

Exhibit B – FY 2020-21 Annual Work Plan and Budget



MCBC Mission

Forging cross-sector alliances to build a vibrant and prosperous
Monterey County business community.

BACKGROUND AND OVERVIEW

The Monterey County Business Council (MCBC) is a 501(c)(6) nonprofit corporation comprised of professionals from business, government and education working together on countywide issues. All 12 cities in Monterey County are members. Since its founding in 1995, the membership only organization has promoted the concept of private-public partnerships by bringing business experience and techniques to the public arena in order to bolster workforce and economic development. As we venture into our third decade of work, the MCBC is at the forefront of fostering and developing regional assets and collaboration in areas such as economic growth, workforce, broadband deployment, leadership development, and an inventory of assets to better help create and retain jobs and businesses in Monterey County. The MCBC serves both business and government by providing collaborative leadership, promoting sustainability and global competitiveness of existing and emerging businesses, while reflecting our strong commitment to economic vitality, the environment and quality of life.

The MCBC's economic development efforts were greatly enhanced in 2012 when it created and became the host organization for the Monterey Bay Procurement Technical Assistance Center (PTAC). The Monterey Bay PTAC's mission is to improve the economic condition of our region by assisting small and medium size businesses in applying for and obtaining local, state and federal government contracts. The Monterey Bay PTAC provides procurement technical assistance to help companies sell their products or services to the appropriate government agency by offering confidential counseling at no cost to the client. The core of the procurement assistance program is counseling and education. The Monterey Bay PTAC is staffed with counselors experienced in government contracting and provides a wide range of services, including classes, individual counseling and easy access to bid opportunities, contract specifications, procurement histories, and other information necessary to successfully compete for government contracts. Our PTAC counselors have backgrounds in government acquisition, and all receive ongoing training to keep pace with continually evolving acquisition procedures and policies.

The Monterey Bay PTAC will continue to develop partnerships with government agencies, universities, community colleges, local economic development entities, small business development centers and other business programs or local institutions providing additional contracting opportunities. It will also continue to educate area businesses on opportunities for obtaining and performing under federal, state and local contracts by providing workshops and training in collaboration with groups such as the California State University, Monterey Bay (CSUMB) Small Business Development Center (SBDC) and regional chambers of commerce.

In 2018, MCBC launched Leadership Monterey County. Previously, there were two leadership training organizations in the county, Leadership Salinas Valley and Leadership Monterey Peninsula. MCBC offered to take the lead to merge the two into a county-wide program and formulated a new 501(c)(3) organization with a new board of directors comprised of board members of the Salinas Valley Chamber of Commerce and former board members of Leadership Monterey Peninsula. Graduates of this program are

encouraged to lead in the business, government, education and not-for-profit arenas and enhance the economic vitality of the region. This program is designed to educate future leaders of the Monterey County Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research. Dana Marshall, a graduate of the 2018 program, is returning to be the facilitator for 2020-2021.

The MCBC's crucial component of our support in furtherance of efforts to prepare our region for the next possible round of Base Closure and Realignment (BRAC). As part of such efforts, MCBC will continue to work with a regional approach by convening and providing administrative and logistical support to its meetings, which include members of the Monterey Bay Defense Alliance and faculty and staff from CSUMB, MIIS, NPS, Defense Manpower Data Center (DMDC), and the U.S. Army Training and Doctrine Command (TRADOC) Analysis Center (TRAC). Participants give updates on their research projects and collaborations, like research into topics such as using social science theory to understand social media data and current and planned research using social media data, such as dealing with foreign and domestic terrorism. Native language capabilities are crucial to such national security efforts. Further, a recent memorandum issued by the Assistant Secretary of Navy (Manpower and Reserve Affairs) Deputy Under Secretary of the Navy (Management) emphasized the Department of Navy's need to create a "data savvy workforce" to ensure the military "stays at the forefront of this rapidly evolving data-centric environment" in which "information sharing, data analytics, and knowledge management touch all aspects of the workforce." The participants in the meetings are at the forefront of such efforts and the MCBC will continue to work with our region's military personnel and facilities to help ensure they remain at the forefront of such work and thereby better prepare to demonstrate that our regional military installations are vital to not only our local economy, but to national defense and security.

MCBC formed the Monterey Bay Defense Alliance with Representative Jimmy Panetta as an advocate for the group on national affairs. The Congressman laid out a series of strategies to help Monterey County retain its military installations. Meetings have also featured VADM Ann Rondeau of the Naval Postgraduate School and former President COL Phillip Deppert of the Defense Language Institute. This year, we welcomed Dr. Jim Hansen, Superintendent of the United States Naval Research Laboratory - Marine Meteorology Division in Monterey. He directs a broadly based, multi-disciplinary program of scientific research, advanced technology development, and applied research in marine meteorology and related atmospheric sciences to develop new numerical analysis and prediction systems to support Naval operations worldwide.

The MCBC continues to provide administrative support to the Central Coast Broadband Consortium (CCBC), which is dedicated to improving broadband availability, access and adoption in Monterey, Santa Cruz and San Benito Counties. The top priority of the CCBC is providing resources and incentives to telecommunications service providers, including local government agencies, to build broadband infrastructure and extend it throughout our tri-county region. For over ten years, rural and urban regional consortia such as CCBC have been working to promote ubiquitous broadband deployment and to advance broadband adoption in unserved and underserved areas throughout the state. Thanks to the work of the CCBC, a dozen communities in Monterey, San Benito and Santa Cruz counties were identified by the California Public Utilities Commission (CPUC) as high priority areas for broadband infrastructure development. It was the identification of those areas which resulted in success of the Sunesys Project (now known as "Crown Castle Project" because of an acquisition a few years ago) – the deployment of a 91-mile fiber optic

backbone down the Salinas Valley along the Highway 101 corridor. Recently, the project has stalled due to squirrel damage to the cable in the Santa Clara Valley. It was the collaborative leadership of the CCBC, MCBC and the University of California, Santa Cruz (UCSC) that resulted in the CPUC in approving a \$10.6 million grant from the California Advanced Services Fund (CASF) to build the network from the UCSC to Watsonville, Moss Landing, Castroville to Salinas and down through Gonzales with a current terminus in Soledad. With the success of the group, fiber has been completely installed from Santa Cruz to Soledad. Recently, Spectrum/Charter Communications has upgraded their network in Gonzales, Soledad, and Greenfield. They continue to work on exceptions for Big Sur and Carmel Highlands and the Highway 68 corridor. Additionally, the City of Gonzales has deployed mobile hotspots throughout the city (in partnership with T-Mobile) to upgrade internet access to residents. MCBC and CCBC continue to work with regional consortia partners in San Luis Obispo to extend the current terminus down 101 into San Luis Obispo. Regional ISP's will be able to connect to the "middle mile" to provide the "last mile" services to County residents and businesses. It is this "middle mile" infrastructure that is crucial to developing our economy and realizing the promise of an ag tech economy.

MCBC continues to provide support for Broadband Means Business. Broadband is a critical infrastructure demand for developing business so many representatives from various industries and municipalities voiced their concerns in a productive and constructive manner. Past speakers and panelists have included Sunne McPeak, President and CEO of the California Emerging Technology Fund; Lisa Ludovici, Leslie Humphries and Nancy Castellanos of Charter Communications; Rene Mendez, City Manager, City of Gonzales; Elizabeth Modena, Superintendent, Gonzales Unified School District; Ray Espinoza, CAO, San Benito County; Steve Blum, Central Coast Broadband Consortium; Tony Cricelli, CEO, Redshift; and Todd Porteous, Broker, Manager, Coldwell Banker.

MCBC will continue to advocate for business legislation at both the local and state level. However, it is not the practice of MCBC to endorse candidates. This past year MCBC testified at the California Public Utilities Commission, authored letters of support for state legislation on broadband infrastructure. Additionally, MCBC was present for business-related issues being presented at City of Monterey, City of Salinas, City of Pacific Grove and County Board of Supervisors meetings, as well as city planning commission meetings and strategic planning sessions for multiple jurisdictions. MCBC is leading efforts on a countywide "Local First" initiative, which encourages local cities to adopt a local preference policy for purchases by staff at the city. MCBC has met with City of Carmel, and City of Gonzales in expanding those guidelines. Monterey County Board of Supervisors and City of Salinas City Council have taken the lead and already have these policies in place, so the efforts will be directed at the remaining 11 cities that do not have it.

MCBC participated with the City of Salinas with Opportunity Zones this past year and worked to assist in finding local business members as potential investors in the state-funded initiative for reinvestment with incentives in local communities.

MCBC's success with the Monterey Bay PTAC, Leadership Monterey County, Central Coast Broadband Consortium and the Monterey Bay Defense Alliance has resulted in greater awareness of our County's incredible resources and has broadened our base of assets, collaborations and successful entrepreneurial endeavors.

KEY PROGRAMS/PROJECTS

I. Monterey Bay Procurement Technical Assistance Center (PTAC)

Monterey Bay PTAC Funding Request: \$50,000.00

The Monterey Bay PTAC is providing free consulting to small and medium businesses in Monterey County, enabling them to apply and win government contracts in all sectors – local, state, and federal agencies. Our PTAC is funded, in part, by a contract with the Defense Logistics Agency (DLA) and a match from the MCBC and its partners. Our local Monterey Bay PTAC has had enormous success nationwide, resulting in the acquisition of 15 other counties in California for counseling assistance. Additionally, the overwhelming success of contracts awarded in Monterey County alone has encouraged our PTAC in confidently increasing our Workplan from the goal in 2018-2019 (\$500,000) and 2019-2020 goal (1000% increase to \$5,000,000) to doubling our efforts once more to \$10,000,000 in local contracts awarded to Monterey County businesses for 2020-2021.

According to the Association of Procurement Technical Centers, nationwide in 2017, PTACs served over 48,000 clients and helped them win over \$20 billion in government contracts and subcontracts. That's a return on investment (ROI) of \$571 for every \$1 in spending!¹

The continued growth of this program is assured with the increased awareness of local businesses for contracting opportunities with state, local and federal governmental agencies.

Monterey Bay PTAC Performance Measures:

100 (5x more than 2019-2020 Workplan) new jobs created and/or retained. \$10,000,000.00 (200% increase from 2019-20 Workplan) in new contracts awarded for Monterey County small and medium-sized businesses.

II. Increase Small and Medium Size Business Outreach Efforts

Funding Request: \$50,000.00

MCBC key objectives for 2020-2021 include the following:

- To create greater alignment among the activities of business, government, education, media, health and foundation/community-based efforts.
- To build coalitions around key community issues and foster increased public- private partnerships.
- To develop strategies and programs that support the development of jobs and business opportunities.
- To work to improve the business climate to retain and expand existing businesses and

¹ <http://www.aptac-us.org/contracting-assistance/successes/>

the recruitment of new businesses; to keep economic development in the forefront of municipal priorities.

In order to fulfill those objectives, MCBC will continue to provide facilitation and implementation of the main economic drivers of Monterey County. The flexibility of industries remains a major topic, but it can be presumed the major industries continue to fall under the Monterey County Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research. These efforts aid in accelerating regional development of small and medium-size businesses and the creation and retention of jobs.

Overall, MCBC will continue to assume a leadership role in the facilitation of the Leadership Monterey County program. MCBC will also continue to educate and engage the public, among other things, highlighting the success of our initiatives and partners through events such as our annual Higher Education & Research Leadership Summit and Annual Economic Vitality Awards.

MCBC will also continue to advocate for the region's military missions through the Monterey Bay Defense Alliance which seeks to prepare the County for the next anticipated BRAC round. In addition, the MCBC continues to work with Congressman Panetta's staff and regional partners on The Monterey Bay Defense Alliance. Monterey County encompasses a wide variety of Department of Defense and National Security organizations (DoD/NS), and in order to gain maximum funding for these organizations and to prepare for the next round of BRAC, Team Monterey has fostered a collaborative team environment between these organizations to identify common areas of interest and capability for partnering. These organizations include: Fleet Numerical Meteorology & Oceanography Center; the Naval Research Laboratory; the Naval Postgraduate School; the Defense Manpower Data Center; the Defense Language Institute; U. S. Coast Guard Monterey; Fort Hunter Liggett; Camp Roberts; and the Defense Personnel Security Research Center. Approximately 10,000 people are employed in the local defense sector, a \$1.4 billion impact on the local economy, which does not take into the account the impact on local businesses. The closure of one installation could have devastating economic impact, as is made crystal clear by the closure of Fort Ord. The MCBC is working with regional partners to prevent such an economic catastrophe. Further, we took the lead in gathering business opportunities and regional assets and capabilities which consists of our educational, research and military institutions working on big data and the potential business opportunities.

As noted above, MCBC will provide administrative support to the CCBC while advocating for the expansion of high-speed internet in Monterey County.

Partners in all the aforementioned activities include, but are not limited to, the following: Arts Council of Monterey County; the Association of Monterey Bay Area Governments; Monterey County special districts; the Monterey County Office of Education; CSUMB; MPC, Hartnell College; MIIS; NPS; the WDB; all major departments of the County; Small Business Administration; SBDC's; local chambers of commerce, trade organizations, and all cities of Monterey County. The MCBC continues to recognize the importance of arts and culture to economic development and seeks to incorporate the same into our ongoing work. Monterey County is internationally recognized for its artistic and cultural output, festivals and institutions, which also

encompasses our growing wine and culinary reputation, making the County a desired tourist destination for reasons other than our stunning natural beauty.

The MCBC continues to leverage its website and gain more followers through Facebook, LinkedIn, and Twitter, publicizing its ongoing efforts, increasing community awareness and fostering collaboration with new and existing partners throughout the County. The County of Monterey is recognized as a sponsor on all promotional and program materials for both the Summit and Annual Gala. The County is also recognized in weekly emails to over 1500 businesses and our Friday Facts, a weekly newsletter featuring articles about new and important business-related events in Monterey County.

Performance Measures:

MCBC will provide facilitation and implementation of programs that support County of Monterey Economic Opportunity Pillars: Agriculture, Tourism, Education, and Research, designed for growth in awareness and retention and creation of jobs – 6 programs.

MCBC will host Economic Activities promoting business advocacy, leadership, and public engagement, designed for growth in public engagement and outreach for economic development – 16 programs