



# 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	Q2	Q3	Q4	Q5	Q6	Q7	Q8
<b>Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed</b>	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.
<b>Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)</b>	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.					
<b>Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity</b>	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.
<b>Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)</b>	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 AgTech, 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.	
<b>Goal 5: Develop Funding Strategy</b>	Support the Central Coast Regional Workforce Partnership to develop and implement a successful and sustainable fundraising strategy.			Develop a <i>purpose</i> 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.
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## Implementation Oversight

### Board Role:

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

### 1. Establish Board Committees

- **Career Pipeline & 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.