



WORKFORCE DEVELOPMENT BOARD MEETING AGENDA PACKET

Thursday, February 26, 2026
9:00 a.m. - 11:00 a.m.

344 Salinas Street, Suites 205 & 206
Salinas, CA 93901

Documents related to agenda items that are distributed to the WDB less than 72 hours prior to 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, in order to participate in the public meeting may make these requests to the WDB staff at (831) 796-6434. TTY/CRS: Dial 711.

NOTICE TO THE PUBLIC

Members of the public who wish to address the Board should identify themselves and state their name for the record. You should complete a blue Comment Card located near the door, prior to making comments, and hand it to the designated Workforce Development Board staff member.

Copies of the agenda have been placed on the table near the door for your convenience.

The procedure for this meeting is as follows:

- The Board staff will verify quorum; the Chair will read the opening remarks.
- Members of the public wishing to make a comment on an item that is not on the agenda will be given two (2) minutes each to comment.
- Workforce Development Board staff and/or Board Members will present recommendations for each action item on the agenda.
- Board members may ask questions of Workforce Development Board staff and other Board Members.
- Members of the public wishing to make a comment on an agenda item will be given two (2) minutes each to comment.
- The Board may take action on any item designated as an action item.
- Workforce Development Board members may only discuss items listed on the Agenda pursuant to the "Brown Act." With respect to non-agenda items raised by the public, Workforce Development Board members may calendar them for a future meeting, may briefly respond, or may request clarification from the member of the public but, to remain in compliance with the Brown Act, they may not address non-agenda items raised by the public in a substantive or in-depth manner.



344 Salinas Street, Suite 101
Salinas, CA 93901

(831) 796-3331
www.montereycountywdb.org

WDB Members:

Erik Cushman,
WDB & Executive Chair

Cesar Lara,
WDB 2nd Vice Chair

Alma Diaz
Arpi Tanilian
Casey Van Den Heuvel
Efrain Aguilera
Josh Metz
Justin McIntire
Kimberly Schnader
Larry Hartman
Mark Faylor
Michael Gutierrez
Omar Perez-Sandoval
Paula Calvetti
Roger Gilbert
Salvador Munoz
Supervisor Luis Alejo

Monterey County
Workforce Development Board Meeting
Thursday, February 26, 2026
344 Salinas Street, Suites 205 & 206, Salinas, CA 93901

AGENDA

<p>CALL TO ORDER/ROLL CALL: CHANGES TO AGENDA: PUBLIC COMMENT: <i>(Limited to 2 minutes per person)</i></p>	<p>Cesar Lara, 2nd Vice Chair</p>
<p>DIRECTOR'S REPORT:</p> <ul style="list-style-type: none"> • Workforce Innovation and Opportunity Act (WIOA) funding • One Stop Operator Request for Proposals (RFP) • State of California Employment Development Department (EDD) Program Year 2024-25 program, fiscal, and procurement monitoring. 	<p>Chris Donnelly</p>
<p>CONSENT CALENDAR:</p>	<p>Cesar Lara</p>
<p>1. ACTION: Consider approval of minutes from the Special Monterey County Workforce Development Board (MCWDB) meeting of October 30, 2025.</p>	<p>Cesar Lara</p>
<p>2. ACTION: Concur with the Executive Committee's January 15, 2026, recommendation to ratify the appointment of Cynthia Benitez, representing Labor, to the MCWDB for a three-year term.</p>	<p>Cesar Lara</p>
<p>3. ACTION: Concur with the Executive Committee's January 15, 2026, recommendation to ratify the reappointment Casey Van Den Heuvel, representing Labor, to the MCWDB for a staggered term to end on September 15, 2028.</p>	<p>Cesar Lara</p>
<p>4. ACTION: Concur with the Executive Committee's February 12, 2026, recommendation to reappoint Erik Cushman, representing Business, to the MCWDB, and that the MCWDB forwards the appointment to the Board of Supervisors for final approval.</p>	<p>Cesar Lara</p>
<p>5. ACTION: Concur with the Executive Committee's February 12, 2026, recommendation to reappoint Arpi Tanilian, representing Business, to the MCWDB, and that the MCWDB forwards the appointment to the Board of Supervisors for final approval.</p>	<p>Cesar Lara</p>
<p>6. ACTION: Concur with the Executive Committee's February 12, 2026, recommendation to reappoint Efrain Aguilera, representing Labor, to the MCWDB, and that the MCWDB forwards the appointment to the Board of Supervisors for final approval.</p>	<p>Cesar Lara</p>
<p>7. ACTION: Concur with the Executive Committee's February 12, 2026, recommendation to reappoint Justin McIntire, representing the State of California's Department of Rehabilitation, to the MCWDB, and that the MCWDB forwards the appointment to the Board of Supervisors for final approval.</p>	<p>Cesar Lara</p>
<p>8. ACTION: Concur with the Executive Committee's January 15, 2026, recommendation to ratify its approval of the proposed amendments to the MCWDB's Bylaws.</p>	<p>Cesar Lara</p>
<p>9. ACTION: Concur with the Executive Committee's February 12, 2026, recommendation to consider and approve the following WIOA policies:</p> <ul style="list-style-type: none"> • #2026-01: Supportive Services Policy and Guidance 	<p>Cesar Lara</p>



344 Salinas Street, Suite 101
Salinas, CA 93901

(831) 796-3331
www.montereycountywdb.org

WDB Members:

Erik Cushman,
WDB & Executive Chair

Cesar Lara,
WDB 2nd Vice Chair

Alma Diaz
Arpi Tanilian
Casey Van Den Heuvel
Efrain Aguilera
Josh Metz
Justin McIntire
Kimberly Schnader
Larry Hartman
Mark Faylor
Michael Gutierrez
Omar Perez-Sandoval
Paula Calvetti
Roger Gilbert
Salvador Munoz
Supervisor Luis Alejo

BUSINESS CALENDAR:		Cesar Lara
1. PRESENTATION: Deputy County Counsel Anne Brereton will provide a presentation on Senate Bill 707, the Brown Act Modernization Act of 2025.		Anne Brereton
2. ACTION: Authorize the MCWDB, as an Eligible Subsidiary Body, to teleconference pursuant to Government Code Section 54953.8.6.		Elizabeth Kaylor
3. Update on Assembly Bill (AB) 339 implementation.		Elizabeth Kaylor
4. Update on AB 642 and Local Area Rapid Response activities.		Chris Donnelly
5. Update on the Pajaro Small Business Assistance Program.		Vanessa Kor
6. Update on the MCWDB's Fiscal Year 2025-26 2 nd Quarter budget and expenditures.		Daisy Fernandez
7. Discussion of the February 19, 2026, California Workforce Development Board Executive Director's visit to the workforce development boards of the central coast.		Cesar Lara
8. Update on WIOA Adult, Dislocated Worker, and Youth programs.		Lucy Iracheta Lourdes Luviano Michael Artalejo
9. Discussion of the MCWDB's 2026-2028 Strategic Plan.		Cesar Lara
10. Update on Board members' workforce and business activities.		Individual Board Members
ANNOUNCEMENTS:		Cesar Lara
SUBCOMMITTEE MEETINGS: Executive: 3/19/26	WDB MEETING: April 23, 2026	
ADJOURNMENT		Cesar Lara
<p>Documents related to agenda items that are distributed to the WDB less than 72 hours prior to 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, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831) 796-3331. TTY/CRS: Dial 711.</p>		

UNADOPTED MINUTES

Monterey County Workforce Development Board Special Meeting

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

Thursday, October 30, 2025

Members Present: Erik Cushman (Chair), Alma Diaz, Omar Perez-Sandoval, Casey Van Den Heuvel, Josh Metz, Justin McIntire, Mark Faylor, Paula Calvetti, Roger Gilbert, Larry Hartman, Kimberly Schnader, Salvador Munoz, and Supervisor Luis Alejo

Members Absent: Michael Gutierrez, Arpi Tanilian, Efrain Aguilera, Cesar Lara

Staff Present: Chris Donnelly, Elizabeth Kaylor, Pearl Sanchez, and Daisy Fernandez,

Public Comment: None

Call to Order/Introductions: Chair Erik Cushman called the meeting to order at 9:11 a.m. and asked for introductions. A quorum was established.

Changes to Agenda: None

Consent Calendar:

1. **ACTION:** Consider approval of minutes from the Special Monterey County Workforce Development Board (MCWDB) meeting of June 26, 2025.
2. **ACTION:** Concur with the Executive Committee's August 28, 2025, recommendation to ratify the appointment of Larry Hartman, representing Business, to the MCWDB.
3. **ACTION:** Concur with the Executive Committee's October 23, 2025, recommendation to approve the appointment of Omar Perez-Sandoval, representing Business, to the MCWDB.
4. **ACTION:** Concur with the Executive Committee's August 28, 2025, recommendation to consider and approve the following Workforce Innovation and Opportunity Act (WIOA) policy:
 - #2025-08: Local Eligible Training Provider List (ETPL) Policy

A motion was made by Casey Van Den Heuvel to approve all items on the Consent Calendar, seconded by Paula Calvetti. ALL AYES. Motion passed.

Discussion or Review of Business Calendar Action Items:

1. **ACTION:** Consider approval of the proposed MCWDB Board meeting schedule for 2026. **A motion was made by Supervisor Alejo to approve the proposed MCWDB Board meeting schedule, seconded by Salvador Munoz. ALL AYES. Motion passed.**
2. The Chair provided an update on the 6th Annual Community Builder Awards ceremony.
3. The Chair discussed the objectives of the Board Retreat with the WDB members.

Adjournment: Mr. Erik Cushman adjourned the meeting at 9:38 a.m.



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 2

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Appointment of Cynthia Benitez,
Representing Labor

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's January 15, 2026, recommendation to ratify approval of the appointment of Cynthia Benitez, representing Labor, to the Monterey County Workforce Development Board.

BACKGROUND:

Ms. Benitez, Patient Services Representative, Service Employees International Union (SEIU) Local 521, has applied for membership to the full Workforce Development Board and has been appointed by the Monterey County Board of Supervisors for a three-year term ending on March 3, 2029.

ATTACHMENTS:

Ms. Benitez's application

Monterey County Workforce Development Board Application for Membership

Today's Date

01/13/2026

CONTACT INFORMATION

Name:

Cynthia Benitez

Phone:

Mobile Phone:

Email:

City of Residence:

Salinas

BUSINESS INFORMATION

Business Name:

Monterey County Health Department

Business Address:

1441 Constitution Blvd , Bld 200 Suite 101
Salinas, CA 93906
[Map It](#)

Business Website:

<https://countyofmonterey.gov>

Business License Number:

N/A

Number of Current Employees:

N/A

Number of Years with Current Business:

20 years

Number of Years the Business has been in business in Monterey County:

N/A

Please describe the nature of the Business and your position within the Business:

Monterey County Health Department
Patient Services Representative II

Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

SEIU 521 Union Members 20yrs
SEIU 521 Chapter Board Director 3yrs
SEIU 521 Executive Board Delegate 2yrs

Please list any professional award(s) or recognition(s) you have received within the last 5 years:

Unionist of the Year 2023 Monterey Bay Central Labor Council

As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

As Patient Service Rep II, my duties are to provided customer service to each Patient. Greeting, assisting and answering questions.

Monterey County Workforce Development Board

What do you hope to contribute from your participation on the Monterey County Workforce Development Board?

To contribute my ideas and assistants in making working force of Monterey County a place for opportunity.

What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County Workforce Development Board, as applicable?

I was born and raised in Monterey county . My work experience started in private sector and then now working for the County of Monterey Health Department.
2 time Bargaining Unit Member - Contract negotiations.
4yrs as a SEIU 521 Union Steward for employees.

Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 2 to 4 hours per month. Can you make that time commitment?

Yes

Membership on the Monterey County WDB requires that each member serves on a subcommittee. The time commitment for this activity ranges from a minimum of 2 to 3 hours per month. Can you make that time commitment?

Yes

Why do you wish to serve on the Monterey County Workforce Development Board?

I feel I will be a great addition to this Board. And I am confident to add my ideas and expertise.

Acknowledgment

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 3

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Reappointment of Casey Van Den Heuvel, Representing Labor

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's January 15, 2026, recommendation to ratify approval of the reappointment of Casey Van Den Heuvel, representing Labor, to the Monterey County Workforce Development Board.

BACKGROUND:

Mr. Van Den Heuvel, Business Representative, Sheet Metal Workers Local 104, has reapplied for membership to the full Workforce Development Board and has been appointed by the Monterey County Board of Supervisors for a term ending on September 15, 2028.

ATTACHMENTS:

Mr. Van Den Heuvel's application

Monterey County Workforce Development Board Application for Membership

Today's Date

02/03/2026

CONTACT INFORMATION

Name:

Casey Van Den Heuvel

Title:

Business Representative

Phone:

Mobile Phone:

Email:

City of Residence:

Castroville

BUSINESS INFORMATION

Business Name:

Sheet Metal Workers' Union Local 104

Business Address:

11060 Commercial Pkwy
Castroville, CA 95012
[Map It](#)

Number of Current Employees:

300+

Number of Years with Current Business:

14

Number of Years the Business has been in business in Monterey County:

100+

Please describe the nature of the Business and your position within the Business:

Sheet Metal Workers' Local 104 Business Representative encompass a wide range of responsibility. I represent and negotiate on behalf of the membership on, Collective-Bargaining with contractors, 401K & defined benefit retirement plans, Healthcare Plans, and SMW 104's local training trusts. I help the membership in any aspect of work related problems. I also work closely with local and state governments with Prevailing Wage requirements, and DAS requirements.

Monterey County Workforce Development Board Application for Membership

Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

CLC Trustee 1 year, CLC Delegate 2 1/2 years, President of the MSCBTC 1 year, MSCBTC Delegate 2 1/2 years, Salinas Elementary School District Construction Advisory Board Member 1 year, SBBTC Delegate 2 1/2 years SBCLC Delegate 2 1/2 years

Please list any professional award(s) or recognition(s) you have received within the last 5 years:

There are no awards in my profession, SMW 104 has been recognized for Community Service Projects over the years here locally

As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

Retirement plans, Healthcare Plans, Collective Bargaining for Members, Training Trusts and education.

Monterey County Workforce Development Board

What do you hope to contribute from your participation on the Monterey County Workforce Development Board?

To help advance employment to middle class jobs

What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County Workforce Development Board, as applicable?

Being a Representative of the local workforce of Sheet Metal Workers Local 104, I have first hand knowledge on all of the above.

Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 2 to 4 hours per month. Can you make that time commitment?

Yes

Membership on the Monterey County WDB requires that each member serves on a subcommittee. The time commitment for this activity ranges from a minimum of 2 to 3 hours per month. Can you make that time commitment?

Yes

Why do you wish to serve on the Monterey County Workforce Development Board?

To be advocate for residents of Monterey, who seek education and training to middle class jobs that have good health benefits and retirement

Acknowledgment



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 4

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Reappointment of Erik Cushman,
Representing Business

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's February 12, 2026, recommendation to approve the reappointment of Erik Cushman, representing Business, to the Monterey County Workforce Development Board.

BACKGROUND:

Mr. Cushman, Publisher, Monterey County Weekly, has reapplied for membership to the full Workforce Development Board.

ATTACHMENTS:

Mr. Cushman's application

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD MEMBER APPLICATION

Today's Date

02/05/2026

CONTACT INFORMATION

Name:

Erik Cushman

Title:

Publisher

Phone:

Email:

City of Residence:

Pacific Grove

BUSINESS INFORMATION

Business Name:

Monterey County Weekly / Monterey County Now

Business Address:

668 Williams Avenue
Seaside, California 93955
[Map It](#)

Business Website:

<https://www.montereycountynow.com/>

Number of Current Employees:

28

Number of Years with Current Business:

27

Number of Years the Business has been in business in Monterey County:

38

Please describe the nature of the Business and your position within the Business:

I lead the largest local media operation covering Monterey County. The Weekly and our digital platforms (Monterey County Now) regularly wins awards for its journalism and is a very active member of the business community. I lead the business operations and have oversight responsibilities for the entire company.

Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

Monterey Peninsula Chamber - 40+ years
Pacific Grove Chamber - 40+ years
Salinas Valley Chamber of Commerce - 40+ years
Carmel Chamber of Commerce - 40+ years
MCHA - 40+ years
See Monterey - 40+ years

As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

See above

Monterey County Workforce Development Board

What do you hope to contribute from your participation on the Monterey County Workforce Development Board?

I've long admired the mission of the WDB and hope to be able to lend my talents to linking job seekers to good jobs.

What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County Workforce Development Board, as applicable?

see above

Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 2 to 4 hours per month. Can you make that time commitment?

Yes

Membership on the Monterey County WDB requires that each member serves on a subcommittee. The time commitment for this activity ranges from a minimum of 2 to 3 hours per month. Can you make that time commitment?

Yes

Why do you wish to serve on the Monterey County Workforce Development Board?

To lend my help improving the lives of members of the community and enhancing economic development for business owners.

Acknowledgment

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Date

02/05/2026



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 5

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Reappointment of Arpi Tanilian,
Representing Business

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's February 12, 2026, recommendation to approve the reappointment of Arpi Tanilian, representing Business, to the Monterey County Workforce Development Board.

BACKGROUND:

Ms. Tanilian, Senior Analyst, Human Resources, Mann Packing Company, Inc., has reapplied for membership to the full Workforce Development Board.

ATTACHMENTS:

Ms. Arpi Tanilian's application



344 Salinas Street, Suite 101 | Salinas, CA 93901

Monterey County Workforce Development Board (WDB) Membership Application

Name: Arpi Tanilian Date Submitted: 04/18/2025
Title: HR Sr. Analyst
Business/Organization Name: Mann Packing Company Inc

Representation

Please select from one of the following categories that you represent: (*Federal Register Section 679.320*)

- | | |
|---|--|
| <input checked="" type="checkbox"/> Business | <input type="checkbox"/> Local Educational Entity |
| <input type="checkbox"/> Labor Organization | <input type="checkbox"/> Community-Based Organization |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Wagner-Peyser |
| <input type="checkbox"/> Rehabilitation | <input type="checkbox"/> Chief Elected Official/Board of Supervisors |

Contact Information

Business/Organization Name: Mann Packing Company Inc
City: Gonzales State: California Zip code: 93926
Phone: [REDACTED] Fax: N/A
Mobile: [REDACTED]
Email address: atanilian@freshdelmonte.com
Website address: www.VeggiesMadeEasy.com, www.freshdelmonte.com
Business license number: [REDACTED]
City of residence: [REDACTED]

Business Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. Number of current employees: around 500
2. Number of years with current business/organization: almost 3 years
3. Number of years in business in Monterey County: Since 1939
4. Please describe the nature of your business and your position: Please refer to attached document

5. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:
Leafy Greens Marketing Agreement for California/Arizona

6. Please list any professional award(s) or recognition you have received within the last 5 years:
N/A

7. As a member of your business with optimum policy authority, please describe your responsibilities within your organization:
Please refer to attached document

Monterey County WDB Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. What do you hope to contribute from your participation on the Monterey County WDB
Please refer to attached document

2. What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County WDB, as applicable?
Please refer to attached document

3. Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 4 to 10 hours per month. Can you make that time commitment? Yes No
4. Membership on the Monterey County WDB requires that each member serves on a sub-committee. The time commitment for this activity ranges from a minimum of 3 to 4 hours per month. Can you make that time commitment? Yes No
5. Why do you wish to serve on the Monterey County WDB? (Describe in 100 words or less)
Please refer to attached document

Signature and Acknowledgement

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Signature: _____

Date: 04/18/2025

Business Related Questions:

4. Mann Packing Co Inc is a leading supplier of premium fresh vegetables including commodity produce, fresh cut veggie mixes, on the go meals, and salads. I am the HR Sr. Analyst at the company.

7. As a Senior Human Resources Analyst at Mann Packing Co., my role would encompass a blend of strategic analysis, operational support, and policy implementation within the HR department. Ensure HR policies comply with collective bargaining agreements (CBAs) and are implemented consistently across union – represented employees.

Monterey County WBD Related Questions:

1. I hope to contribute a thoughtful, forward-thinking perspective that supports equitable economic growth and workforce opportunities for all community members. Also help foster partnerships, support innovation in workforce training, and promote career pathways that lead to long term success for both job seekers and employers in our region.
2. Throughout my experience in the education system in different countries, I have been involved in developing youth employment and mentorship programs. I have collaborated with schools and employers to offer job readiness trainings, internships, and soft-skills development. I have taken part in many fundraising events. I have contributed to many workforce development strategies by evaluating needs and working towards implementing those skills.

5. I wish to serve on the Monterey County Workforce Development Board because I'm deeply committed to supporting workforce solutions that empower both employers and job seekers in our region. With my background in human resources analytics, especially in a unionized environment like Mann Packing, I bring a nuanced understanding of workforce dynamics, labor relations, and talent development.

I believe that through strategic partnerships, smart policy, and targeted training initiatives, we can address the skills gap, support economic mobility, and help local businesses thrive. I'm passionate about ensuring all workers have access to the resources they need to build meaningful, sustainable careers.

Serving on the WDB is an opportunity for me to give back to the community, bring a practical, employer-informed perspective to the table, and help shape a resilient, future-ready workforce in Monterey County.



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 6

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Reappointment of Efrain Aguilera,
Representing Labor

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's February 12, 2026, recommendation to approve the reappointment of Efrain Aguilera, representing Labor, to the Monterey County Workforce Development Board.

BACKGROUND:

Mr. Aguilera, Union Representative, United Food and Commercial Workers (UFCW) Local 5, has reapplied for membership to the full Workforce Development Board.

ATTACHMENTS:

Mr. Aguilera's application

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD APPLICATION FOR MEMBERSHIP

Today's Date

01/28/2026

CONTACT INFORMATION

Name:

Efrain Aguilera

Title:

UFCW Local 5 Agricultural Division Director

Phone:

Email:

City of Residence:

Greenfield

BUSINESS INFORMATION

Business Name:

UFCW Local 5

Business Address:

1145 N. Main Street
Salinas, ca 93906
[Map It](#)

Business Website:

<https://ufcw5.org/salinas/>

Number of Current Employees:

7

Number of Years with Current Business:

over 45 years

Please describe the nature of the Business and your position within the Business:

Labor Union.

Uplift the working condition, benefits and wages of union members and community members by organizing.

Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

MBCLC
SASS
United Latinos of the UFCW

As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

service union membership, filing grievance and arbitrations, negotiate collective bargaining agreements.

Monterey County Workforce Development Board

What do you hope to contribute from your participation on the Monterey County Workforce Development Board?

Retail and Agricultural labor knowledge input.

What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County Workforce Development Board, as applicable?

CBA Negotiations, Community Involvement with Safe Ag Safe Schools

Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 2 to 4 hours per month. Can you make that time commitment?

Yes

Membership on the Monterey County WDB requires that each member serves on a subcommittee. The time commitment for this activity ranges from a minimum of 2 to 3 hours per month. Can you make that time commitment?

Yes

Why do you wish to serve on the Monterey County Workforce Development Board?

to have a balance between private employers, public entities and Organized labor.

Acknowledgment

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Date

01/28/2026



WORKFORCE DEVELOPMENT
BOARD: 2/26/2026
CONSENT AGENDA ITEM: 7

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Reappointment of Justin McIntire,
Representing the Department of Rehabilitation

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) concur with the Executive Committee's February 12, 2026, recommendation to approve the reappointment of Justin McIntire, representing the State of California's Department of Rehabilitation (DOR), to the Monterey County Workforce Development Board.

BACKGROUND:

Mr. McIntire, District Administrator for the DOR, has reapplied for membership to the full Workforce Development Board.

ATTACHMENTS:

Mr. McIntire's application



344 Salinas Street, Suite 101 | Salinas, CA 93901

Monterey County Workforce Development Board (WDB) Membership Application

Name: Justin McIntire Date Submitted: 4/18/2025
Title: District Administrator
Business/Organization Name: Department of Rehabilitation

Representation

Please select from one of the following categories that you represent: (*Federal Register Section 679.320*)

- | | |
|--|--|
| <input type="checkbox"/> Business | <input type="checkbox"/> Local Educational Entity |
| <input type="checkbox"/> Labor Organization | <input type="checkbox"/> Community-Based Organization |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Wagner-Peysler |
| <input checked="" type="checkbox"/> Rehabilitation | <input type="checkbox"/> Chief Elected Official/Board of Supervisors |

Contact Information

Business/Organization Name: Department of Rehabilitation
City: Salinas State: California Zip code: 93901
Phone: [REDACTED] Fax: 805.560.8162
Mobile: _____
Email address: justin.mcintire@dor.ca.gov
Website address: https://www.dor.ca.gov/
Business license number: _____
City of residence: [REDACTED]

Business Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. Number of current employees: 17
2. Number of years with current business/organization: 13
3. Number of years in business in Monterey County: _____
4. Please describe the nature of your business and your position: Employment Agency Providing Services to People with Disabilities

5. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold:

N/A

6. Please list any professional award(s) or recognition you have received within the last 5 years:

N/A

7. As a member of your business with optimum policy authority, please describe your responsibilities within your organization:

Oversee operations for 7 offices throughout 4 counties ensuring job seekers obtain the services they need to obtain, maintain, and advance in their employment.

Monterey County WDB Related Questions

Please answer the following questions and attach any additional pages, if necessary:

1. What do you hope to contribute from your participation on the Monterey County WDB

Work in collaboration to advance the mission of the Monterey County WDB and while ensure people with disabilities are included.

2. What experience in the areas of fundraising, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with educational agencies do you bring to the Monterey County WDB, as applicable?

I have experience in operations of the workforce system, collaborating with community partners, partnering with educational systems, and linking those organizations to business.

3. Membership on the Monterey County WDB requires that each member attend a full WDB meeting every two months, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from a minimum of 4 to 10 hours per month. Can you make that time commitment? Yes No

4. Membership on the Monterey County WDB requires that each member serves on a sub-committee. The time commitment for this activity ranges from a minimum of 3 to 4 hours per month. Can you make that time commitment? Yes No

5. Why do you wish to serve on the Monterey County WDB? (Describe in 100 words or less)

My goal is to serve job seekers and the business community to meet the needs of both entities while ensuring people with disabilities are fully included into the workplace.

Signature and Acknowledgement

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Monterey County and its citizens.

Signature: _____

Date: 4/18/2025

MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Approval of Amendments to Bylaws

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) ratify the Executive Committee's January 15, 2026, approval of changes to the Bylaws needed to bring them into compliance with State of California Employment Development Department (EDD) requirements as cited during its Annual Monitoring Review for Program Year 2024-25.

SUMMARY:

MCWDB's Bylaws were approved by the Monterey County Board of Supervisors on November 8, 2016, with the most recent revisions approved on May 4, 2021. Revisions to these Bylaws are recommended to incorporate the Workforce Innovation and Opportunity Act (WIOA) requirements under 20 Code of Federal Regulations (CFR) 679.310 relating to the use of alternates, implementation of staggered terms, and addition of the duty of WDB members to "actively participate in leveraging support for workforce development activities." The proposed amendments also eliminate a requirement retained from the Workforce Investment Act (WIA) for at least one member to represent a community-based organization. Finally, the proposed amendments reflect the State EDD Compliance Review Office's interpretation of the Brown Act as it relates to the use of proxies such that proxy voting is presumed to be prohibited.

BACKGROUND:

The Compliance Review Office (CRO) of the State EDD provides annual onsite WDB monitoring to determine compliance with applicable federal and state laws, regulations, and policies specific to the programmatic, fiscal, and procurement systems related to WIOA.

DISCUSSION:

For the onsite review held during the week of December 15, 2025, the State monitor's areas of focus included the WDB's Bylaws.

The first observation the monitor provided on the Bylaws was the need for language describing the WDB members' duty to leverage support for workforce development activities, as cited in 20 CFR 679.310 (g)(6), which was subsequently added to the WDB's Draft Amended Bylaws for approval in early 2026.

Another observation on the Bylaws focused on the prior workforce legislation's requirement for at least one member to represent a community-based organization (CBO), a requirement that is not consistent with the WIOA legislation. As of the beginning of 2026, the WDB's Local Area Subsequent Designation and Local Board Recertification request, approved by the Board of Supervisors on June 3, 2025, is pending the addition of another Labor member and another Business member to maintain the requisite membership

composition percentages and the WDB's private sector majority. The addition of a non-business member such as a CBO would be problematic in terms of achieving the WDB composition required under WIOA to achieve recertification as a WDB.

The monitor further observed that language was missing from the Bylaws as required by 20 CFR 679.310 (g)(2) to address how the WDB members' terms will be staggered to ensure only a portion of membership expires in a given year; language acceptable to the CRO was added to the Draft Amended Bylaws to address this requirement.

A final observation concerned the use of proxies and alternates. The State EDD CRO management cited the requirement that local workforce development board bylaws address the process for proxies and alternate designees as required by 20 CFR 679.310 (g)(4), and provided the opinion that, in California, the Brown Act prohibits proxy voting. The CRO additionally clarified that alternates may be used only if they are formally appointed by the Chief Elected Official under the same category, nomination source, and appointment process as the regular member. Finally, the CRO stated that Boards may also meet this federal requirement by stating that proxies are prohibited and alternates will not be used.

To the extent that the CRO's description of the process for nominating alternates is nearly identical to the process for nominating regular WDB members, it was determined that the preferred approach to compliance on this issue would be to state in the Draft Amended Bylaws that proxies are prohibited and alternates will not be used.

The Monterey County Board of Supervisors approved the amendments to MCWDB's Bylaws on February 10, 2026.

NEXT STEPS:

The CRO issued a draft monitoring report on February 3, 2026. Once a draft report has been issued, the WDB has 25 business days to provide a reply to the CRO. The final CRO report will be issued within 25 business days following the WDB's reply to the CRO.

Attachment: MCWDB's Bylaws as approved

BYLAWS of the MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

Approved by the Monterey County Board of Supervisors on November 8, 2016, amended and restated on February 10, 2026.

The State of California, pursuant to section 107 of the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA), has designated the Monterey County Workforce Development Board as the entity responsible for setting policy and for the direction and oversight of employment and training programs at the local level, and provides funding thereto.

Federal and State rules and regulations provide for WIOA program activities and require the Monterey County Board of Supervisors, as Chief Elected Official for the Monterey County Workforce Development Area, to appoint a local Workforce Development Board.

ARTICLE I. NAME

The name of the local Board shall be the Monterey County Workforce Development Board, hereinafter referred to as "MCWDB."

ARTICLE II. LEGAL AUTHORITY OF THE BOARD

The MCWDB is organized in accordance with the Federal Workforce Innovation and Opportunity Act of 2014, hereinafter referred to as "WIOA."

ARTICLE III. AREA SERVED

The geographical region to be served by the MCWDB shall be the County of Monterey and the labor market areas contained therein.

ARTICLE IV. DUTIES & METHODS OF THE BOARD

Section 1. Duties

- A. The MCWDB shall be established to assist the Chief Elected Official, Monterey County Board of Supervisors, hereinafter referred to as "BOS", in strategic planning, oversight, and evaluation of the local workforce development area, and shall promote effective outcomes consistent with statewide goals, objectives, and negotiated local performance measures.
- B. Duties of the MCWDB shall be in accordance with the WIOA including, but not limited to:
 1. In partnership with the BOS, develop a local workforce development area plan;
 2. As part of the Central Coast planning region that includes other local workforce development areas, collaborate with other local boards and chief elected officials in preparation and submission of a regional plan as described in WIOA section 106(c)(2);
 3. Negotiate local performance measures with the BOS and the Governor;
 4. Subject to the approval of the BOS, develop a budget for the activities of the MCWDB, consistent with the local workforce development plan and the duties of the MCWDB under WIOA section 107;
 5. Conduct oversight, in partnership with the BOS, of the use and management of funds, including ensuring the appropriate management and investment of funds to maximize performance outcomes under WIOA section 116;
 6. Negotiate with the BOS and required partners on the methods for funding the infrastructure costs of One-Stop Career Center(s) in the local workforce development area in accordance with Title 20 of the Code of Federal Regulations, section 679.370(k);

7. Using a competitive procurement process, select the One-Stop Operator(s) of the local America's Job Center of California delivery system, in accordance with WIOA section 121(d)(2)(A);
8. With agreement of the BOS and the Governor, the MCWDB may act as a provider of career services, in accordance with WIOA sections 107(g)(2) and 134(c)(2);
9. Using a competitive procurement process, choose to award grants or contracts to youth service providers; in accordance with WIOA section 123(a);
10. Conduct oversight of local WIOA programs;
11. Review and accept applications from training providers to be listed on the Eligible Training Providers List (ETPL);
12. Conduct research and regional labor market analysis;
13. Carry out analyses of the economic conditions in the Central Coast planning region;
14. Assist the Governor in developing the statewide workforce and labor market information system; specifically in the collection, analysis, and utilization of workforce and labor market information for the Central Coast planning region;
15. Conduct other research, data collection, and analysis related to the workforce needs of the regional economy, after receiving input from a wide array of stakeholders who are determined to be necessary to carry out MCWDB functions;
16. In collaboration with secondary and postsecondary education programs, lead efforts in the local workforce development area to develop and implement career pathways within the local workforce development area;
17. Promote the participation of private-sector employers in WIOA programs in the local workforce development area and the Central Coast planning region;
18. Lead efforts to engage with a diverse range of employers and economic development entities, including coordination with BOS economic development strategies;
19. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and job seekers;
20. Actively participate in leveraging support for workforce development activities; and
21. Conduct other duties and obligations as may be required by the State of California, the U.S. Department of Labor, and WIOA and associated rules and regulations, for the implementation of WIOA and to achieve the goals stated in these bylaws.

Section 2. Methods

The MCWDB shall perform all duties in accordance with these methods:

- A. *Convener* – Bring together business, labor, education, and economic development entities to focus on community workforce issues.
- B. *Workforce Analyst* – Develop, disseminate and understand current local and regional labor market and economic information and trends.
- C. *Broker* – Bring together systems to solve common problems, or broker new relationships with businesses and workers.
- D. *Community Voice* – Advocate for the importance of workforce policy, providing perspective about the need for and availability of skilled workers.
- E. *Capacity Builder* – Enhance the local workforce development areas and Central Coast planning region's ability to meet the workforce needs of local employers.

ARTICLE V. STAFFING AND SUPPORT

- A. Staffing and support of the MCWDB shall be provided by the Monterey County BOS through a designated County Department.

- B. MCWDB staff shall include an Executive Director and such staff as is necessary to support the activities of the MCWDB. The MCWDB Executive Director shall serve as a non-voting member of the MCWDB Executive Committee and will regularly attend meetings of the MCWDB and its committees.
- C. Under the direction of the MCWDB Executive Director, the MCWDB staff will work on implementation of the policies, goals and activities of the MCWDB. Under the direction of the MCWDB Executive Director, MCWDB staff shall make regular reports to the MCWDB on implementation of the WIOA and other MCWDB programs. Under the direction of the MCWDB Director, MCWDB staff shall be responsible for preparing and distributing agendas for all public meetings.
- D. Under the direction of the MCWDB Executive Director, the MCWDB staff shall maintain an official MCWDB membership list, attendance records, a record of all actions of the MCWDB, and minutes of all MCWDB public meetings and other documents pertaining to the MCWDB and its committees.
- E. MCWDB staff shall ensure the MCWDB and its committees operate in a transparent manner, in accordance with WIOA section 107(e).

ARTICLE VI. MEMBERSHIP

Section 1. Composition

The BOS shall ensure the membership of the MCWDB conforms to all requirements of the WIOA section 107(b), including, but not limited to:

- A. *Business Representatives* –The majority (at least 51%) of MCWDB membership must be representatives of business in the local area. The business representatives shall include owners of businesses, chief executives or operating officers of business or other business executives, including small businesses, business organizations, or human resource executives with optimum policy-making or hiring authority that provide employment opportunities in in-demand sectors or occupations as defined in WIOA section 3(23). At a minimum, two (2) members must represent small business as defined by the U.S. Small Business Administration. Efforts will be made to include broad representation of businesses throughout the County, consisting of both large and small employers.
- B. *Local Educational Entity* – At least one (1) eligible training provider administering adult education and literacy activities under WIOA Title II; and at least one (1) representative from an institution of higher education providing workforce investment activities, including community colleges.
- C. *Labor Organizations* – At least twenty percent (20%) of MCWDB members must be representatives of labor organizations nominated by local labor federations, including joint-labor management registered apprenticeship programs, or where they do not exist in the local area, employee representatives. At least two (2) members or more must represent labor organizations; and one (1) member or more must represent a joint-labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.
- D. *Economic and Community Development Entities* – At least one (1) member must represent an economic development agency, including private sector economic development entities and/or Small Business Development Centers.
- E. *Wagner-Peyser* – At least one (1) member must represent the State Employment Service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the Monterey County local workforce development area.
- F. *Rehabilitation* – At least one (1) member must represent programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title.
- G. The membership of the local MCWDB may include individuals or representatives of other appropriate entities in the local area that have optimum policy-making authority within the entities they represent, including:
 - a. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;

- b. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- c. Philanthropic organizations serving the local area; and
- d. Other appropriate individuals as determined by the BOS.

Section 2. Appointments

- A. Members of the MCWDB shall be appointed by the BOS.
- B. The BOS shall ensure that the membership and appointment of MCWDB members are in accordance with WIOA and applicable State criteria.
- C. The composition of the MCWDB shall be subject to certification by the Governor.
- D. Members who are appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat. A member can continue to serve until reappointment or replacement by the BOS.
- E. The use of technology such as phone and web-based meetings may be used to ensure members actively participate in meetings, consistent with the requirements of the Ralph M. Brown Act (the Brown Act), California Government Code section 54950—54963.
- F. Proxies are prohibited by the Brown Act and alternates will not be used.

Section 3. Term

- A. The term of each MCWDB representative shall be three (3) years, upon which time consideration for reappointment shall occur. The terms of all representatives may be staggered at the discretion of the BOS. Term appointments should closely adhere to 1/3 of terms ending each year to avoid a significant portion of MCWDB membership expiring at the same time.
- B. There shall be a term limit of five (5) three-year terms.
- C. Members who are no longer actively involved in the work of his/her membership category within the County of Monterey shall be required to resign from his/her MCWDB seat.
- D. Members shall immediately inform the MCWDB of a change in employer or employment status, or other change in membership category, at which time it shall be determined if the member is eligible to continue serving on the MCWDB.

Section 4. Recruitments and Nominations

- A. In the event of a vacancy, the MCWDB Executive Committee is responsible for maintaining the required composition of the MCWDB, as stated in these bylaws. A vacancy may not necessarily be filled if the required composition of the MCWDB can be maintained without filling the vacancy.
- B. The MCWDB shall solicit and accept nominations for MCWDB membership in accordance with representation as needed and shall also comply with the Maddy Act, California Government Code 54970—54974, regarding the announcement of opportunities to serve.
- C. All nominees shall be required to submit a membership application.
- D. Any qualified community member may nominate him/herself for appointment to the MCWDB by submitting a membership application to the MCWDB Executive Director.
- E. Nominations shall be reviewed by the MCWDB Executive Committee to ensure that nominees meet the membership criteria as stated in these bylaws and WIOA, as amended from time to time. If a nomination is approved by the Executive Committee, the Executive Committee shall bring the nomination to the full MCWDB for consideration.
- F. The recommendation for appointment of a new member shall require a two-thirds affirmative vote of MCWDB members present at a regularly scheduled meeting at which a quorum has been established.
- G. The recommendation of the full MCWDB shall be forwarded to the BOS for action on the recommendation for appointment. If, for any reason, no recommendation for appointment is made within three (3) months of the date of a vacancy, the MCWDB shall inform the BOS of that fact.

Section 5. Vacancies

- A. A vacancy on the MCWDB shall exist on the occurrence of noncompliance with applicable Federal and State regulations, or change in employment status from active employment in the classification that served as the basis for the appointment or other change in membership category.
- B. Vacancies will not necessarily be filled by individuals from a like organization; industry, employer, or association so long as the required membership composition is maintained.

Section 6. Resignations

- A. Any member may resign by providing written or oral notice to the MCWDB Chair and/or MCWDB Executive Director.
- B. The MCWDB Executive Director shall provide written notice of all resignations to the MCWDB and BOS.
- C. MCWDB staff shall record attendance and absence at MCWDB meetings. Members should notify MCWDB staff if circumstances prevent their attendance at any meeting. A member may be deemed to have resigned from his/her position on the MCWDB if the member has had three (3) consecutive absences from regularly scheduled meetings of the MCWDB and assigned committee meetings, or if the member misses sixty (60%) of MCWDB meetings in any program year (July-June).
- D. In the event a member exceeds the number of absences described above, the MCWDB Executive Director shall act on behalf of the MCWDB to determine cause of such absences, and shall provide the MCWDB with a report regarding the member's absences to the MCWDB. The MCWDB shall consider whether the member should be deemed to have resigned from his her position on the MCWDB. The member in question shall be afforded the opportunity to address the MCWDB concerning his or her absences.

Section 7. Removal

- A. A MCWDB member may be removed from the MCWDB if the member's conduct or action, in his/her capacity as a member or personal/professional dealings, is having or will have a severe detrimental effect on the ability of the MCWDB to conduct its business.
- B. Procedures for Removal by MCWDB:
 - 1. A removal shall be proposed and discussed at an Executive Committee meeting called for that purpose;
 - 2. The recommendation for removal from the Executive Committee shall be brought before the full MCWDB for discussion and vote;
 - 3. The member whose removal is being considered shall be invited to present reason(s) why his/her removal should be reconsidered at both the Executive Committee and full MCWDB meeting;
 - 4. Removal from the MCWDB shall require a two-thirds majority and affirmative vote of the MCWDB at a regularly scheduled meeting, at which a quorum has been established; and
 - 5. The MCWDB shall forward the recommendation for removal to the BOS for approval.
- C. Procedures for Removal by BOS:
 - 1. A removal is proposed and discussed at a BOS public meeting;
 - 2. The recommendation for removal shall be brought before the full BOS for discussion and vote;
 - 3. The member whose removal is being considered shall be invited to present reason(s) why he/she should not be removed; and
 - 4. Removal from the MCWDB shall require a two-thirds majority and affirmative vote of the BOS at a regularly scheduled public meeting, at which a quorum has been established.

Section 8. Size

- A. The membership size of the MCWDB shall be that which is required by the WIOA, and to fulfill the duties of the MCWDB.
- B. An individual may serve as a representative of more than one membership category so long as adequate justification for his/her expertise in each area is established and so long as he/she meets all the criteria for representation in accordance with WIOA. No matter how many membership categories an individual represents, he/she is only entitled to one vote and may only be counted as a single member of the MCWDB.

ARTICLE VII. OFFICERS AND THEIR ELECTIONS

Section 1. Officers

- A. The officers of the MCWDB shall be Chair, Vice Chair, and Second Vice Chair.
- B. There shall be elected one (1) individual to serve in each designated office.
- C. The Chair of the MCWDB shall be elected by the MCWDB from among the Business representatives. The remainder of the MCWDB officers may be elected from any of the representative groups.

Section 2. Election of Officers

The MCWDB shall elect officers in the last regularly scheduled meeting before July 1 of each year in which the term of an officer is to expire. The term of elected officers shall commence on the first subsequent meeting thereafter.

Section 3. Term of Officers

- A. The term of each officer shall be three (3) years.
- B. An officer shall serve his or her term until a successor is elected or until death, resignation or removal from office for cause.
- C. An officer vacancy shall be filled by vote at a subsequent full MCWDB meeting.
- D. An officer selected to fill a vacancy shall serve for the remainder of the term of the individual whose vacancy s/he is selected to fill.

Section 4. Duties of Officers

- A. *Chair*. The MCWDB Chair shall:
 - 1. Represent the MCWDB to the BOS and the general public;
 - 2. Preside over all regular and special meetings of the MCWDB;
 - 3. Serve as Chair of the Executive Committee of the MCWDB;
 - 4. Prepare the agenda for MCWDB meetings in consultation with the MCWDB Executive Director;
 - 5. Appoint all committee Chairs and committee members, in consultation with the MCWDB Executive Director; and
 - 6. Assign and delegate such responsibilities from time to time.
- B. *Vice Chair*. The MCWDB Vice Chair shall:
 - 1. In the absence of the MCWDB Chair, perform all the duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities from time to time.
- C. *Second Vice Chair*. The MCWDB Second Vice Chair shall:
 - 1. In the absence of the MCWDB Chair and MCWDB Vice Chair, perform all duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities from time to time.

Section 5. Removal of Officers

The removal of an officer shall require a two-thirds majority vote of the MCWDB and shall conform to the procedures for member removal as outlined in these bylaws.

ARTICLE VIII. MEETINGS

Section 1. Public Meetings

- A. All meetings of the MCWDB and its committees shall be called and conducted in conformity with the provisions of the Brown Act.
- B. Robert's Rules of Order, Newly Revised, shall govern MCWDB meetings in all cases in which they are applicable and to the extent in which they are not in conflict with these bylaws and other applicable law.
- C. Regular meetings of the MCWDB and its standing and/or ad hoc committees shall be published annually in June for the period of July 1st to June 30th of the coming program year.
- D. Special meetings of the MCWDB may be called at any time by any officer of the MCWDB for any purpose in accordance with the Brown Act.
- E. Notice of the time and place of special meetings shall be provided to each member and the public in accordance with the Brown Act.
- F. The presiding officer of a meeting, at his/her discretion, may adjourn any meeting, whether a quorum has been established or not, to another time and place. The same meeting may not be adjourned more than once.

Section 2. Quorum

- A. A simple majority of appointed members shall constitute a quorum for the transaction of business at all MCWDB and designated standing committee meetings.
- B. A meeting at which a quorum is initially established may not continue to transact business or to discuss business if the quorum is not maintained due to the withdrawal or departure of members.

Section 3. Voting

- A. Each member of the MCWDB shall be entitled to one vote on an action.
- B. Local MCWDB members must neither cast a vote on, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or that member's immediate family, in accordance with 2 CFR 200.318.
- C. Action brought before the MCWDB shall be resolved by a vote of a simple majority of the members present, provided a quorum is present.
- D. At the request of any member, or upon the discretion of the Chair, a roll-call or ballot vote may be requested for any action of the MCWDB. The recording of votes shall be in accordance with the Brown Act.

ARTICLE IX. COMMITTEES

Section 1. General

- A. All standing committees established under the MCWDB shall conform to the bylaws of the full MCWDB.
- B. All actions of MCWDB standing committees and workgroups are advisory to the MCWDB.
- C. Chairs of the MCWDB standing committees, in consultation with the MCWDB Executive Director, shall prepare the agenda for standing committee meetings.

- D. Members who are designated as a America's Job Center of California or One-Stop Career Center Operator shall not serve on any standing committee that deals with the oversight of the Job Center or One-Stop system or allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest, as outlined in these bylaws in Article X.

Section 2. Standing Committees

- A. There shall be established **three** standing committees of the MCWDB to include the Executive Committee, the Career Services Committee, and the Business Services Committee.
- B. To the extent possible, standing committees shall be comprised of the required MCWDB representative categories as specified in WIOA and must be chaired by a member of the MCWDB.
- C. The term of the Chair of any standing committee shall be for three (3) years, concurrent with the term of the Chair of the MCWDB.

Section 3. Executive Committee

- A. 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.
- B. The MCWDB Chair shall serve as Chair of the Executive Committee.
- C. Responsibilities of the Executive Committee shall include:
 - 1. Report upon all action taken by the Executive Committee to the full MCWDB at regularly scheduled MCWDB meetings;
 - (a) Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at the first meeting following the emergency or action.
 - 2. Make recommendations for membership to the MCWDB in compliance with membership requirements as specified in WIOA;
 - 3. Determine responsibilities of all standing committees and workgroups and review work plans of such bodies;
 - 4. Review the attendance of MCWDB and standing committee members and make recommendations for removal of a member as outlined in Article VI. Membership, Section 7 of these bylaws; and
 - 5. Perform other duties as the MCWDB may deem necessary.

Section 4. Career Services Committee

- A. A Career Services Committee shall be established and composed of MCWDB members and non-members as recommended by the MCWDB Chair.
- B. Responsibilities of the Career Services Committee shall include:
 - 1. Review monitoring/evaluations of services and activities including the America's Job Center of California or One-Stop Career Center(s), funded by the WIOA or otherwise and awarded by the MCWDB, as related to all Adult, Dislocated Worker, and Youth programs;
 - 2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB on the development and implementation of a Continuous Quality Improvement (CQI) program to enhance the delivery of career services through comprehensive Adult, Dislocated Worker, and Youth Programs and other WIOA programs, and review and make recommendations regarding career services, youth initiatives, and services to individuals with disabilities; and
 - 3. Report back to the full MCWDB on issues, as directed by the full MCWDB.

Section 5. Business Services Committee

- A. A Business Services Committee shall be established and composed of MCWDB members and non-members as recommended by the MCWDB Chair.
- B. Responsibilities of the Business Services Committee shall include:
 - 1. Develop and make recommendations for the Business Service Plan to the BOS in an effort to increase employer engagement in the activities of the MCWDB;
 - 2. Submit the Business Services Plan along with the local workforce development and regional Strategic Plan to the State of California Workforce Development Board (CWDB);
 - 3. Conduct Labor Market Intelligence (LMI) analysis;
 - 4. Review Rapid Response program services and activities; and
 - 5. Report back to the full MCWDB on issues, as directed by the full MCWDB, on a bi-annual basis.

Section 6. Other Committees

- A. The MCWDB Chair may from time to time establish other standing or ad hoc committees or workgroups to assist the MCWDB in carrying out its duties or current work, by appointing a MCWDB member as Chair of that ad hoc committee or workgroup.
- B. Workgroups may include individuals who are not appointed to the MCWDB so long as the individual has expertise in the topic/task of the workgroup.
- C. The MCWDB Chair and chair of the standing committee shall be responsible for appointing members of the respective committee, including MCWDB members and other interested stakeholders, as appropriate.

ARTICLE X. CONFLICT OF INTEREST, ETHICS & ECONOMIC INTERESTS

Section 1. Conflict of Interest

- A. Members of the MCWDB shall comply with applicable Conflict of Interest laws, including but not limited to, the Political Reform Act (Government Code, Section 81000, et seq.), the regulations of the Fair Political Practices Commission (2 Cal. Code of Regulations Section 181000, et seq.), California Government Code Section 1090, et seq., as well as the applicable Conflict of Interest Code approved by the BOS and any amendments thereto.
- B. A conflict of interest exists if it is reasonably foreseeable that the outcome of participating in a governmental decision will have a material impact on a MCWDB member’s economic interest which is distinguishable from the public generally.
- C. Participation in a governmental decision includes voting on a matter (including recommendations), appointing a person, obligating or committing the MCWDB to a course of action, negotiating agreements, influencing a decision and otherwise exercising judgment in making a decision.
- D. Each member is responsible for determining whether any potential or actual conflict of interest exists or arises for him/herself during his/her tenure on the MCWDB and/or standing committee.
- E. Any member with a potential or actual conflict of interest shall comply with applicable law, including requirements for public disclosure and recusal.

Section 2. Ethics Training

Each member shall receive training in ethics in accordance with MCWDB written policies and guidelines and applicable Federal or State law and regulations.

Section 3. Economic Interest

The Political Reform Act (Gov. Code sections 81000 et seq.) requires MCWDB members and others associated with the MCWDB to file a Statement of Economic Interest (Form 700) annually, for the purpose of publicly disclosing personal assets and income within certain limits. MCWDB members and others

associated with the MCWDB shall file Form 700 in accordance with the Political Reform Act and the applicable Conflict of Interest Code. MCWDB members and staff must disqualify themselves from participating in decisions which may affect their personal economic interest.

ARTICLE XI. AMENDMENTS

- A. Amendments to these bylaws may be made at any regularly scheduled meeting of the MCWDB, provided the amendment has been submitted in writing at the previous regular meeting or at least seven (7) days in advance of the meeting at which the amendments will be presented for action.
- B. Amendments require an affirmative vote of the majority of the membership present at a meeting where a quorum is present.
- C. Amendments to these bylaws shall be reviewed and approved by the Monterey County Counsel prior to the approval of the MCWDB.
- D. Amendments to these bylaws require approval of the BOS.

ARTICLE XII. SEVERABILITY

If any part of these bylaws is held to be null and/or void, the validity of the remaining portion of the bylaws shall not be affected.

ARTICLE XIII. ENACTMENT

These bylaws shall become effective upon adoption by a majority vote of the MCWDB and approval of the BOS, and shall remain in effect until dissolution of the MCWDB.



MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Consider and Approve Revised Policy

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) consider and approve the following revised policy:

Revised Policy:

Draft #2026-01: Supportive Service Policy and Guidance

Applicable to: MCWDB staff and service provider staff.

Purpose: This policy provides guidance and addresses the use of Workforce Innovation and Opportunity Act (WIOA) funding to provide supportive services to eligible participants enrolled in WIOA Adult, Dislocated Worker, and Youth programs.

Attachment:

- Draft #2026-01 Supportive Service Policy and Guidance



WIOA – TITLE I POLICY

Effective Date: February 1, 2026

Supersedes WDB Policy: #2023-02



Policy #2026-01

SUPPORTIVE SERVICE POLICY AND GUIDANCE

EXECUTIVE SUMMARY

This policy provides guidance on and addresses the use of Workforce Innovation and Opportunity Act (WIOA) Title I funds for supportive services to eligible participants enrolled in the WIOA Adult, Dislocated and Youth programs on or after February 1, 2026, or carried in prior to February 1, 2026, who are active in WIOA service as of February 1, 2026. Eligible participants exited prior to February 1, 2026, are covered by #2023-02, the prior Supportive Service Policy and Guidance.

This policy provides to local WIOA subrecipients the documentation requirements to show that the supportive service is allowable, reasonable, and not otherwise available to the participant, and is intended to accomplish the following: assist participants with important supportive services needs to enable them to fully participate in WIOA services; allow a streamlined process of approval and reimbursement; enable accurate and timely tracking of expenditures; be relevant across all funding sources; provide guidelines for staff in working with participants; and include allowable supportive services and required supporting documentation in Appendices A and B. The revised policy also includes a requirement to use a Supportive Services Tracking log to ensure that Supportive Services budgets, limits, and procedures are adhered to.

REFERENCES

-
-
- WIOA Public Law: <https://www.gpo.gov/fdsys/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>
 - WIOA Final Regulations: <https://www.dol.gov/agencies/eta/wioa/regulations>
 - State of California Employment Development Department (EDD) Workforce Services Directive (WSD) 24-05, [CalJOBS Activity Codes Directive](#)

BACKGROUND

WIOA provides supportive service guidelines for WIOA-eligible participants. Supportive services are provided to eligible WIOA Adults, Dislocated Workers and Youth when the supportive service will assist the participant to remove barriers with the intent to help participant reach his/her employment and training goals.

The Monterey County Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities and/or limited English.

Supportive services are services that are necessary to enable an individual to successfully participate in activities authorized under WIOA sec. 134(c)(2) and (3) (adults and dislocated workers) and sec. 129(c)(2) (youth) and are defined in WIOA sec. 3(59).

POLICY AND PROCEDURES

Supportive Services may be provided to eligible WIOA participants who are:

1. Adults enrolled in WIOA career services or training services stated in WIOA sec. 134(c)(2) and (3) OR Youth enrolled in program activities stated in 129(c)(2); individuals enrolled in non-WIOA discretionary grants following Local WIOA policy if applicable; OR
2. Youth who have exited and need post-program supportive services as follow-up services for up to 12 months after exit (See Appendix B: Approved Supportive Services in Follow-up); AND
3. Unable to obtain supportive services through other programs providing such services. WIOA supportive services are limited and must be coordinated and leveraged with other community resources. In every instance of providing supportive services, staff must ensure that no other resource exists or that the need is so urgent that referrals to other resources would delay the provision of the supportive service and create a hardship to the participant.

Supportive Service Maximum Lifetime Cap

Services Available	Total Amount Available (Lifetime Cap)
All eligible participants	\$1,750

Some supportive services, as indicated in Appendix A below, may also have an individual lifetime cap.

SUPPORTIVE SERVICES REQUIREMENTS

The following requirements and conditions must be adhered to for any supportive service to be approved. Noncompliance will result in disallowable costs related to the specific supportive service request.

Allowable Supportive Services:

1. The primary criterion for an adult or dislocated worker participant's eligibility to receive supportive service funds is for interviewing attire or enrollment in a training service activity. The primary criterion for a youth participant's eligibility to receive supportive service funds is enrollment in a WIOA youth program activity listed in 129(c)(2).
2. The provision of supportive services will be limited by the availability of funds and specific cost and time limitations established in this policy. All supportive services are contingent upon available funding and approval.
3. Supportive services shall be provided based on an evaluation of a participant's level of need as outlined in case notes and Individual Employment Plan for participants in the Adult and Dislocated Worker Program and Individual Services Strategy for participants in the Youth Program.
4. Receipts for supportive service reimbursements must be submitted within 30 days of purchase.

5. Supportive services must be requested and approved by the WDB Fiscal Manager AND the Program Supervisor prior to expending or directing a participant to expend funds and cannot be expended and/or reimbursed prior to enrollment into WIOA.
 - Program Supervisor approval indicates that the Program Supervisor has reviewed all documentation for the supportive service and the amount of the request is correct, meets the criteria in this policy, and the request amount is reasonable for the item requested and necessary for the participant to receive the WIOA service.
 - WDB Fiscal Manager/Accountant approval indicates that the request has been calculated correctly and that there are sufficient funds to provide the supportive service. The dollar amounts listed are not an entitlement, and as such, the participant must be in compliance with program requirements, including active participation in WIOA services. Active participation includes **but is not limited to** no unexcused absence from training, responding within one week to telephone calls, emails, and text messages from staff, and no unexcused absence from scheduled WIOA skill or career development activities or workshops .
6. Lifetime cap – If a participant exhausts their supportive service funds lifetime cap, as indicated above in “Supportive Service Outline,” the participant is no longer eligible for supportive services. Some supportive services, as indicated in Appendix A below, may also have an individual lifetime cap.

Disallowed Supportive Services:

1. WIOA funds cannot be used to pay fines incurred for breaking the law (e.g., speeding or DUI tickets), penalties (e.g., late fees or DMV penalties) or a down payment or contracted payment on an automobile, real property or interest.
2. The participant claiming a need for supportive services must live in the service delivery area. The locations served are Salinas, Monterey, Marina, King City, Castroville, Sand City, Greenfield, Gonzales, Soledad, and the unincorporated areas of Monterey County. This provision may be waived by the WDB Director or designee.
3. Only under extenuating circumstances will supportive service requests for participants residing outside of the service delivery area be reviewed and a waiver approved by the WDB Director or designee. A request for a waiver must be submitted to the WDB Director no less than fifteen (15) days prior to submitting the request for supportive services. Detailed case notes by staff are required to justify providing the waiver.

Training-Related Supportive Services:

1. Priority for supportive services will be given to Adult and Dislocated Worker participants enrolled in job search activities as stated in WIOA sec. 134(c)(2)(A)(i), or Training Services as stated in WIOA sec. 134(c) (3), and Youth participants enrolled in services defined in WIOA sec. 129(c)(2)(C) and (D). Training does not include workshops.
2. The following provisions must be explained to participants, and the explanation documented in case notes, prior to submitting a request for supportive services for a participant.
 - Participants must achieve satisfactory performance, which is defined as a participant who, while in training related activities, maintains 100% attendance except for absences authorized in advance when possible or within three (3) days of the absence in unforeseen, extreme, or mitigating circumstances. Attendance must be verified prior to authorizing a supportive service

request for the participant.

- Participants must maintain satisfactory academic progress in their program of training. In the event that satisfactory academic progress does not occur, the participant must understand and agree that they will not be entitled to supportive services. Academic progress must be verified prior to authorizing supportive service request for the participant
- Participants must be in the program with active participation in the WIOA services that justify the supportive service.
 - Active participation is defined as participant maintaining contact with their case manager at least once per month. Additionally, if case manager contacts participant, participant must respond within 5 working days. If participant does not maintain contact and their case manager cannot reach them for over two weeks, or the case manager does not receive a response to contact within 5 working days, the participant is no longer eligible for supportive services.

Examples:

- Participant began training 5 weeks ago and has not contacted case manager for any reason since beginning. Participant is not eligible for supportive services.
- Participant began training 5 weeks ago and contacted case manager to ask for supportive services 3 weeks ago. Case manager attempted to contact participant multiple times since then up to 1 week ago, using whatever the participant's preferred method of contact is, but participant has not returned case manager's communication. Participant is not eligible for supportive services.
- Participant had an emergency auto repair and up to that point had been attending training regularly. However, after the repair, participant did not maintain contact and did not return case manager's contact attempts within one week. Even though the participant had been eligible up to that point, case manager should not provide the previously authorized supportive service to the participant.

Transportation Supportive Services:

1. Transportation supportive services will be provided to Adult and Dislocated Worker participants who meet the criteria in the Training-Related Supportive Services section above and are in ETPL or OJT training.
2. Transportation supportive services will be provided to Youth participants who meet the criteria in the Training Related Supportive Services section above and have received a 412 and a 413 activity and are in a youth career or training service.
3. Transportation supportive services will be in the form of either a monthly bus pass or mileage reimbursement at the currently effective Federal Mileage Rate.
4. Mileage reimbursement requires mileage documentation between participant's home and training provider location, driver's license, proof of registration, and proof of insurance.

DOCUMENTATION AND APPROVAL

The following procedures provide the general framework for the supportive service process.

Determination of Need:

It is the responsibility of service provider staff to determine if the participant needs supportive services. In addition:

1. There has to be justification to support the expenditure. The appropriate supportive service activity codes must be entered in CalJOBS, and detailed case notes must contain information that supports the request.
2. Receipts must be submitted within 30 days of purchase.
3. All supportive service activities and expenditures must be tracked in the Supportive Services Tracking log maintained by the assigned service provider staff. This log must be uploaded into the participant's CalJOBS document file.
 - Participants in training must maintain attendance and academic progress as defined in the Training-Related Supportive Services section above. Staff must confirm attendance and satisfactory performance prior to authorizing the supportive services request for the participant.
4. Participants in active job search: case notes need to demonstrate active job search. It is the responsibility of the staff authorizing the supportive service request to determine and document active job search activities in case notes, including details of interview dates and business names for supportive services related to interview attire.

Approval Process:

1. Service provider staff will authorize supportive services request and submit the payment request along with the final supportive service paperwork and necessary back-up documentation for approval to the MCWDB Finance Department (Note: Check disbursements usually take up to 30 days after submittal.) Service Provider designated staff will pick up the checks from the MCWDB Finance Dept.
2. MCWDB finance staff will review the request in its entirety, ensuring that all the necessary conditions for approval have been satisfied. In the event that **all** conditions as stated in this Policy are not completed, the finance staff will return the request to the staff member. Once the request is approved, an obligation record is created. (Note: The staff will be able to continue to request payments for supportive services as long as the cap and overall approved budget has not been exhausted.

Documentation: (see Appendix A for details)

1. Activity codes in CalJOBS
2. Supportive Service Case Notes
3. Original Receipt/s
4. Other supporting documentation (if applicable)

SUPPORTIVE SERVICES TRACKING LOG

The following procedures provide the general requirements for using the Supportive Services Tracking Log, which is accessed via the fiscal MIPS server. Use of the Supportive Services Tracking log is mandatory in order to ensure that Supportive Services budgets, limits, and processes are adhered to.

All users of the Supportive Services Tracking log must read and understand the User Guide prior to logging into the system and refer to it when using the log until completely familiar with it.

ATTACHMENT 1: Supportive Services Tracking Log User Guide

INQUIRIES

If you have questions, please contact staff at (831) 796-3505. This policy is posted on the WDB website located at www.montereycountywdb.org.

CHRIS DONNELLY, Executive Director
Monterey County Workforce Development Board

Appendix A: Approved Supportive Services Itemized List

Miscellaneous Item Description	Allowable Amount(s)	Required Documentation for Finance (receipts are required for all items)	CaJOBS Activity Codes
Books, Software <ul style="list-style-type: none"> As needed per course syllabus 	Up to \$500	<ul style="list-style-type: none"> List of required books from training provider. Books provided by training provider through the ITA are not eligible. 	326
California Department of Motor Vehicles <ul style="list-style-type: none"> DMV Printout, Smog check 	Prevailing State fee	<ul style="list-style-type: none"> Valid car registration required. 	185 (other)
Car Repair <ul style="list-style-type: none"> Emergency Repairs/Replacements Emergency Tire Replacement (only used tires will be approved) 	Up to \$350 Up to \$200	<ul style="list-style-type: none"> Three (3) quotes are required for all car repair Requests. Routine maintenance or service unrelated to the emergency is excluded from this category. Nature of emergency must be documented in case notes. Tire replacement limited to the tire(s) damaged in emergency. Valid car registration required. 	185 (other)
Clothing & Uniforms Adults and Dislocated Workers <ul style="list-style-type: none"> Uniforms, Shoes, Work Boots Based on training and job search needs Interview Clothing 	Up to \$350 <ul style="list-style-type: none"> Maximum \$100 per interview clothing request, including shoes. 	For Adult and Dislocated Worker participants in ETPL or OJT <ul style="list-style-type: none"> Itemized list of necessary items must be provided by the school or employer. One (1) set of interview clothing per participant. If participant has been provided clothing suitable for both interview and work clothes, only one request will be approved. This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity, 	188
Clothing & Uniforms Youth <ul style="list-style-type: none"> Uniforms, Shoes, Work Boots Based on training and job search needs Interview Clothing 	Up to \$350 Maximum \$100 per interview clothing request including shoes	<ul style="list-style-type: none"> Itemized list of necessary items must be provided by the school or employer. One (1) set of interview clothing per participant. If participant has been provided clothing suitable for both interview and work clothes, only one request will be approved. This service must be provided in conjunction with another youth career service or training service. 	487

		Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 services prior to enrolling in this activity.	
Fingerprinting, Background, and Drug Screening • For Employment or Training	Usual and customary fee		185 (other)
Haircuts Once a month	Up to \$30/month, \$150 total	Receipt from business providing haircut required.	185 (other)
Identification Birth Certificates, California Driver's License/ID	Prevailing State/County Fee		185 (other)
Immunization For Employment or Training	Prevailing Fee		185 (other)
Tools and Supplies (Adult DW) • Tools and equipment or supplies necessary for Employment and Training	Up to \$350 • Maximum \$150 for tools	For Adult and Dislocated Worker participants in ETPL or OJT, • Itemized list of necessary items must be provided by the school or employer. • This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity. • Tool reimbursement requires Employer Offer Letter	188
Tools and Supplies (Youth) • Tools and equipment or supplies necessary for Employment and Training	Up to \$350 Maximum \$150 for tools	• Itemized list of necessary items must be provided by the school or employer. • Tool reimbursement requires Employer Offer Letter • This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 services prior to enrolling in this activity.	487
Testing or Exam Fees • Testing, Credentials, Licenses, Certifications	Prevailing fee. Up to \$500	• Testing or Exam fees must be for State, National or Industry-Recognized credential resulting from training as defined in TEG 19-16: "Training services, when determined appropriate, must be provided either through an Individual Training Account (ITA) or through a training contract discussed in Section 8 of this	Adults/DW 191 Youth- 490

		<p>TEGL.” Section 8 of TEGL 19-16 lists the following exceptions: (a) OJT, (b) determination by the WDB that there are insufficient ETPL providers (as described in the Local Plan), (c) a program of demonstrated effectiveness offered in a local area by a community-based organization or other private organization to serve individuals with barriers to employment, (d) a direct contract with an institution of higher education or other provider to facilitate a cohort of individuals for jobs in-demand sectors, or (e) pay for performance contracts (note funding limitation).</p> <ul style="list-style-type: none"> • Exceptions for TEGL 19-16 must be pre-approved in writing by WDB Director. • Exam Fees will only be reimbursed after proof of passing and/or Credential. • See EDD WSD 24-05 Attachment 1 - CalJOBS Activity Codes Dictionary for additional criteria. 	
<p>Toiletries</p> <ul style="list-style-type: none"> • ONLY COVERS THE FOLLOWING: Toothbrush, cap, tooth cleaner, floss, razor, blades, shaving oil/cream, comb and/or hairbrush, shampoo, bar soap, deodorant 	Up to \$25 per month	See EDD WSD 24-05 Attachment 1- CalJOBS Activity Codes Dictionary for criteria.	Adult/DW 185 (other) Youth 485 (other)
<p>Transportation – Adults and Dislocated Workers</p> <ul style="list-style-type: none"> • Mileage reimbursement • Prevailing public or non-profit transportation rate; • Monthly Bus Pass • Federal mileage rate 	Maximum \$250	<ul style="list-style-type: none"> • For Adult and Dislocated Worker participants in ETPL or OJT while in training. • Mileage reimbursement requires mileage documentation between participant’s home and training provider, proof of registration, proof of insurance. • This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity. 	181

Transportation - Youth <ul style="list-style-type: none"> • Monthly Bus Pass; • Mileage reimbursement • Prevailing public or non-profit transportation rate; • Federal mileage rate. 	Maximum \$250	<ul style="list-style-type: none"> • This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 services prior to enrolling in this activity. • Mileage reimbursement requires mileage documentation between participant's home and training provider location, proof of registration, proof of insurance. 	481
Medical Services/Vision – Adult and Dislocated Workers As required to attend training or to obtain/retain employment	Maximum \$125 for single vision lenses and \$150 for bifocals \$150 Lifetime cap	<ul style="list-style-type: none"> • For Adult and Dislocated Worker participants in Career services or training activities. • This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity. 	182
Medical Services/Vision – Youth As required to attending training or to obtain/retain employment	Maximum \$125 for single vision lenses and \$150 for bifocals \$150 Lifetime cap	<ul style="list-style-type: none"> • For Adult and Dislocated Worker participants in Career services or training activities. • This service must be provided in conjunction with another youth career service or training service. Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 services prior to enrolling in this activity. 	482
Child Care- Adults and Dislocated Workers	Up to \$250 per month \$1,000 lifetime cap	<ul style="list-style-type: none"> • Must be at state approved licensed child care facility. • For Adult and Dislocated Worker participants in Career services or training activities. • This service must be provided in conjunction with a career service or training service. Service dates for the supportive service must be within the dates of the career service or training activity. • Documentation of days/hours child attended Documentation of child's birth 	180
Child Care- Youth	Up to \$250 per month \$1,000 lifetime cap	<ul style="list-style-type: none"> • Must be at state approved licensed child care facility. • This service must be provided in conjunction with another youth career service or training service. 	480

		<p>Service dates for the supportive service must be within the dates of the youth career service or training activity. Additionally, youth must receive 412 and 413 services prior to enrolling in this activity.</p> <ul style="list-style-type: none">• Documentation of days/hours child attended• Documentation of child's birth.	
--	--	--	--

Appendix B: Approved Follow-Up Supportive Services Itemized List

Follow up supportive services are available to Youth only. Per TEGL 19-16, an Adult/DW customer who has exited and is only receiving follow-up services is not eligible to receive supportive services during their follow-up.

Miscellaneous Item Description	Allowable Amount(s)	Required Documentation for Finance (receipts are required for all items)	CaJOBS Activity Codes
Transportation	\$250	Bus Pass Receipts/Mileage documentation	F12
Work Related Uniforms/Attire	\$350	Employer Letter/Receipts	F13
Work Related Tools	\$200	Employer Letter/Receipts	F14
Supportive Service Other	Maximum \$200	For educational testing/certification and related expenses	185

**Presentation to the Monterey County Workforce Development Board on the
Brown Act Modernization Act of 2025**

Deputy County Counsel Anne Brereton will provide a presentation on Senate Bill 707, the Brown Act Modernization Act.



MEMORANDUM

TO: Workforce Development Board

FROM: Christopher Donnelly

SUBJECT: Authorization to Teleconference Pursuant
to Government Code Section 54953.8.6

DATE: February 26, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB), as an Eligible Subsidiary Body, authorize teleconferencing pursuant to Government Code Section 54953.8.6, and direct staff to implement the new teleconferencing rules for future meetings of the MCWDB and its committees.

SUMMARY:

California law created teleconferencing requirements, effective January 1, 2026, for Eligible Subsidiary Bodies, which are defined as Brown Act Legislative Bodies that exclusively serve in an advisory capacity, lack authority to take final action, and further lack primary subject matter jurisdiction on elections, budgets, police oversight, privacy, public library material access, or taxes or related spending proposals.

On January 13, 2026, the Monterey County Board of Supervisors (BOS) approved teleconferencing for the County's Eligible Subsidiary Bodies until July 8, 2026, based on finding that teleconferenced meetings would enhance public access, and that teleconferenced meetings would promote the attraction, retention, and diversity of Eligible Subsidiary Body members. The BOS is required to reauthorize teleconferencing for Eligible Subsidiary Bodies every six months.

The authorization for an Eligible Subsidiary Body to implement the new teleconferencing rules must be provided by the body during an in-person meeting of the Eligible Subsidiary Body.

BACKGROUND:

California approved approximately 27 changes to the Brown Act in its last legislative session. In addition to adding teleconferencing options, the legislation created new requirements for the County of Monterey relating to public accessibility in the form of "Eligible Legislative Bodies," as well as new requirements relating to meetings of the County's Eligible Subsidiary Bodies.

Attachment: Government Code Section 54953.8.6

Government Code Section 54953.8.6: Eligible Subsidiary Bodies

a)

An eligible subsidiary body may conduct a teleconference meeting pursuant to [Section 54953.8](#), provided that it complies with the requirements of that section and all of the following additional requirements:

(1)

The eligible subsidiary body shall designate one physical meeting location within the boundaries of the legislative body that created the eligible subsidiary body where members of the subsidiary body who are not participating remotely shall be present and members of the public may physically attend, observe, hear, and participate in the meeting. At least one staff member of the eligible subsidiary body or the legislative body that created the eligible subsidiary body shall be present at the physical meeting location during the meeting. The eligible subsidiary body shall post the agenda at the physical meeting location, but need not post the agenda at a remote location.

(2)

(A) A member of the eligible subsidiary body shall visibly appear on camera during the open portion of a meeting that is publicly accessible via the internet or other online platform, except if the member has a physical or mental condition not subject to subdivision (c) of [Section 54953](#) that results in a need to participate off camera.

(B)

The visual appearance of a member of the eligible subsidiary body on camera may cease only when the appearance would be technologically infeasible, including, but not limited to, when the member experiences a lack of reliable broadband or internet connectivity that would be remedied by joining without video.

(C)

If a member of the eligible subsidiary body does not appear on camera due to challenges with internet connectivity, the member shall announce the reason for their nonappearance prior to turning off their camera.

(3)

An elected official serving as a member of an eligible subsidiary body in their official capacity shall not participate in a meeting of the eligible subsidiary body by teleconferencing pursuant to this section unless the use of teleconferencing complies with the requirements of paragraph (3) of subdivision (b) of [Section 54953](#).

(4)

(A) In order to use teleconferencing pursuant to this section, the legislative body that established the eligible subsidiary body by charter, ordinance, resolution, or other formal action shall make the following findings by majority vote before the eligible

subsidiary body uses teleconferencing pursuant to this section for the first time, and every six months thereafter:

- (i)** The legislative body has considered the circumstances of the eligible subsidiary body.
- (ii)** Teleconference meetings of the eligible subsidiary body would enhance public access to meetings of the eligible subsidiary body, and the public has been made aware of the type of remote participation, including audio-visual or telephonic, that will be made available at a regularly scheduled meeting and has been provided the opportunity to comment at an in-person meeting of the legislative body authorizing the subsidiary body to meet entirely remotely.**(iii)** Teleconference meetings of the eligible subsidiary body would promote the attraction, retention, and diversity of eligible subsidiary body members.
- (B)**
 - (i)** An eligible subsidiary body authorized to use teleconferencing pursuant to this section may request to present any recommendations it develops to the legislative body that created it.
 - (ii)** Upon receiving a request described in clause (i), the legislative body that created the subsidiary body shall hold a discussion at a regular meeting held within 60 days after the legislative body receives the request, or if the legislative body does not have another regular meeting scheduled within 60 days after the legislative body receives the request, at the next regular meeting after the request is received.**(iii)** The discussion required by clause (ii) shall not be placed on a consent calendar, but may be combined with the legislative body's subsequent consideration of the findings described in subparagraph (A) for the following 12 months.
 - (iv)** The legislative body shall not take any action on any recommendations included in the report of a subsidiary body until the next regular meeting of the legislative body following the discussion described in clause (ii).
- (C)** After the legislative body makes the findings described in subparagraph (A), the eligible subsidiary body shall approve the use of teleconferencing by majority vote before using teleconference pursuant to this section.
- (D)** The legislative body that created the eligible subsidiary body may elect to prohibit the eligible subsidiary body from using teleconferencing pursuant to this section at any time.
- (b)**

(1) For purposes of this section, “eligible subsidiary body” means a legislative body that meets all of the following:

- (A)** Is described in subdivision (b) of [Section 54952](#).
 - (B)** Serves exclusively in an advisory capacity.
 - (C)** Is not authorized to take final action on legislation, regulations, contracts, licenses, permits, or any other entitlements, grants, or allocations of funds.
 - (D)** Does not have primary subject matter jurisdiction, as defined by the charter, an ordinance, a resolution, or any formal action of the legislative body that created the subsidiary body, that focuses on elections, budgets, police oversight, privacy, removing from, or restricting access to, materials available in public libraries, or taxes or related spending proposals.
- (2)** An eligible subsidiary body may include members who are elected officials, members who are not elected officials, or any combination thereof.
- (c)** This section shall remain in effect only until January 1, 2030, and as of that date is repealed.

Source: Section 54953.8.6, https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV&ionNum=54953.8.6. (updated Jan. 1, 2026; accessed Dec. 29, 2025).

Update on Assembly Bill 339 Implementation

Management Analyst Elizabeth Kaylor will provide an update regarding issues involved in implementing an amendment to the Meyers-Milias-Brown Act of 2025.

Update on Assembly Bill 642 and Local Area Rapid Response Activities

Executive Director Chris Donnelly will provide an update regarding Assembly Bill 642 and Rapid Response activities within Monterey County.



Update on the Pajaro Small Business Assistance Program

	ROUND 1 <i>Spring 2024</i>	ROUND 2 <i>Spring 2025</i>
# Applications Received	Phase 1 (Loss & Damage) 90 Phase 2 (Beautification) 62 ----- 93 Businesses	Phase 2 (Beautification) 41 ----- 41 Businesses
# Applications Approved	Phase 1 (Loss & Damage) 76 Phase 2 (Beautification) 55	Phase 2 (Beautification) 40
# Applications in Follow-Up for Missing Documents	Phase 1 (Loss & Damage) 0 Phase 2 (Beautification) 0	Phase 2 (Beautification) 0
# Applications Denied	Phase 1 (Loss & Damage) 13 Phase 2 (Beautification) 6	Phase 2 (Beautification) 0
# Applications Withdrawn	Phase 1 (Loss & Damage) 1 Phase 2 (Beautification) 1	Phase 2 (Beautification) 1



Update on the Pajaro Small Business Assistance Program

	ROUND 1 <i>Spring 2024</i>	ROUND 2 <i>Spring 2025</i>
Amounts Approved	Phase 1 (Loss & Damage) \$2,752,825 Phase 2 (Beautification) \$749,177	Phase 2 (Beautification) \$547,998
Amount Issued	\$4,050,000	

Amount Issued	\$4,050,000
Administrative Expenses	\$300,000
Total	\$4,350,000
Amount Remaining	\$0

Update on Monterey County Workforce Development Board's Fiscal Year 2025-26 2nd Quarter Budget

Year-to-date (YTD) WIOA expenditures total \$1,922,305.08, allocated across the following funding streams:

- Adult (AD): \$802,223.12
- Dislocated Worker (DW): \$521,884.49
- Youth (YTH): \$598,197.47

Expenditures for the month of December totaled \$290,523.88 across the Adult, Dislocated Worker, and Youth programs.

The projected total cost for case management services for the period of July through December—covering Adult, Dislocated Worker, Youth, and OSO services—is \$1,088,887

Additional program-level detail for January 2026 expenditures will be presented at the next meeting.

**Discussion of the February 19, 2026, California Workforce Development Board
Executive Director's Visit**

Cesar Lara will hold a discussion on the February 19, 2026, visit of California Workforce Development Board Executive Director Kaina Pereira to the workforce development boards of the central coast.

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

Adult and Dislocated Worker Program

The Adult and Dislocated Worker (ADW) program is building momentum across Monterey County through expanded outreach, intentional employer engagement, and deeper community partnerships. Staff are highly visible in the community, meeting directly with employers, collaborating with partner organizations, and hosting in-person orientations and workshops that connect residents to training and employment opportunities. This increased presence has driven higher public interest, stronger referral activity, and greater awareness of available workforce services countywide.

Staff also maintain weekly onsite engagement with the High Road Construction Careers (HRCC) program and the new cohort launched in January. The program's 14 participants are actively engaged in hands-on construction training, including asphalt and welding activities. Participants consistently report high levels of motivation, confidence, and excitement as they progress through the program and prepare for entry into the construction workforce.

Staff work closely with local businesses to identify their hiring needs and promote On-the-Job Training (OJT) and Transitional Job opportunities. These work-based learning strategies engage and support employers while providing participants with paid, skill-building experiences leading to long-term employment. Overall, these combined efforts continue to advance ADW program goals by increasing awareness, expanding access to services, and strengthening connections between job seekers, employers, and community partners throughout Monterey County.

Youth Programs

Green Cadre

As of January, the Youth program enrolled 20 participants in the Green Cadre. During the in-house training phase, all participants completed three weeks of instruction, earning OSHA 10, HAZWOPER, CPR, and ServSafe Food Handler certifications.

The Green Cadre has partnered with the City of Monterey, the Resource Conservation District of Monterey County (RCDMC), and the Pacific Grove Community Garden to support the project. In addition, Green Cadre has established a new partnership with MEarth in Carmel.

During the first week of their work experience, Cadre participants supported Seaside Beta Park by digging holes in preparation for the installation of a new fence, removing weeds and laying cardboard to prepare the area for re-soiling.

In addition, the group prepared the grounds at the Pacific Grove Adult School Garden by digging trenches for hose installation to support plant beds. Other valuable work completed by Green Cadre during the first week included planting trees and other plants, spreading mulch, and cleaning up public-use areas throughout the City of Monterey.



Among the graduates from the previous Green Cadre cohort, four participants have enrolled in educational programs at California State University, Monterey Bay (CSUMB) and Hartnell College. Another four participants have secured employment with Sun Street Centers, Phoenix Shop, BlueSprig Behavioral Therapy Center, and the City of Monterey. Other Green Cadre graduates continue to receive individualized support as they pursue employment opportunities or further education.

Social Media Cadre

The Youth program is preparing to launch the upcoming Social Media Cadre, which is designed to equip young adults with the skills needed to participate in work experiences with small businesses. Participants will support businesses by creating or enhancing their social media presence to help increase customer engagement and business traffic. The Social Media Cadre is expected to begin on March 16 and conclude on May 27, 2026.

Certified Nursing Assistant (CNA)

As of January, seven young adults have enrolled in the upcoming CNA Occupational Skills Training with Central Coast College and will be supported throughout the duration of their training.



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 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.

Define Board Needs and Goals – WDB Mission and Vision (Q3 and Q4)

1. At the February 12, 2026, Executive Committee meeting, identify specific employers in high growth areas and sectors – Health Care, Agriculture, Hospitality/Tourism, Advanced Manufacturing – as the primary focus areas for Board member recruitment **(Done)**.
2. At the February 12, 2026, Executive Committee meeting, identify relevant professional organizations for MCWDB outreach to identify potential Board members **(Done)**.
3. At the February 26, 2026, Board meeting, Board members to identify 3 potential organization and association members in high-growth sectors.
4. At the March 19, 2026, Executive Committee meeting, develop a clear message that highlights the unique value of the MCWDB.
 - a. Membership provides an opportunity to influence workforce strategies in Monterey County.
 - b. MCWDB brings together the key organizations working to train and employ Monterey County residents.
5. At the April 23, 2026, Board meeting, request current Board members to leverage social media platforms and professional organizations to promote MCWDB and its initiatives.
 - a. Create a Public Relations plan
 - b. Promote and hold an Open House
 - c. Ask Board members to use their social media and professional organizations to expand opportunities to meet with potential Board members.
 - d. Encourage referrals from current Board members to provide personalized outreach.
6. By the Executive Committee meeting of May 21, 2026, staff shall develop outreach materials for potential new board members to include:

- a. Mission/Vision
 - b. Impact Report
 - c. WDB funding
 - d. Time commitment and Board member responsibilities – clarify expectations
 - e. Talking Points for Board members/business cards/name tags
7. While requesting quorum for the Board meeting of June 25, 2025, suggest that members bring a potential board member to the WDB meeting.
 8. Board Chair and Executive Director will hold ongoing, in-person Board Member Orientation meetings with potential new Board members.

Board Retention Strategy (Q5 through Q8)

1. Pre-Orientation packet sent out once an individual is nominated to sit on WDB.
 - a. Bylaws
 - b. Strategic Plan
 - c. Organizational Chart
 - d. Calendar of meetings and events
 - e. Financial Reports
2. Implement a structured Board Member Orientation program to onboard new members.
3. Provide ongoing, relevant training on WIOA and industry trends.
4. All Board members to participate on Committees – Business Services or Career Services – to increase their deep knowledge of the work of the WDB.
5. Administer a Board Member Satisfaction Survey to obtain feedback from the Board members.
6. Board Chair checks in with new Board members at 30/60/90 days.
7. Ensure Board members are aware of opportunities for their Professional Development – CWA conferences, workshops, webinars.
8. Focus on results that foster a sense of accomplishment and purpose for 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.

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

Q2 through Q8

1. By April 30, 2026, Board meeting, develop a *purpose* for the Central Coast Regional Workforce Partnership (CCRWP) non-profit to include:
 - a. Mission/Vision
 - b. Develop Strategic Plan for the CCRWP
 - c. Conduct SWOT analysis related to funding
 - d. Develop Case Statement/Impact Report showing WDB outcomes and why donors should support the mission of CCRWP
 - e. Fund utilization report – review historical data of past donors
 2. By May 30, 2026, identify funding strategies/priorities and align fundraising goals with overall strategic plan:
 - a. Target Potential Funders
 - b. Define Revenue Mix
 - c. Grants – Foundations
 - d. Local/Regional Grants
 - e. Corporate Partnerships - Employee Giving programs
 - f. Earned Income – provide fee-based programs/certifications to employers or individuals
 - g. Special Events
 - h. Embrace culture of philanthropy
-

3. By June 30, 2026, 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.
4. By June 25, 2026, engage stakeholders, and implement plan:
 - a. Engage CCRWP Board members, WDB members, and staff – define roles and responsibilities
 - b. Begin to develop fundraising strategy
 - c. Streamline giving process
 - Facilitate donations via MC Works website and/or other avenues.
 - d. Create communication and marketing strategy.
 - Create consistent narrative showing impact to donors.
 - Develop Marketing Calendar to engage donors.
5. By the July 16, 2026, Executive Committee meeting, schedule a formal Brown Act meeting for the CCRWP members and WDB staff to fully develop their fundraising strategy.
6. By the September 17, 2026, Executive Committee meeting, WDB staff will assist CCRWP members to develop a purpose statement and implement their fundraising strategy, including working to build long-term relationships for donor retention.
7. Provide a presentation at the October 22, 2026, Board Retreat on CCRWP’s fundraising plan and progress.
8. By the November 19, 2026, Executive Committee meeting, and subsequently from Q5 through Q8, monitor and evaluate on a quarterly basis:
 - a. Fundraising performance against goals.
 - b. Fundraising plan. WDB staff will assist CCRWP to adjust the fundraising plan as needed, according to performance data 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
Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed	Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.	WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends.	Review WDB budget to explore hiring a consultant to conduct a market analysis.	Contract with a research firm to conduct the market analysis; initiate meetings with the Growership Association and Farm Bureau.	Research firm presents findings to WDB; outreach initiated to the Monterey Hospitality Association.	Board will recruit representation from key industries to serve on WDB; formal partnership established with Agriculture Industry.	Conduct focus group with top key industry identified in research; generate list of job openings to prioritize.	Conduct focus group with second key industry; generate list of job openings to prioritize.	Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.
Goal 2: Add Industry Employers to the Board (Healthcare)	Strengthen board composition by recruiting employers from key industries, particularly in	Identify 1–3 agriculture & Healthcare industry organizations and	Develop a comprehensive Board Information Packet with high-level	Engage potential candidates through personalized outreach	Confirm interest and initiate onboarding for selected members.	Full implementation and orientation of new board members.	Create Board Member Retention Strategy	Implementing Board Member Retention Strategy	Review and Evaluate Success by appointment and retention data

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

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

Board Recommendations

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

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

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

Recommendations:

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

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

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

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

Recommendations:

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

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

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

Recommendations:

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

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

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

Recommendations:

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

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

Implementation Oversight

Board Role:

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

1. Establish Board Committees

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

2. Define Roles and Responsibilities

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

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

3. Implement a Structured Meeting Cadence

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

4. Set Clear Goals, Metrics, and Accountability

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

5. Use Project Management Tools

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

6. Foster Collaboration and Communication

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

7. External Resources Leverage

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

8. Plan for Sustainability

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

Update on Board Members' Workforce and Business Activities

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