County of Monterey

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

Meeting Agenda - Final

Special Workforce Development Board Meeting

Thursday, September 24, 2026

9:00 AM

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

Workforce Development Board

CALL TO ORDER/ROLL CALL:

Erik Cushman

CHANGES TO AGENDA:

Erik Cushman

PUBLIC COMMENTS:

(Limited to 2 minutes per person)

DIRECTOR'S REPORT:
• Meeting of the Minds in Monterey
• Central Coast Workforce Development Board (WDB)
Directors' Presentation to the State WDB
Update on the High RoadSM Construction Careers (HRCC)
program.
• Meeting of the Minds in Monterey
• Central Coast Workforce Development Board (WDB)
Directors' Presentation to the State WDB

Chris Donnelly

CONSENT CALENDAR:

Erik Cushman

1 **ACTION:** Consider approval of minutes from the Special Monterey County Workforce Development Board (MCWDB) meeting of July 16, 2026.

Attachments: Consent 01 MCWDB Unadopted Minutes July 16, 2026

Erik Cushman

DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:

Erik Cushman

1 Discussion of MCWDB's 2025-26 budget closeout.

Attachments: Business 01 MCWDBs 2025-26 Budget Closeout
Business 01a Budget 2026 Presentation Period 1-14

Daisy Fernandez

2 **ACTION:** Consider and approve the final 2026-27 MCWDB budget.

Attachments: Business 02 Approval of proposed 2026-27 MCWDB budget
Business 02a WIOA FY 26-27 Budget

Daisy Fernandez

3 **ACTION:** Nominations for and election of MCWDB Vice Chair and Second Vice Chair, for a three-year term.

Attachments: Business 03 Election of Vice Chair and Second Vice Chair

Erik Cushman

4 **ACTION:** Consider and approve the Request for Qualifications (RFQ) #10996 Evaluation Committee's selection of the following 19 qualified contractors for MCWDB's Local and Regional Consultant and Contractor Services List: American Institutes for Research; Brennan Workforce Consulting; BW Research Partnership, Inc.; Cuts & Coaching LLC; Drone, Aviation, and Robotics Technology (DART); Dynamic Works Institute; Emerald Ocean Insights LLC; High Road Alliance; Hightower Workforce Initiatives; Jan's Dreams; L.I.F.E. University, Inc.; Marcove Executive Training; Pat Davis Design Group; Plain Language International, Inc.; QA Commons; Rrecord Consulting Services LLC; Social Policy Research Associates; TAD Grants; and TW Trainz. LLC.

Attachments: Business 04 Approval of RFQ #10996 Selected Contractors

Vanessa Kor

5 Update on MCWDB's Strategic Plan and Annual Board Retreat.

Attachments: Business 05 2026-2028 Strategic Plan and Annual Board Retreat
Business 05a 2026-2028 Strategic Plan

Erik Cushman

6 Update on MCWDB's Community Builders Awards (CBA).

Attachments: Business 06 Update on 2026 Community Builders Awards (CBA)
Business 06a 2026 Community Builders Awards Ceremony Sponsorship Flyer

Vanessa Kor

7 Updates on Workforce Innovation and Opportunity Act (WIOA)

Adult, Dislocated Worker, and Youth programs.

Attachments: Business 07 Update on WIOA Adult, Dislocated Worker, and Youth programs

Lucy Iracheta, Michael Artalejo

8 Updates on Board members' workforce and business activities.

Attachments: Business 08 Board members' updates on workforce and business activities

Individual Board Members

ANNOUNCEMENTS:

Erik Cushman

ADJOURNMENT

Erik Cushman

SUBCOMMITTEE MEETINGS: Executive: October 15, 2026 WDB MEETING October 29, 2026

Documents related to agenda items that are distributed to the WDB less than 72 hours before the meeting shall be available for public inspection at 344 Salinas Street, Suite 101, Salinas, CA, or visit our website at www.montereycountywdb.org. Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. This WIOA Title I financially assisted program or activity is an equal opportunity employer/program and auxiliary aids and services are available upon request to individuals with disabilities. ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, to participate in the public meeting may make these requests to the WDB staff at (831) 796-3505. TTY/CRS: Dial 711.

County of Monterey

Board Report

Legistar File Number: 26-818

Item No.1

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

ACTION: Consider approval of minutes from the Special Monterey County Workforce Development Board (MCWDB) meeting of July 16, 2026.

UNADOPTED MINUTES

Special Monterey County Workforce Development Board Meeting
America's Job Center of California, 344 Salinas Street, Suites 205 & 206, Salinas, CA 93901
Thursday, July 16, 2026

Members Present: Erik Cushman (Chair) Cesar Lara, Alma Diaz, Paula Calvetti, Larry Hartman, Michael Gutierrez, Justin McIntire, Mark Faylor, Kimberly Schnader, Salvador Munoz, Cynthia Benitez, and Isaiah Madrigal.

Members Absent: Josh Metz, Omar Perez-Sandoval, Casey Van Den Heuvel, Efrain Aguilera, and Supervisor Luis Alejo.

Staff Present: Chris Donnelly, Elizabeth Kaylor, Vanessa Kor, and Daisy Fernandez.

Public Comment: None.

Director's Report: Executive Director Chris Donnelly provided the Board with updates on the High Road℠ Construction Careers (HRCC) pre-apprenticeship program and Assembly Bill 1534.

Call to Order/Introductions: Erik Cushman called the meeting to order at 9:03 a.m. and asked for introductions. A quorum was established.

Changes to Agenda: None.

Consent Calendar:

1. **ACTION:** Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) meeting of April 23, 2026.
2. **ACTION:** Concur with the Executive Committee's June 24, 2026, recommendation to approve extending the agreement with Arbor E&T, dba Equus Workforce Solutions, to provide Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker case management services in the amount of $1,300,000 for Program Year (PY) 2026-27.
3. **ACTION:** Concur with the Executive Committee's May 21, 2026, recommendation approving staff to execute an agreement with the Laborers to provide HRCC training services using HRCC bridge funding in the amount of $19,700 to support an additional 20-participant cycle of the Tri-County, HRCC pre-apprenticeship program.
4. **ACTION:** Concur with the Executive Committee's May 21, 2026, recommendation approving staff to execute a lease agreement with the Laborers for the use of their facility at 117 Pajaro St. in Salinas for the HRCC pre-apprenticeship program.
   A motion was made by Salvador Munoz and seconded by Cesar Lara to approve the four items on the Consent Calendar. ALL AYES. Motion passed.

Discussion or Review of Business Calendar Action Items:

1. **ACTION:** Consider approval of the appointment of Eric Henry, representing Business, for a three-year term, and recommend that the MCWDB forwards the appointment to the Board of Supervisors for final approval.
   A motion was made by Cesar Lara and seconded by Kimberly Schnader to approve the appointment of Eric Henry to the MCWDB and forward the appointment to the Board of Supervisors for final approval. Motion passed.
2. **ACTION:** Consider approval of the proposed, preliminary 2026-27 MCWDB budget.
   A motion was made by Cesar Lara and seconded by Salvador Munoz to approve the proposed, preliminary 2026-27 MCWDB budget. Motion passed.
3. **ACTION:** Concur with the Executive Committee's June 24, 2026, recommendation to approve extending the agreement with Turning Point of Central California to provide Youth case management services with WIOA and non-WIOA funding in the amount of $43,500 for the first month of PY 2026-27.

A motion was made by Paula Calvetti and seconded by Larry Hartman to approve extending the agreement with Turning Point of Central California to provide Youth case management services with WIOA and non-WIOA funding in the amount of $43,500 for the first month of PY 2026-27. Motion passed.

4. **ACTION:** Concur with the Executive Committee's June 24, 2026, recommendation to approve extending the agreement with Arbor E&T, dba Equus Workforce Solutions, to provide Youth case management services with WIOA and non-WIOA funding in the amount of $650,000 for the first six months of PY 2026-27.
   A motion was made by Cesar Lara and seconded by Justin McIntire to approve extending the agreement with Arbor E&T, dba Equus Workforce Solutions, to provide Youth case management services with WIOA and non-WIOA funding in the amount of $650,000 for the first six months of PY 2026-27.
5. Board members provided updates on their workforce and business activities.

Adjournment: Mr. Erik Cushman adjourned the meeting at approximately 10:15 a.m.

County of Monterey

Board Report

Legistar File Number: 26-819

Item No.1

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

Discussion of MCWDB's 2025-26 budget closeout.

Docusign Envelope ID: 1033C920-E9DF-84D7-8206-D68B4428E030

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

WORKFORCE DEVELOPMENT
BOARD: 9/24/26
AGENDA ITEM: 1

MEMORANDUM

TO: Monterey County Workforce Development Board **DATE:** September 24, 2026

SUBJECT: Monterey County Workforce Development Board's 2025-26 Budget Closeout

FROM: Daisy Fernandez, Finance Manager

APPROVED BY: Christopher Donnelly Signed by: Chris Donnelly 8AB8DDE0CD01447...

The Monterey County Workforce Development Board (WDB) administers federal and state workforce development funds to provide employment, training, career services, and supportive services to eligible residents of Monterey County.

Fiscal Year 2025-26 concluded on June 30, 2026. The year-end closeout process included the review and reconciliation of program and administrative expenditures, funding balances, and available resources for the Adult, Dislocated Worker (DW), and Youth program. The FY 2025-26 budget included $7,709,678 in WIOA formula funding, consisting of $2,537,272 for Adult; $2,591,113 for Dislocated Worker; and $2,581,293 for Youth. The budget also incorporated prior-year carry-in funding and other resources available to support workforce development activities.

In FY 2025-26, program expenditures totaled approximately $6,057,259, with an additional $485,646 in administrative expenditures, for total expenditures of approximately $6,542,905. The largest areas of expenditure were WDB personnel, case management, One-Stop Operator services, client-related services, business services, and other operating costs. WDB personnel expenditures, including salaries and benefits, totaled approximately $1.65 million.

Case management represented a significant portion of direct program expenditures of $2.5 million, for 39% of total expenditures. The WDB also invested in client-related services, including Individual Training Accounts, supportive services, pre-vocational workshops, and WorkKeys. In addition, business services and training activities support employer engagement and workforce training efforts.

Non-personnel expenditures supported essential workforce system operations, including facility costs, information technology, County Counsel, operating costs, staff development, Workers' Compensation, equipment, and other program support services.

Administrative expenditures were approximately 7% of total expenditures, compared with the administrative budget of $770,968. These expenditures supported the fiscal, administrative, and operational functions necessary to manage and monitor WIOA-funded programs.

Docusign Envelope ID: 1033C920-E9DF-84D7-8206-D68B4428E030

Following the closeout of FY 2025-26, the budget reflects approximately $3.2 million of the $9.8 million operating budget. The remaining balance will be carried forward into FY 2026-27. The final year-end balance will be used in developing the subsequent fiscal year's budget and establishing the appropriate carry-in amount.

Conclusion

The FY 2025-26 year-end closeout demonstrates that that the Monterey County Workforce Development Board continued to direct significant resources toward direct workforce development services, participant case management, training, employer services, and operation of the workforce development system.

Total FY 2025-26 expenditures were approximately $6.54 million, including $6.06 million in program expenditures and $485,646 in administrative expenditures. The year-end financial position provides the basis for determining the final carry-in available for FY 2026-27 and supports continued delivery of workforce development services throughout Monterey County.

BUDGET FY 2025-26

Income	Admin		FY Budget		Adult	Adult Expenditures	DW	DW Expenditures	Youth:	Youth Expenditures	Total	Total Expenditures	Available
				Allocations	*33%*		*34%*		*33%*				
Funding					$ 2,537,272.00		$ 2,591,113.00		$ 2,581,293		$ 7,709,678		
Admin 10%					$ 253,727	$ 131,735	$ 259,111	$ 193,229	$ 258,129	$ 160,682	$ 770,968	$ 485,646	
Program 90%					$ 2,283,545	$ 2,172,335	$ 2,332,002	$ 828,033	$ 2,323,164	$ 925,372	$ 6,938,710	$ 6,057,259	
Carry-in 24-25 Budget					$ 554,430	$ 554,430	$ 475,127	$ 475,127	$ 1,101,961	$ 1,101,961	$ 2,131,518		
Total			$ 9,070,228		$ 3,091,702	$ 2,858,500	$ 3,066,240	$ 1,496,389	$ 3,683,254	$ 2,188,015	$ 9,841,196	$ 6,542,905	$ 3,298,291
Use's												$ -	
SB 734					$ 685,063	$ 718,667	$ 699,601	$ 52,167			$ 1,384,664	$ 770,834	$ 613,830
Youth WEX									$ 464,633	$ 168,850	$ 464,633	$ 168,850	$ 295,783
Available Funding for Adult, DW and Youth			$ 7,220,932		$ 2,152,911	$ 718,667	$ 2,107,528	$ 52,167	$ 2,960,492	$ 168,850	$ 7,220,932	$ 939,683	$ 6,281,248
Expenses													
Personnel	**Staff**	**Temp**	**Sub Total**										
Salaries			$ 1,654,671								$ -	$ -	$ -
											$ -	$ -	$ -
					$ 546,041	$ 233,123	$ 562,588	$ 271,797	$ 546,041	$ 244,817	$ 1,654,671	$ 749,737	$ 904,934
Salaries/ Benefits Total	$ -	$ -	$ 1,654,671		$ 546,041	$ 233,123	$ 562,588	$ 271,797	$ 546,041	$ 244,817	$ 1,654,671	$ 749,737	$ 904,934
Case Management													
Adult			$ 900,000		$ 900,000	$ 1,056,985					$ 900,000	$ 1,056,985	$ (156,985)
DW			$ 400,000				$ 400,000	$ 381,656			$ 400,000	$ 381,656	$ 18,344
Youth CM			$ 1,350,000						$ 1,350,000	$ 1,151,989	$ 1,350,000	$ 1,151,989	$ 198,011
CM FY25												$ -	
One Stop Operator			$ 334,532		$ 110,396	$ 63,102	$ 113,741	$ 57,186	$ 110,396	$ 67,046	$ 334,532	$ 187,333	$ 147,199
			$ 2,984,532		$ 1,010,396	$ 1,120,087	$ 513,741	$ 438,842	$ 1,460,396	$ 1,219,035	$ 2,984,532	$ 2,777,964	$ 206,568
Client Related Services													
Youth ITA's			$ 60,000						$ 60,000	$ 37,552	$ 60,000	$ 37,552	$ 22,448
Supportive Services			$ 45,000		$ 14,850	$ 750	$ 15,300		$ 14,850	$ 75	$ 45,000	$ 825	$ 44,175
Pre Voc Workshops			$ 20,000		$ 6,600	$ 800	$ 6,800	$ 400	$ 6,600	$ 700	$ 20,000	$ 1,900	$ 18,100
WorkKeys			$ 18,000		$ 5,940	$ 7,506	$ 6,120	$ 1,971	$ 5,940	$ 6,048	$ 18,000	$ 15,525	$ 2,475
	$ -		$ 143,000		$ 27,390	$ 9,056	$ 28,220	$ 2,371	$ 87,390	$ 44,375	$ 143,000	$ 55,802	$ 87,198
Other Client Services													
Business Services Enhancements			$ 200,000		$ 100,000	$ 94,794	$ 100,000	$ 94,794			$ 200,000	$ 189,588	$ 10,412
Educational Training Coordinator			$ 135,000		$ 94,500	$ 86,573	$ 40,500	$ 49,653			$ 135,000	$ 136,226	$ (1,226)
	$ -		$ 335,000		$ 194,500	$ 181,367	$ 140,500	$ 144,447	$ -	$ -	$ 335,000	$ 325,814	$ 9,186
Non Personnel													
Rent -			$ 336,089		$ 110,909	$ 99,386	$ 114,270	$ 97,386	$ 110,909	$ 67,445	$ 336,089	$ 264,216	$ 71,873
ITD			$ 272,000		$ 89,760	$ 91,908	$ 92,480	$ 59,470	$ 89,760	$ 75,689	$ 272,000	$ 227,068	$ 44,932
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	$ 5,844	$ 15,300	$ 5,986	$ 14,850	$ 3,127	$ 45,000	$ 14,958	$ 30,042
Other Operating Cost			$ 269,500		$ 88,935	$ 100,378	$ 91,630	$ 91,439	$ 88,935	$ 97,055	$ 269,500	$ 288,872	$ (19,372)
Staff Development/Training			$ 45,000		$ 14,850	$ 6,193	$ 15,300	$ 6,213	$ 14,850	$ 4,943	$ 45,000	$ 17,349	$ 27,651
Travel -Conference			$ 12,500		$ 4,125		$ 4,250		$ 4,125		$ 12,500	$ -	$ 12,500
Workers Comp - WDB			$ 95,000		$ 31,350	$ 423	$ 32,300		$ 31,350	$ 10,551	$ 95,000	$ 10,974	$ 84,026
Copy Machine Rental			$ 10,000		$ 3,300	$ 3,902	$ 3,400	$ 4,053	$ 3,300	$ 1,410	$ 10,000	$ 9,364	$ 636
Calendaring/ Texting Tools			$ 15,000		$ 4,950		$ 5,100		$ 4,950		$ 15,000	$ -	$ 15,000
			$ 1,293,064		$ 426,711	$ 367,410	$ 439,642	$ 309,079	$ 426,711	$ 289,909	$ 1,293,064	$ 966,398	$ 326,666
Other Non Personnel													
Computer Annuals Lease			$ 35,000		$ 11,550	$ 13,473	$ 11,900	$ 13,624	$ 11,550	$ 6,301	$ 35,000	$ 33,397	$ 1,603
MIPs			$ 13,000		$ 4,290	$ 4,417	$ 4,420	$ 4,417	$ 4,290	$ 2,524	$ 13,000	$ 11,358	$ 1,642
	$ -		$ 48,000		$ 15,840	$ 17,889	$ 16,320	$ 18,040	$ 15,840	$ 8,825	$ 48,000	$ 44,754	$ 3,246
Contracts -other													
T/A- ETPL			$ 10,000		$ 3,300	$ 26,939	$ 3,400	$ 25,523	$ 3,300	$ 11,006	$ 10,000	$ 63,469	$ (53,469)
Monitoring			$ 40,000		$ 13,200	$ 17,600	$ 13,600	$ 8,894	$ 13,200	$ 17,506	$ 40,000	$ 44,000	$ (4,000)
Webhosting			$ 40,000		$ 13,200	$ 11,706.59	$ 13,600	$ 11,127.09	$ 13,200	$ 8,504.57	$ 40,000	$ 31,338	$ 8,662
Outreach			$ 45,000		$ 14,850	$ 13,433.75	$ 15,300	$ 11,386.00	$ 14,850	$ 9,330.50	$ 45,000	$ 34,150	$ 10,850
Studies			$ 25,000		$ 8,250	$ 5,062	$ 8,500	$ 5,062	$ 8,250	$ 2,530	$ 25,000	$ 12,654	$ 12,346
Outreach materials			$ 45,000		$ 14,850	$ 867.00	$ 15,300	$ 867.00	$ 14,850	$ 867.00	$ 45,000	$ 2,601	$ 42,399
Slingshot Temp Staffing			$ 15,000		$ 4,950		$ 5,100		$ 4,950		$ 15,000	$ -	$ 15,000
Chumura			$ 9,000		$ 2,970	$ 3,558	$ 3,060	$ 3,558	$ 2,970	$ 1,779	$ 9,000	$ 8,894	$ 106
Launch Pad			$ 32,000		$ 10,560		$ 10,880		$ 10,560		$ 32,000	$ -	$ 32,000
15% Board madanted Reserve			$ 770,968		$ 254,419		$ 262,129		$ 254,419		$ 770,968	$ -	$ 770,968
	$ -		$ 1,031,968		$ 340,549	$ 79,166	$ 350,869	$ 66,417	$ 340,549	$ 51,523	$ 1,031,968	$ 197,106	$ 834,862
	Available Funding for Adult, DW and Youth after use's		$ 7,220,932		$ 2,152,911	$ 2,726,765	$ 2,107,528	$ 1,303,160	$ 2,960,492	$ 2,027,333	$ 7,220,932	$ 6,057,259	$ 1,163,673
	Budgeted for program expenses FY26		$ 7,490,235		$ 2,561,427	$ 2,008,098	$ 2,051,880	$ 1,250,994	$ 2,876,927	$ 1,858,484	$ 7,490,235	$ 5,117,576	$ 2,372,659
	Admin Expense					$ 131,735		$ 193,229		$ 160,682	$ 770,968	$ 485,646	$ -
	Total-Expenditures					**$ 2,858,500**		**$ 1,496,389**		**$ 2,188,015**			

Program Expenditures July-June	**$ 6,057,259**
Admin Expenditures July-June	**$ 485,646**
Total-Expenditures	**$ 6,542,905**

County of Monterey

Board Report

Legistar File Number: 26-820

Item No.2

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

ACTION: Consider and approve the final 2026-27 MCWDB budget.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

WORKFORCE DEVELOPMENT
BOARD: 9/24/26
AGENDA ITEM: 2

MEMORANDUM

TO: Monterey County Workforce Development Board **DATE:** September 24, 2026

SUBJECT: Approval of the Workforce Development Board's Final Fiscal Year 2026-27 Budget

FROM: Daisy Fernandez, Finance Manager

APPROVED BY: Christopher Donnelly Signed by: Chris Donnelly 8AB8DDE0CD01447...

RECOMMENDATION:
It is recommended that the Monterey County Workforce Development Board (MCWDB) review and approve the final Workforce Innovation and Opportunity Act (WIOA) budget for Fiscal Year (FY) 2026-27 as presented.

BACKGROUND:
On May 15, 2026, the State of California Employment Development Department (EDD), Workforce Services Division, released Information Notice WSIN25-32, WIOA Title I formula funding allocations for FY 2026–27 for each of the 45 Local Workforce Development Areas, for the Adult, Dislocated Worker, and Youth programs. It is important to note that the MCWDB receives only 14% of its Adult and Dislocated Workers allocation on July 1, 2026, and the remaining balance on October 1, 2026. The Youth allocation funding is available on July 1 at 100%.

Final FY 2026–27 Budget
The final FY 2026–27 budget is based on the closeout of the FY 2025–26 budget and the final carry-in amount available following the fiscal year closeout process. The final carry-in reflects the actual remaining funds available from FY 2025–26 after final expenditures and revenues were reconciled.

There are no major projected increases in funding from the preliminary FY 2026–27 budget approved in July 2026. The final budget maintains the funding and expenditure assumptions presented in the preliminary budget, with the final carry-in amount updated to reflect the results of the FY 2025–26 closeout. This provides a more accurate representation of the funding available for FY 2026–27 and supports responsible fiscal planning throughout the program year.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Monterey County Workforce Development Board -WIOA Funding Summary 2026-27

WIOA Adult Formula Funding Allocation	WIOA Dislocated Worker Formula Funding Allocation	WIOA Youth Formula Funding Allocation
Program 90% $1,996,794	Program 90% $2,936,902	Program 90% $2,059,394
Admin 10% $221,866	Admin 10% $326,322	Admin 10% $228,822
Total Allocation: $2,218,660	**Total Allocation: $3,263,224**	**Total Allocation: $2,288,215**
Total Revenue from WIOA Formula Funding Allocations: $7,770,099		

Carry-in from PY 2025-26	
Adult	$1,133,145
Dislocated Worker	$671,133
Youth	$1,488,517
Total Carry-in from PY 2024-25	**$3,292,795**

Funding for Program Year 2026-27	
Total Revenue from WIOA Formula Funding Allocations	$7,770,099
Total Carry-in from PY 2024-25	$3,292,795
Total Funding	$11,062,894
Admin (10%)	($777,010)
Total Program Funding for 2025-26	**$10,285,884**

WIOA Training Fund and Work Experience Requirements: This set-aside meets the SB 734 training expenditure requirement for the WDB to expend 30% of its combined total of WIOA Title I Adult and Dislocated Worker formula funds on training.

SB 734 (30% of Adult/DW for training): $1,347,595

- Adult: $625,988
- DW: $721,607

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Youth WEX (20%): **709,582**

This set-aside amount meets the 20% minimum work experience expenditure requirement.

Available Program Funds for FY 2026–27 (Formula + FY26 Carry-In):

After deducting administrative costs and the required SB 734 set-aside, the total available funding for program-related personnel and non-personnel services is **$8,228,707**

Category	Adult	DW	Youth	Total
Available for Use:	$2,503,951	$2,886,428	$2,838,328	$8,228,707

Available funds for program operations

Personnel

Total Salaries and Benefits: $1,058,266. This represents the projected salaries and benefits for WDB employees supporting day-to-day operations and reflects the positions and staffing levels anticipated to be funded during FY 2026–27.

Management Staff Salary and Benefit Increase: The FY 2026–27 budget also accounts for the applicable salary increase for management staff. The related increase in salary and benefits for Management Staff has been incorporated into the FY 2026–27 personnel budget.

- Personnel costs are allocated across the applicable funding streams based on the anticipated use of staff time and program responsibilities.

- The FY 2026–27 personnel budget reflects a more realistic projection of anticipated salary and benefit expenditures and does not include salary and benefit costs associated with 2 vacant positions that are not expected to be filled in FY 2026-27.

- Salaries and benefits for the Finance Manager, Accountant II, Management Analyst III, and County temporary staff are included within the **10% administrative allocation**, as applicable, and are not included in the program staff salary and benefit amount unless specifically allocated to program services.

Non-Personnel Costs- include expenses such as rent, supplies, equipment, travel, and participant support that are not related to staff wages or benefits.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Category	Total	Category	Total
Rent	$359,958	Slingshot Temp Staffing	$20,000
IT & Telecom	$287,850	Computers (Annual Lease)	$43,000
COWCAP	$156,674	MIPs	$13,000
County Counsel	$45,000	Contracts: (ETPL & Monitoring)	$89,000
Other Operating Costs	$310,000	Studies	$75,000
Staff Development/Training	$35,000	Outreach Materials	$73,549
Travel & Conferences	$12,500	Chmura	$9,000
Workers Comp (Participants)	$135,000	Launchpad	$6,000
Copier Lease	$12,000	Reserve	1,215,461
Webhosting/Marketing	$215,500	**Non-Personnel/ Other contracts**	**$3,420,942**
Avail. for services (AD/DW)	$296,450		

Case Management - Case Management services are essential in supporting participants throughout their workforce development journey. Proposed allocations are divided among the following programs:

Adult: $900,000	Adult Program offers employment, education, and training services to individuals aged 18 and older, prioritizing veterans, low-income individuals, and those facing barriers to employment. Services include job search assistance, career counseling, skills assessments, training, and support to help participants secure and advance in meaningful careers.
DW: $400,000	Dislocated Worker Program helps individuals who have lost their jobs due to layoffs or business closures. It offers career counseling, job search support, training, and other services to assist them in finding new employment.
Youth: $1,500,000	Youth Program serves youth facing barriers to education and employment. It provides education, training, work experience, and supportive services to help youth build skills and succeed in their careers.
One-Stop Operator (OSO)-Front Desk Staff: $350,500	Coordinates service delivery across workforce partners at the America's Job Center of California (AJCC) to ensure efficient, integrated services for all customers. OSO is not a direct case management provider but plays a vital role in oversight and system alignment.
Total Case Management and OSO	**$3,150,500**

Client Services: The direct services and support provided to participants. This includes funding for youth Individual Training Accounts (ITAs), supportive services (e.g., transportation), pre-vocational workshops, assessments, and other client-related services that help individuals succeed in training, education, and employment.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Youth ITAs	$60,000
Supportive Services	$60,000
Pre-Vocational Workshops	$35,000
WorkKeys Assessments	$30,000
Other Client Services	
Business Services Enhancements	$290,000
Educational Training Coordinator	$135,000
Total of Client-Related Services	**$610,000**

Board-Mandated Reserve: **$1,215,461**

The reserve is intended to provide fiscal stability and flexibility throughout the program year, particularly in response to potential changes in funding, expenditure levels, program demand, or unforeseen fiscal circumstances.

Maintaining a reserve will also provide the MCWDB with greater flexibility to sustain essential services and respond to future funding uncertainties.

WIOA Allocations Overview

The FY 2026–27 proposed WIOA formula allocation is approximately $7,770,099, representing an increase of approximately $60,421, or 0.8%, compared with the FY 2025–26 allocation of $7,709,678 as shown below:

Funding Stream	FY 25–26	FY 26–27	Annual $ Change	% Change
WIOA Adult Formula	$2,537,272	$2,218,660	($318,612)	-12.6%
WIOA Dislocated Worker Formula	$2,591,113	$3,263,224	+$672,111	+25.9%
WIOA Youth Formula	$2,581,293	$2,288,215	($293,078)	-11.4%
Total Formula Grants	**$7,709,678**	**$7,770,099**	**+$60,421**	**+0.8%**

DISCUSSION:

Here is a comparative analysis of previous Fiscal years vs. FY 2026–27 WIOA Budgets for Monterey County Workforce Development Board (MCWDB), identifying where reductions occurred and providing reasons for those reductions, despite an overall increase in WIOA formula funding.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Category	FY 24–25	FY 25–26	FY 26–27	Change FY25–26 → FY26–27	% Change	Explanation
WIOA Formula Allocations (Adult, DW, Youth)	$7,039,389	$7,709,678	$7,770,099	$60,421	0.80%	DOL funding increased slightly. FY 26–27 allocation is Adult $2.219M, DW $3.263M, and Youth $2.288M.
Carry-In	$4,555,432	$2,008,885	$3,292,795	$1,283,910	63.90%	Higher carry-in from FY 25–26 available funds.
Total Available Budget	~$11.6M	~$9.7M	$11,062,894	+$1.36M	13.83%	Higher carry-in combined with a slight increase in formula funding results in increased total available funding.
Case Management Subcontracts	$3.5M	$2.9M	$2,935,000	$35,000	1.20%	Adult $900K, DW $400K, Youth $1.5M, and OSO $135K.
WDB Staff Salaries & Benefits	$2,065,607	$1,654,671	$1,058,266	($596,405)	–36.0%	Reduced staffing allocation. Administrative salaries/benefits are included within the 10% administrative allocation and are not included in this program salary amount.
Supportive Services	$120,000	$50,000	$60,000	$10,000	20.00%	Increased to $60,000, allocated across Adult, DW, and Youth.
Youth ITAs	$30,000	$60,000	$60,000	0	0	Maintained same funding for youth training.
Pre-Vocational Training	$60,000	$23,000*	$35,000	$12,000	52.20%	Increased from FY 25–26 level to support pre-vocational workshops.
Business Services Enhancements	$200,000	$200,000*	$290,000	$90,000	45.00%	Increased investment in business services; FY 26–27 allocation is $100K Adult and $130K DW, $60K RR
Education/Training Coordinator	$158,700	$135,000	$135,000	0	0	FY 26–27 funding for Educational Training Coordinator
AJCC Front Desk Staff -Salinas	$135,000	$334,532	$139,680	($194,852)	–58.25%	FY 26–27 OSO funding
Reserve	N/A	$770,968	$1,215,461	$444,493	63%	FY 26–27 includes a reserve funded from available carry-in/program resources.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Areas of Budget Reduction

1. Staff Salaries & Operating Costs

Program staff salaries and benefits decreased from $1.65M in FY 2025–26 to approximately $1.06M in FY 2026–27.

- Reason: The decrease is primarily due to a change in how WDB personnel costs are budgeted. In prior fiscal years, the budget included salary and benefit amounts for all WDB positions, including vacant positions. For FY 2026–27, the budget reflects only the salary and benefit amounts included in the FY 2026–27 budget and expected to be incurred, rather than budgeting for vacant positions that are not anticipated to be filled.
- This approach provides a more realistic projection of personnel expenditures and reduces the risk of overbudgeting for positions that remain vacant.
- Administrative salaries and benefits for the Finance Manager, Accountant II, MA III, and County temporary staff are included within the 10% administrative allocation and are therefore not included in the $1.06M program staff salary and benefit total.
- Operating costs continue to be managed carefully to accommodate fixed costs such as rent, insurance, technology, and other administrative expenses.

2. Case Management

- Total Case Management Contracts increased from $2.9M to $3.1M.
- Adult Case Management: $900,000
- DW Case Management: $400,000
- Youth Case Management: $1.5M
- One-Stop Operator/ Front desk staff: $350,500
- Reason: Case management funding was adjusted to align with available funding and program needs. The Adult allocation remains at $900,000, while Youth remains the largest case management investment at $1.5M.

3. Supportive Services

- Increased from $50,000 to $60,000 in FY 2026–27.
- Reason: Funding was adjusted based on participant needs and prior-year expenditure levels.

4. Pre-Vocational Training & Workshops

- Increased from $23,000 to $35,000.
- Reason: The FY 2026–27 budget provides additional funding for pre-vocational workshops based on program needs and prior-year spending.

Areas of Increase

1. Training & Compliance Set-Asides — SB 734 and Youth WEX

- FY 26–27 continues to prioritize required training-related expenditures.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

- SB 734: $1,347,595
    - Adult: $625,988
    - DW: $721,607
- Youth WEX: $709,582
- Reason: Funding is maintained to meet applicable federal requirement for work experience obligations and to preserve investments in participant training.

2. Business Services Enhancements

- Increased from $200,000 to $290,000.
- Reason: The FY 2026–27 budget increases investment in business services to support employer engagement and workforce development activities, addition funding will be allocated from RR lay-off funds to support outreach to Business services

3. Board Reserve

- FY 2026–27 includes a $1,215,461 reserve.
- This is separate from the Available for other services for AD and DW of $296,450
- Reason: The reserve provides additional fiscal flexibility and helps maintain program continuity in the event of future funding reductions or unexpected expenditure needs.

Conclusion

While WIOA formula funding increased slightly from $7.71 million in FY 2025–26 to $7.77 million in FY 2026–27, the most significant change is the projected carry-in from $3.4 million to $3.2 million. As a result, total available funding increases to approximately $11.06 million.

The FY 2026–27 proposed budget reflects a continued focus on fiscal sustainability, required program investments, and maintaining sufficient resources for future funding uncertainty. The budget prioritizes required training and work-experience activities, Youth and Adult services, business services, and a substantial reserve while maintaining control over personnel and operating expenditures.

WDB focus shifted to:

- Maintaining required training investments, including SB 734 and Youth WEX.
- Preserving essential workforce development services while aligning expenditures with funding and participant needs.
- Maintaining targeted investments in business services and participant training.
- Controlling personnel and operating costs through position/role consolidation.
- Strengthening fiscal stability through the $1.2 million reserve.
- Preparing for future WIOA funding uncertainties and potential changes in federal allocations.

					PY 26-27 Proposed budget- based on Projected DOL funding							
Allocations					29%		40%		31%		**100%**	
					29%		40%		31%		**100%**	
					Adult		**DW**		**Youth**			
Sources					$ 2,218,660		$ 3,263,224		$ 2,288,215		$ 7,770,099	
Sources Reduction												
Admin 10%					$ 221,866		$ 326,322		$ 228,822		$ 777,010	
Program 90%					$ 1,996,794		$ 2,936,902		$ 2,059,394		$ 6,993,089	
Carry in 25-26					$ 1,133,145		$ 671,133		$ 1,488,517		$ 3,292,795	
											$ 11,062,894	
Total Funding -Program					**$ 3,129,939**		**$ 3,608,034**		**$ 3,547,911**		**$ 10,285,884**	
												$ (777,010)
Uses'												
SB 734					$ 625,988		$ 721,607				$ 1,347,595	
Youth WEX									$ 709,582		$ 709,582	$ 2,057,177
											$ 8,228,707	$ (2,057,177)
Available Funding					**$ 2,503,951**		**$ 2,886,428**		**$ 2,838,328**		**$ 8,228,707**	
Personnel												
Salaries / Benefits	$ 1,058,265.82			$ 1,058,266								
				$ 1,058,266	$ 306,897		$ 423,306		$ 328,062		$ 1,058,266	*-Admin S/B (FM, ACCT II, MA III, and County
									Personnel		**$ 1,058,266**	
Non Personnel												
Rent - **		$ 359,958	**		$ 104,388		$ 143,983		$ 111,587		$ 359,958	
IT& Telecom		$ 287,850	**		$ 83,477		$ 115,140		$ 89,234		$ 287,850	
COWCAP		$ 156,674			$ 45,435		$ 62,670		$ 48,569		$ 156,674	
			** 36/42/22									
County Counsel-**		$ 45,000			$ 16,200		$ 18,900		$ 9,900		$ 45,000	
			** 36/42/22									
Other operating cost**		$ 310,000	**		$ 111,600		$ 130,200		$ 68,200		$ 310,000	
Staff Development/Training		$ 35,000			$ 10,150		$ 14,000		$ 10,850		$ 35,000	
Travel -Conference		$ 12,500			$ 3,625		$ 5,000		$ 3,875		$ 12,500	
			*** 40/15/45									
Workers Comp - WDB **		$ 135,000	***		$ 54,000		$ 20,250		$ 60,750		$ 135,000	
Copy Machine Rental		$ 12,000			$ 3,480		$ 4,800		$ 3,720		$ 12,000	
									Non Personnel		**$ 1,353,982**	
Case Management Contracts												
Adult		$ 900,000			$ 900,000						$ 900,000	
DW		$ 400,000					$ 400,000				$ 400,000	
Youth CM		$ 1,500,000							$ 1,500,000		$ 1,500,000	
One Stop Operator -AJCC Front Desk Staff -Salinas		$ 350,500			$ 101,645		$ 140,200		$ 108,655		$ 350,500	
									Case Management Contracts		**$ 3,150,500**	
Client Related Services												
Youth ITA's		$ 60,000							$ 60,000		$ 60,000	
Supportive Services		$ 60,000			$ 20,000		$ 15,000		$ 25,000		$ 60,000	
Pre Voc Workshops		$ 35,000			$ 12,500		$ 12,500		$ 10,000		$ 35,000	
WorkKeys		$ 30,000			$ 12,500		$ 8,500		$ 9,000		$ 30,000	
Other client Related Services												
Business Services Enhancements		$ 290,000			$ 145,000		$ 145,000				$ 290,000	
Educational Training Coordinator		$ 135,000	*		$ 67,500		$ 67,500				$ 135,000	
									Other client Related Services		**$ 610,000**	
Other Non Personnel												
			** 36/42/22									
Computers Annual lease **		$ 43,000	**		$ 15,480		$ 18,060		$ 9,460		$ 43,000	
MIPs		$ 13,000			$ 3,770		$ 5,200		$ 4,030		$ 13,000	
									Other Non Personnel		**$ 56,000**	
Contracts -other												
T/A- ETPL		$ 44,000	*		$ 17,255		$ 17,490		$ 9,255		$ 44,000	
Monitoring -Program / Fiscal		$ 45,000			$ 13,050		$ 18,000		$ 13,950		$ 45,000	
Webhosting		$ 57,900			$ 16,791		$ 23,160		$ 17,949		$ 57,900	
Development of Marketing Materials		$ 157,600			$ 51,750		$ 70,000		$ 35,850		$ 157,600	
Studies		$ 75,000	*		$ 29,750		$ 30,500		$ 14,750		$ 75,000	
Outreach materials		$ 73,549	*		$ 29,750		$ 30,500		$ 13,299		$ 73,549	
Slingshot Temp Staffing		$ 20,000			$ 5,800		$ 8,000		$ 6,200		$ 20,000	
Chmura		$ 9,000			$ 2,610		$ 3,600		$ 2,790		$ 9,000	
Launchpad		$ 6,000			$ 1,740		$ 2,400		$ 1,860		$ 6,000	
***Reserve**		$ 1,215,461			$ 249,327		$ 704,600		$ 261,534		$ 1,215,461	
Available funding for PY27 -Program Services		$ 296,450			$ 68,482		$ 227,968				$ 296,450	
									Contracts -other		**$ 1,999,960**	
Totals		**$ 8,228,708**			**$ 2,503,952**		**$ 2,886,427**		**$ 2,838,329**		**$ 8,228,708**	$ -
					$ (0)		$ 0		$ (0)		$ -	
					$ 2,503,951		$ 2,886,428		$ 2,838,328		$ 8,228,708	
					$ -		$ -		$ -			
											$ 1,215,461	**Carry in FY 28**

County of Monterey

Board Report

Legistar File Number: 26-821

Item No.3

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

ACTION: Nominations for and election of MCWDB Vice Chair and Second Vice Chair, for a three-year term.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

WORKFORCE DEVELOPMENT
BOARD: 09-24-2026
AGENDA ITEM: 3

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Nominations for and Election of Vice Chairs

DATE: September 24, 2026

RECOMMENDATION:
It is recommended that the Monterey County Workforce Development Board (MCWDB) members provide their nominations for Vice Chair and Second Vice Chair, and that an election shall be held in the event of multiple nominations to determine who will serve as the Vice Chair and Second Vice Chair of the full Board and attend the monthly meetings of the Executive Committee.

BACKGROUND:
The Monterey County Workforce Development Board (MCWDB) Bylaws, originally approved on November 8, 2016, and amended and restated on February 10, 2026, state that the officers shall be Chair, Vice Chair, and Second Vice Chair, with one individual elected to serve in each designated office. Although the Chair is elected from among the Business representatives, the remainder of the MCWDB officers may be elected from any of the representative groups. The Bylaws further state that an officer vacancy shall be filled by vote at a subsequent full MCWDB meeting. The term of the officers shall be three years.

The MCWDB currently has openings for Vice Chair and Second Vice Chair. The Vice Chairs are responsible for performing all the duties of the MCWDB Chair, including:

- Presiding over regular and special meetings of the MCWDB;
- Serving as Chair of the MCWDB's Executive Committee;
- Preparing the agenda for MCWDB meetings in consultation with the MCWDB Executive Director; and
- Assigning and delegating these responsibilities from time to time.

The Bylaws also state that the Executive Committee shall be comprised of the following MCWDB members: Chair, Vice Chair, Second Vice Chair, Immediate Past Chair, the Chair of any other standing committee, and at least one non-MCWDB member appointed at the discretion of the MCWDB Chair.

County of Monterey

Board Report

Legistar File Number: 26-822

Item No.4

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

September 24, 2026

Introduced: 9/18/2026

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

ACTION: Consider and approve the Request for Qualifications (RFQ) #10996 Evaluation Committee's selection of the following 19 qualified contractors for MCWDB's Local and Regional Consultant and Contractor Services List: American Institutes for Research; Brennan Workforce Consulting; BW Research Partnership, Inc.; Cuts & Coaching LLC; Drone, Aviation, and Robotics Technology (DART); Dynamic Works Institute; Emerald Ocean Insights LLC; High Road Alliance; Hightower Workforce Initiatives; Jan's Dreams; L.I.F.E. University, Inc.; Marcove Executive Training; Pat Davis Design Group; Plain Language International, Inc.; QA Commons; Rrecord Consulting Services LLC; Social Policy Research Associates; TAD Grants; and TW Trainz. LLC.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

WORKFORCE DEVELOPMENT
BOARD: 09-24-2026
AGENDA ITEM: 4

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Request for Qualifications #10996 Selected Contractors

DATE: September 24, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) approves the Request for Qualifications (RFQ) #10996 Evaluation Committee's selection of nineteen (19) qualified vendors for the Workforce Innovation and Opportunity Act (WIOA) Regional Contractor Services List.

BACKGROUND:

The MCWDB developed an RFQ document on behalf of the regional workforce development boards (WDBs) of Monterey, Santa Cruz, San Benito, and San Luis Obispo counties, to seek qualifications from vendors to provide a pool of contractors from which the workforce boards may develop contracts for the following services:

- WIOA Client Career Readiness In-Person Workshops and Online Training
- Staff Professional Development
- WIOA Policy Development and Implementation-related Technical Assistance
- WIOA Fiscal and Program Compliance Monitoring
- Labor Market Information (LMI)
- Economic and Workforce Research
- Local and/or Regional Plan Development and Modification
- Local Board Support
- Program Evaluation
- Administrative Hearing Officer
- Strategic Outreach and Communications Materials Development
- Grant Writing
- Nonprofit Fund Development
- Eligible Training Provider List (ETPL) Technical Assistance

The regional WDBs may develop an agreement with a selected vendor in conformance with their county's contracting policies without the requirement to perform an additional procurement process. For the MCWDB, agreements with the selected vendors will be for a minimum period of one year, with up to four one-year renewals, for a maximum of five years per agreement based on budget and need. The total contract period will vary from contractor to contractor.

DISCUSSION:

RFQ Process

The RFQ was released on July 2, 2026, with a submittal date of August 6, 2026.

- Qualifications were submitted from the following nineteen vendors:

    1. American Institutes for Research
    2. Brennan Workforce Consulting
    3. BW Research Partnership, Inc.
    4. Cuts & Coaching LLC
    5. DART (Drone, Aviation, and Robotics Technology)
    6. Dynamic Workforce Solutions, LLC
    7. Emerald Ocean Insights LLC (EOI)
    8. High Road Alliance (HRA)
    9. Hightower Workforce Initiatives
    10. Jan's Dreams
    11. L.I.F.E. University Inc.
    12. Marcove Executive Training
    13. Pat Davis Design Group (PDDG)
    14. Plain Language International Inc. (Plainlii)
    15. QA Commons
    16. Rrecord Consulting Services LLC (RCS)
    17. Social Policy Research Associates (SPR)
    18. TAD Grants
    19. TW TRAINZ, LLC

- The three-person Evaluation Committee that reviewed the qualifications packages was composed of senior regional workforce development professionals.

- Qualification packages were evaluated on three criteria, with 100 maximum points possible. Each section's allowable points were distributed across a scale, with higher scores based upon the level of specificity and detail provided relating to the vendor's approaches and experience. The minimum average score required for inclusion in the WIOA Regional Contractor Services List was 70 points, which all nineteen (19) qualifications packages achieved.

RFQ Criteria	**Possible Points**
Proposed Approach	45
Relevant Experience	45
Budget	10
Total Score	**100**

RFQ Scoring Matrix

Vendor	Evaluator 1	Evaluator 2	Evaluator 3	Average
American Institutes for Research	96	95	90	**93.67**
Brennan Workforce Consulting	88	94	83	**88.33**
BW Research Partnership, Inc.	86	98	95	**93.00**
Cuts & Coaching LLC	79	87	72	**79.33**
DART (Drone, Aviation, and Robotics Technology)	76	95	73	**81.33**
Dynamic Workforce Solutions, LLC	96	94	97	**95.67**
Emerald Ocean Insights LLC (EOI)	71	82	73	**75.33**
High Road Alliance (HRA)	86	89	86	**87.00**
Hightower Workforce Initiatives	95	96	88	**93.00**
Jan's Dreams	70	81	70	**73.67**
L.I.F.E. University Inc.	70	73	70	**71.00**
Marcove Executive Training	97	94	94	**95.00**
Pat Davis Design Group (PDDG)	97	99	92	**96.00**
Plain Language International Inc. (Plainlii)	91	92	91	**91.33**
QA Commons	94	89	89	**90.67**
Rrecord Consulting Services LLC (RCS)	93	96	86	**91.67**
Social Policy Research Associates (SPR)	95	96	95	**95.33**
TAD Grants	87	97	95	**93.00**
TW TRAINZ, LLC	81	85	71	**79.00**

Based on the results shown in the table above, the Evaluation Committee recommends that the Monterey County WDB approve the selection of all nineteen (19) vendors.

NEXT STEPS:
Agreements will be executed with contractors based on the needs of the regional WDBs.

County of Monterey

Board Report

Legistar File Number: 26-823

Item No.5

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

Update on MCWDB’s Strategic Plan and Annual Board Retreat.

Updates on Monterey County Workforce Development Board's Strategic Plan and Annual Board Retreat

Board Chair Erik Cushman will discuss updates to the Monterey County Workforce Development Board's 2026-2028 Strategic Plan and the annual Board Retreat scheduled for October 29, 2026.

Monterey County Workforce Development Board

Strategic Planning 2026-2028

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 Department of Labor-approved, certified 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.

Quarterly Timeline:

• Q1: WDB begins 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: (a) Contract with a research firm to conduct the market analysis; (b) initiate meetings with the Grower Shipper Association and Farm Bureau.

• Q4: (a) Research firm presents findings to WDB; (b) outreach to the Monterey Hospitality Association initiated.

• Q5: (a) Board will recruit representatives from key industries to serve on WDB; (b) formal partnership established with Agriculture Industry.

• Q6: Conduct focus group with top key industry identified in research.

• Q7: 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.

Define Board Needs and Goals – WDB Mission and Vision ***(Q1 through Q8)***

Quarterly Timeline:

Q1: (a) Executive Committee identifies specific employers in high growth areas and sectors – Health Care, Agriculture, Hospitality/Tourism, Advanced Manufacturing – as the primary focus areas for Board member recruitment.

(b) Executive Committee identifies relevant professional organizations for MCWDB outreach to identify potential Board members.

(c) Board members identify 3 potential organization and association members in high-growth sectors**.**

Q2: (a) Executive Committee develops a clear message that highlights the unique value of the MCWDB:

i. Membership provides an opportunity to influence workforce strategies in Monterey County.

ii. The MCWDB brings together the key organizations working to train and employ Monterey County residents.

(b) Board members leverage social media platforms and professional organizations to promote MCWDB and its initiatives:

i. Create a Public Relations plan.

ii. Promote and hold an Open House.

iii. Use their social media and professional organizations to expand opportunities to meet with potential Board members.

iv. Provide personalized outreach.

(c) WDB staff develops outreach materials to engage potential new board members, to include:

i. Mission/Vision

ii. Impact Report

iii. WDB funding

iv. Time commitment and Board member responsibilities to clarify expectations

v. Talking Points for Board members/business cards/name tags

(d) When requesting quorum for the June 2026 Board meeting, staff suggests that members invite a potential board member to attend the WDB meeting.

Q2—Q8: (a) Board members engage potential candidates through personalized outreach and nominate them to the MCWDB.

(b) Board Chair and Executive Director hold in-person and/or Zoom Board Member orientation meetings to onboard new members, and Board Chair checks in with new members after their first two Board meetings.

Board Retention Strategy ***(Q2 through Q8)***

Quarterly Timeline:

Q2—Q8: (a) WDB staff sends out a Board Pre-Orientation packet once an individual is nominated to sit on WDB, including:

i. Bylaws
ii. Strategic Plan
iii. Organizational Chart
iv. Calendar of meetings and events
v. Financial Reports

(b) WDB staff implements a structured Board Member Orientation program for onboarding new members.
(c) Executive Director and WDB staff provide ongoing, relevant training for Board members on WIOA and industry trends.

Q4—Q8: (a) All Board members participate on a committee – Business Services or Career Services – to increase their deep knowledge of the work of the WDB.
(b) Board Chair, Executive Director, and WDB staff ensure Board members are aware of opportunities for their professional development – CWA conferences, workshops, webinars.
(c) Board initiatives focus on results that foster a sense of accomplishment and purpose for Board members.
(d) WDB staff administers a Board Member Satisfaction Survey to obtain feedback from the Board members.

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.

Quarterly 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 certified apprenticeship programs in high-demand industries, leveraging educational partnerships and economic development initiatives.

Quarterly 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 certified 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 certified apprenticeship programs.

• Q6–Q7: Link education and industry partners to develop WDB-led, certified apprenticeship programs.

• Q8: Launch certified apprenticeship program within one industry; evaluate success and scalability.

Goal 5: Develop Funding Strategy

Objective: Support the Central Coast Regional Workforce Partnership to develop and implement a successful and sustainable fundraising strategy.

(Q3 through Q8)

Quarterly Timeline:

Q3: (a) Develop a *purpose* for the Central Coast Regional Workforce Partnership (CCRWP) non-profit to include:

i. Mission/Vision
ii. Develop Strategic Plan for the CCRWP
iii. Conduct SWOT analysis related to funding
iv. Develop Case Statement/Impact Report showing WDB outcomes and why donors should support the mission of CCRWP
v. Fund utilization report – review historical data of past donors

(b) Identify funding strategies/priorities and align fundraising goals with overall strategic plan:

i. Target Potential Funders
ii. Define Revenue Mix
iii. Grants – Foundations
iv. Local/Regional Grants
v. Corporate Partnerships - Employee Giving programs
vi. Earned Income – provide fee-based programs/certifications to employers or individuals
vii. Special Events
viii. Embrace culture of philanthropy

(c) Recruit a minimum of 3 new (non-WDB) Board members for the CCRWP non-profit, inform them of the results of steps 1 and 2 above, and request their input on purpose and strategies.

Q4: (a) Engage stakeholders and implement CCRWP Strategic Plan:

i. Engage CCRWP Board members, WDB members, and staff – define roles and responsibilities
ii. Begin to develop fundraising strategy
iii. Streamline giving process by facilitating donations via MC Works website and/or other avenues.

iv. Create communication and marketing strategy with a consistent narrative showing donor impact, including developing a Marketing Calendar to engage donors.

(b) Prior to the October 2026 Board Retreat, WDB staff will schedule a meeting of the CCRWP members and WDB staff to assist the CCRWP to fully develop its fundraising strategy.

(c) Provide a presentation to the Board on CCRWP's fundraising plan at the October 2026 Board Retreat.

Q5: (a) Engage stakeholders and implement CCRWP Strategic Plan:

(b) WDB staff will assist CCRWP members to develop a purpose statement and implement their fundraising strategy, including working to build relationships for long-term donor retention.

(c) WDB staff will assist CCRWP members during the remainder of Q5 through Q8 to monitor and evaluate fundraising performance against goals on a quarterly basis and adjust the fundraising plan as needed, based on performance data and/or external factors.

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 Oct-Dec '25	Q2 Jan-Mar '26	Q3 Apr-Jun '26	Q4 Jul-Sep '26	Q5 Oct-Dec '26	Q6 Jan-Mar '27	Q7 Apr-Jun '27	Q8 Jul-Sep '27
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 Grower Shipper Association and Farm Bureau.	Research firm presents findings to WDB; outreach to the Monterey Hospitality Association initiated.	Board will recruit representatives 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.	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)	Strengthen board composition by recruiting employers from key industries, particularly in healthcare, to enhance strategic alignment and sector representation.	Identify 1–3 agriculture & Healthcare industry organizations and Association members as potential board members.	Develop a comprehensive Board Information Packet with high-level talking points and promotional materials.	Engage potential candidates through personalized outreach and emphasize the opportunity to influence workforce strategies.	Continue nominations and new member orientations to ensure required WDB membership composition percentages.	Implement Board Member Retention Strategy and continue nominations and orientation of new board members as needed.	Continue Implementing Board Member Retention Strategy and continue nominations and orientations as needed.	Continue implementing Board Member Retention Strategy and continue nominations and orientations as needed.	Review and Evaluate Success by appointment and retention data and continue Retention Strategy, nominations, orientations.

			Engage and nominate candidates and provide orientations to new WDB members.	Continue nominating and orienting new members.					
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 certified 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 certified 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 certified apprenticeship program in one key industry. Secure funding and resources	Develop WDB-led certified apprenticeship programs with employer partners. Implement mentorship and career coaching components.	Launch certified 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 & certified apprenticeship programs.	Identify target employers for certified apprenticeship and training programs.	Draft initial certified apprenticeship and pipeline program structure.	for program launch.	Evaluate program readiness for launch.	Adjust program based on early feedback.	
Goal 5: Develop Funding Strategy	Support the Central Coast Regional Workforce Partnership to develop and implement a successful and sustainable fundraising strategy.			Develop a *purpose* for the CCRWP, including a strategic plan. Identify funding strategies and priorities and align goals with Strategic Plan. Recruit 3 non-WDB members for CCRWP.	Engage stakeholders and implement CCRWP's Strategic Plan. Schedule a CCRWP meeting to develop fundraising strategy to present at Board Retreat.	Staff to assist CCRWP to develop purpose statement and implement fundraising strategy. Evaluate the Strategic Plan and fundraising actuals against goals.	Evaluate the Strategic Plan and fundraising actuals against goals.	Evaluate the Strategic Plan and fundraising actuals against goals.	Evaluate the Strategic Plan and fundraising actuals against goals.

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, certified 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.

Goal 5: Develop Funding Strategy

Objective: Support the Central Coast Regional Workforce Partnership (CCRWP) to develop and implement a successful and sustainable fundraising strategy.

Recommendations:

1. **Develop a Purpose and Strategic Plan for the CCRWP:** Work with staff to identify funding strategies, priorities, and goals to align with MCWDB Strategic Plan.

2. **Recruit a Minimum of Three Non-WDB CCRWP members:** CCRWP board members cannot also be WDB members based on the potential for conflict of interest.

3. **Engage Stakeholders and Implement CCRWP Strategic Plan:** Schedule a CCRWP meeting to develop fundraising strategy to be presented at Board Retreat.

4. **Develop a Purpose Statement and Implement Fundraising Strategy:** Work with staff to schedule a meeting for the CCRWP to implement its fundraising strategy with an emphasis on building long-term relationships with funders.

5. **Provide a Quarterly Evaluation of Fundraising Performance and Plan:** Fundraising will be evaluated against goals on a quarterly basis moving forward.

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 & Certified 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 certified 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 certified 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 training to board members on industry trends and workforce development strategies.

7. Leverage External Resources

- Bring in subject matter experts (industry, certified 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 certified 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: 26-824

Item No.6

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

Update on MCWDB's Community Builders Awards (CBA).

Update on 2026 Community Builders Awards (CBA)

Management Analyst Vanessa Kor will discuss the 7th Annual Community Builders Awards Ceremony scheduled for Wednesday, December 9, 2026.

MONTEREY COUNTY WORKS

GROWING TALENT • SUPPORTING BUSINESS

WANT TO MAKE A DIFFERENCE?

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

7th Annual Community Builders Awards Ceremony

DECEMBER 9, 2026
11:30AM-1:30PM
MONTEREY COUNTY WORKS CENTER - SALINAS

BRONZE	$250	Organization's Name in Program
SILVER	$500	Organization's Logo in Program
GOLD	$750	Organization's Logo in Program and Website
PLATINUM	$1,000	Special Feature in Monthly Newsletter

SPONSORSHIP SUBMISSION DEADLINE
NOVEMBER 25, 2026

Please contact Vanessa Kor at KorV@CountyofMonterey.gov or (831) 796-6412 if you have any questio

County of Monterey

Board Report

Legistar File Number: 26-825

Item No.7

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

September 24, 2026

Introduced: 9/18/2026

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

Updates 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 Programs

Adult and Dislocated Worker Program

MCWDB's Adult and Dislocated Worker programs continue to experience increased participation and service activity. *Discovery Day* attendance has grown, allowing more customers to complete assessments, develop individualized employment plans, and connect with career coaching and training opportunities. The program has also increased the number of career services, supportive services, and activities provided to each participant based on their individual employment needs.

Medical Assistant training participation has also increased, reflecting continued interest in healthcare careers. Class A commercial driver training remains steady, while Class B training and placement opportunities have expanded through a strengthened partnership with Monterey-Salinas Transit. MST is actively interviewing qualified participants and offering positions to candidates who meet its hiring requirements.

The program is also developing an expanded outreach plan to increase awareness of available services throughout Monterey County. The plan will strengthen outreach to job seekers, community partners, training providers, and local employers. Employer outreach will include identifying hiring opportunities and connecting businesses with on-the-job training, rapid response, and layoff-aversion services. These efforts will help the program to reach more eligible residents and create stronger connections between participants, training opportunities, and employment.

Youth Programs

Green Cadre participants make a positive impact in the community through food distribution and environmental conservation projects. So far, Green Cadre participants have packed more than 3,000 food parcels and distributed more than 1,000 parcels directly to community members. These food distributions have the potential to assist approximately 16,000 people. Participants have also been working with California State Parks on environmental restoration. As part of this work, they planted 25 trays with 98 cells per tray, for a total of 2,450 planting cells containing Mock Heather, also known as California Goldenbush, a native species often seen along the coastline.

The current Green Cadre cohort has 21 active participants and will finish on October 2, 2026. MCWDB is currently recruiting and selecting participants for the next cohort to begin October 5, 2026, with a goal of enrolling 26 participants. Recruitment continues to be a major focus of the Youth Program. MCWDB has received 58 applications for Green Cadre and 19 applications for the WIOA-funded Impact Cadre.

Impact Cadre is focused on addressing food insecurity and climate action through hands-on community service and workforce development and will serve up to 30 participants through a rolling enrollment model, providing Youth staff with the flexibility to bring participants into the program as opportunities become available.

Participants will work with the local Food Bank and Resource Conservation District of Monterey County (RCDMC), with a particular focus on the Pajaro area and surrounding communities.

MCWDB's Youth programs also focus on connecting participants with local employment opportunities. One current Green Cadre participant has advanced to the early interview stages for potential positions with both MEarth and RCDMC. Both potential employers are community partners, and these opportunities demonstrate how the program can help participants turn their training and hands-on experience into potential employment.

In addition, MCWDB is actively recruiting for its CNA program, with a goal of enrolling 10 participants. The CNA program is scheduled to begin October 5, 2026, and will provide another opportunity for young adults to gain industry-specific training and move toward employment.

County of Monterey

Board Report

Legistar File Number: 26-826

Item No.8

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

September 24, 2026

Introduced: 9/18/2026
Version: 1

Current Status: Agenda Ready
Matter Type: General Agenda Item

Updates on Board members' workforce and business activities.

Updates on Board Members' Workforce and Business Activities

Board members will provide updates on their workforce and business activities.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

WORKFORCE DEVELOPMENT
BOARD: 9/24/26
AGENDA ITEM: 2

MEMORANDUM

TO: Monterey County Workforce Development Board **DATE:** September 24, 2026

SUBJECT: Approval of the Workforce Development Board's Final Fiscal Year 2026-27 Budget

FROM: Daisy Fernandez, Finance Manager

APPROVED BY: Christopher Donnelly Signed by: Chris Donnelly 8AB8DDE0CD01447...

RECOMMENDATION:
It is recommended that the Monterey County Workforce Development Board (MCWDB) review and approve the final Workforce Innovation and Opportunity Act (WIOA) budget for Fiscal Year (FY) 2026-27 as presented.

BACKGROUND:
On May 15, 2026, the State of California Employment Development Department (EDD), Workforce Services Division, released Information Notice WSIN25-32, WIOA Title I formula funding allocations for FY 2026–27 for each of the 45 Local Workforce Development Areas, for the Adult, Dislocated Worker, and Youth programs. It is important to note that the MCWDB receives only 14% of its Adult and Dislocated Workers allocation on July 1, 2026, and the remaining balance on October 1, 2026. The Youth allocation funding is available on July 1 at 100%.

Final FY 2026–27 Budget
The final FY 2026–27 budget is based on the closeout of the FY 2025–26 budget and the final carry-in amount available following the fiscal year closeout process. The final carry-in reflects the actual remaining funds available from FY 2025–26 after final expenditures and revenues were reconciled.

There are no major projected increases in funding from the preliminary FY 2026–27 budget approved in July 2026. The final budget maintains the funding and expenditure assumptions presented in the preliminary budget, with the final carry-in amount updated to reflect the results of the FY 2025–26 closeout. This provides a more accurate representation of the funding available for FY 2026–27 and supports responsible fiscal planning throughout the program year.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Monterey County Workforce Development Board -WIOA Funding Summary 2026-27

WIOA Adult Formula Funding Allocation	WIOA Dislocated Worker Formula Funding Allocation	WIOA Youth Formula Funding Allocation
Program 90% $1,996,794	Program 90% $2,936,902	Program 90% $2,059,394
Admin 10% $221,866	Admin 10% $326,322	Admin 10% $228,822
Total Allocation: $2,218,660	**Total Allocation: $3,263,224**	**Total Allocation: $2,288,215**
Total Revenue from WIOA Formula Funding Allocations: $7,770,099		

Carry-in from PY 2025-26	
Adult	$1,133,145
Dislocated Worker	$671,133
Youth	$1,488,517
Total Carry-in from PY 2024-25	**$3,292,795**

Funding for Program Year 2026-27	
Total Revenue from WIOA Formula Funding Allocations	$7,770,099
Total Carry-in from PY 2024-25	$3,292,795
Total Funding	$11,062,894
Admin (10%)	($777,010)
Total Program Funding for 2025-26	**$10,285,884**

WIOA Training Fund and Work Experience Requirements: This set-aside meets the SB 734 training expenditure requirement for the WDB to expend 30% of its combined total of WIOA Title I Adult and Dislocated Worker formula funds on training.

SB 734 (30% of Adult/DW for training): $1,347,595

- Adult: $625,988
- DW: $721,607

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Youth WEX (20%): **709,582**

This set-aside amount meets the 20% minimum work experience expenditure requirement.

Available Program Funds for FY 2026–27 (Formula + FY26 Carry-In):

After deducting administrative costs and the required SB 734 set-aside, the total available funding for program-related personnel and non-personnel services is **$8,228,707**

Category	Adult	DW	Youth	Total
Available for Use:	$2,503,951	$2,886,428	$2,838,328	$8,228,707

Available funds for program operations

Personnel

Total Salaries and Benefits: $1,058,266. This represents the projected salaries and benefits for WDB employees supporting day-to-day operations and reflects the positions and staffing levels anticipated to be funded during FY 2026–27.

Management Staff Salary and Benefit Increase: The FY 2026–27 budget also accounts for the applicable salary increase for management staff. The related increase in salary and benefits for Management Staff has been incorporated into the FY 2026–27 personnel budget.

- Personnel costs are allocated across the applicable funding streams based on the anticipated use of staff time and program responsibilities.

- The FY 2026–27 personnel budget reflects a more realistic projection of anticipated salary and benefit expenditures and does not include salary and benefit costs associated with 2 vacant positions that are not expected to be filled in FY 2026-27.

- Salaries and benefits for the Finance Manager, Accountant II, Management Analyst III, and County temporary staff are included within the **10% administrative allocation**, as applicable, and are not included in the program staff salary and benefit amount unless specifically allocated to program services.

Non-Personnel Costs- include expenses such as rent, supplies, equipment, travel, and participant support that are not related to staff wages or benefits.

Docusign Envelope ID: 23BD6DDA-938F-80A9-82E0-FDA5FEE4C276

Category	Total	Category	Total
Rent	$359,958	Slingshot Temp Staffing	$20,000
IT & Telecom	$287,850	Computers (Annual Lease)	$43,000
COWCAP	$156,674	MIPs	$13,000
County Counsel	$45,000	Contracts: (ETPL & Monitoring)	$89,000
Other Operating Costs	$310,000	Studies	$75,000
Staff Development/Training	$35,000	Outreach Materials	$73,549
Travel & Conferences	$12,500	Chmura	$9,000
Workers Comp (Participants)	$135,000	Launchpad	$6,000
Copier Lease	$12,000	Reserve	1,215,461
Webhosting/Marketing	$215,500	**Non-Personnel/ Other contracts**	**$3,420,942**
Avail. for services (AD/DW)	$296,450		

Case Management - Case Management services are essential in supporting participants throughout their workforce development journey. Proposed allocations are divided among the following programs:

Adult: $900,000	Adult Program offers employment, education, and training services to individuals aged 18 and older, prioritizing veterans, low-income individuals, and those facing barriers to employment. Services include job search assistance, career counseling, skills assessments, training, and support to help participants secure and advance in meaningful careers.
DW: $400,000	Dislocated Worker Program helps individuals who have lost their jobs due to layoffs or business closures. It offers career counseling, job search support, training, and other services to assist them in finding new employment.
Youth: $1,500,000	Youth Program serves youth facing barriers to education and employment. It provides education, training, work experience, and supportive services to help youth build skills and succeed in their careers.
One-Stop Operator (OSO)-Front Desk Staff: $350,500	Coordinates service delivery across workforce partners at the America's Job Center of California (AJCC) to ensure efficient, integrated services for all customers. OSO is not a direct case management provider but plays a vital role in oversight and system alignment.
Total Case Management and OSO	**$3,150,500**

Client Services: The direct services and support provided to participants. This includes funding for youth Individual Training Accounts (ITAs), supportive services (e.g., transportation), pre-vocational workshops, assessments, and other client-related services that help individuals succeed in training, education, and employment.

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Youth ITAs	$60,000
Supportive Services	$60,000
Pre-Vocational Workshops	$35,000
WorkKeys Assessments	$30,000
Other Client Services	
Business Services Enhancements	$290,000
Educational Training Coordinator	$135,000
Total of Client-Related Services	**$610,000**

Board-Mandated Reserve: **$1,215,461**

The reserve is intended to provide fiscal stability and flexibility throughout the program year, particularly in response to potential changes in funding, expenditure levels, program demand, or unforeseen fiscal circumstances.

Maintaining a reserve will also provide the MCWDB with greater flexibility to sustain essential services and respond to future funding uncertainties.

WIOA Allocations Overview

The FY 2026–27 proposed WIOA formula allocation is approximately $7,770,099, representing an increase of approximately $60,421, or 0.8%, compared with the FY 2025–26 allocation of $7,709,678 as shown below:

Funding Stream	FY 25–26	FY 26–27	Annual $ Change	% Change
WIOA Adult Formula	$2,537,272	$2,218,660	($318,612)	-12.6%
WIOA Dislocated Worker Formula	$2,591,113	$3,263,224	+$672,111	+25.9%
WIOA Youth Formula	$2,581,293	$2,288,215	($293,078)	-11.4%
Total Formula Grants	**$7,709,678**	**$7,770,099**	**+$60,421**	**+0.8%**

DISCUSSION:

Here is a comparative analysis of previous Fiscal years vs. FY 2026–27 WIOA Budgets for Monterey County Workforce Development Board (MCWDB), identifying where reductions occurred and providing reasons for those reductions, despite an overall increase in WIOA formula funding.

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Category	FY 24–25	FY 25–26	FY 26–27	Change FY25–26 → FY26–27	% Change	Explanation
WIOA Formula Allocations (Adult, DW, Youth)	$7,039,389	$7,709,678	$7,770,099	$60,421	0.80%	DOL funding increased slightly. FY 26–27 allocation is Adult $2.219M, DW $3.263M, and Youth $2.288M.
Carry-In	$4,555,432	$2,008,885	$3,292,795	$1,283,910	63.90%	Higher carry-in from FY 25–26 available funds.
Total Available Budget	~$11.6M	~$9.7M	$11,062,894	+$1.36M	13.83%	Higher carry-in combined with a slight increase in formula funding results in increased total available funding.
Case Management Subcontracts	$3.5M	$2.9M	$2,935,000	$35,000	1.20%	Adult $900K, DW $400K, Youth $1.5M, and OSO $135K.
WDB Staff Salaries & Benefits	$2,065,607	$1,654,671	$1,058,266	($596,405)	–36.0%	Reduced staffing allocation. Administrative salaries/benefits are included within the 10% administrative allocation and are not included in this program salary amount.
Supportive Services	$120,000	$50,000	$60,000	$10,000	20.00%	Increased to $60,000, allocated across Adult, DW, and Youth.
Youth ITAs	$30,000	$60,000	$60,000	0	0	Maintained same funding for youth training.
Pre-Vocational Training	$60,000	$23,000*	$35,000	$12,000	52.20%	Increased from FY 25–26 level to support pre-vocational workshops.
Business Services Enhancements	$200,000	$200,000*	$290,000	$90,000	45.00%	Increased investment in business services; FY 26–27 allocation is $100K Adult and $130K DW, $60K RR
Education/Training Coordinator	$158,700	$135,000	$135,000	0	0	FY 26–27 funding for Educational Training Coordinator
AJCC Front Desk Staff -Salinas	$135,000	$334,532	$139,680	($194,852)	–58.25%	FY 26–27 OSO funding
Reserve	N/A	$770,968	$1,215,461	$444,493	63%	FY 26–27 includes a reserve funded from available carry-in/program resources.

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Areas of Budget Reduction

1. Staff Salaries & Operating Costs

Program staff salaries and benefits decreased from $1.65M in FY 2025–26 to approximately $1.06M in FY 2026–27.

- Reason: The decrease is primarily due to a change in how WDB personnel costs are budgeted. In prior fiscal years, the budget included salary and benefit amounts for all WDB positions, including vacant positions. For FY 2026–27, the budget reflects only the salary and benefit amounts included in the FY 2026–27 budget and expected to be incurred, rather than budgeting for vacant positions that are not anticipated to be filled.
- This approach provides a more realistic projection of personnel expenditures and reduces the risk of overbudgeting for positions that remain vacant.
- Administrative salaries and benefits for the Finance Manager, Accountant II, MA III, and County temporary staff are included within the 10% administrative allocation and are therefore not included in the $1.06M program staff salary and benefit total.
- Operating costs continue to be managed carefully to accommodate fixed costs such as rent, insurance, technology, and other administrative expenses.

2. Case Management

- Total Case Management Contracts increased from $2.9M to $3.1M.
- Adult Case Management: $900,000
- DW Case Management: $400,000
- Youth Case Management: $1.5M
- One-Stop Operator/ Front desk staff: $350,500
- Reason: Case management funding was adjusted to align with available funding and program needs. The Adult allocation remains at $900,000, while Youth remains the largest case management investment at $1.5M.

3. Supportive Services

- Increased from $50,000 to $60,000 in FY 2026–27.
- Reason: Funding was adjusted based on participant needs and prior-year expenditure levels.

4. Pre-Vocational Training & Workshops

- Increased from $23,000 to $35,000.
- Reason: The FY 2026–27 budget provides additional funding for pre-vocational workshops based on program needs and prior-year spending.

Areas of Increase

1. Training & Compliance Set-Asides — SB 734 and Youth WEX

- FY 26–27 continues to prioritize required training-related expenditures.

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- SB 734: $1,347,595
    - Adult: $625,988
    - DW: $721,607
- Youth WEX: $709,582
- Reason: Funding is maintained to meet applicable federal requirement for work experience obligations and to preserve investments in participant training.

2. Business Services Enhancements

- Increased from $200,000 to $290,000.
- Reason: The FY 2026–27 budget increases investment in business services to support employer engagement and workforce development activities, addition funding will be allocated from RR lay-off funds to support outreach to Business services

3. Board Reserve

- FY 2026–27 includes a $1,215,461 reserve.
- This is separate from the Available for other services for AD and DW of $296,450
- Reason: The reserve provides additional fiscal flexibility and helps maintain program continuity in the event of future funding reductions or unexpected expenditure needs.

Conclusion

While WIOA formula funding increased slightly from $7.71 million in FY 2025–26 to $7.77 million in FY 2026–27, the most significant change is the projected carry-in from $3.4 million to $3.2 million. As a result, total available funding increases to approximately $11.06 million.

The FY 2026–27 proposed budget reflects a continued focus on fiscal sustainability, required program investments, and maintaining sufficient resources for future funding uncertainty. The budget prioritizes required training and work-experience activities, Youth and Adult services, business services, and a substantial reserve while maintaining control over personnel and operating expenditures.

WDB focus shifted to:

- Maintaining required training investments, including SB 734 and Youth WEX.
- Preserving essential workforce development services while aligning expenditures with funding and participant needs.
- Maintaining targeted investments in business services and participant training.
- Controlling personnel and operating costs through position/role consolidation.
- Strengthening fiscal stability through the $1.2 million reserve.
- Preparing for future WIOA funding uncertainties and potential changes in federal allocations.

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MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

WORKFORCE DEVELOPMENT
BOARD: 9/24/26
AGENDA ITEM: 1

MEMORANDUM

TO: Monterey County Workforce Development Board **DATE:** September 24, 2026

SUBJECT: Monterey County Workforce Development Board's 2025-26 Budget Closeout

FROM: Daisy Fernandez, Finance Manager

APPROVED BY: Christopher Donnelly Signed by: Chris Donnelly 8AB8DDE0CD01447...

The Monterey County Workforce Development Board (WDB) administers federal and state workforce development funds to provide employment, training, career services, and supportive services to eligible residents of Monterey County.

Fiscal Year 2025-26 concluded on June 30, 2026. The year-end closeout process included the review and reconciliation of program and administrative expenditures, funding balances, and available resources for the Adult, Dislocated Worker (DW), and Youth program. The FY 2025-26 budget included $7,709,678 in WIOA formula funding, consisting of $2,537,272 for Adult; $2,591,113 for Dislocated Worker; and $2,581,293 for Youth. The budget also incorporated prior-year carry-in funding and other resources available to support workforce development activities.

In FY 2025-26, program expenditures totaled approximately $6,057,259, with an additional $485,646 in administrative expenditures, for total expenditures of approximately $6,542,905. The largest areas of expenditure were WDB personnel, case management, One-Stop Operator services, client-related services, business services, and other operating costs. WDB personnel expenditures, including salaries and benefits, totaled approximately $1.65 million.

Case management represented a significant portion of direct program expenditures of $2.5 million, for 39% of total expenditures. The WDB also invested in client-related services, including Individual Training Accounts, supportive services, pre-vocational workshops, and WorkKeys. In addition, business services and training activities support employer engagement and workforce training efforts.

Non-personnel expenditures supported essential workforce system operations, including facility costs, information technology, County Counsel, operating costs, staff development, Workers' Compensation, equipment, and other program support services.

Administrative expenditures were approximately 7% of total expenditures, compared with the administrative budget of $770,968. These expenditures supported the fiscal, administrative, and operational functions necessary to manage and monitor WIOA-funded programs.

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Following the closeout of FY 2025-26, the budget reflects approximately $3.2 million of the $9.8 million operating budget. The remaining balance will be carried forward into FY 2026-27. The final year-end balance will be used in developing the subsequent fiscal year's budget and establishing the appropriate carry-in amount.

Conclusion

The FY 2025-26 year-end closeout demonstrates that that the Monterey County Workforce Development Board continued to direct significant resources toward direct workforce development services, participant case management, training, employer services, and operation of the workforce development system.

Total FY 2025-26 expenditures were approximately $6.54 million, including $6.06 million in program expenditures and $485,646 in administrative expenditures. The year-end financial position provides the basis for determining the final carry-in available for FY 2026-27 and supports continued delivery of workforce development services throughout Monterey County.