

PRESENTATION OF JOHN T. KEHOE  
BEFORE THE JOINT CITY/COUNTY URBAN DEVELOPMENT TASK FORCE

Monday, August 27, 1984  
2:00 p.m.  
Board of Supervisors Chambers

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As Chairman of the Private Industry Council of Sacramento, it gives me great pleasure to address the Joint City/County Urban Development Task Force meeting on Economic and Housing Development.

There is a key role which employment and training can and does play in the economic development process. However, there can be more which can be done, by our increased coordination with ongoing city/county efforts.

The programs and activities of the Sacramento Employment and Training Agency and the Private Industry Council are of great value to the economic development effort. SETA/PIC, through on-the-job training programs, offers wage subsidies to private business for hiring local unemployed persons. Through our marketing of the federal Targeted Jobs Tax Credit program, employers can also receive tax credits by hiring eligible workers.

Our many classroom training programs provide private employers with a skilled pool of trained applicants in demand occupations. Customized classroom training allows the employer to custom design a curriculum that specifically meets his/her employment needs.

Through our small business assistance program, new and ongoing businesses receive assistance in a variety of areas ranging from "how to start a small business" to marketing, forecasting, office automation, accounting procedures, personnel development and many more useful facets of operating a business. In Fiscal Year 1983, over 112 new private sector jobs were created through the SETA/PIC small business assistance program.

Our efforts in economic development, as it relates to hiring of additional local unemployed residents, can best be highlighted by discussing some of the

successful partnerships which have been developed with private businesses:

An advantage to working with SETA/PIC is the flexibility to deal with almost any employment need. A number of Sacramento area firms ranging from High Tech to Warehousing to Manufacturing and General Production to Cable Television to general office work have found a capable and qualified work force to expand their business efforts in this community by hiring under the auspices of SETA/PIC.

#### KANOWSKY FURNITURE

They are the largest furniture manufacturer in the Western United States. Kanowsky Furniture has employed more than 100 on-the-job training participants over the last year. Over 80% of whom are still employed with the company. The company has gained in this partnership with SETA/PIC through obtaining \$180,000 in wage subsidies and \$350,000 in tax credits over a two-year period. In addition, the SETA/PIC/Kanowsky partnership has saved time for the employer and has benefited Sacramento's unemployed residents.

#### AVANTEK

They are a high tech corporation based in Santa Clara which employs more than 2,000 people in Santa Clara. They have hired 23 persons so far in their new Folsom plant with the potential of providing employment for many more of Sacramento's unemployed. The company's goal is to employ 2,000 persons by the year 1990.

#### K and B ENGINEERING

They are one of the first firms to become involved in Sacramento's cable television system. They have employed 21 persons through the SETA/PIC on-the-job training process. Once again, the wage subsidies and tax credits have been substantial - but the real story is that the company has found a partner from the public sector which can easily provide them with well qualified personnel.

Negotiations are currently under way between SETA/PIC and other cable companies which could mean as many as 300 additional jobs in this field.

OTHER EXAMPLES OF SATISFIED EMPLOYERS

Other examples of satisfied employers who have worked successfully with SETA/PIC include Camblin Steel, American Ploytherm, D.J. Findley Company, Sierratronics, Computer Sciences Corporation and Vector Telecom.

Now that you know a little bit about what SETA/PIC has done and is doing in making linkages with the private sector to provide more jobs for unemployed Sacramentans, I would now like to focus a few remarks on how I think that our overall economic strategies can be improved and enhanced by better coordination among those organizations and groups which are working in this area.

The SETA/PIC program is an attractive mechanism for new companies coming into our area and for existing companies in an expansion mode. THIS INFORMATION NEEDS TO GET OUT TO THE PRIVATE SECTOR COMMUNITY.

While we have received much assistance from the County Office of Economic Development and City staff in terms of letting us know about new business licenses and permits, there still remains much more which can be done. For example, the fine work and effort of the Sacramento Area Commerce and Trade Organization (SACTO) needs to link with the resources of SETA/PIC so that the private sector and ultimately, Sacramento's unemployed can benefit.

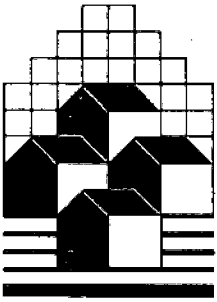
Among the development community, of which I am a representative, more linkages could be made. Again, some efforts are currently under way in this regard.

Large development projects such as Delta Shores and potentially the North Natomas Area can be enhanced by effective coordination with SETA/PIC programs and activities. There are many exciting possibilities in this area which can be further explored and developed.

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I would like to express my appreciation for having the opportunity to address you today. We have provided brochures which explain some of the SETA/PIC programs which I believe will be of assistance to you.

Please review this material and if you have any questions, please let me know.



August 27, 1984

SACRAMENTO  
BOARD OF REALTORS  
1808 J STREET  
SACRAMENTO, CA 95814  
PHONE 916/444-6010

TO: Urban Development Task Force  
FROM: Sacramento Board of REALTORS  
RE: Housing Statement  
SUBJECT: Residential Rezoning

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Zoning regulations and affordable housing have many links. Some of the obvious ones are: the number of units permitted on a parcel of land; the amenities required; and the time required for the approval process. More units spread costs, usually resulting in a less expensive finished product. The costs of amenities are usually built into the price of the finished product, and a long approval process will add financing costs to the land which will be reflected in the final sales price.

A less obvious effect on affordable housing is the rezoning of land designated in community plans for residential development. An extreme case is the City of Santa Clara where parcels of vacant residentially-zoned land are equal in cost to vacant industrial-commercial land. Usually, industrial commercial zoning on vacant land parcels results in a higher raw land cost than for residentially zoned parcels. Although the phenomona of Santa Clara is partially due to the Silicon Valley mystique, the underlying reason for the similarity of prices is the better-than-average chance of obtaining a change in the designated land use. The willingness of the local government to rezone contributes to the raw land cost and later to the cost of the final product. Even if the land is later rezoned back to residential use, the final housing cost will still be higher reflecting the increase land value added when it was rezoned to industrial-commercial.

The Sacramento Board of REALTORS believes in growth and development. We believe that the necessary ingredients of growth - jobs, transportation and housing - must be in balance if we are to continue to have the quality of life which brought us and keeps us here. Further, it's this quality of life that continues to make us attractive as a growth area.

Our concern about this delicate balance beginning to get out of sync generated the Residential Rezone report. We asked Kevin Gregory, a intern from Sacramento State, to compile a list of the recent rezonings from a residential to industrial-commercial designations and to put his findings in context with land availability and population projections. The report observes the following:

- \* 11,566 housing units were lost from 1981 to 1983 through rezones in the City and the County.
- \* The State Department of Finance has projected that Sacramento County (including incorporated and non-incorporated areas) will have a population of 1.2 million persons by the year 2000.
- \* An additional 204,000 units over the 1980 housing supply is needed to house the projected population.
- \* Finally, the total amount of units which could be developed on the existing vacant residentially zoned land is 204,000 units.

We feel this last total makes some questionable assumptions, such as development at maximum permissible densities, deep lot development and other potential increases in density. Discounting these unlikely assumptions a more realistic number is 150,000 housing units. Assuming the same build-out trends of the previous years and the projected population growth, these 150,000 units will be built-out by the middle of the next decade.

On the other side of the equation:

- \* Sacramento currently has a supply of 5,809 acres of vacant prime industrial land. This is up from 1980's number of 4,610 acres, due mainly to rezonings.
- \* Assuming the average absorption rate of 197 acres per year (based on 1980-1983 experience) the present supply of industrial commercial land will be adequate for 29 years. Projections are speculative at best and as such are the subject of much debate, but regardless of what happens in the future the present facts indicate a shift in the overall balance.

As we've stated before, the Sacramento Board of REALTORS believes in growth. Jobs produce income and opportunities for our children, our neighbors, indeed, the entire community benefits from the additional employment. But the very things which attract these opportunities are endangered when the balance is out of kilter. We don't believe the present trend is irreversible if counteracted now in a thoughtful, firm manner. One of the questions that needs to be addressed as we plan and develop our growing community is, "What is the effect of this decision on the overall jobs-housing balance?" Although the Board of REALTORS speaks in support of housing, we believe jobs, transportation and housing - are critical parts of the equation for the welfare of our community, the community in which we work and live.

## THE CLIENTS

Services, selected from a variety of alternatives, are based on an assessment of community needs. Many clients require all or most of the services SETA provides. The agency's multi-level, multi-service cap-

ability enables the comprehensive planning and delivery of the specialized kind of help that each participant needs.

## THE PROGRAMS: JOB TRAINING

Both employers and new employees benefit from three opportunities available through the Job Training Partnership Act. The On-the-Job Training Program offers employers a wage subsidy of up to 50 percent for those program-eligible persons they train to become permanent employees. The wage subsidy can last as long as six months. Under the Targeted Jobs Tax Credits Program, employers can receive up to \$5,100 in federal and state tax credits over two years for each program-eligible person they hire. The federal credit can be carried back three years or forwarded

15 years. Under the Customized Classroom Training Program, all expenses relating to a program-eligible person's classroom instruction will be reimbursed. Employers may do their own testing and interviewing, and may write their own curriculum. Their only obligation is to hire those program-eligible persons who successfully complete the training class. For many of the unemployed, economically disadvantaged, handicapped and members of other targeted groups, these three programs help provide meaningful employment.

## SUMMER YOUTH EMPLOYMENT PROGRAM

The Summer Youth Employment Program provides an opportunity for low income youth, ages 14 to 21, to learn job skills while earning an income.

Participants learn good work habits at non-profit worksites. They perform jobs that benefit the community at on-going and special projects in parks,

schools, playgrounds and other public places. In addition to developing good work habits, the youth are involved in career/life planning sessions and receive personal counseling. These experiences prepare young people with a realistic view of their eventual or immediate entry into the world of work.

## REFUGEE TARGETED ASSISTANCE PROGRAM

The Refugee Targeted Assistance Program provides job training and work experience for persons fleeing to the U.S. from their homelands. The majority of those served are Indo-Chinese from Vietnam, Thailand, Cambodia, Laos and China.

Funded by a grant from the U.S. Department of Health and Human Services, the program's goal is to help refugees attain economic independence. Services available in the present grant cycle include vocational classroom training in such areas as electronic assembly, work experience in landscaping and gardening, English-as-a-second-language in the work-

place, and small business assistance/entrepreneurship, in which refugees are taught how to start or expand a business.

It is anticipated that 800 refugees will soon be trained and placed in jobs by these eight agencies.

The SETA Governing Board, the Sacramento Private Industry Council, the Community Action Board and the Parent Policy Council plan, implement, oversee and evaluate the job training and community assistance programs. A variety of public, private and community-based organizations are funded to provide direct services to clients.

## GOVERNING BOARD

The Governing Board is the principal policy-making and administrative group for the agency. The Board consists of elected officials—councilmembers from the City of Sacramento and the City of Folsom and supervisors from the County of Sacramento.

The SETA Governing Board was created in 1979 as a consortium agency which would represent the interests of each member government's elected leaders and citizenry. The Board provides the needed focal point for decision-making, for program planning and implementation, and for coordination of

service delivery. The consortium approach allows for county-wide activities which reflect the larger needs of the labor market and of residents facing similar barriers to economic self-sufficiency. The Governing Board and member governments it represents (City of Sacramento and Sacramento County) retain responsibility and accountability for all agency activities. It is the job of this group of elected officials to properly reflect the needs and priorities of the Greater Sacramento area in the type of agency goals, programs and outcomes established.

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### GOVERNING BOARD MEMBERS

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ROD CARMODY  
Councilman, City of Folsom

GRANTLAND JOHNSON  
Councilman, City of Sacramento

TOBY JOHNSON  
Supervisor, Sacramento County

ILLA COLLIN  
Supervisor, Sacramento County  
Vice-Chairperson, Governing Board

JOE SERNA, JR.  
Councilman, City of Sacramento  
Chairperson, Governing Board

## COMMUNITY ACTION BOARD

Twelve persons representing a number of public, private and low income interests make up the Community action agencies for the express purpose of providing direct services to low income persons.

The block grant program is administered nationally by the U.S. Department of Health and Human Services. In California, the State Office of Economic Opportunity acts on behalf of the Governor to establish certain priorities and guidelines. Community ac-

income community, receive and review proposals that address those needs and make recommendations to stated intention of programs is to provide the means by which individuals can attain economic self-sufficiency. Immediate intervention strategies, combined with longer-term economic improvement activities, are intended to assist those who cannot presently aid themselves, yet provide opportunity for self-help and eventually, independence.

## HEAD START PROGRAM THROUGH HHS

Head Start is a nationwide program providing comprehensive developmental services primarily to low-income, pre-school age children and their families. To help children reach their full potential, Head Start programs provide comprehensive health, nutritional, educational and social services. Parents of enrolled children participate in the development, conduct and direction of local programs.

While Head Start primarily targets children whose families have incomes below the poverty line or are eligible for public assistance, up to 10 percent of

Head Start children may be from families who do not meet the low income criterion. Head Start legislation also requires that 10 percent of enrollment opportunities be made available to handicapped children. They receive the full range of Head Start services in a mainstream setting with their non-handicapped peers as well as the special education and related services they need.

Head Start in Sacramento County serves approximately 1,100 children and their families annually.

## FUNDING SOURCES



## JOB TRAINING PARTNERSHIP ACT

The Job Training Partnership Act provides new emphasis upon private sector, employer-instigated job training programs. The Act was passed in 1982 to improve upon and bring focus to federally funded efforts previously enacted under the Comprehensive Employment and Training Act of 1973. Employers are now called upon to be fully involved in the planning and operation of programs that will fill their needs—present and future—for trained and productive employees.

The Job Training Partnership Act program retains

its emphasis upon serving the unskilled, the unemployed and the economically disadvantaged. To better ensure meaningful employment for these persons, the legislation stresses maximum use of funds for training, high levels of expected trainee performance, active involvement of private industry, private sector job placements, and a minimum of federal or state program restrictions. Coordination among education, labor, and other job assistance programs is required to maximize benefits for the unemployed while meeting employers' needs.

## COMMUNITY SERVICES BLOCK GRANT

The Community Services Block Grant program has a rich legislative history of services to the nation's poor, dating back to the original Economic Opportunity Act of 1964. In its current form as enacted in 1983, the Community Services Block Grant maintains

community Action Board. SETA, as a community action agency, receives funds from the U.S. Department of Health and Human Services through California's Community Services Block Grant. SETA administers programs with the advice of the tri-partite (one-third private, one-third public and one-third low income) advisory board.

The board's members assess the needs of the low-

tion agencies such as SETA rely on a Community Action Board to advise or act on block grant programming.

Principal goal of the block grant legislation is amelioration of the causes and effects of poverty. The

the Governing Board for program funding. Because the social needs in SETA's service delivery area are diverse—from lack of infant care to the problems of seniors—and because funding for programs is relatively scarce, board members exercise great care in setting priorities, allocating resources and evaluating program performance.

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## COMMUNITY ACTION BOARD MEMBERS

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ALFREDO BAUTISTA  
Pilipino-American General Association  
of the Sacramento Area

FRANK CAMPOS  
Construction and General Laborers  
Local #185

JEAN DUNCAN  
Board Vice-Chairperson  
Citrus Heights Chamber of Commerce

WILLIAM H. EDGAR  
Executive Director  
Sacramento Housing and Redevelopment

MARINA ESTRADA  
Human Rights/Fair Housing Commission

EVELYN HARVEY  
Y.W.C.A.

DOUG HOWARD  
Board Chairperson  
Chairman  
Citrus Heights Target Area Committee

NORMAN KELLEY  
N. Highlands Target Area Committee

IDA RUSSELL  
Board Member  
Sacramento City Unified School District

BOB THOMAS  
Director  
Sacramento City Department of  
Community Services

## PRIVATE INDUSTRY COUNCIL

A key element of the Job Training Partnership Act is the mandate that private industry assume equal responsibility with local government in shaping federally-funded job training programs. The 25-member Private Industry Council, the majority of whom represent business and industry, is the primary means by which this goal is accomplished. The Council shares policy-making and oversight responsibility for local programs with the elected officials who make up the Governing Board.

In addition to business, the law mandates repre-

sentation from education and labor, from state rehabilitation and employment services, from community-based organizations, and from local economic development interests.

The Private Industry Council is designed to serve as a focal point for decision-making, for allocating limited federal training funds, and for improving local institutions which prepare the potential workforce for employment. In this way, the Council ensures that local job-seekers have the skills needed by existing and incoming business and industry.

### PRIVATE INDUSTRY COUNCIL MEMBERS

**RUDY ARRIETA**

President  
ARMAC Management Systems, Inc.

**JAMES CARPENTER**

General Manager  
Western Kraft, Willamette Industries, Inc.

**PHILIP CRAWFORD**

Field Office Manager  
Employment Development Department

**BLANCHE GOLDSTEIN**

C.A.R.E. Consultant  
California Community Colleges

**PHILIP LADAS**

District Administrator  
California State Department of  
Rehabilitation

**KATHRYN LEE**

Secretary/Treasurer and Co-Owner  
Sacramento Observer

**LOUIS LOERA**

Community-Based Organizations

**SAM MOORE**

Plant Manager  
Procter & Gamble Manufacturing

**LOUISE PEREZ**

Board Member  
Sacramento City Unified School District

**G. E. "GIB" PETERS**

Owner  
Gib Peters Insurance Co.

**HARRY ROTZ**

Business Representative  
Plumbers and Pipe Fitters Union #447

**KAROLYN SIMON**

Sacramento County Planning  
Commissioner

**1**

**2**

**The primary purpose** of the agency is to train and find employment for those presently unable to compete for jobs in the local labor market. Jobs are the first priority. Principal funding source is the federal Job Training Partnership Act (JTPA).

**Another purpose** of SETA is to ameliorate the causes and effects of poverty in Sacramento County. Serving as a community action agency, SETA administers federal Community Services Block Grant funds.

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**A third purpose** of the agency is to provide comprehensive child care and development services for low income children in Sacramento County. As local grantee for the federal Head Start program, SETA administers U.S. Department of Health and Human Services funds.

*SETA, the Sacramento Employment and Training Agency, exists to improve the lives of unemployed and economically disadvantaged residents of Sacramento County.*

**PATRICK HAYS**  
President and Chief Executive Officer  
Sutter Community Hospitals

**BRIAN HOLLOWAY**  
Vice-President  
Moss Land Company

**CHRISTINE HUNTER**  
Sacramento City Planning Commissioner

**WARREN KASHIWAGI**  
Community-Based Organizations

**JOHN KEHOE**  
Board Chairperson  
Vice-President for Economic  
Development  
The Cook Company

**NELL MUELLER**  
Owner  
Mueller Properties

**NICK NECOECHEA**  
President  
Aerojet Tactical Systems

**LEO PAPAS**  
Owner  
Papas Travel

**MARILYN PARK**  
Board Vice-Chairperson  
President  
Marilyn Park and Company

**LARRY UHDE**  
Training Coordinator  
Operating Engineers Union #3

**NORVAL WELLSFRY**  
Associate Dean, Occupational  
Education/Administration Services  
Sacramento City College

**R. M. "WOODY" WOODWARD**  
Senior Vice-President and Manager  
Bank of America

#### **PARENT POLICY COUNCIL**

A major component and mandate of the Head Start program is inclusion of parents in a decision-making role. To satisfy this mandate, Sacramento County has established a Head Start Parent Policy Council comprised of one parent representative from each of seven delegate agencies and four community members. Delegate agencies are the Del Paso Heights School District, Delta Community Head Start, Elk Grove Unified School District, Playmate Child Care Center, Sacramento City Unified School District, San

Juan Unified School District and SETA. Community organizations represented are the Alta California Regional Center, Child Action, Inc., Women's Center and Child Health Disability Prevention Program.

If Head Start children are to reach their fullest potential, there must be an opportunity for Head Start parents to influence the character of programs affecting development of their children. Accordingly, Head Start guidelines require that the Parent Policy Council approve the hiring or firing of Head Start staff,

personnel policies, annual budget and the annual application to the Department of Health and Human Services. The Council also determines delegate agencies and areas in the community in which Head Start programs will operate.

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PARENT POLICY COUNCIL MEMBERS

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BETTY P. DAVIS  
Community Representative  
VALERIA DILL  
Grantee Operated Program  
PENNY LAONE  
Community Representative  
MIRIAM LARGAESDADA  
Playmate Child Care Center

KATHIE MACK  
Community/Past Parent  
EVE MADISON  
Sacramento City Unified School District  
ROBIN PURDY  
Community Representative  
ANGEL McCULLAR  
San Juan Unified School District

DENNIS PEREZ  
Elk Grove Unified School District  
JACI WHITE  
Community Representative  
GRACIELA YEPEZ  
Delta Community Head Start

SACRAMENTO EMPLOYMENT AND TRAINING AGENCY

DAVID R. MARTINEZ, Director

1510 "J" STREET • SACRAMENTO, CA 95814

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Sacramento  
Employment and  
Training  
Agency

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## HEAD START: AN OVERVIEW

An essential part of the SETA Head Start program is the involvement of parents in program planning, implementation, and evaluation. Parents are given opportunities to participate in the program as decision makers, classroom volunteers, fund raisers, and as paid staff. In addition, parent participation on committees and the county-wide council offer opportunities for parents to become involved in personnel selection, budget development, program planning and evaluation.

In Sacramento County, the Sacramento Employment and Training Agency promotes a community commitment to the goals of Head Start by serving as a catalyst between Head Start classrooms, the family, and community resources so that the needs of Head Start children and families are met.

In 1965 the Office of Economic Opportunity launched an eight-week summer program, Project Head Start. This project was designed to provide preschool children of low-income families with a comprehensive early childhood educational program to meet their emotional, social, health, nutritional, and psychological needs. The Head Start program now serves over 400,000 children and their families across the United States, the District of Columbia, and United States Territories.

In Sacramento County, the Sacramento Employment and Training Agency, as the Head Start Grantee, provides leadership, direction and training to ensure quality Head Start services. Within the county, SETA and six delegate agencies serve at least 1,100 children and families each year. Specially designed programs, meeting the specific needs of its children and families, are planned on a yearly basis.

In addition to operating its own program, SETA has designated six delegate agencies to operate Head Start programs within specific geographical areas of the county. These agencies are Del Paso Heights School District, Delta Community Head Start Center, Elk Grove Unified School District, Sacramento City Unified School District, San Juan Unified School District, and Women's Civic Improvement Center.

Of the 1,100 yearly enrollment opportunities, at least 10% must be available to children with handicapping conditions. Each year at least 110 children receive the full range of Head Start services in a mainstream setting, as well as, the special education and related services designed to meet children's individual needs.

## HEALTH

The importance of achieving and maintaining good health is the foundation of the Head Start health component. Emphasis is placed on the provision of comprehensive health services and early detection of health problems. Services include medical, dental, mental health, and nutrition.

Each child receives a complete developmental assessment, medical and dental examination in order to establish current health status and identify existing problems which require follow-up treatment. Follow-up treatment is provided for all identified problems.

The health education program for children, parents, and staff is designed to establish and foster a preventive approach in both the classroom and at home. To assist and encourage families to take responsibility for their health needs, Head Start acts as a link between the family and community health resources. The SETA Head Start program seeks to ensure that after leaving Head Start, the child continues to receive comprehensive health care.

## MENTAL HEALTH

The overall goal of the Mental Health component is to increase social competence through enhancing a sense of dignity and self-worth. Early identification and intervention to remediate problems that interfere with a child's emotional, cognitive and social development are a critical part of the mental health program.

SETA Head Start provides ongoing preventive and supportive mental health services to children and their families. Both staff and parents are provided with an understanding of child growth and development, an appreciation of individual differences, and the importance of providing a supportive, nurturing environment.

Enhancing a sense of dignity and self-worth within the child and the family is a continuing program goal. Within this goal, is the integration of the family and the classroom, in providing a nurturing environment that encourages confidence, spontaneity and curiosity.

## PARENT INVOLVEMENT

The Parent Involvement component has three primary objectives. The first is to provide a planned program of experiences and activities which support and enhance the role of parents as the principal influence in their child's education and development. The second is to provide a

program that recognizes parents as responsible guardians, and prime educators of their children, as well as, contributors to the Head Start program and their communities. The third is to provide opportunities for parents to participate in program and budgetary decision-making, in activities planned by parents, and in working with their own child at home in collaboration with the Head Start staff.

Through participation in classrooms, workshops, and home visits, parents receive experiences which lead to the enhancement of their parenting skills and self-confidence. This enhancement enables parents to foster a home environment in which their children can develop to their fullest potential.

## NUTRITION

Recognizing that nutrition plays a fundamental role in achieving and maintaining good health, the Head Start Nutrition component is designed to help children, parents, and staff understand the relationship of nutrition to health and the factors which influence eating habits. Each child's nutritional status is assessed and any child identified as needing a specially designed nutrition program is referred to a qualified nutritionist for consultation and family counseling.

Mealtimes, served in a family-styled atmosphere, are an integral part of the education program. Both main meals and snacks are served to help meet at least one-third of the child's daily nutritional needs. A wide variety of foods are offered which recognize ethnic, cultural, and individual differences. During mealtimes, children experience different tastes, textures and colors of food, while developing language and social skills. Parents are encouraged to become involved in menu planning, food-related activities, and attend workshops regarding the selection of nutritious foods and the preparation of well-balanced meals. They are also actively encouraged to participate in the planning and monitoring of the nutrition component.

## SOCIAL SERVICES

One of the main tasks of the Social Services component is to establish and maintain an outreach and recruitment process of eligible children in Sacramento County. The SETA Head Start program enrolls children regardless of race, sex, creed, color, national origin, or handicapping condition.

The philosophy of the Social Services component is one of supporting parents in their personal growth and development. The Head Start staff emphasize and focus on identified strengths and encourage parents to utilize these strengths in order to enhance the quality of the family life.

Supportive services are provided through workshop presentations, rap sessions, community referrals, advocacy, and the development of parent networks. As family needs are identified, staff members provide direct services such as emergency assistance, crisis intervention, and counseling.

## SPECIAL EDUCATION

The primary function of the Special Education component is to facilitate and coordinate services provided to children with handicaps in the Head Start program. Children who have been diagnosed as handicapped receive the benefits of a mainstream classroom environment, where they can learn and develop with nonhandicapped children. In addition to the classroom activities, the SETA Head Start staff work closely with parents and community agencies in order to facilitate a continuity of services necessary to meet the child's developmental needs. An individually designed parent involvement/support program encourages and promotes parents' acceptance and knowledge of their child's special needs.

The SETA Head Start program serves at least 110 children each year within the following categories of handicapping conditions: blindness, visual impairment, deafness, hearing impairment, orthopedic handicap, speech impairment, health impairment, mental retardation, serious emotional disturbance, and specific learning disabilities.

## EDUCATION

Head Start's Education component provides an integrated approach for implementing a quality educational program for children and their families. This integrated approach combines the resources of all other Head Start components to ensure a comprehensive plan for serving the Head Start population. The classroom environment is designed to enhance the progressive social, emotional, intellectual and physical development of each child. Activities such as dramatic play, music, art, outdoor play, field trips, and nature walks, take place in order to stimulate each child's imagination and awaken an interest in discovery and learning.

Parents are given many opportunities throughout the year to increase their knowledge about their child's growth and development. Through workshops and discussion groups, parents learn how to incorporate specific learning experiences into everyday home activities. Parents are encouraged to participate in the classroom, giving them opportunities for interacting with, and observing, pre-school aged children in a group setting.

The multi-ethnicity of the Head Start population provides teachers and parents with the opportunity to celebrate both individual and cultural differences. The Head Start curriculum utilizes the cultural heritages reflective of the families served by the Head Start program to encourage an appreciation of the "beauty of differences."

## DELEGATE AGENCIES & AREAS OF RECRUITMENT

**Del Paso Heights School District:** Serves the Del Paso Heights area (part-day, school-year program.)  
For further information call 925-3511.

**Delta Community Head Start:** Serves Walnut Grove, Isleton, Hood, Ryde areas (part-day, school-year program.)  
For further information call 776-1408.

**Elk Grove Unified School District:** Serves the Elk Grove Unified School District area (part-day, school-year program.)  
For further information call 383-0929.

**Playmate Child Development Center:** Serves all of Sacramento County (full-day, year-round program.)  
For further information call 451-8870.

**Sacramento City Unified School District:** Serves the Sacramento City Unified School District area (part-day, school-year program.)  
For further information call 454-8721.

**San Juan Unified School District:** Serves the San Juan Unified School District area (part-day, school-year program.)  
For further information call 482-5614.

**SETA/Grantee Operated Program:** Serves areas of Rancho Cordova, North Highlands, Rio Linda/Everta, Del Paso (full-day program), North Sacramento, and Downtown (bilingual-bicultural program.)  
For further information call 449-1380.

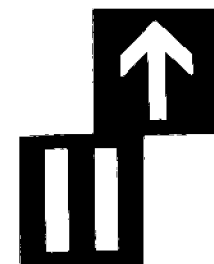


**SACRAMENTO  
EMPLOYMENT  
TRAINING  
AGENCY**

1510 J Street • Sacramento, CA 95814  
(916) 449-1300

# Head Start

in  
**Sacramento  
County**



**Sacramento Employment &  
Training Agency (SETA)**

☑ *The exact work force companies need at reduced cost*

☑ *A 'break' for the unemployed*

### **Job Training Partnership Act: A federal employment program responding to employers' needs**

The JTPA is a cooperative venture between private enterprise and government. It was designed to alleviate unemployment—particularly among the economically disadvantaged—while providing profit-making firms with the exact work force they need. Funded by the federal government, JTPA is administered locally through the Sacramento Employment & Training Agency (SETA).

The Job Training Partnership Act, which debuted in late 1983, is unique in that it features direct input from profit-making firms. Private Industry Councils, composed of business executives, organized labor representatives, educators and other community leaders, have been established to guide the program in localities throughout the nation. The result is a jobs program specifically tailored to the needs of Sacramento.

Prospective employers notify Private Industry Council representatives at the SETA office regarding particular job vacancies and training requirements. Program representatives then call on these employers and explain opportunities available through JTPA. Soon afterward, pre-screened, qualified, motivated persons who best meet the employer's needs are selected for referral. Not only is this service free but it will save employers money.

### **On-the-Job Training Program: Pre-screened applicants plus help with trainee wages**

Companies can receive a federal subsidy of up to 50 percent of gross wages for new employees trained for as long as six months.

Drawing from the ranks of the local unemployed or underemployed, program representatives will refer only those persons who meet a company's qualifications for training.

For the company, this could mean no more newspaper ads drawing multitudes of people to tie up phones, eat away time.

The OJT program is applicable in most training situations continuing at least six weeks. Paperwork is kept to a minimum. An agency-referred trainee need not be treated any differently than others.

All that is required upon successful completion of the training program is the employer's commitment to keep the trainee as a permanent, unsubsidized employee.

### **Targeted Jobs Tax Credits: Building a better bottom line**

Up to \$5,100 in federal and state tax credits is available for each employee a company selects from targeted groups such as the handicapped and the economically disadvantaged. Tax credits are spread over a two-year period and the federal credit can even be carried back three years or forwarded 15 years. Credits can equal 90 percent of the federal tax liability, 100 percent of the state liability. The more workers eligible for this program who are hired, the more money is saved. An employer may claim Targeted Jobs Tax Credits and On-the-Job Training wage subsidies for the same employee—although not concurrently.

This year (1984), however, may be the last year the Targeted Jobs Tax Credits program will be in effect. To generate tax credits through 1986 a company must act now.

**Customized Classroom Training: Partnership in action for the mutual benefit of the company and the unemployed**

Initial training for many jobs often begins in the classroom. This program provides an opportunity for a company to choose from among qualified individuals the persons who will compose its training class. Employers may do their own testing and interviewing, may write their own curriculum. When the class ends, the company will have a number of employees trained to its exact specifications.

The Sacramento Employment & Training Agency will pay 100 percent of the classroom costs for each of the participants certified eligible for this program. Those eligible are the unemployed or underemployed. The company's only obligation, then, will be to hire those program-eligible persons who have successfully completed its training class.

**Sacramento Private Industry Council: 'Service' is its reason for existence**

The Sacramento Private Industry Council is a link between government, private business or industry, and the unemployed. Its job is to work with businesses in developing jobs and/or entry level training positions that low income persons can fill. Only those who are qualified, trainable and motivated are referred.



Sacramento  
Employment and  
Training  
Agency

1510 J STREET • SACRAMENTO, CA 95814 • (916) 449-1300

# JOB TRAINING PARTNERSHIP....

*A Fair Shake*



*for All*



## Profile

*The Refugee Targeted Assistance Program provides job training and work experience for persons fleeing to the United States from their homelands. The majority of those served are Indo-Chinese from Vietnam, Thailand, Cambodia, Laos and China.*

*Funded by a grant from the U.S. Department of Health and Human Services, the program's goal is to help refugees attain economic independence.*

*While most of those participating in the Refugee Targeted Assistance Program are already receiving some form of public assistance, others are not. Those not receiving public assistance may be eligible for a short-term cash stipend. Support services such as child care, transportation and emergency services are available as needed to program participants.*

*An interpreter fluent in Laotian-H'mong is available through the Friends of the Indo-Chinese Community program sponsored by Lutheran Social Services. The interpreter provides translation assistance in counseling on housing and employment issues, and in other areas.*

*Counseling, employability assessment, job search assistance and instruction in résumé—writing and interviewing technique are given along with job training and work experience. Upon completion of the program, participants receive financial counseling and information on legal services. Referrals for job interviews are a part of the program.*

*With oversight by the Sacramento Employment and Training Agency (SETA), the Refugee Targeted Assistance Program is being conducted locally by eight agencies. Each is offering one or more of the following: vocational classroom training, vocational English-as-a-second language and small business assistance/entrepreneurship.*

*It is anticipated that 650 refugees will be trained and placed in jobs locally by the end of the present grant cycle, March 31, 1985.*

## Assistance/Entrepreneurship

"Small Business" is defined as any private-for-profit enterprise employing 500 or fewer employees. In this component of the program, participants are instructed in technical or management skills, to enable expansion in size or productivity of a business, or start-of-a-business.

Areas covered include: business management training, inventory control, proper credit and collection controls, federal and other government contracts and local procurement actions for which bids may be submitted, application for new or supplemental loans, identification of labor skills requirements, personnel procedures, market feasibility studies, location/site analysis, planning for taxes, cash management and budgeting, advertising and sales promotion, sales forecasting, licensing requirements, federal tax requirements and procedure for filing a corporate (fictitious) name.

Business problem areas to be explored include fluctuating economic conditions, the language barrier, local business rules and practices and lack of capital.

Small Business Assistance/Entrepreneurship training is being offered in the Greater Sacramento area by Bertot and Associates and by Micciche & Associates.

### VOCATIONAL

## Classroom Training

This is any classroom training providing information required to perform a specific job and an opportunity to develop technical skills for that job. Under this component of the program, for example, refugees are trained in electronic assembly, landscape gardening or secretarial duties.

Classroom training may be given by the agency itself or in an existing, vocationally-approved school such as a business college. Program participants can select and be trained in the skills necessary to perform a job geared specifically to their assessed needs, desires and capabilities under this "Individual Referral" plan.

## VOCATIONAL

# English-as-a-second-language

This training is designed to enhance an individual's employability by upgrading basic language skills. Particular emphasis is placed on language that complements a specific occupation.

Vocational English-as-a-second-language is a prerequisite for, or accompaniment to other program components.

English-as-a-second-language in the workplace is being offered by Catholic Social Services, the Elk Grove Unified School District, Bach-Viet Association, Inc., and Lao Family Community.

## PROGRAM

# Objective

Although subsidies are available in some cases to program participants, the major objective of the Refugee Targeted Assistance Program is placement of clients into unsubsidized employment. In striving to meet this objective, applications of potential service providers were reviewed by the Sacramento Private Industry Council who made recommendations to the SETA Governing Board for that Board's final approval. Programs selected by the Governing Board were those deemed most capable of serving Sacramento's refugee population.

# REFUGEE

TARGETED ASSISTANCE PROGRAM



Sacramento Employment and Training Agency  
1510 J STREET • SACRAMENTO, CA 95814 • (916) 449-1300

## **WORK EXPERIENCE PROGRAMS . . .**

Work experience is a short-term or part-time work assignment with a public agency or private non-profit agency; it is designed for those needing to develop basic work skills and work habits. Types of work experience positions available include gardening, maintenance, clerical jobs, computer programming aide, welder's assistant, drafting or engineering aide, key punch operator and fire department aide.

### **ASIAN RESOURCES, INC.**

3500 Riverside Blvd. (upstairs)  
Sacramento, CA 95818  
441-3850

REQUIREMENTS: 16-21 years of age; In or Out of School

### **COMMUNITY RESOURCE PROJECT**

4135 Northgate Blvd., Suite 9  
Sacramento, CA 95834  
924-3474

REQUIREMENTS: 14-21 years of age; In or Out of School

### **ELK GROVE UNIFIED SCHOOL DISTRICT**

6131 Orange Avenue  
Sacramento, CA 95823  
427-3470

REQUIREMENTS: 16-21 years of age; In-School Only

### **GRANT JOINT UNION HIGH SCHOOL DISTRICT**

1221 South Avenue  
Sacramento, CA 95838  
925-3581

REQUIREMENTS: 16-21 years of age; In-School Only

### **LA FAMILIA COUNSELING CENTER**

2111 28th Street  
Sacramento, CA 95818  
452-3601

REQUIREMENTS: 14-21 years of age; In or Out of School

### **PILIPINO AMERICAN GENERAL ASSOCIATION OF THE SACRAMENTO AREA (PAGASA, INC.)**

7320 Florin Mall Drive  
(Jose Rizal Community Center)  
Sacramento, CA 95823

395-3933  
REQUIREMENTS: 14-21 years of age; In or Out of School

### **SACRAMENTO CHINESE COMMUNITY SERVICE CENTER**

803 Vallejo Way  
Sacramento, CA 95818  
442-2523

REQUIREMENTS: 14-21 years of age; In-School Only

### **SACRAMENTO CITY UNIFIED SCHOOL DISTRICT**

4701 Joaquin Way, Room 30  
Sacramento, CA 95822  
454-8308

REQUIREMENTS: 14-21 years of age; In-School Only

### **SACRAMENTO CONCILIO**

1516 "C" Street  
Sacramento, CA 95814  
449-1400

REQUIREMENTS: 14-21 years of age; In or Out of School

### **SACRAMENTO URBAN LEAGUE**

3501 Broadway  
Sacramento, CA 95817  
739-0627

REQUIREMENTS: 16-21 years of age; In or Out of School

### **SAN JUAN UNIFIED SCHOOL DISTRICT**

4460 Orange Grove Avenue  
Sacramento, CA 95841  
484-2592

REQUIREMENTS: 14-21 years of age; In or Out of School

## **CLASSROOM TRAINING PROGRAMS . . .**

Classroom training is any specific skills training conducted in a real or simulated school setting, that is designed to help persons with the technical skills and information necessary to perform a specific job.

### **CAMPOS VERDES REGIONAL TRAINING CENTER**

3701 Stephen Drive  
North Highlands, CA 95660  
332-1905

REQUIREMENTS: 16-21 years of age; Out of School Only

TRAINING: Clerical component (typing, office practices and procedures, business machines) AND

Certified Nursing Assistant component

### **GRAHAM'S EDUCATIONAL INDUSTRIAL ACADEMY**

4921 San Francisco Blvd., Suite D  
Sacramento, CA 95820  
452-4035

REQUIREMENTS: 14-21 years of age; In or Out of School

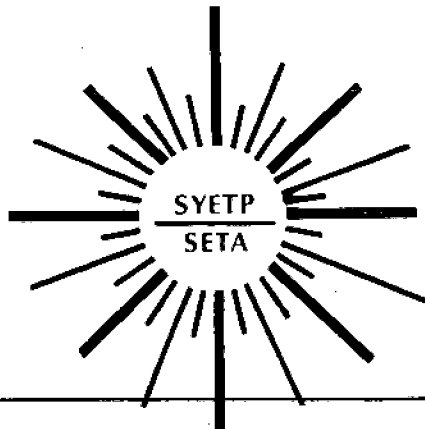
TRAINING: Key Data Entry, Introduction to Typing/Word Processing



**SUMMER  
YOUTH  
EMPLOYMENT  
& TRAINING  
PROGRAM**

If you are certified economically disadvantaged and are between the ages of 14 and 21, you may be able to get a summer job through the Summer Youth Employment & Training Program (SYETP). Funded under Title II B of the federal Job Training Partnership Act, the program is administered locally by the Sacramento Employment & Training Agency (SETA). The program provides summer employment for a limited number of youth throughout Sacramento City and County.

A variety of summer programs is available, offering work experience and classroom training with labor market orientation. All programs will start June 11 and end not later than August 31. The following is a description of activities offered by program operators.



**CERTIFICATION SITES**

Applicants must be determined eligible in order to participate in this program. To be certified eligible, visit one of the SETA Certification Offices listed here.

Applicants 17 or younger must be accompanied at the certification interview by parent or guardian, OR have obtained parent's or guardian's signature on a completed Preliminary Interest Form. These forms are available at the Certification Offices, each of which is open Monday through Friday, 9 a.m. to 4:30 p.m. For further information please contact SETA at 449-1313.

**OFFICES FOR CERTIFICATION**

Del Paso Junior High School

1221 South Avenue

Fruitridge Neighborhood Center

4445 Fruitridge Road

Sacramento Skills Center

2751 Stockton Blvd.

Sacramento Concilio

1516 "C" Street

Winterstein Adult School

900 Morse Ave., South

Once certified eligible for this program, apply at one or more of the agencies listed inside to obtain summer employment.



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The Sacramento Employment and  
Training Agency (SETA)

**SUMMER  
YOUTH  
EMPLOYMENT  
& TRAINING  
PROGRAM**

