\$770,491</b>	<b>\$820,991</b>	<b>\$1,008,741</b>	<b>\$892,421</b>
<b>Original Estimates</b>	<b>\$405,504</b>	<b>\$366,117</b>	<b>\$474,477</b>	<b>-</b>

**\*San Juan Unified School District is still pending 1303 Facilities Application Approvals for Sunrise, Billy Mitchell and Kingswood.**

**\*\* San Juan Unified School District is requesting a 1303 Facilities Application Approval for Encina Elementary**

**Non- Federal Share**

San Juan will match any of the Head Start funds with non-federal share. Non- federal share will come from various sources including state funds, volunteer hours, and other in-kind activities.



**ACTION ITEM II-C-3**

**Approval of Budget Modification for the Head Start American Rescue Plan Act Funds (09HE000671)**

Presenter: Karen Griffith

**RECOMMENDATION:**

Approve the budget modification request for the Head Start American Rescue Plan Act Funds.

**BACKGROUND:**

The Sacramento Employment and Training Agency (SETA) is submitting a request for a budget modification from the American Rescue Plan Act (ARPA) Funds totaling **\$1,108,362**. The funds are being repurposed for San Juan Unified School District to complete their 1303 Facilities Major Renovation Projects at Billy Mitchell/Choices Elementary, Sunrise Elementary, Kingswood Elementary and Encina Elementary sites. Underspent funds from Personnel, Fringe and Supplies will be moved to the Delegate’s Construction and Other (Deferred Maintenance) cost categories. SETA will also be requesting a liquidation extension, for up to 120 days to allow San Juan Unified School District additional time to complete the projects. The projected completion date for the projects is July 2025. This budget modification is contingent on each site’s 1303 Facilities Application approvals.

<b>Cost Category</b>	<b>Budget</b>	<b>Budget Modification</b>	<b>Updated Budget</b>
Personnel	\$1,269,513	\$-	\$1,269,513
Fringe Benefits	654,062	-	654,062
Travel	-	-	-
Equipment	246,717	-	246,717
Supplies	141,471	-	141,471
Contractual	<b>3,351,611*</b>	<b>-*see below</b>	<b>3,351,611*</b>
Construction	58,581	-	58,581
Other	389,767	-	389,767
<b>Total</b>	<b>6,111,722</b>	<b>-</b>	<b>6,111,722</b>

**\*San Juan Unified School District’s Budget Modification will be made within the Contractual Cost Category. The budget modification will total \$1,108,362, moving funds from Personnel, Fringe and Supplies to the Construction and Other (Deferred Maintenance) categories. There are no changes to the overall countywide budget cost categories.**



**Budget Justification for Head Start  
American Rescue Plan Act (ARPA) Funds  
09HE000671**

**Background**

**Budget Modification** – The Sacramento Employment and Training Agency (SETA) is submitting a request for a budget modification from the American Rescue Plan Act (ARPA) Funds totaling **\$1,108,362**. The funds are being repurposed for San Juan Unified School District to complete their 1303 Facilities Major Renovation Projects at Billy Mitchell/Choices Elementary, Sunrise Elementary, Kingswood Elementary and Encina Elementary sites. Underspent funds from Personnel, Fringe and Supplies will be moved to the Delegate’s Construction and Other (Deferred Maintenance) cost categories. SETA will also be requesting a liquidation extension, for up to 120 days to allow San Juan Unified School District additional time to complete the projects. The projected completion date for the projects is July 2025. This budget modification is contingent on each site’s 1303 Facilities Application approvals.

Details of the Budget Modification are provided below.

**American Rescue Plan Act Fund Budget Modification**

SETA is requesting a Budget modification in the amount of **\$1,108,362**.

**Contractual - \$1,108,362**

San Juan Unified School District will be requesting a budget modification from costs savings in their Personnel, Fringe Benefits and Supplies cost categories (\$1,108,362) to be moved into their Construction (\$922,994) and Other (Deferred Maintenance) (\$185,368) cost categories. This is to help fund the 1303 Facilities Major Renovation Projects at Sunrise, Kingswood, Billy Mitchell and Encina Elementary. The original estimates that were submitted were from two years ago and due to delays in starting these projects and new ADA requirement at sites, project costs for each of these sites have drastically increased. The District received bids from their procurement process, and as a result, will now need to also submit a modification to their 1303 Facilities Major Renovation Application. Each of these projects will be an overhaul of their outdoor play area. The goal of these projects is to help maintain a safe and quality outdoor play environment. It will also help with recruitment efforts at the sites, as it has been a concern raised by many potential families looking to enroll children at the sites. Below is a listing of the associate costs for each of the sites.

<b>Project Sites and Costs</b>				
<b>Site</b>	<b>Kingswood*</b>	<b>Billy Mitchell*</b>	<b>Sunrise*</b>	<b>Encina**</b>
Architects/Engineering Fees	\$56,000	47,000	\$71,000	\$26,350
Print/Advertisement	1,500	15,000	1,500	1,500
DSA Fees	15,000	15,000	20,000	15,000

Preliminary Testing	23,750	18,750	20,000	20,000
Utilities/Other Fees	-	-	-	40,000
Construction Management	28,000	29,000	35,000	52,471
Main Construction Contract	585,000	635,000	800,000	585,000
Playground Equipment/Shade	31,241	31,241	31,241	122,100
Construction Inspection	30,000	30,000	30,000	30,000
<b>Total</b>	<b>\$770,491</b>	<b>\$820,991</b>	<b>\$1,008,741</b>	<b>\$892,421</b>
<b>Original Estimates</b>	<b>\$405,504</b>	<b>\$366,117</b>	<b>\$474,477</b>	<b>-</b>
<p><b>*San Juan Unified School District is still pending 1303 Facilities Application Approvals for Sunrise, Billy Mitchell and Kingswood.</b></p> <p><b>** San Juan Unified School District is requesting a 1303 Facilities Application Approval for Encina Elementary</b></p>				

Cost Category	Budget	Budget Modification	Updated Budget
Personnel	\$1,269,513	\$-	\$1,269,513
Fringe Benefits	654,062	-	654,062
Travel	-	-	-
Equipment	246,717	-	246,717
Supplies	141,471	-	141,471
Contractual	<b>3,351,611*</b>	<b>* see below</b>	<b>3,351,611*</b>
Construction	58,581	-	58,581
Other	389,767	-	389,767
<b>Total</b>	<b>6,111,722</b>	<b>-</b>	<b>6,111,722</b>
<p><b>*San Juan Unified School District's Budget Modification will be made within the Contractual Cost Category. The budget modification will total \$1,108,362, moving funds from Personnel, Fringe and Supplies to the Construction and Other (Deferred Maintenance) categories. There are no changes to the countywide overall cost categories</b></p>			

## **ACTION ITEM II-C-4**

### **Approval of Revised Selection Criteria for Enrollment in Head Start or Early Head Start Programs**

Presenter: Karen Griffith

#### RECOMMENDATION:

Approve the revised Head Start Enrollment Selection Criteria and the Early Head Start Enrollment Selection Criteria for Sacramento County as attached.

#### BACKGROUND:

Based on Performance Standards, a program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child's age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.

In August 2024, the Performance Standards were updated to include the following stipulation:

***6) A program may consider the enrollment of children of staff members as part of the selection criteria in paragraph (a)(1) of this section.***

As a result, the following changes are recommended:

For the Head Start Selection Criteria, "***including staff 'children'***" was added to priority ranking #9 to priority ranking #11.

For the Early Head Start Selection Criteria, "***including staff 'children'***" was added to priority ranking #7 to priority ranking #8

Staff will be available to answer questions.

# EARLY HEAD START SELECTION CRITERIA SACRAMENTO COUNTY

**Instructions:** Place an “X” by the highest applicable category on the scale (#1 being the highest).

**The following criteria is to be used when prioritizing Waiting Lists for enrollment:**

- For #1-8, within the same priority ranking, selection is based on age, with the youngest child receiving priority.
- For #9-12, within the same priority ranking, selection is based on the application received first.
- If applications are received on the same date, selection for enrollment will be based on individual family needs. Center based availability to be determined by individual child’s age and family need.
- For State Collaboratives, families must meet Early Head Start income and age requirements (unless waived) and State admissions priorities.

***The Early Head Start program can consider individual child and family needs***

- \_\_\_\_\_ 1. Transfer Early Head Start child within Sacramento County with documentation.  
(Copy of Application and Eligibility Verification Form must be attached to wait list)
- \_\_\_\_\_ 2. Transfer homeless child or child in foster care from outside of Sacramento County\*  
\*(Now living in Sacramento County)
- \_\_\_\_\_ 3. Family with a child birth to 36 months of age with a current IFSP.  
(Up to 10% may exceed Federal Income Guidelines) (waiver necessary)
- \_\_\_\_\_ 4. A previously enrolled child (who dropped on good standing) who requests to return to original agency within 60 days.
- \_\_\_\_\_ 5. Pregnant woman/parent/guardian with a child, birth to 12 months of age having one or more documented family situations within the past year such as:
  - Abuse (physical, substance, sexual & emotional)
  - High Risk Pregnancy (includes moms >35 or <18)
  - Death of a parent/guardian, sibling
  - Parent with developmental delay or other disabling condition
  - Teen Parent
  - Homelessness
  - Foster care
  - CPS
- \_\_\_\_\_ 6. Pregnant woman/parent/guardian with a child 13 to 36 months of age having one or more documented family situations within the past year such as:
  - Abuse (physical, substance, sexual & emotional)
  - High Risk Pregnancy (includes moms >35 or <18)
  - Death of a parent/guardian, sibling
  - Parent with developmental delay or other disabling condition
  - Teen Parent
  - Homelessness
  - Foster care
  - CPS
- \_\_\_\_\_ 7. Pregnant woman/parent/guardian with a child, birth to 12 months of age, including staff children
- \_\_\_\_\_ 8. Pregnant woman/parent/guardian with a child 13 to 36 months of age. including staff children
- \_\_\_\_\_ 9. Pregnant woman/parent/guardian with a child, birth to 12 months of age who exceeds Federal Income Guidelines 101 to 130% (waiver necessary). including staff children
- \_\_\_\_\_ 10. Pregnant woman/parent/guardian with a child 13 to 36 months of age who exceeds Federal Income Guidelines 101 to 130% (waiver necessary). including staff children
- \_\_\_\_\_ 11. Pregnant woman/parent/guardian with a child birth to 12 months of age who exceeds Federal Income Guidelines with no cap (waiver necessary).
- \_\_\_\_\_ 12. Pregnant woman/parent/guardian with a child 13 to 36 months of age who exceeds Federal Income Guidelines with no cap (waiver necessary).

Child’s Name: \_\_\_\_\_

***Unless otherwise indicated, all applicants must meet Head Start Family Income Guidelines***

## HEAD START SELECTION CRITERIA SACRAMENTO COUNTY

**Instructions:** Place an “X” by the category that is applicable to applicant. Selection is based on the “X” that is the highest on the scale.

**The following criteria is to be used when prioritizing Waiting Lists for enrollment:**

- Within the same priority ranking, selection is based on the application received first.
- If applications are received on the same date, the oldest child will be selected.
- Each delegate/grantee agency has the option to determine transfer criteria within its own program.
- All efforts will be made to enroll children with certified Special Education needs to meet the mandated minimum service level of 10% per program.
- For State Collaborative, families must meet Head Start income and age requirements (unless waived) and State admissions priorities.

- \_\_\_\_\_ 1. 2nd year enrollment within Sacramento County.
- \_\_\_\_\_ 2. 3rd year enrollment within Sacramento County.
- \_\_\_\_\_ 3. Transition from Early Head Start whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 4. Transition from Early Head Start whose family exceeds Federal Income Guidelines with no cap (waiver necessary).
- \_\_\_\_\_ 5. Transfer Head Start child to the same or another Sacramento Head Start agency.
- \_\_\_\_\_ 6. Transfer Homeless child or child in foster care from outside of Sacramento County. \*  
\* (Now living in Sacramento County)
- \_\_\_\_\_ 7. Documented High Risk Families (with child 4-years-old) who meet Federal Income Guidelines having one or more of the following situations within the past year, and/or referred by a community/professional agency:
- abuse (physical, substance, sexual & emotional abuse)
  - homeless
  - foster child (age 5 or under)
  - death of a parent/guardian, sibling
  - other special circumstances (which shall include a child with diagnosed disability (s)).
  - Foster youth with a child (AB 12)
- \_\_\_\_\_ 8. A previously enrolled child (who dropped on good standing) who requests to return within 60 days whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 9. 4-year-old child whose family meets Federal Income Guidelines including staff ‘children
- \_\_\_\_\_ 10. Documented High Risk families (with child 3-years-old) who meet Federal Income Guidelines having one or more of the following situations within the past year, and/or referred by a community/professional agency:
- abuse (physical, substance, sexual & emotional abuse)
  - homeless
  - foster child (age 5 or under)
  - death of a parent/guardian, sibling
  - other special circumstances (which shall include a child with diagnosed disability (s)).
  - Foster youth with a child (AB 12)
- \_\_\_\_\_ 11. 3-year-old child whose family meets Federal Income Guidelines including staff children
- \_\_\_\_\_ 12. 4-year-old child whose family exceeds Federal Income Guidelines 101 to 130% (waiver necessary).
- \_\_\_\_\_ 13. 3-year-old child whose family exceeds Federal Income Guidelines 101 to 130% (waiver necessary).
- \_\_\_\_\_ 14. 4-year-old child whose family exceeds Federal Income Guidelines with no cap (waiver necessary).
- \_\_\_\_\_ 15. 3-year-old child whose family exceeds Federal Income Guidelines with no cap (waiver necessary).

Revised 1/21/2025

Child Name: \_\_\_\_\_

**ACTION ITEM II-C-5  
Change of Scope for Program Year 2024-2025**

Presenter: Karen Griffith

**RECOMMENDATION:**

Approve the Change of Scope for Program Year 2024-2025, reducing enrollment by 90 slots to address changing community needs.

**BACKGROUND:**

SETA is requesting approval for a Change of Scope to address changing community needs. The Office of Head Start (OHS) recognizes that community needs shift over time for various reasons. These reasons may include changes during and after disasters and public health crises, changes in the availability of community resources relied upon to provide program services and shifts in geographical location of eligible children and families. Section 640(g)(3) of the Head Start Act (the Act) allows programs to propose a reduction to their funded enrollment to maintain quality of program services.

Based on analyzed data of root causes, SETA requests an enrollment reduction of 90 slots, altering the funded enrollment from 3,448 to 3,358. The 90-slot reduction request within the current year translates to a 2.6% decrease in funded enrollment, from 3,448 to 3,358. This adjustment is a strategy to “right size” the program as TK expansion in Sacramento County nears full implementation by 2025-26. There are now 173 public elementary schools offering TK in Sacramento County-area schools with additional TK offerings at charter schools.

In 2023-24, the number of 3-year-olds enrolled in Head Start in Sacramento County was 51%, overtaking the percentage of 4-year-olds at 49% for the first time ever. This reflects the impact the TK expansion has had on services since it began in 2021-22. The increase of 3-year-olds impacts the program’s ability to enroll due to capped class sizes of 17 students.

The change in scope submitted will reduce enrollment at specific delegate locations identified below. Staff are available for any questions.

Agency Name	Center/School Site  (16 schools/centers)	Class/Loc ID/Enrollment in December 2024	Funded Enrollment Slots		
			Current	Proposed	Net Change
<b>Elk Grove USD</b>  <b>15 slots</b>	Florin Elementary	1303A Part-day/10	20	17	-3
	Foulks Ranch Elementary	1317A Part-day/14	20	17	-3
	Herman Leimbach Elementary	1307A Part-day/13 1319A Part-day/15	20	17	-3

**ACTION ITEM II-C-5 (continued)**

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<b>Elk Grove USD</b>  <i>(continued)</i>	Pleasant Grove Elementary	1320A Part-day/15	20	17	-3
	Stone Lake Elementary		20	17	-3
<b>Sacramento City USD</b>  <b>44 slots</b>	Bear Flag	1849R/LDO/18	20	16	-4
	CAJ Skills Center	1834R/LDO/17	20	16	-4
	CB Wire	1824R/LDO/14	24	16	-8
	John Cabrillo	1846R/LDO/14	20	16	-4
	John Bidwell	1813S/LDO/12	24	16	-8
		1813R/LDO/8	20	16	-4
	Leataata Floyd	1812R/LDO/13	20	16	-4
	Lisbon	1891R/LDO/13	20	16	-4
	Susan B. Anthony	1820R/LDO/10	20	16	-4
	All LDO classes are 6.5 hours/day				
<b>San Juan USD</b>  <b>16 slots</b>	General Davie	1727I/Duration/0	16	0	-16
		Duration class is 6 hours/day			
<b>WCIC</b>  <b>15 slots</b>	WCIC/Playmate Head Start #1	1600V/Full day/20	20	17	-3
		1600Y/Full day/20	20	17	-3
	WCIC/Playmate #2	1601V/Duration/20	20	17	-3
		1601W/Duration/20	20	17	-3
		1601Y/Duration/20	20	17	-3
	All classes are 7.5 hours/day				
<b>Total</b>	16 schools/centers affected	<b>20 classes</b>			<b>-90 enrollment slots</b>



Change in Scope Application

**Recipient Name:** Sacramento Employment and Training Agency Head Start

**Grant Number:** 09CH012795

**Date Submitted to OHS:** 2/6/2025

**Type:** Enrollment Reduction in Head Start Preschool

**Justification**

By the end of December 2024, the countywide HS enrollment was 93%, under-enrolled by 248 slots. The total actual enrollment was 3,200 of the 3,448 funded. SETA and Delegate Agencies have incrementally increased overall enrollment since August 2024, with some agencies experiencing more challenges than others in meeting funded enrollment. Based on analyzed data of root causes, SETA requests an enrollment reduction of 90 slots, altering the funded enrollment from 3,448 to 3,358. The change in scope submitted will reduce enrollment at specific delegate locations identified below.

*Number of slots proposed to be reduced by program option and location*

Agency Name	Center/School Site  (16 schools/centers)	Class/Loc ID/Enrollment in December 2024	Funded Enrollment Slots		
			Current	Proposed	Net Change
<b>Elk Grove USD</b>  <b>15 slots</b>	Florin Elementary	1303A Part-day/10	20	17	-3
	Foulks Ranch Elementary	1317A Part-day/14			
		1307A Part-day/13	20	17	-3
	Herman Leimbach Elementary	1319A Part-day/15			
			20	17	-3
	Pleasant Grove Elementary	1320A Part-day/15	20	17	-3
	Stone Lake Elementary		20	17	-3
<b>Sacramento City USD</b>  <b>44 slots</b>	Bear Flag	1849R/LDO/18	20	16	-4
	CAJ Skills Center	1834R/LDO/17	20	16	-4
	CB Wire	1824R/LDO/14	24	16	-8

	John Cabrillo	1846R/LDO/14	20	16	-4
	John Bidwell	1813S/LDO/12 1813R/LDO/8	24 20	16 16	-8 -4
	Leataata Floyd	1812R/LDO/13	20	16	-4
	Lisbon	1891R/LDO/13	20	16	-4
	Susan B. Anthony	1820R/LDO/10	20	16	-4
		All LDO classes are 6.5 hours/day			
<b>San Juan USD 16 slots</b>	General Davie	1727I/Duration/0 Duration class is 6 hours/day	16	0	-16
<b>WCIC 15 slots</b>	WCIC/Playmate Head Start #1	1600V/Full day/20 1600Y/Full day/20	20 20	17 17	-3 -3
	WCIC/Playmate #2	1601V/Duration/20 1601W/Duration/20 1601Y/Duration/20	20 20 20	17 17 17	-3 -3 -3
		All classes are 7.5 hours/day			
<b>Total</b>	16 schools/centers affected	<b>20 classes</b>			<b>-90 enrollment slots</b>

***Describe the program’s strategic plan for the request, including goals, expected outcomes, and the sustainability of the request across the project period***

The 90-slot reduction request within the current year translates to a 2.6% decrease in funded enrollment, from 3,448 to 3,358. This adjustment is a strategy to “right size” the program as TK expansion in Sacramento County nears full implementation by 2025-26. There are now 173 public elementary schools offering TK in Sacramento County-area schools with additional TK offerings at charter schools. Since TK expansion in 2021, the number of TK schools in Sacramento County public schools increased 122%, from 78 in 2020-2021 to 173. In 2024-25, children who turn 4 years old between September 2 - June 2 are eligible to enroll in TK in California. In the academic year 2025-26, all children who turn 4 by September 1 can enroll in TK. Since the TK expansion in 2021-22, Head Start has faced enrollment challenges as more alternatives became available to families. In 2023-24, the number of 3-year-olds enrolled in Head Start in Sacramento County was 51%, overtaking the percentage of 4-year-olds at 49%

for the first time ever. This reflects the impact the TK expansion has had on services since it began in 2021-22. The increase of 3-year-olds impacts the program's ability to enroll due to capped class sizes of 17 students.

The reduced enrollment addresses the need for smaller class sizes to meet Performance Standards and benefit students by allowing more individualized attention and increased supervision by staff. This approach will improve overall program quality. All classes will still maintain appropriate and fully qualified staffing including the minimum of 1 Teacher and 1 Assistant Teacher per class. When necessary, a 3<sup>rd</sup> or even 4<sup>th</sup> adult will be added for additional support. Smaller class sizes will also support staff wellness and contribute positively to agencies' efforts to retain teaching staff.

In addition to these mid-year approaches, SETA is also considering converting from HS to EHS or reducing HS slots based on community needs for the 2025-26 program (2nd year of 5-year project period),

***Describe how the program will prevent currently enrolled children from displacement***

There will be no displacement of currently enrolled children. All classes listed for reduction will continue to operate but with a smaller class size with the exception of General Davie Head Start class 1727I. This individual HS class at General Davie will close, but this school site has 6 other Head Start classes in operation. The other classes will absorb any of the students that would have otherwise enrolled in 1727I.

***Describe how the program will support families if children are transitioning to alternate sites or program options***

The classes requesting slot reduction will remain in operation, hence children will remain enrolled in these classes. If families relocate or move to a different address with the county, Head Start staff communicates with SETA or the delegate agency where the family will relocate to and assists them in the transfer. Based on the Selection Criteria, Head Start students transferring within Sacramento County are not considered new enrollments and have priority for available slots.

***Describe how the proposed number of slots and funding are adequate for the intended purpose***

The current funding will be adequate to serve the proposed number of slots. Though there is a reduction in slots, the personnel costs (salaries and fringe benefits) will remain the same as the classes of 16 or 17 children will still be staffed by 1 Teacher and 1 Assistant Teacher. SETA is requesting that the funding level be kept the same to support the smaller class sizes and younger age groups. The exception is General Davie which will reduce by one classroom. The staffing originally assigned to that location will be re-assigned as rovers to support the Head Start workforce.

Facility costs will also remain the same at all locations. Any anticipated cost savings will be minimal, mostly in the supplies category with the reduced number of children or class size reduction.

***For those engaged in the Full Enrollment Initiative (FEI), describe how the request supports the recipient in addressing under-enrollment.***

SETA is currently operating under the OHS Full Enrollment Initiative. Sacramento County Head Start programs have worked diligently with T/TA staff to develop and implement a comprehensive action plan to address full enrollment. SETA and Delegate Agencies have implemented the action steps stated in the plan and there has been significant improvement. This change in scope responds to the data identified during the FEI period regarding the TK and the needs of younger age children in the community. The request to reduce enrollment by 2.6% will further strengthen the agency's position to enroll and maintain a minimum of 97% to 100% enrollment in the long term.

**Community Assessment**

***Describe how this request is responsive to the needs of eligible children and families while considering the strengths and resources of the community***

There are now 173 public elementary schools in Sacramento county-area school districts providing TK. This number does not even account for the independent charter schools also offering TK classes. The school district Delegate Agencies that operate Head Start also operate TK classes on the same campuses. Additionally, the districts also offer before-and-after-school care funded by the Expanded Learning Opportunities Program (ELO-P) to children attending half-day TK or Kindergarten. The accessibility of these alternatives has impacted the enrollment of 4-year-olds in Head Start.

In Elk Grove USD, 43 of its elementary schools, now have at least one TK program per school site. At the sites recommended for reduction, four school sites (Florin Elementary, Leimbach, Pleasant Grove, and Stone Lake) have one TK class each with a full enrollment of 24, and one school site (Foulks Ranch) has two TK classes with 98% enrollment.

Sacramento City USD currently operates 39 elementary schools with at least 1 TK class each. Current TK enrollment in the district is 92%, with 819 4-year-olds enrolled in TK who would have been in Head Start as the district has 63.2 percent of students qualify for free and reduced lunch. Bear Flag, John Cabrillo, John Bidwell, Lisbon, and Susan B. Anthony schools also operate before-and-after-school programs funded by ELO-P offering up to 9 hours of education and care in the same location. Families with school-age siblings attending the same school find this convenient. The school sites of Bear Flag and Lisbon are on campuses where independent charter schools operate dual-language TK classes. C.B. Wire Head Start is the temporary classroom for children in the communities serving the Nicholas Elementary School, which is under construction, whereas CAJ Skills Center Head Start is the temporary classroom for the elementary schools of Oakridge and Nicholas

Community-based WCIC/Playmate Head Start, which serves zip codes 95817 and 95820, has 6 TK schools in its recruitment areas. The 8 TK classes operated by Sacramento City USD and charter schools, with a combined capacity of 194 enrollments, are 88% filled as of November 2024. Although WCIC was able to meet 100% funded enrollment by the end of December 2024, the agency wants to put itself in a strong position to sustain 100% enrollment in the remainder of the year in the future years.

Many of our Head Start families are working parents. In the last few years, SETA has addressed this need by expanding full day and full year services. This is something that will be examined for further changes in the 2025-26 program (2nd year of 5-year project period),

Sacramento has made changes to the Selection Criteria to address the children of staff according to update Performance Standards. In addition, the ability to utilize SNAP and excessive housing costs has made a positive impact on family eligibility.

SETA works closely with the Sacramento County Local Child Care Planning Council (LPC) to ensure Head Start services are aligned with the most need. The LPC prioritizes zip codes for services and SETA uses this data when making any enrollment decisions.

## **Equity**

### ***Describe how the proposed changes will have an impact on racial/ethnic groups and historically marginalized populations***

Sacramento is a very diverse county with staff that reflect the populations of our families and children. The proposed changes actually provide teachers and Family Service Workers with smaller caseloads and allows for more individualized support and deeper relationship building. Being able to explore the intersections of equity and wellness of children, families, and staff leads to fair and just treatment to all. Historically marginalized communities were considered as the program looked at enrollment data to ensure there would not be a disproportionate slot loss. The proposed changes do not close any centers in Sacramento County therefore, all centers identified in this change will continue to serve their respective communities.

## **Self-Assessment**

Self-Assessment data showed an increase in teacher requests for in-classroom support for children engaging in unsafe behaviors. The growing demand for mental health services and support among families indicate additional resources are required to meet these needs effectively. Teachers also emphasized the need for continuous professional development to enhance classroom practices to serve younger children. The smaller class sizes requested in this change will allow for more individual support and intervention.

The included table in this request identifies each school location and the corresponding requested slot reduction. While program options and duration are not impacted in this request, the grantee ensures that any changes are updated on HSES.

There is no change in the number of hours or the number of days in the program year. The only requested change is in the number of funded enrollment slots per class in the school sites/centers listed on this request. Therefore, the current internal system will adequately support this request.

## **Administrative and Supervisory Structure**

There will not be a reduction to any associated administrative costs in this change. With just a reduction of number of children in the class size, the staffing, facilities and overall structure remain the same.

As the Grantee, SETA employs an Executive Director, Deputy Director and Program Managers that support and provide oversight of both direct operated services as well as sub-recipients. Sub-recipients then also have a Director position as well as content area administration. Administrative teams work in partnership with the Policy Council and Governing Board for program decisions and direction.

## **Staffing and Training**

### ***Describe the impact that the proposed changes have on staffing, including classroom ratios and family service staff caseloads***

The proposed changes do not change the current staffing patterns for the classrooms identified for a reduction. Classrooms will still be staffed with 1 fully qualified Teacher, 1 fully qualified Associate Teacher and an additional 3<sup>rd</sup> or 4<sup>th</sup> adult as needed.

The smaller class size of 16 or 17 will allow teaching and support staff to work more closely with students who might need more time for teacher-child interactions and support. Smaller class sizes will also help improve overall classroom management. When staff are not rushed and provided with additional time to work with children, it will help reduce stress and fatigue and boost staff morale and work satisfaction.

This change does provide a 15% reduction in Family Service staff caseloads per classroom indicated. This aligns with the updated Performance Standard requirement to lower caseloads allowing for more effective coordination services with families.

SETA has Education Coordinators and Peer Coaches that support teachers with changing dynamics in preschool classrooms with younger children and children requiring a higher level of intervention. SETA also implements the Teaching Pyramid with assigned coaches to assist teachers. Program Specialists are assigned to work in each sub-recipient program to coach and support goals and compliance expectations with monitoring and development plans. The programs training plan will move forward unchanged as the key focus areas remain the same. The smaller class sizes will not affect that approach.

## **Implementation Timeline**

### ***Include the proposed timeline for implementation and describe the reasonableness of the implementation date***

SETA is ready and prepared to implement these changes upon OHS approval beginning as early as February 2025.

**INFORMATION ITEM III-A**  
**WIOA Annual Performance Report**

Presenter: Roy Kim

**BACKGROUND:**

Attached is Program Year 2023 WIOA Local Workforce Development Area Performance Report. Staff will be available to answer questions.

Program Year 2023 WIOA Local Workforce Development Area Performance Tables

Sacramento Employment and Training Agency

Title I Adult

Service Type	Participants Served	Participants Exited	Percent Training-Related Employment	Percent Enrolled in More than One Core Program
Career Services	1,541	1,163	N/A	N/A
Training Services	184	116	N/A	N/A
Total Statewide	1,541	1,163	3.8%	4.3%

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skill Gains
Negotiated Target	64.0%	61.0%	\$6,900	65.0%	60.0%
Total Statewide	67.5%	68.5%	\$8,320	75.3%	69.0%

Title I Dislocated Worker

Service Type	Participants Served	Participants Exited	Percent Training-Related Employment	Percent Enrolled in More than One Core Program
Career Services	183	101	N/A	N/A
Training Services	45	14	N/A	N/A
Total Statewide	183	101	4.8%	29.0%

Performance	Employment Rate (Q2)	Employment Rate (Q4)	Median Earnings	Credential Rate	Measurable Skill Gains
Negotiated Target	73.0%	70.0%	\$8,500	70.0%	60.0%
Total Statewide	73.8%	67.7%	\$10,844	65.5%	81.0%

Title I Youth

Service Type	Participants Served	Participants Exited	Percent Training-Related Employment	Percent Enrolled in More than One Core Program
Career Services	244	208	N/A	N/A
Training Services	35	18	N/A	N/A
Total Statewide	378	298	32.1%	2.9%

Performance	Youth Employment / Education / Training Rate (Q2)	Youth Employment / Education / Training Rate (Q4)	Median Earnings	Credential Rate	Measurable Skill Gains
Negotiated Target	73.0%	70.0%	\$4,250	58.0%	50.0%
Total Statewide	71.9%	64.0%	\$4,951	43.4%	48.1%



**INFORMATION ITEM III-B**  
**Certification of the Sacramento Works Job Centers**

Presenter: Roy Kim

**BACKGROUND:**

Attached is the certification letter from the California Workforce Development. Staff will be available to answer questions.

Angelo Farooq, Chair

Kaina Pereira, Executive Director

Gavin Newsom, Governor

12/16/2024

Anita Maldonado  
Sacramento Employment and Training Agency

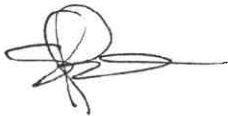
SUBJECT: Approval of AJCC Comprehensive and Affiliate/Specialized Certification

Dear Director Anita Maldonado,

The California Workforce Development Board has received and carefully assessed your AJCC Comprehensive and Affiliate/Specialized Certification packet, in accordance with the criteria established in Workforce Services Directive WSD23-05. We are pleased to inform you that each of your Comprehensive and Affiliate/Specialized AJCCs have been approved for certification through June 30, 2027.

If you have any additional questions, please contact your Regional Advisor.

Sincerely,



KAINA PEREIRA, Executive Director  
California Workforce Development Board

CC: Gabriel Garcia, EDD Regional Advisor

**INFORMATION ITEM III-C**  
**Fiscal Monitoring Reports**

Presenter: Mario Maslac

**BACKGROUND:**

Attached for your information are copies of the latest fiscal monitoring reports.

Staff will be available to answer questions.

**MEMORANDUM**

**TO:** Mr. Kenneth McCulloch

**DATE:** December 3, 2024

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Desk Monitoring of City of Sacramento Dept. of Parks and Recreation

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
<b>WIOA</b>	ISY	\$222,263	7/1/23 – 6/30/24	7/1/23 – 6/30/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 10/7/24

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
<b>1</b>	Accounting Systems/ Records	Yes	No
<b>2</b>	Internal Control	Yes	No
<b>3</b>	Bank Reconciliations	Yes	No
<b>4</b>	Disbursement Control	Yes	No
<b>5</b>	Staff Payroll/ Files	Yes	No
<b>6</b>	Fringe Benefits	Yes	No
<b>7</b>	Participant Payroll	Yes	No
<b>8</b>	OJT – Contracts/ Files/ Payment	Yes	N/A
<b>9</b>	Indirect Cost Allocation	N/A	N/A
<b>10</b>	Adherence to Budget	Yes	No
<b>11</b>	In-Kind Contribution	N/A	N/A
<b>12</b>	Equipment Records	N/A	N/A

**Program Operator:** City of Sacramento Dept. of Parks and Recreation

**Findings and General Observations:**

The total costs as reported to SETA WIOA program have been traced to the delegate agency records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

There are no findings for corrective action in this fiscal desk monitoring.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Mr. Stephen Watters

**DATE:** January 23, 2025

**FROM:** David Benjamin Clark, SETA Fiscal Monitor

**RE:** Fiscal monitoring of First Step Communities

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
<b>CSBG</b>	SN	\$ 60,000	1/1/24 – 12/31/24	1/1/24 – 9/30/24

**Monitoring Purpose:**  Initial     Follow-up     Special     Final

**Date of Review:** 12/10/24

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
<b>1</b>	Accounting Systems/ Records	Yes	No
<b>2</b>	Internal Control	Yes	No
<b>3</b>	Bank Reconciliations	Yes	No
<b>4</b>	Disbursement Control	Yes	No
<b>5</b>	Staff Payroll/ Files	Yes	No
<b>6</b>	Fringe Benefits	Yes	No
<b>7</b>	Participant Payroll	N/A	N/A
<b>8</b>	OJT – Contracts/ Files/ Payment	N/A	N/A
<b>9</b>	Indirect Cost Allocation	N/A	N/A
<b>10</b>	Adherence to Budget	Yes	No
<b>11</b>	In-Kind Contribution	N/A	N/A
<b>12</b>	Equipment Records	N/A	N/A

**Program Operator:** First Step Communities

**Findings and General Observations:**

The total costs as reported to SETA for the CSBG program have been traced to the subgrantee's fiscal records. The recorded expenditures were verified and appear to be in order.

**Recommendations for Corrective Action:**

N/A

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Mr. Robert Sanger

**DATE:** December 3, 2024

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Onsite Monitoring of Folsom Cordova Community Partnership

PROGRAM	ACTIVITY	FUNDING	CONTRACT PERIOD	PERIOD COVERED
WIOA	OSY	\$112,839	7/1/23 – 6/30/24	3/1/24 – 6/30/24
WIOA	ADULT	\$256,000	7/1/23 – 6/30/24	3/1/24 – 6/30/24
WIOA	DW	\$64,000	7/1/23 – 6/30/24	3/1/24 – 6/30/24
CSBG	SN	\$85,000	1/1/24 – 12/31/24	1/1/24 – 6/30/24
RSS	ADD'L SS	\$35,610	10/1/23 – 9/30/24	3/1/24 – 6/30/24
RSS	ES	\$270,000	10/1/23 – 9/30/24	3/1/24 – 6/30/24
RSS	HAU	\$85,436	8/3/23 – 9/30/24	3/1/24 – 6/30/24
RSS	ETPF	\$130,000	5/1/23 – 3/31/25	3/1/24 – 6/30/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 9/13/24

	AREAS EXAMINED	SATISFACTORY	COMMENTS/ RECOMMENDATIONS
1	Accounting Systems/ Records	Yes	No
2	Internal Control	Yes	No
3	Bank Reconciliations	Yes	No
4	Disbursement Control	Yes	No
5	Staff Payroll/ Files	Yes	No
6	Fringe Benefits	Yes	No
7	Participant Payroll	Yes	No
8	OJT – Contracts/ Files/ Payment	Yes	N/A
9	Indirect Cost Allocation	N/A	N/A
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	N/A	N/A
12	Equipment Records	N/A	N/A



**Program Operator:** Folsom Cordova Community Partnership

**Findings and General Observations:**

The total costs as reported to SETA for the WIOA, CSBG, and RSS programs have been traced to the delegate agency records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

There are no findings for corrective action in this fiscal desk monitoring.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Jason Buckingham  
**FROM:** David B. Clark, SETA Fiscal Monitor  
**RE:** Fiscal Desk Monitoring of Golden Sierra JTA

**DATE:** January 21, 2025

<u>PROGRAM</u>	<u>ACTIVITY</u>	<u>FUNDING</u>	<u>CONTRACT PERIOD</u>	<u>PERIOD COVERED</u>
WIOA	CAREER TET-NDWG	\$140,000	9/24/21 - 9/30/24	10/1/23 - 9/30/24

Monitoring Purpose: Initial \_\_\_ Follow-Up X Special \_\_\_ Final X

Date of review: January 10, 2025

Follow up:

	AREAS EXAMINED	SATISFACTORY		COMMENTS/ RECOMMENDATIONS	
		YES	NO	YES	NO
1	Accounting Systems/Records	X			X
2	Internal Control	X			X
3	Bank Reconciliation	X			X
4	Disbursement Control	X			X
5	Staff Payroll/Files	X			X
6	Fringe Benefits	X			X
7	Participant Payroll	X			X
8	OJT Contracts/Files/Payment	X			X
9	Indirect Cost Allocation	N/A			X
10	Adherence to Contract/Budget	X			X
11	In-Kind Contribution	N/A			X
12	Equipment Records	N/A			X

Memorandum  
Fiscal Monitoring Findings  
Page 2

**Program Operator: Golden Sierra JTA**

**Findings and General Observations:**

The total costs as reported to SETA have been traced to the delegate agency records. The records were verified and appear to be in order and there are no adjustments required.

**Recommendations for Corrective Action:**

N/A

cc: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Mr. Dwayne Crenshaw

**DATE:** December 3, 2024

**FROM:** David Benjamin Clark, SETA Fiscal Monitor

**RE:** Fiscal Monitoring of Greater Sacramento Urban League

PROGRAM	ACTIVITY	FUNDING	CONTRACT PERIOD	PERIOD COVERED
WIOA	Adult	\$ 222,745	7/1/23 – 6/30/24	7/1/23 – 6/30/24
WIOA	DW	\$ 55,686	7/1/23 – 6/30/24	7/1/23 – 6/30/24
WIOA	OSY	\$ 173,328	7/1/23 – 6/30/24	7/1/23 – 6/30/24
WIOA	WAF 10PM	\$ 123,761	9/1/22 – 11/30/23	11/1/23 – 11/31/23
WIOA	WAF 10AM	\$ 25,000	8/1/22 – 12/31/23	8/1/23 – 12/31/23
WIOA	RERP	\$ 100,000	4/13/23 – 9/30/25	10/1/23 – 6/30/24
WIOA	P2E	\$ 47,250	4/1/23 – 11/30/25	8/1/23 – 6/30/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** September 4-5, 2024

	AREAS EXAMINED	SATISFACTORY	COMMENTS/ RECOMMENDATIONS
1	Accounting Systems/ Records	No	Yes
2	Internal Control	No	Yes
3	Bank Reconciliations	No	Yes
4	Disbursement Control	No	Yes
5	Staff Payroll/ Files	No	Yes
6	Fringe Benefits	No	Yes
7	Participant Payroll	No	Yes
8	OJT – Contracts/ Files/ Payment	N/A	N/A
9	Indirect Cost Allocation	N/A	N/A
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	N/A	N/A
12	Equipment Records	N/A	N/A

**Program Operator:** Greater Sacramento Urban League

**Findings and General Observations for :**

The total costs as reported to SETA for the Workforce Innovation and Opportunity Act and Workforce Accelerator grants have been traced to the delegate agency records. The records were verified and appear to be in order with the exceptions noted below:

1. During the review of personnel costs, it was discovered that one employee was overallocated to multiple grants. The error was between 140% - 190% of the salary across SETA funded grants for seven months. In total, \$21,786.66 will need to be returned to SETA. The breakdown is as follows: AD - \$7,921.68, DW - \$1,320.28, WAF 10.0AM - \$3,557.28, P2E - \$4,538.93, and RERP - \$4,448.49. This finding was observed in a previous monitoring engagement and is a result of using multiple, individual spreadsheets that do not interact with each other. In GSUL's response to the finding from the previous monitoring engagement it was stated that implementation of an internal accounting system that tracks employee allocation was being worked on, however that has yet to occur.
2. During the review of participant work experience costs, timesheets were unable to be produced for two participants for two pay periods. GSUL's Director of Workforce Development confirmed that there was an additional charge made to WEX that was unrelated to WEX. The total unverifiable WEX wages charged to OSY was \$674.65.
3. Further review of participant timesheets showed multiple errors. One participant in particular had four separate instances of hours being calculated incorrectly. In most instances, the participant was paid for more hours than their timesheet reflected. The one exception was where a participant was not paid for 0.44 hours of time worked. The total cost of unallowable WEX wages is \$294.50. GSUL will be notified which participant this finding refers to and must ensure that the participant is fully compensated for time worked.
4. While reviewing other costs, it was discovered that the former CFO had two checks, \$25,000 each, written to himself for "carpet installation" and "laminare installation". Initial documentation provided in support of these two checks consisted of handwritten check stubs and an internal check request form initiated by the CFO. While the CEO's electronic signature was present (no timestamp or certification seal), the only wet signature on these request forms was the CFO's. Additionally, one of the internal check request forms had the following memo, "Laminare flooring installation...paying installer in cash." The amount of unallowable costs charged to SETA funded grants totaled \$5,500.

Please see the following page for the continuation of findings

5. The bank reconciliations for the months of November 2023 through April 2024 were not completed in a timely manner. The November and December 2023 statements were reconciled on January 25, 2024. January and February 2024 statements were reconciled on March 26, 2024. March 2024 statement was reconciled on April 18, 2024 and April 2024 was reconciled on May 21, 2024. Per GSUL's policies and procedures, bank reconciliations are supposed to be completed monthly by the 12th day of the month and sent to the CEO for approval by the 13th day of the month.

6. A review of the timeliness of monthly invoices found that GSUL is consistently late when submitting invoices to SETA for reimbursement. Often, invoices are submitted months late and multiple months at a time. Monthly claims must be submitted by the 10th of each month for the prior month, during the subgrant period.

7. GSUL was unable to produce any external audits conducted by an independent auditor. GSUL's policy states, "It is the policy of GSUL to implement an external audit by a third-party independent auditor to conduct the annual audit of GSUL's financial statements."

Please see the following page for a review of previous findings and recommendations for corrective action.

### **Follow-up of previous Corrective Action:**

Follow up on previous findings found that GSUL has been unable to provide SETA with invoices on a consistent monthly basis. GSUL previously stated in its August 14, 2023 proposed corrective action plan, "GSUL has engaged an outside consulting firm to be continually responsible for the tracking, reconciling, and reporting on restricted grant funds, including those provided by SETA. This additional capacity...will ensure that we are able to meet requirements from grant funders on a timely basis."

The process that GSUL previously expressed would be implemented in its corrective action plan referenced above has not been implemented and was not in use during this review period. Per the corrective action plan, "GSUL has implemented new processes that enable the detailed tracking of grant-related expenses in our QuickBooks financial accounting system. Using the enhanced 'Projects' functionality, we are able to track both expenses and payroll costs within our live general ledger, rather than in spreadsheets..." Finding #1 was a direct result of GSUL using decentralized spreadsheets to track personnel costs.

Bank statements and reconciliations were provided in a timely manner and seemed to be complete. However, per finding #5 above, reconciliations need to be completed on a monthly basis to adhere to GSUL's policies and procedures.

### **Recommendations for Corrective Action:**

1. GSUL will refund SETA a total of \$28,255.81 for the reimbursements made on SETA funded grants. The breakdown of this total is as follows: Finding #1 - \$21,786.66, Finding #2 - \$674.65, Finding #3 - \$294.50, and Finding #4 - \$5,500.
2. GSUL will provide documentation demonstrating the participants received the funds owed to them.
3. GSUL will provide a corrective action plan detailing what systems and procedures will be implemented to provide SETA with monthly invoices no later than the 10th day of the following month for which costs are claimed.
4. GSUL will write and provide to SETA a corrective action plan outlining how it will prevent these findings in the future, a plan for rolling out the new systems and how it will address training new staff on these systems. Additionally, the corrective action plan should detail what staff training will take place to ensure expenses are tracked per grant, documentation is easily accessible for review, and approval processes are in place.
5. It is recommended that GSUL implement of a centralized accounting system to reduce future risk.
6. GSUL will adhere to its policies and procedures and either engage in an independent audit or provide SETA with a copy of its most recent audit report.

CC: Anita Maldonado  
Governing Board

## MEMORANDUM

**TO:** Ms. Rachel Rios

**DATE:** December 5, 2024

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Fiscal Desk Monitoring of La Familia Counseling Center

PROGRAM	ACTIVITY	FUNDING	CONTRACT PERIOD	PERIOD COVERED
WIOA	OSY	\$253,182	7/1/23 – 6/30/24	7/1/23 – 6/30/24
WIOA	ADULT	\$237,600	7/1/23 – 6/30/24	7/1/23 – 6/30/24
WIOA	DW	\$59,400	7/1/23 – 6/30/24	7/1/23 – 6/30/24
CSBG	YSS	\$100,000	1/1/23 – 12/31/23	7/1/23 – 12/31/23
CSBG	FSS	\$102,335	1/1/24 – 12/31/24	1/1/24 – 6/30/24
WIOA	WAF 10.0	\$25,000	8/1/22 – 12/31/23	7/1/23 – 12/31/23
WIOA	RERP	\$100,000	4/1/23 – 9/30/25	4/1/23 – 6/30/24
WIOA	P2E 2.0	\$47,250	4/1/23 – 11/30/25	4/1/23 – 6/30/24

**Monitoring Purpose:**  Initial  Follow-up  Special  Final

**Date of Review:** 10/25/24

	AREAS EXAMINED	SATISFACTORY	COMMENTS/ RECOMMENDATIONS
1	Accounting Systems/ Records	Yes	No
2	Internal Control	Yes	No
3	Bank Reconciliations	Yes	No
4	Disbursement Control	Yes	No
5	Staff Payroll/ Files	Yes	No
6	Fringe Benefits	Yes	No
7	Participant Payroll	Yes	No
8	OJT – Contracts/ Files/ Payment	N/A	N/A
9	Indirect Cost Allocation	N/A	N/A
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	N/A	N/A
12	Equipment Records	N/A	N/A



**Program Operator:** La Familia Counseling Center

**Findings and General Observations:**

The total costs as reported to SETA for the WIOA and CSBG programs have been traced to the delegate agency records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

There are no findings for corrective action in this fiscal desk monitoring.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Kathy Chao-Rothberg

**DATE:** December 4<sup>th</sup>, 2024

**FROM:** Tracey Anderson, SETA Fiscal Monitor

**RE:** On site Fiscal Monitoring of Lao Family Community Development, Inc.

PROGRAM	ACTIVITY	FUNDING	CONTRACT PERIOD	PERIOD COVERED
WIOA	Adult	\$ 240,000	7/1/23-6/30/24	1/1/24-6/30/24
WIOA	DW	\$ 60,000	7/1/23-6/30/24	1/1/24-6/30/24
WIOA	OSY	\$ 99,600	7/1/23-6/30/24	1/1/24-6/30/24
WIOA	ESP	\$ 260,000	7/1/23-6/30/24	1/1/24-6/30/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** April 2024

	AREAS EXAMINED	SATISFACTORY	COMMENTS/ RECOMMENDATIONS
1	Accounting Systems/ Records	Yes	No
2	Internal Control	Yes	No
3	Bank Reconciliations	Yes	No
4	Disbursement Control	Yes	No
5	Staff Payroll/ Files	Yes	No
6	Fringe Benefits	Yes	No
7	Participant Payroll	Yes	No
8	OJT – Contracts/ Files/ Payment	N/A	N/A
9	Indirect Cost Allocation	No	Yes
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	N/A	N/A
12	Equipment Records	N/A	N/A

**Program Operator:** Lao Family Community Development, Inc.

**Findings and General Observations:**

We have reviewed the Workforce Innovation and Opportunity Act programs, Adult, Dislocated Worker (DW), Out of School Youth (OSY) and Equity and Special Populations (ESP) from January 1, 2024 to June 30, 2024. The costs reported for these programs have been traced to the subgrantee's records. The records were verified and appear to be in order with the following exception:

During testing between Lao Family Community Development, Inc. (LFCD) fiscal claims and LFCD's expense reports, SETA found that LFCD had overcharged all four WIOA programs in indirect cost allocations by \$33,697.94 which was more than the allowed 10%.

Program Year 2023/2024

	Adult	DW	OSY	ESP
Direct Costs	155,547.75	35,747.04	82,161.90	167,233.91
% Claimed	19.89%	18.11%	14.02%	17.25%
Indirect charged	\$30,931	\$6,474	\$11,515	\$28,847
10% Apprd Rate	(15,554.78)	(3,574.70)	(8,216.19)	(16,723.39)
Refund to SETA	\$15,376.22	\$2,899.30	\$3,298.81	\$12,123.61

Total Refund to SETA: \$33,697.94

According to Code of Federal Regulations restrict administrative indirect cost to 10%,

§ 683.205 (a),

“(2) Local area expenditures for administrative purposes under WIOA formula grants are limited to no more than 10 percent of the amount allocated to the local area under secs. 128(b) and 133(b) of WIOA.”

**Recommendations for Corrective Action:**

LFCD will provide SETA with a Corrective Action Plan with procedures to correctly charge the WIOA programs no more than 10% in indirect administrative costs and refund SETA the overcharged amount of \$33,697.94.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Lisa Miller

**DATE:** December 3, 2024

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Fiscal Desk Monitoring of Pivot Sacramento

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
<b>WIOA</b>	Adult	\$ 188,000	7/1/23 – 6/30/24	1/1/24 – 6/30/24
<b>WIOA</b>	Dislocated Worker	\$ 47,000	7/1/23 – 6/30/24	1/1/24 – 6/30/24
<b>WIOA</b>	RERP	\$ 100,000	4/13/23 – 9/30/25	1/1/24 – 6/30/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 9/19/24

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
<b>1</b>	Accounting Systems/ Records	Yes	No
<b>2</b>	Internal Control	Yes	No
<b>3</b>	Bank Reconciliations	Yes	No
<b>4</b>	Disbursement Control	Yes	No
<b>5</b>	Staff Payroll/ Files	No	Yes
<b>6</b>	Fringe Benefits	No	Yes
<b>7</b>	Participant Payroll	N/A	N/A
<b>8</b>	OJT – Contracts/ Files/ Payment	N/A	N/A
<b>9</b>	Indirect Cost Allocation	N/A	N/A
<b>10</b>	Adherence to Budget	Yes	No
<b>11</b>	In-Kind Contribution	N/A	N/A
<b>12</b>	Equipment Records	N/A	N/A

**Program Operator:** Pivot Sacramento

**Findings and General Observations:**

The total costs as reported to SETA have been traced to the subgrantee's fiscal records. The records were verified and appear to be in order with the exception noted below:

1) During a review of personnel costs, it was discovered that one employee was charged 140% and 160% of their salary across SETA funded grants for the months of May and June 2024 respectively. This error resulted in the following grants being overcharged: Adult - \$1,451.40, Dislocated Worker - \$362.85, and RERP - \$1,753.82. The total amount to be returned to SETA is \$3,568.07.

2) A reconciliation of invoiced costs to agency costs showed a \$752.25 deficit towards the Dislocated worker grant. This deficit is present on the closeout claim received July 24, 2024.

**Recommendations for Corrective Action:**

1) Pivot will reimburse SETA \$3,568.07 for unverifiable salary and benefits or provide allocation documentation to support the initial claims. Pivot will provide SETA with a corrective action plan that details what internal controls Pivot implement to avoid making these allocation errors on future claims.

2) Pivot will reimburse SETA \$752.25 for unverifiable claimed costs or provide SETA with documentation that supports the costs claimed on the closeout package.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Kathleen Willard

**DATE:** December 3, 2024

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Desk Monitoring of River Oak Center for Children

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
<b>EHS</b>	Basic	\$740,454	8/1/23 – 7/31/24	8/1/23 – 7/31/24
<b>EHS</b>	ARP	\$5,000	4/1/21 – 3/31/24	8/1/23 – 3/31/24
<b>EHS</b>	CRRSA	\$22,014	4/1/21 – 3/31/24	8/1/23 – 3/31/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 10/7/24

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
<b>1</b>	Accounting Systems/ Records	Yes	No
<b>2</b>	Internal Control	Yes	No
<b>3</b>	Bank Reconciliations	Yes	No
<b>4</b>	Disbursement Control	Yes	No
<b>5</b>	Staff Payroll/ Files	Yes	No
<b>6</b>	Fringe Benefits	Yes	No
<b>7</b>	Participant Payroll	Yes	No
<b>8</b>	OJT – Contracts/ Files/ Payment	Yes	N/A
<b>9</b>	Indirect Cost Allocation	N/A	N/A
<b>10</b>	Adherence to Budget	Yes	No
<b>11</b>	In-Kind Contribution	N/A	N/A
<b>12</b>	Equipment Records	N/A	N/A

**Program Operator:** River Oak Center for Children

**Findings and General Observations:**

The total costs as reported to SETA for the Early Head Start programs have been traced to the delegate agency records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

There are no findings for corrective action in this fiscal desk monitoring.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Yvonne Wright

**DATE:** January 23, 2025

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Fiscal Monitoring of Sacramento City Unified School District

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
Head Start	Basic	\$ 7,704,913	8/1/23 – 7/31/24	2/1/24 – 7/31/24
Head Start	T & TA	\$ 31,200	8/1/23 – 7/31/24	2/1/24 – 7/31/24
Head Start	ARP	\$ 880,624	4/1/21 – 3/31/24	2/1/24 – 3/31/24
Head Start	CRRSA	\$ 225,032	4/1/21 – 3/31/24	2/1/24 – 3/31/24
Early HS	Basic	\$ 308,790	8/1/23 – 7/31/24	2/1/24 – 7/31/24
Early HS	T & TA	\$ 7,500	8/1/23 – 7/31/24	2/1/24 – 7/31/24

**Monitoring Purpose:**  Initial  Follow-up  Special  Final

**Date of Review:** 10/28 & 10/29

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
1	Accounting Systems/ Records	Yes	No
2	Internal Control	Yes	No
3	Bank Reconciliations	Yes	No
4	Disbursement Control	Yes	No
5	Staff Payroll/ Files	Yes	No
6	Fringe Benefits	Yes	No
7	Participant Payroll	N/A	N/A
8	OJT – Contracts/ Files/ Payment	N/A	N/A
9	Indirect Cost Allocation	N/A	N/A
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	N/A	N/A
12	Equipment Records	N/A	N/A



**Program Operator:** Sacramento City Unified School District

**Findings and General Observations:**

The total costs as reported to SETA have been traced to the delegate's fiscal records.

The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

N/A

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Julie Montali

**DATE:** January 23, 2025

**FROM:** David B. Clark, SETA Fiscal Monitor

**RE:** Desk Monitoring of Sacramento County Office of Education

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
<b>EHS</b>	Basic	\$863,142	8/1/23 – 7/31/24	8/1/23 – 7/31/24
<b>EHS</b>	ARP	\$92,131	4/1/21 – 3/31/24	8/1/23 – 3/31/24
<b>EHS</b>	CRRSA	\$23,543	4/1/21 – 3/31/24	8/1/23 – 3/31/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 10/3/24

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
<b>1</b>	Accounting Systems/ Records	Yes	No
<b>2</b>	Internal Control	Yes	No
<b>3</b>	Bank Reconciliations	Yes	No
<b>4</b>	Disbursement Control	Yes	No
<b>5</b>	Staff Payroll/ Files	Yes	No
<b>6</b>	Fringe Benefits	Yes	No
<b>7</b>	Participant Payroll	Yes	No
<b>8</b>	OJT – Contracts/ Files/ Payment	Yes	N/A
<b>9</b>	Indirect Cost Allocation	N/A	N/A
<b>10</b>	Adherence to Budget	Yes	No
<b>11</b>	In-Kind Contribution	N/A	N/A
<b>12</b>	Equipment Records	N/A	N/A

**Program Operator:** Sacramento County Office of Education

**Findings and General Observations:**

The total costs as reported to SETA for the Early Head Start programs have been traced to the delegate agency records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

There are no findings for corrective action in this fiscal desk monitoring.

CC: Anita Maldonado  
Governing Board

**MEMORANDUM**

**TO:** Ms. Lisa Teal

**DATE:** December 23, 2024

**FROM:** Tracey Anderson, SETA Fiscal Monitor

**RE:** Onsite Fiscal Monitoring of San Juan Unified School District

<b>PROGRAM</b>	<b>ACTIVITY</b>	<b>FUNDING</b>	<b>CONTRACT PERIOD</b>	<b>PERIOD COVERED</b>
Head Start	Basic	\$ 11,807,412	8/1/23-7/31/24	2/1/23-7/31/24
Head Start	TTA	\$ 41,151	8/1/23-7/31/24	2/1/23-7/31/24
Head Start	ARP	\$ 1,249,126	4/1/21-3/31/24	2/1/23-3/31/24
Head Start	CRRSA	\$ 319,203	4/1/21-3/31/24	2/1/23-3/31/24
Head Start	Early HS	\$ 2,638,976	8/1/23-7/31/24	2/1/23-7/31/24
Head Start	EHS TTA	\$ 69,112	8/1/23-7/31/24	2/1/23-7/31/24

**Monitoring Purpose:**    Initial    Follow-up    Special    Final

**Date of Review:** 10/1/2024-10/2/2024

	<b>AREAS EXAMINED</b>	<b>SATISFACTORY</b>	<b>COMMENTS/ RECOMMENDATIONS</b>
1	Accounting Systems/ Records	Yes	No
2	Internal Control	Yes	No
3	Bank Reconciliations	N/A	N/A
4	Disbursement Control	Yes	No
5	Staff Payroll/ Files	Yes	No
6	Fringe Benefits	Yes	No
7	Participant Payroll	N/A	N/A
8	OJT – Contracts/ Files/ Payment	N/A	N/A
9	Indirect Cost Allocation	Yes	No
10	Adherence to Budget	Yes	No
11	In-Kind Contribution	Yes	No
12	Equipment Records	N/A	N/A

**Program Operator:** San Juan Unified School District

**Findings and General Observations:**

We have reviewed the Head Start Basic and Early Head Start programs from February 1, 2024 to July 31, 2024. The costs reported for these programs have been traced to the subgrantee's records. The records were verified and appear to be in order.

**Recommendations for Corrective Action:**

None

CC: Anita Maldonado  
Governing Board  
Policy Council

**INFORMATION ITEM III-D**  
**Employer Success Stories and Activity Report**

Presenter: William Walker

**BACKGROUND:**

Staff at Sacramento Works Career Centers and internal Employer Services staff work with local employers to recruit qualified employees. Attached is a listing of employers recently assisted.

Staff will be available to answer questions.

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Atlas Disposal	9	Front Load Driver	1
	9	Heavy Duty Mechanic	1
	9	Residential Driver	1
	9	Roll Off Driver	1
Amazon	9	Amazon Fresh Grocery Associate	5
Back on Course Educational Services LLC	4	Administrative Specialist	1
	4	Educational Support Specialist	1
	4	Operations Specialist	1
City of Elk Grove	9	Economic Development Analyst I-II	1
	3	Engineering Manager/City Engineer	1
	9	Finance and Budget Analyst I/II	1
	9	Maintenance Technician I-II -Drainage	1
	6	Mental Health Clinician	1
	9	Parking Enforcement Technician	1
	9	Police Records Technician I/II	1
	9	Police Recruit	1
	9	Public Safety Dispatcher	1
	9	Red Light Enforcement Technician	1
	9	Senior Maintenance Technician	1
	9	Victim/Witness Advocate	1
	City of Sacramento	9	Administrative Analyst
9		Administrative Analyst -Cannabis Policy and Enforcement	1
9		Administrative Analyst Emergency Preparedness	1
9		Administrative Analyst-Regulatory Public Outreach	1
9		Administrative Officer	1
9		Administrative Technician	2
9		Animal Care Technician	1
9		Animal Control Officer I	1
9		Animal Control Officer II	1
7		Applications Developer	1
3		Assistant Civil Engineer	2
3		Building Inspector I	1
9		Building Maintenance Worker	1

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
City of Sacramento	3	Carpenter	1
	9	Chief Animal Control Officer	1
	9	Code Enforcement Officer	2
	9	Community Service Officer I	1
	9	Customer Service Specialist	1
	9	Deputy Chief Building Official	1
	9	Development Project Manager	1
	9	Development Services Technician II	1
	9	Dispatcher I	1
	9	Dispatcher II	1
	9	Equal Employment Manager	1
	9	Event Services Supervisor	1
	9	Events Associate	1
	9	General Intern	1
	7	Information Technology Trainee	1
	9	Instrument Technician II	2
	0	Integrated Waste Equipment Operator	1
	3	Junior Engineer	
	9	Labor Relations Analyst	1
	9	Neighborhood Services Area Manager	1
	9	Office Specialist	1
	9	Park Safety Ranger	1
	9	Park Safety Ranger Supervisor	1
	9	Parking Enforcement Officer	1
	9	Parking Lot Attendant	1
	9	Personnel Technician	1
	9	Planning Director Mobility and Sustainability Manager	1
	9	Plans Examiner III	1
	9	Police Officer	1
	9	Police Officer Recruit	1
9	Police Records Specialist I	1	
9	Police Records Specialist III	1	



# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
City of Sacramento	7	Principal Applications Developer	2
	9	Principal Planner	1
	7	Principal Systems Engineer	1
	9	Program Manager-Community Outreach	1
	9	Program Specialist	2
	9	Recreation Aide	1
	9	Recreation Aide-Youth Workforce Development	1
	9	Registered Veterinary Technician	1
	9	Senior Accounting Technician	1
	7	Senior Applications Developer	1
	7	Senior Applications Developer DOU/CCB	1
	9	Senior Applications Developer Enterprise Applications	1
	9	Senior Code Enforcement Officer	1
	9	Senior Office Specialist	1
	9	Senior Planner	1
	9	Senior Plant Operator	1
	9	Senior Recreation Aide	1
	9	Senior Staff Assistant	1
	9	Senior Tree Pruner	1
	9	Staff Assistant	1
	3	Street Construction Equipment Operator	1
	9	Supervising Code Enforcement Officer	1
	3	Supervising Construction Inspector	1
	7	Telecommunications Engineer II	1
	9	Ticket Seller	1
	9	Traffic Worker I	1
	9	Tree Pruner II	1

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
City of Sacramento	9	Tree Pruner Trainee	1
	9	Utilities Operations and Maintenance Leadworker Wastewater Collection	1
County of Sacramento	9	Accountant	1
	9	Accounting Manager	1
	4	Accounting Technician	1
	9	Administrative Services Officer I	1
	9	Airport Manager	1
	9	Airport Operations Officer	1
	9	Assistant Auditor-Controller	1
	7	Assistant Chief Information Officer	1
	9	Assistant Director Animal Care Services	1
	9	Assistant Director of Airports	1
	3	Assistant Engineer - Civil Level I/II	1
	9	Assistant Planner	1
	3	Associate Electrical Engineer	1
	9	Associate Real Property Appraiser	1
	3	Associate Transportation Engineer	1
	9	Associate Waste Management Specialist	1
	9	Automotive Technician	1
	9	Behavioral Health Peer Specialist Program Manager	1
	9	Billing Specialist	1
	9	Chief Assistant Public Defender	1
	9	Chief Criminal Investigator	1
	9	Chief Financial and Administrative Officer	1
	9	Chief of Shelter Medicine	1
	9	Chief Storekeeper	1
	9	Chief, Division of Water Resources	1
	9	Child Support Officer Level I/II	1
	9	Clerical Supervisor I Promotional Exam	1
	9	Clerk/Recorder Supervisor	1
	9	Collection Equipment Operator II	1
	9	Collection Equipment Operator III	1
	9	Collection Services Agent Level I/II	1
9	Collection Services Program Manager	1	

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
County of Sacramento	7	Communications/Operations Dispatcher Level I/II	1
	3	Construction Inspector	1
	3	Construction Management Supervisor	1
	9	Coroner Technician Level I/II	1
	9	County Executive Office Management Analyst II	1
	9	County Executive Office Management Analyst III	1
	9	Crime and Intelligence Analyst	1
	9	Criminalist I-IV	1
	9	Deputy Clerk, Board of Supervisors Level I/II	1
	9	Deputy Director, Airport Operations and Maintenance	1
	9	Deputy Sheriff Recruit	1
	9	Development Manager	1
	3	Electrician	1
	9	Electronics Technician	1
	9	Emergency Medical Services Administrator	1
	9	Emergency Medical Services Administrator	1
	9	Engineering Aide Land Surveying	1
	9	Engineering Technician Level I/II	1
	9	Environmental Specialist Level I/II	1
	9	Epidemiologist	1
	9	Estate Inventory Specialist	1
	9	Facilities Manager	1
	9	Facilities Trades Operations Supervisor	1
	9	Family Service Supervisor	1
	9	Family Service Worker Level I/II	1
	9	Fire Captain, Aircraft Rescue and Firefighting	1
	9	Firefighter, Sacramento County Airport Fire Level I/II	1
	4	Fleet Service Worker	1
	9	Fleet Supervisor	1
	9	Food Service Cook	1
	9	Food Service Worker	1
9	Highway Maintenance Worker	1	
9	Human Resources Manager I	1	
9	Human Services Division Manager	1	

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
County of Sacramento	9	Human Services Division Manager Range A/B	1
	9	Human Services Program Integrity Specialist	1
	9	Human Services Program Specialist	1
	9	Human Services Supervisor	1
	9	Industrial Hygienist	1
	7	Information Technology Applications Analyst III	1
	7	Information Technology Business Systems Analyst III	1
	9	Information Technology Division Chief	1
	7	Information Technology Systems Support Specialist Level I/II	1
	9	Investigative Assistant	1
	6	Lactation Consultant	1
	3	Landfill Equipment Operator I	1
	9	Landfill Equipment Operator II	1
	3	Lead Electrician	1
	9	Legal Secretary I	1
	6	Medical Assistant Level I/II	1
	9	Office Assistant Level I/II	1
	9	Park Ranger	1
	9	Park Ranger Recruit	1
	9	Personnel Analyst	1
	9	Pharmacist	1
	9	Planning Technician	1
	3	Plumber	1
	9	Principal Engineering Technician	1
	9	Principal Planner	1
	9	Printing Services Operator Level I/II	1
	9	Process Server	1
	6	Public Health Microbiologist	1
	9	Real Property Appraiser Level I/II	1
	9	Recreation Aide	1
	9	Recreation Leader	1
	9	Retirement Investment Officer	1
9	Retirement Services Supervisor	1	
6	Safety Specialist	1	

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
County of Sacramento	9	Sanitation District Mechanic III	1
	9	Scale Attendant I	1
	9	Secretary to Member of Board of Supervisors	1
	4	Senior Administrative Analyst Range A/B	1
	9	Senior Airport Operations Dispatcher	1
	9	Senior Airport Operations Worker	1
	3	Senior Construction Inspector	1
	9	Senior Contract Services Officer	1
	9	Senior Election Assistant	1
	3	Senior Engineer/Architect	1
	9	Senior Engineering Technician	1
	9	Senior Highway Maintenance Worker	1
	9	Senior Natural Resource Specialist	1
	9	Senior Nutrition Assistant	2
	9	Senior Office Specialist	1
	9	Senior Personnel Analyst	1
	9	Senior Personnel Specialist	1
	9	Senior Planner	1
	9	Senior Printing Services Operator	1
	9	Senior Retirement Benefits Specialist	1
	9	Senior Sheriff's Records Specialist	1
	3	Senior Stationary Engineer	1
	9	Senior Traffic Signal and Lighting Technician	2
	9	Senior Transportation Engineer	1
	9	Senior Utility Billing Services Representative	1
	9	Sheriff's Captain	1
	9	Sheriff's Correctional Facility Recreation Supervisor	1
	9	Sheriff's Records Officer I	1
	9	Special Assistant Board of Supervisors	1
	3	Stationary Engineer I	1
9	Storekeeper - Fleet Services	2	
9	Storekeeper - Fleet Services	1	
9	Storekeeper-Fleet Services	1	

# SETA- Employer Activity Report

The following is an update of information as of January 25, 2025

EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
County of Sacramento	9	Stormwater Utility Worker	1
	3	Supervising Building Inspector	1
	9	Supervising Deputy Clerk, Board of Supervisors	1
	9	Supervising Information Technology Analyst	1
	9	Supervising Probation Officer	1
	9	Supervising Waste Management Specialist	1
	9	Traffic Signs Maintenance Worker II	1
	9	Veterans Claims Representative	1
	9	Waste Management Program Assistant	1
	9	Waste Management Program Manager II	1
	9	Waste Management Superintendent	1
	9	Workforce Coordinator	1
Jump Staffing	9	Clean Room Cleaners	30
		Safety Leads	30
		Safety Managers	20
		Supervisors	20
Los Rios Community College District	4	Account Clerk I	1
	4	Account Clerk II	1
	4	Accountant	2
	4	Accounting Assistant Professor	2
	4	Accounting Specialist	1
	4	Adapted Physical Education Adjunct Assistant Professor Pool	1
	4	Administration of Justice Adjunct Assistant Professor Pool	1
	4	Administration of Justice Assistant Professor	1
	4	Administrative Assistant I	1
	4	Administrative Assistant III	1
	4	Administrative Services Analyst	2
	4	Admissions/Records Evaluator/Degree Auditor I	1
	4	Admissions/Records Technician II	1
	4	Alternate Media Design Specialist	1
	4	Anthropology Adjunct Assistant Professor	1
	4	Art Adjunct Assistant Professor	1
	4	Art Adjunct Assistant Professor Pool	1
	4	Art History Adjunct Assistant Professor Pool	1
4	Assistant Professor of Communication	1	

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<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Los Rios Community College District	4	Associate Vice President of Instruction, Guided Pathways	1
	4	Athletic Trainer	1
	4	Biology Adjunct Assistant Professor	1
	4	Biology Assistant Professor	5
	4	Campus Operations Supervisor	1
	4	Center of Excellence Project Manager	1
	4	Chemistry Assistant Professor	3
	4	Child Development Center Teacher	1
	4	Classified Recruit Training Officer	1
	4	Clerk III	3
	4	College Nurse Clinician	1
	4	Commercial Music Adjunct Assistant Professor	2
	4	Communications Assistant Professor	1
	4	Computer Information Science Assistant Professor	1
	4	Computer Information Science Programming Assistant Professor	1
	4	Confidential Human Resources Generalist	2
	4	Confidential Human Resources Specialist II	1
	4	Confidential Human Resources Specialist III	2
	4	Counseling Clerk I	1
	4	Counselor	3
	4	Culinary Arts Management Adjunct Assistant Professor	1
	4	Culinary Arts Management Adjunct Assistant Professor Pool	1
	4	Custodian	1
	4	Deaf Culture and American Sign Language Studies Assistant Professor	2
	4	Deaf Culture and Sign Language Studies Adjunct Assistant Professor Pool	1
	4	Dean of Arts	1
	4	Dean of Business, Computer Information Science, and Distance Learning	1
	4	Dean of Humanities and Fine Arts	1
	4	Dean of Kinesiology, Health, Athletics & Nutrition	1
	4	Dean of Language and Communication	1
	4	Dean of Math, Science, and Engineering	1
	4	Diagnostic Medical Sonography Adjunct Assistant Professor Pool	1
4	Director I of Human Resources	1	
4	Director of Special Populations	1	

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<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Los Rios Community College District	4	Director VI of Training Source	1
	4	Director VII of the Apprenticeship Grants Project	1
	4	Director X for TRIO Project & Student Support Services	1
	4	Donor Relations Specialist	1
	4	Early Childhood Education Adjunct Assistant Professor	2
	4	Early Childhood Education Adjunct Assistant Professor Pool	1
	4	Early Childhood Education Assistant Professor	2
	4	Economics Assistant Professor	1
	4	Educational Center Clerk	1
	4	Educational Center Supervisor	1
	4	Electrician Trainee Assistant Professor	1
	4	Emergency Medical Technician Paramedic Adjunct Assistant Professor	1
	4	Employer Engagement Specialist - Special Projects	1
	4	Engineering Adjunct Assistant Professor	1
	4	Engineering Adjunct Assistant Professor Pool	1
	4	English Adjunct Assistant Professor Pool	1
	4	English as a Second Language Adjunct Assistant Professor Pool	1
	4	English Assistant Professor	2
	4	Ethnic Studies Assistant Professor	1
	4	Facilities Steward	1
	4	Fashion Adjunct Assistant Professor	1
	4	Film and Media Adjunct Assistant Professor Pool	1
	4	Financial Aid Technician	2
	4	Fire Technology Adjunct Assistant Professor Pool	1
	4	Fire Technology Coordinator	1
	4	Foreign Language Assistant Professor	1
	4	Geography Assistant Adjunct Professor	1
	4	Geology Adjunct Assistant Professor	1
	4	Geology Adjunct Assistant Professor Pool	1
	4	Groundskeeper	1



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EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Los Rios Community College District	4	Health Services Assistant	1
	4	Hmong Adjunct Assistant Professor Pool	1
	4	Hospitality Management Culinary Arts Assistant Professor	1
	4	Human Development Adjunct Assistant Professor	1
	4	Humanities Adjunct Assistant Professor Pool	1
	4	Information Tech Specialist II-Audio/Video Media Support	1
	4	Information Technology Application Systems Supervisor	1
	4	Information Technology Specialist I - Help Desk Support	1
	4	Information Technology Technician II - Help Desk	1
	4	Instructional Assistant - Anthropology	1
	4	Instructional Assistant - Campus Computer Laboratory	1
	4	Instructional Assistant - Cosmetology	1
	4	Instructional Assistant - Costuming and Makeup	1
	4	Instructional Assistant - Disabled Student Program & Services	1
	4	Instructional Assistant - Foreign Language	1
	4	Instructional Assistant - Learning Resources	1
	4	Instructional Assistant - Photography	1
	4	Instructional Assistant - Writing/English/Reading	1
	4	Instructional Assistant-Mathematics	1
	4	Instructional Services Assistant II	1
	4	Interim Dean of Math, Science, and Engineering	1
	4	Kinesiology Adjunct Assistant Professor	1
	4	Laboratory Technician - Science	2
	4	Legal Assisting Assistant Adjunct Professor	1
	4	Library Technician	1
	4	Maintenance HVAC Mechanic	1
4	Maintenance Technician I	1	
4	Maintenance Technician II	1	

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EMPLOYER	CRITICAL CLUSTER	JOBS	# of Positio
<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Los Rios Community College District	4	Mathematics Adjunct Assistant Professor Pool	1
	4	Media Systems/Resources Technician II	1
	4	Mental Health Advocate	2
	4	Music Adjunct Assistant Professor	1
	4	Nursing Assistant Professor - Psychology	2
	4	Nursing Assistant Professor	1
	4	Outreach Specialist Limited Term	1
	4	Payroll Accountant	2
	4	Personal Activity Adjunct Assistant Professor Pool	1
	4	Philosophy Adjunct Assistant Professor	1
	4	Philosophy Adjunct Assistant Professor Pool	1
	4	Philosophy Assistant Professor	1
	4	Photography Adjunct Assistant Professor Pool	2
	4	Photography Assistant Professor	1
	4	Physics/Astronomy Adjunct Assistant Professor Pool	1
	4	Physics/Astronomy Assistant Professor	1
	4	Police Captain	1
	4	Police Communication Dispatcher	1
	4	Police Officer	1
	4	Project Director (X) for TRIO Educational Talent Search	1
	4	Psychology Assistant Professor	2
	4	Radio, TV and Film Adjunct Assistant Professor Pool	2
	4	Reader/Tutor II	1
	4	Real Estate Adjunct Assistant Professor	1
4	Research Analyst	1	

# SETA- Employer Activity Report

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<b>Regional Industry/Occupational Cluster Keys: 1=Advanced Manufacturing; 2=Clean Economy;3=Construction; 4=Education and Knowledge Creation; 5=Food and Agriculture; 6=Health Services; 7=Information and Communication</b>			
Los Rios Community College District	4	Spanish Adjunct Assistant Professor	1
	4	Special Projects - Education Coach II	1
	4	Special Projects - Open Educational Resources Specialist	1
	4	Special Projects-Sustainability Coordinator	1
	4	Student Support Assistant	9
	4	Student Support Supervisor	1
	4	Theater Arts Film Adjunct Assistant Professor Pool	1
	4	Theatre Arts Adjunct Assistant Professor	1
	4	Theatre Arts Technical Adjunct Assistant Professor Pool	1
	4	Tutoring Adjunct Coordinator Pool	1
	4	Veterinary Animal Health Technology Adjunct Assistant Professor Pool	1
	4	Veterinary Technology Adjunct Assistant Professor Pool	1
	4	Vice President of Instruction	2
	4	Vice President of Student Services	1
	4	Vice President of Student Services & Equity	1
	4	Vietnamese Adjunct Assistant Professor Pool	1
	4	Women and Gender Studies Adjunct Assistant Professor Pool	1
4	Women's Basketball Adjunct Head Coach	1	
Morrison Chopping LLC	9	Farmworker - Combine, Harvest, Equipment Operator - Multiple Commodities	9
Resource Staffing Group	9	Call Center - Customer Service Representative	1
	9	Data Entry Clerk	1
	9	Document Management Clerk	1
	9	Office Clerk	1
TTEC Government Solutions, LLC	9	Bilingual Healthcare Customer Service Representative - Remote	2
UAW Center for Manufacturing a Green Economy	9	CMGE Community Director	1
	9	CMGE Workforce Development Director	1
<b>Total</b>			<b>560</b>

**INFORMATION ITEM III-E**  
**Dislocated Worker Update**

Presenter: William Walker

**BACKGROUND:**

Attached is a copy of the most current dislocated worker updates.

Staff will be available to answer questions.

## Dislocated Worker Information PY 2024/2025

The following is an update of information as of January 21, 2025

EMPLOYER	SECTOR/INDUSTRY	DATE OF LAYOFF	STATUS	NO. OF AFFECTED WORKERS	REGION/ LOCATION	Official WARN Notice	Contacted
<b>California Communication Access Foundation</b> 1300 Ethan Way, Suite 105 Sacramento, CA 95825	Communications	7/1/2024	Permanent	7	Sacramento, CA	Yes	Yes
<b>Off Duty Services</b> 6600 Bruceville Rd. Sacramento, CA 95823	Security	7/28/2024	Permanent	10	Sacramento, CA	Yes	Yes
<b>VSP Vision</b> 151 Blue Ravine Rd. Folsom, CA 95630	Healthcare	8/2/2024	Permanent	57	Sacramento, CA	Yes	Yes
<b>Agilent Technologies, Inc.</b> 91 & 110 Blue Ravine Rd. Folsom, CA 95630	Laboratory Technologies	8/9/2024	Permanent	4	Folsom, CA	Yes	Yes
<b>Construction Innovations</b> 10630 Mather Blvd. Suite 200 Mather, CA 95655	Construction	8/20/2024	Permanent	165	Sacramento, CA	Yes	Yes
<b>Coach USA</b> 7701 Wilbur Way Sacramento, CA 95828	Transportation	9/3/2024	Permanent	59	Sacramento, CA	Yes	Yes
<b>Big Lots</b> 6630 Valley Hi Drive Sacramento, CA 95823	Retail	8/1/2024	Closure	12	Sacramento, CA	No	Yes
<b>Big Lots</b> 8700 Rivera Drive Sacramento, CA 95826	Retail	8/1/2024	Closure	20	Sacramento, CA	No	Yes
<b>Big Lots</b> 9500 Greenback Lane Folsom, CA 95630	Retail	8/1/2024	Closure	22	Folsom, CA	No	Yes
<b>Bucca di Beppo</b> 1249 Howe Ave. Sacramento, CA 95825	Restaurant	8/2/2024	Closure	48	Sacramento, CA	Yes	Yes
<b>Sunpower</b> 3200 Dwight Road Suite 900 Elk Grove, CA 95758	Transportation	9/3/2024	Permanent	16	Elk Grove, CA	Yes	Yes

## Dislocated Worker Information PY 2024/2025

The following is an update of information as of January 21, 2025

EMPLOYER	SECTOR/INDUSTRY	DATE OF LAYOFF	STATUS	NO. OF AFFECTED WORKERS	REGION/ LOCATION	Official WARN Notice	Contacted
<b>Big Lots</b> 3615 Elkhorn Blvd North Highlands , CA 95660	Retail	10/27/2024	Permanent	15	Sacramento, CA	No	Yes
<b>Big Lots</b> 8539 Elk Grove Blvd Elk Grove, CA 95624	Retail	10/27/2024	Permanent	16	Sacramento, CA	No	Yes
<b>LL Flooring</b> 8777 Elk Grove Blvd Elk Grove, CA 95625	Retail	9/15/2024	Permanent	3	Sacramento, CA	No	Yes
<b>Garcia's Restaurant</b> 6049 Madison Ave Carmichael, CA 95608	Restaurant	9/27/2024	Permanent	51	Sacramento, CA	No	Yes
<b>Cisco</b> Rancho Cordova, CA 95670	IT	11/15/2024	Permanent	69	Sacramento, CA	Yes	Yes
<b>Intel</b> 1900 Prairie City Rd, Folsom, CA 95630	IT	11/15/2024	Permanent	273	Sacramento, CA	Yes	Yes
<b>Foundation for California Community Colleges</b> 1102 Q Street Suite 4800 Sacramento, CA 95811	Education	11/15/2024	Permanent	368	Sacramento, CA	Yes	No
<b>VSP Vision</b> 151 Blue Ravine Rd. Folsom, CA 95630	Healthcare	1/2/2025	Permanent	186	Sacramento, CA	Yes	Yes
<b>Blue Shield of California</b> 3300 Zinfandel Dr. Building A Rancho Cordova, CA	Healthcare	1/27/2025	Permanent	3	Sacramento, CA	Yes	Yes
<b>Hunts &amp; Sons, LLC</b> 5725 Alder Avenue Sacramento, Ca 95828	Trade, Transportation and Utilities	1/2/2025	Permanent	24	Sacramento, CA	Yes	Yes

## Dislocated Worker Information PY 2024/2025

The following is an update of information as of January 21, 2025

EMPLOYER	SECTOR/INDUSTRY	DATE OF LAYOFF	STATUS	NO. OF AFFECTED WORKERS	REGION/ LOCATION	Official WARN Notice	Contacted
<b>Advanced Auto Parts</b> 2500 Arden Way, Unit 101 Sacramento, CA 95825	Retail	3/9/2025	Permanent	9	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 5135 Auburn Blvd Sacramento, CA 95841	Retail	3/9/2025	Permanent	19	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 955 Fee Dr. Sacramento, CA 95815	Retail	3/9/2025	Permanent	13	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 10899 Folsom Blvd. Rancho Cordova, CA 95670	Retail	3/9/2025	Permanent	10	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 9304 Greenback Lane Orangevale, CA 95662	Retail	3/9/2025	Permanent	6	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 3538 Northgate Blvd Sacramento, CA 95834	Retail	3/9/2025	Permanent	8	Sacramento, CA	Yes	Yes
<b>Advanced Auto Parts</b> 5885 47th Ave. Sacramento, CA 95841	Retail	3/9/2025	Permanent	13	Sacramento, CA	Yes	Yes
<b>Macy's</b> 6000 Sunrise Mall Citrus Heights, CA 95610	Retail	3/18/2025	Permanent	71	Sacramento, CA	Yes	Yes
<b>Macy's</b> 414 K Street Sacramento, CA 95814	Retail	3/18/2025	Permanent	71	Sacramento, CA	Yes	Yes

## Dislocated Worker Information PY 2024/2025

The following is an update of information as of January 21, 2025

EMPLOYER	SECTOR/INDUSTRY	DATE OF LAYOFF	STATUS	NO. OF AFFECTED WORKERS	REGION/ LOCATION	Official WARN Notice	Contacted
<b>Party City</b> 6302 Sunrise Blvd. Citrus Heights, CA 95610	Retail	2/28/2025	Permanent	10	Sacramento, CA	No	Yes
<b>Party City</b> 2780 E. Bidwell St. #100 Folsom, CA 95630	Retail	2/28/2025	Permanent	12	Sacramento, CA	No	Yes
<b>Party City</b> 1703 Arden Way Sacramento, CA 95815	Retail	2/28/2025	Permanent	15	Sacramento, CA	No	Yes
<b>Kohl's</b> 1703 Arden Way Sacramento, CA 95815	Retail	3/30/2025	Permanent	60	Sacramento, CA	Yes	Yes
				<b>1,745</b>			



**INFORMATION ITEM III-F**

**Unemployment Update/Press Release from the Employment Development Department**

Presenter: Roy Kim/Cara Welch

**BACKGROUND:**

The unemployment rate for the Sacramento MSA for the month of December was 4.6%.

Attached is a copy of a press release from the Employment Development Department breaking down the job losses and job creations for the regional area.

Staff will be available to answer questions.

EMPLOYMENT DEVELOPMENT DEPARTMENT  
Labor Market Information Division  
9323 Tech Center Drive, Suite 1000  
Sacramento, CA 95826

Contact: Cara Welch  
(916) 530-1700

**SACRAMENTO—ROSEVILLE—ARDEN-ARCADE METROPOLITAN STATISTICAL AREA (MSA)  
(EL DORADO, PLACER, SACRAMENTO, AND YOLO COUNTIES)**  
**Total jobs in the Sacramento region reaches 1,115,900**

The unemployment rate in the Sacramento--Roseville--Arden-Arcade MSA was 4.6 percent in December 2024, down from a revised 4.8 percent in November 2024, and unchanged from the year-ago estimate of 4.6 percent. This compares with an unadjusted unemployment rate of 5.2 percent for California and 3.8 percent for the nation during the same period. The unemployment rate was 4.3 percent in El Dorado County, 4.0 percent in Placer County, 4.7 percent in Sacramento County, and 5.3 percent in Yolo County.

**Between November 2024 and December 2024**, combined employment in the counties of El Dorado, Placer, Sacramento, and Yolo increased by 1,100 to total 1,115,900 jobs.

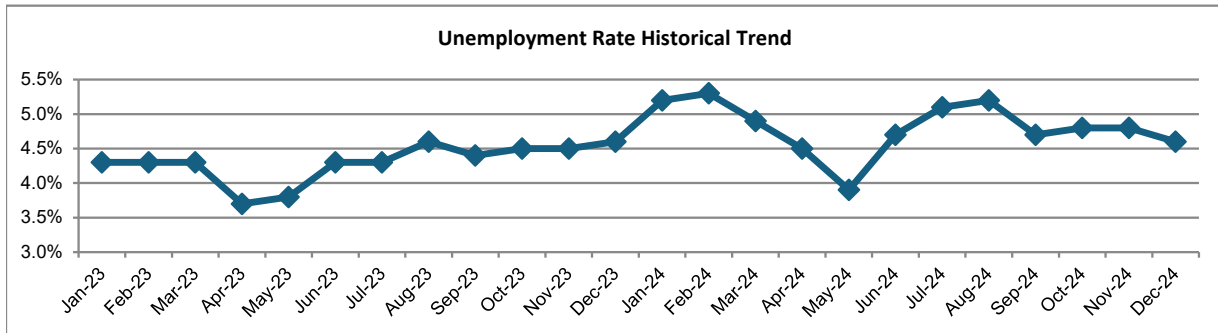
- Trade, transportation, and utilities experienced a normal seasonal gain in December with the addition of 1,600 jobs. Retail trade (up 1,000 jobs) and transportation, warehousing, and utilities (up 600 jobs) were responsible for the growth. Wholesale trade remained unchanged.
- Over the month, leisure and hospitality rose by 600 jobs. Arts, entertainment, and recreation (up 800 jobs) accounted for the increase. Accommodation and food services offset the gain with a drop of 200 jobs.
- Other services recorded an uptick of 400 jobs from November to December, following three months of job decline.
- Government employment reduced the most from November to December, shedding 1,300 jobs. State government (down 700 jobs) and local government (down 600 jobs) accounted for the reduction while federal government remained unchanged.

**Between December 2023 and December 2024**, total jobs in the region increased by 11,500, or 1.0 percent.

- Private education and health services (up 13,400 jobs) continued to lead year-over job growth. Healthcare and social assistance (up 13,100 jobs) was responsible for 98 percent of the increase. Private educational services picked up 300 jobs.
- Employment in government grew by 3,700 jobs compared to last December, with gains in local government (up 3,200 jobs) and state government (up 700 jobs). Federal government lost 200 jobs.
- Over the year, professional and business services expanded by 1,000 jobs. Administrative and support and waste service (up 600 jobs) and professional and business services (up 500 jobs) were responsible for the expansion. Management of companies and enterprises experienced a slight drop of 100 jobs.
- Six industries reported year-over decline: led by construction (down 3,400 jobs), manufacturing (down 1,100 jobs), financial activities (down 1,100 jobs), other services (down 600 jobs), information (down 600 jobs), and farm (down 200 jobs).

IMMEDIATE RELEASE  
 SACRAMENTO--ROSEVILLE--ARDEN-ARCADE METROPOLITAN STATISTICAL AREA (MSA)  
 (El Dorado, Placer, Sacramento, and Yolo Counties)

The unemployment rate in the Sacramento--Roseville--Arden-Arcade MSA was 4.6 percent in December 2024, down from a revised 4.8 percent in November 2024, and unchanged from the year-ago estimate of 4.6 percent. This compares with an unadjusted unemployment rate of 5.2 percent for California and 3.8 percent for the nation during the same period. The unemployment rate was 4.3 percent in El Dorado County, 4.0 percent in Placer County, 4.7 percent in Sacramento County, and 5.3 percent in Yolo County.



Industry	Nov-2024	Dec-2024	Change		Dec-2023	Dec-2024	Change
	Revised	Prelim				Prelim	
Total, All Industries	1,114,800	1,115,900	1,100		1,104,400	1,115,900	11,500
Total Farm	8,500	8,300	(200)		8,500	8,300	(200)
Total Nonfarm	1,106,300	1,107,600	1,300		1,095,900	1,107,600	11,700
Mining, Logging, and Construction	74,200	73,500	(700)		76,900	73,500	(3,400)
Mining and Logging	600	600	0		600	600	0
Construction	73,600	72,900	(700)		76,300	72,900	(3,400)
Manufacturing	39,500	39,600	100		40,700	39,600	(1,100)
Trade, Transportation, and Utilities	173,500	175,100	1,600		174,900	175,100	200
Information	8,700	8,800	100		9,400	8,800	(600)
Financial Activities	48,600	48,600	0		49,700	48,600	(1,100)
Professional and Business Services	136,000	136,300	300		135,300	136,300	1,000
Private Education and Health Services	210,400	210,600	200		197,200	210,600	13,400
Leisure and Hospitality	111,800	112,400	600		112,200	112,400	200
Other Services	37,500	37,900	400		38,500	37,900	(600)
Government	266,100	264,800	(1,300)		261,100	264,800	3,700

Notes: Data not adjusted for seasonality. Data may not add due to rounding  
 Labor force data are revised month to month

Data Not Seasonally Adjusted

	Dec 23	Oct 24	Nov 24 Revised	Dec 24 Prelim	Percent Change	
					Month	Year
Civilian Labor Force (1)	1,132,100	1,134,000	1,133,900	1,138,400	0.4%	0.6%
Civilian Employment	1,080,000	1,079,200	1,080,000	1,086,000	0.6%	0.6%
Civilian Unemployment	52,100	54,700	54,000	52,400	-3.0%	0.6%
Civilian Unemployment Rate (CA Unemployment Rate)	4.6%	4.8%	4.8%	4.6%		
(U.S. Unemployment Rate)	5.1%	5.4%	5.3%	5.2%		
	3.5%	3.9%	4.0%	3.8%		
<b>Total, All Industries (2)</b>	<b>1,104,400</b>	<b>1,113,000</b>	<b>1,114,800</b>	<b>1,115,900</b>	<b>0.1%</b>	<b>1.0%</b>
Total Farm	8,500	9,800	8,500	8,300	-2.4%	-2.4%
Total Nonfarm	1,095,900	1,103,200	1,106,300	1,107,600	0.1%	1.1%
Total Private	834,800	838,300	840,200	842,800	0.3%	1.0%
Goods Producing	117,600	115,700	113,700	113,100	-0.5%	-3.8%
Mining, Logging, and Construction	76,900	76,000	74,200	73,500	-0.9%	-4.4%
Mining and Logging	600	600	600	600	0.0%	0.0%
Construction	76,300	75,400	73,600	72,900	-1.0%	-4.5%
Construction of Buildings	15,200	15,100	14,900	14,800	-0.7%	-2.6%
Specialty Trade Contractors	53,100	53,200	51,600	50,900	-1.4%	-4.1%
Foundation, Structure, and Building Exterior C	14,300	14,400	13,900	13,600	-2.2%	-4.9%
Building Equipment Contractors	22,900	22,200	21,500	21,400	-0.5%	-6.6%
Building Finishing Contractors	10,800	11,600	11,300	11,200	-0.9%	3.7%
Manufacturing	40,700	39,700	39,500	39,600	0.3%	-2.7%
Durable Goods	25,500	24,800	24,900	24,900	0.0%	-2.4%
Computer and Electronic Product Manufactur	4,300	4,200	4,200	4,200	0.0%	-2.3%
Non-Durable Goods	15,200	14,900	14,600	14,700	0.7%	-3.3%
Food Manufacturing	6,200	6,200	6,000	6,000	0.0%	-3.2%
Service-Providing	978,300	987,500	992,600	994,500	0.2%	1.7%
Private Service Providing	717,200	722,600	726,500	729,700	0.4%	1.7%
Trade, Transportation, and Utilities	174,900	170,000	173,500	175,100	0.9%	0.1%
Wholesale Trade	28,500	28,600	29,200	29,200	0.0%	2.5%
Merchant Wholesalers, Durable Goods	16,500	16,700	17,100	17,000	-0.6%	3.0%
Merchant Wholesalers, Nondurable Goods	10,500	10,200	10,400	10,400	0.0%	-1.0%
Retail Trade	103,400	101,400	103,100	104,100	1.0%	0.7%
Motor Vehicle & Parts Dealer	15,200	15,300	15,200	15,300	0.7%	0.7%
Building Material and Garden Equipment and S	8,800	8,700	8,600	8,700	1.2%	-1.1%
Grocery and Convenience Retailers	21,000	20,900	21,300	21,400	0.5%	1.9%
General Merchandise Retailers	22,200	21,400	22,300	22,700	1.8%	2.3%
Health and Personal Care Retailers	5,300	4,500	4,600	4,600	0.0%	-13.2%
Clothing, Clothing Accessories, Shoe, and Jev	7,400	6,700	7,100	7,500	5.6%	1.4%
Sporting Goods, Hobby, Musical Instrument, B	11,200	11,200	11,400	11,300	-0.9%	0.9%
Transportation, Warehousing, and Utilities	43,000	40,000	41,200	41,800	1.5%	-2.8%
Information	9,400	8,700	8,700	8,800	1.1%	-6.4%
Publishing Industries	2,100	2,000	2,000	2,000	0.0%	-4.8%
Telecommunications	2,400	2,300	2,300	2,300	0.0%	-4.2%
Financial Activities	49,700	48,700	48,600	48,600	0.0%	-2.2%
Finance and Insurance	30,600	29,600	29,600	29,500	-0.3%	-3.6%
Credit Intermediation and Related Activities inc	8,300	7,900	7,900	7,800	-1.3%	-6.0%
Depository Credit Intermediation including Mo	5,200	5,100	5,100	5,000	-2.0%	-3.8%
Nondepository Credit Intermediation	1,600	1,600	1,600	1,600	0.0%	0.0%
Insurance Carriers and Related Activities	19,300	18,900	18,900	18,900	0.0%	-2.1%
Real Estate and Rental and Leasing	19,100	19,100	19,000	19,100	0.5%	0.0%
Real Estate	14,800	14,500	14,500	14,500	0.0%	-2.0%
Professional and Business Services	135,300	136,400	136,000	136,300	0.2%	0.7%
Professional, Scientific, and Technical Services	62,200	62,500	62,000	62,700	1.1%	0.8%
Architectural, Engineering, and Related Serv	11,000	11,500	11,500	11,500	0.0%	4.5%
Management of Companies and Enterprises	12,800	12,900	12,700	12,700	0.0%	-0.8%
Administrative and Support and Waste and Rep	60,300	61,000	61,300	60,900	-0.7%	1.0%
Administrative and Support Services	56,700	57,400	57,800	57,400	-0.7%	1.2%
Employment Services	17,700	16,600	16,700	16,500	-1.2%	-6.8%

Data Not Seasonally Adjusted

	Dec 23	Oct 24	Nov 24	Dec 24	Percent Change	
			Revised	Prelim	Month	Year
Services to Buildings and Dwellings	18,200	19,700	19,800	19,500	-1.5%	7.1%
Private Education and Health Services	197,200	209,700	210,400	210,600	0.1%	6.8%
Private Educational Services	16,700	17,100	17,300	17,000	-1.7%	1.8%
Health Care and Social Assistance	180,500	192,600	193,100	193,600	0.3%	7.3%
Ambulatory Health Care Services	65,200	70,100	69,800	70,600	1.1%	8.3%
Hospitals	27,200	29,400	29,500	29,600	0.3%	8.8%
Nursing and Residential Care Facilities	19,400	21,000	21,100	21,200	0.5%	9.3%
Leisure and Hospitality	112,200	111,100	111,800	112,400	0.5%	0.2%
Arts, Entertainment, and Recreation	20,400	20,100	20,400	21,200	3.9%	3.9%
Accommodation and Food Services	91,800	91,000	91,400	91,200	-0.2%	-0.7%
Accommodation	9,500	9,500	9,400	9,600	2.1%	1.1%
Food Services and Drinking Places	82,300	81,500	82,000	81,600	-0.5%	-0.9%
Restaurants and Other Eating Places	77,800	77,200	77,700	77,300	-0.5%	-0.6%
Full-Service Restaurants	33,700	33,900	34,000	33,900	-0.3%	0.6%
Limited-Service Restaurants and Other Eating and Drinking Places	44,100	43,300	43,700	43,400	-0.7%	-1.6%
Other Services	38,500	38,000	37,500	37,900	1.1%	-1.6%
Repair and Maintenance	11,700	11,700	11,100	11,300	1.8%	-3.4%
Government	261,100	264,900	266,100	264,800	-0.5%	1.4%
Federal Government	14,600	14,600	14,400	14,400	0.0%	-1.4%
Department of Defense	1,700	1,700	1,700	1,700	0.0%	0.0%
Total State and Local Government	246,500	250,300	251,700	250,400	-0.5%	1.6%
State Government	136,500	137,800	137,900	137,200	-0.5%	0.5%
State Government Educational Services	29,800	27,900	28,100	28,100	0.0%	-5.7%
State Government Excluding Education	106,700	109,900	109,800	109,100	-0.6%	2.2%
Local Government	110,000	112,500	113,800	113,200	-0.5%	2.9%
Local Government Educational Services	60,000	61,000	62,100	61,800	-0.5%	3.0%
Local Government excluding Educational Services	50,000	51,500	51,700	51,400	-0.6%	2.8%
County Government	20,100	20,600	21,000	20,700	-1.4%	3.0%
City Government	10,400	11,000	10,900	10,900	0.0%	4.8%
Special Districts plus Tribes	19,500	19,900	19,800	19,800	0.0%	1.5%

**Notes:**

(1) Civilian labor force data are by place of residence; include self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding. The unemployment rate is calculated using unrounded data.

(2) Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding.

These data are produced by the Labor Market Information Division of the California Employment Development Department (EDD). Questions should be directed to: Cara Welch 916-530-1700 or Alyssa Bonillas 916-982-9257

These data, as well as other labor market data, are available via the Internet at <http://www.labormarketinfo.edd.ca.gov>. If you need assistance, please call (916) 262-2162.

**REPORT 400 C**  
**Monthly Labor Force Data for Counties**  
**December 2024 - Preliminary**  
 Data Not Seasonally Adjusted

COUNTY	RANK BY RATE	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	RATE
<b>STATE TOTAL</b>	---	<b>19,324,000</b>	<b>18,320,900</b>	<b>1,003,100</b>	<b>5.2%</b>
ALAMEDA	16	822,900	785,900	36,900	4.5%
ALPINE	34	570	540	30	5.8%
AMADOR	26	14,530	13,750	780	5.3%
BUTTE	32	93,500	88,200	5,200	5.6%
CALAVERAS	14	22,640	21,630	1,010	4.4%
COLUSA	57	10,580	8,930	1,650	15.6%
CONTRA COSTA	18	548,700	523,500	25,200	4.6%
DEL NORTE	37	9,240	8,660	580	6.2%
EL DORADO	11	94,400	90,300	4,100	4.3%
FRESNO	49	461,900	425,200	36,600	7.9%
GLENN	40	12,790	11,970	820	6.4%
HUMBOLDT	21	61,200	58,200	2,900	4.8%
IMPERIAL	58	74,800	61,500	13,300	17.8%
INYO	7	8,610	8,270	340	3.9%
KERN	51	395,600	362,800	32,800	8.3%
KINGS	52	59,700	54,700	5,000	8.4%
LAKE	42	28,980	27,070	1,900	6.6%
LASSEN	34	8,410	7,930	490	5.8%
LOS ANGELES	33	5,015,900	4,730,300	285,600	5.7%
MADERA	48	67,400	62,200	5,200	7.7%
MARIN	2	131,000	126,500	4,500	3.5%
MARIPOSA	29	7,570	7,160	410	5.4%
MENDOCINO	26	37,520	35,520	2,000	5.3%
MERCED	55	120,400	108,900	11,500	9.5%
MODOC	46	3,160	2,940	230	7.1%
MONO	14	8,230	7,870	360	4.4%
MONTEREY	54	209,700	191,900	17,800	8.5%
NAPA	11	70,400	67,400	3,000	4.3%
NEVADA	10	48,950	46,930	2,020	4.1%
ORANGE	5	1,587,700	1,527,700	60,000	3.8%
PLACER	8	196,200	188,400	7,800	4.0%
PLUMAS	50	7,090	6,510	580	8.1%
RIVERSIDE	23	1,172,300	1,113,200	59,100	5.0%
SACRAMENTO	19	737,200	702,500	34,700	4.7%
SAN BENITO	42	32,000	29,800	2,100	6.6%
SAN BERNARDINO	21	1,026,500	976,900	49,600	4.8%
SAN DIEGO	11	1,593,600	1,524,800	68,800	4.3%
SAN FRANCISCO	2	552,100	532,800	19,300	3.5%
SAN JOAQUIN	40	361,300	338,200	23,100	6.4%
SAN LUIS OBISPO	4	134,100	129,100	5,000	3.7%
SAN MATEO	1	436,700	422,200	14,500	3.3%
SANTA BARBARA	16	214,700	205,000	9,800	4.5%
SANTA CLARA	5	1,029,400	990,300	39,100	3.8%
SANTA CRUZ	38	131,000	122,700	8,300	6.3%
SHASTA	29	74,900	70,800	4,000	5.4%
SIERRA	29	1,360	1,280	70	5.4%
SISKIYOU	47	16,210	15,030	1,180	7.3%
SOLANO	24	204,700	194,200	10,500	5.1%
SONOMA	8	247,800	238,000	9,800	4.0%
STANISLAUS	44	248,500	231,500	17,000	6.8%
SUTTER	52	47,400	43,500	4,000	8.4%
TEHAMA	38	26,130	24,480	1,650	6.3%
TRINITY	34	4,600	4,330	270	5.8%
TULARE	56	215,000	193,000	22,000	10.2%
TUOLUMNE	24	20,720	19,680	1,050	5.1%
VENTURA	19	412,300	392,900	19,400	4.7%
YOLO	26	110,600	104,700	5,800	5.3%
YUBA	45	32,800	30,500	2,300	6.9%

**Notes**

- 1) Data may not add due to rounding. The unemployment rate is calculated using unrounded data.
- 2) Labor force data for all geographic areas now reflect the March 2023 benchmark and Census Vintage 2020 population controls at the state level.

**INFORMATION ITEM III-G**  
**Head Start Reports**

Presenter: Karen Griffith

**BACKGROUND:**

This agenda item provides an opportunity for the Governing Board to review the most current Head Start fiscal report sent under separate cover and the Head Start Deputy Director's monthly report.

Staff will be available to answer questions.



# Seta Head Start Food Service Operations Monthly Report \*December, 2024

	Lunch	PM Snack	Breakfast	Field Trips
	25,011	23,769	22,816	0
<b>Total Amount of Meals and Snacks Prepared</b>				<b>71,596</b>
<b>Purchases:</b>				
Food	\$74,529.58			
Non - Food	\$9,797.63			
<b>Building Maintenance and Repair:</b>			\$675.00	
<b>Janitorial &amp; Restroom Supplies:</b>			\$0.00	
<b>Kitchen Small Wares and Equipment:</b>			\$0.00	
<b>Vehicle Maintenance and Repair:</b>			\$1,014.41	
<b>Vehicle Gas / Fuel:</b>			\$1,687.75	
Normal Delivery Days			13	



# SPECIAL EDUCATION REPORT

## Sacramento County Head Start/Early Head Start

Breana.ware@seta.net

**December 2025**

The Special Education Report shows the percentage of enrolled preschool-aged children with a diagnosed disability receiving services through an Individualized Education Plan (IEP). For Early Head Start, the Special Education Report shows the number of children ages 0-3 who are receiving early intervention services through an Individualized Family Services Plan (IFSP).

Head Start Program Performance Standards Reference: 1302.14 (b)(1) states *a program must ensure at least 10 percent of its total funded enrollment is filled by children eligible for services under IDEA, unless the responsible HHS official grants a waiver.*

Agency	AFE (HS)	Total IEPs	% of AFE	AFE (EHS)	Total IFSPs	% AFE
<b>SETA operated</b>	1364	156	<b>11%</b>	739	114	<b>15%</b>
<b>Twin Rivers USD</b>	156	36	<b>23%</b>	56	3	<b>5%</b>
<b>Elk Grove USD</b>	440	72	<b>16%</b>	NA	NA	<b>NA</b>
<b>Sac City USD</b>	676	60	<b>9%</b>	16	0	<b>0%</b>
<b>San Juan USD</b>	712	80	<b>11%</b>	96	8	<b>8%</b>
<b>WCIC</b>	100	3	<b>3%</b>	NA	NA	<b>NA</b>
<b>COUNTY TOTAL</b>	<b>3448</b>	<b>407</b>	<b>12%</b>	<b>907</b>	<b>125</b>	<b>14%</b>

**\*\*NO REPORT RECEIVED**

*AFE: Annual Funded Enrollment*

**Sacramento County Head Start/Early Head Start  
Monthly Enrollment Report  
December 2024**

**Head Start**

<b>Agency</b>	<b>Funded Enrollment</b>	<b>(a) Last Day of Month Enrollment (12/31/24)</b>	<b>(b) % Of capped/closed</b>	<b>(c) % Actual to Funded</b>	<b>(d) (±) Difference in % from last month</b>
Elk Grove USD	440	410	0	93%	3% +
Sacramento City USD	676	567	0	84%	2% +
San Juan USD	712	660	20 (95%)	93%	5% +
SETA	1,364	1,327	0	97%	2% +
Twin Rivers USD	156	136	0	87%	2% +
WCIC/Playmate	100	100	0	100%	3% +
<b>Total</b>	<b>3,448</b>	<b>3,200</b>	<b>20 (93%)</b>	<b>93%</b>	<b>3% +</b>

**Early Head Start**

<b>Agency</b>	<b>Funded Enrollment</b>	<b>(a) Last Day of Month Enrollment (12/31/24)</b>	<b>(b) % Of capped/closed</b>	<b>(c) % Actual to Funded</b>	<b>(d) (±) Difference in % from last month</b>
San Juan USD	166	151	10 (97%)	91%	2% -
SETA	739	712	0	96%	2% +
Twin Rivers USD	56	48	0	86%	3% -
SCUSD	16	15	0	94%	0%
<b>Total</b>	<b>977</b>	<b>926</b>	<b>10 (96%)</b>	<b>95%</b>	<b>2%+</b>

- (a) Includes children who have dropped during the month and whose slot will be filled within the 30-day allowable period.
- (b) Demonstrates enrollment percentages if classes were not capped/closed due to staffing shortage and or other programmatic challenges.
- (c) If enrollment is less than 100%, the agency includes a corrective plan of action.
- (d) Demonstrates difference in percentage of enrollment totals from previous month.

## **Reasons for Program Under Enrollment**

### ***Elk Grove USD***

- The SYNERGY registration queue is currently at 95 families. These represent submissions from January 10th, 2024, through December 19th, 2024. The 24-25 EGUSD Preschool Interest Form has a total of 429 recruitment (including 78 2-year-olds eligible for 25/26 school year), 93 registered -not certified, and 93 waitlist-certified families. Our program currently has 25 vacancies.
- Inclusion spots that are still vacant are due to not having families confirmed or sent over. Currently, we are waiting to hear back from families that belong to Pleasant Grove Elementary School.
- We continue to face placement challenges for families in impacted sites who want to remain on waitlist for their site of preference. We have offered placement at the sites with vacancies, but they have declined and prefer to wait.

### ***Sacramento City USD***

- SCUSD Early Learning programs have encountered significant challenges due to Transitional Kindergarten options at elementary sites offering a comprehensive Early Learning Opportunity Program (ELOP) extending TK students day up to nine (9) hours of care and education without the having to meet income eligibility. All of the newly open TK sites also have Head Start Preschool program on site. Many families/students who would have been in Head Start are now attending TK.
- With families having choices, SCUSD also offers elementary school sites with dual-language programs specializing in Spanish and Hmong language instruction. For example, Susan B. Anthony and Yav Pem Suab Academy (Lisbon) offer an established dual-language Hmong program. These dual-language programs are also available in the TK classrooms environments. Some parents are selecting programs that are more linguistically and culturally significant to them.
- We also have the challenge of having to redirect families from school sites under construction (Nicholas and Oak Ridge). Families from Nicholas and Oak Ridge were redirected to C.B. Wire. Families are aware that their attendance is temporary and would need to make a shift for the following school year. This arrangement can be disruptive to family resources, thus affecting enrollment.

### ***San Juan USD***

- Due to reduced staffing and type A citation-20 Head Start slots capped.
- ERSEA team has two admissions and family services technician (AFST) vacancies, these team members support enrolment of new families and children.
- Waitlist exhausted within 95864, 95662, and 95610 zip code.
- ERSEA Administration team continues to monitor every week and checks in with AFSTs individually to note progress, next steps, and any support needed.

### ***SETA***

- Vacancies in the following positions that support classroom ratio or enrollment: 28 Education positions (Teacher, Associate Teacher, Associate Teacher/Infant Toddler, Lead Teacher/Infant Toddler) and 2 Family Services Worker.
- With the increased availability of Transitional Kindergarten (TK) families have service options for programs that provide longer hours and fewer income eligibility requirements.

### ***Twin Rivers USD***

- Village Early Head Start has exhausted waiting list. The program will begin with targeted recruitment for Rio Linda, service area is 95673, 95560 and 95652.
- Staffing vacancies for (1) Head Start Site Supervisor, (5) ECE Para Educators, (3) ECE Rover and (1) Teacher.

### ***WCIC/Playmate***

- WCIC enrollment is 100% for the month of December.

### **Strategies/Action Step(s) for Under Enrollment**

#### ***Elk Grove USD***

- Program Educators continue to focus their efforts on filling classes by circulating preschool enrollment packets within the community, district websites, posting lawn signs around school sites and in the neighboring communities, and collaborating with EGUSD FACE Department and SAFE Centers.
- Also recruiting families is through our Parent Child Playgroup Program. The playgroup instructor provides referrals to families who have children who meet our age requirements. Families that are currently on the TK (Transitional Kindergarten) waitlist have also been contacted by various ERSEA team members to offer them potential placement in one of our programs.

#### ***Sacramento City USD***

- SCUSD- ELC will be implementing a Marketing and Recruitment Taskforce (M & R Taskforce) which includes all Coordinators, Communications Department, parents and community stakeholders. In addition, all enrollment staff will be required to attend SETA's ERSEA meetings on a rotation basis, so they have direct access to information, training and technical support. The M & R Taskforce will meet regularly to set goals and objectives and to follow on tasks.
- Coordinators have been working with the Communications Office to work on social media and community communication. We are looking at local news and radio opportunities to broaden the scope.
- Enrollment staff were directed to revisit all pending applications, particularly families who were ineligible due to income. Staff received training on how to use the new housing calculation and were instructed to implement immediately.
- During the month of December, the Communications Department posted an advertisement with META (Facebook and Instagram). The announcement resulted in over 14 inquiries within the second day of posting.

#### ***San Juan USD***

- ERSEA Administrator is providing flyers to other district administrators (TK-12) to increase awareness of Early Head Start, and Head Start Programs.
- School Community Worker are continuing to distribute flyers updated to 5 languages on Mondays and Fridays.
- Targeted low enrollment areas on the west side of the district 95662 and 95610.

#### ***SETA***

- Human Resources posted job openings within the following employment search websites: CA Head Start Assoc., CalJOBS, ZipRecruiter, Indeed and ADP WFN Recruitment Portal, upcoming SETA Job Fair in January.
- Change of Scope Request: Submitting class size waiver requests to address high number of 3-year-old enrollment.
- Revision of Selection Criteria to include income-qualified staff children to expand eligibility selection.
- Extended eligibility training to delegates on housing cost adjustments to reach families spending over 30% of their annual income on housing.

### ***Twin Rivers USD***

- The ERSEA team recruited at the following community events: Rio Linda Public Library Central Location and Robertson Community Center Location.
- All the vacant positions are posted on Edjoin/Team Tailor. Admin screens, interviews, and submissions of recommendation of staffing for HR to hire.
- Contracted with Childcare Careers (CCC) substitutes to fill the vacancies temporarily.
- Enrollment is ongoing. Families are contacted from the ranked waiting list appropriately.
- SETA provided waiting lists of potential families inquiring through our online portal to assist TRUSD with recruitment of eligible families.

### ***WCIC/Playmate***

- Staff continues to collaborate with the 16th Avenue Head Start Program to enhance recruitment efforts.
- SETA provided waiting lists of potential families inquiring through our online portal to assist WCIC with recruitment of eligible families.

**PUBLIC COMMENTS RELATING TO MATTERS NOT ON THE POSTED AGENDA  
ITEM IV**

Participation of the general public at SETA Governing Board meetings is encouraged. The SETA Governing Board has decided to incorporate participants of the audience as part of its agenda for all meetings. Members of the audience are asked to address their requests to the Chairperson, if they wish to speak.

## **REPORTS TO THE BOARD ITEM V**

### **A. Chair**

The Chair of the SETA Governing Board, on a regular basis, receives numerous items of information concerning employment and training legislation, current programs, agency activities, and miscellaneous articles about human service programs throughout the nation, and attends meetings pertinent to SETA business.

The important information from the material received and meetings attended will be shared with the entire Board and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Board to provide input on items that may require future action.

### **B. Executive Director**

This item is set aside to allow the SETA Executive Director to report to the Board on any items of important information or to deal with special requests which need to be addressed but, because of time constraints, were not included in the formal SETA Governing Board Packet. The Executive Director's Report also allows the opportunity for the SETA Executive Director to apprise the Board of upcoming events, significant agency activities, or conferences.

### **C. Deputy Directors' Report**

This item is set aside to allow the Deputy Directors to report to the Board any items relative to the program operations.

### **D. Counsel's Report**

The SETA Legal Counsel is the firm of Gregory D. Thatch, Attorney at Law. This item provides the opportunity for Agency Counsel to provide the SETA Governing Board with an oral or written report on legal activities.

### **E. Members of the Board**

This item provides the opportunity for SETA Governing Board members to raise any items for consideration not covered under the formal agenda. It also provides the opportunity for Board members to request or to ask that certain items be placed on the next Governing Board agenda.