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

Item No.

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

November 20, 2025

Current Status: Agenda Ready

Matter Type: General Agenda Item

Board Report

Legistar File Number: 25-840

Introduced: 11/14/2025

Version: 1

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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.

<u>Discussion or Review of Business Calendar Action Items:</u>

- 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

Item No.

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

November 20, 2025

Board Report

Legistar File Number: 25-841

Introduced: 11/14/2025

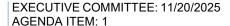
Version: 1

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	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	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	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	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

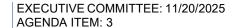
• Youth: \$366,088

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

Amont DE				DODG			.0							J
Admin 1		Projected T	otal Program Expenses FY	26 \$		9,339,531								
Company Comp	ncome		Allocation	ns 33%		34%		33%					ı	
Amont DE		Admin	FY Budget	Adult		<u>DW</u>		Youth:		<u>Total</u>	Total Expenditures	Available	Ī	
Discription	Program 90% Carry-in 23-24 Budget			\$ 253,727 \$ 2,283,545 \$ 554,430	\$ 43,962	\$ 259,111 \$ 2,332,002 \$ 475,127	\$ 83,548	\$ 258,129 \$ 2,323,164 \$ 1,101,961	\$ 47,175	\$ 770,968 \$ 6,938,710 \$ 2,131,517		\$ 596,283		
Personal Salares	<u>Use's</u> SB 734		9,070,228		\$ 84,416		\$ 7,465		\$ 50,975	\$ 1,384,664		\$ 1,292,783 \$ 413,658		
Salariera \$ 1,544.671 \$ 5,540.071 \$	Available Funding for Adult, DW and Youth		\$ 7,220,931	\$ 2,152,911	\$ 84,416	\$ 2,107,528	\$ 7,465	\$ 2,960,492	\$ 50,975	\$ 7,220,931	\$ 142,856	\$ 7,078,075	į	
Section Sect	Salaries		\$ 1,654,671			\$ 562,588					\$ · . \$ 169,092	\$. \$ 1,485,579		
Seminary	ase Management Adult DW Youth CM		\$ 900,000 \$ 400,000 \$ 1,350,000	\$ 900,000				\$ 1,350,000		\$ 900,000 \$ 400,000 \$ 1,350,000	\$ 111,122 \$ 73,139	\$ 788,878 \$ 326,861 \$ 1,215,420 \$ 334,532		
## Clies Ferrices S	Supportive Services		\$ 60,000 \$ 45,000	\$ 14,850		\$ 15,300	\$ 73,139	\$ 60,000 \$ 14,850	\$ 742	\$ 60,000 \$ 45,000	\$. \$ 742	\$ 2,665,691 \$ 60,000 \$ 44,258 \$ 19,568		
# Personnel S	ther Client Services Business Services Enhancements	s .	\$ 18,000 \$ 143,000 \$ 200,000	\$ 5,940 \$ 27,390 \$ 100,000		\$ 6,120 \$ 28,220 \$ 100,000	\$ -	\$ 5,940 \$ 87,390		\$ 18,000 \$ 143,000 \$ 200,000	\$. \$ 1,174			
Staff Development/Training	ion Personnel Rent - IT& Telecom COWCAP	\$	\$ 335,000 \$ 336,089 \$ 272,000 \$ 192,975	\$ 144,550 \$ 110,909 \$ 89,760 \$ 63,682	\$ 59,377	\$ 145,900 \$ 114,270 \$ 92,480 \$ 65,612	\$ 44,533	\$ 44,550 \$ 110,909 \$ 89,760 \$ 63,682	\$ 15,354 \$ 29,688	\$ 335,000 \$ 336,089 \$ 272,000 \$ 192,975	\$ 59,507 \$. \$ 133,598	\$ 276,582 \$ 272,000 \$ 59,377		
ter Nos Personed Computer Annuals Lease S 35,000 \$ 11,590 \$ 3.166 \$ 11,590 \$ 1,415 \$ 35,000 \$ 10,481 \$ 2.25 \$ 10,000 \$ 10,481 \$ 2.25 \$	Other Operating Cost Staff Development/Training Travel - Conference Workers Comp - WDB		\$ 269,500 \$ 45,000 \$ 12,500 \$ 95,000	\$ 88,935 \$ 14,850 \$ 4,125 \$ 31,350	\$ 8,085 \$ 6,141 \$ 11	\$ 91,630 \$ 15,300 \$ 4,250 \$ 32,300	\$ 6,980 \$ 6,141	\$ 88,935 \$ 14,850 \$ 4,125 \$ 31,350	\$ 8,329 \$ 4,711 \$ 8,931	\$ 269,500 \$ 45,000 \$ 12,500 \$ 95,000	\$ 23,394 \$ 16,993 \$. \$ 8,942	\$ 246,106 \$ 28,007 \$ 12,500 \$ 86,058		
## dracts -other T/A, ETPL	Calendaring/ Texting Tools her Non Personnel Computer Annuals Lease		\$ 1,293,064 \$ 35,000	\$ 426,711 \$ 11,550	\$ 3,166	\$ 439,642 \$ 11,900	\$ 3,166	\$ 426,711 \$ 11,550	\$ 1,415	\$ 1,293,064 \$ 35,000	\$ 7,747			
Montoring	ntracts -other	\$	\$ 48,000	\$ 15,840		\$ 16,320		\$ 15,840		\$ 48,000	<u>\$ 18,228</u>	\$ 2,519 \$ 29,772 \$ 10,000	_	
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Youth after use's \$ 7,20,351 \$ 2,152,911 \$ 369,725 \$ 2,107,326 \$ 239,915 \$ 2,907,492 \$ 316,915 \$ 7,20,951 \$ 916,051 \$ 6,302,3 Budgeted for program expenses \$ 7,490,235 \$ 2,511,477 \$ 280,309 \$ 2,057,280 \$ 227,448 \$ 2,921,477 \$ 267,938 \$ 7,490,235 \$ 775,695 \$ 6,714,5	Launch Pad	\$	\$ 32,000 \$ 770,968 \$ 1,031,968	\$ 10,560 \$ 254,419 \$ 340,549		\$ 10,880 \$ 262,129 \$ 350,869	\$ 6,390	\$ 10,560 \$ 254,419 \$ 340,549		\$ 32,000 \$ 770,968 \$ 1,031,968	()	\$ 32,000 \$ 770,968 \$ 1,014,583		
PI26 \$ 7/490/250 \$ 4.511/471 \$ 200/309 \$ 4.001/200 \$ 4.21/470 \$ 4.5421/471 \$ 207/350 \$ 7/490/250 \$ 7/10/505 \$ 6.714/5		Youth after use's	\$ 7,220,931											
		FY26 Admin Expense	\$ 7,490,235	\$ 2,511,477	\$ 280,309 \$ 43,962	\$ 2,057,280	\$ 227,448	\$ 2,921,477	\$ 267,938 \$ 47,175	\$ 7,490,235 \$ 770,968	\$ 775,695 \$ 174,685	\$ 6,714,540 \$ 596,283		\$ 142,85

\$ 9,339,531 \$ (269,304) Budget Var.





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 OUSTANDING PARTICIPANTS, BUSINESSES, AND PARTNERS AT THE

6th Annual Community Builders Awards Ceremony

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



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

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

SPONSOR INFORMATION		
Name:	Email:	
Organization:		
Phone 1:		
SPONSORSHIP INFORMATION		
Sponsorship Level:		
☐ Bronze – Organization's Name in Program		\$125
☐ Silver – Organization's Logo in Program		\$250
\square Gold – Organization's Logo in Program and Web	osite	\$500
☐ Platinum – Special Feature in Monthly Newslette	er	\$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

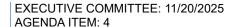
During November, Monterey County Works strengthened service delivery and increased customer engagement across all centers:

- 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 preapprenticeship 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, industryrecognized 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

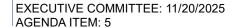
The current Green Cadre cohort, funded through the CaliforniansForAll grant, has successfully packed and distributed more than 3,000 food parcels throughout Monterey County. It is estimated that these food parcels will feed over 12,000 community members. With the holiday season approaching, participants 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

Strengths	Weaknesses
 Business experience & Diversity Desirable Location Agriculture Good Brand Excellent, Dedicated Staff 	 Affordability More Diversity (Healthcare) Awareness of WDB Lack of "Head of HH Jobs" Not enough Staff
Opportunities Programs in Agriculture Ag Tech & Better Jobs Promote Results	 Threats Ag. Tech Aging Workforce Housing
 AI New Hotels/Jobs Transportation Projects Employer Relations Labor to Build Housing 	 Immigration Enforcement AI Public Policy Water

Strengths	Weaknesses Low Wage Industries Cost of living Rural -Massive Area Low Education Level Recruit and Retain Employees Absence of succession Plan
Opportunities Increase the # of People We Serve Harness Apprenticeships Lobby *Higher Wages Build Employer/ Education Relationships Access to Money/Technology	Threats • Funding • Low Wages • Child Care • Elder Care Quantity

S trengths	Weaknesses
StaffOJT	Marketing/AwarenessHealthcare on BoardHousing/Child Care
O pportunities	Threats
Strategic PartnershipsAssociations	 Natural Disasters Weather
> Schools	WeatherPandemics
Industry	 Exodus from CA/Monterey
• OJT	 Regionalizing Boards
 Veterans & Unhoused Rep. 	
Health & Caregiving	



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
S	Goal 1: Develop Sector Strategies to Ensure Industry Demand is	engagement with key industries to identify workforce needs and align training, recruitment, and	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.	to conduct the market analysis; initiate meetings with	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality	serve on WDB;	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	industry;	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
I E t	ndustry Employers to he 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	 	Confirm interest and initiate onboarding for selected members.	and orientation	Create Board Member Retention Strategy	Implementing Board Member Retention Strategy	Review and Evaluate Success by appointment and retention data

Emphasis)	enhance strategic alignment and sector	members as potential	and promotional	emphasizing the opportunity to influence workforce strategies.					
Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity	to increase visibility, community engagement, and	Committee identifies current marketing strategies and gaps to address.	campaign; conduct outreach to workforce stakeholders to	Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.	veterans' organizations, and CBOs;	evaluate campaign	Initiate outreach to local media outlets for workforce- related coverage.	billboards, school	Measure success by increases in partnerships, programs, and funding.
Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)	programs in high- demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and	Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative.	for market analysis on industry growth and workforce needs. Review findings to identify	Research best	providers to align CTE	partners.	led apprenticeship	the first industry. Monitor participation, employer	Operationalize career pathways across growth industries with education and industry partners. Evaluate long-term outcomes and plan next cycle of program expansion.

growth industries and	and Green Jobs.	apprenticeship	Draft initial apprenticeship	program readiness for	Adjust program based on early feedback.	
	Begin mapping current educational & apprenticeship programs.		structure.			

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:
 - o Number of apprenticeships launched.
 - Employer and education partnerships formalized.
 - o Participant placement and retention rates
 - o 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

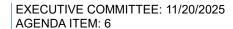
- Regularly communicate successes, challenges, and upcoming milestones.
- Encourage cross-committee collaboration to prevent siloed work.
- Provide professional development or training to board members on industry trends and workforce development strategies.

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

Item No.

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

November 20, 2025

Board Report

Legistar File Number: 25-842

Introduced: 11/14/2025 Current Status: Agenda Ready

Version: 1 Matter Type: General Agenda Item

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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

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County of Monterey

Item No.

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

November 20, 2025

Board Report

Legistar File Number: 25-843

Introduced: 11/14/2025

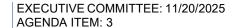
Version: 1

Current Status: Agenda Ready

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 OUSTANDING PARTICIPANTS, BUSINESSES, AND PARTNERS AT THE

6th Annual Community Builders Awards Ceremony

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



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

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

SPONSOR INFORMATION		
Name:Organization:		
Phone 1:		
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 Wel	bsite	\$500
☐ Platinum – Special Feature in Monthly Newslett	er	\$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

Item No.

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

November 20, 2025

Board Report

Legistar File Number: 25-844

Introduced: 11/14/2025

Current Status: Agenda Ready

Version: 1

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

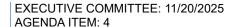
During November, Monterey County Works strengthened service delivery and increased customer engagement across all centers:

- 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 preapprenticeship 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, industryrecognized 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

Item No.

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

November 20, 2025

Board Report

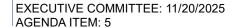
Legistar File Number: 25-845

Introduced: 11/14/2025 Current Status: Agenda Ready

Version: 1 Matter Type: General Agenda Item

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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

Strengths	Weaknesses				
 Business experience & Diversity Desirable Location Agriculture Good Brand Excellent, Dedicated Staff 	 Affordability More Diversity (Healthcare) Awareness of WDB Lack of "Head of HH Jobs" Not enough Staff 				
O pportunities	Threats				
Programs in Agriculture	Ag. Tech				
 Ag Tech & Better Jobs 	Aging Workforce				
 Promote Results 	 Housing 				
• AI	 Immigration Enforcement 				
New Hotels/Jobs	• AI				
Transportation Projects	Public Policy				
Employer Relations	Water				
Labor to Build Housing					

Strengths	Weaknesses Low Wage Industries Cost of living Rural -Massive Area Low Education Level Recruit and Retain Employees Absence of succession Plan				
Opportunities Increase the # of People We Serve Harness Apprenticeships Lobby *Higher Wages Build Employer/ Education Relationships Access to Money/Technology	Threats • Funding • Low Wages • Child Care • Elder Care Quantity				

S trengths	Weaknesses			
 Staff OJT Marketing/Awareness Healthcare on Board Housing/Child Care 				
Opportunities Strategic Partnerships Associations Schools Industry OJT Veterans & Unhoused Rep.	 Threats Natural Disasters Weather Pandemics Exodus from CA/Monterey Regionalizing Boards 			
	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	engagement with key industries to identify workforce needs and align training, recruitment, and	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.	to conduct the market analysis; initiate meetings with	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality	serve on WDB;	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	second key industry; generate list of job openings to prioritize.	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
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	comprehensive Board Information Packet with	 	Confirm interest and initiate onboarding for selected members.	and orientation	Create Board Member Retention Strategy	Board Member Retention Strategy	Review and Evaluate Success by appointment and retention data

Emphasis)	enhance strategic alignment and sector	members as potential	and promotional	emphasizing the opportunity to influence workforce strategies.					
Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity	to increase visibility, community engagement, and	Committee identifies current marketing strategies and gaps to address.	campaign; conduct outreach to workforce stakeholders to	Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.	veterans' organizations, and CBOs;	evaluate campaign	Initiate outreach to local media outlets for workforce- related coverage.	billboards, school	Measure success by increases in partnerships, programs, and funding.
Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)	and apprenticeship programs in high-demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and	Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative.	for market analysis on industry growth and workforce needs. Review findings to identify	Research best	providers to align CTE	partners.	led apprenticeship	the first industry. Monitor participation, employer	Operationalize career pathways across growth industries with education and industry partners. Evaluate long-term outcomes and plan next cycle of program expansion.

growth industries and	and Green Jobs.	apprenticeship	Draft initial apprenticeship	program readiness for	Adjust program based on early feedback.	
	Begin mapping current educational & apprenticeship programs.		structure.			

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:
 - o Number of apprenticeships launched.
 - Employer and education partnerships formalized.
 - o Participant placement and retention rates
 - o 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

Item No.

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

November 20, 2025

Board Report

Legistar File Number: 25-846

Introduced: 11/14/2025

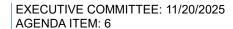
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14/2025 Current Status: Agenda Ready

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.