



# **SPECIAL EXECUTIVE COMMITTEE MEETING AGENDA PACKET**

Wednesday, October 28, 2026  
9:00 a.m.

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](http://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) 796-3505. TTY/CRS: Dial 711.

## NOTICE TO THE PUBLIC

Members of the public who wish to address the Committee 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 Committee 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 Committee Members will present recommendations for each action item on the agenda.
- Committee members may ask questions of Workforce Development Board Staff and other Committee Members.
- Members of the public wishing to make a comment on an agenda item will be given two (2) minutes each to comment.
- The Committee 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.



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**WDB Executive Committee:**

*Erik Cushman,*  
*WDB & Executive Chair*

Cesar Lara  
Paula Calvetti  
Larry Hartman  
Kimberly Schnader

## Monterey County Workforce Development Board Special Executive Committee Meeting

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

**Wednesday, October 28, 2026; 9:00 a.m.**

### **AGENDA**

|                                                                                                                                                                                  |                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <b>CALL TO ORDER/ROLL CALL:</b><br><b>CHANGES TO AGENDA:</b><br><b>PUBLIC COMMENT:</b> <i>(Limited to 2 minutes per person)</i>                                                  | Erik Cushman,<br><i>Chair</i>                                   |
| <b>DIRECTOR'S REPORT:</b> Update on 2026 Workforce Innovation and Opportunity Act (WIOA) Youth Services Request for Proposals (RFP) #10998.                                      | Chris Donnelly                                                  |
| <b>CONSENT CALENDAR:</b>                                                                                                                                                         | Erik Cushman                                                    |
| 1. <b>ACTION:</b> Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) Executive Committee meeting on September 17, 2026.                   | Erik Cushman                                                    |
| <b>DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:</b>                                                                                                                   | Erik Cushman                                                    |
| 1. <b>ACTION:</b> Consider approval of the proposed 2027 Executive Committee meeting calendar.                                                                                   | Erik Cushman                                                    |
| 2. Update on MCWDB's 2026-27 1 <sup>st</sup> Quarter budget.                                                                                                                     | Daisy Fernandez                                                 |
| 3. Update on the High Road <sup>SM</sup> Construction Careers pre-apprenticeship program.                                                                                        | Chris Donnelly                                                  |
| 4. Discussion of the impact of AB 1534 on local workforce development boards.                                                                                                    | Chris Donnelly                                                  |
| 5. Acceptance of grant funding from Kaiser Permanente and the City of King.                                                                                                      | Chris Donnelly                                                  |
| 6. Discussion of MCWDB's Strategic Plan and Board Retreat scheduled for November 19, 2026. Executive Committee members will provide input for the Retreat's agenda and planning. | Erik Cushman                                                    |
| 7. Update on 2026 Community Builder Awards (CBA).                                                                                                                                | Vanessa Kor                                                     |
| 8. Updates on WIOA Adult, Dislocated Worker, and Youth programs' and training providers' performance.                                                                            | Vanessa Kor                                                     |
| 9. Update on WIOA Adult, Dislocated Worker, and Youth programs.                                                                                                                  | Lucy Iracheta<br>Michael Artalejo                               |
| 10. Updates on Executive Committee members' workforce and business activities.                                                                                                   | Erik Cushman                                                    |
| <b>ANNOUNCEMENTS:</b>                                                                                                                                                            | Erik Cushman                                                    |
| <b>ADJOURNMENT</b>                                                                                                                                                               | Erik Cushman                                                    |
| <b>SUBCOMMITTEE MEETINGS:</b><br>Executive: DECEMBER 17, 2026                                                                                                                    | <b>WDB RETREAT MEETING</b><br>NOVEMBER 19, 2026<br>Erik Cushman |



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**UNADOPTED MINUTES**

**Monterey County Workforce Development Board  
Special Executive Committee Meeting**

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

**Thursday, September 17, 2026**

**Members Present:** Erik Cushman (Chair), Cesar Lara, and Kimberly Schnader

**Members Absent:** Larry Hartman and Paula Calvetti

**Staff Present:** Christopher Donnelly, Pearl Sanchez, Elizabeth Kaylor, Daisy Fernandez, Vanessa Kor, and Carly Cuevas

**Public Comment:** None

**Call to Order/Introductions:** Chair Erik Cushman called the meeting to order at 9:04 a.m. A quorum was established.

**Changes to Agenda:** The Director's Report was provided after Agenda Item 4, Update on the High Road<sup>SM</sup> Construction Careers pre-apprenticeship program.

**Director's Report:** Executive Director Christopher Donnelly discussed the State of California Employment Development Department (EDD) annual program, fiscal, and procurement monitoring; the Meeting of the Minds in Monterey annual conference; and the Central Coast Workforce Development Board Directors' presentation to the California Workforce Development Board.

**CONSENT CALENDAR:**

1. **Action:** Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) Executive Committee meeting on June 24, 2026.

**A motion was made by Cesar Lara to approve the minutes for the Executive Committee meeting on June 24, 2026, seconded by Kimberly Schnader. Motion passed.**

**Discussion or Review of Business Calendar Action Items:**

1. Finance Manager Daisy Fernandez provided an update on MCWDB's 2025-26 budget closeout.
2. **ACTION:** Consider and approve the 2026-27 MCWDB budget.  
**A motion was made by Kimberly Schnader and seconded by Cesar Lara to approve the 2026-27 MCWDB budget. All AYES. Motion passed.**
3. The Chair and the Executive Committee discussed nominations for MCWDB Vice Chair.
4. The Executive Director provided an update on the High Road<sup>SM</sup> Construction Careers pre-apprenticeship program.
5. Management Analyst Vanessa Kor provided an update on the 2026 Community Builders Awards.
6. The Chair discussed the MCWDB Board Retreat scheduled for October 29, 2026, with the Committee.
7. The Chair and the Executive Committee discussed MCWDB's 2026-28 Strategic Plan.
8. The Chair and the Executive Committee discussed the agenda items for the upcoming Board meeting of September 24, 2026.
9. Equus Program Director Lucy Iracheta provided an update on the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs.
10. The Committee members provided updates on their workforce and business activities.

**Adjournment:** Chair Erik Cushman adjourned the meeting at approximately 10:37 p.m.



# MEMORANDUM

**TO:** Executive Committee

**FROM:** Christopher Donnelly

**SUBJECT:** Approval of Meeting Calendar for 2027

**DATE:** October 28, 2026

**RECOMMENDATION:**

Below is the proposed schedule of Executive Committee meetings for the calendar year 2027.

**2027 MCWDB Executive Committee Meeting Dates**

|                                                                       | Jan<br>2027 | Feb<br>2027 | Mar<br>2027 | Apr<br>2027 | May<br>2027 | Jun<br>2027 | Jul<br>2027 | Aug<br>2027 | Sep<br>2027 | Oct<br>2027 | Nov<br>2027 | Dec<br>2027 |
|-----------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Executive<br>Committee Meets<br>3rd<br>Thursday/Monthly<br>at 9:00 am | 21          | 18          | 18          | 15          | 20          | 17          | 15          |             | 16          | 21          | 18          | 16          |

## Update on Monterey County Workforce Development Board's 1<sup>st</sup> Quarter Budget

### FINANCIAL SUMMARY

#### FY 2026–27 Financials

Year-to-date through August 31, 2026 | 2 of 12 months (16.7% of fiscal year)

### FINANCIAL HIGHLIGHTS

| Financial Measure           | Amount              |                                        |
|-----------------------------|---------------------|----------------------------------------|
| <b>Total Funding</b>        | <b>\$11,062,894</b> |                                        |
| FY 2026–27 WIOA Allocations | \$7,770,099         |                                        |
| FY 2025–26 Carry-In Funding | \$3,292,795         |                                        |
| <b>YTD Expenditures</b>     | <b>\$436,692.94</b> | <b>3.95% of Total Funding Expended</b> |

*Note: Total funding includes current-year WIOA formula allocations and prior-year carry-in funding. The FY 2026–27 budget includes \$777,010 for administration. After the administrative allocation and designated SB 734 and Youth Work Experience (WEX) funding, approximately \$8.23 million is available for program services.*

### Overview

Through August 31, 2026, the Workforce Development Board (WDB) recorded \$436,692.94 in expenditures across the Adult, Dislocated Worker, and Youth programs. Expenditures remain below a straight-line spending benchmark, with reported program expenditures varying by funding stream. Spending is expected to increase as case management contracts, participant services, training, work experience, and other planned activities progress and invoices are processed through the County's Oracle financial system.

### Budget vs. Actual: Summary

July 1 through August 31, 2026 | 2 of 12 months (16.7% of fiscal year)

#### Expenditures by Program

| Program                           | YTD Expenditures    | Available Admin/Program Funding |
|-----------------------------------|---------------------|---------------------------------|
| <b>Adult</b>                      | \$133,567.36        | \$3,218,238                     |
| <b>Dislocated Worker</b>          | \$121,913.08        | \$3,812,444                     |
| <b>Youth</b>                      | \$181,212.50        | \$3,595,520                     |
| <b>Total Program Expenditures</b> | <b>\$436,692.94</b> | <b>\$10,626,201</b>             |

*Note: The expenditure report provided does not separately identify total administrative and program expenditures. The available funding figures include the applicable program, administrative, SB 734, and Youth Work Experience (WEX) funding. Available funding totals are rounded for presentation purposes.*

#### **Expenditure Detail — YTD**

| <b>Expenditure Category</b>         | <b>YTD Actual</b>   |
|-------------------------------------|---------------------|
| Staff Salaries & Benefits           | \$170,040.90        |
| Salary Site Pool                    | \$366.52            |
| WIB Salaries – Admin                | \$5,339.01          |
| Communication Charges               | \$55.79             |
| Insurance                           | \$29.17             |
| Membership Fees                     | \$14,710.00         |
| Computer Software                   | \$95.98             |
| Equipment/Furnishings               | \$261.99            |
| Office Supplies                     | \$183.51            |
| Postage & Shipping                  | \$9.14              |
| Printing/Graphics                   | \$159.50            |
| Data Processing Services            | \$4,866.45          |
| Professional & Special Services     | \$5,288.50          |
| Building Rent                       | \$20,853.28         |
| Equipment Rent                      | \$7,105.00          |
| Conference/Lodging/Meals/Travel     | \$5,694.00          |
| Operating Site Pool                 | \$4,107.33          |
| WIB Operating Costs                 | \$2,908.97          |
| Cost Plan Charges                   | \$108,466.61        |
| Participant Salary                  | \$67,912.45         |
| Participant Workers' Compensation   | \$5,146.39          |
| Participant Taxes                   | \$5,195.35          |
| ITAs — Individual Training Accounts | \$7,147.10          |
| Incentives                          | \$750.00            |
| <b>Total Expenditures</b>           | <b>\$436,692.94</b> |

#### **Items to Monitor**

**Spending pace.** As of August 31, the expenditure totaled \$436,692.94. However, spending should continue to be reviewed monthly against the approved budget, contractual obligations, and anticipated service delivery.

**Cost Plan Charges.** Cost plan charges total \$108,466.61, representing approximately 25% of reported YTD expenditures. A one-time payment to County.

**Youth Work Experience.** Youth expenditures total \$181,212.50, the highest among the three program areas. Participant salary expenditures account for \$65,613.45 of the Youth total. We will continue monitoring work experience activity and related participant costs will help assess spending against the approved Youth budget.

**Update on the High Road<sup>SM</sup> Construction Careers (HRCC)  
Pre-Apprenticeship Program**

The Executive Director will provide an update on the HRCC pre-apprenticeship program.

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## **Discussion of the Impact of AB 1534 on Local Workforce Development Boards**

Existing law requires local workforce investment boards to spend a minimum of 30% of the combined WIOA Adult and Dislocated Worker program allocation on approved workforce training programs and allows the boards to leverage 10% of the total combined program allocation to meet the funding requirements.

Instead of requiring the local workforce development boards (WDBs) to spend a minimum percentage of allocated funds for adults and dislocated workers, AB 1534, starting July 1, 2028, would require the boards to ensure that at least 50% of participants enrolled in the Adult and Dislocated Worker programs receive workforce training services, and would prescribe the training services that count toward the participant training requirement.

By imposing new requirements on local WDBs, the bill would impose a state-mandated local program. The bill would require the Employment Development Department to calculate, for each local WDB, whether it met the participant training requirement, and make annual reports regarding the number of participants enrolled in Adult and Dislocated Worker program, the percentage of those enrolled participants receiving training services, and the training expenditures and supportive service expenditures made by local workforce development boards.

Indirect impacts to workforce development boards (WDBs) from AB 1534 arise based on the WDBs' delivery of workforce training through partnerships with post-secondary institutions and schools on the Eligible Training Providers List (ETPL). If those institutions want to use Workforce Pell funds, they must now meet AB 1534's approval and compliance process requirements, which could potentially limit or reshape the WDBs' existing collaborations with those institutions. WDBs that partner with institutions offering Workforce Pell-eligible programs will need to ensure that those partners are able to meet the new accreditation, outcome, and reporting requirements, because AB 1534 sets strict eligibility, quality, and reporting standards for any institution that can use Workforce Pell funds.

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## **Acceptance of Grant Funding from Kaiser Permanente and the City of King**

### **Kaiser Permanente Grant:**

The Monterey County Workforce Development Board recently submitted a grant application to Kaiser Permanente requesting \$180,000 to support the proposed *Advancing Senior Health Through CHW–CNA Workforce Development Initiative*. This initiative aims to address food insecurity and barriers to health among older adults in underserved Monterey County communities while strengthening the local healthcare workforce.

If awarded, the funding would support the recruitment and training of 30 adult jobseekers through an integrated Community Health Worker (CHW) and Certified Nursing Assistant (CNA) training program, combining credentialing and hands-on work experience. The initiative seeks to connect at least 200 older adults with food and nutrition resources. Also, the program targets an 80% credential attainment rate and a 70% employment placement rate, helping participants transition into careers in community health, senior care, and related healthcare fields.

### **City of King Youth Grant:**

MCWDB was invited to partner with the City of King to expand youth workforce opportunities and support the City's efforts to reduce violence by providing positive employment and engagement opportunities for at-risk youth. On September 28, the MCWDB received notification of a \$249,000 grant award to serve at-risk youth ages 16–24 who reside within the City of King and face barriers to education and employment.

Grant-funded services will include job readiness, work experience, and supportive services, with eligible youth having the opportunity to co-enroll in WIOA programs for additional workforce development and training support. Funding will support 0.75 FTE staff co-located in King, as well as youth participant work experience and supportive services.

**Discussion of Monterey County Workforce Development Board (MCWDB)  
Strategic Plan and Board Retreat Scheduled for November 19, 2026**

The Executive Committee will discuss the Strategic Plan and Board Retreat to provide input on the Retreat agenda and planning.



# Monterey County Workforce Development Board

## Strategic Planning 2026-2028

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

### Introduction

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

### SWOT Analysis Summary

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

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

Opportunities include expanding access to Department of Labor-approved, certified apprenticeships that lead to higher-wage employment, building stronger partnerships between employers and educational institutions, and leveraging advancements in agricultural technology, artificial intelligence, and transportation infrastructure projects. Emerging collaborations with schools, veterans' organizations, and housing development partners further position the WDB to expand impact and visibility. Threats include natural disasters, funding fluctuations, regionalization of workforce boards, and challenges associated with the aging workforce, housing shortages, immigration enforcement, and evolving labor market dynamics due to automation and artificial intelligence.

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

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

Quarterly Timeline:

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

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

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

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

#### Quarterly Timeline:

- Q1: (a) Executive Committee identifies specific employers in high growth areas and sectors – Health Care, Agriculture, Hospitality/Tourism, Advanced Manufacturing – as the primary focus areas for Board member recruitment.
- (b) Executive Committee identifies relevant professional organizations for MCWDB outreach to identify potential Board members.
- (c) Board members identify 3 potential organization and association members in high-growth sectors.
- Q2: (a) Executive Committee develops a clear message that highlights the unique value of the MCWDB:
- i. Membership provides an opportunity to influence workforce strategies in Monterey County.
  - ii. The MCWDB brings together the key organizations working to train and employ Monterey County residents.
- (b) Board members leverage social media platforms and professional organizations to promote MCWDB and its initiatives:
- i. Create a Public Relations plan.
  - ii. Promote and hold an Open House.
  - iii. Use their social media and professional organizations to expand opportunities to meet with potential Board members.
  - iv. Provide personalized outreach.
- (c) WDB staff develops outreach materials to engage potential new board members, to include:
- i. Mission/Vision
  - ii. Impact Report
  - iii. WDB funding
  - iv. Time commitment and Board member responsibilities to clarify expectations
  - v. Talking Points for Board members/business cards/name tags
- (d) When requesting quorum for the June 2026 Board meeting, staff suggests that members invite a potential board member to attend the WDB meeting.
- Q2—Q8: (a) Board members engage potential candidates through personalized outreach and nominate them to the MCWDB.
- (b) Board Chair and Executive Director hold in-person and/or Zoom Board Member orientation meetings to onboard new members, and Board Chair checks in with new members after their first two Board meetings.

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

#### Quarterly Timeline:

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

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

(b) WDB staff implements a structured Board Member Orientation program for onboarding new members.

(c) Executive Director and WDB staff provide ongoing, relevant training for Board members on WIOA and industry trends.

Q4—Q8: (a) All Board members participate on a committee – Business Services or Career Services – to increase their deep knowledge of the work of the WDB.

(b) Board Chair, Executive Director, and WDB staff ensure Board members are aware of opportunities for their professional development – CWA conferences, workshops, webinars.

(c) Board initiatives focus on results that foster a sense of accomplishment and purpose for Board members.

(d) WDB staff administers a Board Member Satisfaction Survey to obtain feedback from the Board members.

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

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

#### Quarterly Timeline:

- Q1: Committee identifies current marketing strategies and gaps to address.

- Q2: Identify budgetary needs to support the development of the PR campaign; conduct outreach to workforce stakeholders to refine messaging.

- Q3: Develop a 'speakers bureau' of WDB members and a standardized presentation to deliver across community events and organizations.
- Q4–Q5: Launch outreach to schools, veterans' organizations, and CBOs; increase participation in job and resource fairs.
- Q6: Initiate outreach to local media outlets to secure workforce-related coverage and increase public visibility.
- Q7–Q8: Expand marketing reach through digital billboards, school marquees, and other community platforms. Measure success by increases in partnerships, programs, and funding.

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

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

Quarterly Timeline:

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

## Goal 5: Develop Funding Strategy

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

***(Q3 through Q8)***

Quarterly Timeline:

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

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

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

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

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

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

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

- iv. Create communication and marketing strategy with a consistent narrative showing donor impact, including developing a Marketing Calendar to engage donors.
- (b) Prior to the October 2026 Board Retreat, WDB staff will schedule a meeting of the CCRWP members and WDB staff to assist the CCRWP to fully develop its fundraising strategy.
- (c) Provide a presentation to the Board on CCRWP's fundraising plan at the October 2026 Board Retreat.

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

- (b) WDB staff will assist CCRWP members to develop a purpose statement and implement their fundraising strategy, including working to build relationships for long-term donor retention.
- (c) WDB staff will assist CCRWP members during the remainder of Q5 through Q8 to monitor and evaluate fundraising performance against goals on a quarterly basis and adjust the fundraising plan as needed, based on performance data and/or external factors.

## Conclusion

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

## Quarterly Implementation Table

| Goal                                                                                           | Objective                                                                                                                                                       | Q1 Oct-Dec '25                                                                                                                               | Q2 Jan-Mar '26                                                                                             | Q3 Apr-Jun '26                                                                                                                       | Q4 Jul-Sep '26                                                                                              | Q5 Oct-Dec '26                                                                                                                    | Q6 Jan-Mar '27                                                                                             | Q7 Apr-Jun '27                                                                                             | Q8 Jul-Sep '27                                                                                                            |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed</b> | Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies accordingly.             | WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends. | Review WDB budget to explore hiring a consultant to conduct a market analysis.                             | Contract with a research firm to conduct the market analysis; initiate meetings with the Grower Shipper Association and Farm Bureau. | Research firm presents findings to WDB; outreach to the Monterey Hospitality Association initiated.         | Board will recruit representatives from key industries to serve on WDB; formal partnership established with Agriculture Industry. | Conduct focus group with top key industry identified in research.                                          | Generate list of job openings to prioritize.                                                               | Launch industry sector strategies. Operationalized and supported by partnerships in Agriculture and Hospitality sectors.  |
| <b>Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)</b>        | Strengthen board composition by recruiting employers from key industries, particularly in healthcare, to enhance strategic alignment and sector representation. | Identify 1–3 agriculture & Healthcare industry organizations and Association members as potential board members.                             | Develop a comprehensive Board Information Packet with high-level talking points and promotional materials. | Engage potential candidates through personalized outreach and emphasize the opportunity to influence workforce strategies.           | Continue nominations and new member orientations to ensure required WDB membership composition percentages. | Implement Board Member Retention Strategy and continue nominations and orientation of new board members as needed.                | Continue Implementing Board Member Retention Strategy and continue nominations and orientations as needed. | Continue implementing Board Member Retention Strategy and continue nominations and orientations as needed. | Review and Evaluate Success by appointment and retention data and continue Retention Strategy, nominations, orientations. |

|                                                                                                   |                                                                                                                                                                                               |                                                                                                                                  |                                                                                                                                   |                                                                                                                                      |                                                                                                                                                      |                                                                                                                                                                    |                                                                                                                                       |                                                                                                                                             |                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                   |                                                                                                                                                                                               |                                                                                                                                  | Engage and nominate candidates and provide orientations to new WDB members.                                                       | Continue nominating and orienting new members.                                                                                       |                                                                                                                                                      |                                                                                                                                                                    |                                                                                                                                       |                                                                                                                                             |                                                                                                                                                                            |
| <b>Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity</b>                | Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB's role and accomplishments.                                    | Committee identifies current marketing strategies and gaps to address.                                                           | Identify budgetary needs to support PR campaign; conduct outreach to workforce stakeholders to refine messaging.                  | Develop a "speakers bureau" of WDB members and standardized presentation for community outreach.                                     | Launch outreach to schools, veterans' organizations, and CBOs; increase participation in job/resource fairs.                                         | Continue community outreach and evaluate campaign performance.                                                                                                     | Initiate outreach to local media outlets for workforce-related coverage.                                                              | Expand marketing reach through digital billboards, school marquees, and community platforms.                                                | Measure success by increases in partnerships, programs, and funding.                                                                                                       |
| <b>Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)</b> | Build sustainable career pathways and certified apprenticeship programs in high-demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and economic development initiatives. | Invite County Economic Development to present SEDS plan to WDB.<br><br>Initiate engagement with United Way Childcare Initiative. | Contract research firm for market analysis on industry growth and workforce needs.<br><br>Review findings to identify high demand | Develop capacity around certified apprenticeship intermediary work.<br><br>Research best practices from other WDBs on PLAs and CBAs. | Engage County and Cities on PLA/CBA opportunities.<br><br>Meet with local colleges, K-12 institutions, and training providers to align CTE programs. | Continue engagement with education and industry partners.<br><br>Plan for pilot certified apprenticeship program in one key industry. Secure funding and resources | Develop WDB-led certified apprenticeship programs with employer partners.<br><br>Implement mentorship and career coaching components. | Launch certified apprenticeship program within the first industry.<br><br>Monitor participation, employer engagement, and trainee progress. | Operationalize career pathways across growth industries with education and industry partners.<br><br>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.<br><br>Begin mapping current educational & certified apprenticeship programs. | Identify target employers for certified apprenticeship and training programs.                                                                                                                          | Draft initial certified apprenticeship and pipeline program structure.                                                                                 | for program launch.                                                                                                                                              | Evaluate program readiness for launch.                             | Adjust program based on early feedback.                            |                                                                    |
| <b>Goal 5: Develop Funding Strategy</b> | Support the Central Coast Regional Workforce Partnership to develop and implement a successful and sustainable fundraising strategy. |                                                                 |                                                                                                                             | Develop a <i>purpose</i> for the CCRWP, including a strategic plan.<br><br>Identify funding strategies and priorities and align goals with Strategic Plan.<br><br>Recruit 3 non-WDB members for CCRWP. | Engage stakeholders and implement CCRWP's Strategic Plan.<br><br>Schedule a CCRWP meeting to develop fundraising strategy to present at Board Retreat. | Staff to assist CCRWP to develop purpose statement and implement fundraising strategy.<br><br>Evaluate the Strategic Plan and fundraising actuals against goals. | Evaluate the Strategic Plan and fundraising actuals against goals. | Evaluate the Strategic Plan and fundraising actuals against goals. | Evaluate the Strategic Plan and fundraising actuals against goals. |

## Board Recommendations

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

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

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

#### Recommendations:

1. **Establish Industry Sector Committees:** Form sector-specific advisory groups (e.g., Healthcare, Advanced Manufacturing, Ag Tech, and Green Jobs) consisting of employers, education partners, and workforce staff to provide quarterly input on emerging skills needs.
2. **Conduct Comprehensive Labor Market Analysis:** Partner with regional economic development organizations and utilize existing sources to analyze in-demand occupations, skill gaps, and wage trends to guide training investments.
3. **Develop Sector Playbooks:** Create concise strategy documents for each sector that outline employer needs, existing training resources, and recommended investments or policy actions.
4. **Integrate Sector Focus into Business Services:** Align the Business Services team to support sector priorities and tailor employer engagement to industry clusters rather than general outreach.
5. **Establish Performance Metrics:** Track metrics such as number of employers engaged, training enrollments aligned with sector needs, and job placements within targeted industries.

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

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

#### Recommendations:

1. **Conduct Board Composition Analysis:** Assess current membership to identify gaps in industry representation, especially in healthcare, green tech, and advanced manufacturing.

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

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

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

#### **Recommendations:**

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

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

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

### Recommendations:

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

### Goal 5: Develop Funding Strategy

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

### Recommendations:

1. **Develop a Purpose and Strategic Plan for the CCRWP:** Work with staff to identify funding strategies, priorities, and goals to align with MCWDB Strategic Plan.
2. **Recruit a Minimum of Three Non-WDB CCRWP members:** CCRWP board members cannot also be WDB members based on the potential for conflict of interest.
3. **Engage Stakeholders and Implement CCRWP Strategic Plan:** Schedule a CCRWP meeting to develop fundraising strategy to be presented at Board Retreat.
4. **Develop a Purpose Statement and Implement Fundraising Strategy:** Work with staff to schedule a meeting for the CCRWP to implement its fundraising strategy with an emphasis on building long-term relationships with funders.

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

## Implementation Oversight

### Board Role:

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

### 1. Establish Board Committees

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

### 2. Define Roles and Responsibilities

- **Board Chair:** Leads overall strategic direction, approves committee actions, and ensures alignment with the WDB mission.
- **Committee Chairs:** Lead committees, schedule meetings, report progress to full board, and drive decision-making.
- **Industry Representatives:** Provide sector-specific insights, identify workforce needs, and facilitate employer partnerships.
- **Education Representatives:** Advise on program alignment with curriculum and training programs, support certified apprenticeship structure.
- **Community Representatives:** Help with public relations, outreach, and identifying community resources to support pipelines.

### 3. Implement a Structured Meeting Cadence

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

### 4. Set Clear Goals, Metrics, and Accountability

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

### 5. Use Project Management Tools

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

### 6. Foster Collaboration and Communication

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

### 7. Leverage External Resources

- Bring in subject matter experts (industry, certified apprenticeship programs, education) for board education sessions.
- Hire consultants for market analysis or program design when needed.

- Partners with workforce organizations, local chambers, and community-based organizations to expand reach and resources.

## **8. Plan for Sustainability**

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

| Monterey County Workforce Development Board 2026-28 Strategic Plan Year 1 Outcomes                             |                                                                                                                                                                 |                                                                                                                                              |                                                                                                                                                                                        |                                                                                                                                                                           |                                                                                                             |
|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Goal                                                                                                           | Objective                                                                                                                                                       | Q1 Oct-Dec '25                                                                                                                               | Q2 Jan-Mar '26                                                                                                                                                                         | Q3 Apr-Jun '26                                                                                                                                                            | Q4 Jul-Sep '26                                                                                              |
| <b>Goal 1: Develop Sector Strategies to Ensure Industry Demand is Understood and Addressed</b>                 | Strengthen engagement with key industries to identify workforce needs and align training, recruitment, and service delivery strategies.                         | WDB and Business Services begin outreach to key industries, inviting participation in meetings to discuss occupational shortages and trends. | Review WDB budget to explore hiring a consultant to conduct a market analysis.                                                                                                         | Contract with a research firm to conduct the market analysis; initiate meetings with the Grower Shipper Association and Farm Bureau.                                      | Research firm presents findings to WDB; outreach to the Monterey County Hospitality Association initiated.  |
| <b>Responsible Board Members:</b><br>Erik Cushman<br>Isaiah Madrigal<br><br><b>Goal 1, First-Year Outcomes</b> |                                                                                                                                                                 |                                                                                                                                              |                                                                                                                                                                                        |                                                                                                                                                                           |                                                                                                             |
| <b>Goal 2: Add Industry Employers to the Board (Healthcare Representation Emphasis)</b>                        | Strengthen board composition by recruiting employers from key industries, particularly in healthcare, to enhance strategic alignment and sector representation. | Identify 1–3 agriculture & Healthcare industry organizations and Association members as potential board members.                             | Develop a comprehensive Board Information Packet with high-level talking points and promotional materials. Engage and nominate candidates and provide orientations to new WDB members. | Engage potential candidates through personalized outreach and emphasize the opportunity to influence workforce strategies. Continue nominating and orienting new members. | Continue nominations and new member orientations to ensure required WDB membership composition percentages. |
| <b>Responsible Board Members:</b><br>Eric Henry<br>Kimberly Schnader<br><br><b>Goal 2, First-Year Outcomes</b> |                                                                                                                                                                 |                                                                                                                                              |                                                                                                                                                                                        |                                                                                                                                                                           |                                                                                                             |

|                                                                                                                  |                                                                                                                                                                                               |                                                                                                                                                                                           |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                             |                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Goal 3: Create a Public Relations Campaign to Strengthen WDB Brand Identity</b>                               | Develop and implement a strategic public relations campaign to increase visibility, community engagement, and awareness of WDB's role and impact.                                             | 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.                                                                                                                        |
| <b>Responsible Board Members:</b><br>Erik Cushman<br>Kimberly Schnader<br><br><b>Goal 3, First-Year Outcomes</b> |                                                                                                                                                                                               |                                                                                                                                                                                           |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                             |                                                                                                                                                                                                                                     |
| <b>Goal 4: Advance and Develop Career Pipelines in Key Industries (Ag Tech, DART, Green Jobs)</b>                | Build sustainable career pathways and certified apprenticeship programs in high-demand Ag-Tech, DART and Green Jobs leveraging educational partnerships and economic development initiatives. | Invite County Economic Development to present SEDS plan to WDB. Initiate engagement with United Way Childcare Initiative. Identify key growth industries and potential partner employers. | Contract research firm for market analysis on industry growth and workforce needs. Review findings to identify high demand occupations in Ag Tech, DART, and Green Jobs. Begin mapping current educational & certified apprenticeship programs. | Develop capacity around certified apprenticeship intermediary work. Research best practices from other WDBs on PLAs and CBAs. Identify target employers for certified apprenticeship and training programs. | Engage County and Cities on opportunities to institute PLAs/CBAs. Meet with local colleges, K-12 institutions, and training providers to align CTE programs. Draft initial certified apprenticeship and pipeline program structure. |
| <b>Responsible Board Members:</b><br>Josh Metz<br>Omar Perez-Sandoval<br><br><b>Goal 4, First-Year Outcomes</b>  |                                                                                                                                                                                               |                                                                                                                                                                                           |                                                                                                                                                                                                                                                 |                                                                                                                                                                                                             |                                                                                                                                                                                                                                     |

|                                                                                                                         |                                                                                                                                      |  |  |                                                                                                                                                                                                |                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Goal 5: Develop Funding Strategy</b>                                                                                 | Support the Central Coast Regional Workforce Partnership to develop and implement a successful and sustainable fundraising strategy. |  |  | Develop a <i>purpose</i> for the CCRWP, including a strategic plan.<br>Identify funding strategies and priorities and align goals with Strategic Plan.<br>Recruit 3 non-WDB members for CCRWP. | Engage stakeholders and implement CCRWP's strategic plan.<br>Schedule a CCRWP meeting to develop fundraising strategy to present at Board Retreat. |
| <b>Responsible Staff Members:</b><br>Christopher Donnelly<br>Elizabeth Kaylor<br><br><b>Goal 5, First-Year Outcomes</b> |                                                                                                                                      |  |  |                                                                                                                                                                                                |                                                                                                                                                    |

### **Update on 2026 Community Builders Awards (CBA)**

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

# **WANT TO MAKE A DIFFERENCE?**

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

## **7th Annual Community Builders Awards Ceremony**

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

**BRONZE**

**\$250**

**Organization's Name in  
Program**

**SILVER**

**\$500**

**Organization's Logo in  
Program**

**GOLD**

**\$750**

**Organization's Logo in  
Program and Website**

**PLATINUM**

**\$1,000**

**Special Feature in Monthly  
Newsletter**

**SPONSORSHIP SUBMISSION DEADLINE  
NOVEMBER 25, 2026**



## 7<sup>th</sup> Annual Community Builders Awards Ceremony Sponsorship Selection Form

**Event Date** – December 9, 2026

**Event Time** – 11:30am-1:30pm

**Event Location** – Monterey County Works Center  
344 Salinas Street, 2<sup>nd</sup> Floor  
Salinas, CA 93901

### SPONSOR INFORMATION

**Name:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Organization:** \_\_\_\_\_

**Phone 1:** \_\_\_\_\_ **Phone 2:** \_\_\_\_\_

### SPONSORSHIP INFORMATION

#### Sponsorship Level:

- |                                                                                   |                |
|-----------------------------------------------------------------------------------|----------------|
| <input type="checkbox"/> <b>Bronze</b> – Organization's Name in Program           | <b>\$250</b>   |
| <input type="checkbox"/> <b>Silver</b> – Organization's Logo in Program           | <b>\$500</b>   |
| <input type="checkbox"/> <b>Gold</b> – Organization's Logo in Program and Website | <b>\$750</b>   |
| <input type="checkbox"/> <b>Platinum</b> – Special Feature in Monthly Newsletter  | <b>\$1,000</b> |
| <input type="checkbox"/> <b>Other</b> – _____                                     |                |

### PAYMENT INSTRUCTIONS

*Please make check payable to:*

ATTN: Vanessa Kor

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

344 Salinas Street, Suite 101

Salinas, CA 93901

### SPONSORSHIP SUBMISSION DEADLINE

**Wednesday, November 25, 2026**

## **Update on Training and WIOA Adult, Dislocated Worker, and Youth Program Performance**

Management Analyst Vanessa Kor will provide an update on performance in the areas below, followed by commentary from the Project Directors.

### **A. Trainings**

1. Eligible Training Provider List (ETPL)
2. On-the-Job Training (OJT)
3. Non-WIOA Grants

### **B. Adult / Dislocated Worker Programs**

1. New Enrollments
2. Placed in Occupational Skills Training (OST) or OJT / Transitional Job (TJ)
3. Achieved Measurable Skills Gain (MSG) in OST or OJT / TJ
4. Completed OST
5. Completed OST w/ MSG + Credential
6. Completed OJT / TJ
7. Placed in Employment Post-OST Completion in Area of Training
8. Placed in Employment in Priority Industry Sector w/o OST
9. PY 25-26 Carryover
10. PY 25-26 Carryover Placed in Employment in Priority Industry Sector through Q1

### **C. Youth Program**

1. New Enrollments
2. Placed in Paid Work Experience (WEX) or On-the-Job Training (OJT)
3. Completed WEX / OJT or Placed in Employment Prior to Completion
4. Placed in Occupational Skills Training (OST)
5. Completed OST w/ MSG + Credential
6. Placed in Employment in Priority Industry Sector (Mainstream)
7. Placed in Employment in Priority Industry Sector (Cadre)
8. PY 25-26 Carryover Placed in Employment in Priority Industry Sector through Q1

## Training Performance Overview PY 25-26

Reporting Period: July 1, 2025 - September 30, 2026

### Eligible Training Provider List (ETPL)

| Training Provider                              | # Enrolled | # Completed | # Attained Credential | % Completed + Attained Credential | # In Progress | # Failed to Complete | Total Amount Allocated | # Entered Employment | # Entered Employment in Area of Training | Average Hourly Wage |
|------------------------------------------------|------------|-------------|-----------------------|-----------------------------------|---------------|----------------------|------------------------|----------------------|------------------------------------------|---------------------|
| <b>Central Coast College</b>                   |            |             |                       |                                   |               |                      |                        |                      |                                          |                     |
| Nursing Assistant                              | 16         | 12          | 11                    | 68.75%                            | 1             | 3                    | \$51,595.46            | 5                    | 5                                        | \$21.92             |
| <b>Coastal Trucking Institute, LLC</b>         |            |             |                       |                                   |               |                      |                        |                      |                                          |                     |
| Class A Truck Driver                           | 21         | 15          | 15                    | 71.43%                            | 5             | 1                    | \$162,092.50           | 10                   | 10                                       | \$23.57             |
| <b>Lake Tahoe Community College</b>            |            |             |                       |                                   |               |                      |                        |                      |                                          |                     |
| Career Ownership, Performance, and Advancement | 29         | 29          | 23                    | 79.31%                            | 0             | 0                    | \$29,435.00            | 0                    | 0                                        | N/A                 |
| <b>Truck Driver Institute</b>                  |            |             |                       |                                   |               |                      |                        |                      |                                          |                     |
| Class A Truck Driver                           | 2          | 2           | 2                     | 100.00%                           | 0             | 0                    | \$15,040.00            | 1                    | 1                                        | \$26.25             |
| Semi-Tractor Trailer Driver                    | 1          | 1           | 1                     | 100.00%                           | 0             | 0                    | \$7,520.00             | 0                    | 0                                        | N/A                 |
|                                                | <b>69</b>  | <b>59</b>   | <b>52</b>             | <b>75.36%</b>                     | <b>6</b>      | <b>4</b>             | <b>\$265,682.96</b>    | <b>16</b>            | <b>16</b>                                | <b>\$23.91</b>      |

### On-the-Job Training (OJT)

| Training Provider             | # Enrolled | # Completed | % Completed   | # In Progress | # Failed to Complete | Total Amount Allocated |
|-------------------------------|------------|-------------|---------------|---------------|----------------------|------------------------|
| Carlos Perez Insurance Agency | 1          | 0           | 0.00%         | 1             | 0                    | \$1,856.07             |
| Century 21                    | 1          | 0           | 0.00%         | 0             | 1                    | \$2,700.00             |
| Gomez Insurance Agency Inc    | 1          | 1           | 100.00%       | 0             | 0                    | \$5,690.16             |
| Joby Aviation                 | 41         | 15          | 36.59%        | 23            | 3                    | \$372,351.26           |
| Quality Print and Copy LLC    | 1          | 0           | 0.00%         | 1             | 0                    | \$5,000.00             |
| Ryken Building                | 2          | 0           | 0.00%         | 2             | 0                    | \$16,000.00            |
| Sand Dollar Inn               | 1          | 0           | 0             | 0             | 1                    | \$8,000.00             |
|                               | <b>48</b>  | <b>16</b>   | <b>33.33%</b> | <b>27</b>     | <b>5</b>             | <b>\$411,597.49</b>    |

### Non-WIOA Grants

| Training Program                      | # Enrolled | # Completed | % Completed   | # In Progress | # Failed to Complete | Total Amount Allocated |
|---------------------------------------|------------|-------------|---------------|---------------|----------------------|------------------------|
| Community Health Worker (CHW)         | 76         | 68          | 89.47%        | 0             | 8                    | \$259,134.35           |
| High Road Construction Careers (HRCC) | 42         | 42          | 100.00%       | 0             | 0                    | \$579,715.66           |
|                                       | <b>118</b> | <b>110</b>  | <b>93.22%</b> | <b>0</b>      | <b>8</b>             | <b>\$838,850.01</b>    |

**MCWDB WIOA Performance Overview**  
**Title I - Adult Program**  
**PY 26-27**

Reporting Period: July 1, 2026 - September 30, 2026

|    | <b>ADULT PROGRAM</b>                                                                              | <b>Current Total</b> | <b>PY 26-27 Goal</b> | <b>% of Goal</b> |
|----|---------------------------------------------------------------------------------------------------|----------------------|----------------------|------------------|
| 1  | <b>New Enrollments</b>                                                                            | <b>55</b>            | <b>337</b>           | <b>16%</b>       |
| 2  | Placed in Occupational Skills Training (OST) or On-the-Job Training (OJT) / Transitional Job (TJ) | 25                   | ---                  | ---              |
|    | OST                                                                                               | 14                   | ---                  | ---              |
|    | OJT / TJ                                                                                          | 11                   | ---                  | ---              |
| 3  | <b>Achieved Measurable Skills Gain (MSG) in OST or OJT / TJ<sup>1</sup></b>                       | <b>17</b>            | <b>25</b>            | <b>68%</b>       |
| 4  | Completed OST                                                                                     | 3                    | ---                  | ---              |
| 5  | <b>Completed OST w/ MSG + Credential<sup>2</sup></b>                                              | <b>3</b>             | <b>11</b>            | <b>27%</b>       |
| 6  | <b>Completed OJT / TJ<sup>3</sup></b>                                                             | <b>0</b>             | <b>10</b>            | <b>0%</b>        |
| 7  | <b>Placed in Employment Post-OST Completion in Area of Training<sup>4</sup></b>                   | <b>4</b>             | <b>3</b>             | <b>157%</b>      |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 0                    |                      |                  |
|    | Transportation / Logistics                                                                        | 4                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 0                    |                      |                  |
| 8  | <b>Placed in Employment in Priority Industry Sector w/o OST<sup>5</sup></b>                       | <b>0</b>             | <b>23</b>            | <b>0%</b>        |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 0                    |                      |                  |
|    | Transportation / Logistics                                                                        | 0                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 0                    |                      |                  |
| 9  | PY 25-26 Carryover                                                                                | 168                  | ---                  | ---              |
| 10 | <b>PY 25-26 Carryover Placed in Employment in Priority Industry Sector through Q1<sup>6</sup></b> | <b>7</b>             | <b>134</b>           | <b>5%</b>        |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 3                    |                      |                  |
|    | Transportation / Logistics                                                                        | 4                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 6                    |                      |                  |

<sup>1</sup> 100% of participants placed in OST and OJT / TJ.

<sup>2</sup> 80% of participants placed in OST.

<sup>3</sup> 90% of participants placed in OJT / TJ.

<sup>4</sup> 85% of participants who complete OST.

<sup>5</sup> 77% of participants not placed in training.

<sup>6</sup> 80% of carryover.

**MCWDB WIOA Performance Overview**  
**Title I - Dislocated Worker Program**  
**PY 26-27**

Reporting Period: July 1, 2026 - September 30, 2026

|    | <b>DISLOCATED WORKER PROGRAM</b>                                                                  | <b>Current Total</b> | <b>PY 26-27 Goal</b> | <b>% of Goal</b> |
|----|---------------------------------------------------------------------------------------------------|----------------------|----------------------|------------------|
| 1  | <b>New Enrollments</b>                                                                            | <b>16</b>            | <b>75</b>            | <b>21%</b>       |
| 2  | Placed in Occupational Skills Training (OST) or On-the-Job Training (OJT) / Transitional Job (TJ) | 5                    | ---                  | ---              |
|    | OST                                                                                               | 4                    | ---                  | ---              |
|    | OJT / TJ                                                                                          | 1                    | ---                  | ---              |
| 3  | <b>Achieved Measurable Skills Gain (MSG) in OST or OJT / TJ<sup>1</sup></b>                       | <b>1</b>             | <b>5</b>             | <b>20%</b>       |
| 4  | Completed OST                                                                                     | 1                    | ---                  | ---              |
| 5  | <b>Completed OST w/ MSG + Credential<sup>2</sup></b>                                              | <b>1</b>             | <b>3</b>             | <b>31%</b>       |
| 6  | <b>Completed OJT / TJ<sup>3</sup></b>                                                             | <b>0</b>             | <b>1</b>             | <b>0%</b>        |
| 7  | <b>Placed in Employment Post-OST Completion in Area of Training<sup>4</sup></b>                   | <b>0</b>             | <b>1</b>             | <b>0%</b>        |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 0                    |                      |                  |
|    | Transportation / Logistics                                                                        | 0                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 0                    |                      |                  |
| 8  | <b>Placed in Employment in Priority Industry Sector w/o OST<sup>5</sup></b>                       | <b>0</b>             | <b>9</b>             | <b>0%</b>        |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 0                    |                      |                  |
|    | Transportation / Logistics                                                                        | 0                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 0                    |                      |                  |
| 9  | PY 25-26 Carryover                                                                                | 31                   | ---                  | ---              |
| 10 | <b>PY 25-26 Carryover Placed in Employment in Priority Industry Sector through Q1<sup>6</sup></b> | <b>0</b>             | <b>26</b>            | <b>0%</b>        |
|    | Advanced Manufacturing                                                                            | 0                    |                      |                  |
|    | Agriculture                                                                                       | 0                    |                      |                  |
|    | Construction                                                                                      | 0                    |                      |                  |
|    | Fire (Finance, Insurance, Real Estate)                                                            | 0                    |                      |                  |
|    | Healthcare / Social Assistance                                                                    | 0                    |                      |                  |
|    | Hospitality / Tourism                                                                             | 0                    |                      |                  |
|    | Transportation / Logistics                                                                        | 0                    |                      |                  |
|    | Non-Priority Industry Sector                                                                      | 4                    | ---                  | ---              |

<sup>1</sup> 100% of participants placed in OST and OJT / TJ.

<sup>2</sup> 80% of participants placed in OST.

<sup>3</sup> 90% of participants placed in OJT / TJ.

<sup>4</sup> 85% of participants who complete OST.

<sup>5</sup> 79% of participants not placed in training.

<sup>6</sup> 85% of carryover.

**MCWDB WIOA Performance Overview**  
**Title I - Youth Program**  
**July 1, 2026 - December 31, 2026**

Reporting Period: July 1, 2026 - September 30, 2026

|   | <b>YOUTH PROGRAM</b>                                                                  | <b>Running Total</b> | <b>Overall Goal</b> | <b>% of Goal</b> |
|---|---------------------------------------------------------------------------------------|----------------------|---------------------|------------------|
| 1 | <b>New Enrollments</b>                                                                | 50                   | ---                 | ---              |
|   | <b>Mainstream</b>                                                                     | <b>4</b>             | <b>40</b>           | <b>10%</b>       |
|   | Cadre                                                                                 | 0                    | ---                 | ---              |
|   | CFA Green Cadre                                                                       | 46                   | ---                 | ---              |
| 2 | <b>Placed in Paid Work Experience (WEX) or On-the-Job Training (OJT)</b>              | 46                   | ---                 | ---              |
|   | <b>Mainstream</b>                                                                     | <b>0</b>             | <b>27</b>           | <b>0%</b>        |
|   | Cadre                                                                                 | 0                    | ---                 | ---              |
|   | CFA Green Cadre                                                                       | 46                   | ---                 | ---              |
| 3 | <b>Completed WEX / OJT or Placed in Employment Prior to Completion</b>                | 0                    | ---                 | ---              |
|   | <b>Mainstream</b>                                                                     | <b>0</b>             | <b>23</b>           | <b>0%</b>        |
|   | Cadre                                                                                 | 0                    | ---                 | ---              |
|   | CFA Green Cadre                                                                       | 0                    | ---                 | ---              |
| 4 | <b>Placed in Occupational Skills Training (OST)</b>                                   | 0                    | ---                 | ---              |
|   | <b>Mainstream</b>                                                                     | <b>0</b>             | <b>8</b>            | <b>0%</b>        |
|   | Cadre                                                                                 | 0                    | ---                 | ---              |
| 5 | <b>Completed OST w/ MSG + Credential</b>                                              | 2                    | ---                 | ---              |
|   | <b>Mainstream</b>                                                                     | <b>2</b>             | <b>6</b>            | <b>33%</b>       |
|   | Cadre                                                                                 | 0                    | ---                 | ---              |
| 6 | <b>Placed in Employment in Priority Industry Sector or CBO (Mainstream)</b>           | <b>0</b>             | <b>27</b>           | <b>0%</b>        |
|   | Advanced Manufacturing                                                                | 0                    |                     |                  |
|   | Agriculture                                                                           | 0                    |                     |                  |
|   | Construction                                                                          | 0                    |                     |                  |
|   | Fire (Finance, Insurance, Real Estate)                                                | 0                    |                     |                  |
|   | Healthcare / Social Assistance                                                        | 0                    |                     |                  |
|   | Hospitality / Tourism                                                                 | 0                    |                     |                  |
|   | Transportation / Logistics                                                            | 0                    |                     |                  |
|   | Non-Priority Industry Sector                                                          | 0                    |                     |                  |
| 7 | <b>Placed in Employment in Priority Industry Sector or CBO (Cadre)</b>                | 0                    | ---                 | ---              |
|   | Advanced Manufacturing                                                                | 0                    |                     |                  |
|   | Agriculture                                                                           | 0                    |                     |                  |
|   | Construction                                                                          | 0                    |                     |                  |
|   | Fire (Finance, Insurance, Real Estate)                                                | 0                    |                     |                  |
|   | Healthcare / Social Assistance                                                        | 0                    |                     |                  |
|   | Hospitality / Tourism                                                                 | 0                    |                     |                  |
|   | Transportation / Logistics                                                            | 0                    |                     |                  |
|   | Non-Priority Industry Sector                                                          | 0                    |                     |                  |
| 8 | <b>PY 25-26 Carryover Placed in Employment in Priority Industry Sector through Q1</b> | <b>1</b>             | <b>18</b>           | <b>6%</b>        |
|   | Advanced Manufacturing                                                                | 0                    |                     |                  |
|   | Agriculture                                                                           | 0                    |                     |                  |
|   | Construction                                                                          | 0                    |                     |                  |
|   | Fire (Finance, Insurance, Real Estate)                                                | 1                    |                     |                  |
|   | Healthcare / Social Assistance                                                        | 0                    |                     |                  |
|   | Hospitality / Tourism                                                                 | 0                    |                     |                  |
|   | Transportation / Logistics                                                            | 0                    |                     |                  |
|   | Non-Priority Industry Sector                                                          | 1                    |                     |                  |

## Update on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth Programs

### **Adult and Dislocated Worker Program**

#### **Community Outreach and Enrollment Growth**

The Adult and Dislocated Worker programs are expanding outreach throughout Monterey County to increase enrollment and connect residents with supportive services, training, and employment opportunities. Presentations are scheduled at adult schools in Salinas, Monterey, Gonzales, and Pacific Grove. Staff will also participate in Monterey Peninsula College's Family STEM Day in November and local job fairs to increase program visibility and strengthen referral partnerships.

Recent job fairs have generated an increase in preapplications from individuals interested in program services. Staff are following up with prospective participants to guide them through eligibility and enrollment. Additional outreach will include community events, libraries, educational institutions, and meetings with agencies serving individuals who may benefit from career services.

Partner outreach will focus on coordinating referrals for shared clients and providing clear information about available training and employment opportunities. Examples of agencies and organizations targeted for outreach include the California Department of Rehabilitation, Employment Development Department, Housing Authority of the County of Monterey, Community Human Services, Interim, Inc., Hope Services, Veterans Transition Center of California, Hartnell College, and Monterey Peninsula College.

These efforts will support a stronger referral pipeline and increased enrollment during the second quarter, with regular follow-up to help individuals move from initial interest into program participation.

#### **Training Participation**

Among this year's newly enrolled participants, 29.8% of Adult participants and 29.4% of Dislocated Worker participants have started occupational skills training.

| <b>Training Pathway</b>               | <b>Adult Training Participants</b> | <b>Dislocated Worker Training Participants</b> |
|---------------------------------------|------------------------------------|------------------------------------------------|
| Certified Nursing Assistant           | 29.4%                              | 0.0%                                           |
| Medical Assistant                     | 35.3%                              | 20.0%                                          |
| Commercial Driver's License (Class A) | 29.4%                              | 60.0%                                          |
| Commercial Driver's License (Class B) | 5.9%                               | 20.0%                                          |

On-the-job training participation represents 19.3% of new Adult enrollments and 5.9% of new Dislocated Worker enrollments, supporting occupational skill development through employer-based training.

### **Participant Support and Performance Oversight**

Weekly staff meetings review enrollment progress, participant supportive service needs, training milestones, and progress toward employment. These reviews help staff identify barriers early, coordinate timely assistance, and maintain consistent participant follow-up. Staff accountability and ongoing case review remain priorities to support training completion, employment outcomes, and progress toward program performance goals.

### **First-Quarter Enrollment and Second-Quarter Goals**

| <b>Enrollment Measure</b>                | <b>Adult</b> | <b>Dislocated Worker</b> |
|------------------------------------------|--------------|--------------------------|
| First-quarter target                     | 25.0%        | 25.0%                    |
| First-quarter achieved                   | 16.9%        | 22.7%                    |
| First-quarter shortfall                  | 8.1%         | 2.3%                     |
| Enrollment targeted in second quarter    | 33.1%        | 27.3%                    |
| Cumulative goal by end of second quarter | 50.0%        | 50.0%                    |

Expanded community outreach, follow-up on preapplications, and coordinated partner referrals will support increased enrollment. Weekly staff reviews will monitor progress toward recovering the first-quarter shortfalls and meeting second-quarter goals.

### **Youth Programs**

#### **CNA Program**

On October 5, 2026, six participants began the Certified Nursing Assistant (CNA) program at Central Coast College. This training provides participants with the opportunity to earn an industry-recognized credential while preparing for careers in the healthcare field.

#### **Green Cadre Program**

Also on October 5, 2026, 24 participants began in-house training for the Green Cadre program. Participants are receiving workforce development training while gaining hands-on experience through environmental projects, community service activities, career exploration, and professional skill development. Continued partnerships with the City of Monterey, California State Parks, and The Food Bank for Monterey County help support the success and continued growth of the Green Cadre program.

#### **Impact Cadre Program**

Enrollment is currently underway for the Impact Cadre Program, a collaborative partnership between the Monterey County Workforce Development Board (MCWDB), Resource Conservation District of Monterey County (RCDMC), Second Harvest Food Bank, and the National Center for Appropriate Technology (NCAT).

NCAT brings expertise in sustainable agriculture, climate action, and strategies that support the long-term sustainability and resilience of agricultural lands. Through this partnership, participants will gain hands-on experience addressing community and environmental needs while contributing to meaningful projects during a three-month service period. Participants will have the opportunity to see the direct impact of their work during their time assigned to the worksite.

### **MCWDB Youth Program Assists Pajaro River Flood Management Agency**

As an additional work-based learning opportunity, the Youth Program will partner with the Pajaro River Flood Management Agency to provide participants with hands-on work experience focused on levee maintenance and area restoration efforts, beginning with winter storm preparedness activities. Initial work assignments will focus on proactive storm preparation, including filling sandbags and assisting with other activities designed to enhance community safety during the rainy season.

## **Updates on Executive Committee Members' Workforce and Business Activities**

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