

County of Monterey

America's Job Center of California
344 Salinas St., Suites 205 & 206
Salinas, CA 93901



Meeting Agenda - Final

Executive Meeting

Thursday, November 20, 2025

9:00 AM

**America's Job Center of California, 344 Salinas Street
Suites 205 & 206, Salinas, CA 93901**

Workforce Development Board

WDB Members:

*Erik Cushman,
WDB & Executive Chair*

*Cesar Lara
Paula Calvetti*

CALL TO ORDER/ROLL CALL:**CHANGES TO AGENDA:****PUBLIC COMMENTS:****DIRECTOR'S REPORT:****CONSENT CALENDAR:**

Attachments: [Consider approval of minutes from the Special MCWDB Executive Committee meeting](#)

DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:

ACTION: Consider and approve the 2026 Executive Committee Meeting Calendar.

Attachments: [Consider and Approve the 2026 Executive Committee Meeting Calendar](#)

Update on MCWDB's 2025-26 1st Quarter budget.

Attachments: [Update on MCWDB's 2025-2026 1st Quarter budget](#)

Discussion regarding MCWDB's Community Builder Awards ceremony scheduled for December 3, 2025.

Attachments: [Discussion regarding MCWDB's Community Builder Awards Ceremony](#)

Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs.

Attachments: [Update on MCWDB's Adult, Dislocated Worker and Youth Programs](#)

Discussion regarding MCWDB's October 30, 2025, Board Retreat.

Attachments: [Discussion regarding MCWDB's October 30, 2025 Retreat](#)

Updates on Executive Committee members' workforce and business activities.

Attachments: [Updates on Executive Committee member's workforce and business activities](#)

ANNOUNCEMENTS:

ADJOURNMENT

SUBCOMMITTEE MEETINGS:

WDB MEETING



County of Monterey

Board Report

Legistar File Number: 25-840

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

...Tittle

ACTION: Consider approval of minutes from the Special Monterey
County Workforce Development Board (MCWDB) Executive
Committee meeting on October 23, 2025

UNADOPTED MINUTES

Special Monterey County Workforce Development Board Executive Committee Meeting
America's Job Center of California, 344 Salinas Street, Suites 205 & 206, Salinas, CA 93901
Thursday, October 23, 2025

Members Present: Erik Cushman (Chair), Paula Calvetti, Cesar Lara

Members Absent: None

Staff Present: Elizabeth Kaylor, Pearl Sanchez, Daisy Fernandez, Vanessa Kor

Call to Order/Introductions: Erik Cushman called the meeting to order at 9:06 a.m. A quorum was established.

Changes to Agenda: None

Public Comment: None

Director's Report: Executive Director Christopher Donnelly provided an update via Zoom on the impacts of the government shutdown on Workforce Innovation and Opportunity Act (WIOA) funding.

Consent Calendar:

1. **ACTION:** Consider approval of minutes from the Special Monterey County Workforce Development Board (MCWDB) Executive Committee meeting on August 28, 2025.
A motion was made by Paula Calvetti to approve the minutes from August 28, 2025, seconded by Cesar Lara. Two AYES with Cesar Lara abstaining. Motion passed.

Discussion or Review of Business Calendar Action Items:

1. **ACTION:** Consider and approve the appointment of Omar Perez-Sandoval, representing Business, for a three-year term, and that the MCWDB forward the appointment to the Board of Supervisors for final approval.
A motion was made by Cesar Lara to approve the appointment of Omar Perez-Sandoval to the Workforce Development Board, seconded by Paula Calvetti. ALL AYES. Motion passed.
2. Chair Erik Cushman provided an update on the MCWDB's October 30, 2025, Board Retreat.
3. Management Analyst Vanessa Kor discussed MCWDB's Community Builder Awards ceremony scheduled for December 3, 2025. This item was heard out of order.
4. Finance Manager Daisy Fernandez presented an update on MCWDB's FY 2025-26 1st Quarter budget.
5. Vanessa Kor presented an update on the Pajaro Small Business Assistance program.
6. Vanessa Kor presented an update on 1st Quarter WIOA Adult, Dislocated Worker, and Youth program performance.
7. Service provider representatives Lucy Iracheta and Lourdes Luviano of Equus, and Michael Artalejo of Turning Point, provided updates on the MCWDB's Adult, Dislocated Worker, and Youth programs. This item was heard out of order.
8. Operations Manager Pearl Sanchez provided an update on Proposition 47 (2014) community services funding.
9. Executive Committee members provided updates on their workforce and business activities.

Adjournment: Meeting Adjourned at 9:58 am.



County of Monterey

Board Report

Legistar File Number: 25-841

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

ACTION: Consider and approve the 2026 Executive Committee Meeting Calendar.

MEMORANDUM

TO: Workforce Development Board Executive Committee

FROM: Christopher Donnelly

SUBJECT: Approval of Meeting Calendar for 2026

DATE: November 20, 2025

RECOMMENDATION:

Below is the proposed schedule of Executive Committee meetings for calendar year 2026, with the 2026 Board Meeting Calendar approved on October 30, 2025, provided for reference.

**Monterey County Workforce Development Board
Executive Committee Meeting Calendar
January - December 2026**

**MCWDB Executive Committee
Meeting Dates 2026**

	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Oct 2026	Nov 2026	Dec 2026
Executive Committee Meets 3rd Thursday/Monthly at 9:00 am	15	19	19	16	21	18	16	20	17	15	19	17

**MCWDB Board-Approved
Meeting Dates 2026**

	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026	Oct 2026	Nov 2026	Dec 2026
WDB Meets on the 4th Thursday at 9:00am		26		23		25		27		22 Retreat		2 Awards Ceremony

Update on Monterey County Workforce Development Board's 2025-26 First Quarter Budget

Expenses for the period from July 1 to September 30, 2025, amounted to \$1,093,235, with the following breakdown:

- Adult: \$408,687
- Dislocated Workers (DW): \$318,460
- Youth: \$366,088

The case management contracts with Equus and Turning Point are still being finalized. For Equus, insurance documents are needed in order to execute the agreements; Turning Point has received its agreement for signature. The projected total case management cost for July through October—covering AD, DW, Youth, and OSO—is \$660,985. The October expenditures for Adult, Dislocated Worker, and Youth will be provided on the day of the meeting.

BUDGET FY 2025-26

Available funding	\$	9,070,228	
Projected Total Program Expenses FY26	\$	9,339,531	
Variance	\$	(269,304)	

Income		Allocations		33%	34%	33%						
	Admin	FY Budget	Adult	Adult Expenditures	DW	DW Expenditures	Youth	Youth Expenditures	Total	Total Expenditures	Available	
Funding			\$ 2,537,272.00		\$ 2,591,113.00		\$ 2,581,293		\$ 7,709,678			
Admin 10%			\$ 253,727	\$ 43,962	\$ 259,111	\$ 83,548	\$ 258,129	\$ 47,175	\$ 770,968	\$ 174,685	\$ 596,283	
Program 90%			\$ 2,283,545		\$ 2,332,002		\$ 2,323,164		\$ 6,938,710	\$ -		
Carry-in 23-24 Budget			\$ 554,430		\$ 475,127		\$ 1,101,961		\$ 2,131,517	\$ -		
Total Funding		\$ 9,070,228	\$ 2,837,975		\$ 2,807,128		\$ 3,425,125		\$ 9,070,228	\$ -		
Use's												
SB 734			\$ 685,063	\$ 84,416	\$ 699,601	\$ 7,465	\$ 464,633	\$ 50,975	\$ 1,384,664	\$ 91,881	\$ 1,292,783	
Youth WEX									\$ 464,633	\$ 50,975	\$ 413,658	
Available Funding for Adult, DW and Youth		\$ 7,220,931	\$ 2,152,911	\$ 84,416	\$ 2,307,528	\$ 7,465	\$ 2,960,492	\$ 50,975	\$ 7,220,931	\$ 142,856	\$ 7,078,075	
Expenses												
Personnel	Staff	Temp	Sub Total									
Salaries			\$ 1,654,671						\$ -	\$ -	\$ -	
Salaries/ Benefits Total			\$ 1,654,671	\$ 546,041	\$ 56,349	\$ 562,588	\$ 57,482	\$ 546,041	\$ 55,262	\$ 1,654,671	\$ 169,092	\$ 1,485,579
Case Management												
Adult			\$ 900,000	\$ 900,000	\$ 111,122				\$ 900,000	\$ 111,122	\$ 788,878	
DW			\$ 400,000			\$ 400,000	\$ 73,139		\$ 400,000	\$ 73,139	\$ 326,861	
Youth CM			\$ 1,350,000				\$ 1,350,000	\$ 134,580	\$ 1,350,000	\$ 134,580	\$ 1,215,420	
One Stop Operator			\$ 334,532	\$ 110,396		\$ 113,741	\$ 110,396		\$ 334,532	\$ -	\$ 334,532	
			\$ 2,984,532	\$ 1,010,396	\$ 111,122	\$ 513,741	\$ 73,139	\$ 1,460,396	\$ 134,580	\$ 2,984,532	\$ 338,841	\$ 2,645,691
Client Related Services												
Youth ITA's			\$ 60,000				\$ 60,000		\$ 60,000	\$ -	\$ 60,000	
Supportive Services			\$ 45,000	\$ 14,850		\$ 15,300	\$ 14,850	\$ 742	\$ 45,000	\$ 742	\$ 44,258	
Pre Voc Workshops			\$ 20,000	\$ 6,600	\$ 203	\$ 6,800	\$ 6,600	\$ 230	\$ 20,000	\$ 432	\$ 19,568	
WorkKeys			\$ 18,000	\$ 5,940		\$ 6,120	\$ 5,940		\$ 18,000	\$ -	\$ 18,000	
			\$ 143,000	\$ 27,390	\$ 203	\$ 28,220	\$ -	\$ 87,390	\$ 971	\$ 143,000	\$ 1,174	\$ 141,826
Other Client Services												
Business Services Enhancements			\$ 200,000	\$ 100,000		\$ 100,000			\$ 200,000	\$ -	\$ 200,000	
Educational Training Coordinator			\$ 135,000	\$ 44,550		\$ 45,900		\$ 44,550	\$ 135,000	\$ -	\$ 135,000	
			\$ 335,000	\$ 144,550	\$ -	\$ 145,900	\$ -	\$ 44,550	\$ 335,000	\$ -	\$ 335,000	
Non Personnel												
Rent -			\$ 336,089	\$ 110,909	\$ 22,076	\$ 114,270	\$ 22,076	\$ 110,909	\$ 15,354	\$ 336,089	\$ 59,507	\$ 276,582
IT& Telecom			\$ 272,000	\$ 89,760		\$ 92,480		\$ 89,760		\$ 272,000	\$ -	\$ 272,000
COWCAP			\$ 192,975	\$ 63,682	\$ 59,377	\$ 65,612	\$ 44,533	\$ 63,682	\$ 29,688	\$ 192,975	\$ 133,598	\$ 59,377
County Counsel			\$ 45,000	\$ 14,850	\$ 2,780	\$ 15,300	\$ 2,780	\$ 14,850	\$ 1,392	\$ 45,000	\$ 6,943	\$ 38,057
Other Operating Cost			\$ 269,500	\$ 88,935	\$ 8,085	\$ 91,630	\$ 6,980	\$ 88,935	\$ 8,329	\$ 269,500	\$ 23,394	\$ 246,106
Staff Development/Training			\$ 45,000	\$ 14,850	\$ 6,141	\$ 15,300	\$ 6,141	\$ 14,850	\$ 4,711	\$ 45,000	\$ 16,993	\$ 28,007
Travel -Conference			\$ 12,500	\$ 4,125		\$ 4,250		\$ 4,125		\$ 12,500	\$ -	\$ 12,500
Workers Comp - WDB			\$ 95,000	\$ 31,350	\$ 11	\$ 32,300	\$ 31,350	\$ 8,931	\$ 95,000	\$ 8,942	\$ 86,058	
Copy Machine Rental			\$ 10,000	\$ 3,300	\$ 533	\$ 3,400	\$ 684	\$ 3,300	\$ 382	\$ 10,000	\$ 1,598	\$ 8,402
Calendaring/ Texting Tools			\$ 15,000	\$ 4,950		\$ 5,100	\$ 4,950		\$ 15,000	\$ -	\$ 15,000	
			\$ 1,293,064	\$ 426,711	\$ 99,003	\$ 439,642	\$ 83,194	\$ 426,711	\$ 68,778	\$ 1,293,064	\$ 250,976	\$ 1,042,088
Other Non Personnel												
Computer Annuals Lease			\$ 35,000	\$ 11,550	\$ 3,166	\$ 11,900	\$ 3,166	\$ 11,550	\$ 1,415	\$ 35,000	\$ 7,747	\$ 27,253
MP's			\$ 13,000	\$ 4,290	\$ 4,076	\$ 4,420	\$ 4,076	\$ 4,290	\$ 2,329	\$ 13,000	\$ 10,481	\$ 2,519
			\$ 48,000	\$ 15,840	\$ 7,242	\$ 16,320	\$ 7,242	\$ 15,840	\$ 3,744	\$ 48,000	\$ 18,228	\$ 29,772
Contracts -other												
T/A- ETPL			\$ 10,000	\$ 3,300		\$ 3,400		\$ 3,300		\$ 10,000	\$ -	\$ 10,000
Monitoring			\$ 40,000	\$ 13,200		\$ 13,600		\$ 13,200		\$ 40,000	\$ -	\$ 40,000
Webhosting			\$ 40,000	\$ 13,200	\$ 2,774.00	\$ 13,600	\$ 2,774.00	\$ 13,200	\$ 1,738.00	\$ 40,000	\$ 7,286	\$ 32,714
Outreach			\$ 45,000	\$ 14,850	\$ 2,124.84	\$ 15,300	\$ 2,124.84	\$ 14,850	\$ 1,374.32	\$ 45,000	\$ 5,624	\$ 39,376
Studies			\$ 25,000	\$ 8,250		\$ 8,500		\$ 8,250		\$ 25,000	\$ -	\$ 25,000
Outreach materials			\$ 45,000	\$ 14,850	\$ 1,491.44	\$ 15,300	\$ 1,491.44	\$ 14,850	\$ 1,491.44	\$ 45,000	\$ 4,474	\$ 40,526
Slingshot Temp Staffing			\$ 15,000	\$ 4,950		\$ 5,100		\$ 4,950		\$ 15,000	\$ -	\$ 15,000
Chumura			\$ 9,000	\$ 2,970		\$ 3,060		\$ 2,970		\$ 9,000	\$ -	\$ 9,000
Launch Pad			\$ 32,000	\$ 10,560		\$ 10,880		\$ 10,560		\$ 32,000	\$ -	\$ 32,000
15% Board mandated Reserve			\$ 770,968	\$ 254,419		\$ 262,129		\$ 254,419		\$ 770,968	\$ -	\$ 770,968
			\$ 1,031,968	\$ 340,549	\$ 6,390	\$ 350,869	\$ 6,390	\$ 340,549	\$ 4,604	\$ 1,031,968	\$ 37,384	\$ 1,014,584
Available Funding for Adult, DW and Youth after use's		\$ 7,220,931	\$ 2,152,911	\$ 364,725	\$ 2,107,528	\$ 234,913	\$ 2,960,492	\$ 318,913	\$ 7,220,931	\$ 918,551	\$ 6,302,380	
Budgeted for program expenses FY26		\$ 7,490,235	\$ 2,511,477	\$ 280,309	\$ 2,067,280	\$ 227,448	\$ 2,921,477	\$ 267,938	\$ 7,490,235	\$ 775,695	\$ 6,714,540	
Admin Expense				\$ 43,962		\$ 83,548		\$ 47,175	\$ 770,968	\$ 174,685	\$ 596,283	
Total-Expenditures				\$ 408,687		\$ 318,460		\$ 366,088				
Program Expenditures July-Sept										\$ 918,551		
Admin Expenditures July-Sept										\$ 174,685		
Total-Expenditures										\$ 1,093,235		
									\$ 9,339,531			
									\$ (269,304)	Budget Var.		

\$ 142,855.83 SB 734 & Youth WEX \$ 918,550.61

**Discussion on the Monterey County Workforce Development Board
(MCWDB) Community Builder Awards Ceremony Scheduled for
December 3, 2025**

Management Analyst Vanessa Kor will discuss the 6th Annual Community Builder Awards ceremony and event sponsorship levels.

WANT TO MAKE A DIFFERENCE?

HELP US RECOGNIZE THIS YEAR'S OUTSTANDING
PARTICIPANTS, BUSINESSES, AND PARTNERS
AT THE

6th Annual Community Builders Awards Ceremony

DECEMBER 3, 2025
11:30AM-1:30PM
MONTEREY COUNTY WORKS CENTER - SALINAS

BRONZE

\$125

Organization's Name in
Program

SILVER

\$250

Organization's Logo in
Program

GOLD

\$500

Organization's Logo in
Program and Website

PLATINUM

\$1,000

Special Feature in Monthly
Newsletter

SPONSORSHIP SUBMISSION DEADLINE
NOVEMBER 26, 2025



6th Annual Community Builders Awards Ceremony Sponsorship Selection Form

Event Date – December 3, 2025

Event Time – 11:30am-1:30pm

Event Location – Monterey County Works Center
344 Salinas Street, 2nd Floor
Salinas, CA 93901

SPONSOR INFORMATION

Name: _____ **Email:** _____

Organization: _____

Phone 1: _____ **Phone 2:** _____

SPONSORSHIP INFORMATION

Sponsorship Level:

- | | |
|---|----------------|
| ☐ Bronze – Organization's Name in Program | \$125 |
| ☐ Silver – Organization's Logo in Program | \$250 |
| ☐ Gold – Organization's Logo in Program and Website | \$500 |
| ☐ Platinum – Special Feature in Monthly Newsletter | \$1,000 |
| ☐ Other – _____ | _____ |

PAYMENT INSTRUCTIONS

Please make checks payable to:

ATTN: Vanessa Kor

Central Coast Regional Workforce Partnership Inc (Tax ID No. 770235583)

344 Salinas Street, Suite 101

Salinas, CA 93901

SPONSORSHIP SUBMISSION DEADLINE

Wednesday, November 26, 2025

Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Program Activities

Adult and Dislocated Worker Program

During November, Monterey County Works strengthened service delivery and increased customer engagement across all centers:

- Veterans Day Engagement: Staff attended the Veterans Day event at the Veterans Transition Center on November 11, 2025. The strong turnout provided networking opportunities with partners and expanded pathways for Veterans seeking employment and training services.
- High Road Construction Careers (HRCC) New Cohort Launch: A new HRCC pre-apprenticeship construction training cohort began on October 20, with hands-on experience and pathways to apprenticeship programs in the skilled trades.
- Increased Activity and Referrals: In October, Equus saw a notable rise in participant engagement driven by enhanced outreach, new partnerships, and smoother intake processes.
- Business Outreach and OJT Expansion: Business engagement remains strong with ongoing development of On-the-Job Training (OJT) opportunities and work-based learning placements to support participants in achieving employment success.
- Education and Training Partnerships: Collaboration with International College and Calbright Online Community College is connecting participants to short-term, industry-recognized credentials aligned with regional workforce needs.
- Staffing and Coaching: With one final hire pending, the Adult and Dislocated Worker programs will be fully staffed to meet the rising demand for services.

Youth Programs

GREEN CADRE

The current Green Cadre cohort, funded through the CaliforniansForAll grant, has successfully packed and distributed more than 3,000 food parcels throughout Monterey County. It is estimated that these food parcels will feed over 12,000 community members. With the holiday season approaching, participants have already prepared boxes for the annual Pozole distribution with the Food Bank for Monterey County. The current Green Cadre cohort will celebrate their graduation on Friday, December 19, 2025.

We are excited to announce that applications for the next Green Cadre cohort officially opened on November 13, 2025. Outreach and recruitment efforts are now underway as the Youth programs work to secure 24 new participants for the upcoming cohort. Green Cadre participants will continue their impactful work with the California State Parks, the City of Monterey, and the Food Bank for Monterey County. Due to the success of the Climate Action partnership with the City of Monterey, the City of Pacific Grove has expressed interest in partnering with the Green Cadre on a fuel mitigation project.

The new cohort is scheduled to begin training on January 12, 2026.

**Discussion Regarding Monterey County Workforce Development Board's
October 30, 2025, Board Retreat**

Chair Erik Cushman will lead a discussion on the Board Retreat held at the Salinas Career Center on October 30, 2025.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD SWOT

S trengths • Business experience & Diversity • Desirable Location • Agriculture • Good Brand • Excellent, Dedicated Staff	W eaknesses • Affordability • More Diversity (Healthcare) • Awareness of WDB • Lack of “Head of HH Jobs” • Not enough Staff
O pportunities • Programs in Agriculture • Ag Tech & Better Jobs • Promote Results • AI • New Hotels/Jobs • Transportation Projects • Employer Relations • Labor to Build Housing	T hreats • Ag. Tech • Aging Workforce • Housing • Immigration Enforcement • AI • Public Policy • Water
S trengths • Community Colleges • CSUMB • Responsiveness	W eaknesses • Low Wage Industries •  Cost of living • Rural -Massive Area • Low Education Level • Recruit and Retain Employees • Absence of succession Plan
O pportunities • Increase the # of People We Serve • Harness Apprenticeships • Lobby *Higher Wages • Build Employer/ Education Relationships • Access to Money/Technology	T hreats • Funding • Low Wages • Child Care • Elder Care  Quality & Quantity
S trengths • Staff • OJT	W eaknesses • Marketing/Awareness • Healthcare on Board • Housing/Child Care
O pportunities • Strategic Partnerships ➢ Associations ➢ Schools ➢ Industry • OJT • Veterans & Unhoused Rep. • Health & Caregiving	T hreats • Natural Disasters ➢ Weather ➢ Pandemics • Exodus from CA/Monterey • Regionalizing Boards



Monterey County Workforce Development Board Strategic Plan 2026-2028

Prepared By: Tressa Dorsey, TAD Grants

Monterey County Workforce Development Board (WDB) Strategic Plan 2026-2028

Introduction

The Monterey County Workforce Development Board (WDB) Strategic Plan provides a comprehensive roadmap to strengthen industry engagement, workforce alignment, and community visibility across Monterey County. This plan is grounded in data-driven insights, stakeholder collaboration, and the region's unique economic and geographic characteristics. It spans eight bi-monthly phases (8 Quarters for purposes of conciseness in this report) and focuses on four key priorities: (1) Developing Sector Strategies, (2) Building Brand Awareness through a Public Relations Campaign, and (3) Advancing Career Pipelines in Key Industries. Each initiative is designed to ensure the WDB remains responsive, innovative, and connected to the county's economic priorities. (4) Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs).

SWOT Analysis Summary

The WDB's strengths include being housed in the County of Monterey's Administrative Office, its strong partnerships with local community colleges, responsiveness to business needs, diverse and experienced staff, and a well-regarded reputation within the region. Monterey County's desirable location, robust agricultural sector, and commitment to on-the-job training provide additional leverage for workforce advancement.

However, challenges persist, including the prevalence of low-wage industries, high cost of living, and limited availability of head-of-household jobs. Geographic barriers due to the county's rural size, staffing shortages, and limited marketing capacity hinder outreach and service delivery. There is also a recognized need for a stronger succession plan, increased healthcare representation on the board, and broader community awareness of WDB initiatives.

Opportunities include expanding access to apprenticeships that lead to higher-wage employment, building stronger partnerships between employers and educational institutions, and leveraging advancements in agricultural technology, artificial intelligence, and transportation infrastructure projects. Emerging collaborations with schools, veterans' organizations, and housing development partners further position the WDB to expand impact and visibility.

Threats include natural disasters, funding fluctuations, regionalization of workforce boards, and challenges associated with the aging workforce, housing shortages, immigration enforcement, and evolving labor market dynamics due to automation and artificial intelligence.

Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed

Objective: Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.

Bi-Monthly Timeline:

- Q1: WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends.
- Q2: Review WDB budget to explore hiring a consultant to conduct a market analysis.
- Q3: Contract with a research firm to conduct the market analysis; initiate meetings with the Growership Association and Farm Bureau.
- Q4: Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality Association.
- Q5: Board will recruit representatives from key industries to serve on WDB; formal partnership established with Agriculture Industry.
- Q6: Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.
- Q7: Conduct focus group with second key industry; generate list of job openings to prioritize.
- Q8: Launch industry sector strategies—operationalized and supported by partnerships in Agriculture and Hospitality sectors.

Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)

Objective: Strengthen board composition by recruiting employers from key industries, particularly in healthcare, to enhance strategic alignment and sector representation.

Steps to Achieve This Goal:

- Identify 1–3 agriculture industry organizations and association members as potential board members.
- Develop a comprehensive Board Information Packet that includes high-level talking points and promotional materials to help board members articulate the WDB’s mission and initiatives.
- Engage potential candidates through personalized outreach, emphasizing the opportunity to influence workforce development strategies in the region.
- Target completion: Q2–Q4, with full implementation by Q5.

Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity

Objective: Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB’s role and accomplishments throughout Monterey County.

Bi-Monthly Timeline:

- Q1: Committee identifies current marketing strategies and gaps to address.
- Q2: Identify budgetary needs to support the development of the PR campaign; conduct outreach to workforce stakeholders to refine messaging.
- Q3: Develop a ‘speakers bureau’ of WDB members and a standardized presentation to deliver across community events and organizations.

- Q4–Q5: Launch outreach to schools, veterans’ organizations, and CBOs; increase participation in job and resource fairs.
- Q6: Initiate outreach to local media outlets to secure workforce-related coverage and increase public visibility.
- Q7–Q8: Expand marketing reach through digital billboards, school marquees, and other community platforms. Measure success by increases in partnerships, programs, and funding.

Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)

Objective: Build sustainable career pathways and apprenticeship programs in high-demand industries, leveraging educational partnerships and economic development initiatives.

Bi-Monthly Timeline:

- Q1: Invite County Economic Development to present the SEDS plan to WDB; initiate engagement with United Way Childcare Initiative.
- Q2: Contract with research firm for market analysis; review findings to identify growth industries and engage employers on pipeline opportunities.
- Q3: Develop capacity around apprenticeship intermediary work; learn from other local WDBs on partnerships with Project Labor Agreements (PLAs) and Community Benefit Agreements (CBAs).
- Q4–Q5: Engage County and Cities in PLA/CBA opportunities; meet with local colleges and K-12 institutions to align CTE and apprenticeship programs.
- Q6–Q7: Link education and industry partners to develop WDB-led apprenticeship programs.
- Q8: Launch apprenticeship program within one industry; evaluate success and scalability.

Goal 5: Develop Funding Strategy

Conclusion

This Strategic Plan positions the Monterey County Workforce Development Board to enhance its regional impact through data-driven decision-making, targeted partnerships, and innovative workforce solutions. Through focused efforts in sector engagement, board development, public relations, and career pathway creation, the WDB will continue to drive equitable economic growth and strengthen the Monterey County workforce ecosystem.

Quarterly Implementation Table

Goal	Objective	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed	Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.	WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends.	Review WDB budget to explore hiring a consultant to conduct a market analysis.	Contract with a research firm to conduct the market analysis; initiate meetings with the Growership Association and Farm Bureau.	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality Association.	Board will recruit representation from key industries to serve on WDB; formal partnership established with Agriculture Industry.	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	Conduct focus group with second key industry; generate list of job openings to prioritize.	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
Goal 2: Add Industry Employers to the Board (Healthcare	Strengthen board composition by recruiting employers from key industries, particularly in	Identify 1–3 agriculture & Healthcare industry organizations and	Develop a comprehensive Board Information Packet with high-level	Engage potential candidates through personalized outreach	Confirm interest and initiate onboarding for selected members.	Full implementation and orientation of new board members.	Create Board Member Retention Strategy	Implementing Board Member Retention Strategy	Review and Evaluate Success by appointment and retention data

Representation Emphasis)	healthcare, to enhance strategic alignment and sector representation.	association members as potential board members.	talking points and promotional materials.	emphasizing the opportunity to influence workforce strategies.					
Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity	Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB's role and accomplishments.	Committee identifies current marketing strategies and gaps to address.	Identify budgetary needs to support PR campaign; conduct outreach to workforce stakeholders to refine messaging.	Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.	Launch outreach to schools, veterans' organizations, and CBOs; increase participation in job/resource fairs.	Continue community outreach and evaluate campaign performance.	Initiate outreach to local media outlets for workforce-related coverage.	Expand marketing reach through digital billboards, school marquees, and community platforms.	Measure success by increases in partnerships, programs, and funding.
Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)	Build sustainable career pathways and apprenticeship programs in high-demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and economic development initiatives.	Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative.	Contract research firm for market analysis on industry growth and workforce needs. Review findings to identify high-demand	Develop capacity around apprenticeship intermediary work. Research best practices from other WDBs on PLAs and CBAs.	Engage County and Cities on PLA/CBA opportunities. Meet with local colleges, K-12 institutions, and training providers to align CTE programs.	Continue engagement with education and industry partners. Plan for pilot apprenticeship program in one key industry. Secure funding and resources	Develop WDB-led apprenticeship programs with employer partners. Implement mentorship and career coaching components.	Launch apprenticeship program within the first industry. Monitor participation, employer engagement, and trainee progress.	Operationalize career pathways across growth industries with education and industry partners. Evaluate long-term outcomes and plan next cycle of program expansion.

		Identify key growth industries and potential partner employers.	occupations in Ag Tech, DART, and Green Jobs. Begin mapping current educational & apprenticeship programs.	Identify target employers for apprenticeship and training programs	Draft initial apprenticeship and pipeline program structure.	for program launch.	Evaluate program readiness for launch.	Adjust program based on early feedback.	
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Board Recommendations

All board members should volunteer to be on at least one committee. One board staff should assist with scheduling, coordination, note taking and implementation of strategies. Create a standing agenda item for each board meeting to review progress and status of goals by each committee.

Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed

Objective: Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies.

Recommendations:

1. **Establish Industry Sector Committees:** Form sector-specific advisory groups (e.g., Healthcare, Advanced Manufacturing, Ag Tech, and Green Jobs) consisting of employers, education partners, and workforce staff to provide quarterly input on emerging skills needs.

2. **Conduct Comprehensive Labor Market Analysis:** Partner with regional economic development organizations and utilize existing sources to analyze in-demand occupations, skill gaps, and wage trends to guide training investments.
3. **Develop Sector Playbooks:** Create concise strategy documents for each sector that outline employer needs, existing training resources, and recommended investments or policy actions.
4. **Integrate Sector Focus into Business Services:** Align the Business Services team to support sector priorities and tailor employer engagement to industry clusters rather than general outreach.
5. **Establish Performance Metrics:** Track metrics such as number of employers engaged, training enrollments aligned with sector needs, and job placements within targeted industries.

Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)

Objective: Ensure the Board reflects the regional economy and includes voices from key growth industries.

Recommendations:

1. **Conduct Board Composition Analysis:** Assess current membership to identify gaps in industry representation, especially in healthcare, green tech, and advanced manufacturing.
2. **Launch a Targeted Recruitment Campaign:** Work with regional hospital systems, healthcare networks, and local medical associations to identify potential board candidates.
3. **Develop a Board Recruitment Toolkit:** Include clear descriptions of board member roles, responsibilities, and impact to assist in outreach and engagement.
4. **Leverage Existing Partnerships:** Utilize relationships with chambers, industry associations, and sector partnerships to identify interested employers.
5. **Institute Rotating Term Appointments:** Create opportunities for emerging industry leaders to serve through term-based or advisory seats to keep board engagement fresh and relevant.

Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity

Objective: Increase public awareness of the Workforce Development Board's mission, services, and regional impact.

Recommendations:

1. **Develop a Comprehensive Communications Plan:** Define key messages, audiences, and communication channels (social media, local news, employer newsletters, etc.).
2. **Highlight Success Stories Using Data:** Showcase employer partnerships, job seeker outcomes, and innovative training initiatives to reinforce the WDB's role as a workforce leader.
3. **Modernize Branding Materials:** Refresh visual identity and marketing collateral to align with a unified, professional image.
4. **Engage Local Media and Stakeholders:** Host press events, employer roundtables, and community showcase to build awareness and credibility.
5. **Measure Brand Reach:** Track engagement through website analytics, social media metrics, and stakeholder feedback to assess brand impact and adjust strategy.

Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)

Objective: Strengthen regional career pathways that align with high-growth industries and employer needs.

Recommendations:

1. **Map Existing Career Pathways:** Identify current training programs, credentials, and employment pipelines in Ag Tech, DART (Digital Automation & Robotics Technology), and Green Jobs sectors. Includes actively soliciting new training providers to join the Eligible Training Provider List to meet occupational training demands.
2. **Establish Employer-Led Curriculum Development:** Work with employers and training providers to co-design curriculum and identify credential gaps.
3. **Secure Funding for Pathway Development:** Pursue state and federal grants (e.g., WIOA, Good Jobs Challenge, or Climate Corps funding) to support program creation and expansion. This will include reviving the Non-Profit organization for raising additional philanthropic funding and fundraising activities.
4. **Create Youth and Adult On-Ramps:** Develop outreach and engagement strategies to introduce high school and adult learners to these industries through internships, apprenticeships, and work-based learning.

5. **Implement Continuous Evaluation:** Track pipeline performance through placement rates, completion data, and employer satisfaction to refine programs and ensure sustainability.
-

Implementation Oversight

Board Role:

- Establish a Strategic Implementation Committee or designate existing committees (e.g., Executive, Business Services, or Career Services) to oversee each goal area.
- Provide bi-monthly progress reports on key performance indicators and adjust strategies as needed.
- Direct the Executive Director and staff to develop annual work plans aligned with these goals and report progress regularly.

1. Establish Board Committees

- **Career Pipeline & Apprenticeship Committee:** Oversees pipeline program development, partnerships with employers and education, and program evaluation.
- **Industry Engagement Committee:** Focuses on building and maintaining relationships with key industries (Ag Tech, DART, Green Jobs).
- **Education & Training Committee:** Ensures alignment of local colleges, K-12 CTE programs, and workforce training initiatives with industry needs.
- **PR & Community Outreach Committee:** Coordinates communications, marketing, and community awareness campaigns to support recruitment and visibility of pipeline programs.

2. Define Roles and Responsibilities

- **Board Chair:** Leads overall strategic direction, approves committee actions, and ensures alignment with the WDB mission.
- **Committee Chairs:** Lead committees, schedule meetings, report progress to full board, and drive decision-making.

- **Industry Representatives:** Provide sector-specific insights, identify workforce needs, and facilitate employer partnerships.
- **Education Representatives:** Advise on program alignment with curriculum and training programs, support apprenticeship structure.
- **Community Representatives:** Help with public relations, outreach, and identifying community resources to support pipelines.

3. Implement a Structured Meeting Cadence

- **Bi-Monthly Full Board Meetings:** Review progress on pipeline development, approve key strategies, and evaluate program outcomes.
- **Monthly Committee Meetings:** Committees meet to advance their specific objectives and address challenges.
- **Bi-Monthly Progress Reports:** Committees submit short progress updates to the full board to maintain transparency and track milestones.

4. Set Clear Goals, Metrics, and Accountability

- **Establish KPIs for each objective:**
 - Number of apprenticeships launched.
 - Employer and education partnerships formalized.
 - Participant placement and retention rates
 - Feedback from employers and trainees
- **Quarterly progress dashboard:** Track actions vs. target for each bi-monthly milestone.

5. Use Project Management Tools

- Adopt a project management tool (like Asana, Trello, or Smartsheet) to track objectives, tasks, deadlines, and responsible parties.
- Create a shared timeline of the 8-quarter action plan, visible to all board members.

6. Foster Collaboration and Communication

- Regularly communicate successes, challenges, and upcoming milestones.
- Encourage cross-committee collaboration to prevent siloed work.
- Provide professional development or training to board members on industry trends and workforce development strategies.

7. External Resources Leverage

- Bring in subject matter experts (industry, apprenticeship programs, education) for board education sessions.
- Hire consultants for market analysis or program design when needed.
- Partners with workforce organizations, local chambers, and community-based organizations to expand reach and resources.

8. Plan for Sustainability

- Develop strategies for ongoing funding and resource allocation for apprenticeship programs.
- Create succession plans for committee chairs and board members to maintain continuity.
- Document lessons learned and continuously refine processes to improve program efficiency and outcomes.

Updates on Executive Committee Members' Workforce and Business Activities

Committee members will provide updates on their recent workforce and business activities.



County of Monterey

Board Report

Legistar File Number: 25-842

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

Update on MCWDB's 2025-26 1st Quarter budget.

Update on Monterey County Workforce Development Board's 2025-26 First Quarter Budget

Expenses for the period from July 1 to September 30, 2025, amounted to \$1,093,235, with the following breakdown:

- Adult: \$408,687
- Dislocated Workers (DW): \$318,460
- Youth: \$366,088

The case management contracts with Equus and Turning Point are still being finalized. For Equus, insurance documents are needed in order to execute the agreements; Turning Point has received its agreement for signature. The projected total case management cost for July through October—covering AD, DW, Youth, and OSO—is \$660,985. The October expenditures for Adult, Dislocated Worker, and Youth will be provided on the day of the meeting.

BUDGET FY 2025-26

Available funding	\$	9,070,228	
Projected Total Program Expenses FY26	\$	9,339,531	
Variance	\$	(269,304)	

Income		Allocations		33%	34%	33%						
		Admin	FY Budget	Adult	Adult Expenditures	DW	DW Expenditures	Youth	Youth Expenditures	Total	Total Expenditures	Available
Funding	Admin 10%			\$ 2,537,272.00		\$ 2,591,113.00		\$ 2,581,293		\$ 7,709,678		
	Program 90%			\$ 253,727	\$ 43,962	\$ 259,111	\$ 83,548	\$ 258,129	\$ 47,175	\$ 770,968	\$ 174,685	\$ 596,283
	Carry-in 23-24 Budget			\$ 2,283,545		\$ 2,332,002		\$ 2,323,164		\$ 6,938,710	\$ -	
	Total Funding		\$ 9,070,228	\$ 2,837,975		\$ 2,807,128		\$ 3,425,125		\$ 9,070,228	\$ -	
	Use's											
	SB 734			\$ 685,063	\$ 84,416	\$ 699,601	\$ 7,465	\$ 464,633	\$ 50,975	\$ 1,384,664	\$ 91,881	\$ 1,292,783
	Youth WEX									\$ 464,633	\$ 50,975	\$ 413,658
Available Funding for Adult, DW and Youth			\$ 7,220,931	\$ 2,152,911	\$ 84,416	\$ 2,307,528	\$ 7,465	\$ 2,960,492	\$ 50,975	\$ 7,220,931	\$ 142,856	\$ 7,078,075
Expenses												
Personnel		Staff	Temp	Sub Total								
	Salaries			\$ 1,654,671						\$ -	\$ -	\$ -
	Salaries/ Benefits Total	\$ -	\$ -	\$ 1,654,671	\$ 546,041	\$ 56,349	\$ 562,588	\$ 57,482	\$ 546,041	\$ 55,262	\$ 1,654,671	\$ 148,579
Case Management												
	Adult			\$ 900,000	\$ 900,000	\$ 111,122				\$ 900,000	\$ 111,122	\$ 788,878
	DW			\$ 400,000		\$ 400,000	\$ 73,139			\$ 400,000	\$ 73,139	\$ 326,861
	Youth CM			\$ 1,350,000				\$ 1,350,000	\$ 134,580	\$ 1,350,000	\$ 134,580	\$ 1,215,420
	One Stop Operator			\$ 334,532	\$ 110,396	\$ 113,741		\$ 110,396		\$ 334,532		\$ 334,532
				\$ 2,984,532	\$ 1,010,396	\$ 111,122	\$ 513,741	\$ 73,139	\$ 1,460,396	\$ 134,580	\$ 2,984,532	\$ 2,665,691
Client Related Services												
	Youth ITA's			\$ 60,000				\$ 60,000		\$ 60,000	\$ -	\$ 60,000
	Supportive Services			\$ 45,000	\$ 14,850	\$ 15,300		\$ 14,850	\$ 742	\$ 45,000	\$ 742	\$ 44,258
	Pre Voc Workshops			\$ 20,000	\$ 6,600	\$ 6,800		\$ 6,600	\$ 230	\$ 20,000	\$ 432	\$ 19,568
	WorkKeys			\$ 18,000	\$ 5,940	\$ 6,120		\$ 5,940		\$ 18,000	\$ -	\$ 18,000
				\$ 143,000	\$ 27,390	\$ 203	\$ 28,220	\$ 87,390	\$ 971	\$ 143,000	\$ 1,174	\$ 141,826
Other Client Services												
	Business Services Enhancements			\$ 200,000	\$ 100,000	\$ 100,000				\$ 200,000	\$ -	\$ 200,000
	Educational Training Coordinator			\$ 135,000	\$ 44,550	\$ 45,900		\$ 44,550		\$ 135,000	\$ -	\$ 135,000
				\$ 335,000	\$ 144,550	\$ -	\$ 145,900	\$ 44,550		\$ 335,000	\$ -	\$ 335,000
Non Personnel												
	Rent -			\$ 336,089	\$ 110,909	\$ 22,076	\$ 114,270	\$ 22,076	\$ 110,909	\$ 15,354	\$ 336,089	\$ 59,507
	IT& Telecom			\$ 272,000	\$ 89,760	\$ 92,480		\$ 89,760		\$ 272,000	\$ -	\$ 272,000
	COWCAP			\$ 192,975	\$ 63,682	\$ 59,377	\$ 65,612	\$ 44,533	\$ 63,682	\$ 29,688	\$ 192,975	\$ 99,377
	County Counsel			\$ 45,000	\$ 14,850	\$ 2,780	\$ 15,300	\$ 2,780	\$ 14,850	\$ 1,392	\$ 45,000	\$ 6,943
	Other Operating Cost			\$ 269,500	\$ 88,935	\$ 8,085	\$ 91,630	\$ 6,980	\$ 88,935	\$ 8,329	\$ 269,500	\$ 23,394
	Staff Development/Training			\$ 45,000	\$ 14,850	\$ 6,141	\$ 15,300	\$ 6,141	\$ 14,850	\$ 4,711	\$ 45,000	\$ 16,993
	Travel -Conference			\$ 12,500	\$ 4,125		\$ 4,250		\$ 4,125		\$ 12,500	\$ -
	Workers Comp - WDB			\$ 95,000	\$ 31,350	\$ 11	\$ 32,300	\$ 31,350	\$ 8,931	\$ 95,000	\$ 8,942	\$ 86,058
	Copy Machine Rental			\$ 10,000	\$ 3,300	\$ 533	\$ 3,400	\$ 684	\$ 3,300	\$ 382	\$ 10,000	\$ 1,598
	Calendaring/ Texting Tools			\$ 15,000	\$ 4,950		\$ 5,100	\$ 4,950		\$ 15,000	\$ -	\$ 15,000
				\$ 1,293,064	\$ 426,711	\$ 99,003	\$ 439,642	\$ 83,194	\$ 426,711	\$ 68,778	\$ 1,293,064	\$ 250,976
Other Non Personnel												
	Computer Annuals Lease			\$ 35,000	\$ 11,550	\$ 3,166	\$ 11,900	\$ 3,166	\$ 11,550	\$ 1,415	\$ 35,000	\$ 7,747
	MPs			\$ 13,000	\$ 4,290	\$ 4,076	\$ 4,420	\$ 4,076	\$ 4,290	\$ 2,329	\$ 13,000	\$ 10,481
				\$ 48,000	\$ 15,840	\$ 7,242	\$ 16,320	\$ 7,242	\$ 15,840	\$ 3,744	\$ 48,000	\$ 29,772
Contracts -other												
	T/A- ETPL			\$ 10,000	\$ 3,300		\$ 3,400		\$ 3,300		\$ 10,000	\$ -
	Monitoring			\$ 40,000	\$ 13,200		\$ 13,600		\$ 13,200		\$ 40,000	\$ -
	Webhosting			\$ 40,000	\$ 13,200	\$ 2,774.00	\$ 13,600	\$ 2,774.00	\$ 13,200	\$ 1,738.00	\$ 40,000	\$ 7,286
	Outreach			\$ 45,000	\$ 14,850	\$ 2,124.84	\$ 15,300	\$ 2,124.84	\$ 14,850	\$ 1,374.32	\$ 45,000	\$ 5,624
	Studies			\$ 25,000	\$ 8,250		\$ 8,500		\$ 8,250		\$ 25,000	\$ -
	Outreach materials			\$ 45,000	\$ 14,850	\$ 1,491.44	\$ 15,300	\$ 1,491.44	\$ 14,850	\$ 1,491.44	\$ 45,000	\$ 4,474
	Slingshot Temp Staffing			\$ 15,000	\$ 4,950		\$ 5,100		\$ 4,950		\$ 15,000	\$ -
	Chumura			\$ 9,000	\$ 2,970		\$ 3,060		\$ 2,970		\$ 9,000	\$ -
	Launch Pad			\$ 32,000	\$ 10,560		\$ 10,880		\$ 10,560		\$ 32,000	\$ -
	15% Board mandated Reserve			\$ 770,968	\$ 254,419		\$ 262,129		\$ 254,419		\$ 770,968	\$ -
				\$ 1,031,968	\$ 340,549	\$ 6,390	\$ 350,869	\$ 6,390	\$ 340,549	\$ 4,604	\$ 1,031,968	\$ 37,384
Available Funding for Adult, DW and Youth after use's			\$ 7,220,931	\$ 2,152,911	\$ 364,725	\$ 2,107,528	\$ 234,913	\$ 2,960,492	\$ 318,913	\$ 7,220,931	\$ 918,551	\$ 6,302,380
Budgeted for program expenses FY26			\$ 7,490,235	\$ 2,511,477	\$ 280,309	\$ 2,067,280	\$ 227,448	\$ 2,921,477	\$ 267,938	\$ 7,490,235	\$ 775,695	\$ 6,714,540
Admin Expense					\$ 43,962		\$ 83,548		\$ 47,175	\$ 770,968	\$ 174,685	\$ 596,283
Total-Expenditures					\$ 408,687		\$ 318,460		\$ 366,088			
										Program Expenditures July-Sept	\$ 918,551	
										Admin Expenditures July-Sept	\$ 174,685	
										Total-Expenditures	\$ 1,093,235	
										\$ 9,339,531		
										\$ (269,304)	Budget Var.	

\$ 142,855.83 SB 734 & Youth WEX \$ 918,550.61



County of Monterey

Item No.

Board Report

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Legistar File Number: 25-843

November 20, 2025

Introduced: 11/14/2025

Current Status: Agenda Ready

Version: 1

Matter Type: General Agenda Item

Discussion regarding MCWDB's Community Builder Awards ceremony scheduled for December 3, 2025.

**Discussion on the Monterey County Workforce Development Board
(MCWDB) Community Builder Awards Ceremony Scheduled for
December 3, 2025**

Management Analyst Vanessa Kor will discuss the 6th Annual Community Builder Awards ceremony and event sponsorship levels.

WANT TO MAKE A DIFFERENCE?

HELP US RECOGNIZE THIS YEAR'S OUTSTANDING
PARTICIPANTS, BUSINESSES, AND PARTNERS
AT THE

6th Annual Community Builders Awards Ceremony

DECEMBER 3, 2025

11:30AM-1:30PM

MONTEREY COUNTY WORKS CENTER - SALINAS

BRONZE

\$125

Organization's Name in
Program

SILVER

\$250

Organization's Logo in
Program

GOLD

\$500

Organization's Logo in
Program and Website

PLATINUM

\$1,000

Special Feature in Monthly
Newsletter

SPONSORSHIP SUBMISSION DEADLINE
NOVEMBER 26, 2025



6th Annual Community Builders Awards Ceremony Sponsorship Selection Form

Event Date – December 3, 2025

Event Time – 11:30am-1:30pm

Event Location – Monterey County Works Center
344 Salinas Street, 2nd Floor
Salinas, CA 93901

SPONSOR INFORMATION

Name: _____ **Email:** _____

Organization: _____

Phone 1: _____ **Phone 2:** _____

SPONSORSHIP INFORMATION

Sponsorship Level:

- | | |
|---|----------------|
| ☐ Bronze – Organization's Name in Program | \$125 |
| ☐ Silver – Organization's Logo in Program | \$250 |
| ☐ Gold – Organization's Logo in Program and Website | \$500 |
| ☐ Platinum – Special Feature in Monthly Newsletter | \$1,000 |
| ☐ Other – _____ | _____ |

PAYMENT INSTRUCTIONS

Please make checks payable to:

ATTN: Vanessa Kor

Central Coast Regional Workforce Partnership Inc (Tax ID No. 770235583)

344 Salinas Street, Suite 101

Salinas, CA 93901

SPONSORSHIP SUBMISSION DEADLINE

Wednesday, November 26, 2025



County of Monterey

Board Report

Legistar File Number: 25-844

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs.

Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Program Activities

Adult and Dislocated Worker Program

During November, Monterey County Works strengthened service delivery and increased customer engagement across all centers:

- Veterans Day Engagement: Staff attended the Veterans Day event at the Veterans Transition Center on November 11, 2025. The strong turnout provided networking opportunities with partners and expanded pathways for Veterans seeking employment and training services.
- High Road Construction Careers (HRCC) New Cohort Launch: A new HRCC pre-apprenticeship construction training cohort began on October 20, with hands-on experience and pathways to apprenticeship programs in the skilled trades.
- Increased Activity and Referrals: In October, Equus saw a notable rise in participant engagement driven by enhanced outreach, new partnerships, and smoother intake processes.
- Business Outreach and OJT Expansion: Business engagement remains strong with ongoing development of On-the-Job Training (OJT) opportunities and work-based learning placements to support participants in achieving employment success.
- Education and Training Partnerships: Collaboration with International College and Calbright Online Community College is connecting participants to short-term, industry-recognized credentials aligned with regional workforce needs.
- Staffing and Coaching: With one final hire pending, the Adult and Dislocated Worker programs will be fully staffed to meet the rising demand for services.

Youth Programs

GREEN CADRE

The current Green Cadre cohort, funded through the CaliforniansForAll grant, has successfully packed and distributed more than 3,000 food parcels throughout Monterey County. It is estimated that these food parcels will feed over 12,000 community members. With the holiday season approaching, participants have already prepared boxes for the annual Pozole distribution with the Food Bank for Monterey County. The current Green Cadre cohort will celebrate their graduation on Friday, December 19, 2025.

We are excited to announce that applications for the next Green Cadre cohort officially opened on November 13, 2025. Outreach and recruitment efforts are now underway as the Youth programs work to secure 24 new participants for the upcoming cohort. Green Cadre participants will continue their impactful work with the California State Parks, the City of Monterey, and the Food Bank for Monterey County. Due to the success of the Climate Action partnership with the City of Monterey, the City of Pacific Grove has expressed interest in partnering with the Green Cadre on a fuel mitigation project.

The new cohort is scheduled to begin training on January 12, 2026.



County of Monterey

Board Report

Legistar File Number: 25-845

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

Discussion regarding MCWDB's October 30, 2025, Board Retreat.

**Discussion Regarding Monterey County Workforce Development Board's
October 30, 2025, Board Retreat**

Chair Erik Cushman will lead a discussion on the Board Retreat held at the Salinas Career Center on October 30, 2025.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD SWOT

S trengths • Business experience & Diversity • Desirable Location • Agriculture • Good Brand • Excellent, Dedicated Staff	W eaknesses • Affordability • More Diversity (Healthcare) • Awareness of WDB • Lack of “Head of HH Jobs” • Not enough Staff
O pportunities • Programs in Agriculture • Ag Tech & Better Jobs • Promote Results • AI • New Hotels/Jobs • Transportation Projects • Employer Relations • Labor to Build Housing	T hreats • Ag. Tech • Aging Workforce • Housing • Immigration Enforcement • AI • Public Policy • Water
S trengths • Community Colleges • CSUMB • Responsiveness	W eaknesses • Low Wage Industries •  Cost of living • Rural -Massive Area • Low Education Level • Recruit and Retain Employees • Absence of succession Plan
O pportunities • Increase the # of People We Serve • Harness Apprenticeships • Lobby *Higher Wages • Build Employer/ Education Relationships • Access to Money/Technology	T hreats • Funding • Low Wages • Child Care • Elder Care  Quality & Quantity
S trengths • Staff • OJT	W eaknesses • Marketing/Awareness • Healthcare on Board • Housing/Child Care
O pportunities • Strategic Partnerships ➢ Associations ➢ Schools ➢ Industry • OJT • Veterans & Unhoused Rep. • Health & Caregiving	T hreats • Natural Disasters ➢ Weather ➢ Pandemics • Exodus from CA/Monterey • Regionalizing Boards



Monterey County Workforce Development Board Strategic Plan 2026-2028

Prepared By: Tressa Dorsey, TAD Grants

Monterey County Workforce Development Board (WDB) Strategic Plan 2026-2028

Introduction

The Monterey County Workforce Development Board (WDB) Strategic Plan provides a comprehensive roadmap to strengthen industry engagement, workforce alignment, and community visibility across Monterey County. This plan is grounded in data-driven insights, stakeholder collaboration, and the region's unique economic and geographic characteristics. It spans eight bi-monthly phases (8 Quarters for purposes of conciseness in this report) and focuses on four key priorities: (1) Developing Sector Strategies, (2) Building Brand Awareness through a Public Relations Campaign, and (3) Advancing Career Pipelines in Key Industries. Each initiative is designed to ensure the WDB remains responsive, innovative, and connected to the county's economic priorities. (4) Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs).

SWOT Analysis Summary

The WDB's strengths include being housed in the County of Monterey's Administrative Office, its strong partnerships with local community colleges, responsiveness to business needs, diverse and experienced staff, and a well-regarded reputation within the region. Monterey County's desirable location, robust agricultural sector, and commitment to on-the-job training provide additional leverage for workforce advancement.

However, challenges persist, including the prevalence of low-wage industries, high cost of living, and limited availability of head-of-household jobs. Geographic barriers due to the county's rural size, staffing shortages, and limited marketing capacity hinder outreach and service delivery. There is also a recognized need for a stronger succession plan, increased healthcare representation on the board, and broader community awareness of WDB initiatives.

Opportunities include expanding access to apprenticeships that lead to higher-wage employment, building stronger partnerships between employers and educational institutions, and leveraging advancements in agricultural technology, artificial intelligence, and transportation infrastructure projects. Emerging collaborations with schools, veterans' organizations, and housing development partners further position the WDB to expand impact and visibility.

Threats include natural disasters, funding fluctuations, regionalization of workforce boards, and challenges associated with the aging workforce, housing shortages, immigration enforcement, and evolving labor market dynamics due to automation and artificial intelligence.

Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed

Objective: Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.

Bi-Monthly Timeline:

- Q1: WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends.
- Q2: Review WDB budget to explore hiring a consultant to conduct a market analysis.
- Q3: Contract with a research firm to conduct the market analysis; initiate meetings with the Growership Association and Farm Bureau.
- Q4: Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality Association.
- Q5: Board will recruit representatives from key industries to serve on WDB; formal partnership established with Agriculture Industry.
- Q6: Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.
- Q7: Conduct focus group with second key industry; generate list of job openings to prioritize.
- Q8: Launch industry sector strategies—operationalized and supported by partnerships in Agriculture and Hospitality sectors.

Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)

Objective: Strengthen board composition by recruiting employers from key industries, particularly in healthcare, to enhance strategic alignment and sector representation.

Steps to Achieve This Goal:

- Identify 1–3 agriculture industry organizations and association members as potential board members.
- Develop a comprehensive Board Information Packet that includes high-level talking points and promotional materials to help board members articulate the WDB’s mission and initiatives.
- Engage potential candidates through personalized outreach, emphasizing the opportunity to influence workforce development strategies in the region.
- Target completion: Q2–Q4, with full implementation by Q5.

Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity

Objective: Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB’s role and accomplishments throughout Monterey County.

Bi-Monthly Timeline:

- Q1: Committee identifies current marketing strategies and gaps to address.
- Q2: Identify budgetary needs to support the development of the PR campaign; conduct outreach to workforce stakeholders to refine messaging.
- Q3: Develop a ‘speakers bureau’ of WDB members and a standardized presentation to deliver across community events and organizations.

- Q4–Q5: Launch outreach to schools, veterans’ organizations, and CBOs; increase participation in job and resource fairs.
- Q6: Initiate outreach to local media outlets to secure workforce-related coverage and increase public visibility.
- Q7–Q8: Expand marketing reach through digital billboards, school marquees, and other community platforms. Measure success by increases in partnerships, programs, and funding.

Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)

Objective: Build sustainable career pathways and apprenticeship programs in high-demand industries, leveraging educational partnerships and economic development initiatives.

Bi-Monthly Timeline:

- Q1: Invite County Economic Development to present the SEDS plan to WDB; initiate engagement with United Way Childcare Initiative.
- Q2: Contract with research firm for market analysis; review findings to identify growth industries and engage employers on pipeline opportunities.
- Q3: Develop capacity around apprenticeship intermediary work; learn from other local WDBs on partnerships with Project Labor Agreements (PLAs) and Community Benefit Agreements (CBAs).
- Q4–Q5: Engage County and Cities in PLA/CBA opportunities; meet with local colleges and K-12 institutions to align CTE and apprenticeship programs.
- Q6–Q7: Link education and industry partners to develop WDB-led apprenticeship programs.
- Q8: Launch apprenticeship program within one industry; evaluate success and scalability.

Goal 5: Develop Funding Strategy

Conclusion

This Strategic Plan positions the Monterey County Workforce Development Board to enhance its regional impact through data-driven decision-making, targeted partnerships, and innovative workforce solutions. Through focused efforts in sector engagement, board development, public relations, and career pathway creation, the WDB will continue to drive equitable economic growth and strengthen the Monterey County workforce ecosystem.

Quarterly Implementation Table

Goal	Objective	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed	Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.	WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends.	Review WDB budget to explore hiring a consultant to conduct a market analysis.	Contract with a research firm to conduct the market analysis; initiate meetings with the Growership Association and Farm Bureau.	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality Association.	Board will recruit representation from key industries to serve on WDB; formal partnership established with Agriculture Industry.	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	Conduct focus group with second key industry; generate list of job openings to prioritize.	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
Goal 2: Add Industry Employers to the Board (Healthcare	Strengthen board composition by recruiting employers from key industries, particularly in	Identify 1–3 agriculture & Healthcare industry organizations and	Develop a comprehensive Board Information Packet with high-level	Engage potential candidates through personalized outreach	Confirm interest and initiate onboarding for selected members.	Full implementation and orientation of new board members.	Create Board Member Retention Strategy	Implementing Board Member Retention Strategy	Review and Evaluate Success by appointment and retention data

Representation Emphasis)	healthcare, to enhance strategic alignment and sector representation.	association members as potential board members.	talking points and promotional materials.	emphasizing the opportunity to influence workforce strategies.					
Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity	Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB's role and accomplishments.	Committee identifies current marketing strategies and gaps to address.	Identify budgetary needs to support PR campaign; conduct outreach to workforce stakeholders to refine messaging.	Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.	Launch outreach to schools, veterans' organizations, and CBOs; increase participation in job/resource fairs.	Continue community outreach and evaluate campaign performance.	Initiate outreach to local media outlets for workforce-related coverage.	Expand marketing reach through digital billboards, school marquees, and community platforms.	Measure success by increases in partnerships, programs, and funding.
Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)	Build sustainable career pathways and apprenticeship programs in high-demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and economic development initiatives.	Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative.	Contract research firm for market analysis on industry growth and workforce needs. Review findings to identify high-demand	Develop capacity around apprenticeship intermediary work. Research best practices from other WDBs on PLAs and CBAs.	Engage County and Cities on PLA/CBA opportunities. Meet with local colleges, K-12 institutions, and training providers to align CTE programs.	Continue engagement with education and industry partners. Plan for pilot apprenticeship program in one key industry. Secure funding and resources	Develop WDB-led apprenticeship programs with employer partners. Implement mentorship and career coaching components.	Launch apprenticeship program within the first industry. Monitor participation, employer engagement, and trainee progress.	Operationalize career pathways across growth industries with education and industry partners. Evaluate long-term outcomes and plan next cycle of program expansion.

		Identify key growth industries and potential partner employers.	occupations in Ag Tech, DART, and Green Jobs. Begin mapping current educational & apprenticeship programs.	Identify target employers for apprenticeship and training programs	Draft initial apprenticeship and pipeline program structure.	for program launch.	Evaluate program readiness for launch.	Adjust program based on early feedback.	
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Board Recommendations

All board members should volunteer to be on at least one committee. One board staff should assist with scheduling, coordination, note taking and implementation of strategies. Create a standing agenda item for each board meeting to review progress and status of goals by each committee.

Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed

Objective: Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies.

Recommendations:

1. **Establish Industry Sector Committees:** Form sector-specific advisory groups (e.g., Healthcare, Advanced Manufacturing, Ag Tech, and Green Jobs) consisting of employers, education partners, and workforce staff to provide quarterly input on emerging skills needs.

2. **Conduct Comprehensive Labor Market Analysis:** Partner with regional economic development organizations and utilize existing sources to analyze in-demand occupations, skill gaps, and wage trends to guide training investments.
3. **Develop Sector Playbooks:** Create concise strategy documents for each sector that outline employer needs, existing training resources, and recommended investments or policy actions.
4. **Integrate Sector Focus into Business Services:** Align the Business Services team to support sector priorities and tailor employer engagement to industry clusters rather than general outreach.
5. **Establish Performance Metrics:** Track metrics such as number of employers engaged, training enrollments aligned with sector needs, and job placements within targeted industries.

Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)

Objective: Ensure the Board reflects the regional economy and includes voices from key growth industries.

Recommendations:

1. **Conduct Board Composition Analysis:** Assess current membership to identify gaps in industry representation, especially in healthcare, green tech, and advanced manufacturing.
2. **Launch a Targeted Recruitment Campaign:** Work with regional hospital systems, healthcare networks, and local medical associations to identify potential board candidates.
3. **Develop a Board Recruitment Toolkit:** Include clear descriptions of board member roles, responsibilities, and impact to assist in outreach and engagement.
4. **Leverage Existing Partnerships:** Utilize relationships with chambers, industry associations, and sector partnerships to identify interested employers.
5. **Institute Rotating Term Appointments:** Create opportunities for emerging industry leaders to serve through term-based or advisory seats to keep board engagement fresh and relevant.

Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity

Objective: Increase public awareness of the Workforce Development Board's mission, services, and regional impact.

Recommendations:

1. **Develop a Comprehensive Communications Plan:** Define key messages, audiences, and communication channels (social media, local news, employer newsletters, etc.).
2. **Highlight Success Stories Using Data:** Showcase employer partnerships, job seeker outcomes, and innovative training initiatives to reinforce the WDB's role as a workforce leader.
3. **Modernize Branding Materials:** Refresh visual identity and marketing collateral to align with a unified, professional image.
4. **Engage Local Media and Stakeholders:** Host press events, employer roundtables, and community showcase to build awareness and credibility.
5. **Measure Brand Reach:** Track engagement through website analytics, social media metrics, and stakeholder feedback to assess brand impact and adjust strategy.

Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)

Objective: Strengthen regional career pathways that align with high-growth industries and employer needs.

Recommendations:

1. **Map Existing Career Pathways:** Identify current training programs, credentials, and employment pipelines in Ag Tech, DART (Digital Automation & Robotics Technology), and Green Jobs sectors. Includes actively soliciting new training providers to join the Eligible Training Provider List to meet occupational training demands.
2. **Establish Employer-Led Curriculum Development:** Work with employers and training providers to co-design curriculum and identify credential gaps.
3. **Secure Funding for Pathway Development:** Pursue state and federal grants (e.g., WIOA, Good Jobs Challenge, or Climate Corps funding) to support program creation and expansion. This will include reviving the Non-Profit organization for raising additional philanthropic funding and fundraising activities.
4. **Create Youth and Adult On-Ramps:** Develop outreach and engagement strategies to introduce high school and adult learners to these industries through internships, apprenticeships, and work-based learning.

5. **Implement Continuous Evaluation:** Track pipeline performance through placement rates, completion data, and employer satisfaction to refine programs and ensure sustainability.
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Implementation Oversight

Board Role:

- Establish a Strategic Implementation Committee or designate existing committees (e.g., Executive, Business Services, or Career Services) to oversee each goal area.
- Provide bi-monthly progress reports on key performance indicators and adjust strategies as needed.
- Direct the Executive Director and staff to develop annual work plans aligned with these goals and report progress regularly.

1. Establish Board Committees

- **Career Pipeline & Apprenticeship Committee:** Oversees pipeline program development, partnerships with employers and education, and program evaluation.
- **Industry Engagement Committee:** Focuses on building and maintaining relationships with key industries (Ag Tech, DART, Green Jobs).
- **Education & Training Committee:** Ensures alignment of local colleges, K-12 CTE programs, and workforce training initiatives with industry needs.
- **PR & Community Outreach Committee:** Coordinates communications, marketing, and community awareness campaigns to support recruitment and visibility of pipeline programs.

2. Define Roles and Responsibilities

- **Board Chair:** Leads overall strategic direction, approves committee actions, and ensures alignment with the WDB mission.
- **Committee Chairs:** Lead committees, schedule meetings, report progress to full board, and drive decision-making.

- **Industry Representatives:** Provide sector-specific insights, identify workforce needs, and facilitate employer partnerships.
- **Education Representatives:** Advise on program alignment with curriculum and training programs, support apprenticeship structure.
- **Community Representatives:** Help with public relations, outreach, and identifying community resources to support pipelines.

3. Implement a Structured Meeting Cadence

- **Bi-Monthly Full Board Meetings:** Review progress on pipeline development, approve key strategies, and evaluate program outcomes.
- **Monthly Committee Meetings:** Committees meet to advance their specific objectives and address challenges.
- **Bi-Monthly Progress Reports:** Committees submit short progress updates to the full board to maintain transparency and track milestones.

4. Set Clear Goals, Metrics, and Accountability

- **Establish KPIs for each objective:**
 - Number of apprenticeships launched.
 - Employer and education partnerships formalized.
 - Participant placement and retention rates
 - Feedback from employers and trainees
- **Quarterly progress dashboard:** Track actions vs. target for each bi-monthly milestone.

5. Use Project Management Tools

- Adopt a project management tool (like Asana, Trello, or Smartsheet) to track objectives, tasks, deadlines, and responsible parties.
- Create a shared timeline of the 8-quarter action plan, visible to all board members.

6. Foster Collaboration and Communication

- Regularly communicate successes, challenges, and upcoming milestones.
- Encourage cross-committee collaboration to prevent siloed work.
- Provide professional development or training to board members on industry trends and workforce development strategies.

7. External Resources Leverage

- Bring in subject matter experts (industry, apprenticeship programs, education) for board education sessions.
- Hire consultants for market analysis or program design when needed.
- Partners with workforce organizations, local chambers, and community-based organizations to expand reach and resources.

8. Plan for Sustainability

- Develop strategies for ongoing funding and resource allocation for apprenticeship programs.
- Create succession plans for committee chairs and board members to maintain continuity.
- Document lessons learned and continuously refine processes to improve program efficiency and outcomes.



County of Monterey

Board Report

Legistar File Number: 25-846

Item No.

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

November 20, 2025

Introduced: 11/14/2025

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

Updates on Executive Committee members' workforce and business activities.

Updates on Executive Committee Members' Workforce and Business Activities

Committee members will provide updates on their recent workforce and business activities.