



**Monterey Bay**  
ECONOMIC PARTNERSHIP

**2019-2020  
Strategic Plan**

**January 10, 2019**

# Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Vision, Mission and Values</b>	<b>6</b>
<b>Goals</b>	<b>7</b>
<b>Inputs to Strategic Plan</b>	<b>9</b>
<b>Governance</b>	<b>10</b>
<b>Strategies</b>	<b>11</b>
1. Catalyze Change Through Focused Initiatives	11
Initiative #1: Workforce Development	11
Initiative #2: Tech Ecosystem	13
Initiative #3: Housing	14
Initiative #4: Transportation	14
Adding New Initiatives	16
Initiative Roadmap and Lifecycle	16
2. Use Data to Create Consensus and Inform Action	17
The “Go-To” Resource for Accurate Regional Data	17
Regional Dashboard and Data Trackers	17
3. Convene Local Leaders to Drive Progress on Critical Issues	18
Annual Conferences	18
Initiative Committee Meetings	18
4. Galvanizing Economic Development	18
California’s Manufacturing Network (CMTC)	19
Central Coast Marketing Team (CCMT)	19
Opportunity Zones	19
Drones and Unmanned Aerial Systems (UAS)	19
<b>Marketing</b>	<b>20</b>
Marketing Objectives	20
Build and Strengthen the MBEP Brand	20
Refine Messaging Tuned to Member Perspective	21
Increase Member Engagement	21
<b>Operations</b>	<b>21</b>
Staff	21
Financial Summary	22

## Executive Summary

### Background

Monterey Bay Economic Partnership (MBEP) is a regional nonprofit, membership organization consisting of public, private and civic entities located throughout the counties of Monterey, Santa Cruz and San Benito. MBEP was conceived out of a realization that our communities share similar industries, challenges and opportunities for learning, sharing and doing. MBEP provides regional solutions for regional needs.

Our board now consists of 21 members including leaders of industry, educational institutions, nonprofits and cities who are engaged in the fulfillment of our mission. As of December 2018 we have 80 members throughout the region in various industries and sectors. We are primarily funded through annual membership fees which are based on the member organization's size.

In 2018, we expanded our growth through additional grant funding including generous grants from the Morgan Family Foundation, the Monterey Peninsula Foundation and Community Foundation for Monterey County. These were restricted grants specifically allocated to our workforce development and housing initiatives.

At MBEP the three elements of our tagline capture the essence of what we do.

#### **LEAD:** *Convene people to find solutions*

Regional Economic Summits and State of the Region Conferences: 300-400 leaders from all sectors and all three counties attend to discuss regional issues, connect people who will take action, and create momentum towards the transformation of our region. MBEP represents the region through the California Stewardship Network, a statewide alliance of 15 diverse regional organizations committed to economic, environmental and social well-being of our regions and state.. We also convene quarterly initiative-focused meetings.

#### **IMPACT:** *Catalyze new regional resources*

MBEP created the Monterey Bay Housing Trust, an \$12M+ loan pool to dedicated to building more affordable housing in the region. We've been working closely with the Central Coast Broadband Consortium, cities and counties to bring ubiquitous high-speed broadband to the region. And we are increasing our efforts to galvanize economic development opportunities.

#### **THRIVE:** *Share best practices across the region*

We've launched the Monterey Bay Career Connect ([mbcareerconnect.org](http://mbcareerconnect.org)) program, which provides resources to help students plan for college and career in a multitude of ways. We manage the Monterey Bay Internships website, a regional resource to connect

students to employers to gain valuable hands-on training. In housing we are helping build the pipeline for affordable housing projects and expanding awareness and best practices around employer-sponsored housing, encouraging these projects as one piece of the solution to our housing problems. We are also setting new broadband standards for the region, which is serving as a model for other consortia throughout California.

### **Setting the Course**

This is the third version of the MBEP Strategic Plan. It is intended to revisit the following questions on an annual basis:

1. Where is MBEP going?
2. How will we know when we've gotten there?
3. What core values will guide us in making the right choices to get to that destination?
4. How do we decide on priorities and initiatives?

### **Goals**

This plan will enable us to focus on the right targets – to put the right resources behind the key areas in which we need to invest in order to achieve our mission and our goals. By prioritizing our efforts we are by default also choosing what we will NOT focus on — at least during the term of this Strategic Plan.

Success is defined by the Goals and KPIs (key performance indicators) laid out in this plan. Broader community endorsement of our efforts is another measure of success, though less tangible but nonetheless important.

The following are the four strategies we will pursue to fulfill our Mission:

### **Strategy #1: Catalyze Change Through Focused Initiatives**

Our current initiatives include Workforce Development, Building a Tech Ecosystem, Housing and Transportation. For the foreseeable future we will not plan to take on more initiatives, but rather expand the work in these four areas.

The following are priorities for each initiative in 2019:

- *Workforce Development:*
  - Continue to grow MBI user base and filled positions
  - Generate awareness and further expand use of Career Connect resources among high school students
  - Identify new partners/resources to bring to the region (e.g. JobTrain, GoBiz, etc.)
- *Housing:*
  - Increase number of affordable housing units through Monterey Bay Housing Trust loans
  - Continue to influence cities in their affordable housing expansion via the Action Center and advocacy efforts
  - Increase the number of employer sponsored housing developments

- *Tech Ecosystem:*
  - Focus on proliferation of broadband based on the newly established regional standard of 100 Mbps download/20 Mbps upload
  - Influence cities to make infrastructure spending decisions to encourage broadband coverage
  - Assist in garnering grant funding from state and federal sources to build out middle and last mile infrastructure in the region
- *Transportation:*
  - Promote MBEP's Mobility Platform to foment increased "smart commuting: participation among members
  - Advocate for transportation policies and funding, including improved bike infrastructure
  - Continue to encourage our members and partners to think outside the box and bring new technology and policies to the region.

### **Strategy #2: Use Data to Inform Action**

Our goal is to create a current and valid data set from which to draw conclusions about the impact we've made on the region. The Data Trackers on the MBEP website are powered by Looker, a reliable provider of accurate business intelligence (BI) data, and offer a glimpse of key indicators of regional well-being. In 2019 we will examine the trends in these key indicators and identify gaps that still need to be filled.

### **Strategy #3: Convene Local Leaders to Drive Progress on Critical Issues**

Historically our constituents have found our two annual conferences of great value. Based on feedback from attendees and our member base, we have transformed the State of the Region and the Regional Economic Summit to address their needs. No longer are these conferences simply opportunities to get up to date on the health of the Monterey Bay region. We now form working groups in which attendees can actively participate to move us forward on our initiatives.

In 2018 we revisited our process of holding quarterly committee meetings with stakeholders for each initiative. Participants still feel that these discussions are valuable and necessary to gain consensus on issues and make progress, and as a result we will continue this structure into 2019, modified to the specific needs of each initiative.

### **Strategy #4: Galvanize Economic Development Opportunities**

In 2018 MBEP stepped up its efforts in economic development to fill gaps and provide connections to further galvanize the economic strength of the Monterey Bay region. We've identified the following priority areas for the 2019/2020 timeframe:

1. Engage California's Manufacturing Network in support of our members.
2. Continue to participate in and support the efforts of the Central Coast Marketing Team, including delegation visits and more.
3. Continue to track, build awareness and engagement in Opportunity Zones Program.
4. Proactively foment development around drones/UAS as an economic driver.

## **Marketing, Operations and Finance**

From 2016 to 2018, much time and effort went into increasing the operational efficiency of the organization: ensuring the right processes are in place to run the organization efficiently, hiring staff (as of December 2018 we have 7 FTEs, 3 part-time employees, and 1 open req for an FTE), expanding marketing activities, and investing in tools to improve efficiency. With much of the “engine” in place now, operationally we have a strong foundation on which to build and grow.

Our marketing focus in 2019/20 will be to increase membership engagement, both on and offline, and to raise the level of awareness of MBEP and its initiatives across the region.

We anticipate growing our membership and adding additional grant revenue streams. Though expected revenue for 2018 was \$845,000 (increased from \$748,444 in 2017)<sup>1</sup>, we attained an additional \$259,000 in grant funding for housing above our anticipated revenue amount. Half of this grant funding is allocated to the second half of 2018 and half is allocated to the first half of 2019. This grant funding from Monterey Peninsula Foundation (\$209,000) and Community Foundation for Monterey County (\$50,000) will be given for 2019-20 as well as 2020-21.

## **Summary**

We acknowledge that the issues that influence our quality of life require a shared vision and coordinated regional action to make a difference. This is not easy work. It takes perseverance, thick skin, a big vision, and a “compass” guided by our values. We strive to be valued by all sectors as the go-to organization for problem solving. We are passionate about our community, and honored to pursue this work—to be change agents that are creating positive impact.

---

<sup>1</sup> Revenues do not include funding for the Monterey Bay Housing Trust.

# Vision, Mission and Values

## Vision

A thriving region for all residents.

## Mission

To improve the economic health and quality of life in the region.

## Values



## Goals

There will be new projects and activities that we embark on during the period covered by this Strategic Plan that will align with our Vision, Mission and Values, but for which we are unable to set specific goals. For the initiatives and programs we are currently working on or are anticipating in the near future, we have set "SMART" goals (Specific, Measurable, Achievable, Relevant and Time-bound) to track progress and to ensure accountability.

**For the time period of the Strategic Plan, FY 2019/20, our goals are:**

- **LEAD: Provide thought-leadership and convene people to find solutions**
  - Achieve attendance of 300-400 at every Regional Economic Summit and State of the Region with an average NPS rating of 4.4 or higher
  - Organize and lead regular meetings around focused initiatives, with measurable outcomes for each initiative

- Mobilize our partners and host events specific to our initiatives (such as business/student mixers and affordable housing events)
- Continue to encourage our members and partners to think outside the box and bring new technology and policies to the region.

➤ **IMPACT: Catalyze and expand regional resources**

- Continue our positive trajectory of MBI by working closely with employers, including employer-focused workshops throughout the region. By educating employers on site features, we hope to capture more internships filled through mbinterns.org.
- Continue grow MBCC by working closely with the colleges/universities, alternative high schools, middle schools, and youth organizations, including hosting quarterly educator trainings, implementing pre/post surveys on high school campuses, and implementing [Career Connect Ambassador Pilot Program](#) on college campuses.
- Leverage the funds in the Monterey Bay Housing Trust (MBHT) to fund four new affordable housing projects in 2019, creating over 200 new affordable housing units
- Execute a combined total of at least 20 “campaigns” through MBEP Action Center for both Housing and Transportation with 500 active users
- Assist regional transportation agencies to secure new funding sources
- Continue to track, build awareness and engagement re: bringing Opportunity Zones to the region

➤ **THRIVE: Share best practices across the region**

- Promote best practices among member base
- Enable three additional high quality employer-sponsored housing projects, which will consist of 200 housing units
- Partner with policy makers and influencers to implement our new high-speed broadband standard
- Actively work with local jurisdictions to modify policy language to increase coverage of high-speed broadband
- Encourage the development of last mile fiber throughout the region
- Promote TDM best practices with members (outreach, tools)
- Promote MBEP’s Mobility Platform to foment increased “smart commuting: participation among members
- Disseminate best practices around regional approaches to education and career development, transportation, etc.

➤ **General organizational goals**

- Conduct annual member survey each summer and use it to inform refinements to plan
- Attain 86 total members by December 2019

- Achieve 80% member renewal rate<sup>2</sup>
- Gain approximately \$400K in grant funding annually (\$209K from Monterey Peninsula Foundation, \$50K from Community Foundation for Monterey County, \$60K from Morgan Family Foundation, \$75K from other sources)
- Maintain and update all data tracker pages on website
- Maintain staff to achieve goals (current: 8 FTEs and 3 PTEs)

## Inputs to Strategic Plan

### ***The New Localism***

*The New Localism* is a book by Bruce Katz and Jeremy Nowak (© 2017). The term refers to “multisectoral networks that work together to solve problems, as well as the vehicles they invent to get things done”<sup>3</sup>. This book directly relates to the leadership we are bringing to the region. This is most clearly articulated when reading this passage about the theory of the New Localism that purports that “power is less defined by the scales of influence distributed across layers of government, and more and more derived from the sources of civic strength that come from collaborating across sectors ... and increasingly belongs to the problem solvers.”<sup>4</sup>

Over the past four years, MBEP has proven itself to be the leader and aggregator of this multisectoral network. We have the opportunity to further exploit market opportunities, catalyze growth and transform our region. So what is holding us back? Information dissemination is no longer the constraint as it was in the pre-Internet era. Capital is not the constraint, as the costs of formal or informal collaboration -- the platform for transformative change -- are de minimis. Virtually any city or county has the resources to fund collective action. The key missing ingredient is leadership.<sup>5</sup> Conventional leadership norms do not quite fit the configuration of the model of New Localism. The path to collective problem solving relies on leaders who can navigate and leverage the networked reality of urban power.

Together MBEP is a network of public, private and civic institutions that co-produce the economy and co-govern critical aspects of our region. The essence of successful leadership for us, therefore, is the ability to bring groups of people together to solve problems and do grand things that they cannot do as individuals. MBEP applies “network intelligence” that allows us to reflect the distributed genius of our region, and create and steward horizontal relationships. Those who are responsible for transformative change are connectors who bridge the gap between stakeholders, forge consensus solutions and initiatives, then execute with firm backing.<sup>6</sup>

When coalesced, the power of disparate actors expands and multiplies in ways that are transformative. One smart intervention (e.g. MBEP’s Monterey Bay Housing Trust) can create the

---

<sup>2</sup> Based on actuals from 2018 and looking at recession sometime in 2019

<sup>3</sup> *The New Localism*, page 2

<sup>4</sup> *The New Localism*, page 227

<sup>5</sup> *The New Localism*, page 230

<sup>6</sup> *The New Localism*, page, 234

platform for broader economic and social transformation.<sup>7</sup> Cities like Pittsburgh, Indianapolis, Denver and Copenhagen are in the vanguard of New Localism. MBEP is the ideal organization to learn from these examples, and help to build a local model that improves our region's economic competitiveness while remaining authentically rooted in our region's distinctive history and culture.

At MBEP we are problem solvers. We bridge the academic, government and industry worlds, seeking to glean and transfer knowledge gained in one sector and use it to facilitate the invention and deployment of solutions, catalyze growth, and extend the boundaries of scientific application.<sup>8</sup> We wake up every day to pursue collaboration, coordination and impact. We are part visionary, part implementer: both a "think tank" and a "do tank".

The lessons gleaned from the pages of this inspiring book will help MBEP continue on our path to a creating a more prosperous, sustainable and inclusive region.

### **Input from Board, Staff and Members**

We regularly solicit input from our Board of Directors, other key stakeholders in the community, staff and our members through one-on-one discussions and an annual survey.

MBEP held its second board retreat in October 2018, the goal of which was to revisit and update this Strategic Plan, allow board members to assess their role, both individually and as a board, and encourage social interaction and networking.

## **Governance**

Good governance is a necessary ingredient in any successful organization. At MBEP we have bylaws that offer clear guidance on roles and responsibilities, and board composition. In 2018 we revisited the bylaws and updated them to accommodate changes in the organization as it grows. Also in 2018 we established a Board Development Committee, whose charter is to build the pipeline of potential new board members and nominate new candidates. As a further investment in the organization's governance in 2019/20 we will be investigating additional ways to ensure appropriate risk oversight and overall board effectiveness.

The Executive Committee acts for the entire board in situations where it is untimely or unwieldy to convene the entire board. A subset of six board members (Chair, Vice-Chair, Secretary, Treasurer and two others) make up the current Executive Committee which will continue to be convened from as necessary (usually once a month).

### **Policies**

To ensure proper risk management the organization regularly reviews and updates policy documents to reflect changing conditions. Some of the documents published/policies reviewed in 2018 include but are not limited to:

- Conflict of interest for board members
- Public policy endorsement process appropriate for 501(c)3 organizations

---

<sup>7</sup> Page 224

<sup>8</sup> Page 78

- HR policy compliance with the IRS, EDD and CA Department of Labor

## Strategies

### 1. Catalyze Change Through Focused Initiatives

MBEP's approach is to establish and implement initiatives aligned with our strategy of catalyzing change. In April 2015, we chose two initiatives: **Workforce Development** and **Building a Tech Ecosystem**. In April of 2016 one additional initiative, **Housing**, was chosen after a four-month research process. In fall of 2017 a **Transportation** initiative was added. We currently do not plan to take on more initiatives in 2019, but rather deepen our scope in each of the four areas. We are constantly measuring and evaluating our progress by examining the following questions:

1. Based on what has been accomplished thus far, where is each initiative headed in the timeframe of this plan?
2. What is the lifecycle of our current initiatives?
3. What is the criteria for adding new initiatives?

#### ***Initiative #1: Workforce Development***

*Focusing on Workforce Development is important because: A strong workforce is a vital part of a sustainable and prosperous economy.*

High unemployment levels, a lack of trained, ready-to-work population, and a growing skills gap are just a few of the challenges that hinder economic development throughout the Monterey Bay Region. MBEP's Workforce Development Initiative provides two assets described below that seek to create positive change through collaborative approaches that bring new resources to the region, enhance placement of our local workforce, amplify the impact of best practices, provide accessible career pathways information and help better align education with job sectors.

#### **Monterey Bay Internships**

The [Monterey Bay Internships](#) website is a resource for both employers and students that aggregates internship opportunities throughout the region. Students from all educational institutions in Santa Cruz, San Benito, and Monterey Counties can access the listings, create profiles with resumes, and apply to internship positions of their choice for free.

In 2018, we redoubled our efforts to promote the site, attending numerous job fairs, tabling on campuses and outreach to the business community. We also made significant functionality improvements to the site in an effort to improve user experience.

In 2019 we plan to continue this positive trajectory by working closely with the colleges/ universities and continuing business outreach; including employer-focused workshops throughout the region. By educating employers on site features, we hope to capture more internships filled through [mbinterns.org](#).

## **Monterey Bay Career Connect/Coach**

With support from many of the region's colleges, county offices of education, and workforce development boards, our [Monterey Bay Career Connect](#) (MBCC) is a powerful online tool designed to help guide students towards educational programs and career opportunities in the region. The site serves as a one-stop hub for every student to have equal access to academic and hands-on training in order to successfully enter a career path offering a lifetime of value and achieving financial security to create a thriving region.

Users can find out how to plan and pay for college, prep for the SATs, learn about local training programs and colleges, and discover local scholarships, internships, and successful career pathways. With an intuitive online tool, [Monterey Bay Career Coach](#), users can explore various career information such as salaries, employment projections, and live job postings within the Monterey Bay region and throughout California. In 2018 our team attended ~101 outreach events and trainings held with thousands of students and educators (e.g. high school career expos, workshops at high school and youth organizations, demos at school counselor meetings and staff trainings, tabling at local community job fairs) to promote the resources.

In 2018, we tripled the amount of resources made available to users on Career Connect:

- 26 local career pathway programs
- 20 scholarship opportunities specific to the region
- New '[How Do I Gain Skills](#)' page with 10 local training programs
- New '[Educator Resources](#)' page with instructional guides and activity worksheets
- Added subscribe button for workforce development e-newsletter
- New translation widget in eight languages
- New 'site search' box and a site survey to promote feedback

In 2019 we plan to continue this positive trajectory by working closely with the colleges/universities, alternative high schools, middle schools, and youth organizations.

In addition to [Table 1](#), MBCC's 2018 results compared to 2017, and 2019 projected goals, specific outcomes for 2019 include:

- Host quarterly educator trainings in Monterey & Santa Cruz counties
- Implement 4 pre/post survey on high school campuses in Monterey & Santa Cruz counties
- Create 1 minute video tutorial for Monterey Bay Career Connect
- Implement [Career Connect Ambassador Pilot Program](#) on college campuses

## **Member Workforce Support**

In 2018, as the tri-county convener, our Workforce Development Committee consisted of the local community colleges, Bright Futures Goal 7 Steering Partners (CSU Monterey Bay and Salinas Valley Memorial Hospital), Bay Area Community College Consortium Members, and Monterey and Santa Cruz Workforce Development Boards to meet quarterly to discuss strategies and promotion of career pathways in the region.

In 2019, we plan to shift our focus on project-based career pathway development and MBEP member workforce support (i.e. convening key stakeholders, responding to MBEP member workforce requests, breakout sessions at conferences). MBEP members can submit requests for workforce projects via the members webpage. A new [Work Opportunities](#) feature has been added to the MB Career Coach site, which will be in beta with MBEP members for recruitment purposes and we plan to create 1 minute video tutorial for the [Employer Portal](#) site.

### **Looking Ahead**

As our focus in workforce development evolves, we will continue to pursue areas of future investment and growth aligned to our current goals. Future efforts to continue workforce development include:

- Q1: Launch MB Career Coach [Employer Portal](#)
- Q1: Explore ways to bring JobTrain (tuition-free training model) to the region
- Q2: Research digital badging pilot program
- Q1-Q3: Implement [Career Connect Ambassador Pilot Program](#)
- Q1-Q4: Implement MC Career Connect pre/post surveys at 8 high schools in region

### **Initiative #2: Tech Ecosystem**

*Focusing on Building a Tech Ecosystem is important because: Innovation and technology are part of our region's ethos, given our proximity to Silicon Valley, and because investing in these areas will improve all sectors of our economy from health care and government to tourism and agriculture, uplift our workforce capabilities and competitiveness, advance our ability to feed the world and create a safe and nutritious food supply.*

In 2018 we reprioritized the activities originally agreed upon by our Tech Ecosystem Committee. MeetUps are now happening throughout the region, and many tech companies have a more established presence. We turned our focus to one major effort — re-establishing high-speed broadband standards and working toward implementation of these standards. We assembled a Broadband Leadership Team of policy makers, ISP representatives, technical experts and leaders in the community. Part of our charter was to conduct primary research with users to determine new standards. Now that our new standard has been determined (100 Mbps download/20 Mbps upload) we are getting the appropriate players in the room to bring this to execution.

### **Looking Ahead**

Future efforts to build a Tech Ecosystem include:

- Continuing to work with Central Coast Broadband Consortium (CCBC) and jurisdictions to expand broadband reach
- Communicating with and advocating for users in the region with respect to high-speed broadband

### ***Initiative #3: Housing***

*Focusing on Housing is important because: Safe and affordable housing is essential for a robust quality of life for all of our residents.*

Our housing initiative starts with a broad, regional coalition of individuals and organizations to advocate for the construction of all types of housing. In 2018 we continued a multi-pronged effort to make more affordable housing available in the region. Two new funders (County of Monterey and the Housing Authority of the County of Santa Cruz) contributed to our loan pool for the Monterey Bay Housing Trust. Lending for these projects has been slower than previously anticipated. Four projects – two in Santa Cruz and two in Monterey County – were funded, with many more projects in the pipeline. A total of \$1.9 million in projects was enabled by the Housing Trust.

With additional funding from the Monterey Peninsula Foundation and the Community Foundation for Monterey County we were able to staff up in the housing area to expand efforts in advocacy and employer sponsored housing. The housing team also spent time on advocacy for ballot measures, such as Measure H and State Propositions 1 and 2. The state measures passed successfully generating \$6 Billion for affordable housing statewide. We expect that our housing initiative will help increase our supply by approximately 12,000 new homes by 2023.

#### **Looking Ahead**

Below are our plans for 2019/20 to build on and expand on these efforts:

- Build MBHT pipeline and begin financing new affordable housing projects
- Increase the number of events related to affordable housing education and awareness, such as Affordable Housing Week in Santa Cruz County each October, quarterly mixers for housing professionals and advocates, and targeted outreach to Spanish speaking communities
- Continue to influence our membership and communities to support high impact housing projects in the region
- Build advocacy database to 500 active users and implement 3 campaigns each quarter
- Support Salinas/Pajaro Valley Farmworker Housing Action Plan: co-lead implementation plan including convening the 4 key subcommittees and support progress toward meeting the goal of 5,300 more permanently affordable homes for farmworker families within the next 5 years.
- Expand employer sponsored housing examples (playbooks, best practice examples from the region and beyond) and directly aid and support 3 projects in the region that target school districts, healthcare system, and the ag industry.

### ***Initiative #4: Transportation***

*Focusing on Transportation is important because: Our current state of transportation infrastructure is woefully in need of improvements, and leadership at the regional level is necessary to increase transportation options.*

How we move within and between our cities has a major impact on the well-being of our neighborhoods and residents. At the November 2017 State of the Region conference MBEP announced a fourth initiative focused on transportation. With the passage of the state transportation funding bill (SB1) and local transportation measures, the time was right to focus here. Our region has the opportunity to build on the good work that is happening, and chart a path toward building a more effective transportation system. We need to do a better job of eliminating single driver car trips, and get residents to rethink the way we commute. With current tools in place, we can all reduce, re-time, re-route and re-mode our travel around the region.

We have informed our efforts with input from our members in two forms: (1) Employee Commute Survey conducting in May, and (2) with the addition of two transportation related questions to our annual Member Survey sent out each August.

### **Accomplishments in 2018**

- Published white paper Regional Transportation White Paper that focused on actionable solutions to manage congestion, provide mobility choices and options, promote sustainable growth
- Published links to various regional commuter programs on website
- Created Proposition 6 Position Paper and Action Center campaign to oppose the repeal of SB1.<sup>9</sup> The revenue from this bill has been dedicated to fund a number of programs aimed to improve transportation in California: repairing local roads and state highways, funding traffic safety and congestion relief projects, investing in rail and bus transit services, and supporting active transportation projects
- Surveyed members and used findings to inform our efforts going forward
- Published white paper highlighting commuter best practices from around the region and other areas that have similar characteristics in order to inform our transportation initiative efforts going forward
- Published baseline bus boarding data near large employers in Monterey County
- Assisted Santa Cruz County Regional Transportation Commission (SCCRTC) in their application for Caltrans grant funding to bring RideAmigos platform to SCC, and work closely with them to promote Cruz511
- Created Measure G (San Benito County "Gas Tax") Position Paper and Action Center campaign to improve road conditions and safety
- Promoted existing commuter programs (Go831, Cruz511) to members

---

<sup>9</sup> In 2017, the legislature approved SB 1 and the Governor signed it into California law on April 28, 2017. Known as the Road Repair and Accountability Act of 2017, SB 1 increased the gas tax by \$0.12, diesel tax by \$0.20, and the sales tax on diesel fuels by 4 percentage points, starting in November, 2017. The Act also created an annual Transportation Improvement Fee, starting in January 2019, that is collected at the DMV when registering or renewing a vehicle and a zero-emission vehicle fee of \$100.

## **Looking Ahead**

Below are our plans for 2019/20 to build on and expand on these efforts:

- Roll out and promote MBEP's Mobility Platform to foment increased "smart commuting" participation among members
- Advocate for transportation policies and funding, including improved bike infrastructure
- Continue to encourage our members and partners to think outside the box and bring new technology and policies to the region.

## ***Adding New Initiatives***

As MBEP grows and matures, there will naturally be new initiatives that we will choose to lead, however there is always an exit strategy planned for each of them. Our goal is to provide thought leadership and data-based analysis, engage the right players, catalyze solutions, ensure measurable and sustainable outcomes, then move on.

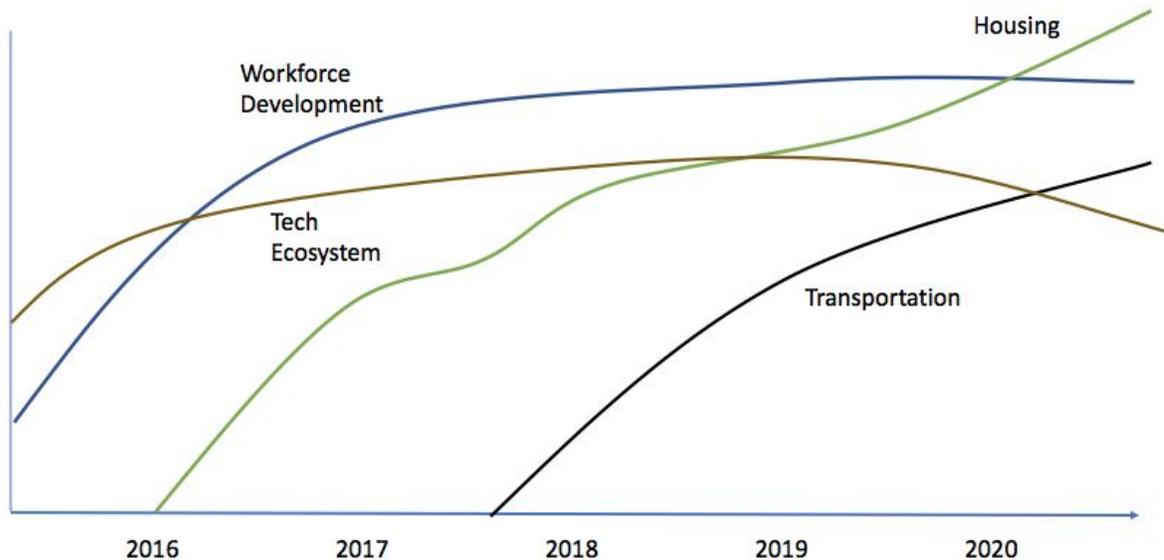
Below are the inputs used to determine whether to take on a new initiative:

1. The framework of our Data Tracker (8 categories identified as the key components of regional well-being) will guide our future initiative investment.
2. Information gathered from our members through 1:1 meetings, board meetings and surveys will be used to inform our initiative work.
3. We will need to thoughtfully consider staff input when it comes to the trigger points for adding new initiatives, in order to ensure organizational capacity and expertise (additional headcount, etc.).
4. Finally, we will need to consider the most likely exit strategy and timeframe for exit.

## ***Initiative Roadmap and Lifecycle***

Each initiative has its own lifecycle, with growth, maturity and decline phases that are unique to the effort and the environment in which they exist. There will be external factors and players that will influence how long MBEP leads a particular initiative that may be beyond our control. As stated above, we need to balance the resources and invest wisely so as not to spread the organization too thin.

# MBEP Initiative Lifecycle



## 2. Use Data to Create Consensus and Inform Action

*Using data to create consensus and inform action is important because: Making informed decisions, tracking trends and evaluating impact will help us better understand in a measurable way how we have “moved the needle.”*

### **The “Go-To” Resource for Accurate Regional Data**

MBEP was conceived with the intent to be the “go-to” resource for regional data. We acknowledge that data and analytics remain at the core of what MBEP is about, but realized there was more we could be doing in this area to align, visualize and communicate our data in a way that is more digestible and action-oriented.

### **Regional Dashboard and Data Trackers**

In 2017 we partnered with Looker Data Sciences to make improvements to the data platform. In 2018 we added easily digestible infographics in key areas and launched a new website with the following:

- Regional Dashboard (demographics, unemployment, education, economic vitality, housing, health, infrastructure, transportation, public safety, and natural environment)
- Agriculture and Tourism Data Tracker employment figures for ag, crop production, fishing, spending on tourism, top attractions, lodging information and visitor spending)

- Health & Wellness Data Tracker (healthcare employment, county health rankings, crime statistics, incidence of obesity, recreation, means of transportation to work and revenue by county and hospital)
- Higher Education & Marine Science Data Tracker (educational attainment, degrees awarded by educational institution, community college attendance, marine science staff by institution and marine science degrees)
- Higher Education Demographics (student ethnicity, fields of study, headcount, age groups and faculty counts)
- Tech Ecosystem Data Tracker (wireline internet speeds, household connectivity, educational attainment, science and engineering degrees, top degrees, occupations and wages)

### 3. Convene Local Leaders to Drive Progress on Critical Issues

*Convening local leaders is important because: Once we have data and can all “speak the same language” it’s imperative that we all work together across the region and across sectors in order to achieve our mutual goals.*

#### **Annual Conferences**

Twice a year MBEP brings together over 300+ regional leaders from education, business, government and the nonprofit sectors to examine our regional economy and strategize about ways to foster more living wage jobs and sustainable economic development. At our State of the Region event each fall, we examine foundational issues from health care, housing, and workforce development to the economy, public safety infrastructure and the environment – delving into what defines and creates well-being in our region. The 2018 State of the Region had the largest attendance of any of the previous events, with over 450 leaders from business, government, nonprofits as well as a number of students who participated in the dialogue about key issues.

#### **Initiative Committee Meetings**

In addition to these large bi-annual gatherings, we use our regional convener role to bring stakeholders together to discuss actionable solutions to regional issues. .

### 4. Galvanizing Economic Development

Four important changes occurred in 2018 related to economic development in the region. First, the County of Monterey decided to de-fund their Economic Development department. Second, the California Manufacturing Technology Consulting (CMTC) has, for the first time, hired a local representative to oversee the Central Coast region. Third, a new program, Opportunity Zones, was created by the federal government. And finally, the creation of a drone or Unmanned Aerial Systems (UAS) innovation center at the Marina Airport is gaining momentum. As a result of these developments, MBEP has stepped up its efforts in economic development to fill gaps, and provide connections in order to further galvanize the economic strength of the Monterey Bay region.

### ***California's Manufacturing Network (CMTC)***

In 2016, the U.S. Commerce Department's National Institute of Standards and Technology (NIST) awarded the California's Manufacturing Network (CMTC) a five-year agreement to be California's Manufacturing Extension Partnership Center. With funding from the federal government and from the State of California, CMTC is the lead organization for delivering services to small and medium-sized manufacturers in California with support of partners throughout the state. In the summer of 2018, CMTC opened its first office covering the Monterey Bay region. MBEP and CMTC will now be able to collaborate to bring tools, services, and best practice processes to local manufacturers in order to help them grow and thrive.

### ***Central Coast Marketing Team (CCMT)***

In September MBEP joined the Central Coast Marketing Team (CCMT) – a cross-sector group that strives to attract businesses to the Central Coast. Through this group MBEP is helping support a foreign delegation visit to northern California in October 2018, the Americas Competitiveness Exchange (ACE), that is being co-organized with the Department of Commerce. This is a unique opportunity to showcase key Monterey Bay organizations and destinations, and explore potential partnerships with high-level government and private sector representatives from many Central and South American countries. Since almost every country attending has a coastline, they share our region's interests around innovations in sustainable seafood, plastic use reduction, sustainable agriculture and more.

### ***Opportunity Zones***

The Opportunity Zone Program was created by the US Treasury in 2018 to incentivize private capital investments to improve the economic conditions of designated census tracts with high poverty rates and limited economic activity. By providing tax benefits to investors, the program seeks to pool private resources in new Opportunity Funds that invest in local projects aimed at elevating living standards in distressed communities. It's not clear whether this new investment opportunity will be of interest to private equity investors, as tax benefits alone are typically not enough of an incentive by themselves. Also, the state's treatment of capital gains and the final rules under which the investment funds will operate have not yet been finalized. Through our new partnership with the CCMT, MBEP will be orchestrating a regional convening to educate the community about Opportunity Zones. MBEP will also keep abreast of these developments through our association with California Forward and the California Stewardship Network and identify economic development opportunities for our region as they develop.

### ***Drones and Unmanned Aerial Systems (UAS)***

The emerging sector of unmanned aerial systems (UAS) presents an opportunity for the Monterey Bay region for increased economic development, workforce and research and development opportunities. Investing in this sector will provide well-paying jobs requiring technical skills in robotics, aviation, mechatronics, photography, and cybersecurity. We have the

potential to create a cross-sector collaboration that coordinates efforts among educational institutions, industry, and the military presence in our region.

This occupational cluster has applications in transportation, agriculture, aviation, real estate development, emergency response and defense. Jobs within drone industries involve applications and competencies in cybersecurity, sensors, data analytics, aeronautics, aviation, advanced and additive manufacturing, precision agriculture, emergency response tactics, geospatial information, and simulation. The Monterey Bay region is home to an \$8 billion agriculture industry, including robust investments in agriculture technology (Agtech), as well as many research, educational and military organizations who would benefit from these skills.

In summary, MBEP has identified the following priority areas for the 2019/2020 timeframe:

1. Engage California's Manufacturing Network in support of our members.
2. Continue to participate in and support the efforts of the Central Coast Marketing Team, including delegation visits and more.
3. Continue to track, build awareness and engagement in Opportunity Zones Program.
4. Proactively foment development around drones/UAS as an economic driver.

## Marketing

*Investing in marketing is important for extending MBEP's brand and market perception in order to build influence, make a positive difference in our region and realize our Mission. The following is a synopsis of the 2019 Marketing and Membership plan. For more detail, the full plan can be found on our marketing team drive:*

[https://docs.google.com/document/d/1SqM7h1iUlpU4SRYF\\_Bxax6kAJKoeBDFr8\\_PGnOwjKIA/edit#heading=h.mu25c2xgkq1n](https://docs.google.com/document/d/1SqM7h1iUlpU4SRYF_Bxax6kAJKoeBDFr8_PGnOwjKIA/edit#heading=h.mu25c2xgkq1n)

### **Marketing Objectives**

- 1) Increase membership engagement, both on and offline by 75%, to be measured through Google Analytics and member participation in blogs on MBEP.biz.
- 2) Raise the level of awareness of MBEP and its initiatives across the region, to be measured by 30% increased traffic to mbep.biz and 10% increased attendance to annual events.

### **Build and Strengthen the MBEP Brand**

As MBEP membership grows, it becomes increasingly important to focus on building our brand recognition both within and beyond the Monterey Bay region. Feedback from the board during the October 2018 retreat included input on the following brand elements: characteristics (inclusive, action-oriented, convener), personality (dynamic, nimble, collaborative) and attributes (transformative, committed, influential).

## ***Refine Messaging Tuned to Member Perspective***

- The one organization that integrates a regional approach to issues that are normally siloed (“integrated regional economy”)
- We work on tackling the big problems together with our members
- Emphasis on partnership with our members and MBEP support of their organizations’ goals as they align with those of MBEP
- Position MBEP as **the** organization that impacts change in the region with unique benefits for members that help them achieve their organization’s goals
- Develop a compelling story around the MBEP brand and our unique work across the region and public and private sectors addressing key issues.

## ***Increase Member Engagement***

- Bring the region together convening two yearly annual events and regular initiative committee meetings
- Activate member participation with high-touch outreach and opportunities for members to engage directly with MBEP: Leader Luncheons, etc.
- Work with MBEP program managers to develop communication opportunities with members to increase connection to MBEP initiatives
- Develop platforms and tools that can be used by members to share best practices, successes and amplify their contributions to positive changes within the region
- Develop internal tools to track member “touches”

---

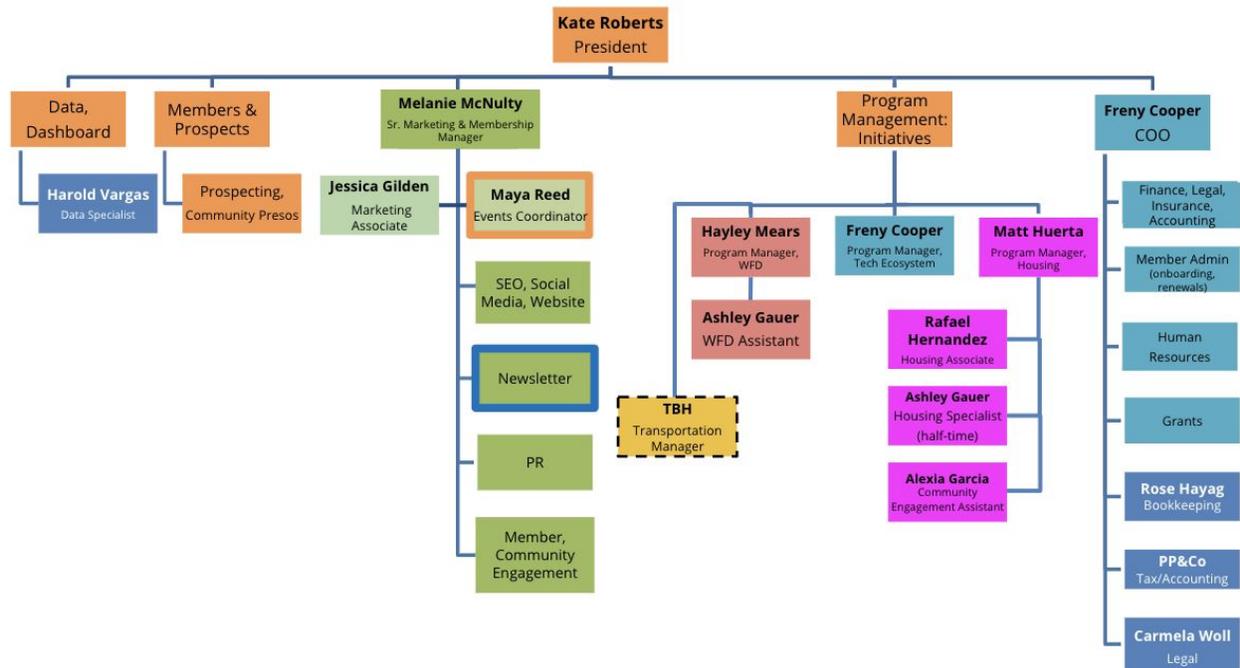
*“We are in this, not so much for what we specifically get, but because we believe we are in this community together — and to this end MBEP serves an important and innovative purpose.”*  
– 2018 Member Survey respondent

---

## **Operations**

### **Staff**

In 2018 we added a full-time Housing Program Associate, a full-time Program Specialist (for Housing and Workforce Development), a part-time Community Engagement Assistant and a full-time Marketing Associate, bringing our total headcount to 10. We also hired a replacement for a Senior Marketing & Membership Manager and converted our Workforce Development Assistant from part-time to full-time to handle other housing responsibilities. MBEP prides itself on being “lean and mean” to accomplish much with a small staff. We outsource many roles such as data and website management, bookkeeping, accounting and tax management, legal support, etc. We also “walk the walk” by hiring paid interns to augment our efforts. Below is the organization as of December 2018.



Updated 12/27/18

*dark blue = outsourced*

## Financial Summary

The organization is fiscally sound and has exceeded its revenue goals in 2018 and increasing the scope of work as well. In 2018 we had positive net income primarily due to the Monterey Peninsula Foundation and Community Foundation for Monterey County grants for housing. These grants enabled us to staff up our housing team and to increase the amount invested in their efforts. Half of the grant funds are intended for use in 2019. Our ending cash balance as of 12/31/18 was \$331,735. We have 80 members in good standing, and many more prospects for 2019.

We anticipate adding at least one new grant revenue stream in 2019, and continuing our membership growth to reach a total of 89 active members by the end of 2019. For 2019, revenues are projected to be \$1,148,200 (up from \$1,029,792 in 2018) with expenses projected to be \$1,148,049 (vs. \$947,322 in 2018).



**Lead. Impact. Thrive.**  
**explore more** at [MBEP.biz](https://MBEP.biz)