

WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

Local Workforce Investment Area:

Name: Marin County

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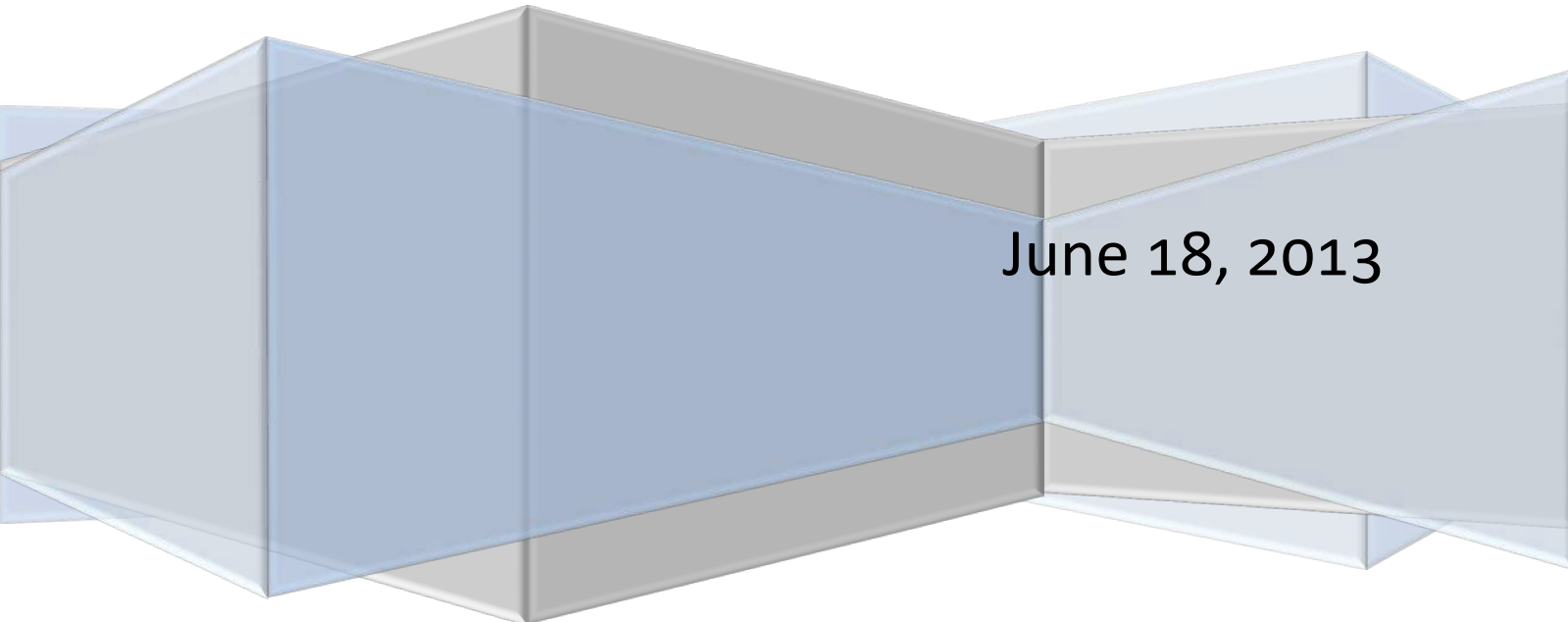
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WORKFORCE INVESTMENT BOARD OF MARIN COUNTY

WIA Two-Year Strategic Plan FY 13-17



June 18, 2013

Marin WIA Strategic Plan 1 – VISION SECTION


The Marin County Workforce Investment Board (MCWIB) oversees workforce development strategic initiatives, policies and performance outcomes for Marin County. The mission of the MCWIB is to provide policy oversight and guidance to the workforce development system through the Marin Employment Connection (MEC), a one-stop facility for county service delivery. The one-stop center provides a wide range of workforce development services that support economic vitality and develop the talent of the workforce.

MCWIB's priorities must take into account the fact that Marin has one of the smallest WIA allocations in the state. Marin received \$1,434,441 in WIA statewide allocations for program year 2012-2013. In comparison, Contra Costa County received countywide funding of \$6,619,927 and the city of Richmond received \$1,300,231, according to the Economic Development Department (EDD). Despite this annual low funding, the MCWIB's combined adult and dislocated worker programs in 2011 contributed a cumulative added value of \$2.40 in added taxable earnings for every dollar spent, according to a March 2013 Economic Modeling Specialists Intl. Report.

Marin's funding allows for only one comprehensive one-stop center, making leveraged resources and partnerships vital to inclusive community workforce development. Furthermore, customer choice, equal access, dedication to youth, as well as addressing the needs of small businesses are also factors in the MCWIB business model. The MCWIB envisions a sustainable balance between the employment needs of job seekers and the business needs of employers for skilled workers, to ensure a self-sufficient and diverse workforce in Marin.

The core of Marin County's workforce development system is comprised of a one-stop collaboration of the primary service delivery organizations. This includes:

- Buckelew Programs
- California Department of Rehabilitation
- California Employment Development Department
- Canal Alliance
- College of Marin
- Community Action Marin
- Conservation Corps North Bay
- County of Marin Department of Health and Human Services, Employment and Training Branch
- Dominican University of California
- Family Service Agency
- Homeward Bound of Marin
- Image for Success



"The WIB support for Homeward Bound's customized culinary training and paid rotating internships is a game changing partnership, allowing our culinary students to build on skills learned through applied job experience in the growing food industry. This is a tremendous adjunct to our social enterprise as we forge viable businesses and model entrepreneurship for our students. We are so very grateful to the WIB for this incomparable opportunity."

MARY KAY SWEENEY
Homeward Bound of Marin

- Integrated Community Services
- Marin City Community Development Corporation
- Marin Housing Authority
- Marin County Office of Education (Regional Occupational Program (ROP) and School to Career Partnership)
- Marin Economic Forum
- Renaissance Center (Small Business Development Center)
- Tamalpais Adult Education
- YWCA of San Francisco and Marin

Marin faces several challenges in workforce and economic development. These challenges include:

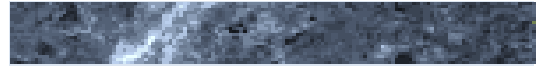
- a limited number of large employers in the area
- a predominately small employer based economy
- heavy cross county commute patterns
- extremely high cost of housing
- older population and aging of the workforce

To address these challenges, a detailed understanding of the county's labor market is critical.

Labor Market Analysis

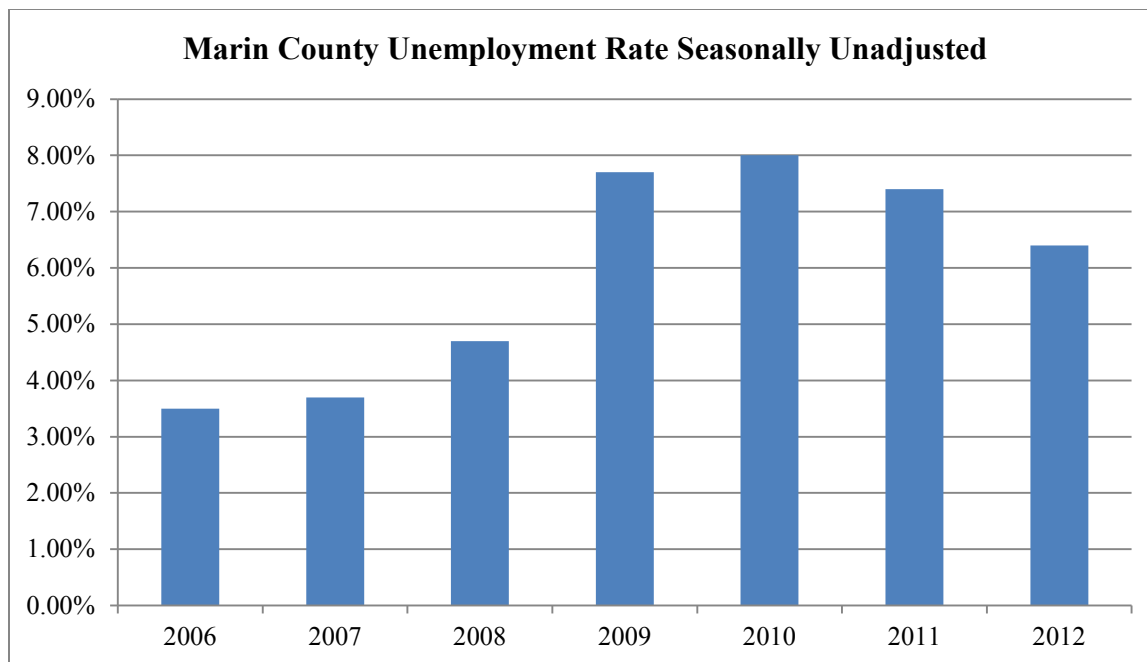
In 2006, Marin's unemployment rate was at 3.5%, a near historic low. Even with the dramatically increased unemployment rates in 2009 (7.7%) and 2010 (8.0%), Marin's rate has consistently ranked as the lowest in the state. Marin's low unemployment rate, however, is only a reflection of Marin residents who can afford to live within the county, 60% of whom commute out to work at predominately white-collar jobs. Of the people who work in Marin, 60% are commuting in from other counties with lower costs of living, primarily Sonoma and East Bay Counties.

The following tables illustrate the pre-recession lows, recession highs, and beginning of recovery:



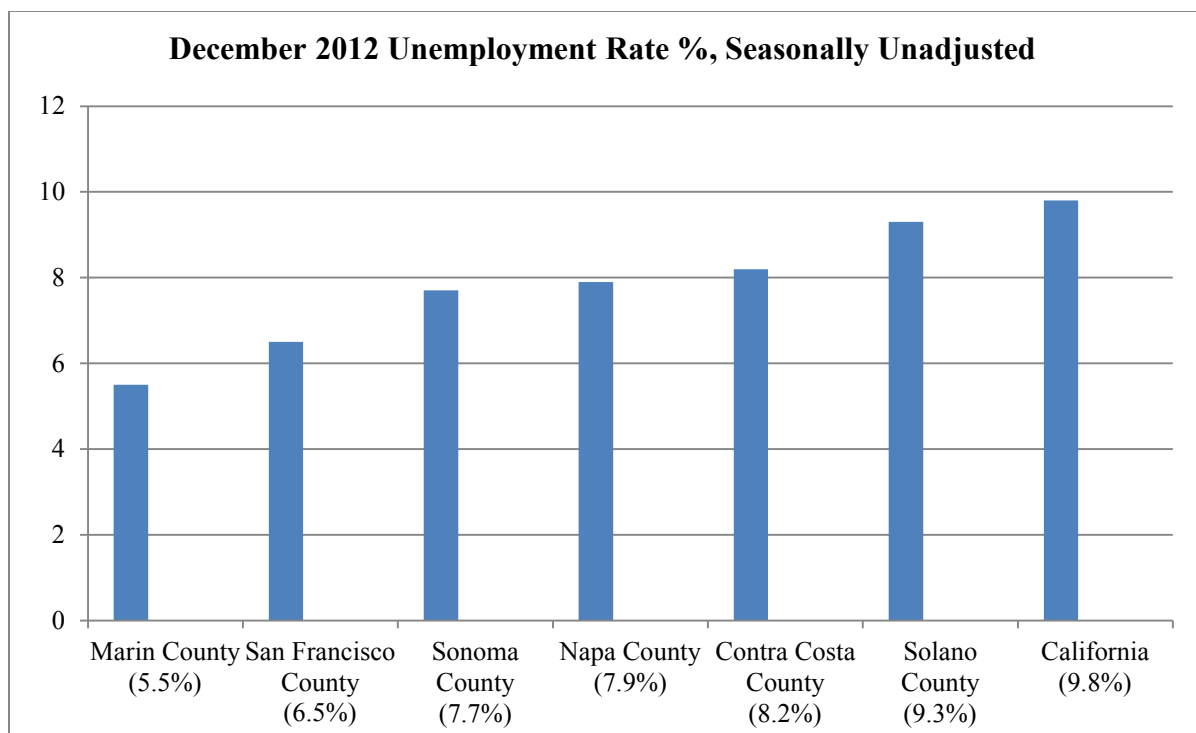
"With the help and services provided by the Marin Employment Connection, I went from having no job to working two jobs and I love it! I thoroughly enjoyed my experience with the MEC and feel that my counselors were very supportive. They taught me valuable tools to use and gave me the right information that was necessary in order to have a successful job search. I appreciate everything they did for me and am so happy to be employed!"

JOHN R. – A Client



Source: U.S. Department of Labor, Bureau of Labor Statistics, 6/7/12

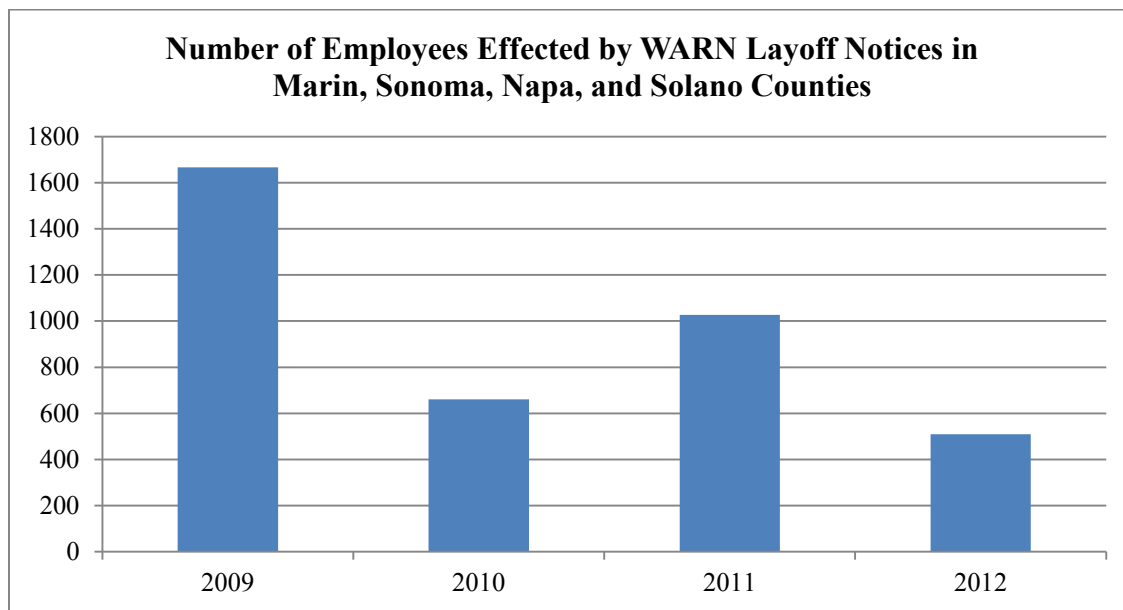
The following table provides the most recent data on Marin's unemployment rate compared to other neighboring workforce areas:



Source: California Employment Development Department

The downward shift in the unemployment rate in Marin from a high of 8.0% in 2010 to 5.5% in 2012 is certainly a positive shift, however the data does not account for the number of individuals who have exhausted their unemployment claims and still have not found employment: currently close to 1.012 million statewide, according to the Economic Development Department (EDD).

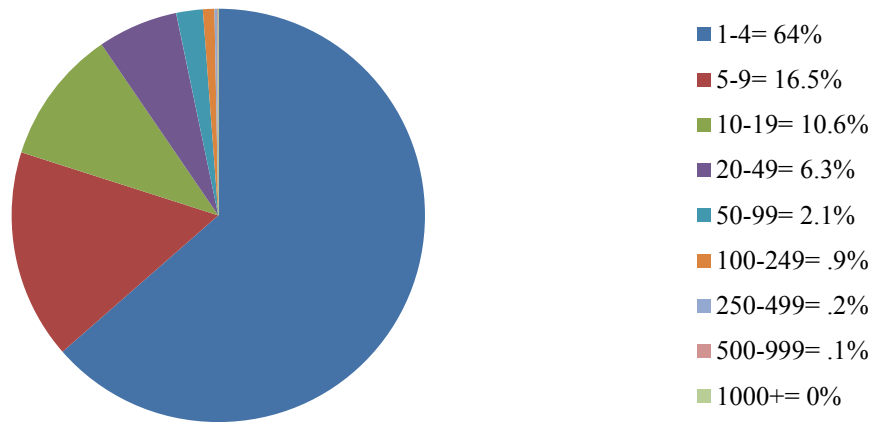
Although Marin and the North Bay Counties have weathered the current economic recession relatively well, the region has not been immune to layoffs and job losses. The following table illustrates the number of employees affected by the Worker Adjustment and Retraining Notification (WARN) notices in the North Bay Counties for the past four years. WARN covers employers with 75 full or part-time employees and requires notification of plant closing, layoff or relocation of 50 or more employees regardless of the percentage of workforce. Given the small-employer nature of the region, however, WARN data only provides one limited perspective in understanding layoff trends. In Marin, approximately 97% of employers would not be required to file a WARN due to their small size. Most county one-stop customers are dislocated from small companies that fall outside of the WARN requirement.



Source: California EDD, 1/24/13

Marin's workforce and labor market is unique in many ways, which presents distinct challenges to economic growth. Marin struggles with attracting and keeping larger employers because of the high cost of commercial and residential real estate. The following table, published in a study by the local economic development organization, the Marin Economic Forum (MEF), illustrates that 90% of private-sector businesses in Marin employ less than 20 employees.

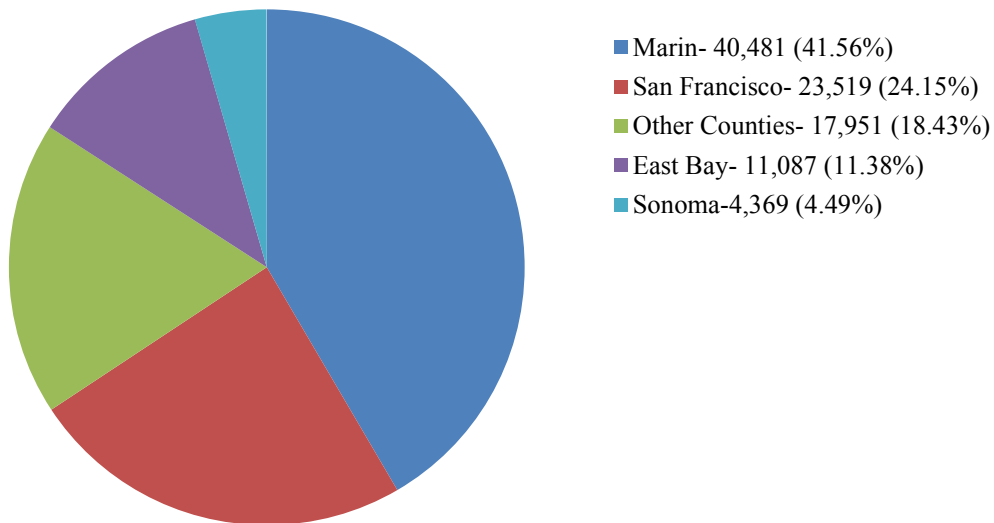
**Size of Business, Level of Employment, Marin County
Based on a group of 92,570 Employees and
9,530 Private-Sector Businesses**



Source: US Census Bureau, MEF

As discussed, 60% of Marin County's population commutes to other areas, primarily San Francisco, because it offers more job opportunities. This clogs Marin's portion of the 101 Highway – ranked as one of the worst commutes in the Bay Area by the Metropolitan Transportation Commission (MTC).

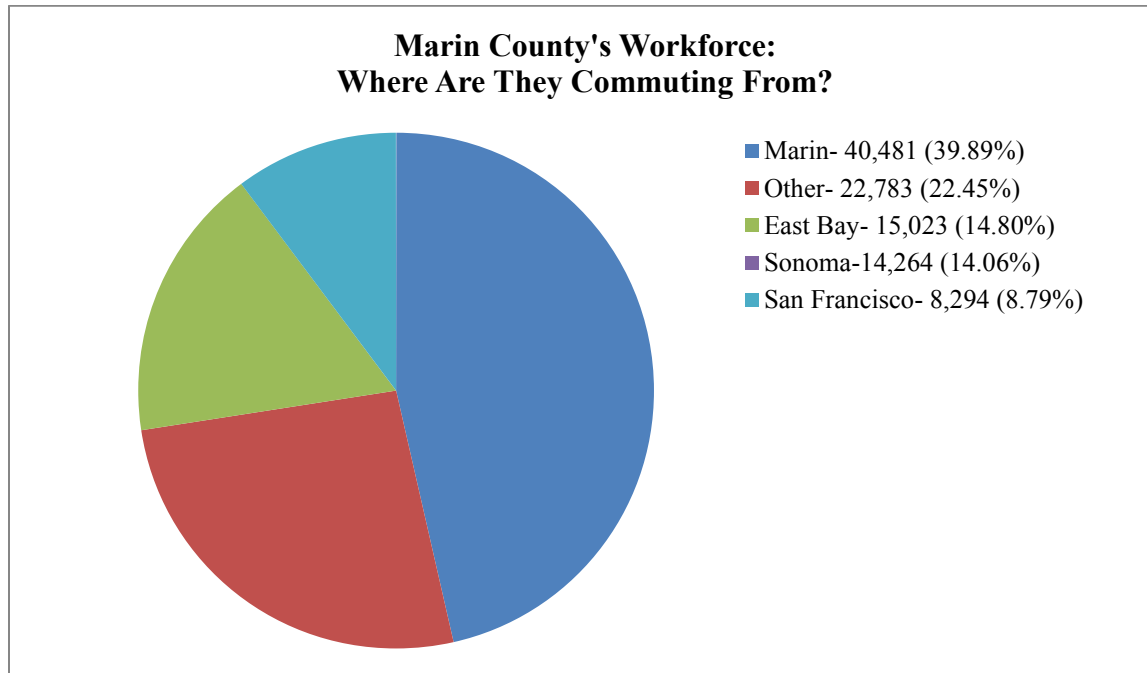
**Marin County's Residents:
Where Are They Commuting To Work?**



Source: Marin Transit, 2013

The average travel time to work in Marin County is 28.2 minutes and cumulatively, local residents drive a total of 2.6 million miles each workday, according to the 2007-2011 American

Community Survey and “Miles from Home,” a 2011 report published by the Non-Profit Housing Association of Northern California (NPH). On top of the longer commute time, local transportation systems are clogged by the 60% of the county’s workforce that are traveling to work in Marin from less expensive, neighboring areas. The majority of inbound workers also struggle to find reliable and affordable transportation options to and from work.



Source: Marin Transit, 2013

At the root of much of the transportation issue is the extremely high cost of housing in Marin County. According to Zillow.com, Marin’s median home price in February 2013 was \$738,200, compared to \$363,400 in Sonoma County and \$466,100 in Alameda County, two main feeders of inbound workers. Median rental costs for the same time were \$2,250 for Marin; \$1,350 for Sonoma; and \$1,670 for Alameda. More than half of these inbound workers only make \$40,000 a year and cannot afford these housing costs, according to the NPH report.

High residential prices deter young adults from living in Marin, a contributing factor to Marin’s large senior population, as stated in a “Portrait of Marin,” a 2012 Marin Community Foundation (MCF) Report. The median age in the county in Marin is 44.5, the highest in the Bay Area and almost a decade older than the state’s median of 35.2, according to 2010 US Census Bureau data. A comparison to the Census Data in 2000 shows that Marin’s median age has climbed from 41.3 and the state, 33.3. These figures reveal that the growth rate for Marin’s senior population is more than 1.5 times faster than California as a whole. The aging population directly correlates to current demand for in-home care providers such as certified nursing assistants (CNAs) and home health aides (HHAs).

The California EDD notes the following priority industries as seeing projected growth in Marin, San Francisco and San Mateo Counties:

Marin, San Francisco, and San Mateo Counties

Professional and Business Services

Annual Average Employment		Employment Change	
2010	2020	Numerical	Percent
193,600	250,900	57,300	29.6

Healthcare, Social Assistance, and Educational Services

Annual Average Employment		Employment Change	
2010	2020	Numerical	Percent
109,000	130,600	21,000	19.8

Leisure and Hospitality

Annual Average Employment		Employment Change	
2010	2020	Numerical	Percent
122,700	150,800	28,100	22.9

Citation Date: 10/3/12

The MEF similarly identified alternative and residential health, financial services and tourism and agriculture as its sector industries in 2012.

Regional Approach

Marin County is part of the North Bay Employment Connection (NBEC), a regional collaborative of Marin, Napa/Lake, Solano and Sonoma Counties. NBEC has worked together over the last 15 years to bring together key stakeholders in workforce development including WIB members, educators like local community colleges, business and industry leaders, community-based organizations and organized labor and economic development experts. The principal factors that led to the creation of NBEC included common industry sectors, as well as shared education/training providers and a collective labor pool. Working together, NBEC has been able to secure more than \$17 million in grant funding which has increased the workforce development capacity of all NBEC partners. The MCWIB will continue to address regional “North Bay” workforce issues and challenges through regional collaboration with our NBEC partners. As appropriate, MCWIB will also partner with the WIBs in the East Bay and San Francisco to address common workforce needs.

NBEC is fulfilling the roles of a regional network as defined in the Governor's vision, including identifying key competitive and emerging industries in the region; aligning, coordinating, and integrating a region's resources to support the development of industry-specific partnerships in those targeted industries; removing local policy and administrative barriers to the alignment of multiple public programs and funding streams; and identifying and accessing additional federal, state, private and philanthropic resources to sustain the network, invest in specific programs and to seed sector partnerships.

The North Bay Counties truly represent a regional economy, evidenced by the large percentage of the workforce that is commuting across county lines to work. Furthermore, the four WIBs have identified three priority industries in 2013 that are common across the region: healthcare, professional services, and hospitality/tourism. These industries represent a substantial number of new jobs or are expecting a large number of retirements and have a significant impact on the overall regional economy.

Workforce Strategies and Solutions

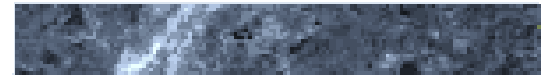
In order to best identify and address the needs of employers in Marin County, the MCWIB is undertaking a number of workforce strategies and solutions. These were developed after extensive research which included employer surveys, focus groups, consultation with partners and public meetings.

1. Establish Industry Skill Panels

The MCWIB will work with three primary partners, the Marin Economic Forum (MEF), the San Rafael Chamber of Commerce and the College of Marin (COM), to integrate local business involvement into workforce initiatives. In 2013-14, the MEF will update its list of targeted industries, examine the issue of a job/skills mismatch in Marin, and explore whether a stronger educational pipeline can be developed for certain industries. The MCWIB and MEF are developing a memorandum of understanding (MOU) to outline the role of each organization in meeting those objectives.

One strategy to address these issues will be to establish industry-based and industry-driven "Skill Panels," to advise and inform the education, training and workforce development that represent the needs and interests of the key industry sectors in Marin. The Skill Panels will serve to:

- Continuously inform our education, training and workforce development partners
- Communicate resources and strategies to other industry employers



"I just landed the Green Business Audit Internship. Such a great opportunity! Really looking forward to it! Fits in just perfectly with my recent Sustainable Built Environment classes and Green Building Professional Certification. Thanks so much for offering the Green Grant Program Classes through the Marin Employment Connection - so close to home at IVC and for offering us the option to take the Certification test at Build It Green. It's been such an educational and rewarding experience!" **JULIE D.—A Client**

- Support and communicate labor market and workforce information to industry employers and job seekers
- Identify and raise awareness of employment, training and internship opportunities
- Support and encourage collaboration on initiatives that address fundamental industry challenges
- Engage high profile industry leaders to promote strategies and initiatives aimed at addressing the major challenges of our key industry sectors
- Develop incentives that encourage students to participate in work experience programs in our priority industry sectors industry (i.e. secondary and postsecondary vocational and technical training, co-op placements, internships, work experience placements, etc.)
- Support and promote vocational and technical training programs (i.e. ROPs/career technical education programs)
- Increase information sharing regarding effective worker recruitment, training and retention practices

The MCWIB also works closely with the COM as one of the primary training providers in the area. The MCWIB will collaborate with the COM to ensure that the respective efforts of both organizations help better align training programs. An employer survey designed by the COM was distributed at the strategic plan review sessions. It asked stakeholders to identify their workforce challenges. The outcomes are still being analyzed. In fall 2013, an industry panel will target professional and business services to garner feedback on a new class offering at the COM that was designed to address employer needs with regards to office skills and soft/communication skills.

2. Enhance Local Education and Training Resources

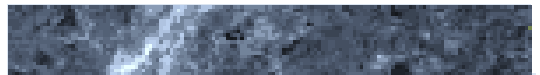
As a second strategy to build upon the input from industry, the MCWIB will develop a local Education and Training Consortium to enhance and provide programs and courses designed to help meet industry workforce needs focused on a) basic employability skills and b) job specific skills for key industry sectors in Marin County.

The Consortium will include the following education, training and workforce development partners:

- Buckelew Programs
- California Department of Rehabilitation
- College of Marin
- Conservation Corps North Bay
- County of Marin Department of Health and Human Services, Employment and Training Branch
- Dominican University of California
- Homeward Bound of Marin
- Integrated Community Services
- Marin County Office of Education (ROP and School to Career Partnership)
- Marin County Workforce Investment Board

- Marin City Community Development Corporation
- Renaissance Center (Small Business Development Center)
- Tamalpais Adult Education

The workforce development strategies of the Consortium must also address the fact that many of the younger job seekers who are interested in employment lack the necessary workplace readiness skills that employers require. This includes students currently in the K-12 system, as well as students who have left prior to graduation and those who have graduated but lack these skills.



"Like water over rock, persistence was the key for me finding work. Consistently putting in time at the computer to send resumes to positions equal or similar to what I have done in the past was necessary. I applied, was called, and hired by two employers within the same week. The staff in the MEC was very helpful and informative."

JOAN Z.—A Client

To help better prepare a skilled and qualified workforce, the Consortium must work closely with the Skill Panels to develop and implement school-based training certificate programs which ensure that greater numbers of high-school students and young job seekers receive workplace readiness training. Skills such as teamwork, communication, problem solving and critical thinking are applicable to all fields and can be recognized or incorporated into existing programs and curricula. Students and young adults demonstrating positive qualities such as showing up on time and exhibiting responsibility could be identified as having workplace readiness skills. Industry employers could agree to accept the certificate as evidence of workforce preparedness for entry-level jobs, internships, and apprenticeships.

The Consortium will also serve to:

- Establish links between the industry skill panels and local career guidance counselors at schools and training institutions
- Provide information about relevant programs and resources to industry partners
- Work collaboratively with the industry skill panels to aggressively seek public and private grant resources and expand capacity of existing education and training resources (includes customer service and supervisory skills training modules)

3. Enhance Business Services

In Marin County, 80% of employers have ten or fewer employees, 90% have 20 or fewer, and 97% have less than 50 employees. Given the small employer nature of the local economy, it is critical that the workforce system develop ways to provide assistance to small businesses which often lack the resources to have a dedicated human resources staff.

Multiple studies have shown that soft skills are a large priority for employers. A 2011 MCWIB survey of local businesses revealed that 61.3% of employers in Marin rated soft skills as their number one need in both their job applicant pool and their existing employees.

The MCWIB has already taken steps to address employer demand for workers with better soft skill training programs. In the summer of 2012, one-stop staff was trained in a soft skills

curriculum, “Workin’ It Out.” The curriculum included specialized modules for certain target populations, including at-risk youth and ex-offenders. Courses examine everything from how to develop appropriate workplace behavior to ways to mediate conflict. Several pilots have been conducted and further rollout will occur in 2013-14.

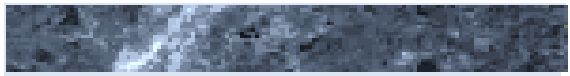
The MCWIB received its first additional assistance grant for January 2013 – June 2014. With those additional funds, as well as leveraged funds from other sources, the one stop is launching an enhanced Business Services Unit (BSU) in spring 2013. The BSU will have dedicated staff to conduct outreach critical to penetrating the small employer market, inform employers of available county services, and connect them to the resources that will help them to be more successful. The BSU staff will work closely with the MCWIB and the industry Skill Panels to understand the needs of Marin’s key industries. Exposure to the business community will also enable BSU staff to convey back to the education and training consortium the “on the ground” input of the employers that they assist. As part of the MOU with the MEF, MEF staff will both help to do outreach and education to the employer community about these services and resources available to them, as well as inform the service providers about feedback from employers regarding their needs.

The MCWIB hosted two stakeholder meetings and one open community forum to review and provide comment on the Marin WIA Strategic Local Plan. As mentioned previously, the MCWIB also worked with COM to survey local stakeholders at these meetings on common workforce issues to determine future employment and training gaps.

Moving forward, the MCWIB will review the local plan at its annual retreat’s planning sessions, each September, to address progress and suggest any changes.

The MCWIB also laid out benchmarks, action steps and timelines for the above strategies of Skill Panels, the Education and Training Consortium, and an enhanced BSU.

(Refer to Attachment 1)




“I wanted to let you know how much I appreciate the Marin Employment Connection, the services you all offer and your staff. I have had numerous occasions to refer clients to your agency given my new assignment in Supervision. I had a particularly troubling case that one of your counselors. I was so impressed with her helpfulness, thoroughness and attention to detail. In increasing caseloads, limited budgets, it was so refreshing to be able to talk with someone in real time, collaboratively problem solve and come up with a plan of action for the client. She also took the time to upgrade me about other local and State agencies. She was so helpful and insightful. What a gift she was to me in all of our interactions. I so appreciated her time and sharing with me other resources as well. What a treasure she is to your agency and I wanted to share my deep appreciation as well.

DIANA SMITH, Marin County Probation Department

Marin WIA Strategic Plan 2 - BUSINESS SERVICE PLAN SECTION

The Marin Workforce Investment Board's (MCWIB) Business Service Plan integrates local business involvement with overarching workforce initiatives that align with the Marin County Board of Supervisors (BOS) and economic development organization, the Marin Economic Forum (MEF). Marin's economic sustainability strategy, in play since 2008, includes the BOS' framework central to Marin's values and contains the "Four Es" of Sustainability: Economy, Environment, Social Equity, and the most recent addition, Education. The MCWIB Business Service Plan engages employers through the MCWIB as well as regionally and collaboratively with partner organizations, to identify skills gaps, identify and meets the needs of priority industry sectors, and seeks out additional funding and aligns resources to meet the goals of the MCWIB's local strategic plan. The plan includes an emphasis on serving small- sized businesses and employers.



"Thanks for your recent efforts in coordinating the job fair and recruitment event at the Marin Employment Connection. Your staff and facilities were well organized and effective in helping us interview and screen over 60 candidates, and resulted in 20 + new hires that same day!"

**T. Martin,
Safeway Corporate Recruitment**

Business Engagement Efforts

The MCWIB has historically worked through priority sector based committees. Each year at the MCWIB retreat, data such as predictors assembled by the Labor Market Information Division (LMID), the Economic Development Department (EDD) and the MEF are reviewed. At the retreat held in September of 2012, the MCWIB formed the Small Business and Entrepreneurship Committee because of Marin's emergent small business sector (90% of all businesses in the County are businesses with 20 or less employees) and its importance to the regional economy. The Small Business and Entrepreneurship Committee serves as a vital league of industry stakeholders and will continue to make recommendations for the business service plan to increase employer involvement in the MCWIB.

Through the work of the North Bay Employment Connection (NBEC), the work of individual business services committees will be shared across the region in order to further research, as well as identify and prioritize local industry trends. At a recent NBEC meeting, the region identified three common industries as initial priorities:

- Healthcare/Wellness services (alternative and residential health care), Social Assistance and Educational Services (physicians, dentists, HMO medical centers, labs, home health care, residential and development disability facilities, community food and housing services and apprenticeship training)
- Professional/Personal services (lawyers, notaries, CPAs, architectural services, graphic and interior design, research/development in biotechnology, veterinary services, office administrative services, private mail centers and landscaping services)
- Leisure/Hospitality (hotels, food service, restaurants, nature parks, musical groups and artists, and fitness and recreational sports centers)

As outlined in the Vision Section, the MCWIB is partnering closely with both the MEF and the College of Marin (COM), the local community college and a primary provider of vocation training. As the MEF looks to update its list or targeted industries and as the COM looks to ensure that its trainings are meeting employers' needs, the MCWIB will work closely with them to learn from employer input, minimize duplication of effort and look for opportunities to braid funding to support the organizations' mutual goals.

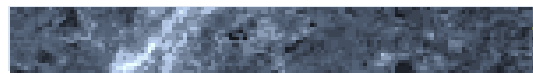
Workforce Partnerships

The MCWIB's priority sector strategies to address these workforce challenges are derived from the expertise of business leaders. MCWIB members include business executives, educators such as local community and private colleges and universities, and labor leaders that represent the larger geographic boundaries of Sonoma, Mendocino, Napa and Marin. The members also come from varying industries:

building/construction, healthcare, home health care, hospitality and destination management as well as economic development and workforce partners such as the Marin City Community Development Corporation (MCCDC), Community Action Marin (CAM) and the MEF. These industry stakeholders helped to develop and continue to provide input on tactics such as on-the-job training and curriculum development to fill countywide skill gaps.

Van Ton-Quinlivan, vice chancellor for California Community Colleges, stressed the need for regional collaboration to bridge the community college system curriculum with industry demand. To address this concern, the MCWIB hosted business leader roundtables from key industry sectors with the COM and Dominican University of California (DUC). The community college system actively seeks MCWIB input on how to better tailor their career technical programs. As mentioned previously, the COM developed a professional administrative credential due to a MCWIB business focus group's emphasis on the need for a workforce proficient in Microsoft Office and in soft skills like teamwork, business ethics and effective business communications. NBEC WIB Directors also met with the deans of the North Bay community colleges in December 2012 to discuss ways to better align their trainings with workforce needs.

Additionally, partnership with the Sonoma County Small Business Development Center (SBDC) has occurred for many years through the Santa Rosa Junior College (SRJC). With the loss of SRJC as its fiscal sponsor in 2012, SBDC briefly lost its physical office in the North Bay. However, even without a physical office, demand for services from the SBDC in Sonoma and Marin counties is the highest it has been in the past three years. The program was responsible for the creation or retention of 252 jobs and the launch of 48 new businesses in 2012.



"Thank you for helping me in the process of finding employment. I have benefited greatly from your program. This is a difficult period in our economy but thanks to dedicated individuals like yourself those in need can have hope. I shall continue to act as an advocate for those in need and share with you any and all information that may be helpful for you to share with your clients and other appropriate staff members at your organization."

PHILLIPE D.—A Client

The MCWIB's Business Service Plan will continue to build upon its existing partnership with the Renaissance Center of Marin, which opened last year with support from the Marin Community Foundation (MCF). Beginning in June 2013, the Renaissance Center will also host the Marin County SBDC with financial support from the MCF. The Renaissance Center continues to roll out programs since its launch and currently provides an office for a micro lender (Working Solutions), a co-working space, a commercial kitchen and a business incubator that offers consulting services for startups and new Marin companies. The MCWIB co-hosted the April 2013 small business resource mixer at the Renaissance Center and partnered with Working Solutions, SBDC, and the Venture Greenhouse (further described below) to present all of the support services available to small businesses and those individuals considering launching a small business.

The Venture Greenhouse of DUC is pioneering an intensive acceleration process for growing companies that have the potential for significant environmental and social benefits. Venture Greenhouse is located in San Rafael with a 5,000 sq. ft. "innovation engine" that houses up to 12 companies at a time with the goal of graduating companies within one year. Inspired by DUC's groundbreaking green MBA program, the Venture Greenhouse is a growth opportunity for budding social and environmental entrepreneurs, a learning laboratory for the university's business students, and a community resource for innovators, investors, sustainability advocates and new ventures.

Priority Industry Sectors, to date

Much groundwork has already been laid for identifying priority industries in Marin. Priority industries are defined as those providing jobs that support social equality and environmental balance, as well as a large "bang for buck" in terms of fostering general growth throughout the county. The industries in Figure A highlight the social, environmental, and economic drivers for the Marin County community. These businesses have large multiplier effects because they provide jobs across many employment classes/wages and include businesses with eco-friendly operations.

Figure A: Marin's Projected Industry Growth

Targeted Industries	2005 Q4	2010 Q4	2012 Q1	Since 2005	Since 2010
Tourism and Ag	12,842	12,068	12,841	(1)	733
Building and Construction	11,466	8,016	5,041	(6,425)	(2,975)
Core Tech	14,875	14,516	17,616	2,741	3,100
Alternative	6,758	7,819	9,611	2,853	1,792
Finance	6,476	4,732	6,764	288	2,032
Targeted Totals	52,417	47,151	51,873	(544)	4,722
Other Industries	71,875	75,349	76,127	4,252	778
Marin Totals	124,292	122,500	128,000	3,708	5,500

Source: MEF, 2012

This chart shows that the only sectors that created jobs in Marin County during 2010 were professional services and leisure/ hospitality although in both cases gains were relatively small.

Declines in construction (-500 jobs), financial services (-300 jobs) and government (-200 jobs) accounted for nearly all job loss during that year. Between the years 2012-2017, the forecasted catalyst for employment growth is professional services which accounts for 52 percent of new employment opportunities. Healthcare/education and retail trade are responsible for the majority of remaining job growth. Industrial production is expected to decline 1.7 percent due to the decline in manufacturing.

In addition to the targeted industries, MCWIB's Business Service Plan includes an emphasis on serving small employers. The largest factors in Marin County's economic development over the past two years are larger businesses rehiring and the growth of small businesses. Data published in MEF's Fall 2012 Bulletin, shows the dominance of small businesses (1-4 employees) in Marin County's economy (63.2%) with 16.5% of the businesses with 5-9 employees and 10.6% of businesses with 10-19 employees. This mix is similar to the state overall, but in Marin is more skewed toward smaller employers.

Skills Gap and Priority Sector Workforce Needs

Marin employers, many in the priority industries, have identified soft skills as one of their main if not their top concern regarding their workforce. Soft skills include the ability to communicate effectively, think critically and solve problems. Short term training including on-the-job training was also cited by a large percentage of employers.

The MCWIB in conjunction with our local county chambers of commerce conducted a business survey in 2011 to identify skill gaps in the labor market, as well as areas of interest and concern to business owners. 107 businesses from the following employment sectors responded. Professional services includes finance, insurance, accounting and real estate (15.7%), retail trade (15.7%) and self-identified personal service (3.4%) providers.

Figure B: Surveyed Business Sectors

Personal/Professional services	34.80%
Health Services	15.70%
Non-profit	13.50%

The participants identified the following skill gaps in Marin's workforce:

Figure C: What Skills Are Lacking

Some need short term, vocational training	58.10%
Do not have skills that match requirements	56.50%
Lack basic skills	43.50%
Some need more work experience	38.70%
Some are not job ready	37.10%
Some need long term or technical training	37.10%

Similar results came of a Sonoma County employer survey (2013) where respondents ranked skills they were looking for in new employees that they were not finding in the current workforce:

Communicate articulately	67%
Think critically	64.3%
Solve problems and make decisions	54.8%
Soft skills (attitude, showing up on time, etc.)	50.4%
Resolve conflicts and negotiate	47%

MCWIB's 2011 survey also asked businesses which workplace learning opportunities for current employees would be helpful to keep their business competitive in the marketplace and the most common responses were:

Figure D: Helpful Workplace Learning Opportunities

Soft skills, communication skills	61.30%
Understanding the need for professionalism	40%
On the job training for new employees	36.30%
Computer training	38.80%
Vocational ESL	30%

Similar findings were reported in the Bay Areas Social Services Consortium (BASSC) Subsidized Employment Project: Employer Engagement and Retention Final Report in February 2013, conducted in conjunction with University of California, Berkeley. Surveyed businesses from San Mateo, Sonoma, Marin and Contra Costa Counties participated. Marin employers made up 30% of the sample. The number one most requested service for employees was soft skills training.

MCWIB Strategies to Fill Skill Gaps

As described in the Vision Section, the MCWIB has already taken steps to address employer demand for workers with better soft skill training programs. In the summer of 2012, one-stop staff were trained in a soft-skills curriculum, "Workin' It Out." The curriculum included specialized modules for certain target populations, including at risk youth and ex-offenders. Courses examine everything from how to develop appropriate workplace behavior to ways to mediate conflict. Several pilots have been conducted and further rollout will occur in 2013-14. Components of this curriculum may also be offered onsite to employers and their staff members.

During Q2 and Q3 of 2013, the MCWIB Small Business and Entrepreneurship Committee, in conjunction with the MEF and the COM, will act as the convener of industry skills panels to continue to gather trends including hiring and staffing needs, staff development needs, resources to identify subject matter experts, and development of program components that could be

delivered by the MCWIB or other education partners to meet these identified gaps. As described above, soft skills training will be one area of focus. Skill panel questions will include:

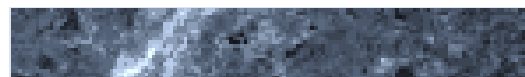
- Looking at the industry-wide technical competencies, what certifications are relevant in your business today? What occupation-specific skills, competencies and certifications are required?
- What are the most pressing workforce skills gaps you see in your applicant pool today? In your current workforce as you consider building out your business or succession planning for the future?

Through these partnerships and with input and direction from the MCWIB Small Business and Entrepreneurship Committee, the current Business Services Unit (BSU) will be expanded. Services will focus on Marin's priority industry sectors, but also include other segments within the business community. Three strategies will be pursued:

1) Business workshops will target current employment and professional barriers led by respected subject matter experts. The unit will also host compliance workshops with the EDD. These activities are designed to brand the Marin Employment Connection (MEC) as a resource to businesses, even those who are not adding staff or filling replacements.

2) Staffing and incumbent worker training has three primary components:

- On-site recruitments by employers and scheduling/ partnering in local job fairs. Outreach to priority-sector employers to expose them to the services available through the MCWIB.
- On-the-job training designed to help the job seeker secure employment, while offsetting initial training cost for businesses. Customized trainings will be offered that are designed to assist incumbent employees with upgrading skills. This assists businesses in retaining valuable employees who need to take on additional responsibilities. In 2013, projects for customized training with two employers are currently in the planning stages. The first is a joint project with the Conservation Corps North Bay (CCNB) and the second is skill building and recertification credits for certified nursing assistants (CNAs) and home health aides (HHAs) looking to advance their skills.
- Continue to work with industry and education partners including Regional Occupational Program (ROP) and their Business Office Technologies program (BOT) to implement programs for skill achievement, particularly for those with barriers to employment. Past program partnerships have included ESL for healthcare workers offered jointly with MEC, Kaiser Permanente and the COM. The strategy will be repeated in the priority industry sectors as illustrated below:



"Thank you for helping me in the process of finding employment. I have benefited greatly from your program. This is a difficult period in our economy but thanks to dedicated individuals like yourself those in need can have hope. I shall continue to act as an advocate for those in need and share with you any and all information that may be helpful for you to share with your clients and other appropriate staff members at your organization."

PHILLIPE D.—A Client



3) Expanded businesses partnerships to avoid layoffs and assist affected employees with career transitions. This includes promoting the activities of Rapid Response prior to the layoff by using the MEF's data-based predictor tool, the Marin Economic Indicator (MEI) to provide proactive support to businesses.

Rapid Response

In 2011, the MCWIB and MEF partnered to conduct a study on rapid response. The conclusions of MEF's Layoff Aversion Summary report are:

- The MCWIB needs the support of local education **and** local businesses regardless of size to truly have an early warning system in place
- Marin County needs to do a better job in monitoring labor market changes using a dashboard product, local media, local businesses, and MEF's connections
- Marin County's labor market has regional connections throughout the North Bay and Bay Area
- Goods and service-producing firms have similar connections to the remainder of the industries in Marin County when job losses occur
- Difficulty exists for Marin County to mock other layoff aversion systems due to the small amount of firms with at least 50 employees and have little incentive to signal hiring and layoff patterns otherwise.

The recommendations of the report are detailed below:

- Build early warning system through regional economic development, workforce investment, media, firms, and governments
- Monitor primary and secondary job losses as they occur
- Identify support programs and how they match industries throughout Marin County and the North Bay in preparation to both job growth and rapid response to layoffs
- Develop dashboard data products, labor market forecast indicators and advertise changes to provide the community with a way to look at the county's labor market evolution.

To address the above recommendations, the MCWIB and MEF have partnered to develop a labor market dashboard which provides forecasts of industry growth/contraction, the first and only tool that provides this information for Marin specifically and separate from the San Francisco Metropolitan Statistical Area (MSA). The dashboard is in final development with quarterly updates planned to begin in summer 2013. This dashboard will allow workforce and economic development organizations to identify trends in job growth and contraction and mobilize support programs accordingly. The MCWIB and MEF will continue to work closely together to identify ways to utilize this data.

In conclusion, the MCWIB is working with businesses as well as workforce partners to identify skills gaps, employers' needs and strategies for meeting those needs. The MCWIB has partnered effectively with local organizations as well as the other North Bay WIBs to leverage funding and resources and attract additional resources during a 15 year history of successful grant funding. Moving forward, the MCWIB will continue its work to identify and understand the needs of the county and region's priority industries as well as small businesses, and to meet those needs through expanding business services.

(Refer to Attachment 1)



"Our organization has found great candidates at the Meet and Greets organized by the Marin Employment Connection. We have made numerous successful hires in the past few years. MEC's partnership with the American Red Cross gives me access to a candidate pool of well-trained CNA graduates. Our business has benefited greatly from our partnership with Marin Employment Connection. Thank you for ensuring our business can continue to grow and serve our Marin customers."

SABRINA ARNAUD,
Hire Hands Homecare

Marin WIA Strategic Plan 3 – ADULT SERVICES SECTION

Overview

The Marin County Workforce Investment Board (MCWIB) is committed to increasing worker skills and workplace competencies. The MCWIB also encourages the development and use of career pathways that connect job seekers to employment through the following strategies:

- Augment the usage of “earn and learn” services through such portals as pre-apprenticeship and apprenticeship programs
- Prioritize training in in-demand occupations, resulting in successful completion with certificates and/or degrees
- Enhance our current system of career pathways to focus on priority industry sectors
- Partner with employers, educators and other stakeholders to identify and leverage resources

As a rural yet affluent community, Marin’s economy and workforce are faced with distinct obstacles. Marin has a diverse population at 252,409 with a workforce of 101,475, according to 2010 US Census Data. Over 22 % of Marin households speak a language other than English and 17.1% are age 65 and older, compared to 11.7% for California and 13% nationwide. There are 22,482 civilian veterans living in Marin which comprises 11.4% of the population and 14.6% of people of working age have a disability. The ethnic population of Marin consists of 72.8% White; 15.5% Latino; 5.4% Asian; 2.6% African-American; and, 3.7% other as of 2010.

As mentioned in the Vision Section, Marin consistently maintains the lowest unemployment rate throughout the state. In 2010, the county’s unemployment rate was 8.0%, historically its highest rate. As of December 2012, the unemployment rate subsided to 5.5%, according to the Economic Development Department (EDD). However, what is not accounted for in this data is that over half of Marin’s residents commute out to other areas for employment and that Marin’s primary workforce are commuters from neighboring, less expensive areas.

Single-parent families are falling short of the full-time wage needed to meet the high standard of living in Marin County. An estimated 64% of Marin renters cannot afford a two-bedroom apartment. A reported 30% of job seekers are receiving Unemployment Insurance Benefits which only provides \$450 in its highest weekly allotment.

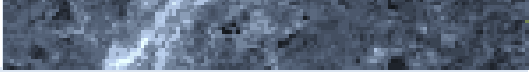
According to the MEF, commercial real estate is also expensive, making Marin unattractive to large employers. Small businesses now comprise 90% of Marin’s business community and employ 20 or fewer people. Despite the low unemployment rate and the projected growth of some industries, Marin County still contends with meeting the needs of its diverse population and regaining momentum amidst the effects of the recession.

Despite these obstacles, The MCWIB for fiscal year 2011-2012, met 80% of its negotiated WIA Common Measure Performance Goals. Of the 107 Adult Workers served, 65.1% entered employment, 82.1% retained employment and earned an average income of \$15,268. Of the 25 Dislocated Workers served: 69.6% entered employment, 91.6% retained employment and earned an average income of \$25,446.

(Refer to Attachment 2)

Apprenticeship and Pre-Apprenticeship Programs

The outlook for construction occupations in Marin County is bleak because of major losses in the sector during the recession. As the economy begins to stabilize, however, the projected growth for construction is positive but will most likely not reach pre-recession numbers until 2020. Moreover, Marin County is currently home to one union hall, the Laborers Union, which is a satellite location for San Francisco Local 261. This apprenticeship program requires apprentices to participate in a five day, two week training which if completed, allows them to be placed on a work-ready list. While this presents as a valuable resource, the program is located 44 miles away from Marin County in San Ramon which can cause challenges for apprentices with little or no transportation.



"I am so thankful to be starting a new job. I have been working in the Career Resource Center and the staff there helped me update my resume. They also helped me gain the knowledge I needed so I could have a successful interview. They especially helped me in applying to a Craigslist ad that had specific application directions. There were only a few applicants that followed the directions correctly and I am happy to say that I got that job!"
AMOS E. —A Client

Despite inherent challenges like this countywide, the MCWIB has a strong history of outreaching and developing relationships with supportive apprenticeship programs. In April 2012, the MCWIB entered into an agreement with the County of Marin Adult Probation Department to provide employment and training services to clients entering the county from the AB 109 California Public Safety Re-Alignment Law. This partnership allows the Probation Department and the Marin Employment Connection (MEC) to co-enroll AB 109 clients into WIA services. As of March 30, 2013, six clients have been co-enrolled and were referred to Local 261. WIA services provided core and intensive services that included math and reading assessments, skill assessments, job/career coaching and supportive services for work clothes, tools and transportation. The Probation Department provided funding for the initiation fees and dues.

In response to the Workforce Training Act, the MCWIB will continue to work on establishing regional linkages to apprenticeship programs. The MCWIB, along with its North Bay Employment Connection (NBEC) partners, are assessing their regional capacity to enter into a memorandum of understanding (MOU) to ensure that WIA programs and services are conducted in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship (DAS) standards.

The MCWIB as a single entity and in partnership with NBEC has established working relationships with apprenticeship programs, adult schools and the community colleges to better align and leverage resources, improve coordination of training programs and establish cross-referral. These efforts will continue to increase and improve the employment opportunities for

Marin job seekers. The apprenticeship programs will also benefit by receiving work-ready employees and the potential of a ready pool of labor.

The MCWIB will increase coordination among workforce investment boards, educational institutions, and apprenticeship programs as well as ensure job seekers receive the support and services they need to attain self-sufficiency through:

- Outreach to the Joint Apprenticeship Training (JATC) coordinators regarding the One-Stop Career Center system, WIA eligibility guidelines and the MEC's services and procedures. Marin Employment Connection (MEC) staff will assist the JATC with applying to and placing apprenticeships on the Eligible Training Provider List (ETPL) to ensure that WIA training funds are targeted to approved apprenticeship programs.
- Educate and train staff in pre-apprenticeship and joint apprenticeship training programs. To build staff confidence in the delivery of apprenticeship information, trainings will include information on application deadlines and processes, prerequisites for training, description of skills/competencies and career pathways/wages. This will allow staff to screen and test candidates for apprenticeship referral as well as to inform and advise candidates on available resources, discretionary grant funding, on-the-job-training wage subsidies, tax incentives and supportive services.
- Outreach to Regional Occupational Programs (ROPs) and educational institutions to coordinate program, curriculum and/or course offerings for pre-apprenticeship and apprenticeship application. To do so, the MCWIB will outreach to and coordinate services with Tamalpais Adult School and the College of Marin (COM) such as assistance with school applications, course registration, funding, and supportive services to ensure successful completion.
- Work with the JATC to expand access to "middle-skill jobs" through on-site presentations and workshops. This will also include collaboration between the MEC and the JATC to outreach to under-represented populations in Marin County such as the long-term unemployed, veterans, women and minority men.

The MCWIB and its Construction Committee will monitor and assess the outcomes of their service delivery and continue to stay abreast of local and regional workforce needs. The Construction Committee consists of a knowledgeable and experienced group of union representatives that have been pivotal in informing the MCWIB of future workforce trends, proposed regional projects and coordinating supportive services for apprenticeship candidates. These members have provided apprenticeship information sessions and played key roles in developing relationships and coordinating services between the MCWIB and local educational institutions. These members include:

- Hunter Stern, Labor Union Representative, International Brotherhood of Electrical Workers (IBEW) Local Union 1245
- Jack Buckhorn, Business Manager, IBEW
- Les Proteau, Regional Director, District Council 16 The International Union of Painters and Allied Trades (IUPAT)
- Bill Scott, Labor Council Delegate, Marin County Building Trades Council

The MCWIB will be responsible for recording and maintaining data on the number of WIA clients who join pre-apprenticeship and apprenticeship programs. This data will be presented to the MCWIB regularly for review and evaluated to determine if existing partnerships, leveraging resources, or service delivery need revision at a local level or require regional deliberation.

Training for Occupations in Priority Sectors

The MCWIB works closely with its North Bay neighbors: Sonoma, Napa and Solano counties. The NBEC, over the course of the past two years, contributed vital information through formal and informal workforce and economic research to determine which industry sectors deserved priority for funding and services. These three industry sectors include: professional and business services, healthcare, and leisure/hospitality. The MCWIB will compare the North American Industry Classification System's (NAICS) occupation clusters against existing internal data for most common sub-occupations. Information derived from this comparison will be applied to existing training services and help to refine the flow of services from application to training and ultimately employment.

(Refer to Attachment 3)

Outlook for Priority Sectors

For the North Bay Region, the professional and business services is projected to grow 19.5% during 2010-2020. In 2008-2018, the healthcare, social assistance and educational services' sector will expand 17.5% and leisure and hospitality, 18.5%, according to the EDD.

(Refer to Attachment 4)

Using the same data, the main drivers of economic growth in Marin County between 2010 and 2018 are professional and business services, healthcare, social assistance and educational services and leisure/hospitality.

For professional and business services, there will be a 29.6% increase, which translates into additional 57,300 jobs. In healthcare, social assistance and educational services, there will be a 19.8% increase or 21,000 jobs. Lastly, leisure and hospitality will have a 22.9% increase, 28,100 jobs.

To meet the needs of our workforce, the MCWIB will prioritize training for occupations in healthcare, professional and business services and leisure and hospitality with the goal that our job seekers attain completion, a degree or other credential valued by industry sector employers. To reach this goal, the following strategies will be implemented.

- Ensure training funds are utilized efficiently and effectively
- Engage with priority industry employers
- Outreach to and partner with educational institutions and training providers
- Set measurable expectations to ensure a return on investment
- Emphasize sustainable-wage jobs

The MCWIB allocates 25% of the total WIA Adult and Dislocated Worker formula funds into a centralized training pool to support training of individuals with emphasis given to our targeted industry sectors. In February of 2013, the MCWIB received funding of \$335,000 through an Additional Assistance Grant from the State. These funds will be used to specifically assist dislocated workers from the finance/banking, technology, light manufacturing/production, education, transportation and construction sectors.

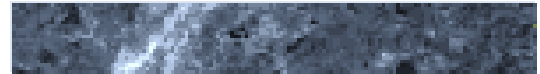
The MCWIB adopted three priority industry sectors (healthcare, professional and business services, and leisure and hospitality) to target as career pathways and allocate training resources to. There are many sub-occupations within these sectors which will allow for the MCWIB to maintain a customer-choice model. Staff will be charged with monitoring and guaranteeing training applications and expenditures meet the regulation requirement of Workforce Investment Act, Title I which states “funded training must be directly linked to employment opportunities in the local area.” The MCWIB will record and maintain data on training services, especially as it pertains to our priority industry sectors. This information will be relayed at regular meetings. The strategies to accomplish this include:

- Developing and maintaining an up-to-date list of priority industries and local training programs
- Maintaining data on the number of clients enrolled into priority industry sector training
- Maintaining data on the number of clients who complete priority industry sector training

The MCWIB and NBEC will be responsible for leading the review and research of the designated priority industries to ensure data is current and training funds are directed to the appropriate industries.

The MCWIB Evaluation of Degrees and Credentials

The MCWIB has a history of outreaching to and engaging local employers for workforce information, needs and support. As mentioned in the Business Service Plan Section, the MCWIB and the local chambers of commerce’s business study identified skill gaps in the labor market and primary areas of concern amongst employers. MCWIB subcommittees like the Small Business and Entrepreneurship Committee also help concentrate support and efforts around priority industry sectors. The committees meet regularly and over the past year, have researched career-service programs, investigated program structures, best practices and curriculum, as well as employer outreach and job placement. These members/sector employers have played a key role in delivering current information to the MCWIB on local to global workforce trends/challenges and strategized solutions. The members bring sector-relevant information, which is essential in ascertaining which degrees and credentials are of value to their industries.



“I am so grateful for all the help and career guidance that I received through the Workforce Investment Act Program. My counselor really encouraged me to pursue my dream, which is to be a pastry chef. With the help of the program I enrolled in cooking school, graduated, and now am working as an Assistant Pastry Chef and Line Cook. I am proof that with hard work, dedication and persistence...dreams can come true!”

HALIMA M.—A Client

The MCWIB's Business Services Unit (BSU) is active in seeking out employer input and feedback regarding industry information. Through on-site employer recruitments, employer panels, business associations and events and partnering with other organizations including the MEF and the COM, business services is consistently retrieving valuable information.

Measurement

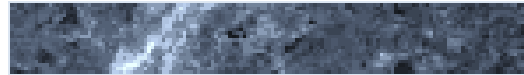
The MCWIB's BSU continuously conducts outreach to training providers that produce quality training programs and services. Employers and customers share information with staff about which training programs are providing the best curriculum, convenience of schedules, completions and placement assistance.

Plans are also underway for the MCWIB to meet with the COM to help educate their staff on county employment services such as working with employment development counselors and utilizing WIA funds to help pay for training.

In Q2 of 2013/2014, the MCWIB will review its performance expectation criteria as an eligibility requirement for approval for the State of California ETPL. As a regular practice, staff at the one stop assists clients with ensuring that they select reputable and cost efficient training resources.

Emphasis of Sustainable Wage Jobs

As stated in the section "Outlook for Priority Sectors," the majority of jobs available to local job seekers are entry-level, low-wage, part-time and seasonal employment. Staff works with job seekers to research career pathways and develop employment plans which lead to greater self-sufficiency. The MCWIB will continue to support and train its staff in the targeted industries (healthcare, professional and business services and leisure and hospitality). This will give staff the information and background necessary to educate, direct and coach job seekers in planning their career growth and moving from entry-level to higher-wage jobs. Community Action Marin's (CAM) SparkPoint Center also provides a host of instructional programs that assist job seekers in obtaining financial independence such as help creating a personal budget. The MCWIB will continue to refer clients as appropriate to the center, as well as work to cross-educate staff at the MEC and CAM on each center's available resources. As well, the MCWIB will continue to support and train staff in government assistance programs such as CalFresh, General Assistance (GA), CalWORKs, etc. to make certain staff is knowledgeable on the multitude of services available to support clients from training into employment. The MCWIB will continue to document the employment wages of their clients and include this in the reports reviewed at regularly scheduled meetings. The MCWIB will also continue their efforts in acquiring and maintaining the most current data on workforce and economic trends in Marin



"I really loved the 'Working It Out' workshop. I highly recommend it. I was able to learn critical problem solving skills that I will certainly use at my new jobs. The MEC and my CalWORKs counselors helped me enhance my resume and interviewing skills and as a result I became employed. "

JUAN A.—A Client

County and the regional areas. With staying current on priority industry sectors, the MCWIB will be able to adjust its programming to better serve local job seekers and employers alike.

Emphasis on Career Pathways

The MCWIB locally, and regionally with NBEC, will focus its WIA services on priority industry sectors – healthcare, professional and business services, and leisure and hospitality to create career pathways. Staying industry focused will provide significant benefits to both employers and job seekers. Job seekers will receive industry-focused job search assistance, training, and connection to industry employers. Employers will also benefit from a skilled work force. The MCWIB will utilize the following strategies to enhance and tailor its services to the targeted industries.

- Identify present and future workforce gaps and needs and confirm and assess the occupational and work-readiness skills needed by job seekers to be successful
- Ensure curriculum and courses mirror the needs of priority industry employers
- Partner with federal, state and local government programs and services to braid funding and target under-represented populations
- Outreach to job seekers and inform them of in-demand industries and the services available to assist them with reaching self-sufficiency


The MCWIB will orchestrate collaborative partnerships that include local employers, educational institutions, training providers, and additional stakeholders from the community. These partnerships will serve to share industry-relevant information, develop strategic workforce approaches and implement systems to develop a skilled workforce. Local employers will provide insight into workforce challenges, industry skill requirements and emerging skill demands. They will also provide guidance on curriculum and work experience through “earn and learn” models such as on-the-job training opportunities. Educational institutions and training providers can respond to workforce trends in skill needs to provide a range of training delivery modes and schedules. The MCWIB and additional stakeholders can then provide the programming and services needed by employers and job seekers including additional funding. In emphasizing targeted industry career pathways, the MCWIB will increase their efforts in engaging employers, educators and training providers to identify skill gaps and prepare a pipeline of skilled workers accordingly.

As discussed in the Business Service Plan Section, the MCWIB’s priority-sector based committees such as the Construction Committee help develop effective career pathway strategies. This committee includes community and industry partners (including non-WIB members) from the building trades, design firms, the local builders association made up of union and non-union firms, non-profits working in the area of sustainability, and local economic development agencies looking to skill up workers for careers in weatherization and energy efficiency.

Although the outlook for construction occupations is for minor job growth after massive job losses during the recession, construction employment is expected to rebound, but not to pre-recession levels until sometime after 2020. The reality for many displaced construction workers

is that to be re-employed they will have to move to another field of work. With that context, the NBEC launched the Clean Energy Workforce Training Initiative in 2009-2011 to retool workers with a background in construction for new energy efficiency careers in energy auditing, retrofits, solar installation and energy-efficient landscaping. Another smaller grant, Project GREEN was also secured to continue the successes of the program.

Marin County has seen great success in both projects with over 180 residents trained with skill upgrades and credentialing in fields such as Leadership in Energy and Environmental Design (LEED), Home Energy Rating Systems (HERS), Certified Green Building Professionals (CGPs), Qualified Water Efficient Landscapers (QWELs), and Certified Building Operators (BOCs). In addition, the MCWIB Construction Committee has representatives from the International Brotherhood of Electrical Workers (IBEW), the Marin Building and Construction Trade Council (SBCTC), the Sheet Metal Workers Union and District #16 Painters and Glaziers. These partnerships are poised to align programs, funding and services for residents interested in pre-apprenticeship and apprenticeship programs. The committee also serves as an active monitor of building projects within the county, such as a partnership with Whiting Turner Construction (the project manager for the new San Rafael Target), The Graton Rancheria Casino Hotel (property in development just north of Marin County) and the potential construction of Marin General Hospital.



"The MEC and their staff went above and beyond in helping me with my job search. For the past couple of months, I have been completing temporary employment and needed to find a more stable job. I am so pleased to say, that with all the help I received I have finally found a full-time permanent job."

JAMES C.—A Client

The MCWIB has also had active engagement through the Healthcare and Wellness Committee which launched in 2003 along with the NBEC Regional Training Initiative for Nurse Education and Development. The Bay Area's nursing workforce has come full circle, where current graduates are finding difficulty in securing full time positions. This void of opportunity is leading our nurse graduates to relocate out of the Bay Area and in some cases, out of the state entirely. At this point in time, there has been insufficient "pull" from employer partners to warrant action in this arena.

The MCWIB in partnership with home healthcare sector employers and the American Red Cross will design customized training for current certified nursing assistants (CNAs), home health aides (HHAs) and other home care providers including non-certified personal care assistants (PCAs). While the focus group meetings will occur during 2013, but industry employers have already identified a number of areas where skill development is needed including: administering bed baths, transporting, mobility assistance, assisting with activities of daily living, body mechanics, dementia, and Alzheimer's care. The target training will be eligible as continuing education credits, since CNAs must recertify every two years. This will both ensure that the certified nurse assistant pool keep their skills current and prevent WIA training funds from be spent to retrain CNAs who have let their certifications expire. This strategy builds upon the strength and promotion of career ladders since in-demand positions in home health care have traditionally paid the lowest wages in the healthcare field.

Collaboration with Partner Organizations

Because of the small size of the Marin WIA allocation, it has been essential to the MCWIB service delivery strategy to collaborate across organizations to leverage resources and achieve economies of scale whenever possible.


One such example of an effective collaboration is the MCWIB's relationship with one of the County Office of Education's ROP programs. Marin County ROP was slated to severely reduce its Business Office Technologies (BOT) program in 2011 when due to budget cuts they could no longer afford their leased space in San Rafael. The MCWIB recognized the need to continue these important trainings, workshops and open lab trainings. MEC office space was reconfigured to offer a lab classroom, and BOT relocated to the MEC in the summer of 2010. The one-stop provides the facility and the ROP provides the instructor and the computer equipment. As a result customers can continue to access free classes on computer-operating systems. Individual lab assignments tackle professional programs like QuickBooks and Microsoft Office. Job seekers also learn about how to utilize social media networks like LinkedIn to share their resume with local employers. The classes are always filled to capacity and cover the essentials skills needed to perform in the 21st century workforce.

Currently, the one-stop front line staff promotes WIA services to educators, training providers, partners and job seekers through on-site and community events and work groups. The One Stop Steering Committee with members from all of our mandatory partners meets quarterly to share information, ensure collaboration and prevent duplication of effort. Staff regularly conducts presentations in the community which include information about WIA services, targeted industries and employer needs. In May 2013, the MEC participated in the County's Career Development Day where staff conducted mini workshops and provided workforce and career information. The Marin County Job Developers Association (MCJDA), led by the MEC, is an active group of workforce development professionals representing a variety of partners from the community. This group meets on a consistent basis and incorporates presentations by local employers, educators and training providers to deliver information on current workforce trends, employment needs and skill gaps. Every year, the MEC also coordinates an on-site guest speaker workshop series in which local employers, industry leaders, educators and training providers speak on such topics as apprenticeship programs, career pathways within the government sector, and employer workforce needs (vocational and behavioral).

Starting Q4 of 2012/2013, the MCWIB and its partners will begin a series of staff development information sessions, which will consist of targeted industry information (healthcare, professional and business services, and leisure and hospitality) and partner services and resources. Staff, having current sector information, will be able to efficiently direct job seekers to the most appropriate pathways and having current partner information there can be some assurance in the leveraging of resources such as funding for training, training supplies, child care and transportation and effective referral system.

With regards to the county transportation issues outlined in the Vision Section, Marin County was one of seven communities in the nation and the only one in California selected to participate in the Job Access Mobility Institute, sponsored by the Community Transportation Association of

America (CTTA) in Washington DC. A multi-disciplinary team including transit officials, a member of the board of supervisors, the MCWIB, economic development, and client advocates has been working together since fall 2012 to address the transportation challenges facing Marin's workforce. After multiple interviews with stakeholders including transit users, low wage or unemployed workers, employers, workforce and other service providers, the group decided to focus on low wage workers during the evening shift, when there are limited public transportation options available. As a result of the group's work, Marin Transit is planning to add late night service in fall of 2013 which would provide additional transportation to areas identified through the data gathering process. The group will continue to work long term on other possible workforce transportation projects, including creating affinity groups for employers to enhance carpooling or employer sponsored transportation options.



*"Recently landing a job as a change manager at Cisco Systems, I attribute my success to the Marin Employment Connection (MEC). Having access to top notch job and computer skills training was a critical success factor in landing my job. I have mentioned MEC to several friends whose jobs are ending or who are unemployed. It's wonderful to see our tax dollars at work providing professional caliber employment counselor with skills training. **RISA M.- A Client***

Marin WIA Strategic Plan Section 4 – YOUTH STRATEGIES

Overview

The Marin County Workforce Investment Board (MCWIB) is committed to increasing the number of high-school students, with emphasis on at-risk youth and those from low-income communities, who graduate prepared for postsecondary vocational training, further education, and a career. The MCWIB's youth vision, consistent with a collective impact effort underway of other Marin youth serving and educational organizations, is for all young people to have the education to go on to college or other training, compete in the regional and global economy and actively participate in our civic society. The Marin County Board of Supervisors (BOS) recently passed a resolution to add Education as the fourth "E" area of focus (the other three are the Economy, the Environment, and Equity). Education is broadly defined to include all the competencies necessary for the people of Marin to reach their maximum potential and thus includes life skills, emotional skills, social skills, communication skills, job readiness skills, vocation skills, and academic skills.

(Refer to Attachment 5)

The county is involved in a collective impact effort called Marin Promise. The goal is for 100% of Marin County students to graduate from high school with the information, skills, and educational attainment to recognize and make informed choice of options in regards to their future higher educational and career goals. For the students who choose to go to college, the percentage of Marin County students receiving post-secondary degrees will increase at least 60% in each subgroup regardless of race or economic status.

This goal is consistent with the state's priorities. Outcomes span from "cradle to career," including indicators for school readiness, ability to read by the third grade, mastery of critical math concepts by the eighth grade, enrollment and completion of higher education and post-secondary vocational training.

Local Area Eligible Youth Population and Activities

Although Marin is one of the more affluent counties in California, pockets of poverty do exist with individuals facing a range of barriers to employment. A reported 12% of children in Marin are living in poverty, compared to 22% statewide. According to the California Department of Education (CDE), 71% of students in Marin's public schools are eligible for subsidized meals. Spanish is the most commonly spoken languages for ESL students, at 20.2% of the population.

Youth Activities Available in the Region

Youth Working for Change (Marin Employment Connection (MEC)/Probation collaboration funded by Juvenile Probation)


School to Career Partnership (Marin County Office of Education)

Conservation Corps North Bay (Marin Youth Ecology Corps)

CalLearn program (CalWORKs program for teen parents)

Regional Occupational Programs (Marin County Office of Education)
Marin City Community Development Corporation summer program

Strategies to Promote Collaboration to Better Serve Youth



"What a great organization you have, the MEC! Thanks for the excellent information you provided at our Rotary Club meeting. I am going to make sure my clients know of your organization."
STAN HOOK, AP Mortgage Corp.

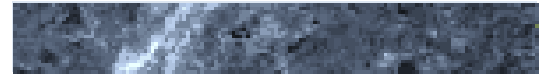
Consistent with the overall vision and because Marin's youth allocation is one of the smallest in the state, MCWIB strategies include pursuing strategic partnerships and leveraging other funding sources whenever possible to better serve youth that are disconnected, are at risk of not completing high school, and have significant barriers to employment. Leveraged funds have come from the Marin County Department of Health and Human Services (HHS), the Marin County Office of Education (MCOE), the County Probation Department, and employers.

Because HHS is the fiscal operator and the WIA system is nested within the Social Services Budget, the administrative structure lends to effective collaboration between the workforce investment system and other human service programs, as well as leveraged funding and resources. The WIB Director is also the manager for the Employment and Training Branch of Social Services, which includes the CalWORKs Welfare-to-Work Program (WTW), including CalLEARN and the General Assistance Program (GA).

The MCWIB has contracted with the MCOE for the last eight years as their primary provider of WIA youth services. MCOE continues to operate one of the few School to Career Partnerships in the state, due in significant part to the hundreds of employer relationships that have been established all over the county. Staff helps youth understand their career pathway options and places them in internships that align with their future career interests. MCOE operates the alternative high schools in the county, providing ready access to young people at risk of not completing high school who may benefit from services. They partner with a variety of community-based organizations to access out of school youth as well. Because of this partnership with the K-12 educational system, staff is readily able to assist youth with understanding the importance of completing high school and pursuing postsecondary education or certificates needed for their future career goals. The MCOE is also working to place youth in internships within the priority industries, including healthcare (employers from Kaiser Permanente, Marin Community Clinic, Marin General, Novato Community Hospital, St. Joseph Hospital, Sutter Health Clinics and several private practices) and business services (including employers from Fireman's Fund and Desta Tea Company).

Beginning in 2012-13, the MCWIB through its operational arm, the MEC, entered into a memorandum of understanding (MOU) agreement with the Probation Department's Juvenile Services to operate a program called Youth Working for Change (YWC). Although YWC is in its first year of operation, the MEC and the Probation Department have successfully collaborated for at least five years on reentry efforts and employment.

Entirely funded by Juvenile Services, including the cost of staff, the technical work is supervised by the MEC. Dedicated staff works exclusively with youth offenders to provide them with help in understanding career pathway options, internships, work experience, job development, educational support, and finding unsubsidized employment. Juvenile Services has a similar mandate to emphasize educational attainment with its youth and the system overall including YWC, partners closely with the county's alternative high schools. The youth receiving services from this collaboration are among the most troubled in our community. In addition to being involved with the justice system, many are not succeeding academically, have substance abuse issues, or have experienced significant trauma in their lives.



"When unemployed, which I've never been before & never would have believed it would be for so long, your general nerves are frayed and the ego's a bit on verge of shattering. Being able to go to the people I have met in the Career Center & Employment Connection makes the insecurity of asking for assistance much less embarrassing & difficult. I sincerely thank you & your amazingly dedicated team." **Gretchen L.—A Client**

To date, the YWC program has been highly successful. In the first 9 months of program year 2012-13, 77% or 37 of the 48 youth who have received services, have been placed in an internship or unsubsidized work. MEC staff are stationed at Juvenile Services and also in the community much of the time, meeting with employers to develop relationships leading to successful internship experiences.

In summer 2013, the MCWIB will run a pilot summer youth employment project, the Marin Youth Ecology Corps (MYEC). Based on the highly successful Sonoma County model and information shared via the regional collaborative, North Bay Employment Connection (NBEC), Marin will contract with the Conservation Corps North Bay (CCNB) to provide young people with eight weeks of full-time work on conservation projects. As a requirement of the pilot, the MCWIB asked CCNB to find employer match for this project to prove that the projects would be of value to employers. CCNB was able to find a dollar-for-dollar match, including funding raised from the Muir Woods Park's fees. The MYEC will include an educational component where the youth will participate in activities including work readiness training, career exploration and safety training. As many youth as possible will be transitioned to the year round CCNB program at the conclusion of the summer. The dollar-for-dollar match of employers is an example of a demand-driven model of industry working collaboratively with the workforce system and education partners to bring youth into the workforce pipeline.

Consistent with the overall vision and strategies, the MCWIB is pursuing youth strategies to meet employer demand for soft skills. The MCOE has a Work Readiness Certificate that was developed based on employer input. If youth meet a list of workplace competencies they earn certificates which they can bring to prospective employers to qualify for jobs. The MCWIB worked to help local employers understand and endorse the Work Readiness Certificate. For example, in 2011, the MCWIB hosted a booth at the San Rafael Chamber of Commerce's "Business Showcase" Event and the focus of the booth was the certificate. An estimated additional 30 employers endorsed the certificate through this effort.

(Refer to Attachment 6)

MCWIB is also providing youth with work readiness workshops through the previously mentioned “Workin’ It Out” curriculum. “Beginning to Work It Out” is the youth module which it is currently being offered at Juvenile Hall. Probation officers are mandating that their youth offenders to attend. Discussions are also underway regarding offering it at one of the alternative high schools.

Youth Council Membership, Roles and Responsibilities

All required seats on the MCWIB’s Youth Council are filled, including education, juvenile justice, labor, parent of an eligible youth and former participants. The role of the Marin Youth Council is to be the MCWIB’s architect for a comprehensive youth service delivery system.

In this role, they:

- Recommend policies to the MCWIB
- Advocate for and network with community organizations which serve youth
- Ensure collaboration and reduce duplication of effort
- Collect the appropriate data and information for setting policy and making decisions
- Map the community resources for youth to uncover any gaps
- Monitor and provide oversight of local youth programs and the youth workforce development system
- Recommend investments as well as selecting and funding contractors
- Assist the youth serving community in tapping new resources

Practices Used to Ensure Continuous Quality Improvement

The Marin Youth Council has taken the lead on providing development opportunities for staff of various programs to expand their knowledge and ability to serve youth. Members of the youth council gave input regarding topics of interest as well as areas where they consistently face challenges. For example, over the past year the youth council has invited guest speakers to address topics including free healthcare for low income families and youth, resources for undocumented youth and the potential impact of the Deferred Action for Childhood Arrivals (DACA).

With regards to WIA funded youth activities, Marin has only one subcontractor, currently the MCOE’s School to Career Partnership. The contract is monitored annually by the county to ensure satisfactory performance. In addition, technical assistance is provided throughout the year to MCOE staff who is working with WIA youth.

The county also allocates staff development resources to be able to send staff to training. This past year, two one-stop staff were able to attend California Workforce Association’s (CWA) annual youth conference where they learned about best practices and networked with peers from across the state.

Marin Strategic State Plan SECTION 5 – ADMINISTRATIVE SECTION

All required seats on the Marin County Workforce Investment Board (MCWIB) are filled. The MCWIB is currently seeking membership from Home Depot, Redwood Credit Union, Mollie Stones, Paradise Food, Costco and PG&E. Every effort is made by the board to recruit and enlist membership from in-demand industry sectors. Below is the MCWIB's recruitment policy and procedures.

Labor Organization Representation

The MCWIB maintains a labor organization membership of 15 percent. Labor organization representatives include:

- Hunter Stern, Labor Union Representative, International Brotherhood of Electrical Workers (IBEW) Local Union 1245
- Mary Ruth Gross, Director, Marin Associate of Public Employees
- Jack Buckhorn, Business Manager, IBEW
- Les Proteau, Regional Director, District Council 16 The International Union of Painters and Allied Trades (IUPAT)
- Bill Scott, Labor Council Delegate, Marin County Building Trades Council

The Local Board and Requirements of (WIA, SB698)

MOUs with Mandatory Partners

The MCWIB has Memorandums of Understanding (MOUs) with all required partners. All MOUs are active from 2011 – 2015.

- College of Marin (postsecondary education)
- Community Action Marin
- Department of Rehabilitation (vocational rehabilitation)
- Employment Development Department (unemployment assistance)
- Marin County Department of Health and Human Services, CalWORKs Employment Services
- Marin County Department of Health and Human Services, Division of Aging (Title V of the Older Americans Act)
- Homeward Bound of Marin
- Marin Housing Authority
- Marin Literacy Program
- Marin County Office of Education (youth)
- Small Business Development Center
- Tamalpais Adult & Community Education (adult education)
- YWCA SF-Marin

One Comprehensive One-Stop

The one stop operator of Marin County is made up of the following consortium: Marin County Department of Health and Human Services (HHS) Homeward Bound of Marin (HBOM) and Employment Development Department (EDD). The Marin Employment Connection (MEC) is the designated comprehensive one stop center.

The following partners comprise the one-stop system collaborative:

- WIA service providers
- Health and Human Services
- Adult Education
- California Employment Development Department
- California Department of Rehabilitation
- Dominican University
- College of Marin (community college)
- Marin County Office of Education (Regional Occupational Program and School to Career Partnership)
- Economic development leaders
- YWCA (older workers programs)
- Conservation Corp of the North Bay
- Buckelew Programs; Integrated Community Services (organization assisting people with disabilities)

The California EDD, California Department of Rehabilitation, Marin County Office of Education (MCOE) – Regional Occupational Program (ROP) through our established MOUs is on site providing services Monday through Friday.

As the sole one-stop center in Marin, the MCWIB does not designate other entities as operators.

Subcommittee to Support the Business Service Plan

The MCWIB, since its inception in 1999, has maintained an Executive Committee and as of September 2012, now has a Small Business and Entrepreneurship Committee. Although both committees work to actively engage and support local employers through information and education on WIA resources, the Small Business and Entrepreneurship Committee focuses on small business development. The Executive Committee's responsibility, in addition to employer engagement, also includes oversight of all the committees. These committees meet regularly and are comprised of business representatives from well-known and priority industry sector employers, such as Kaiser Permanente, Embassy Suites, and Nelson Staffing. These committees are balanced by the representation of education and Congressional Budget Office (CBO) members.

The members contribute a wealth of information, workforce experience and historical knowledge to their committees. The members are invested in their community and the future of the economy. Meetings are fruitful as discussions center around local and global economic trends

and workforce challenges, as well as plans and solutions to needed to prepare the local workforce.

The MCWIB has within its bylaws this requirement.

Youth Council

All required seats on the Youth Council are filled, including education, juvenile justice, labor, parent of an eligible youth and former participants. The role of the Youth Council is to be the MCWIB's architect for the comprehensive youth service delivery system. The Youth Council meets quarterly. To create more opportunities for engagement the Youth Council rotates meeting locations at partner sites and has guest speaker presentations.

Out-of-School Youth 30% Expenditure Requirement

Yes.

Corrective Action Plan for Audit Findings

Yes.

80 percent of its negotiated WIA Common Measure Performance Goals in the Past Year

(Refer to Attachment 2)

JobCorp

The MCWIB does not partner with JobCorp as they are not located in our region.

Review of Performance and Improvement Strategy

Performance Dashboard

The MEC provides the MCWIB at every meeting with Career Resource Center (CRC), WIA service and employment reports. The report includes the number of visits made to the CRC, new registrants and Unemployment Insurance (UI)-related visits in addition to WIA enrollments, current clients, and exits on employment. Starting in Q1 2013/2014, the report will include information relevant to the services targeting the priority industries, such as the number of participants in training and the number of completions.

Customer and Partner Feedback

The MEC receives feedback from customers through its workshop evaluations and CRC customer suggestion box. When the feedback contains program or service suggestions, the suggestions are taken to the MEC staff meeting or forwarded to management. When suggestions are appropriate and can contribute to better program and service efficiency, they are enacted. Regardless if the feedback is negative or positive, if the customer provides a name and their

contact information the MEC manager or supervising employment counselor will contact the customer to obtain more information and rectify the situation if necessary. The MEC and the supervising employment counselor determine the route the information should take, be it upward to management or shared with line staff. If a formal customer complaint form is submitted, formal procedures are conducted.

(Refer to Attachment 7)

(Refer to Attachment 8)

Partner feedback is gathered through community, MCWIB, MCWIB committees, and the One Stop Steering Committee meetings. Feedback is also gathered through e-mail and phone conversations.

The MCWIB and the MEC collaborate on effective ways to deliver the services of the one-stop system. At the MCWIB's regular meetings, the MEC presents standard agendas and performance reports for discussion. Annually, the MEC also delivers an in-depth report of program and service metrics and funding usage. Lastly, the One Stop Steering Committee evaluates service quality, new WIA policies, customer concerns, and workforce needs.

Public Comment Process

The MCWIB and the MEC, when necessary, will post information to the MEC website, County of Marin website, and/or the Independent Journal (local newspaper) for a period of no less than two weeks.

The MCWIB hosted two stakeholder meetings and one open community forum to review and provide comment on the Marin WIA Strategic Local Plan. As mentioned previously, the MCWIB also worked with COM to survey local stakeholders at these meetings on common workforce issues to determine future employment and training gaps.

Moving forward, the MCWIB will review the local plan at its annual retreat's planning sessions, each September, to address progress and suggest any changes.

Return on Investment

This fiscal year 2012/2013, the MCWIB and the MEC contracted the services of Economic Modeling Specialists International to examine the benefits and costs generated by the Workforce Investment Board of Marin County's adult, dislocated worker, and youth programs, which are largely supported by Workforce Investment Act (WIA) Title I funds. The report also measured the economic benefits generated by the operations of MCWIB in its local service region, defined by Marin County in the state of California. The time period reflected in the analysis is Program Year 2011 (July 1, 2011 to June 30, 2012). Key findings from the study include:

Benefit-cost Analysis of WIA Programs

- The adult, dislocated worker, and youth programs under the MCWIB served 130 enrolled clients in PY 2011. Performance measures for PY 2011 also show that 20 adults and 30 dislocated workers entered employment, and 9 youth were placed in employment.
- Adult program participants who retained employment for three consecutive quarters after exit (according to PY 2011 performance measures) are projected to generate an aggregate present value of \$2.2 million in added taxable earnings over the next ten-year period. The corresponding earnings effect of the dislocated worker program is \$263,300, and the earnings effect of the youth program is \$0.
- By the end of the ten-year time horizon, the adult program at MCWIB is projected to yield a cumulative added value of \$4.47 in added taxable earnings per dollar spent to fund the program. Similarly, the dislocated worker program will yield \$0.50 for every dollar spent, and the youth program will generate \$0.00 (Variances in results across programs are largely informed by the number of people who retain employment, their associated change in earnings, and the amount spent by the WIB to run the program).
- Overall, the combined adult, dislocated worker, and youth programs at MCWIB will generate a cumulative added value of \$1.84 in added taxable earnings for every dollar spent (These benefits accrue to all members of society – higher earnings for participants, increased output for businesses, and added tax receipts for government).

Regional Economic Impact Analysis of WIB Operations

- MCWIB employed 6 Full-Time Equivalent (FTE) staff with a combined payroll of \$492,500 (excluding benefits) in PY 2011. The WIB spent another \$845,900 for supplies and services. MCWIB's payroll and expenditures directly and indirectly generated \$1.1 million in regional income and supported 12 jobs in the regional economy.
- Furthermore, MCWIB administered \$238,000 in funds to participants in the form of special assistance funds and tuition vouchers, as well as to third-party contractors and 1 Variance in results across programs are largely informed by the number of people who retain employment, their associated change in earnings, and the amount spent by the WIB to run the program
- The benefit/cost ratios presented in this report should not be viewed as standard return on investment (ROI) metrics. This is because the benefits of the investments facilitated by the WIB extend beyond those that accrue to the original investors. In February 2013, five service providers ran WIB-sponsored programs. These expenditures generated \$230,000 in added regional income and supported five jobs).

Streamlining Administrative Costs

Because the MCWIB and one Stop Center are the sole entities in Marin County, they do not share administrative costs with other WIBs. As mentioned previously, administrative costs for WIA are shared by other employment and training programs.

The Local Board Transparently Communicates the Results of its Efforts with the Community

At every board meeting, the committees provide an update on their stated action items, current projects and outcomes. MEC's Business Services Unit (BSU), which supports the board's subcommittees and works directly with local employers, provides updates on its services and activities. All meetings are agendaized according to the Brown Act requirements. Furthermore, the MCWIB periodically hosts stakeholder events to gather input.

Dissemination of a Performance Dashboard

The MEC provides the MCWIB with the CRC, WIA services and employment reports at the established bi-monthly meeting. The report includes the number of visits made to the CRC; number of new registrants; and, UI-related visits, in addition to WIA enrollments, current clients, and exits on employment. Starting in Q1 2013/2014, the report will include information relevant to the services targeting priority industries, such as the number of participants in training and the number of completions.

Dissemination of Progress to Employers and Job Seekers

The MCWIB and the MEC post success stories and press releases on the MEC website, in County of Marin newsletters and disseminates information to partner organizations. Every year, the MEC provides the MCWIB and County Administration Office with an annual report containing program and initiative results.

The MEC acknowledging the length of time it can take a job seeker to find employment, despite their earnest efforts, created the Job Seeker of the Quarter. The MEC's goal is to encourage these job seekers and to showcase their diligence in the face of hardship. Nominations are accepted from MEC staff in addition to our partners such as the YWCA, EDD, CalWORKs, General Assistance (GA), the Department of Probation, and Homeward Bound of Marin (HBOM). The criteria for nomination include:

- Has been nominated for his or her attitude, resourcefulness, and sincere hard work
- Has registered with the CRC, Joblink or Marin Professionals
- Has been in job search for at least one month
- Has attended a minimum of five of the keys to employment workshops (job search workshops)
- Has a job objective and a targeted job search plan (must include resume)
- Has positively influenced other job seekers
- Is unemployed at time of nomination

The job seeker has their picture and bio placed in the CRC where it can be observed by other job seekers and employers. In addition, the winner receives a copy of his/ her picture and bio, certificate of recognition, flash drive, and a Safeway gift card.

Every month, the MEC also creates two job boards which display the names, pictures and/or stories of the newly employed. These are positioned near our building's entrances for view by job seekers, employers and partners.

The MCWIB uses employer survey data, feedback and other instruments to design programs and deliverables to meet skill gaps and other workforce needs. The MWIB, guided by our strong business leadership serving on the board, responds to employer feedback and keeps the public informed through various media channels, including our own website, the G Channel, and all open public meetings.

Disbursement and Competitive Process for Grants

The Department of Health and Human Services as the WIA grant recipient, in partnership with the Workforce Investment Board follow both the WIA Fiscal Procurement Regulations as well as the County's fiscal procedures for competitive bidding process for the awarding of WIA funds.

The process is as follows.

The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed-price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

1. Requests for proposals will be publicized and identify all evaluation factors and their relative importance. Any response to publicized request for proposals shall be honored to the maximum extend practical.
2. Proposals will be solicited from an adequate number of qualified sources.
3. Grantees and sub-grantees will have a method for conducting technical evaluations of the proposals received and for selecting awardees.
4. Awards will be made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.

Full Range of Employment and Training Services through One-Stop System

The MCWIB ensures that the full range of employment and training services delivered through the local one-stop system are accessible to and will meet the needs of:

- Unemployment claimants
- Transitional Adjustment Assistance recipients
- Dislocated Workers
- Displaced Homemakers
- Low-income individuals
- Migrant and seasonal farmworkers

- Women
- Minorities
- Individuals training for non-transitional employment
- Veterans
- Public assistance recipients
- Individuals with multiple barriers to employment
- Older individuals
- Limited proficiency individuals
- Person with disabilities

The MCWIB actively engages local employers, educational institutions, training providers, and additional stakeholders from the community to discuss and share industry-relevant information, develop strategic workforce approaches and implement systems to develop a skilled workforce. In addition, the MCWIB and LWIA staff promotes WIA services to educators, training providers, partners and job seekers through on-site and community events and work groups. A One Stop Steering Committee with members from all of our mandatory partners meets quarterly to share information, ensure collaboration and prevent duplication of effort. Staff regularly conducts presentations in the community which include information about WIA services, targeted industries and employer needs.

The Workforce Investment Act (WIA) supports a market-driven system through the provision of services targeted to meet employers' needs and through services tailored for the unemployed, the underemployed, at-risk youth and those who have received a notice of termination, with special emphasis placed on the economically disadvantaged.

Rapid response activities are also provided as part of a comprehensive workforce development system designed to respond quickly to employer, worker, and community needs when a layoff or plant closure appears imminent.

Comprehensive One Stop Services

The Marin Employment Connection (MEC) provides employer services, including the following:

- Job posting and job matching
- Applicant screening and referrals
- Assistance during a plant closing or mass layoff

The MEC provides job seeker services, including the following:

- Universal (core) services for individuals seeking assistance in their job search, e.g., outreach, intake, and an eligibility determination for additional WIA-funded services
- Intensive services for individuals deemed in need of additional assistance in order to become employed, e.g., comprehensive and specialized assessment of the skill level and service needs of adults and dislocated workers

- Training services for individuals deemed in need of training in order to become employed or retain employment, e.g., on-the-job training, occupational skills training, and training for nontraditional employment
- Support services such as transportation, and work-related expenses when needed by the individual to work or participate in a WIA-funded activity
- Dislocated worker services specific to workers who have been laid off because of a plant closure or other dislocation. These services include job search assistance, introduction to job search tools, labor market information, access to computers, instruction on résumé writing and referral to vocational skills training as appropriate.

Additionally, WIA provides year-round employment and training services for economically disadvantaged youth (ages 14–21) who establish and work toward educational and career goals. WIA youth programs are designed to provide youth with the following:

- An objective assessment, including review of academic and occupational skill levels and service needs
- An individual service strategy, including an age-appropriate career goal
- Preparation for postsecondary educational opportunities
- Linkages between academic and occupational learning

ED AND TRAINING CONSORTIUM	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15
Establish Education and Training Consortium								
Discuss within one stop steering committee	X							
Invite any additional necessary stakeholders		X						
Set agenda and meeting schedule			X					
Establish core group of participating organizations and begin regular meetings				X	X	X	X	X
Expand resources to meet soft skills training needs								
Expand Working It Out (WIO) offerings at the One Stop	X	X	X	X	X	X	X	X
Offer WIO in other settings as appropriate	X	X	X	X	X	X	X	X
Promote new College of Marin office skills classes	X	X	X	X	X	X	X	X
Work with Healthcare Subcommittee to support ongoing technology needs of healthcare workers	X							
Organize workshop on how a smartphone can aid the job seeking process	X							
Assess impact of the additional offerings and determine what gaps remain				X				X

Address unmet needs revealed by industry skills panels								
Discuss results of industry skills panel					X		X	
Prioritize areas of need							X	
Decide on action steps							X	

EXPAND BUSINESS RESOURCES	Q4 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	Q1 14/15	Q2 14/15	Q3 14/15
Launch Business Services Unit								
Identify staff resources to be dedicated to business services	X							
All day planning session with Larry Robbin	X							
Identify priority areas	X	X				X		
Deliver expanded resources to Marin employers								
Develop outreach and PR campaign to reach Marin employers	X	X						
Continue to engage employers and stakeholders to get their feedback	X	X	X	X	X	X	X	X
Explore concept with San Rafael Economic Development Staff of workforce support for large tax-based employers	X							
Explore possibility of West Marin business collaborative interested in customized training	X							
Offer employer panel to discuss career ladders within hospitality			X					

industry								
Provide services to 20 new employers by end of 2013/14					X			

Attachment 2: WIA Performance Outcomes PY 11-12

	ADULT PARTICIPANTS								
	ENTERED EMPLOYMENT			RETAINMENT			AVERAGE EARNINGS		
	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate
State of California	55.9%	56.4%	99.1%	79.3%	81.0%	97.9%	\$12,938	\$13,000	99.5%
Marin	65.1%	71.0%	91.7%	82.1%	80.5%	101.9%	\$15,268	\$15,000	101.8%

Adult Worker – Marin County served 107 Adult participants and exited 25 FY 11/12

	DISLOCATED WORKER PARTICIPANTS								
	ENTERED EMPLOYMENT			RETAINMENT			AVERAGE EARNINGS		
	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate
State of California	62.6%	65.0%	96.3%	83.4%	83.0%	100.5%	\$17,146	\$15,900	107.8%
Marin	69.6%	75.0%	92.8%	91.9%	87.0%	105.6%	\$25,446	\$17,000	149.7%

Dislocated Worker – Marin County served 25 Dislocated Worker Participants for FY 11/12

	YOUTH PARTICIPANTS								
	ENTERED EMPLOYMENT			ATTAINMENT			AVERAGE EARNINGS		
	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate	Actual Perf Rate	Current Negotiated Goal	Success Rate
State of California	66.9%	65.0%	102.9%	51.0%	61.0%	83.6%	53.3%	40.0%	133.3%
Marin	50.0%	65.0%	76.9%	50.0%	61.0%	82.0%	---	40.0%	---

Youth – Marin County served 43 youth (ages 14-21) in FY 11/12

Source: Economic Development Department

Attachment 3: NAICS Industries

Professional and Business Services (NAICS) Examples of Industries

- Offices of Lawyers and Legal Services
- Offices of Notaries
- Offices of Certified Public Accountants and other Accounting Services
- Tax Preparation Services
- Payroll Services
- Architectural Services
- Engineering Services
- Drafting Services
- Building Inspection Services
- Testing Laboratories
- Interior Design Services
- Graphic Design Services and other Specialized Design Services
- Computer Facilities Management Services and other Computer Related Services
- Administrative Management and General Management Consulting Services
- Marketing Consulting Services
- Environmental Consulting Services
- Research and Development in Biotechnology
- Advertising Agencies and Public Relations Agencies
- Photography Studios, Portrait, and Commercial Photography
- Translation and Interpretation Services
- Veterinary Services
- Office Administrative Services
- Employment Placement, Executive Search, and Temporary Help Services
- Document Preparation Services
- Telephone Answering Services
- Telemarketing Bureaus and other Contact Centers
- Collection Agencies
- Private Mail Centers
- Business Service Centers (Copy Shops)
- Travel Agencies
- Tour Operators
- Convention and Visitors Bureaus
- Security Guards and Patrol Services
- Locksmiths
- Janitorial Services
- Solid and Hazardous Waste Collection
- Landscaping Services
- Carpet and Upholstery Cleaning Services
- Packaging and Labeling Services

Healthcare, Social Assistance, Educational Services (NAICS)

- Offices of Physicians
- Mental Health Specialists and Practitioners
- Offices of Dentists
- Offices of Chiropractors
- Offices of Optometrists
- Offices of Physical, Occupational and Speech Therapists, and Audiologists
- Offices of Podiatrists
- Family Planning Centers
- Outpatient Mental Health and Substance Abuse Centers
- HMO Medical Centers
- Kidney Dialysis Centers
- Freestanding Ambulatory Surgical and Emergency Centers
- Medical Laboratories
- Diagnostic Imaging Centers
- Home Health Care Services
- Ambulance Services
- Blood and Organ Banks
- General Medical and Surgical Hospitals
- Psychiatric and Substance Abuse Hospitals
- Nursing Care Facilities, Assisted Living Facilities for the Elderly, and Continuing Care Retirement Communities
- Residential Intellectual and Developmental Disability Facilities
- Residential Mental Health and Substance Abuse Facilities
- Child and Youth Services
- Services for the Elderly and Persons with Disabilities
- Individual and Family Services
- Community Food Services
- Temporary Shelters
- Community Housing Services
- Emergency and Other Relief Services
- Vocational Rehabilitation Services
- Child Care Services
- Elementary and Secondary Schools, Junior Colleges, Colleges, Universities and Professional Schools
- Business and Secretarial Schools
- Computer Training
- Cosmetology and Barber Schools
- Apprenticeship Training
- Language Schools
- Automobile Driving Schools

Leisure and Hospitality (NAICS)

- Hotels and Motels
- Bed-and-Breakfast Inns
- RV Parks and Campgrounds
- Recreational and Vacation Camps
- Rooming and Boarding Houses
- Food Service Contractors
- Caterers
- Mobile Food Services
- Drinking Places (Alcoholic Beverages)
- Restaurants
- Cafeterias, Grill Buffets, and Buffets
- Snack and Nonalcoholic Beverage Bars
- Museums and Historical Sites
- Nature Parks
- Golf Courses and Country Clubs
- Racetracks
- Theatre and Dance Companies
- Musical Groups and Artists
- Fitness and Recreational Sports Centers

Attachment 4: EDD Sector Data

	Professional & Business Services				Healthcare, Social Assistance & Educational Services				Leisure & Hospitality			
	Annual Average Employment		Employment Change		Annual Average Employment		Employment Change		Annual Average Employment		Employment Change	
	2010	2020	Numerical	Percent	2010	2020	Numerical	Percent	2010	2020	Numerical	Percent
Marin, San Francisco & San Mateo Counties	193,600	250,900	57,300	29.6	109,000	130,600	21,000	19.8	122,700	150,800	28,100	22.9
	2008	2018	Numerical	Percent	2008	2018	Numerical	Percent	2008	2018	Numerical	Percent
Sonoma County	22,900	27,800	2,900	21.4	24,200	28,300	4,100	16.9	21,000	25,100	4,100	19.5
Napa County	6,100	7,000	900	14.8	8,200	9,500	1,300	15.9	9,200	11,100	1,900	20.7
Solano County	10,600	12,000	1,400	13.2	17,700	20,800	2,800	17.4	13,400	14,500	1,100	11.2

Source: Economic Development Department, 10/3/12

Attachment 5: Board of Supervisors' Education Resolution

RESOLUTION *of* THE BOARD OF SUPERVISORS MARIN COUNTY RECOGNIZING THE IMPORTANCE OF EDUCATION

WHEREAS, 52,000 children live in Marin County and assuring a quality education for all of them is an investment in the future which ensures future employment, self-sufficiency, better health and opportunity for everyone; and

WHEREAS, studies show children who enter kindergarten with specific academic and social readiness skills do significantly better on standardized tests than children who do not begin school with these skills; and

WHEREAS, the Marin Countywide Plan directs attention to policies and programs dealing with identified scholastic weaknesses in the County. In particular, this includes addressing educational inequities based on income, geography, and race; and

WHEREAS, MarinKids conducted an analysis of statewide data pertinent to Marin and concluded:

- Preschool: While 91% of Caucasian 3-4 year old children attend preschool, only 32% of Latino children attend.
- 3rd grade English Language Arts/Reading: Only 30% of economically disadvantaged students scored proficient or higher compared to 82% of non-disadvantaged students.
- 5th grade math: only 44% of African American and 64% of Latino students scored proficient or higher compared to 86% of Caucasian and 93% of Asian students.
- Algebra I (7-11th graders): 64% of Caucasian students and 76% of Asian students scored proficient or higher compared to only 23% of African American and 26% of Latino students.
- Graduation rates: 100% for Asian students and 94.7% for Caucasian students compared to 80.3% for Latino students and 77.3% for African American students.

WHEREAS, Governor Jerry Brown recently stated "equal treatment for children in unequal situations is not justice," and President Barack Obama recently announced his plan to make high-quality preschool available to all American children; and

WHEREAS, the children of Marin require a wide range of skills and competencies in order to achieve productive and positive lives. These competencies include basic life skills, emotional skills, social skills, communication skills, job readiness skills, vocational skills, financial literacy, health information, and academic skills. As such, education is widely defined as including all the competencies necessary for the people of Marin to reach their maximum potential; and

WHEREAS, the Board of Supervisors focuses on the three "E"s for Sustainability: Economy, Environment, and Equity and will include a fourth "E" of Education as a priority when applicable, supporting initiatives such as:

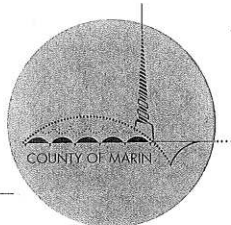
- Working towards universal access to quality preschool for all 4-year-old children in Marin
- Providing an enriched curriculum and academic assistance programs in every school
- Ensuring that high schools provide a college preparatory curriculum for all students
- Supporting disadvantaged students to aim toward college through scholarships, mentoring, and outreach
- Ensuring quality nutrition of healthy foods in school programs to build healthy bodies and minds
- Supporting summer enrichment programs

WHEREAS, the Board of Supervisors will add language to our Federal & State Legislative Programs & Policy Guidelines to support State and Federal legislative efforts to improve and enhance education and the goals outlined here.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors of the County of Marin will hereby advocate for a sustainable early childhood, K-12 and higher education system and promote quality, accessible, and affordable education for all.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Marin held this 12th day of March 2013.


JUDY ARONSON - DISTRICT 5, PRESIDENT




SUSAN L. ADAMS - SUPERVISOR, DISTRICT 1

Work-Readiness Certification



Education and Business leaders in Marin County have come together to develop the Marin County Work-Readiness Certificate. Through the "work-readiness process," job applicants can show that they are meeting or exceeding standards that demonstrate that they are ready to enter the workforce with key entry-level skills. The certification indicates a job candidate's readiness for transition into the world of work and that they possess the important skills, attitudes, and values that are essential for success.

Through a combination of guided research, internships, and other experiences in the workplace, the key skills are taught, reviewed and verified by the business and education community. If successful, students are issued a Work-Readiness Certificate that will provide them with expanded opportunities and real advantages when seeking employment in Marin County. This is ideal for those who are hoping to enter part-time or full-time employment.

Benefits of Work-Readiness Certification



For Students the Work-Readiness Certificate...

- Provides an opportunity to demonstrate readiness for entry into the workforce.
- Helps job applicants stand out from those without certification.
- Makes a practical connection between the education and experience received in school and the essential requirement for success in the world of work.
- Provides an introduction to potential careers.
- Highlights accomplishments related to the skills most wanted by Marin County employers.
- Teaches skills that help people to prepare for college, career, and life!

For Employers the Work-Readiness Certificate...

- Provides prospective employees that have been pre-evaluated for the entry-level skills needed for success in the workplace.
- Provides positive exposure for businesses highlighting participation in a successful youth program.
- Develops entry-level employees with training and skills to bring immediate value to the workplace.
- Influences the skills young people will develop, including industry-specific skills.
- Expands the interpersonal, training, and supervisory skills of current employees as they mentor interns.
- Brings new ideas, energy, and enthusiasm into the workplace and increases morale.
- Contributes to the community and assists schools by providing meaningful educational opportunities.

Top 10 Skills for a Successful Start at Work

Marin County employers have identified the Top Ten Skills (plus a few extra) that they consider essential for new employees. According to these industry experts, new employees should...



1. Demonstrate a willingness to work
2. Demonstrate integrity
3. Communicate effectively verbally and in writing
4. Demonstrate promptness
5. Avoid absenteeism
6. Avoid use of inappropriate language or comments
7. Read and understand written information
8. Maintain appropriate grooming and hygiene
9. Be respectful of the opinions and contributions of others
10. Take responsibility for completing one's own work accurately and on time

PLUS

- Demonstrate the willingness and ability to learn
- Have and apply computer skills
- Demonstrate customer service skills
- Work well with others as part of a team

Next Steps

For someone seeking to become Work-Ready Certified, the next step is to download an application form from either <http://stc.marinschools.org>; or contact your school site coordinator (an ROP teacher or a School to Career Liaison in the high school career center); or call (415) 499-5860.

For businesses interested in participating in the program, please call (415) 499-5860 for more information.



Marin County
Office of Education



Marin County
School to Career Partnership



MARIN EMPLOYMENT CONNECTION
Powered by Workforce Investment Board of Marin County



SR SAN RAFAEL
CITY SCHOOLS

TAMALPAIS UNION
HIGH SCHOOL DISTRICT



Shoreline Unified School District
Tomas, California

Marin County

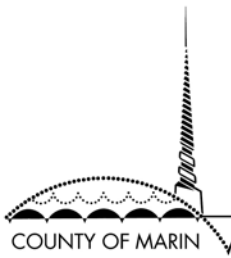


Work Readiness Certificate



**A Great Opportunity
for Marin County
Students and Employers**

Attachment 7: Complaint & Hearing Procedures



DEPARTMENT OF HEALTH AND HUMAN SERVICES DIVISION OF SOCIAL SERVICES

Promoting and protecting health, well-being, self-sufficiency, and safety of all in Marin County.



WORKFORCE INVESTMENT ACT (WIA) COMPLAINT AND HEARING PROCEDURES

Larry Meredith, Ph.D.
DIRECTOR

Heather Ravani
DIVISION DIRECTOR

Employment & Training Branch
120 North Redwood Drive
San Rafael, CA 94903
415 473 3350 T
415 473 3355 F
415 473 3344 TDD

CalWORKs
Employment Services
415 473 3350 T
415 473 3355 F

Workforce Investment Program
415 473 3300 T
415 473 3333 F

General Assistance
Employable Program
415 473 3450 T
415 473 3333 F

www.marincounty.org/ss

In compliance with nondiscrimination and equal opportunity provisions of the Workforce Investment Act, the Marin Employment Connection has developed the following procedures for the filing and resolution of complaints. These discrimination complaint procedures apply to allegations of noncompliance within the Local Workforce Investment Area (LWIA) and to allegations of noncompliance against service providers. If you wish assistance in the filing of any complaint, please contact Ben Murphy, WIA Equal Opportunity Officer, (415) 473-3568, at the Department of Health and Human Services, Division of Social Services, Employment and Training Branch (ETB).

- I. Complaints of discrimination on the basis of race, color, national origin, age, disability, sex, including sexual harassment, religion, political affiliation or belief, or citizenship, and complaints of retaliation.

A. Filing of Complaint

A written complaint must be filed by you or by a representative on your behalf within 180 days of the alleged occurrence with either:

Director, The Civil Rights Center
U.S. Department of Labor
200 Constitution Avenue N.W., N-4123
Washington, D.C. 20210

OR

Ben Murphy, Equal Opportunity Officer
Marin Employment Connection
120 N. Redwood Drive
San Rafael, CA 94903
(415) 473-3568
bmurphy@marincounty.org

Only the Director of the Civil Rights Center may grant an extension on the 180-day time period. In order to receive an extension, you must send a written request to the Civil Rights Center that includes the reason the 180-day time period has elapsed. All written complaints must contain the following information:

- the complainant's name;

- the complainant's address, telephone number, or other means of reaching him or her
- a description of the allegation in sufficient detail to allow for investigation, including date and location;
- the remedy sought by the complainant; and
- the complainant's signature or the signature of his or her representative.

Each complainant has the right to representation by an attorney or other individual of his or her choice.

B. Alternative Dispute Resolution

Each complainant may choose Alternative Dispute Resolution (ADR) such as mediation to attempt to resolve his or her concern. Mediation is a voluntary process during which a neutral third party assists both complainant and respondent in communicating their concerns and coming to an agreement regarding how to resolve the dispute. The mediator does not make decisions or rule as to who is right or wrong. As the law allows, the mediation proceedings and all the information shared are confidential and no information divulged during the mediation may be used in court or any legal or administrative proceedings.

If the parties do not reach an agreement under ADR, the complainant may file directly with the Civil Rights Center (CRC) as described in Section 1 above. A party to an agreement reached under ADR may file a complaint with the CRC in the event that the agreement is breached. The complaint must be filed within 30 days of the date on which the non-breaching party learns of the alleged breach. If the CRC determines that the agreement has been breached, the complainant may file a complaint with the CRC based on his or her original allegation(s), and the CRC will waive the time deadline for filing such a complaint.

C. Processing of Complaint Filed With Local EO Officer

The EO Officer shall issue a written acknowledgement of receipt by the Local Workforce Investment Area (LWIA) of a complaint alleging discrimination. If the complainant elects not to participate in the ADR process, the EO Officer shall investigate the circumstances underlying the complaint.

At any point in the investigation, the complainant, respondent, or the EO Officer may request that the parties attempt reconciliation. The EO Officer shall facilitate such conciliation efforts.

The LWIA shall be allowed 90 days to issue a Notice of Final Action. The Notice of Final Action shall include a statement of the EO Officer's decision on the issue and an explanation of the reasons underlying the

decision, or a description of the way the parties resolved the issue. If, during the 90-day period, the LWIA issues a decision that is not acceptable to the complainant, the complainant or his or her representative may file a complaint with the CRC within 30 days after the date on which the complainant receives the Notice. If the LWIA does not issue a Notice of Final Action within 90 days, the complainant or his or her representative may, within 30 days of the expiration of the 90-day period, file a complaint with the CRC.

If the EO Officer determines that the LWIA does not have jurisdiction over a complaint alleging a violation of the nondiscrimination and equal opportunity provisions of the WIA, the LWIA shall notify the complainant immediately in writing. The Notice of Lack of Jurisdiction must include the basis for such a determination, as well as a statement of the complainant's right to file a complaint with the CRC within 30 days of the receipt of the Notice.

During the resolution process, the EO Officer shall assure that all parties involved are given due process. These due process elements include notice to all parties of the specific charges; notice to all parties of the responses to the allegations; the right of both parties to representation; the right of each party to present evidence, and to questions others who present evidence; and a decision made strictly on the evidence on the record.

II. Complaints alleging violation of the Workforce Investment Act (WIA), regulations, grant, or other agreements under the Act; or

Complaints concerning policy, procedures, or actions arising in connection with WIA programs operated by the Marin Employment Connection and governed by the local Workforce Investment Board and its sub-recipients must be filed in writing within one year directly with:

Racy Ming, Employment and Training Program Manager
Marin County Department of Health and Human Services
Division of Social Services, Employment and Training Branch
120 N. Redwood Drive, San Rafael, CA 94903
(415) 473-3334

Complaints may be brought by any individual or organization, including but not limited to subrecipients, contractors, staff of the recipient or subrecipient, applicants for participation or financial assistance, labor unions, and community-based organizations. All persons filing grievances or complaints shall be free from restraint, coercion, reprisal, or discrimination. Where alleged violation of the Act or regulations is also an alleged violation of another law, nothing contained within this procedure shall preclude any individual from filing a complaint or grievance under such other law or

agreement with respect to a non-WIA course of action, as well as a complaint under WIA.

A. Form and Filing of Grievance or Complaint

The official filing date of the grievance or complaint is the date that the written grievance or complaint is received by the LWIA, its service providers, One-Stop partners, or subrecipients. The filing of the grievance or complaint will be considered a request for a hearing, and the LWIA shall issue a written decision within 60 days of the filing of the grievance or complaint. A staff member shall be available to assist in the preparation and completion of a complaint.

The complaint must be in writing and must be signed and dated. The complaint should contain the following information:

- 1) Full name, telephone number, and mailing address of the complainant;
- 2) Full name, telephone number, and mailing address of the agency involved (respondent);
- 3) A clear and concise statement of facts, including date(s) of the alleged violation;
- 4) Where known, provisions under the Act, regulations, grant, or other agreements under the Act, believed to have been violated;
- 5) Grievances or complaints against individuals, including staff or participants, shall indicate how those individuals did not comply with the WIA law, regulation, or contract; and
- 6) Remedy sought by the complainant.

A grievance or complaint may be amended to correct technical deficiencies at any time up to the time of the hearing. Grievances or complaints may not be amended to add new issues. The one-year time period in which a grievance or complaint may be filed is not extended for grievances or complaints that are refiled with amendments. Grievances or complaints may be withdrawn at any time prior to the issuance of the hearing officer's decision. The LWIA shall send a copy of the grievance or complaint to the respondent.

B. Informal Resolution

The LWIA shall notify the complainant and the respondent of the opportunity for an informal resolution. Where a complaint alleges a violation of WIA Title I, grant or any agreements under WIA, the LWIA must assure that every grievance or complaint not resolved informally or not withdrawn is given a hearing, regardless of the grievance or complaint's apparent merit or lack of merit.

When the complaint has been resolved through the informal resolution process, the LWIA shall attempt to contact the complainant and have him

or her provide a written withdrawal of the complaint within ten days of the receipt of the notice of resolution or impasse where a complainant decides not to proceed to an administrative hearing. The LWIA shall maintain copies of correspondence in the complainant's file.

C. Notice of Hearing

Hearings on any grievance or complaint shall be conducted within 30 days of the filing of the grievance or complaint. The complainant and the respondent will be notified in writing of the hearing 10 calendar days prior to the date of the hearing. The ten-day notice may be shortened with the written consent of both parties. The hearing notice shall be in writing and contain the following information:

- 1) The date of the notice, name of the complainant, and the name of the party against whom the complaint is filed;
- 2) The date, time, and place of hearing before an impartial hearing officer;
- 3) A statement of the alleged violation(s). These statements must accurately reflect the content of the grievance or complaint as submitted by the complainant. However, clarifying notes may be added to assure that the grievance or complaint is addressed accurately.
- 4) The name, address, and telephone number of the contact person issuing the notice.

D. Conduct of Hearings

The hearing shall be conducted in an informal manner with strict rules of evidence not being applicable and according to the procedures established by the LWIA. Both parties will have the right to present written and oral testimony; the right to call and question witnesses in support of their positions; the right to present written and oral arguments; the right to examine records and documents relevant to the issue(s), and the right of the parties to be represented at their own expense.

E. Decision

No later than 60 days after the filing of the grievance or complaint, the hearing officer shall mail a written decision to both parties by first class mail. The hearing officer's decision shall contain the following information:

- 1) The names of the parties involved;
- 2) The statement of the alleged violation(s) and issues related to the alleged violation(s);
- 3) A statement of the facts;
- 4) The decision and the reasons for the decision;
- 5) A statement of the corrective action, if any, to be taken;
- 6) Notice of the right to request, within ten calendar days of receipt of the decision, a review of the decision by the State Review Panel.

F. Request for Review by the State Review Panel

If a complainant does not receive a decision at the LWIA level within 60 days of filing the grievance or complaint, or receives an adverse decision, the complainant then has the right to file an appeal with the State. The complainant may request a State hearing by submitting a written notice of appeal to:

Chief, Compliance Review Division, MIC 22-M
Employment Development Department
PO Box 826880
Sacramento, CA 94280-0001

The request for an EDD review or appeal shall be filed or postmarked (if mailed) within ten days from the date on which the complainant received an adverse decision from the LWIA or 15 days from the date on which a complainant should have received a decision regarding a locally filed complaint; or the date on which an incident of restraint, coercion, or reprisal was alleged to have occurred as a result of filing the complaint.

If the State has not issued a decision within the required 60-day time limit, the complainant can file an appeal with the Secretary of Labor. The appeal must be filed with the Secretary of Labor no later than 120 days of the filing of the grievance or complaint with the State, or the filing of the appeal of a local grievance or complaint with the State.

In cases where a decision has been reached and the State issued an adverse decision, the complainant can file an appeal to the Secretary of Labor within 60 days of the receipt of the decision being appealed.

The request for appeal must be submitted by certified mail, return receipt to:

Attention: ASET
Secretary, U. S. Department of Labor
200 Constitution Avenue, NW
Washington, D.C. 20210

A copy of the appeal must be simultaneously provided to the ETA Regional Administrator-Region 6, U.S. Department of Labor, Office of Regional Administrator, P.O. Box 193767, San Francisco, CA 94119-3767 and the opposing party.

COUNTY OF MARIN
Department of Health and Human Services
Division of Social Services
Employment & Training Branch
Workforce Investment Act Program

POLICIES & PROCEDURE FOR INCIDENT REPORTING
20CFR 667.505 & 667.630
In Accordance with WIA2-3

POLICY

It is the policy of the Marin County Health & Human Services Department (H&HS), Division of Social Services (DSS), Employment and Training Branch (ETB) to take prompt and appropriate action in the event of allegations of Workforce Investment Act (WIA) related fraud, waste, or other criminal activity. The policy also includes non-criminal complaints regarding mismanagement and/or gross waste of funds.

PURPOSE

To establish appropriate internal program management procedures to (1) detect and prevent fraud, abuse and criminal activity; and (2) to report incidents, including but not limited to, criminal abuse or other criminal activity, and non-criminal complaints such as mismanagement, gross waste of funds, and dangers to public health and safety.

PROCEDURES

I. Prevention

- A. Staff will review and reiterate the “Client Responsibilities” section of the signature page of the WIA Application with every applicant or recipient at the time of initial application for services and any time a client signs a document related to WIA services. By signing the applicant certifies “that the statements made by me on this application are true, complete and correct to the best of my knowledge and ability. I understand that any or all information may require verification and that false statements are grounds for rejection from participation and/or potential legal action.”
 - 1. Every applicant must sign the WIA Application Form certifying all pertinent information before WIA-funded services are approved.
 - 2. The signature page of the application outlines consequences for falsifying information that results in abuse of WIA dollars.
 - 3. Staff will review all information provided by clients and ensure the documentation provided supports the information. There shall be an immediate

inquiry and follow up on any discrepancies of information either reported by client or from documentation provided.

- B. In keeping with policies and procedures monitoring visits will occur no less than yearly and at any time there is cause for concern, to ensure WIA funds are being expended in accordance with the contract and consistent with WIA regulations. All sub-recipient contracts contain language regarding the misuse of WIA dollars and will be accompanied by these policies and procedures when contracts are established.

II. **Detection**

- A. Case reviews will be performed regularly for the purpose of verifying services funded by WIA are provided in accordance with WIA regulation and that there is no misuse of funds by clients, staff or others.
 - 1. Case reviews will include review of all case documents and to assure that the “Client Responsibilities” section has been signed, acknowledging the responsibility to report and document truthfully.
 - 2. Regular monitoring visits of sub-recipients will include pulling a random sample of cases to ensure services funded with WIA dollars are provided in accordance with WIA regulations. All sub-recipient contracts contain language regarding misuse of WIA dollars and these policies and procedures will be attached to all contracts. Any billing/invoice discrepancies will be immediately investigated.
- B. Reports of fraud or misuse of WIA funds made by the public, anonymous or otherwise, shall be reported to the WIA Program Manager and/or the Employment and Training Program Manager, who will follow the reporting process outlined in Item III.
- C. The H&HS Fraud Investigation Unit staff may be accessed for assistance in investigating any findings or allegations.

III. **Reporting Process**

- A. Any staff member who has knowledge or suspicion of an act of fraud, abuse or other criminal activity, as well as non-criminal violations will complete an Incident Report immediately and submit to the WIA Program Manager. (See attachment.)
- B. Reports of fraud or misuse of WIA funds made by the public, anonymous or otherwise, shall be investigated in the same manner as described above. The WIA Program Manager will follow instructions cited in WIAD 02-3 and will notify OIG and CRD of any allegations of fraud, abuse or other criminal activity within 24 hours.

- C. Reports will be submitted immediately to the US Department of Labor Office of Inspector General (OIG) at their website www.oig.dol.gov/hotnet1.htm, by telephone at 1-800-347-3756, by fax to (202) 693-5210, or by mail to:

Office of Inspector General
United States Department of Labor
200 Constitution Avenue, N.W., Room S-5506
Washington, D.C. 20210

And to the State of California Employment Development Department
Compliance Resolution Unit (CRD) at:

Attention: Compliance Resolution Unit
Compliance Review Division, MIC 22M
Employment Development Department
P.O. Box 826880
Sacramento, CA 94280-0001

- D. The initial report to OIG and CRD must be within one working day of the detection of the incident. Subsequent facts that develop are to be forwarded in a supplemental incident report.
- E. If immediate action is not taken, the reporting entity has the responsibility to take any action it deems appropriate, including contacting the local law enforcement agency. Any immediate action taken or planned by the reporting entity must be reported to CRD when the incident report is submitted. CRD may inform and advise whether further action is needed.
- F. DOL OIG investigators or auditors may initiate contacts about incidents unknown to H&HS. Upon learning of the incident from federal sources, the WIA Program Manager shall contact the CRD to determine whether they are aware of the incident.

IV. Lower Tier Sub-recipients responsibilities:

- A. Lower tier sub-recipients (who do not receive WIA funds directly from the state) will be provided written notification of their responsibilities from the WIA Program Manager.
1. Each lower tier sub-recipient must be equally alert for instances of fraud, abuse, and criminal activity involving WIA funded activities committed by staff, contractors, or program participants and to report such instances to H&HS, OIG and CRD immediately.
 2. Lower tier sub recipients will receive instructions from the WIA Program Manager of the requirement to establish, document and implement procedures

to immediately notify H&HS, OIG and CRD of any suspected or proven fraud, abuse or other criminal activity involving WIA funds.

3. Written proof of the two notifications shall be maintained in the H&HS contract files.

- B. Contracts or agreements with lower tier sub recipients shall require compliance with EDD Directive WIAD02-3.

1. Lower tier sub recipients shall provide a copy of their established procedures to the WIA Program Manager at H&HS, ETB.

V. Distribution

A copy of these procedures will be provided to all staff and sub recipients accessing WIA funds for the provision of WIA programs and services. It is the Program Managers responsibility to assure that procedures have been read and understood.

VI. Attachments

FWIAD02-3

Attachment 9: Scoring Guide

1. Vision -- Strategic Planning and Implementation	Page Reference Numbers
The Plan meets the Local Requirements in UI Code 14200(c)(SB698)	General: 1-33, Attachment 1
The Plan's Vision is strategic and comprehensive.	General: 1-10
The Plan's Goals and Objectives are evidence-based.	General: 1-33, Attachment 1
Key stakeholders are actively engaged both in the planning and implementation of the Local Plan.	Specific: 1-2, 7-11, Attachment 1
II. Business Service Plan -- Business Services/Partnerships/Sector Strategies	
The Local Board has included in its Local Plan a Business Services Plan, which integrates local business involvement with workforce initiatives.	General: 12-19, Specific: 12-14, 15-18
The Local Board partners with priority industry sector employers and educators in developing and operating regional workforce and economic development networks as a primary strategy	Specific: 12, 14-17, 19
The Local Board facilitates and or/participates in unified workforce services support to employers within their labor market, integrating with other relevant Local Boards, educators and other partners	Specific: 12-14, 16-19
The Local Board takes the lead in identifying and obtaining resources to sustain operation of regional workforce and economic development networks over time.	Specific 12-14, 16-19
III. Adult -- Investments in Training, Skills Development and Career Pathways	
The Local Board ensures pre-apprenticeship and apprenticeship training is coordinated with one or more apprenticeship programs registered by the DOLETA and approved by the Division of Apprenticeship Standards for the occupation and geographic area.	Specific: 21-23
The Local Board prioritizes training for occupations in priority industry sectors in the local or regional economy resulting in completion and attainment of a degree and/or other credentials valued by priority sector employers within the region.	General: 20-29
The Local Board emphasizes career pathways as a framework through which learners can connect	Specific: 20, 22, 24-27

Attachment 9: Scoring Guide

<p>their skills and interests with viable career options.</p> <p>The Local Board continually partners with employers, educators, and other stakeholders to identify funding to support worker training and education that results in improved skills, degree, credential and certificate attainment and employment</p>	<p>Specific: 21-29</p>
<hr/>	
IV. Youth Strategies	Page Reference Numbers
<p>The Local Board is a partner with K-12 education and others on strategies that reduce high school dropout rates</p> <p>The Local Board is a partner in developing and executing strategies to re-engage disconnected youth</p> <p>The Local Board partners with employers, educators and others to help youth understand career pathways</p> <p>The Local Board encourages youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the local and regional labor market</p>	<p>Specific: 30-32</p> <p>General: 30-33</p> <p>Specific: 31-32</p> <p>General: 30-33</p>
<hr/>	
V. Administration -- Managing the Work of the Local Board	Page Reference Numbers
<p>The Local Board membership meets all legal requirements and is representative of the community</p> <p>The Local Board meets other WIA and state law requirements</p> <p>The Local Board continuously reviews the performance of its programs and initiatives, and has a strategy for encouraging and ensuring ongoing improvement.</p> <p>The Local Board transparently communicates the results of its efforts with the community.</p>	<p>Specific: 34</p> <p>Specific: 34-36</p> <p>Specific: 36-38</p> <p>Specific: 38-39</p>

WIB STRATEGIC PLANNING FORUM

April 17, 2013 --PLEASE PRINT

	Name	Organization	Email
1.	Bob Jackson	Canal Alliance	bob@canalalliance.org
2.	Rebecca Woodbury	City of San Rafael	rebecca.woodbury@cityofsanrafael.org
3.	Stephanie Lovette	City of San Rafael	stephanie.lovette@cityofsanrafael.org
4.	Clare Shanahan	Fireman's Fund	cshanahan@ffic.com
5.	Jeanne Peterson	Main County	jpeterson@maincounty.org
6.	Jennifer Paaske	Main County	jennifer.paaske@gmail.com
7.	Robert Eyle	Main County	eyler@maincountyfireman.org
8.	Zavid Jwisly	WIB / MEF	lzwicky@hbtb.org
9.	Michele Cronin	Fireman's Fund	michele.cronin@ffic.com
10.	Melanie Remp	Bank of Marin	melanieremp@bankofmarin.com
11.	Kathy Takemoto	com	Kathy.Takemoto@marin.edu
12.	Mary Kay Sweeney	Homeward Bound	mksweney@hbtbm.org
13.	Pat Sorber	Embassy Suites	pat.sorber@hilton.com
14.	Jamie Gorker	Canal Alliance	jamieg@canalalliance.org
15.	Ken Lippi	MCD	klippi@marin.k2.ca.us
16.	Judy Morgan	Marin City CDC	jmorgan@marincitycdc.org
17.	Ginny Kutter	GARDENERS Guild	gkutter@gardenersguild.com

WIB STRATEGIC PLANNING FORUM

April 18, 2013 --PLEASE PRINT

	Name	Organization	Email
1.	Jennifer Gotti	Brayton Porcell	jgotti@braytonlaw.com
2.	Carol K Thelker	CAM	gthelker@camarin.org
3.	Laurel Hill	CAM	Lhill@camarin.org
4.	Frank Borodic	Roundstone Farm	Frank@roundstonefarm.com
5.	Ron Santos	Marin Gen Hospital	SANTOSR@maringeneral.org
6.	Tamara Polhemus	Marin General Hospital	polhemus@maringeneral.org
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			

MARIN YOUTH COUNCIL : April 25th, 10-11:30 AM

ATTENDEES – PLEASE SIGN IN

Name	Email address
Deb Grauer-Cox Mcoe	dgrauercocox@marin.k12.ca.us
egreene Mcoe	egreene@marin.k12.ca.us
JM Reynolds MEC	jreynolds@marincounty.org
Donna Lemmon JCS	donna@connectics.org
Alison Sexauer	alsexauer@marincounty.org
Shankar Shiu	shankarkvittu@yahoo.com
SARAH MASTROMARINO	sarah.mastromarino@gmail.com
Katheryn Horton	khorton@marin.k12.ca.us
JEANA REYNOLDS	JEREYNOLDS@MARINCOUNTY.ORG
Charles Johnson	Charles.Johnson@dcrc.ca.gov
Mary Ruth Gross	director@newmape.org
Andrew Abon Juande	abonjuande@marincitycdc.org
Gayle Suits	gsuits@marinhousing.org
Candace Curtis	ccurtis@tamdistrict.org
Rachel Estelle Atherly	rachel.atherly@gmail.com
Natalie Rojas	Natalierojas13@yahoo.com
Ken Lippi	Klippi@marin.k12.ca.us
Martha Nelson	martha.nelson@dominican.edu
Boe Roberts	brobertze@4kids.org
Jeremiah Mosley	mosley_jeremiah@yahoo.com

WIB Executive Committee Meeting

Wednesday, May 1, 2013

8:00-9:30

Marin Employment Connection, 3rd Floor, Cedar Room

Attendance Roster:

Rick Wells, President and CEO, San Rafael Chamber

Bill Scott, Business Manager, Marin Building & Trades Council

David Zwicky, Director of Business Strategies, Hospice by the Bay

Ken Lippi, Director of School-to-Career Partnership, Marin County Office of Education

Jennifer Gotti, Human Resources Manager, Brayton Purcell LLP

Marty Nelson, Dean of the School of Health and Natural Sciences, Dominican University

Joan Capurro, Senior Vice President of Community Affairs, Bank of Marin

Makinin Hassan, Executive Director, Marin City Community Development Corporation

Marin Employment Connection
One Stop Steering Committee Meeting

Friday, May 3, 2013

10:30-12

Marin Housing Authority

Attendance Roster:

Gayle Suits, Family Self Sufficiency and Homeownership Program Coordinator

Jamie Goekler, Job Development Coordinator, Canal Alliance

Richard Waxman, Executive Director, Lift Levantate

Mia Grigg, Program Director, Buckelew Programs

Mary Kay Sweeney, Executive Director, Homeward Bound

WIA Local Plan Program Years 2013-17 Assurances

- A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).
- B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.
- G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.
- H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.
- I. The local board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]
- J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]

- K. The local board assures that State employees who are located at the One-Stops shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stops shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to hiring, promotion, discipline, and grievance procedures.
- L. The local board assures that when work-related issues arise at One-Stops between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:
1. Through a consortium of at least three or more required One-Stop partners; or
 2. Through competitive process such as a Request for Proposal; or
 3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

Jennifer Gotti
Local Board Chair

Signature

6/18/13

Date

WIA Local Plan Program Year 2013-14

Title IB Participant Plan Summary

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05

Plan the number of individuals that are in each category.

Totals for PY 2013 (07/01/13 through 06/30/14)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	53	17	15
2. New Registered Participants for PY 2013	65	15	15
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	118	32	30
4. Exiters for PY 2013	30	15	25
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	88	17	5

PROGRAM SERVICES			
6. Core Self Services	474	474	
7. Core Registered Services	118	32	
8. Intensive Services	118	32	
9. Training Services	100	28	

YOUTH MEASURES			
10. Attainment of a Literacy and/or Numeracy Gain			2
11. Attainment of a High School Diploma, GED, or Certificate			18

EXIT STATUS			
12. Entered Employment	18	11	3
12A. Training-related	15	10	3
13. Remained with Layoff Employer			
14. Entered Military Service			
15. Entered Advanced Training			3
16. Entered Postsecondary Education			15
17. Entered Apprenticeship Program			1
18. Returned to Secondary School			
19. Exited for Other Reasons	10	4	

Marin

Local Workforce Investment Area

Patricia Borrego, WIA Manager

415-473-3352

6/6/2013

Contact Person, Title

Telephone Number

Date Prepared

Comments: Form would not accept the entry of a "0". Cells that are blank should contain "0".

WIA Local Plan Program Year 2013-14

Title IB Budget Plan Summary¹

(Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- ☐ Grant Code 201/202/203/204 WIA IB-Adult
- ☐ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION		K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation		2012-13	2013-14
2. Formula Allocation			507,290
3. Allocation Adjustment - Plus or Minus			
4. Transfers - Plus or Minus			
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)			507,290
TOTAL ALLOCATION COST CATEGORY PLAN			
6. Program Services (sum of Lines 6.A thru 6.E)		469,615	456,787
A. Core Self Services		177,327	172,483
B. Core Registered Services		87,851	85,451
C. Intensive Services		104,958	102,091
D. Training Services		21,465	20,879
E. Other		78,014	75,883
7. Administration (Line 5 minus 6)		51,921	50,503
8. TOTAL (Line 6 plus 7)		521,536	507,290
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)			
9. September 2012		84,444	
10. December 2012		96,523	
11. March 2013		108,925	
12. June 2013		97,012	
13. September 2013		82,711	43,625
14. December 2013			127,525
15. March 2014			119,655
16. June 2014			134,600
17. September 2014			81,885
18. December 2014			
19. March 2015			
20. June 2015			
COST COMPLIANCE PLAN (maximum 10%)			
21. % for Administration Expenditures (Line 7/Line 5)			10%

Marin _____
 Local Workforce Investment Area

Patricia Borrego, WIA Manager 415-473-3352 6/6/2013
 Contact Person, Title Telephone Number Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14

Title IB Budget Plan Summary¹

(Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- ☒ Grant Code 201/202/203/204 WIA IB-Adult
- ☐ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION		K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation		2012-13	2013-14
2. Formula Allocation		506,753	489,399
3. Allocation Adjustment - Plus or Minus			
4. Transfers - Plus or Minus			
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)		506,753	489,399
TOTAL ALLOCATION COST CATEGORY PLAN			
6. Program Services (sum of Lines 6.A thru 6.E)		454,342	438,783
A. Core Self Services		125,849	121,539
B. Core Registered Services		54,499	52,633
C. Intensive Services		61,402	59,299
D. Training Services		106,198	102,561
E. Other		106,394	102,751
7. Administration (Line 5 minus 6)		52,411	50,616
8. TOTAL (Line 6 plus 7)		506,753	489,399
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)			
9. September 2012		85,222	
10. December 2012		125,445	
11. March 2013		111,200	
12. June 2013		102,540	
13. September 2013		82,346	49,822
14. December 2013			112,566
15. March 2014			155,666
16. June 2014			132,541
17. September 2014			38,804
18. December 2014			
19. March 2015			
20. June 2015			
COST COMPLIANCE PLAN (maximum 10%)			
21. % for Administration Expenditures (Line 7/Line 5)		10%	10%

Marin _____
 Local Workforce Investment Area

Patricia Borrego, WIA Manager 415-473-3352 6/6/2013
 Contact Person, Title Telephone Number Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14
Title IB Budget Plan Summary¹
 (Youth)

ATTACHMENT 6

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

☒ Grant Code 301/302/303/304 WIA IB-Youth

FUNDING IDENTIFICATION	K386XXX Subgrant	K4--XXX Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	406,122	392,921
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	406,122	392,921
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)	396,920	384,018
A. In School	120,755	116,830
B. Out-of-School (30%)	276,165	267,188
6. Administration (Line 4 minus 5)	9,202	8,903
7. TOTAL (Line 5 plus 6)	406,122	392,921
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012	132,534	
9. September 2012	88,525	
10. December 2012	89,123	
11. March 2013	82,000	
12. June 2013	13,940	75,155
13. September 2013		79,858
14. December 2013		80,959
15. March 2014		77,958
16. June 2014		66,999
17. September 2014		11,992
18. December 2014		
19. March 2015		
20. June 2015		
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)	2%	2%

Marin

Local Workforce Investment Area

Patricia Borrego, WIA Manager	415-473-3352	6/6/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

(Responses to State Plan Appendix H – Section 8)

Instructions: Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(b) ²	PY 2011-12	PY 2012-13
Adults		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81. %	81%
Average Earnings	\$13,000	\$13,700
Dislocated Workers		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
Youth (ages 14-21)		
Placement in Employment or Education	65%	72%
Attainment of a Degree or Certificate	61%	60%
Literacy and Numeracy Gains	40%	54%

LOCAL LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	PY 2011-12	PY 2012-13	Estimated PY 2013-14
Adults			
Entered Employment Rate	71	71	76
Employment Retention Rate	80.5	80.5	80.5
Average Earnings	15,000	15,000	15,000
Dislocated Workers			
Entered Employment Rate	75	75	80
Employment Retention Rate	87	87	87
Average Earnings	17,000	17,000	17,000
Youth (ages 14-21)			
Placement in Employment or Education	65%	72%	72
Attainment of a Degree or Certificate	61%	60%	60
Literacy and Numeracy Gains	40%	54%	54

¹ Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

² The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS

Marin County historically maintains the lowest unemployment rate within the state. This in addition to the nation's economic stabilization, the MCWIB estimates a 5% increase in the category of "Entered Employment Rate" for both the Adult and Dislocated Worker populations.

For the categories, "Employment Retention Rate" and "Average Earnings", Marin County maintained the same performance outcomes for fiscal years 09/10, 10/11, and 11/12. For fiscal year 13/14, the MCWIB intends to maintain or increase its current performance levels for both the Adult and Dislocated Worker populations.

For fiscal year 13/14, the MCWIB projects it will maintain its current youth performance outcomes as presented in the above chart.

WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	6/18/13
Name of Local Workforce Investment Board:	Workforce Investment Board of Marin Co.
Counties covered:	Marin
Center's complete physical address:	120 N. Redwood Drive, San Rafael, CA 94903
Mailing address (if different):	same
One-Stop Career Center hours of operation:	8 am to 5 pm
Public phone number:	415-473-3300
Public fax number:	415-473-3333
TTY number:	415-473-3344
Website URL:	www.marinemployment.org
Office Manager/Administrator: (Name and Title)	Racy Ming, WIB Director
Phone number and email:	415-473-3334 RMing@marincounty.org
Public contact email address:	info@marinemployment.org
Number of staff:	9 WIA + other programs

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Health & Human Services
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Employment Development Department
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	College of Marin Tamalpais Adult Education Marin Literacy

Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Health & Human Services
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	YWCA Marin-San Francisco
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	College of Marin
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);	Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Community Action Marin
Employment and training activities carried out by the Department of Housing and Urban Development; and,	Marin Housing Authority Homeward Bound of Marin
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department
Additional Partner Programs	Organization
Employer services	Small Business Development Department

WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

Local Partner Name	MOU Expiration Date
1. College of Marin	6/30/15
2. Community Action Marin	6/30/15
3. Department of Rehabilitation	6/30/15
4. Employment Development Department	6/30/15
5. Marin County Health & Human Services - Employment and Training Branch - Division of Aging and Adult Services	6/30/15
6. Homeward Bound of Marin	6/30/15
7. Marin Housing Authority	6/30/15
8. Marin Literacy Program	6/30/15
9. Marin County Office of Education	6/30/15
10. Small Business Development Center	6/30/15
11. Tamalpais Adult & Community Education	6/30/15
12. YWCA SF-Marin	6/30/15

WIA Local Plan Program Years 2013-14

Local Area Grant Recipient Listing

Instructions: Enter the name of the Local Workforce Investment Area (local area), organization, contact person's name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Name of local area: Marin County

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Health & Human Services	Larry Meredith, Ph.D Director	20 N. San Pedro Rd San Rafael, CA 94903	P 415-473-7889 F 415-473-4059 lmeredith@marincounty.org
Fiscal Agent	Health & Human Services	Denise Dressler, Admin Services Assoc	20 N.San Pedro Rod San Rafael, CA 94903	P 415-473-7180 F 415-473-6658 ddressler@marincounty.org
Local Area Administrator	Health & Human Services	Racy Ming WIB Director	120 N. Redwood Drive San Rafael, CA 94903	P 415-473-3322 F 415-473-3333 rming@marincounty.org
Local Area Administrator Alternate	Health & Human Services	Patricia Borrego MEC Manager	120 N. Redwood Drive San Rafael, CA 94903	P 415-473-3352 F 415-473-3333 pborrego@marincounty.org

Larry Meredith, Ph.D.
Chief Local Elected Official

Signature

6/18/13
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Local Elected Official

and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.



Workforce Investment Board OF MARIN COUNTY

Bylaws

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WORKFORCE INVESTMENT BOARD OF MARIN COUNTY

Bylaws

ARTICLE I

PURPOSE AND FUNCTIONS

A. AUTHORIZATION

The Marin County Workforce Investment Board, hereinafter referred to as the WIB, is established under Section 117 of the Workforce Investment Act of 1998, Public Law 105-220, hereinafter called WIA.

The purpose of the WIB is to recommend policy to the Board of Supervisors for the workforce investment system in Marin County in coordination with statewide workforce investment efforts. The WIB shall establish the criteria for setting policy.

B. FUNCTIONS

The WIB has the responsibility to recommend policy for workforce investment in Marin County, as outlined above. The Board of Supervisors appoints members to the WIB. The functions of the WIB are as follows:

1. The WIB, in partnership with the Board of Supervisors, shall develop and submit a local workforce investment plan for the Marin County Workforce Investment Area;
2. The WIB shall select the following operators and providers:
 - a. With agreement of the Board of Supervisors, the WIB shall designate the operator(s) of the Marin Employment Connection (MEC), Marin County's One-Stop employment and training service delivery system;
 - b. The WIB shall identify eligible providers of youth services by developing recommendations for the award of grants or contracts on a competitive basis, based on the recommendations of the Youth Council;
 - c. The WIB shall identify eligible providers of intensive services in Marin County; and;
 - d. To the extent that the MEC does not offer intensive services, the WIB shall identify eligible providers of intensive services in Marin County by awarding contracts;
3. The WIB in partnership with the WIB Staff shall develop a budget for the purpose of carrying out the operation of the MEC and other WIA Administrative tasks. Such budget is subject to approval by the Board of Supervisors;
4. The WIB, in partnership with the Board of Supervisors, will conduct oversight of local programs of youth activities authorized under WIA, employment and training activities authorized under WIA, and the MEC one-stop service delivery system;

5. The WIB, the Board of Supervisors and the Governor shall negotiate and reach agreement on local performance measures under WIA;
6. The WIB shall coordinate the statewide and federal workforce investment activities that are authorized under WIA and carried out locally, and shall develop employer linkages for such activities;
7. The WIB shall promote the participation of employers in the workforce investment system and ensure the effective provision of services to assist those employers in meeting hiring needs;
8. The WIB is subject to and shall conduct all meetings in compliance with the provisions of California Government Code Section 54960, et. seq. (Ralph M. Brown Act);
9. The members of the WIB are subject to and will comply with the California Fair Political Practices Act, the statutory requirements of Government Code Section 1090, as well as any and all other Federal, State and local applicable statutes, rules and regulations regarding conflict of interest;
10. The WIB and its members are subject to and will comply with the applicable provisions of Marin County Resolution 2006-112: Guidelines for the Establishment and Dissolution of County Advisory Boards, Commissions and Committees And Standing Rules And Application and Appointment Procedures For These Bodies, as well as The County of Marin Board and Commission Handbook, and subsequent amendments; and
11. The WIB shall meet all other applicable laws or regulations when directed by the California Workforce Investment Board or its administrative agencies.

ARTICLE II

MEMBERSHIP

A. MEMBERSHIP AND APPOINTMENT

1. As authorized under WIA, membership of the WIB is established to be comprised of thirty-three (33) members as follows:
 - a) 17 business members; and
 - b) 16 members representing the following categories in the numbers indicated:
 - education agencies (3 locally designated);
 - labor organizations (5);
 - community based organizations (2 locally designated);
 - economic development agencies (2); and
 - required One-Stop partners not represented in other categories (4);

2. Consistent with the requirements of the Maddy Act, the members for the WIB will be recommended to the Board of Supervisors based on the following criteria:
 - a) Private sector representatives who are nominated by appropriate business sector organizations;
 - b) Representatives of entities that are specifically named by WIA in the WIB categories; and
 - c) Representatives of the required one-stop partners who are current MEC partners;
3. The following criteria will be used for all membership appointments after members are appointed under paragraph 2:
 - a) Business members will be targeted as follows:
 - Candidates must be nominated by chambers of commerce, trade associations or other business organizations; and
 - Candidates must be business owners or in positions with a high degree of policymaking and hiring authority within the business they represent;
 - b) Education members will be selected from candidates nominated by regional or local education agencies, institutions, or organizations;
 - c) Labor members will be selected from candidates nominated by local labor federations;
 - d) Community Based Organization (CBO) members will be selected based on the following:
 - Representatives from CBOs that are required one-stop partners will also be counted as CBO members;
 - Representatives of two (2) additional CBOs will be selected from CBOs that have expertise related to or provide services to employers, employees or job seekers in Marin County, or that provide services that fill identified voids in the service delivery system;
 - e) Economic development agency members will be selected based on the following:
 - Representatives from economic development agencies that are required one-stop partners will also be counted as economic development agency members; and
 - If there are not at least two (2) representatives in this category that are required one-stop partners, representatives will be selected from candidates nominated by other economic development agencies; and
 - f) Required one-stop partner members are nominated by their organization;

B. TERMS OF APPOINTMENT

1. Members shall be appointed to a term of one (1) or two (2) years, depending on the established term per seat.

2. This section is subject to review and amendment under Article IX, Section B.

ARTICLE III

REMOVAL AND RESIGNATION OF MEMBERS

A. REMOVAL OF MEMBERS

Members may be removed for cause or because of absence in accordance with the following criteria:

1. Event Causing Vacancy

Membership becomes vacant if the member ceases to be a representative of the categorical seat to which he/she is appointed due to change of employment or status that substantially alters the member's qualifications which were present and considered in making the initial appointment.

2. Removal for Absenteeism

Members may be removed from membership on the WIB if the member has an unexcused absence from more than three (3) consecutive regular committee meetings or two (2) consecutive regular full meetings of the WIB.

The Chairperson shall recommend to the WIB the removal of any member(s) based on cause or absence. Removal of a member shall require a majority vote of the WIB, a quorum being present, and approval of the Board of Supervisors

B. RESIGNATION OF MEMBERS

1. Resignation of WIB members should be effected by a written letter of resignation submitted to the Chairperson of the WIB, and to the Board of Supervisors.
2. If a member is absent from three (3) consecutive regular full meetings of the WIB, without notification as specified in Article IV, and after a good faith effort by the Chairperson to contact member regarding the absences, the member shall be considered to have resigned.

ARTICLE IV

DUTIES OF MEMBERS

A. ATTENDANCE

Members shall attend meetings of the WIB and of committees to which they are appointed. The Executive Committee shall record and routinely review member attendance at WIB and committee meetings.

B. NOTIFICATION OF ABSENCE

Members shall notify the WIB Administrative Staff of any expected absence for a meeting by 5:00 PM of the day before the meeting, indicating good and sufficient reasons for the absence. Such notification may be direct or through staff of the WIB.

C. SERVICE ON COMMITTEES

Each member of the WIB shall serve on at least one committee.

D. NON-REIMBURSEMENT FOR EXPENSES:

Members of the WIB shall not receive reimbursement for expenses incurred while serving as Board or committee members.

ARTICLE V

MEETINGS AND ACTIONS

A. SCHEDULE OF REGULAR MEETINGS

1. The WIB shall, at its first meeting of each year, adopt a schedule of regular meetings and transmit that schedule to members, the Board of Supervisors and the public at large.
2. Regular meetings may be canceled either by the Chairperson or by a majority vote at a duly-constituted meeting.
3. In the event a regular meeting is cancelled, the WIB may adopt an amended schedule of regular meetings as necessary to address the cancelled meeting or meetings. In the alternative, a special meeting may be called in accordance with the Brown Act so long any statutorily mandated minimum number of regular meetings is met. If the agenda for the special meeting is posted and distributed at least 72 hours in advance of the special meeting, the special meeting may be treated like a regular meeting.

B. NOTICE OF MEETINGS

Notice of regular meetings, specifying time, date, location and agenda, shall be provided, in writing or electronically, to WIB members seven (7) days prior to scheduled meetings.

Notice of meetings to the public shall be provided in accordance with the Brown Act, as amended from time to time.

C. SPECIAL MEETINGS

Special meetings of the WIB may be called either by the Chairperson or at the request of a majority of WIB members in accordance with the Brown Act, as amended from time to

time. Notice of special meetings shall be delivered to members personally, by mail or electronically, and must be received at least twenty-four (24) hours in advance of the time of the meeting. Said notice must state the business to be considered.

Notice to the public shall be provided in accordance with the Brown Act, as amended from time to time.

D. QUORUM

1. A quorum of the WIB for purposes of conducting a meeting shall be a majority of the duly appointed members of the WIB.
2. A quorum of the WIB for purposes of voting shall be a majority of the duly appointed members of the WIB, excluding members who have disqualified themselves due to a declared conflict of interest.
3. This section is subject to review and amendment under Article IX, Section B.

E. PUBLIC MEETINGS

All meetings of the WIB and of the standing committees shall be open, public, and noticed in conformance with the Ralph M. Brown Act, California Government Code 54960, et. seq., and as amended from time to time.

F. MEETING MINUTES

The recording secretary shall record the time and place of the meeting, members who are present; official acts of the WIB; and the number of votes of members, ayes, noes, and abstentions, except when the action is unanimous.

G. ACCEPTANCE APPROVAL OF MINUTES

The minutes shall be presented for approval or acceptance at the succeeding regular meeting.

H. MAJORITY RULE

Decisions made by majority vote of the members at a meeting shall be regarded as acts of the WIB, except as otherwise provided by these Bylaws.

I. RULES OF ORDER

Robert's Rules of Order, new revised, shall guide the WIB in all proceedings, except as otherwise provided for in these Bylaws.

ARTICLE VI

OFFICERS

A. OFFICERS

Officers of the WIB shall be one Chairperson or two Chairpersons (also called Co-Chairs), as well as a Vice-Chairperson and a Past-Chairperson. If two Co-Chairs are elected, one shall be designated as the Principal Co-Chair for purposes of identification to relevant legal entities where the signature or authorization of a single Chairperson is required or expected.

B. TERMS OF OFFICE

Terms shall be for one (1) year.

C. ELECTION OF OFFICERS

D. Election of officers shall be held annually in July by the WIB.

The WIB Chairperson or Co-Chairs must be from the business membership category. The duties of the Chairperson(s) shall be to preside at WIB meetings, decide points of order, announce all business, entertain motions, put motions to vote, and announce vote results.

1. The Chairperson(s) shall appoint, and may remove, all committee Chairpersons and members.
2. The Chairperson(s) may call special meetings of the WIB.
3. The Chairperson(s) or designee(s) shall represent the WIB at public functions.

E. VICE-CHAIRPERSON

The Vice-Chairperson shall be a representative from the business membership category who shall succeed the Chairperson or Co-Chairs (in the event that both are absent.)

1. The Vice-Chairperson shall perform the duties of the Chairperson or Co-Chairs in his/her absence.
2. If the Chairperson(s) position becomes vacant, the Vice-Chairperson shall succeed the Chairperson(s) for the balance of office.

F. PAST-CHAIRPERSON

1. The Past-Chairperson shall be the immediate past WIB Chairperson or Principal Co-Chair.
2. The Past-Chairperson shall perform duties of the Chairperson(s) in the absence of both the Chairperson(s) and the Vice-Chairperson.

G. AMENDMENT OF THE ARTICLE

This article is subject to review and amendment under Article IX, Section B.

ARTICLE VII

COMMITTEES

A. EXECUTIVE COMMITTEE

There shall be an Executive Committee comprised of:

- The Chairperson(s) of the WIB;
- The Vice-Chairperson of the WIB;
- The Past-Chairperson of the WIB;
- The Chairs of standing committees or their designee; selected by the Officers.
- The Chairperson of the Youth Council; and
- The WIB Director, non-voting member.
- The MEC Manager, non-voting member

1. The Executive Committee shall hold meetings at the request of the Chairpersons or the WIB Director. A majority of voting members of the Executive Committee shall constitute a quorum.
2. The Executive Committee shall review or may designate an ad hoc subcommittee to review the Bylaws annually and may suggest amendments of this document to the WIB. It may also review proposed Bylaws amendments in order to make recommendations on such proposed amendments to the WIB.
3. The Executive Committee shall routinely review member attendance at WIB and Committee meetings.
4. This section is subject to review and amendment under Article IX, Section B.

B. STANDING COMMITTEES

The WIB shall have t three standing committees: the Executive Committee, the Nominations Committee and the Youth Council.

1. The Executive Committee is responsible for taking action under section A of this Article.
2. The Nominations Committee shall recruit, review applications, recommend new WIB members directly to the Board of Supervisors, and present new members at the next full WIB meeting.
3. The Youth Council shall develop the portions of the local Plan related to youth activities, recommend eligible providers of youth activities to be awarded grants or

contracts, conduct oversight with respect to eligible providers of youth activities, and coordinate authorized youth activities in Marin County. Members are appointed by the Chair of the Youth Council in accordance with WIA requirements for membership.

4. Other standing committees may be appointed by the Executive Committee as necessary.

C. AD HOC COMMITTEES AND TASK FORCES

In addition to the standing committees, the Chairperson of the WIB may establish temporary limited purpose Ad Hoc Committees and Task Forces.

1. An Ad Hoc Committee for review of these Bylaws shall be established as noted in Article IX, Section B.
2. Membership in Ad Hoc Committees and Task Forces may include individuals who are not members of the WIB.

D. COMMITTEE REPORTS

Committees shall report progress and recommend actions, when appropriate, at WIB meetings, except as noted in Section A.2 and Section B.1.

E. COMMITTEE AUTHORITY

1. No standing or ad hoc committee shall have independent authority to commit the WIB to policy or action without approval of the WIB.
2. A committee may develop recommendations to the WIB by majority vote of a quorum.

F. TERMS OF APPOINTMENT

Terms of appointment to standing committees shall be for two (2) years; for ad hoc committees, terms of appointment shall be for the period of time required to fulfill the committee's purpose.

G. CONSULTANTS TO COMMITTEES

When appropriate, committees may call on other knowledgeable individuals to act as consultants on the committee level. Said individuals shall receive no remuneration and shall not have voting privileges.

I. AMENDMENT OF THE ARTICLE

This article is subject to review and amendment under Article IX, Section B.

ARTICLE VIII

CONFLICT OF INTEREST

A. VOTING

No member of the WIB shall cast a vote or attempt to influence the body on any matter that has direct bearing on services to be provided by or which would financially benefit such member or any organization with which such member is affiliated.

1. For purposes of this Article, “any matter that has direct bearing” shall include policy and funding decisions that affect any organization in direct competition for funding with an organization such member represents.
2. For purposes of this Article, “represents” shall include the following types of affiliation: director, board member, advisor, paid consultant or employee.

WIB members shall avoid personal conflict of interest in awarding financial assistance, and in the conduct of procurement activities involving funds under the Act.

B. DISCLOSURE

To avoid conflict of interest or the appearance of such conflict, each member shall comply with all applicable conflict of interest codes, including but not limited to those adopted by the WIB and the Marin County Board of Supervisors.

C. RECORD OF ABSTENTION

Minutes of meetings shall record the abstentions of members who are prohibited from voting due to conflict of interest.

D. APPLICATION

These prohibitions shall apply to regular, special, and committee meetings of the WIB.

ARTICLE IX

BYLAWS

A. ADOPTION

An affirmative vote of two-thirds (2/3) of those voting, a quorum being present, were required to adopt the original Bylaws.

B. AMENDMENTS

Any member of the WIB or the WIB Director may propose amendments to the Bylaws.

1. Proposed amendments shall be submitted in writing and made available to each member of the WIB no less than five (5) days prior to consideration before a vote can be taken.
2. Any proposal to amend these bylaws shall be subject to approval by a majority vote of the full WIB. Such proposed amendments to the bylaws shall then be subject to review and approval by County Counsel and final approval by the Board of Supervisors.
3. An affirmative vote of two-thirds (2/3) of those voting, a quorum being present, and approval by the Board of Supervisors shall be required to amend these Bylaws.

C. REVIEW

At least annually, and otherwise as needed, the Executive Committee shall review the WIB's Bylaws for appropriateness of language, content and possible amendments.

D. STANDING OF BYLAWS

Nothing in these Bylaws may, nor shall they be construed to, take precedence over Federal, State, or local laws or regulations.

ADOPTED ON

President
Marin County Board of Supervisors

WIA Local Plan Program Years 2013-17 Local Workforce Investment Board Bylaws

Local Workforce Investment Boards are required to submit a copy of their bylaws as an attachment to the local plan. Include the bylaws under this cover page. As a reminder, the local board's composition should include a minimum of 15 percent of its membership from labor organizations and should also include a Business Council. If an existing body of the local board already includes the required membership, that information should be included in the local plan narrative.

**WIA Local Plan Program Years 2013-15
Local Workforce Investment Board Recertification Request**

Local Board Name:	Workforce Investment Board of Marin County
Contact Person:	Racy Ming
Telephone:	415-473-3334
Date:	6/18/13

Local Workforce Investment Board Membership Certification

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the Workforce Investment Board of Marin County
Local Workforce Investment Board were appointed in the manner required by WIA Section 117.

Jennifer Gotti
Local Workforce Investment Board Chair

Signature

6/18/13
Date

INSTRUCTIONS: If the Chief Local Elected Official has approved additional membership categories, enter the information under “ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS.” If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate “does not exist” in the “Name” column for that category. Add extra lines as needed. Address any vacancies under “CORRECTIVE ACTION COMMENTS.”

BUSINESS: WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (I) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (II) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (III) are appointed from among individuals nominated by local business organizations and business trade associations. Please identify the local board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
Ted Van Midde III	Owner	Van Midde Concrete	7/20/10	6/30/13
Sal Medina	Branch Manager	Redwood Credit Union	6/4/13	6/30/1
Joanne Petersen	HR Director	Marin Co Human Resources	3/20/12	6/30/13
Juanita Neal	Assoc Supp Dept Sup	Home Depot	4/23/13	6/30/14
Clare Shanahan	AVP Talent Acquisitio	Fireman's Fund	12/6/11	6/30/13
Ronald Santos	HR Operations Mgr	Marin General Hospital	1/15/13	6/30/14
Rudy Collins	HR Manager	Kaiser Permanente	7/20/10	6/30/13
David Zwicky	Director Bus Strategy	Hospice by the Bay	6/23/09	6/30/13
Ginny Kuhel	HR Manager	Gardeners Guild	1/28/03	6/30/14
Madeline Kellner	Executive Director	IHSS Public Authority	8/14/12	6/30/14
Cara Caindec	HR Manager	EO Products	3/19/13	6/30/15
Rob Eyler	CEO	Marin Economic Forum	1/8/13	6/30/14
Rick Wells	CEO	San Rafael Chamber	9/13/11	6/30/13
Jennifer Gotti CHAIR	HR Manager	Brayton Purcell, LLP	9/19/06	6/30/13
Kelley Hartman	Regional VP	Nelsons Staffing	7/24/12	6/30/14
Pat Sorber	General Manager	Embassy Suites	11/20/07	6/30/14

Joan Capurro	Sn VP Comm Affairs	Bank of Marin	5/16/00	6/30/14
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LOCAL EDUCATION ENTITIES: WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Martha Nelson	Dean SHNS	Dominican University	8/25/09	6/30/14
2. Ken Lippi	Asst Superintendent	Marin County Office of Ed	6/22/10	6/30/13
3. Nanda Schorske	Dean Workforce Devel	College of Marin	7/10/07	6/30/14

LABOR ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Hunter Stern	Labor Union Rep	IBEW Local 1245	6/23/09	6/30/13
2. Mary Ruth Gross	Director	MAPE	7/26/11	6/30/13
3. Jack Buckhorn	Business Manager	IBEW	9/27/11	6/30/13
4. Les Proteau	Regional Director	District Council 16 IUPAT	6/8/10	6/30/13
5. James Bill Scott	Labor Council Delegat	Marin Building & Trades Coun	5/15/07	6/30/13

COMMUNITY-BASED ORGANIZATIONS: WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Donna Lemmon	Executive Director	Integrated Community Svcs	1/28/03	6/30/13
2. Cecilia Zamora	Executive Director	Latino Council	5/16/00	6/30/13

ECONOMIC DEVELOPMENT AGENCIES: WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Makini Hassan	Executive Director	Marin City Comm Devel Corp	7/10/07	6/30/13
2. Gail Theller	Executive Director	Community Action Marin	9/14/04	6/30/14

ONE-STOP PARTNERS: WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

PROGRAMS AUTHORIZED UNDER THIS TITLE: WIA Section 121(b)(1)(B)(i) – Please check “yes” below if programs are operated anywhere within the local area; check “no” if not. The programs authorized under WIA Title I include:

Program	Yes	No
WIA Youth (Chapter 4)	x	
WIA Adult and Dislocated Workers (Chapter 5)	x	
Job Corps (Subtitle C)		x
National Programs (Subtitle D), including:		
Native American Programs (Section 166)		x
Migrant and Seasonal Farmworker Programs (Section 167)	x	
Veterans’ Workforce Investment Programs (Section 168)	x	
Youth Opportunity Grants (Section 169)		x
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)		x
National Emergency Grants (Section 173)		x

Of the programs identified as “yes” above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
Debbie Antonsen	Manager NBJs	EDD, Veterans, Migrant & Season Farmworkers	8/24/10	6/30/14
Heather Ravani	Social Services Director	Marin Health & Human Svcs, WIA Youth, Adult, & DW	10/7/08	6/30/14

PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSER ACT: WIA Section 121(b)(1)(B)(ii)

Name	Title	Entity	Appointment Date	Term End Date
Debbie Antonsen	Manager NBJs	EDD	8/24/10	6/30/14

ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii)

Name	Title	Entity	Appointment Date	Term End Date
Nanda Schorske	Dean Workforce Devel	College of Marin	7/10/07	6/30/14
Ken Lippi	Asst to Superintendent	Marin County Office of Education	6/22/10	6/30/13

PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv)

Name	Title	Entity	Appointment Date	Term End Date
Darlene Rutkowski	District Administrator	Dept of Rehabilitation	7/10/07	6/30/14

PROGRAMS AUTHORIZED UNDER SECTION 403(a)(5) OF THE SOCIAL SECURITY ACT (42 U.S.C. 603(a)(5)) (AS ADDED BY SECTION 5001 OF THE BALANCED BUDGET ACT OF 1997): WIA Section 121(b)(1)(B)(v)

Name	Title	Entity	Appointment Date	Term End Date
Heather Ravani	Director Social Services	Health & Human Services	10/07/08	6/30/14

ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi)

Name	Title	Entity	Appointment Date	Term End Date
Heather Ravani	Director Social Services	Health & Human Services	10/07/08	6/30/14

POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii)

Name	Title	Entity	Appointment Date	Term End Date
Nanda Schorske	Dean	College of Marin	7/10/07	6/30/14

ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii)

Name	Title	Entity	Appointment Date	Term End Date
Debbie Antonsen	Manager NBJs	EDD	8/24/10	6/30/14

ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix)
– Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
Debbie Antonsen	Manager NBJs	EDD	8/24/10	6/30/13

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT

ACT: WIA Section 121(b)(1)(B)(x)

Name	Title	Entity	Appointment Date	Term End Date
Gail Theller	Executive Director	Community Action Marin	9/14/04	6/30/14

EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi)

Name	Title	Entity	Appointment Date	Term End Date
Mary Kay Sweeney	Executive Director	Homeward Bound of Marin	5/23/00	6/30/13

PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION LAWS: WIA Section 121(b)(1)(B)(xii)

Name	Title	Entity	Appointment Date	Term End Date
Debbie Antonsen	Manager NBJs	EDD	8/14/10	6/30/14

ADDITIONAL PARTNERS: WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date

ADDITIONAL ONE-STOP PARTNERS: WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date

CORRECTIVE ACTION COMMENTS:

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

No vacancies.

COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:

Total number of individuals currently sitting on local board = 33

Number of vacancies currently on local board =

Total local board membership = 33

Total number of business representatives currently sitting on local board = 17

Number of business representative vacancies currently on local board = 0

Total local board Business Members = 17

Divide total local board business members by total local board membership = 51% (must be greater than 50%)

COMPLIANCE WITH LABOR REPRESENTATIVES

Total number of labor representatives currently sitting on local board = 5

Number of labor representatives vacancies currently on local board = 0

Total local board Labor Representatives = 5

Divide total local board labor representatives by total local board membership = 15% (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures

This local plan represents the Marin County

Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Local Elected Official

_____ Signature
_____ Jennifer Gotti Name
_____ Chair Title
_____ 6/18/13 Date

_____ Signature
_____ Judy Arnold Name
_____ President Title
_____ 6/18/13 Date

WIA Local Plan Program Years 2013-17

Public Comments Received that Disagree with the Local Plan

Section 118(c) of the Workforce Investment Act requires Local Workforce Investment Boards (local boards) to publish their local plans for public comment. Local boards should include with their local plan submittal:

- All comments that have been received that disagree with the local plan.
- How the local board considered that input and its impact on the local plan.

Please provide these comments in the following format:

Public Comment (include section of plan commented on)
1. For the Vision Section, two non-profit partners, Community Action Marin and Image for Success asked to be included on the list of primary service delivery organizations. The CEO of the local San Rafael Chamber of Commerce also requested that they be mentioned as a business partner for the MCWIB's Skill Panels.
Local Board Response: The MCWIB added Community Action Marin and Image for Success on the list of delivery organizations. The board also stated that the San Rafael Chamber of Commerce will assist in outreach efforts for the Skill Panels.
2. For the Business Section, a stakeholder commented that the data figures needed to be more consistent and more organized.
Local Board Response: The MCWIB relabeled each heading in the business section and made sure the organization was clear to the reader.
3. For the Youth Council, a stakeholder from the Marin Office of Education (MCOE) asked that the plan include a discussion of MCOE's collaboration with the MCWIB in setting up successful internship programs in priority sectors.
Local Board Response: The MCWIB added examples of past internships completed by youth in the county's priority sectors: healthcare, travel/leisure and professional services.