SPECIAL EXECUTIVE COMMITTEE MEETING AGENDA PACKET

Thursday, November 5, 2026
10:30 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. 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.

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

344 Salinas Street, Suite 101
Salinas, CA 93901

(831) 796-3331
Monterey County Works |

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

Thursday, November 5, 2026
10:30 a.m. to 12:30 p.m.

AGENDA

CALL TO ORDER/ROLL CALL: **CHANGES TO AGENDA:** **PUBLIC COMMENT:** *(Limited to 2 minutes per person)*	Erik Cushman, *Chair*
CONSENT CALENDAR:	Erik Cushman
1. **ACTION:** Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) Special Executive Committee meeting on October 28, 2026.	Erik Cushman
DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:	Erik Cushman
1. **ACTION:** Consider and approve the Request for Proposals (RFP) #10998 Evaluation Committee's selection of two (2) Contractors – Arbor E&T, dba Equus Workforce Solutions and KRA Corporation – to provide Workforce Innovation and Opportunity Act (WIOA) Youth case management services in Monterey County, with each Contractor to receive an amount not to exceed $350,000 for the period from January 1, 2027, through June 30, 2027.	Chris Donnelly
2. The Executive Committee will identify upcoming workforce-related issues for discussion at the November 19, 2026, full Board meeting.	Erik Cushman
ANNOUNCEMENTS:	Erik Cushman
ADJOURNMENT	Erik Cushman
SUBCOMMITTEE MEETINGS: Executive: DECEMBER 17, 2026 — **WDB MEETING** NOVEMBER 19, 2026	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, October 28, 2026

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

Members Absent: Larry Hartman

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 9:05 a.m. A quorum was established.

Changes to Agenda: None

Director's Report: Executive Director Christopher Donnelly provided an update on Workforce Innovation and Opportunity Act (WIOA) Youth Services Request for Proposals (RFP) #10998.

CONSENT CALENDAR:

1. **Action:** Consider approval of minutes from the Monterey County Workforce Development Board (MCWDB) Executive Committee meeting on September 17, 2026.
   A motion was made by Cesar Lara to approve the minutes for the Executive Committee meeting on September 17, 2026, seconded by Kimberly Schnader. Motion passed.

Discussion or Review of Business Calendar Action Items:

1. **ACTION:** Consider approval of the proposed 2027 Executive Committee meeting calendar.
   A motion was made by Paula Calvetti and seconded by Cesar Lara to approve the proposed 2027 Executive Committee meeting calendar. All AYES. Motion passed.
2. Finance Manager Daisy Fernandez provided an update on the 2026-27 1st Quarter budget.
3. The Executive Director provided an update on the High Road℠ Construction Careers pre-apprenticeship program.
4. The Executive Director discussed the impact of AB 1534 on local workforce development boards.
5. The Executive Director discussed the potential receipt of grant funding from Kaiser Permanente and the City of King.
6. The Chair discussed the MCWDB Board Retreat scheduled for October 29, 2026, with the Committee and requested to reschedule the Retreat for a date to be determined in 2027, based on presenter and facilitator availability.
7. Management Analyst Vanessa Kor provided an update on the 2026 Community Builders Awards.
8. Management Analyst Vanessa Kor provided updates on Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs' and training providers' performance.
9. Equus Program Director Lucy Iracheta and Program Manager Michael Artalejo provided an update on the Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth programs.
10. Updates from committee members on their workforce and business activities were deferred to a subsequent meeting.

Adjournment: Chair Erik Cushman adjourned the meeting at approximately 10:55 a.m.

EXECUTIVE COMMITTEE: 11-5-26
AGENDA ITEM: 1

MEMORANDUM

TO: Workforce Development Board Executive Committee

FROM: Christopher Donnelly

SUBJECT: WIOA Youth RFP #10998 Selection Committee Recommendations

DATE: November 5, 2026

RECOMMENDATION:

It is recommended that the Monterey County Workforce Development Board (MCWDB) Executive Committee concurs with the Request for Proposals (RFP) #10998 Selection Committee recommendations to approve Arbor E&T, LLC, dba Equus Workforce Solutions, as the highest scoring proposer, and KRA Corporation, as the second-highest scorer, to provide WIOA Youth case management services in Monterey County for the period from January 1, 2027, through June 30, 2027, with each Contractor to receive an amount not to exceed $350,000, and with Equus, as the highest scoring proposer, to identify its preferred service area.

BACKGROUND:

The Workforce Innovation and Opportunity Act (WIOA) enacted a comprehensive youth employment program to serve eligible youth, ages 14 through 24, who face barriers to education, training, and employment. The MCWDB's WIOA youth program focuses primarily on out-of-school youth ages 18 through 24.

The 2026 Youth Workforce-Related Services RFP specified that the entity with the highest scoring proposal would provide services in its preferred location – North or South Monterey County – with the second-highest scoring proposer having the option of serving the remaining location.

DISCUSSION:

RFP Process:

- The WIOA Youth Services RFP was released August 6, 2026, with a submittal deadline of September 24, 2026;
- Responsive proposals were submitted by the following three organizations: KRA Corporation; Career Team, LLC; and Arbor E&T, LLC, doing business as Equus Workforce Solutions;
- The Selection Committee was composed of three impartial workforce development subject matter experts;

- WIOA Youth proposals were evaluated on five main criteria – Organizational Structure and Capacity, Experience and Demonstrated Ability, Program Design and Approach, Employer Engagement Plan and Strategies, and Budget – with 100 maximum points possible. Each section's allowable points were distributed across a scale, with higher scores based upon the level of specificity and detail provided relating to the responders' approaches and experience; and

- WIOA Youth proposals' financial sections were also evaluated by MCWDB's Finance Manager to ensure that the proposers have the fiscal capacity and financial integrity to provide services on behalf of the MCWDB.

RFP Selection Committee Recommendation

RFP #10830 WIOA Youth Services	Possible Points	KRA Corporation	Career Team, LLC	Equus Workforce Solutions
Reviewer #1	100	78	64	76
Reviewer #2	100	92	80	96
Reviewer #3	100	76	76	85
Average Scores	**100**	**82.00**	**73.33**	**85.67**

WIOA Youth RFP Scores by Section	Possible Points	KRA	Career Team	Equus
1. Organizational Structure and Capacity	20	17.33	16.33	17.33
2. Experience and Demonstrated Ability	25	20.33	19.67	20.67
3. Program Design and Approach	25	21.33	18.33	21.33
4. Employer Engagement Plan and Strategies	20	14.67	12.00	17.67
5. Budget	10	8.33	7.00	8.67
Total Scores	**100**	**82.00**	**73.33**	**85.67**

Based on the results of the RFP process, the Selection Committee recommends approval of Arbor E&T, dba Equus Workforce Solutions (Equus) and KRA Corporation to provide WIOA Youth services in North and South Monterey County for Program Year 2026-27.

Contractor Qualifications and Selection Panel Observations

The following information is based on a combination of proposal data and the Selection Committee's evaluation review, evaluation, and feedback.

- **Career Team, LLC** is a privately held, for-profit limited liability company that has operated continuously since 1996, with 30 years of experience delivering employment and training services in cost reimbursement environments. Operating WIOA Youth programs in seven states, including five across California, and managing over $50 million in workforce services annually, Career Team has stewarded more than $300 million in public workforce contracts over three decades.

Organizational Structure and Capacity
It was observed that the proposal provides an overview of the proposer's organizational structures with sufficient detail to address the RFP requirements; however, one evaluator noted that, while the proposal directly addresses the contract's compressed, 6-month delivery period and provided a total of 6.2 FTE for program implementation, there were inconsistencies relating to staffing in that, on the table on page 22, 4 career advisors would have a caseload of approximately 13 participants each, while the text on page 26 discusses 2 career advisors with caseloads of about 25 each. It should be noted that the budget provided funding for four career advisors.

Experience and Demonstrated Ability
Career Team demonstrates strong qualifications to deliver WIOA Youth services, with a model focused on out-of-school young adults ages 18-24 that has achieved federal performance outcomes exceeding Monterey's goals. The proposal offers a practical approach to developing paid, community-based service-learning projects in which projects are designed around verified community needs and aligned with employability skills, priority-sector occupations, measurable skill gains, and community impact. However, while intended Monterey partners and project concepts are identified, most local partnerships remain proposed rather than documented commitments.

Program Design and Approach
Career Team addresses the scope and WIOA-required elements, and demonstrates its familiarity with CalJOBS, California workforce directives, Employment Training Provider List (ETPL) training, and credential requirements. The proposal presents a WIOA-oriented youth workforce strategy with strong barrier-removal, work-based learning, and performance-management features. One evaluator noted that the Career Edge tool sounded interesting but added that there were no notable outcomes regarding the use of the tool.

Employer Engagement Plan and Strategies
The proposer plans to use labor market analysis tools and Workforce Development Board (WDB) sector data to identify entry-level occupations with advancement potential and incorporate employer input into career exploration, job placement, and curriculum development. The proposal cites existing relationships with three organizations that have a Monterey County presence, identifies additional target employers, and provides examples of prior employer partnerships and workforce programs. A detailed coordination plan with Monterey County WDB Business Services staff is provided, but no Letters of Support from local priority sector employers were provided with the proposal.

Budget
The majority of costs appear necessary and are aligned with the program design, staffing, work experience, compliance, and delivery infrastructure, but under the category of participant support, one evaluator noted that the $30,000 Career Edge tool charge needs stronger justification, explaining that the proposal calls for an annual proprietary site license while charging $30,000 for six months and claiming a $45,000 in-kind discount against a stated $150,000 annual price. It describes functionality and potential value, but does not provide a pricing basis, comparable-cost analysis, allocation methodology, or evidence that the full six-month license is necessary, given the proposed participant volume.

- **KRA Corporation** is a privately held corporation that has operated continuously for 45 years. Founded in 1981, KRA specializes in designing, implementing and managing workforce,

education, and human services programs across the United States, including WIOA Adult, Dislocated Worker, and Youth programs; One Stop Operator services; Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E&T) programs; and sector-based training and employer engagement initiatives.

Organizational Structure and Capacity

It was observed that the proposal provides a clear description of the organizational structure needed to carry out the program design. KRA's proposed systems cover recruitment, eligibility, assessments, ISS development, coaching, work experience, training, placements, reporting, and 12-month follow-up. The proposal provides funding for four full-time program staff and describes weekly dashboards, monthly performance and quality reviews, corporate audits, fiscal monitoring, timely CalJOBS entry, and rapid-response processes for performance, staffing, and spending issues. KRA also reports strong recent youth performance outcomes.

Experience and Demonstrated Ability

The proposal demonstrates significant experience with the target population and has geared the proposal to this demographic, with a focus on transitioning clients from foster care – a unique skill set. Overall, KRA presents a strong youth-workforce delivery model and substantial operational experience, with a proposed structure including the necessary program staff supported by corporate entities that provide other services compliant with WIOA. Performance controls are included in the proposal. KRA also provides recent WIOA performance results that are in line with Monterey's goals.

Program Design and Approach

KRA provides a comprehensive narrative that addresses the required services, with continuum examples provided in the proposal. The proposal demonstrates the capability to create engaging projects through its "Community Care" model and incorporates service learning into the Cadre and *Ready to Experience* pathways. The program flow chart clearly and accurately depicts a participant journey and communicates the added value of their approach, meriting a strong rating for comprehensiveness, WIOA alignment, strategies for youth with barriers, service-learning capability, and customer-flow design.

Employer Engagement Plan and Strategies

KRA presents a credible employer-engagement and youth-placement strategy, but its evidence of existing local Monterey employer relationships and formal industry-advisory involvement is limited. The proposal cites prior youth workforce programs in hospitality, construction, manufacturing, and other sectors, including pre-apprenticeships, on-the-job training (OJT), employer-based training, and placements. Employer input assists KRA to help shape work-readiness curriculum and provide relevant workshops, mock interviews, workplace simulations, and feedback to enhance participant success. The proposal demonstrates knowledge and success with previous youth programs implemented in other regions which were based on industry needs, labor market data, and collaboration with local agencies.

Budget

The budget is comprehensive, well structured, and aligned with the proposed youth services model, but some inconsistencies will need to be clarified. The proposed costs are largely necessary, reasonable, and aligned with the program design, but based on various inconsistencies (e.g., work-based learning/OJT, other training, supportive services, and assessments), the proposal needs a reconciled final budget matching the budget narrative.

- **Arbor E&T, LLC, dba Equus Workforce Solutions,** is a private for-profit LLC incorporated in 1968 that specializes in workforce development, human services, youth services, and employer engagement programs throughout 31 U.S. states and territories. Equus delivers WIOA Adult, Dislocated Worker, and Youth services, as well as TANF and SNAP E&T programs, vocational rehabilitation, and employer services programs. Equus has provided Youth services to MCWDB for the past 8 years.

  Organizational Structure and Capacity
  The proposal strongly communicates prior success and provides adequate information to demonstrate that it has organizational structures in place to efficiently fulfill the program design. Equus proposes five full-time staff to provide services. As the current WIOA Youth services provider, Equus cites familiarity with MCWDB, established local workforce-system relationships, and relevant scale and experience to deliver the program design. Equus also recognizes the need to strengthen its business practices and has implemented several operational improvements.

  Experience and Demonstrated Ability
  Equus' proposal demonstrates strong collaboration skills and active partnerships with entities in the local area and provides relevant experience serving the target youth population through workforce-development programs, including local delivery in Monterey County. Equus' experience is supported by established service infrastructure, workforce-system relationships, and specialized staff; however, recent performance gaps indicate that strong experience has not always translated into consistent outcomes.

  Program Design and Approach
  The program narrative is generally comprehensive and responsive to the requested Scope of Work, with detailed coverage of the required service, performance, employer-engagement, data, and follow-up components. The proposal presents a detailed, individualized approach for serving youth with barriers, though recent program performance gaps indicate that effectiveness should be monitored through outcomes as well as service design.

  Employer Engagement Plan and Strategies
  The proposal includes a detailed strategy for building and sustaining employer and partner relationships, and it aligns services with priority sectors. The proposal also commits to ongoing collaboration with education providers, public agencies, and community-based organizations, and describes how information and employer relationships are converted into work-based learning, OJT, internships, and placements. The proposal also clearly identified Equus' approaches to assist clients to access skills relating to the local priority sectors. Relevant letters of support are provided with the proposal, including letters from priority sector employers.

  Budget
  The costs are reasonable, allowable, necessary, and justified for the 6-month term and the stated operating model. Given the detailed line-item justifications, staffing for the model, standard fringe/indirect practices, and the clear separation of participant costs, the budget is supported, aligns with the proposed services and outcomes, and is consistent with WIOA standards.

NEXT STEPS:

If the MCWDB Executive Committee approves Equus Workforce Solutions and KRA Corporation to provide WIOA Youth case management services in Monterey County for the period from January 1, 2027, through June 30, 2027, the Executive Committee's recommendations will be forwarded to the full Board for consideration at its Special meeting on November 19, 2026.

The Executive Committee Will Identify Upcoming Workforce-Related Issues for Discussion at the November 19, 2026, Full Board Meeting

Chair Eric Cushman will lead a discussion with the Committee to determine which issues should be the focus of the upcoming Monterey County Workforce Development Board (MCWDB) meeting planned for November 19, 2026.