

MEMORANDUM

TO: Workforce Development Board Executive Committee FROM: Christopher Donnelly

SUBJECT: Approval of Meeting Calendar for 2026 **DATE:** November 20, 2025

RECOMMENDATION:

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

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

MCWDB Executive Committee Meeting Dates 2026

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

MCWDB Board-Approved Meeting Dates 2026

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



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

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

Adult: \$408,687

• Dislocated Workers (DW): \$318,460

• Youth: \$366,088

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

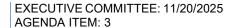
BUDGET FY 2025-26

Available funding 5 9,070,228
Projected Total Program Expenses F726: 5 9,339,531
Varience 5 (269,904)

	Admin	FY Budget	Adult	Adult	DW	DW	Youth:	Youth	Total	Total Expenditures	Avail	lable
				Expenditures		Expenditures		Expenditures		Total Expellulates	Atui	iubic .
nding			 \$ 2,537,272.00		\$ 2,591,113.00		\$ 2,581,293		\$ 7,709,678			
Admin 10%			 \$ 253,727	\$ 43,962	\$ 259,111	\$ 83,548	\$ 258,129	\$ 47,175	\$ 770,968		\$	596,28
Program 90%			 \$ 2,283,545		\$ 2,332,002		\$ 2,323,164		\$ 6,938,710	\$ -	ĺ	
Carry-in 23-24 Budget			 \$ 554,430 \$ 2,837,975		\$ 475,127		\$ 1,101,961		\$ 2,131,517			
Total Funding Use's		\$ 9,070,228	\$ 2,837,975		\$ 2,807,128		\$ 3,425,125		\$ 9,070,228	\$ -	-	
<u>Use's</u> SR 734			 \$ 685,063	\$ 84.416	\$ 699.601	\$ 7,465			\$ 1.384.664	\$ 91.881	s 1	1 292 78
SB 734 Youth WEX	l		 \$ 000,003	\$ 64,416	\$ 699,001	\$ 7,465	\$ 464.633	\$ 50.975	\$ 1,364,664	\$ 50.975		413,65
Available Funding for Adult, DW and Youth		\$ 7,220,931	\$ 2,152,911	\$ 84,416	\$ 2,107,528	\$ 7,465	\$ 2,960,492	\$ 50,975	\$ 7,220,931			7,078,07
8		* 1,220,000		*		* .,		7,				
penses												
Personnel	Staff Temp	Sub Total										
Salaries		\$ 1,654,671	 						\$.	\$ -	\$	
			 \$ 546.041		¢ 562 588				\$.	\$	\$	
		\$ 1,654,671	 \$ 546,041 \$ 546,041	\$ 56,349 \$ 56,349	\$ 562,588 \$ 562,588	\$ 57,482	\$ 546,041 \$ 546,041	9 33,EGE	\$ 1,654,671 \$ 1,654,671	\$ 169,092		1,485,579 1,485,57 9
Salaries/ Benefits Total	\$ - \$ -	\$ 1,654,6/1	\$ 546,041	\$ 56,349	\$ 562,588	\$ 57,482	\$ 546,041	\$ 55,262	\$ 1,654,6/1	\$ 169,092	5 1	1,485,57
ase Management												200.6
Adult DW		\$ 900,000	 \$ 900,000	\$ 111,122	* ***	. 70.000			\$ 900,000		\$	788,878
DW Youth CM		\$ 400,000 \$ 1.350,000	 		\$ 400,000	\$ 73,139	\$ 1,350,000	s 134.580	\$ 400,000 \$ 1.350,000	\$ 73,139 \$ 134,580	\$ \$ 1	326,86 1.215.42
One Stop Operator		\$ 1,350,000	 \$ 110,396		\$ 113,741		\$ 1,350,000	a 134,380	\$ 1,350,000	¢ 134,580	\$ 1	334,53
One Stop Operator		\$ 334,532 \$ 2,984,532	 \$ 1,010,396	\$ 111,122	\$ 513,741	\$ 73,139	\$ 1,460,396	\$ 134,580	\$ 334,532 \$ 2,984,532	\$ 318,841		334,53 2,665,69
		2,904,532	g 1,010,396	φ 111,122	9 515,741	g /3,139	<u>\$ 1,460,396</u>	9 134,380	g 2,904,532	3 310,841	2 2	.,005,69.
lient Related Services										1.		
Youth ITA's		\$ 60,000	 		l		\$ 60,000		\$ 60,000		\$	60,000
Supportive Services Pre Voc Workshops		\$ 45,000 \$ 20,000	 \$ 14,850 \$ 6.600	\$ 203	\$ 15,300 \$ 6.800		\$ 14,850 \$ 6,600	\$ 742 \$ 230	\$ 45,000 \$ 20,000	\$ 742 \$ 432	\$ \$	44,251 19.56
WorkKeys		\$ 20,000	 \$ 5,600	\$ 203	\$ 6,800 \$ 6,120		\$ 6,600 \$ 5,940	\$ 230	\$ 20,000	\$ 432	\$	18.00
Workneys	-	\$ 16,000	 \$ 5,940	\$ 203	\$ 28.220		\$ 5,940	\$ 971	\$ 143,000	\$ 1,174	3	141,82
	\$.	\$ 143,000	\$ 27,390	\$ 203	\$ 20,220	<u> </u>	\$ 67,390	\$ 9/1	\$ 143,000	3 1,174	3	141,020
ther Client Services			 									
Business Services Enhancements	ļ	\$ 200,000 \$ 135,000	 \$ 100,000		\$ 100,000		\$ 44.550		\$ 200,000		\$	200,000
Educational Training Coordinator	s :	\$ 135,000 \$ 335,000	 \$ 44,550 \$ 144,550	¢ .	\$ 45,900 \$ 145,900		\$ 44,550 \$ 44,550	e .	\$ 135,000 \$ 335,000	3 .	\$	335,000
on Personnel		333,000	 ¥ 144,550	*	4 143,300	*	44,550	ž	<u> </u>	<u> </u>	-	555,00
Rent -		\$ 336,089	\$ 110,909	\$ 22,076	\$ 114,270	\$ 22,076	\$ 110,909	\$ 15,354	\$ 336,089		\$	276,58
IT& Telecom		\$ 272,000	 \$ 89,760 \$ 63,682	\$ 59 377	\$ 92,480	¢ 44.533	\$ 89,760 \$ 63,682	\$ 29,688	\$ 272,000 \$ 192,975	\$. \$ 133.598	\$	272,000
County Counsel		\$ 192,975 \$ 45,000	 \$ 63,682 \$ 14,850	\$ 59,377	\$ 65,612 \$ 15,300	\$ 44,533	\$ 63,682 \$ 14,850	\$ 29,688 \$ 1,382	\$ 192,975		\$	59,37
Other Operating Cost		\$ 269,500	 \$ 88.935	\$ 8.085	\$ 91.630	\$ 6,980	\$ 88.935	\$ 8,329	\$ 269,500		s	246.106
Staff Development/Training		\$ 45,000	 \$ 14,850	\$ 6,141	\$ 15,300	\$ 6,141	\$ 14,850	\$ 4,711	\$ 45,000	\$ 16,993	\$	28,007
Travel -Conference		\$ 12,500	\$ 4,125		\$ 4,250		\$ 4,125		\$ 12,500	\$.	\$	12,500
Workers Comp - WDB		\$ 95,000	\$ 31,350	\$ 11	\$ 32,300		\$ 31,350	\$ 8,931	\$ 95,000	\$ 8,942	\$	86,058
Copy Machine Rental		\$ 10,000	 \$ 3,300	\$ 533	\$ 3,400	\$ 684	\$ 3,300	\$ 382	\$ 10,000	\$ 1,598	\$	8,402
Calendaring/ Texting Tools		\$ 15,000	 \$ 4,950		\$ 5,100		\$ 4,950		\$ 15,000	\$.	\$	15,000
		\$ 1,293,064	\$ 426,711	\$ 99,003	\$ 439,642	\$ 83,194	\$ 426,711	\$ 68,778	\$ 1,293,064	\$ 250,976	\$ 3	1,042,088
ther Non Personnel												
Computer Annuals Lease		\$ 35,000	 \$ 11,550	\$ 3,166	\$ 11,900	\$ 3,166	\$ 11,550	\$ 1,415	\$ 35,000		\$	27,25
MIPs		\$ 13,000	 \$ 4,290	\$ 4,076	\$ 4,420	\$ 4,076	\$ 4,290	\$ 2,329	\$ 13,000	\$ 10,481	\$	2,519
	\$.	\$ 48,000	\$ 15,840	\$ 7,242	\$ 16,320	\$ 7,242	\$ 15,840	\$ 3,744	\$ 48,000	\$ 18,228	5	29,772
ontracts -other												
T/A- ETPL		\$ 10,000	\$ 3,300		\$ 3,400		\$ 3,300		\$ 10,000	\$ -	\$	10,000
Monitoring		\$ 40,000	 \$ 13,200		\$ 13,600		\$ 13,200		\$ 40,000		\$	40,000
Webhosting		\$ 40,000	 \$ 13,200	\$ 2,774.00	\$ 13,600	\$ 2,774.00	\$ 13,200	\$ 1,738.00	\$ 40,000		\$	32,714
Outreach		\$ 45,000	 \$ 14,850	\$ 2,124.84	\$ 15,300	\$ 2,124.84	\$ 14,850	\$ 1,374.32	\$ 45,000	\$ 5,624	\$	39,37
Studies Outreach materials		\$ 25,000 \$ 45,000	 \$ 8,250 \$ 14,850		\$ 8,500 \$ 15,300		\$ 8,250 \$ 14,850	£ 1.401	\$ 25,000 \$ 45,000	\$. \$ 4,474	\$	25,000 40,520
Slingshot Temp Staffing		\$ 45,000 \$ 15,000	 \$ 14,850 \$ 4,950	\$ 1,491.44	\$ 15,300 \$ 5,100	\$ 1,491.44	\$ 14,850 \$ 4,950	\$ 1,491.44	\$ 45,000 \$ 15,000		\$	15,000
Chumura		\$ 15,000	 \$ 4,950 \$ 2,970		\$ 3,060		\$ 4,950		\$ 15,000		\$	9.00
Launch Pad		\$ 32,000	 \$ 10,560		\$ 10.880		\$ 10,560		\$ 32,000	\$.	s	32.00
15% Board madanted Reserve		\$ 770,968	 \$ 254,419		\$ 262,129		\$ 254,419		\$ 770,968		s	770,96
,,,	\$.	\$ 1,031,968	\$ 340,549	\$ 6,390	\$ 350,869	\$ 6,390	\$ 340,549	\$ 4,604	\$ 1,031,968	\$ 17,384	\$	1,014,58
	Available Funding for Adult, DW and Youth after use's	\$ 7,220,931	\$ 2,152,911	\$ 364,725	\$ 2,107,528	\$ 234,913	\$ 2,960,492	\$ 318,913	\$ 7,220,931	\$ 918,551	\$ f	6,302,380
	Budgeted for program expenses	\$ 7,490,235	\$ 2,511,477	\$ 280,309	\$ 2,057,280	\$ 227,448	\$ 2,921,477	\$ 267,938	\$ 7,490,235	\$ 775,695	s e	6,714,54
	FY26 Admin Expense	,,430,233	2,022,4//	\$ 43,962	2,037,200	\$ 83,548	2,322,477	\$ 47,175	\$ 770,968	\$ 174,685		596,28
									,,,,,,	. ,	كست	_
	Total-Expenditures			\$ 408,687		\$ 318,460		\$ 366,088				918.55

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

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





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

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



WANT TO MAKE A DIFFERENCE?

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

6th Annual Community Builders Awards Ceremony

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



SPONSORSHIP SUBMISSION DEADLINE

NOVEMBER 26, 2025



6th Annual Community Builders Awards Ceremony Sponsorship Selection Form

Event Date – December 3, 2025 Event Time – 11:30am-1:30pm

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

Email:	
\$	125
\$2	250
ebsite \$	500
tter \$1,	000
e itt	Phone 2:

PAYMENT INSTRUCTIONS

Please make checks payable to:

ATTN: Vanessa Kor

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

344 Salinas Street, Suite 101

Salinas, CA 93901

Wednesday, November 26, 2025



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

Adult and Dislocated Worker Program

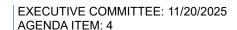
During November, Monterey County Works strengthened service delivery and increased customer engagement across all centers:

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

Youth Programs

GREEN CADRE

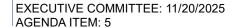
The current Green Cadre cohort, funded through the CaliforniansForAll grant, has successfully packed and distributed more than 3,000 food parcels throughout Monterey County. It is estimated that these food parcels will feed over 12,000 community members. With the holiday season approaching, participants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





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

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





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

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

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD SWOT

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

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

S trengths	Weaknesses
Staff	 Marketing/Awareness
• OJT	 Healthcare on Board
	 Housing/Child Care
O pportunities	T hreats
 Strategic Partnerships 	Natural Disasters
Associations	Weather
Schools	Pandemics
Industry	 Exodus from CA/Monterey
• OJT	 Regionalizing Boards
 Veterans & Unhoused Rep. 	
Health & Caregiving	



Monterey County Workforce Development Board Strategic Plan 2026-2028

Prepared By: Tressa Dorsey, TAD Grants

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

Introduction

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

SWOT Analysis Summary

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

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

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

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

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

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

Bi-Monthly Timeline:

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

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

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

Steps to Achieve This Goal:

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

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

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

Bi-Monthly Timeline:

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

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

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

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

Bi-Monthly Timeline:

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

Goal 5: Develop Funding Strategy

Conclusion

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

Quarterly Implementation Table

Goal	Objective	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Goal 1: Develop Sector Strategies to Ensure Industry Demand is	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.	to conduct the market analysis; initiate meetings with	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality	formal partnership	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	industry;	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
Industry Employers to the Board (Healthcare	Strengthen board composition by recruiting employers from key industries, particularly in	Identify 1–3 agriculture & Healthcare industry organizations and	Develop a comprehensive Board Information Packet with high-level	Engage potential candidates through personalized outreach	Confirm interest and initiate onboarding for selected members.	and orientation	Member Retention	Board Member	Review and Evaluate Success by appointment and retention data

Emphasis)	enhance strategic alignment and sector	members as potential	and promotional	emphasizing the opportunity to influence workforce strategies.					
Public Relations Campaign to Strengthen WDB Brand Identity	relations campaign to increase visibility, community engagement, and	Committee identifies current marketing strategies and gaps to address.	campaign; conduct outreach to workforce stakeholders to	Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.	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.	billboards, school	Measure success by increases in partnerships, programs, and funding.
Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)	programs in high- demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and	Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative.	for market analysis on industry growth and workforce needs. Review findings to identify	Research best		Continue engagement with education and industry partners. Plan for pilot apprenticeship program in one key industry. Secure funding and resources	led apprenticeship programs with employer partners. Implement mentorship and career	monitor participation, employer engagement, and trainee	Operationalize career pathways across growth industries with education and industry partners. Evaluate long-term outcomes and plan next cycle of program expansion.

partner employers. Begin mapping current educational & apprenticeship programs. Begin mapping current educational & apprenticeship programs.		growth industries and potential partner employers.	and Green Jobs. Begin mapping current educational & apprenticeship	apprenticeship and training	Draft initial apprenticeship and pipeline program		program readiness for	Adjust program based on early feedback.	
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Board Recommendations

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

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

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

Recommendations:

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

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

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

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

Recommendations:

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

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

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

Recommendations:

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

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

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

Recommendations:

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

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

Implementation Oversight

Board Role:

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

1. Establish Board Committees

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

2. Define Roles and Responsibilities

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

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

3. Implement a Structured Meeting Cadence

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

4. Set Clear Goals, Metrics, and Accountability

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

5. Use Project Management Tools

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

6. Foster Collaboration and Communication

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

7. External Resources Leverage

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

8. Plan for Sustainability

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



Updates on Executive Committee Members' Workforce and Business Activities

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