



The 2005 Marin Jobs Summit

Report & Recommendations for Action

Prepared by the Marin Workforce Investment Board

December 2005

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The 2005 Marin Jobs Summit

Report & Recommendations for Action

MISSION: The mission of the Workforce Investment Board (WIB) of Marin County is to develop, support, and retain a thriving workforce.

EXECUTIVE SUMMARY

I. Overview of the 2005 Summit

The purpose of the 2005 Marin Jobs Summit, hosted by the Marin Workforce Investment Board (WIB) on March 31, 2005, was to convene Marin's civic, business, and education leaders to advance the development of a strategic action plan for higher-wage job growth in Marin.

Attended by more than 130 leaders, the Jobs Summit produced a broad range of valuable ideas and recommendations for action. This report summarizes both the deliberations at the Summit itself, and the subsequent work of the Marin Workforce Investment Board (WIB) to advance the most promising ideas and initiatives of participants. Specifically, the report:

- **Inventories the ideas generated at the Summit** -- and reports on the status of each idea with respect to the policies and programs of the WIB and related organizations
- **Highlights progress on key recommendations** incorporated in the WIB's 2005 Workplan
- **Previews initiatives that will be the focus of the 2006 Summit** and the ongoing work of the Marin Workforce Investment Board and its strategic partners.

II. Summit Format and Process for Identifying Key Recommendations

Marin Jobs Summit participants were divided into eight Task Groups representing career clusters important to Marin's economy: *Health Care; Government; the Built Environment; Retail; Non-Profit Organizations; Education; Professional, Technical, and Scientific Occupations; and Financial Services*. Following the opening plenary presentations on Marin's employment trends, participants regrouped into teams and the contributions of participants in each sectoral Task Force were recorded by a facilitator. After the Summit, the WIB Executive Committee reviewed all participant contributions and identified several *Key Recommendations* for implementation in the context of the WIB's 2005 workplan. Recommendations were selected for priority implementation based on their alignment with the WIB's mission and capabilities, and their potential contribution to: 1) the development of the skills of Marin's workforce; 2) the growth of higher-wage jobs, and; 3) the enhancement of workforce-supporting infrastructure.

The initiatives arising out of the 2005 Summit are being further developed in the *2006 Marin Workforce Action Plan*, which will be released at our next Summit on Thursday, March 30, 2006. The balance of the many additional ideas generated via participant brainstorming are listed in Appendix A. This compendium of participant work will serve as a useful "idea bank" for future workforce development planning and implementation.

KEY RECOMMENDATIONS

The Report below describes each Key Recommendation as it was developed through participant discussion at the 2005 Summit, the WIB's strategy for implementing each Recommendation, and the specific initiative(s) that have been implemented in 2005 and planned for 2006.

Key Recommendation #1: *Focus Workforce and Economic Development Efforts on a Small Number of Higher-Wage Industry Clusters*

I. Summit Discussion: Summit participants strongly endorsed the sectoral focus strategy defined in the WIB's 2005 report, *Higher-Wage Job Growth in Marin* (distributed at the Summit) and the Marin Economic Commission's *Targeted Industry Study*. Given the limited resources available to the County to promote economic and workforce development, however, participants recommended focusing on a small number of key sectors. Criteria proposed for sectoral emphasis include the degree of alignment with: 1) Marin's existing assets; 2) the County's vision and values as identified in the Marin County General Plan¹, and 3) emerging areas of economic strength (such as bioscience research and green building, among others).

II. WIB Strategy: The Marin WIB strongly concurs with the recommendation to focus and integrate workforce and economic development efforts in the context of a few key industry sectors. The sectors selected for emphasis in the 2005-06 period include:

- **Health & Biosciences**
- **Financial and Business Services**
- **The Built Environment** (e.g., Green Building, Energy, & Transportation)

Within each chosen sector, the WIB is advancing high value-added projects by first:

- **Creating Performance Partnerships** of key industry leaders to identify the most important workforce-related challenges and opportunities
- **Creating Signature Projects** that address specific challenges through a coordinated public/private approach
- **Leveraging new public and private investments** to execute the signature projects and sustain progress over time.

To implement workforce initiatives, the WIB works closely with the Marin Employment Connection (MEC). The WIB provides policy guidance and oversight for MEC, while Marin Employment Connection develops and administers workforce programs in its capacity as the County's "One-Stop" employment and training partnership. (See Appendix V for a list of MEC partners.) In alignment with Summit Recommendations, the WIB, MEC, the College of Marin, and our business and community partners are co-sponsoring several new initiatives addressing the three focus sectors: Health & Biosciences, Financial & Business Services, and the Built Environment, as described below.

¹To access the County Plan, go to: <http://www.co.marin.ca.us/depts/CD/main/comdev/ADVANCE/CWP/INDEX.cfm>

III. WIB Initiatives in Healthcare

- **Nurse Workforce Initiative:** Through competitive grant funding, 45 Marin workers have been supported in their training to enter the nursing field, thereby helping to relieve the locally acute shortage of Registered Nurses (RNs.)
- **Marin Healthcare Training Initiative:** Through competitive funding, classroom and on-the-job training is being provided for future nursing assistants and home health aides, in collaboration with Northern California Presbyterian Homes and Services, the Marin County Regional Occupational Program, and the College of Marin, with coordination by the Marin Employment Connection.
- **Marin Regional Center for Simulation:** In collaboration with the College of Marin as lead partner, the Marin WIB is helping to plan and resource a state-of-the-art Simulation Laboratory that will deploy state-of-the-art simulation technology to train as many as 4,000 Marin healthcare professionals and first responders in emergency medicine. The first Marin -beta-site "Sim Lab" has been proposed to open for operation in the summer of 2006.

IV. WIB Initiatives in Financial and Business Services: The WIB and Marin Employment Connection have also co-sponsored two new initiatives focused on workforce development in the business service and financial sectors. These include:

- **Customer Service Academy:** MEC has partnered with Tamalpais Adult Education to offer (on an ongoing basis) an eight day Customer Service Academy for service-focused employers and job-seekers.
- **Project INCLUSION:** Through competitive federal grant funding, over 130 individuals with disabilities are being assisted with career training services, job coaching, and the transition to permanent employment.

V. WIB Initiatives in the Built Environment: The WIB is also taking the lead to initiate additional sectoral strategies in 2006 related to the Built Environment. Two Signature Projects already in the planning and development stage include:

- **Project HABLAMOS:** The Marin Employment Connection and the Marin WIB are developing a new initiative to train Spanish-speaking site team leaders in vocational English, supervision, leadership, and safety. Competitive grant funding to initiate this project is currently in development for a 2006 start date.
- **Sustainability Institute at the College of Marin:** The Marin WIB is working with the College of Marin (the lead partner) and other education organizations in the region to plan and develop a College of Marin-based Sustainability Institute with a proposed focus on the training and certification of professionals for careers in the green building and green energy sectors. Among the Institute's proposed initial offerings will be certification of technicians in utilization of low-energy intensity technologies for LEED-certified buildings.

Key Recommendation #2: Increase Public and Private Investment in Workforce and Economic Development

I. Summit Discussion: Summit participants acknowledged that preparing Marin’s workforce for higher-wage job opportunities—and growing the industry sectors that are best aligned with Marin’s vision and values—will require a higher level of investment in and integration of the County’s workforce and economic development strategies, and the leveraging of both public and private investment streams.

II. WIB Strategy: To leverage additional resources, the WIB is proposing to assist in the development of showcase projects that can attract significant federal “earmarks” as well as private philanthropic investment. With over \$250 million in new capital funding, as well as new leadership, the College of Marin is a key partner in developing and hosting new projects that will prepare Marin residents for higher-wage jobs.

III. WIB Initiatives: The WIB is collaborating to engage community-wide support for two projects with high potential to attract outside investment: the Simulation Laboratory, and the Sustainability Institute (both at the College of Marin.) As plans for each of these projects are further developed, the WIB will pro-actively work with the region’s congressional delegation and with local private philanthropy to maximize public and private investment.

Key Recommendation #3: Develop a Robust Economic Development Capability in the County

I. Summit Discussion: Marin County does not have a full-time economic development director (unlike Sonoma and other Bay Area counties). Other Counties have observed a positive return on investment from the creation of a robust economic development capability, and the close integration of economic and workforce development planning and project implementation.

II. WIB Strategy: Participants (including Supervisor Cynthia Murray) recommended that the County consider a strategy that would accelerate Marin’s transition to the sustainable economy envisioned in the General Plan, including County-supported staffing dedicated to economic development.

III. WIB Initiative: The WIB will work closely with the County Board of Supervisors, the Marin Economic Commission, and other interested parties to assess the prospects for better coordinating and accelerating workforce and economic development efforts.

Key Recommendation #4: Work with Education and Business Partners to Develop Exemplary School-to-Career Pathways in Targeted Industries

I. Summit Discussion: The development of a highly skilled workforce optimally begins no later than high school, with the development of career-technical educational pathways that are closely linked to the skill needs of targeted, higher-wage industries and with the post-secondary education and training opportunities at the College of Marin and other regional institutions. To maximize student opportunities for higher-wage employment,

these educational pathways need to be continuously adjusted to emerging employer needs and labor market opportunities via industry-specific “learning collaboratives” of secondary and post-secondary educators and industry representatives.

II. WIB Strategies: The WIB currently provides funding to the Marin School-to-Career Partnership for the expansion of internship opportunities that help prepare students for higher-wage fields. This funding has helped support the preeminent position of Marin’s School-to-Career Partnership in integrating classroom-based and work-based learning, and providing internship opportunities to hundreds of Marin high school students every year.

III. WIB Initiatives: The Marin WIB will be working closely with both the School-to-Career Partnership, the Regional Occupational Programs (at the Marin County Office of Education), and the College of Marin to access one or more grants from the newly announced Governor’s initiative for Career-Technical Education. Beginning in early 2006, this initiative will make available approximately \$20 million in new competitive grant funds through the Community College system for enhanced career-relevant education and school-to-career pathway development. The industries targeted by the WIB for and its partners for enhanced pathway development will likely include the Built Environment and Health & Biosciences (among others).

Acknowledgements: The Workforce Investment Board would like to thank the Marin County Board of Supervisors and the many participants who contributed their valuable time to support the development of a higher-skilled workforce and higher-wage job growth in Marin. We especially acknowledge the work of the Summit’s Co-Chairs, Will Rigney of AT&T and Joan Capurro of the Bank of Marin; as well as the tireless efforts of the former Director of the WIB, Nanda Schorske. The WIB notes with pride that Ms. Schorske is now advancing many of the Summit’s key recommendations as *Dean of Workforce Development and College and Community Partnerships* at the College of Marin.

Respectfully Submitted,

Will Rigney(AT&T)
Summit Co-Chair

Joan Capurro (Bank of Marin)
Summit Co-Chair, Board Chair

Caran Cuneo (PC Guardian)
Board Vice-Chair

Cecilia Zamora (Latino Council)
Issues Committee Co-Chair

APPENDICES

Appendix A: Compendium of Recommendations by Summit Participants.

(Note: Recommendations have been grouped thematically and redundancies eliminated.)

I . CAREER PATHWAY DEVELOPMENT

- 1.1. Identify clusters' workforce-related needs and strengths (e.g., via surveys)
- 1.2. Identify educational pathways into targeted clusters
- 1.3. Develop industry-specific strategies to accelerate career ladder development in targeted industries
- 1.4. Recruit internally to build staff
- 1.5. Develop effective student outreach, engagement, and education strategies
- 1.6. Develop robust career pathways earlier in the K-12 sequence in higher-wage career areas, e.g., healthcare, nursing, and engineering-technical careers
- 1.7. Increase support for internships in targeted clusters to meet the needs of diverse students (e.g., via increased business sponsorship of work/study programs)
- 1.8. Develop enhanced public and private sector funding for workforce skill development in targeted pathways
- 1.9. Enhance College of Marin partnerships with business to address skill needs for entry and advancement in higher-wage jobs
- 1.10. Develop private sponsorship of nonprofit sector internships
- 1.11. Promote careers in not-for-profit enterprise, e.g., via high-profile spokespersons
- 1.12. Develop strategy for attracting foreign-trained medical professionals

II. INFRASTRUCTURE ENHANCEMENT

- 2.1. Pro-actively engage business leaders in the planning of community and building projects (e.g., San Rafael model)
- 2.2. Simplify building ordinances and promote consistency in permitting throughout all Marin's cities and the County
- 2.3. Develop new workforce housing integrated with employment centers
- 2.4. Provide incentives (e.g., low-interest loans) to house Marin's workforce

III. ECONOMIC DEVELOPMENT

- 3.1. Support the development a Marin-focused economic development entity to catalyze, and implement economic development strategies
- 3.2. Develop an integrated approach to marketing Marin in alignment with Marin's targeted cluster strategy and in collaboration with Marin's real estate community
- 3.3. Attract large businesses aligned with Marin's values and lifestyle (demonstrating that Marin can successfully support larger business relocation and development)
- 3.4. Create consortia of small businesses and forums for sharing best practices

- 3.5. Increase the availability of cost-effective services and assistance for newcomers
- 3.6. Identify and accelerate growth of a “green industry” cluster in Marin
- 3.7. Create an identity for all of Marin’s targeted clusters

IV. EDUCATION IMPROVEMENT

- 4.1. Establish and consistently utilize industry-based skill standards in educational programs
- 4.2. Create educational accountability structures that provide bonuses for performance
- 4.3. Enhance positioning of the College of Marin as a value-adding partner for business
- 4.4. Improve clarity of communication about the educational prerequisites needed for specific careers and career pathways
- 4.5. Expand the College’s Customer Service Academy
- 4.6. Increase the availability of English language training for professionals, including strategies for distributed delivery of ESL classes (e.g. in local community centers)

Appendix B: Participant Recommendations, Current Status, & Planned WIB Actions

I. WORKFORCE AND CAREER DEVELOPMENT		
CAREER PATHWAY DEVELOPMENT		
Recommendation	Current Status	Planned WIB Actions
1.1. Identify clusters' workforce-related needs and strengths (e.g., via surveys)	<ul style="list-style-type: none"> The Marin Targeted Industries Study will provide some information on cluster characteristics, but more data will be needed to develop specific <i>workforce strategies</i> 	<p>1A. Work with Marin Economic Commission to develop opportunities for collaboration in data collection on workforce-relevant measures</p> <p>1B. Identify a <i>Focus Cluster</i> (from Marin's targeted industries) to showcase the potential for accelerating higher-wage job growth</p>
1.2. Identify educational pathways into targeted clusters	<ul style="list-style-type: none"> The Marin School-to-Career Partnership and the College of Marin have developed pathway documents in many industry sectors. Updating or enhancement may be needed. 	<p>1C. Work with the Youth Council and the School-to-Career partnership to support development and enhancement of career pathway programs in targeted industries.</p>
1.3. Develop industry-specific strategies to accelerate career ladder development in targeted industries	<ul style="list-style-type: none"> The College of Marin and the WIB are currently working together to develop career ladder strategies and to expand education and training in nursing and digital media Career ladder development strategies are lacking in other targeted industries, including financial services and green building 	<p>1D. Develop a career ladder strategy in one new Focus Cluster for 2006, and work with appropriate entities (including the School-to-Career Partnership and College of Marin) on an implementation plan</p>
1.4. Recruit internally to build staff	<ul style="list-style-type: none"> Internal recruitment strategies are currently developed on a firm-by-firm basis. Through focused career ladder development initiatives, more robust internal career ladders can be developed. 	<p>No action at this time.</p>
1.5. Develop effective student outreach, engagement, and education strategies	<ul style="list-style-type: none"> The Marin School-to-Career Partnership is currently the coordinating body for the development of career-related education in K-12 and the school-to-work transition. The WIB Youth Council provides coordination among School-to-Career partners. 	<p>1E. The WIB Youth Council will lead school-to-career partners in a review of strategies to address career-technical education opportunities for students who may be at-risk of dropping out of school, and report back to the WIB and relevant agencies by June, 2006</p>

I. WORKFORCE AND CAREER DEVELOPMENT (CONTINUED)		
Recommendation	Current Status	Planned WIB Actions
1.6. Develop robust career pathways earlier in the K-12 sequence in higher-wage career areas, e.g., healthcare, engineering, etc.	<ul style="list-style-type: none"> ▪ The Marin School-to-Career Partnership is responsible for career ladder program development throughout the K-12 system. 	1F. Work with the Marin School-to-Career Partnership to ensure that existing career ladder development pathways are robust and responsive to industry needs in the <i>Focus Clusters</i> identified by the Marin WIB
1.7. Increase support for internships in targeted clusters to meet the needs of diverse students	<ul style="list-style-type: none"> ▪ Marin currently has a large-scale internship program across a wide range of industry types, which has attracted substantial philanthropic, business, and government support. 	See item 1G below.
1.8. Develop enhanced public and private sector funding for workforce skill development in targeted pathways	<ul style="list-style-type: none"> ▪ Public funding for workforce skill development is increasingly linked to the Community College system. The Governor's Initiative to provide \$20M in competitive grant awards for vocational-technical education will provide new opportunities for the College of Marin, ROP, and STC partners to enhance vocational education pathways. 	1G. The WIB will work with College of Marin, the County Office of Education, and the School-to-Career Partnership to expand funding of vocational-technical education, and workforce development.
1.9. Enhance College of Marin partnerships with business to address skill needs for higher-wage jobs	<ul style="list-style-type: none"> ▪ The WIB is partnering with the College of Marin to address skill needs in the healthcare and construction sectors via the ongoing Health Training Partnership, the Simulation Lab, and the Sustainability Institute planning and development process. 	1H. Continue to link businesses to the College of Marin via the ongoing Healthcare Training Institute, the Simulation Lab, and the Sustainability Institute planning and development process.
1.10. Develop private sponsorship for non-profit sector internships	<ul style="list-style-type: none"> ▪ The Marin Center for Non-Profit Leadership currently provides support to nonprofit sector interns, but the scale of financial support is limited. 	1I. Forward recommendation to Marin School-to-Career Partnership to continue and expand (if possible) internships in the Non-Profit Sector.

I. WORKFORCE AND CAREER DEVELOPMENT (CONTINUED)		
Recommendation	Current Status	Planned WIB Actions
1.11. Promote careers in not-for-profit enterprise, e.g., via high-profile spokespersons	<ul style="list-style-type: none"> ▪ The Marin Center for Non-Profit Leadership has a speakers' list available, along with promotional strategies for the sector. 	No action proposed at this time.
1.12. Develop strategy for attracting foreign-trained medical professionals	<ul style="list-style-type: none"> ▪ There does not appear to be a strong consensus among education, business, and public entities to prioritize development of such a strategy at this time, due to the current focus of key stakeholders on expanding career pipelines for current citizens and residents, and because of the difficulty of negotiating visa challenges. 	No action proposed at this time.

II. INFRASTRUCTURE-RELATED ACTIVITIES		
Recommendation	Current Status	Planned WIB Actions
2.1. Pro-actively engage business leaders in the planning of community and building projects (e.g., San Rafael model)	<ul style="list-style-type: none"> ▪ Marin planning is currently developed by a combination of city and county planning agencies. The County and cities have actively engaged local chambers and business in general plan development. However, there may be opportunities for enhanced business participation in "cross-cutting" planning initiatives relative to project areas (like the 101 corridor) that cross multiple jurisdictions. 	2A. The Marin WIB will include the Built Environment as one of its industry clusters targeted for further development in the context of the 2006 Summit and in the WIB's programs and initiatives. The WIB will seek to catalyze creative strategies to enhance the workforce, economic, and environmental benefit of future development activities.
2.2. Simplify building ordinances and promote consistency in permitting	<ul style="list-style-type: none"> ▪ Permit process streamlining is currently an initiative of some of the major chambers (San Rafael and Novato)/. 	2B. Businesses interested in building permit process streamlining will be directed to engage with the relevant chambers and public jurisdictions.

III. INFRASTRUCTURE-RELATED ACTIVITIES (CONTINUED)		
Recommendation	Current Status	Planned WIB Actions
2.3. Develop new workforce housing integrated with employment centers	<ul style="list-style-type: none"> Affordable housing development is currently championed by Ecumenical Association for Housing and the Marin Housing Council. 	No action at this time. The WIB will review progress on workforce housing development as part of its annual strategic planning review of priorities for future WIB action.
2.4. Provide incentives to house Marin's workforce	<ul style="list-style-type: none"> See Item # 2.3 above. 	No action proposed at this time.

III. ECONOMIC DEVELOPMENT		
Recommendation	Current Status	Planned WIB Actions
3.1. Develop an integrated approach to marketing Marin as a place to do business (in collaboration with Marin's real estate community)	<ul style="list-style-type: none"> Marin does not have an integrated, County-wide approach to business outreach and marketing, except in the case of tourism. 	3A. The WIB will address the need for targeted business recruitment and marketing in the context of specific planning of targeted industry strategies.
3.2. Attract large businesses aligned with Marin's values and lifestyle	<ul style="list-style-type: none"> See 4A above. 	See 3A. above.
3.3. Create consortia of small businesses and forums for sharing best practices	<ul style="list-style-type: none"> The Marin Chambers of Commerce and other business associations provide various forums for business best practice sharing. 	3B. The WIB has convened and will continue to convene a Healthcare Leadership Group to identify areas of focus for best practice sharing, and will expand this model to include the Built Environment sector in 2006.

III. ECONOMIC DEVELOPMENT (CONTINUED)		
Recommendation	Current Status	Planned WIB Actions
3.4. Increase the availability of cost-effective education and training services and assistance for newcomers	<ul style="list-style-type: none"> The College of Marin has numerous courses and opportunities for language instruction, citizenship preparation, and career development. 	No action at this time.
3.5. Identify and accelerate growth of a “green industry” cluster in Marin	<ul style="list-style-type: none"> The County has developed standards for certification of Green Businesses in Marin, and the number of businesses certified is growing rapidly. There is not yet a consensus definition of the green industry sector, although green building and renewable energy (which include specific technical standards) would likely comprise two core components of “green industry.” 	3C. The WIB will co-convene a green industry task force as part of its sectoral work within the Built Environment cluster, and work with College of Marin and other partners to create a <i>Green Industry Development Action Plan</i> .
3.6. Create an identity for all of Marin’s targeted clusters	<ul style="list-style-type: none"> The development of Targeted Industry policy county-wide is currently occurring under the auspices of the Marin Economic Commission. 	3D. This recommendation has been forwarded to the Marin Economic Commission.

IV. EDUCATIONAL IMPROVEMENT		
4.1. Deploy industry-based skill standards in educational programs	<ul style="list-style-type: none"> Skill standards development is currently under the purview of the Marin School-to-Career Program and the College of Marin and its business partners. 	<ul style="list-style-type: none"> No action at this time.
4.2. Create educational accountability structures that provide bonuses for performance	<ul style="list-style-type: none"> Changes in education sector compensation strategies must be accomplished by the action of locally elected school and college boards, and by appropriate enabling state legislation. 	<ul style="list-style-type: none"> No action at this time.

IV. EDUCATIONAL IMPROVEMENT (CONTINUED)		
Recommendation	Current Status	Planned WIB Actions
4.3. Enhance positioning of the College of Marin as a value-adding partner for business	<ul style="list-style-type: none"> ▪ The Marin WIB has actively partnered with the College of Marin to ensure that businesses have access to appropriate programs and support for workforce related needs. 	<ul style="list-style-type: none"> ▪ No additional actions at this time.
4.4. Improve clarity of communication about the educational prerequisites needed for specific careers and career pathways	<ul style="list-style-type: none"> ▪ Career pathway communications are currently the responsibility of the School to Career Partnership, local high schools and ROP programs, and the College of Marin and other higher education institutions. 	<ul style="list-style-type: none"> ▪ No action at this time.
4.5. Expand the College's Customer Service Academy	<ul style="list-style-type: none"> ▪ The Customer Service Academy, a joint initiative of the WIB, the College of Marin, and the Marin Employment Connection and Tamalpais Adult Ed, currently has adequate capacity to meet identified needs. 	<ul style="list-style-type: none"> ▪ The capacity of the Academy can and will be expanded to meet future demand.
4.6. Increase the availability of English language training for professionals, including strategies for distributed delivery of ESL classes (e.g. in local community centers)	<ul style="list-style-type: none"> ▪ The College of Marin maximized its capacity available to meet the demand for ESL classes. Providing classes at partner businesses is possible if resources can be re-allocated. 	<ul style="list-style-type: none"> ▪ No action at this time.

Appendix C: Roster of Participants in the March 31st, 2005 Marin Jobs Summit

Aegis Therapies	Lori Peterson	Marin Conservation Corps	Marilee Eckert
Alma Via of San Rafael	Patty Weir		Josette Molloy
Bank of Marin	Joan Capurro	Marin Council of Chambers	Elissa Giambastiani
	Elizabeth O'Farrell	Marin County -- Human Resources	Laura Armor
BioMarin Pharmaceutical, Inc.	Mark Wood	Marin County Board of Supervisors	Susan Adams
Buck Institute	Kay McMahon		Charles McGlashan
CA Charters Schools Association	Richard Schorske		Cynthia Murray
Ctr. Volunteer & Non-Profit Leadership	Kathi deFremery		Harold Brown
Center Point	Marc Hering		Steve Kinsey
Circle Bank	Graciella Phelps	Marin City Development Corporation	Robin Thompson-Jupiter
City of Mill Valley	Dennis Fisco	Marin County Health & Human Services	Larry Meredith
City of Novato	Ron Gerber	Marin County Office of Education	Gene Abbott
City of San Rafael	Al Boro	Marin Economic Commission	Patsy White
College of Marin	Dr. Frances White, Ph.D.	Marin Employment Connection	Les Aaronson
	Linda Beam		Cyndie Gunselman
	Roz Harrtman		Racy Ming
	Cari Pogan	Marin Housing Authority	Debra Chester
	Derek Wilson	Marin Independent Journal	Marty Rubino
	Daren Crudington		Kerry Brenner
	Greg Brockbank		Jennifer Cuneo
	Barbara Dolan		Leonard Sbrocco
	Eva Long, Ph.D.		Jim Welte
	Harry Moore	Marin Jobs and Career Services	Aurora Roland
	Wanden Treanor	Marin Link	Mary O-Mara
Community Action Marin	Gail Theller	Marin School-to-Career Partnership	Ken Lippi
County of Marin	Earl Eckert		Judy Morgan
County of Marin	Mark Riesenfeld	Nelson Staffing Solutions	Nancy Mellor
Dale Carnegie	Skip Corsini	North Bay Council	Dawn Montoya
Dominican University of California	Dave Behrs	Northbay Family Homes	Clark Blasdel
	Susan Fyles	Novato Chamber of Commerce	Coy Smith
	Audrey Tanner	Novato Human Needs Center	Andrea Bizell
Economic Commission/Marin Builders	Terry Hennesy		Donna Chinlund
EDD/Labor Market Information Division	Valina Agbabian	Orion Partners, LTD.	Bill McCubbin
Educator	Paula Greller	Pax Scientific	Santhanam "Slim" Shekar
Fireman's Fund Insurance Co.	Steve Kopetsky	PC Guardian	Caran Cuneo
Gardeners' Guild, Inc	Ginny Kuhel	Perfect Timing Personnel Services	Lorraine Gauthier
	Mike Davidson	Professional Financial Investors, Inc.	Kenneth Casey
Golden Gate Bridge & Trans. District	Lori Fromm		Kenneth Lasen
Goodwill Career Services	Deborah Alvarez-Rodriguez		Lewis Wallach
GoodWill Industries	Ernesto Rivas	Representative Lynne Woolsey's Office	Wendy Friefeld
Greenpoint Mortgage	Jennifer Avant	Retail Enterprise Group	Terry Talen
	Elayne Graylow	Santa Rosa Junior College	Charles Robbins
Guide Dogs for the Blind	Sherry Rogers	SBC California	Will Rigney
	Rogers Sherry	Schultz Consulting	Penny Schultz
	Tracy Steele	SEIU 949	Kris Organ
H&HS Division of Social Services	Jane Chopson	Small Business Development Center	Lorraine DuVernay
HCA Management Co., LLC	Dean Moser	Smith Ranch Care Center	Erelin Bertulfo
Homeward Bound	Mary Kay Sweeney	Smith Ranch Homes	Harry Slaughter
Integrated Community Services	Donna Lemmon	Sonoma Cnty. Econ. Development Board	Ben Stone
Kaiser Permanente	Pat Kendell		Nicole Knecht
	Jill Magri	Sonoma State University	Dr. Steven Cuellar
	Carol Harris	The Best Consulting	Larry Best
	Dr F. Gordon Manashil	The Cliff Hotel	Kevin Lewis
Kindred Fifth Avenue	Richard Espinoza	The Tamalpais, NCPHS	Jim Jordan
Kit Cole Investment Advisory Services	Terilyn Swanson		Sherie Ambrose
Landau Associates	Jennifer Landau		Corrine Sartorio
Latino Council	Cecilia Zamora	Treasure Island Job Corps	Hillary Crissinger
Lucasfilm	Julia Carinale	UF & CW Local 101	Maureen McManus
Mairn Cnty. Health & Human Services	Mary Donovan	University of Santa Barbara	Dr. Bill Watkins
Marin City Community Dev't Corp.	Benny Stewart	Vogue Cleaners, Inc.	Judith Rose
Marin Community Clinic	Leslie Weiss	Workforce Investment Board of Marin	Nanda Schorske
Marin Community Foundation	Kathy Gallagher	YWCA Marin Center	Katherine Diekmann

Appendix D: Background on the Marin Workforce Investment Board

- Joan Capurro, Chair
Bank of Marin
- Caran Cuneo, Vice Chair
PC Guardian
- MEMBERS
- Gene Abbott,
Marin County Office of
Education
- Laura Armor
Marin County Human Resources
- Andrea Bizzell
Novato Human Needs Center
- David Buccheri
California Department of
Rehabilitation
- Hilliary Crissinger
Treasure Island Job Corps
Center
- Lori Fromm
Golden Gate Bridge Highway &
Transportation District
- Aisha Guter
Nelson Staffing Solutions
- James Jordan
Northern California Presbyterian
Homes & Services/ The
Tamalpais
- David Kim
Swinerton Mgmt. & Consulting
- F. Steve Kopensky
Fireman's Fund
- Ginny Kugel
Gardeners' Guild, Inc.
- Donna Lemmon
Integrated Community Services
- M. Jill Magri
Kaiser Permanente
- Maureen McManus
UF&CW Union Local 101
- Kris Organ
MAPE, Local 949/SEIU
- Charlene Reid
Marin County Health & Human
Services, Division of Social
Services
- Will Rigney
SBC California
- Peter Schiller
California Employment
Development Department
- Nanda Schorske
College of Marin
- Benny Stewart
Marin City Community
Development Corporation
- Mary Kay Sweeney
Homeward Bound of Marin
- Gail Theller
Community Action Marin
- Mark Wood
BioMarin Pharmaceutical
- Cecilia Zamora
Latino Council of Marin
- Richard Schorske
Director of the WIB

The Workforce Investment Board of Marin

Supporting a Skilled Workforce – Building a Sustainable Community

Mission: The mission of the Workforce Investment Board (WIB) of Marin County is to develop, support, and retain a thriving workforce.

Activities: To advance its mission, the WIB unites business and civic leaders to:

- Assess the needs of Marin’s employers, job-seekers, and workers
- Design new initiatives to meet workforce requirements
- Develop resources to advance high-value projects in targeted industries
- Enhance Marin’s “One-Stop” employment and training system
- Integrate workforce and economic development strategies

Structure: The Marin WIB is an employer-driven, private-public collaboration led by a 29 member Board of business and civic leaders. Board members are nominated by the WIB and appointed by the Marin County Board of Supervisors to represent all elements of the workforce system: large and small employers, educators, training specialists, labor, and employers in key sectors—including health & bioscience, finance, transportation, technology, and the built environment.

Vision: Our vision for workforce excellence includes five essential elements:

Five Elements of Workforce Excellence	
▪ Engaged employers	▪ Offering opportunities for employees to continuously improve their skills
▪ A quality education system	▪ Enabling current & future workers to achieve their career goals via relevant & accessible programs
▪ Effective job training programs	▪ Empowering job-seekers and incumbent workers to grow the skills needed for family-supporting jobs
▪ Robust infrastructure	▪ Providing the transportation, housing, resources, & healthcare that a skilled workforce requires
▪ Targeted industry strategies	▪ Helping Marin attract and retain higher-wage firms and skilled employees in sustainable industries

Key Partners: To establish these building blocks of workforce excellence, the Marin WIB relies on a strategy of pro-active collaboration with Marin’s leading business, civic, and education organizations. Key WIB partners include:

Marin Board of Supervisors: The WIB briefs the Supervisors on workforce-related issues and policies. Supervisors approve WIB appointments, and task the WIB with oversight of over \$1M in federal Workforce Investment Act resources.

Key Partners (continued)

The Marin Economic Commission: The WIB Director serves as liaison to the Marin Economic Commission, and the WIB as a whole partners with the Commission to implement Marin's *Targeted Industry Strategy* for sustainable economic development.

The Marin Employment Connection: The WIB works closely with the Marin Employment Connection, the County agency responsible for employment and job training, to develop programs that meet the needs of Marin employers and over 4000 job seekers annually.

Marin Youth Council & School-to-Career (STC) Partnership: The WIB provides employer resources to youth via participation on the Youth Council and STC Partnership.

Accomplishments: 2004 - 2005	
Employer Engagement	<ul style="list-style-type: none"> ▪ 2005 Jobs Summit: The WIB hosted its first annual Marin Jobs Summit in March, 2005—bringing together over 130 civic and employer leaders to help develop the <i>2006 Strategic Action Plan for Workforce Excellence</i>. ▪ Employer Needs Survey: The WIB surveyed and interviewed over 100 key employers in Marin to assess and prioritize the County's workforce needs.
Education System Development	<ul style="list-style-type: none"> ▪ College of Marin Master Plan: The WIB led business participation in the successful development of Phase One of the <i>College of Marin Education Master Plan</i>, which is significantly enhancing COM's workforce development programs.
Training & Employment Services	<ul style="list-style-type: none"> ▪ Caregiver and Nurse Training: The WIB secured competitive grant funds to enable 45 Marin workers to receive training to enter the nursing field (administered in collaboration with Marin Employment Connection). ▪ Regional Collaborative for Multimedia: This WIB-initiated \$380K grant-funded project has enabled the College of Marin to install state-of-the-art multimedia equipment at the Indian Valley campus and in a mobile lab. ▪ Project Inclusion: The Marin WIB obtained a federal grant to assist 101 individuals with disabilities to access career training services, job coaching, and permanent employees. ▪ Customer Service Academy: The Marin WIB partnered with Tamalpais Adult Education and Marin Employment Connection to offer an eight day Customer Service Academy for service-focused employers and job-seekers.
Workforce-Related Infrastructure	<ul style="list-style-type: none"> ▪ Marin Regional Simulation Center at Indian Valley: The Marin WIB has joined with the College of Marin to develop a state-of-the-art Simulation Laboratory that will train as many as 4000 Marin healthcare professionals and first responders in emergency medicine. The initial Strategic Vision was developed in 1995, a beta lab will be in place in 2006, and full operation of the Center is scheduled for 2007.
Targeted Industry Development	<ul style="list-style-type: none"> ▪ Construction Sector: The Marin WIB convened industry leaders (including Swinerton and the Marin Builders' Association) to train Spanish-speaking site team leaders in vocational English, supervision, leadership, and safety.

Contact: Richard Schorske, WIB Director, at (415) 883-2581, or via e-mail at Richards@dsnetwork.org.

Appendix E: Marin Employment Connection Partners

The Marin Employment Connection (MEC) is a public/private partnership operated by the Marin County Department of Health & Human Services with the policy guidance and oversight of the Marin Workforce Investment Board. MEC operates Marin's "One-Stop" employment and training service system (a partnership of the agencies listed below), and serves more than 1400 Marin residents annually. MEC services are supported by federal funds provided under the Workforce Investment Act (WIA), as well as state, county, and private funding. For more information regarding MEC services, please visit www.marinemployment.org or call (415) 473-3300.

California Department of Rehabilitation

3010 Kerner Blvd.
San Rafael, CA 94903
Phone: 415-454-7960
www.rehab.ca.gov

Marin County Office of Education/Regional Occupational Program

1111 Las Gallinas Avenue
San Rafael, CA 94903
Phone: 415-499-5860
mcoeweb.marin.k12.ca.us/rop

California Employment Development Department

120 North Redwood Drive, Second Floor East
San Rafael, CA 94903
Phone: 415-473-3300
www.edd.ca.gov

Marin Housing Authority

4020 Civic Center Drive
San Rafael, CA 94903
Phone: 415-491-2525
www.marinhousing.org

College of Marin

835 College Avenue
Kentfield, CA 94904
Phone: 415-485-9410
www.marin.cc.ca.us

Marin Literacy Program (San Rafael Public Library)

1100 E Street
San Rafael, CA 94901
Phone: 415-485-3318
www.marinliteracy.org

Community Action Marin

45 Mary St.
San Rafael, CA 94901
Phone: 415-485-1489
www.camarin.org

Redwood Empire Small Business Development Center

606 Healdsburg Avenue
Santa Rosa, CA 95401
Phone: 707-524-1770
www.santarosa.edu/sbdc

County of Marin Health & Human Services

Employment and Training Branch, Social Services
120 North Redwood Drive, Third Floor East
San Rafael, CA 94903
Phone: 415-473-3300
www.co.marin.ca.us

Tamalpais Union High School District Community Education

P. O. Box 605
Larkspur, CA 94977
Phone: 415-945-3730
www.marinlearn.com

Homeward Bound of Marin

199 Greenfield Avenue
San Rafael, CA 94901
Phone: 415-457-2114
www.homewardboundofmarin.org