


Instructions:

This template uses form fields to organize responses to the required three-year planning prompts. You may easily navigate the template by clicking on each of the shaded fields or by using the Tab key.

This document has been protected to enable use of form fields and to guard against accidental edits to the template. Should the need arise, the document may be unlocked temporarily. Use cases may include adding charts, tables, or graphics to narrative sections, expanding Table 1, adding appendices, or updating the table of contents, among others. You may temporarily unlock the template by toggling the **Protect Form** button () on the **Developer Tab** on the Microsoft Office ribbon. The Developer Tab does not appear by default, so it must first be enabled in order to use this feature. Instructions for how to enable the Developer Tab may be found here: <https://docs.microsoft.com/en-us/visualstudio/vsto/how-to-show-the-developer-tab-on-the-ribbon?view=vs-2017>

Please note: Form fields will not work correctly unless form protection is on. Please be sure to remember to re-enable it once you have finished your work and before submitting to the AEP office.

Section 1: Consortium Information

Marin Adult Education Program Consortium

Primary Contact Name

Katheryn Horton, Director of Workforce Programs

415-884-3108

kahorton@marin.edu

Submitted:
6/6/19

Table of Contents

Section 1: Consortium Information	i
Section 2: Comprehensive Regional Three-Year Plan	1
2.1 Executive Summary.....	1
2.2 Pre-Planning Assessment	2
Table 1. Regional Service Providers	4
Table 2. Funding for Adult Education Programs and Services	5
2.3 Community Need and Customers	6
2.4 Identifying Goals and Strategies.....	8
Figure 1. Logic Model	10
Table 3. Progress Indicators	12
2.5 Piloting and Implementation.....	13

Section 2: Comprehensive Regional Three-Year Plan

2.1 Executive Summary

Although Marin County continues to have low unemployment rates (3.5% in 2017, 2.2% as of November, 2018 per State of California EDD) and excellent high school graduation rates 87.6% in 2016 - 17, critical adult education programs are needed to address the disparate education and income levels between affluent and lower income communities.

While the percentage of individuals over the age of 5 years who speak a language other than English at home (23%) has not been updated in the American Community Survey (ACS) since our initial comprehensive report was authored in 2015, enrollment in English as a Second language (ESL) classes remains steady.

The number of adults age 25 years and older who do not have a high school diploma in Marin County is 10,021 per 2017 figures in the ACS. While this 2017 figure is lower than what was reported in 2015 (14,503), high school diploma/equivalency remains an area in need which is not fully served by current class capacity in the county.

Low income residents are anxious to find work, better paying jobs, and accompanying employee benefits that will provide a safe and stable home environment. As Marin is an expensive county to reside in, opportunities for family sustainable work are competitive and difficult to obtain without required education and employment skills. American Fact Finder data from 2017 reflects that 4,278 families with children in Marin County had income in the past 12 months below the poverty line. Local programs in Home Health Aid training, introduction to construction and hospitality, and apprenticeship readiness programs are offered to address the need for employment that leads to living wages and employee benefits.

The areas of focus for Marin County in 2019 - 2022 includes ESL classes offered in all sectors of the county, HSD/HSE classes in Southern, Central, and Northern Marin, non-credit CTE offered at College of Marin, Tamalpais Adult School and community-based organizations, and adults learning skills to support child-school success. Additional areas of focus include HSD/HSE programs for aged-out high school, newcomer students (the majority reside in the San Rafael community) and training individuals interested in construction and apprenticeship readiness courses to help re-build the fire destruction in the north and far north communities in the state.

2.2 Pre-Planning Assessment

Consortium members participated in the pre-planning trainings offered by AEP TAP in order to assess student need and member educational capacity. Consortium members continue to partner with community-based organizations and government agencies who are also working to serve educational needs. Some of the groups the consortium met with include Canal Alliance, Homeward Bound, North Bay Building & Trades Council, local home health agencies, CareerPoint Marin, hospitality businesses, and the Workforce Alliance of the North Bay.

The consortium convened several member workgroup meetings to assess offered programs and need based on the limited funding received for AEP.

The consortium prepared a 38-page 2017 – 2018 report of member programs and data obtained through TopsPro Enterprise, US Census, American Community Survey, and local Employment Development Department statistical reports. The report allowed members to review the previous year's statistics in evaluating future offerings and setting program priorities throughout the consortium.

BW Research prepared a 43-page summary of census and employment data for Marin County. This report aligned with employment data available from the Workforce Alliance of the North Bay, the workforce development board for Marin County.

Important data from all of these sources highlight the following:

- The largest number of individuals needing to improve English skills are in San Rafael, Novato and West Marin.
- San Rafael has the highest number of Newcomer students in Marin who enroll in district high schools and will not complete a high school diploma by age 18, contributing in part to the highest drop-out percentage in the County.
- Marin public-funded institutions currently offer career training programs in several entry and mid-level sectors such as 2-year Nursing, Medical Assisting, Construction, Home Care Aid, Multimedia, Information Technology and Accounting. Marin does not have programs in higher-sector occupations such as Paralegals and Respiratory and Radiology Technicians.

Leveraged funding from Prop. 98, the California Apprenticeship Initiative, was awarded to College of Marin through December 2019 to offer North Bay Trades Introduction Program (NB TIP), a pre-apprenticeship course taught by partner agency North Bay Building & Construction Trades Council. NB TIP is offered in Marin and surrounding counties.

Partnerships and programs in the consortium for the next 3-Year plan include:

Canal Alliance will partner with College of Marin for a CTE program in construction called Education-2-Career (E2C).

The In-Home Care course offered through Tamalpais Adult School has partnerships with several local employers who participate in a hiring fair at the end of the course.

The North Bay Trades Introduction Program, an apprenticeship readiness program, has offered three courses in Marin County since 2016. Current funding is provided by Proposition 98. This program consists of a partnership between College of Marin and the North Bay Building & Construction Trades Council.

Marin City Community Development Corporation (MCCDC) continues an Introduction to Construction class in conjunction with the Laborers Union. Job seeker services are also offered. College of Marin plans to work with MCCDC to develop course offerings in Hospitality.

Back 2 Work, a program from Butte County Office of Education, offers transitional employment programs to help men and women overcome employment barriers and successfully reintegrate back into the workforce. Participants may enroll in adult education programs in Marin County upon completion of a Back 2 Work program.

High School Equivalency is available through MCOE at the Marin County Jail with non-AEP leveraged funding.

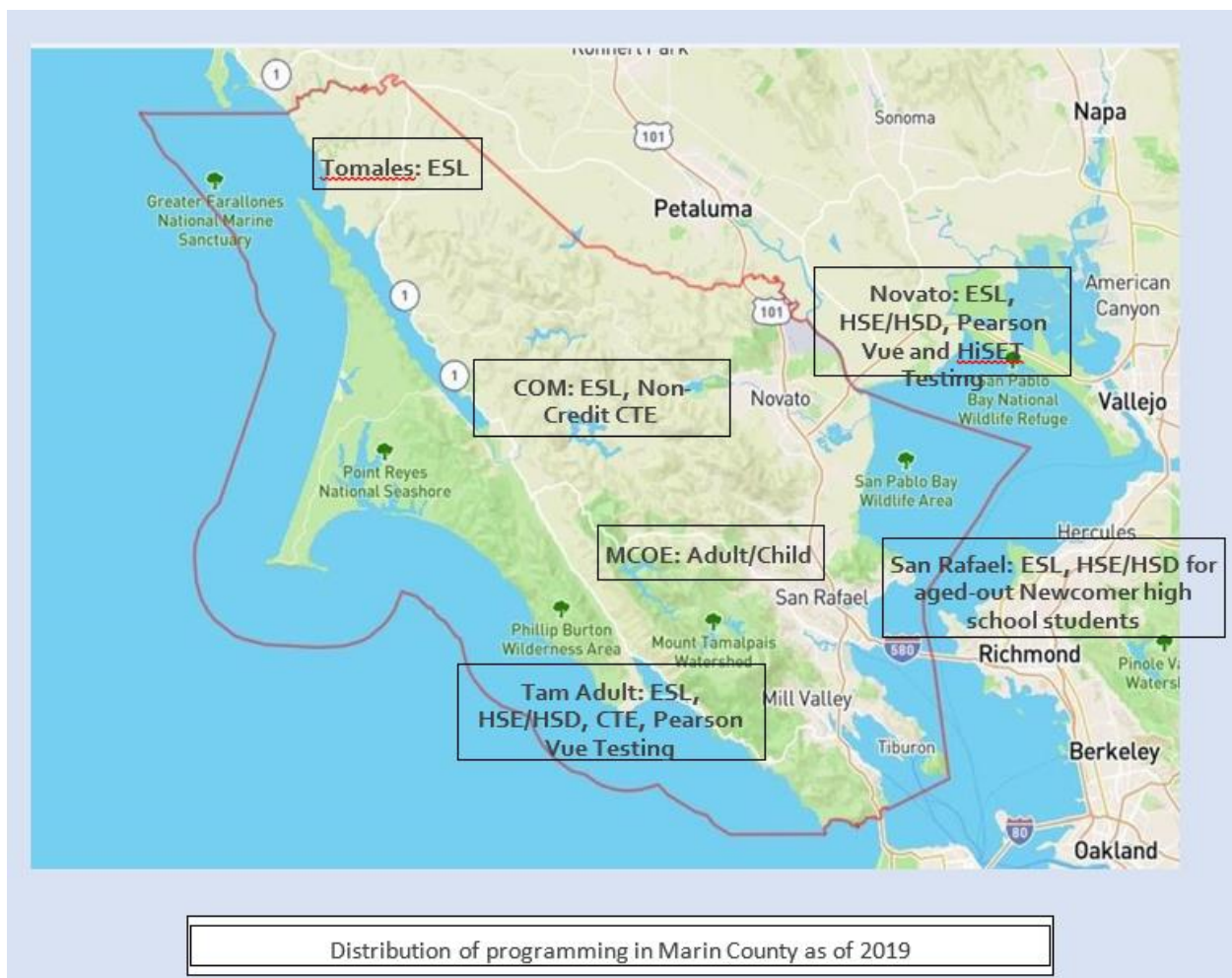


Table 1. Regional Service Providers

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided	
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS		
XYZ Agency	Business / Industry	555 Adult Education Lane, Los Angeles, CA 90001	X	X	X	X	X	X	X	X	X	XYZ agency provides opportunities for students in Manufacturing Bridge Courses to Job Shadow.
CareerPoint Marin	Employment	San Rafael, CA							X			
Canal Alliance	Immigrant Svc	San Rafael, CA			X	X						
Homeward Bound of Marin	Homeless	Novato, CA				X						
North Bay Trades Intro Program	Union Careers	Santa Rosa, CA								X		
YWCA	Job Seeker	San Rafael, CA				X		X				
Marin City CDC	WFD	Marin City, CA				X		X				
Opportunity for Independence	Employment	San Rafael, CA					X					
Conservation Corps N Bay	HSD, jobs	San Rafael, CA	X	X					X			
Marin Multicultural Center	Job readiness	San Rafael, CA							X			
SparkPoint	Financial	San Rafael, CA										Financial Literacy
Butte County COE	Employment	San Rafael, CA				X						
College of Marin	Community	Kentfield, Novato, CA	X	X	X	X		X	X			
Marin County Office of	COE	San Rafael, CA	X				X			X		HiSET testing center
Novato Adult School	K12 Adult	Novato, CA	X	X	X	X	X	X			X	Pearson Vue and HiSET
San Rafael Adult School	K12 Adult	San Rafael, CA		X	X							
Shoreline Unified School District	K12 District	Tomales, Pt. Reyes,			X	X						
Tamalpais Adult School	K12 Adult	Larkspur, CA	X	X	X	X	X	X			X	Pearson Vue Testing Center

Table 2. Funding for Adult Education Programs and Services

Source and Type of Funds	Funding Estimates FY2019-20	Funding Estimates FY2020-21	Funding Estimates FY2021-22
State / Federal Funding			
AEP	\$1,505,093	\$1,505,093	\$1,505,093
CalWORKs	\$12,057	\$11,557	\$11,557
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$62,000	\$65,000	\$67,000
Other			
California Apprenticeship Initiative	\$391,872	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$1,971,022	\$1,581,650	\$1,583,650

2.3 Community Need and Customers

The consortium has organized the most used offering, ESL, by area of need by having classes in Novato, Pt. Reyes Station, Tomales, San Rafael, and Larkspur. Of these areas, Novato, Pt. Reyes Station, and San Rafael have the highest number of individuals living at or below the poverty level (Census Fact Finder). Member Tamalpais Adult School offers ESL classes for adults at Bahia Vista elementary school site in the Canal district of San Rafael. San Pedro and Vallecito elementary schools have requested adult ESL at their sites in San Rafael but at this time, the consortium has capacity to offer one class as a pilot. College of Marin continues to offer noncredit ESL classes throughout the week, including evening and Saturday classes at both campuses.

A second area of focus is attainment of high school diploma/high school equivalency offered to Newcomer high school students who age out without attaining a high school diploma. San Rafael City Schools educates the majority of the high school newcomer students in the county. These students contribute, in part, to the overall 80% high school graduation rate in this district. The San Rafael Adult School plans to focus on these young adult students to encourage them to continue with both ESL and high school coursework in the evenings. Tamalpais Adult School serves additional students from San Rafael who are working towards high school diploma/equivalency.

The Marin County Office of Education, in conjunction with Marin school districts and community partners, will support adult education training classes, workshops and activities for parents, guardians and adults who support K-12 students. The work will be concentrated in districts with large populations of newcomer families and other families in need of support. Programs will also be made available and expanded with alternative education schools.

Classes are offered by Novato Adult School and Tamalpais Adult School to address north and south county students who are working to attain their high school credential or high school equivalency.

In the area of developing entry level jobs with viable career paths, the consortium has partnered to offer two introduction to construction classes, one apprenticeship readiness course, In-Home Health Aid instruction, small business development, introduction to hospitality, and a culinary academy. Although these occupations all offer entry-level wages, the shortage of finding qualified workers has led some employers to add incentives. For example, several home care agencies in Marin are offering higher wages, gasoline or car allowances, paid professional training, and guaranteed employment for an agreed timeframe. The rebuilding efforts in the North Bay has provided individuals with construction skills to find steadier employment than in the past. In terms of apprenticeships, the unions are active in recruiting new members to offset retirements from their workforce. As workforce needs unfold, the importance of job ready candidates is crucial in employees being competitive applicants. Referrals to CareerPoint Marin and the YWCA of San Francisco and Marin will assist clients with improving needed work skills and preparing for the job application and interview process.

Adult schools in Marin strive to increase CTE offerings and are exploring para-educator training in partnership with Tamalpais Adult School and the Marin County Office of Education, as well as training program in custodian job skills including hazardous material training.

Working with adults often requires frequent contact, check-ins, and assistance. To address these issues, the consortium support services include a Program Outreach and Support Coordinator to help adults locate programs of interest and a Spanish-speaking Adult School counselor who serves all of the non-community college programs. As well, San Rafael City Schools has employed a Spanish-speaking Case Manager to work specifically with newcomer adult students, and Tamalpais Adult School has a Spanish-speaking school secretary and para educator to assist Spanish speaking students. All members strive to hire bilingual staff to support the Spanish speaking adult learners who access consortium programs.

2.4 Identifying Goals and Strategies

The consortium has identified the following goals

1. ESL instruction in all geographic locations of the county to serve the approximately 10,000 non-English speakers in Marin. Learning English will help adults seek jobs with higher wages and benefits, enable them to participate in the education of their children and family members, and become involved in activities and interests in their community.
2. HSD/HSE instruction to increase the number of graduates in the county. HSD/HSE classes added to San Rafael will address the largest number of aging out high school students who will benefit from these classes.
3. Non-credit CTE programs to address local workforce needs in construction, home care, hospitality and specialized professional development and industries identified in the BW Research report.

Strategies:

1. Continue Program Outreach and Support Coordinator (POSC) position to assess student need in order to refer students appropriately. An additional primary job responsibility is to serve as the data coordinator for the consortium to ensure accurate gathering and reporting of data.
2. Employ a dedicated Spanish-speaking adult education counselor who serves all adult school students in Marin County with educational and career planning.
3. Offer CTE classes in locally needed industries in in-home health occupations, apprenticeship readiness, introduction to construction, owning a small business, and hospitality
4. Coordinate efforts in San Rafael for directing aging out high school seniors to adult school in order to complete high school requirements. Enlist the Case Manager to make personal contact with each student to evaluate his/her counselor's recommendations on how to complete high school diploma requirements. San Rafael City Schools has built a rubric which indicates if a student will be offered an additional year of high school or be referred to summer/fall adult education programs prior to high school graduation. Provide adult newcomer students with support services including a counselor to assist with educational and career goals. Train parents in San Rafael on supporting their child's education.
5. Focus on four AEP funded program areas within consortium members: HSD/HSE, ESL, CTE, and Adults Supporting Child Success. Promote the North Bay Trades Introduction Program for pre-apprenticeship courses held in Marin County.
6. Work with Partners to develop programming that serves students without duplicating services, preserving the consortium's limited funding while maximizing outreach to students in need of education.

7. Use data to build career programs with attention to programs.

Figure 1. Logic Model

Goal Statement: The Marin Adult Education Consortium will offer educational programs to assist adults in attaining educational and workforce goals that assist in a quality life as a member of the County of Marin.

Our overall direction and focus for the program cycle relative to the target populations and problems we seek to address

Inputs	Activities	Outputs	Immediate (Short-Term) Outcomes	Intermediate Outcomes	Long-Term Outcomes / Impact
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will accomplish the following activities:</i>	<i>We expect that once accomplished, these activities will produce the following evidence or service delivery:</i>	<i>We expect that if accomplished these activities will lead to the following changes in the next year</i>	<i>We expect that if accomplished these activities will lead to the following changes in 1-3 years</i>	<i>We expect that if accomplished these activities will lead to the following changes in 3-5 years</i>
Student data on progress and outcomes	Consortium focus by POSC to regularly monitor DIR and assist with data integrity	Accurate data that captures student outcomes, reviewed quarterly.	Improved Accuracy of data for enrollment, persistence and outcomes. Share findings with all members.	Accurate reporting of outcomes, improved student persistence.	Timely achievement of student goals, student transitions to community college, improved wages.
Increase marketing and outreach.	Reassess and implement new marketing strategies.	Increased student enrollment in all programs.	Increase in attendance at orientation sessions for adult programs.	Increased enrollment and attainment of degrees/certifications.	Students attain work and personal educational goals.
Update the Consortium Governance Plan.	Establish a work group to recommend updates to the governance plan.	Updating of governance plan to begin in 2019.	Develop an easy to understand governance document for members and the public.	Organized and efficient governance meetings. Documented procedures for the operation of the consortium.	Imbed regular updates of the governance plan into the tasks of the consortium.

Assumptions	External Factors
<p>State funding will remain stable and/or increase.</p> <p>Unemployment rate in Marin County remains stable.</p> <p>The high cost of living in Marin remains unchanged.</p> <p>Consortium members will be involved in noncredit CTE programs such as Prison to Employment effort.</p> <p>The need for trade apprenticeships remains steady</p> <p>Data driven decisions to drive program expansion.</p>	<p>Changes in the local economy.</p> <p>The need for construction related workers will continue for 2 – 5 years to rebuild fire and flood damaged areas in N. California.</p> <p>Encouraging community members to participate in the 2020 Census.</p> <p>Limited funding from AEP.</p> <p>Economic downturn.</p>

Table 3. Progress Indicators

Provide three to five SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) objectives by which your consortium will assess progress and impact during the next three-year cycle. These objectives should map directly to your Logic Model activities, outputs, and / or outcomes, as these will be a driving factor for annual plans throughout the funding period.

Example: By May 2019, increase the number of agencies that have aligned CTE pathways and developed comprehensive program maps from 2 to 10.

1. Increase student enrollment in all Consortium programs by 3% over the previous year (HSD/HSE, ESL, CTE, Adult-Child success).
2. Improve Consortium-wide data integrity by having Program Outreach & Support Coordinator prioritize data collection in the job position work plan. Quarterly member data reviewed will be instituted.
3. Updated the Consortium Governance Plan prior to the end of 2022.

2.5 Piloting and Implementation

The focus on aged out Newcomer students in San Rafael City Schools will begin its second year in 2019-20, encouraging aged-out high school seniors to complete a high school diploma/HSE via adult school.

Noncredit CTE will be offered at a new site in response to student interest. The course has only been offered in Larkspur, CA at the Tamalpais Adult School.

Build out HiSET and GED options for students at two certified locations in Larkspur and Novato.

Pilot new CTE offerings in West Marin to complement current ESL instruction. Areas of interest can include noncredit courses in hospitality, healthcare, and small business ownership.