



Monterey Bay
ECONOMIC PARTNERSHIP

2021-2022
Strategic Plan

January 2021

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Executive Summary

Input from October 2020 Board Meeting

The board was unanimous in its support of doubling down on helping our region through these compounded crises, noting that cross-sector collaboration is more important than ever. Long-standing social issues are being exacerbated by COVID-19 and systemic change is critical to improve racial equity in our region. It was agreed that MBEP's current Values matrix should focus more directly on equity, and that the box that currently states "3 E's" waters down its importance; "equity-minded" will be added.

The board also discussed that potential budget cuts will mean being hyper-focused on outcomes in all areas. They suggested that in Workforce, the Monterey Bay Interns portal has served its purpose and should be evaluated relevant to other similar tools and services it inspired and that educational institutions are now providing. They also felt that Climate Change/Transportation efforts should only be pursued that directly correlate to specific outcomes to our efforts. And lastly that marketing activities should be pursued and tracked only to the extent they are understood to lead to measurable progress.

Background

Monterey Bay Economic Partnership (MBEP) is a regional membership supported nonprofit 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 20 members including leaders of industry, educational institutions, nonprofits and cities who are engaged in the fulfillment of our mission. As of December 2020 we have 79 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, although our sources of grant income have been growing.

In 2018 through 2020, 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. In 2020 we received funds from two grants through the CPUC (CASF fund) to continue work on the proliferation of broadband throughout the region. The CASF funds will continue through 2022. In addition, in June 2020 we received a James Irvine Foundation grant to accomplish our Regions Rise Together work in Salinas, an effort that started in July 2020 and will continue through March 2021.

Goals

Goals and KPIs (key performance indicators) are laid out in this plan by initiative.

Strategies

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

- Strategy #1: Catalyze Change Through Focused Initiatives
- Strategy #2: Convene Local Leaders to Drive Progress on Critical Issues
- Strategy #3: Use Data to Create Consensus and Inform Action

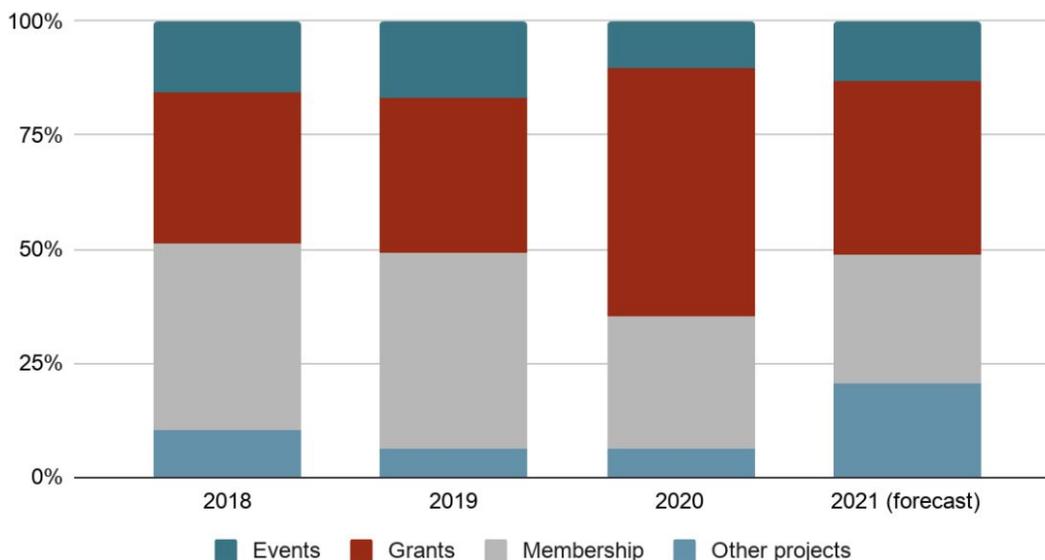
Marketing, Membership, Operations and Finance

Since 2016 we have been continuously improving operational efficiency, ensuring compliance with State and Federal regulations, and achieving economies of scale. As of December 2020 we have 9 FTEs, and 2 part-time employees. 2020 was a challenging year, as the COVID-19 pandemic drastically altered the economic conditions throughout the country as well as in our region. We expected a precipitous decline in members due to financial hardship. This scenario was not as grim as predicted; though there was a fair amount of churn (13 members), we also added 9 new members.

Though the vast majority of our activities were virtual in 2020, our awareness in the community has continued to build. Member engagement is still strong as well as our partnerships.

Total revenue has increased steadily – from \$731,990 in 2016 to \$1,408,314 in 2020. Much of the increased income is due to the significant grant income from the sources mentioned above. Grants have increased as a percentage of revenue over time (8% of total income in 2016, 8% in 2017, 32% in 2018, 33% in 2019 and 53% in 2020).

MBEP Income by Category



Restricted funds were received for Housing, Workforce Development and Broadband. In 2020 we received the last payment of a three-year grant from both Monterey Peninsula Foundation and Community Foundation for Monterey County for Housing. MBEP plans to apply for this grant again in 2021. Broadband CASF funding increased dramatically in 2020. Not only did we start a new CASF grant for approximately \$118K annually for 3 years, we also were able to redirect funds from a previous CASF grant to 2020 and 2021 for an additional \$48K annually.

We applied for and received Round 1 PPP funding through the CARES Act, but this has not yet been reflected on our P&L, as it is considered a loan until forgiveness is complete. MBEP is not eligible for PPP Round 2 given the higher revenues in 2020.

At the end of 2019 we have 87 members. Though there have been non-renewing organizations, membership growth was strong in the past year, with the addition of 13 new members.

Summary

MBEP strives 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. Though the pandemic changed the landscape of all businesses in 2020, MBEP was able to survive without layoffs or big budget cuts. Due to some unexpected revenue we were able to maintain our operations at the level they were before the pandemic, even though all work is now remote. 2021 will prove to be a challenging year from a budget standpoint, as we are unsure of receiving housing grant funds. And it is unknown how long COVID-19 will continue to make such a profound impact on our economy.

Vision, Mission and Values

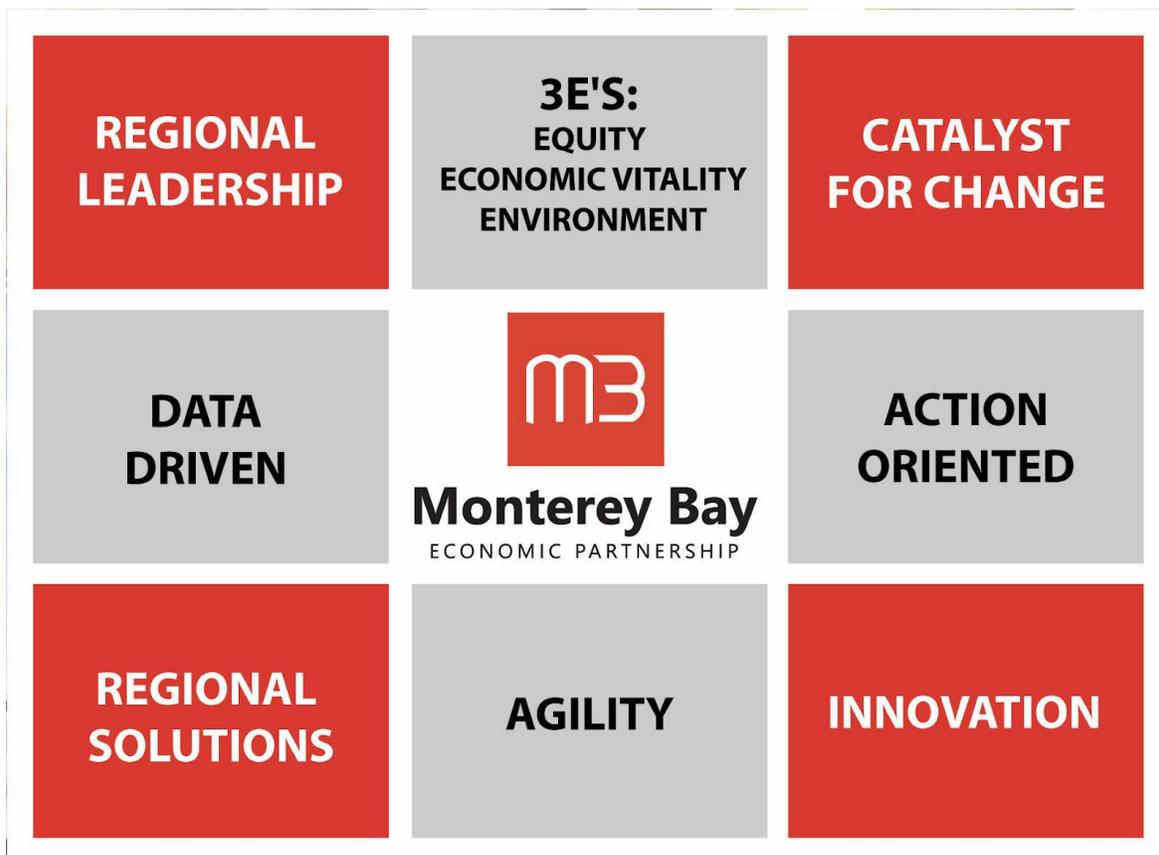
Vision

A thriving region for all residents.

Mission

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

Values



Goals

“SMART” goals (Specific, Measurable, Achievable, Relevant and Time-bound) to track progress and to ensure accountability for each initiative in 2021. General organizational goals are as follows:

- Conduct annual member survey and use it to inform refinements to plan
- Attain net total of 75 members by December 2021

- Achieve 70% member renewal rate
- Gain approximately \$426K in grant funding annually
- Maintain and update Regional Dashboard and all data tracker pages on website
- Keep staffing constant for the year

Inputs to Strategic Plan

We regularly solicit input from:

- Our Board of Directors, through quarterly board meetings and our annual board retreat
- Key stakeholders in the community, through meetings and conferences
- Staff
- Members, through one-on-one discussions and an annual survey (Note: Due to Covid-19 we did not conduct a member survey in 2020.)

Governance

Our bylaws 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. There were some board member transitions in 2020, and vacancies were filled by the Board Development Committee. We are continually searching for 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. No new policies were instituted in 2020, but all were renewed to stay current on compliance issues. In 2020 we ensured compliance with new policies regarding COVID-19.

Strategies

1. Catalyze Change Through Focused Initiatives

MBEP's approach is to establish and execute on initiatives aligned with our strategy of catalyzing change. Our two original initiatives were **Workforce Development** and **Building a Tech Ecosystem**. In April of 2016 we added **Housing**. In the fall of 2017 a **Transportation** initiative was added. In 2018, **Building a Tech Ecosystem** transformed into **Technology**, and was in turn transformed into **Broadband** in 2020. Our primary focus is now to find ways to gain ubiquitous broadband coverage at a higher regional standard. In 2020, we focused on **Climate Change** as a key component of all of our work, and merged this with

Transportation. As mentioned above, our board has asked us to emphasize **Housing** and **Broadband** in 2021.

Initiative #1: Workforce Development

To date, MBEP has focused its workforce development efforts on providing internships for young adults who have graduated high school as well as support for high school students who are discovering new career pathways and understanding educational and training requirements to achieve their career goals. In 2020, we consolidated resources into one site under [Monterey Bay Career Connect](#) and modified our funding model with Sponsor Committee partners providing one annual contribution for all workforce development programs, rather than multiple donations to multiple programs. MBEP will continue to communicate with Monterey Bay Career Connect sponsors to secure sponsorship for 2021 and facilitate quarterly sponsor meetings and quarterly reports.

This initiative has been centered around two projects that strive to connect employers and students to gain work-based learning experience:

- **[Monterey Bay Internships \(MBI\)](#)**: for the last five years this website has been a resource for both employers and college students, aggregating 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 2021 our partner colleges will be implementing new career service platforms. MBEP will continue management, improvement, and promotion of existing mbinterns.org site (e.g., cultivate more remote internships posted and host MBI Employer virtual workshops, college student user and employer user feedback via Survey Monkey) until college partners are ready to transition to new platform(s) (anticipated in Spring 2021). At that time MBEP will incorporate the colleges' URLs onto mbinterns.org. Additionally, MBEP will continue to support and promote Your Future Is Our Business (Santa Cruz County) and Earn and Learn (Monterey County) as a liaison to connect employers to high school students for work-based learning opportunities.
- **[Monterey Bay Career Connect \(MBCC\)](#)**: with support from many of the region's colleges, county offices of education, and workforce development boards, [Monterey Bay Career Connect](#) is a powerful online tool designed to help guide students toward 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. MBEP will continue to build the site (mbcareerconnect.org), promote and add additional pathways and resources, contract [Monterey Bay Career Coach](#) with Emsi, continue

K-12 engagement and promotion of MBCC to educators and host virtual workshops as requested.

⇒ **Goals**

The following metrics are used to track success:

1. [Monterey Bay Internship](#):
 - a. **Metrics:** increase internships offered in the region by 15%, add Your Future Is Our Business and Earn and Learn links to mbinterns.org
 - b. **Baseline:** 1,020 MBI internships (12/31/20) and establish baseline for Your Future Is Our Business and Earn and Learn students served
 - c. **Data Source:** mbinterns.org statistics and/or college's reports and YFIOB and Earn and Learn Reports
2. [Monterey Bay Career Connect](#):
 - a. **Metrics:** increase visitors, site visits, profiles created on mbcareerconnect.org and montereybay.emsicc.com by 75%
 - b. **Baseline:** cumulative ~18,000 Career Connect site visits (12/31/20), 15,496 Career Coach visitors (12/31/20), 20,008 Career Coach site visits (12/31/20), 2,898 Career Coach profiles (12/31/20)
 - c. **Data Sources:** Google Analytics and Emsi Reports
 - d. **Surveys:** Conduct 3-4 pre- and post-surveys with targeted classrooms

Regional Projects

MBEP's workforce development initiative continues to support career pathway, job and training, and workforce development projects in the region by participating in and representing MBEP members and employers in career technical education advisory committees to support and promote program development (participation supports Perkins V requirements for Career Technical Education), incubating and promoting new and existing pathways via MBEP's Regional Report, Monterey Bay Career Connect Quarterly Newsletter, mbcareerconnect.org, and social media channels, and hosting regional workforce development events for employers, educators, and students on topics such as internships, apprenticeships, career development and career pathways.

In the fall of 2020, MBEP brought [Degrees When Due \(DWD\)](#) to our region with the following colleges participating in DWD's California cohort into 2021: Cabrillo College, CSU Monterey Bay, Hartnell College, Monterey Peninsula College and UC Santa Cruz. This initiative aims to identify barriers to completion, close equity gaps in attainment, and improve student success rates after stopped-out students re-enroll.

In the last quarter of 2020 and continuing into 2121, MBEP staff participated in the Bay Area Community Colleges Consortium Strong Workforce Program Selection Committee, tasked with reviewing Strong Workforce Program applications for funding Career Technical Education programs in the Bay Area region. Our involvement in this committee provides insights and input into where these funds are deployed.

Forest Management Pathways (new 2021)

The Morgan Family Foundation has asked its grantees in 2021 to collaborate with other

California Stewardship Network organizations to increase forest management pathways and access to well paying jobs. Given the shortage of people trained and available to perform forest management work throughout the state, the CSN organizations that represent the forested landscape of Northern California are coming together to activate and leverage our strength and networks in workforce development to increase opportunities for well-paying jobs in sustainable forest management.

In this new effort we will be cultivating pathways in conjunction with the California Forest Sector Workforce Development and Career Pathways Study by Center for Economic Development, Chico State Enterprises, and in alignment with the California Department of Natural Resources Forest Management Task Force.

MBEP will provide overall project management backbone services; act as the strategic connector for the Monterey Bay region to convene local stakeholders; host a regional occupations event to raise awareness of the occupations available; and research and compile information on drone technology in forestry and wildfire management.

Initiative #2: Broadband

2020 was a significant and formative year for MBEP's broadband initiative. We started the year continuing work with the Central Coast Broadband Consortium (CCBC) to assist ISPs and local governments apply for CASF funding through the State of California for last-mile infrastructure projects. Two applications were submitted: Etheric Networks for a variety of census blocks throughout the region and Charter Communications for the River Oaks project in Monterey County. As of December 2020 we have not yet been notified if the funding was approved.

As of March 2020, it became painfully clear that broadband was more of a necessity than ever before. As the entire nation moved to distance learning and remote working, MBEP's role along with CCBC evolved into ad hoc convening of entities that could cover previously unserved areas. We started regular dialogue with the County Offices of Education and their technology departments to troubleshoot areas where there was no coverage for students. Hotspot delivery was the logical short-term solution to providing connectivity to these students; areas such as Pajaro Valley were successfully covered through partnerships with the COE and Cruzio Internet.

We also stepped up efforts to sync up with broadband initiatives that are being executed on a statewide level, by groups such as the California Forward and the Governor's Office of Broadband and Digital Literacy. MBEP has participated in all input sessions with these groups who are forming policy decisions for the state. We have a closer alliance now with the CPUC, with whom we have had regular meetings to discuss areas in our region that require connectivity.

During the pandemic we continued to partner with local ISPs in an attempt to fill coverage gaps. Through discussions with Cruzio Internet, MBEP was able to assist them in putting together a revolutionary new program called Equal Access Santa Cruz. Many infrastructure projects have previously been tabled due to the inability of providers to break even on equipment installation or even more importantly because residents are unable to afford the monthly service costs.

Equal Access Santa Cruz addresses both issues – a fund established at Community Foundation Santa Cruz County supplements both the equipment costs as well as the monthly ISP delivery costs. Over \$800,000 has already been raised, and the Buena Vista migrant camp in Watsonville will soon have 100 Mbps down/100 Mbps up service free of charge. In 2021, MBEP is actively pursuing such a program in Monterey County as well.

The goal for the State of California has been to deliver high-speed internet access to over 98% of homes and businesses at 6 Mbps download / 1 Mbps upload speeds. In 2019, in partnership with CCBC and government and business leaders, we determined that these speeds were inadequate for practical applications in education, business and for home entertainment, and set a regional standard at 100 Mbps download/ 20 Mbps upload.

Based on the most recently available census data, here are the **adoption** rates by county by standard. Major barriers to adoption include lack of affordability, unreliable or slow service.

Broadband Adoption by County

	% of households with any internet service**	% of households at regional standard*
Santa Cruz County	86%	76%
San Benito County	90%	75%
Monterey County	81%	63%

***100 Mbps down/20 up wireline service**

**** Includes mobile, satellite, wireless, dial-up or borrowed WiFi**

Based on self-reported Census data as of September 2020

Broadband **access** is a different story. Based on service providers’ reports to the CPUC, 99% of the region has service availability. This statistic, however, is somewhat inaccurate. Large incumbents such as AT&T and Comcast claim to have census blocks “covered” even if only one household in that census block may be served.

Broadband Access by County

	25 Mbps/ 3 Mbps	100 Mbps/ 20 Mbps	Gigabit
Santa Cruz County	96%	95%	25%
San Benito County	84%	83%	6%
Monterey County	93%	92%	14%

Note: shown are availability rates for wireline service only. Customers may not be able to afford service at the rates charged by the ISPs. Data based on CPUC mapping as of December 2018.

Total coverage in the region (wireline, wireless, dial-up, satellite, etc.) = 99% of population has some type of service available

Our region is still a long way from achieving 98% coverage at broadband speeds we need in all three counties. Our goal is 100% coverage at the regional standard (100 Mbps/20 Mbps), but the logistics of achieving this are multifaceted and complicated in terms of infrastructure build outs, and may not be achieved for another 5-7 years. Replication of the Equal Access program is one way to achieve better connectivity.

⇒ Goals for 2021

- Identify 3-4 projects and determine solutions for connectivity (e.g., San Jerardo camp)
- Replicate Equal Access Program in Monterey County; start fund at the Community Foundation for Monterey County, MBEP to act as “fiscal agent” for fund disbursement, and raise at least \$1M through donors.
- Assist with the growth and expansion of Equal Access Santa Cruz through the addition of \$500K to the Community Foundation fund.
- Continue to work with state entities (California Broadband Council and the Governor’s Office of Broadband and Digital Literacy) to help execute on the Broadband For All plan published in December 2020.
- Increase broadband adoption by county by 5% year over year.

Initiative #3: Housing

In 2020, we continued our efforts in Housing in the following three areas: Advocacy, the Housing Trust (MBHT) and Employer Sponsored Housing.

Advocacy: The MBEP Action Center has been a platform for gaining support on affordable housing projects; through the database we have developed there are over 2,500 users receiving

our broadcasts and 450 registered housing advocates. We have completed 25 campaigns to date, resulting in the approval of over 2,029 homes. MBEP also conducts educational sessions or “Affordable Housing 101” workshops including some targeted to Spanish speakers or “Cafecitos” as well as policy paper presentations to various local jurisdictions. Responding to the challenges presented by the COVID-19 pandemic, we conducted several virtual events including 5 educational candidate forums across the region to introduce new leaders to constituents using an engaging online platform. Dozens of housing advocates, residents, and business leaders joined these online events.

Monterey Bay Housing Trust: This past year was very strong for the Monterey Bay Housing Trust (MBHT), over \$7 Million in new investment for 3 projects totaling 191 new or preserved affordable homes. Our pipeline consists of almost \$4.5 million in additional projects, two more are expected to be funded in 2021. We have discovered that there are many obstacles to getting these projects approved. In 2020 applied to foundations for planning grants for developers for each project, which would facilitate more projects that are currently being rejected based on too many up-front due diligence costs. However, this effort was not successful and with the onset of COVID-19 and an economic recession these planning grants are no longer a priority. We instead focused on two strategies: 1) We completed an evaluation of the MBHT Loan terms and changed them to improve feasibility for applicants; and 2) partnered with Monterey County to support their application for Regional Housing Trust Fund that if funded will bring millions in State permanent affordable funding to our region. The RHTF involved restructuring the MBHT commitments from Salinas, Gonzales, and the County of Monterey to support that effort. The County is expected to receive the award in early 2021.

Employer Sponsored Housing

In 2020 we supported the Salinas/Pajaro Valley Farmworker Housing Action Plan by co-leading the implementation plan including

- Convening four key subcommittees
- Supporting progress toward meeting the goal of 5,300 more permanently affordable homes for farmworker families within the next 5 years

We also expanded employer sponsored housing examples (playbooks, best practice examples from the region and beyond) and supported three projects in the region that target school districts, healthcare system, and the ag industry.

⇒ **Goals**

In 2021-22 we plan to build on and expand on these efforts through the following:

- Enable more projects to come to fruition in the MBHT pipeline through supporting the new Monterey County Regional Housing Trust Fund
- Continue to host events related to affordable housing education and awareness, such as creating an MBEP Housing Initiative Podcast series and convene quarterly online mixers for housing professionals and advocates.

- Continue to influence our membership and communities to support high impact housing policies and projects; update our White Paper Recommendations to reflect progress over the last 2 years including state legislative wins.
- Build support and education for the State Senate Package that will be aimed at increasing housing supply through redeveloping small infills sites and underperforming commercial properties and placing another housing bond on the 2022 ballot.
- Build advocacy database to 500 active users and implement 3 project campaigns each quarter

Initiative #4: Climate Change

MBEP's Climate Change Initiative, adopted in 2020, seeks to support and engage its members and community network on collaborative efforts that advance effective climate change solutions for a sustainable planet and economy - one that is clean, safe, fair, healthy and resilient. Our approach consists of community outreach and education, capacity building and inter-sectoral partnership development, and Member technical assistance.

To date, MBEP has:

- Become a certified Green Business;
- Created a robust climate and sustainability student collaborative resulting in more technical assistance offered to our members;
- Published and began implementing our Housing and Water Blue Paper resulting in a water allocation affordable housing campaign approved by the Monterey County Water Management District;
- Co-developed the Central Coast Climate Summit Series resulting in comprehensive regional dialogue and collaboration on climate change solutions;
- Promoted the work of our members in alternative energy, sustainable building, transportation and climate action planning; and,
- Introduced a new renewable energy program (CHERP) to encourage locally grown power

Through needs and assets-based surveys and conversations with MBEP Members and community partners, and input from the board, we have honed in on five main areas to focus on in 2021-2022:

- Climate Action and Sustainability Planning
- Forest Resilience
- Renewable Energy
- The Built Environment (Sustainable Architecture & Infrastructure)

⇒ Goals

Climate Action & Sustainability Planning

- Research and promote tools that support climate action and sustainability planning and implementation
- Assess and identify CAP (Climate Action Plan) framework development

- Convene specific CAP workshops for municipalities to share roadmap, insights, successes, resources, etc. (e.g. continuation of Central Coast Climate Summit Series)
- Identify federal, state and/or local grants that support climate action & sustainability planning
- Advocate for budget set-asides to fund climate action planning and implementation
- Activate MBEP Student Ambassador to support grant research and local resource repository
- Research new programs or initiatives to help Members reach GHG emissions reductions goals

Forest Resilience

- Identify and connect state leaders, MB counties/municipalities, and central coast indigenous groups to embed wildfire mitigation strategies into climate action and sustainability plans
- Identify relevant funding for indigenous groups, governments, and businesses
- Support bringing forest resilience curriculum to MB Community Colleges (support Workforce Development lead)

Renewable Energy

- Convene CHERP Locally Grown Power and key stakeholders to support & pilot a solar panel manufacturing facility project in the City of Gonzales
- Support increase in Electric Vehicle (EV) awareness and ownership
 - Recruit MBEP Student Ambassador to provide tech assistance to Ecology Action on marketing & outreach

The Built Environment (Sustainable Building & Infrastructure)

- Continue housing advocacy around enhanced bonus density ordinances and local policy changes to encourage transit-oriented, infill housing
 - Update 'traffic analysis' recommendation in Housing White Paper
- Identify municipal candidates (e.g. Marina, Seaside, Monterey) that would likely adopt and implement a complete streets policy, program or project
 - Recruit and supervise MBEP Student Ambassador to support research and TAMC tech assist on Complete Streets adoption and implementation
- Support ADU funding and advocacy efforts specific to sustainable building practices
 - Assist Housing team and United Way MC as needed
- Continue to support and encourage member developers and key partners to adopt climate resilient infrastructure (e.g. building electrification, passive solar, EV charging stations, bike storage, etc). Co-host at least 1 workshop to promote ROI of investments and resources
- Evolve Smart Commute Toolkit: Continue tech assist with members TAMC, Ecology Action and MST (e.g. ROI on telework policies, alternative transportation tools and benefits)
 - EA collaboration: adult bike programs (e.g. identify ambassadors at work sites, bike to work challenge, co-host urban bike / transportation demand management workshops)
 - Build incentives to use GO831 (e.g. zero-interest bike loan, free bus pass,

- emergency bike room)
- Continue Housing/Water Blue Paper implementation on Monterey Peninsula
 - Advocate for Garden Rd (Monterey) water credit transfer program
 - Continue to explore Blue Paper recommendations e.g. survey water use & impacts on new housing, expand conservation & greywater systems, and implement / relax water credit transfer programs

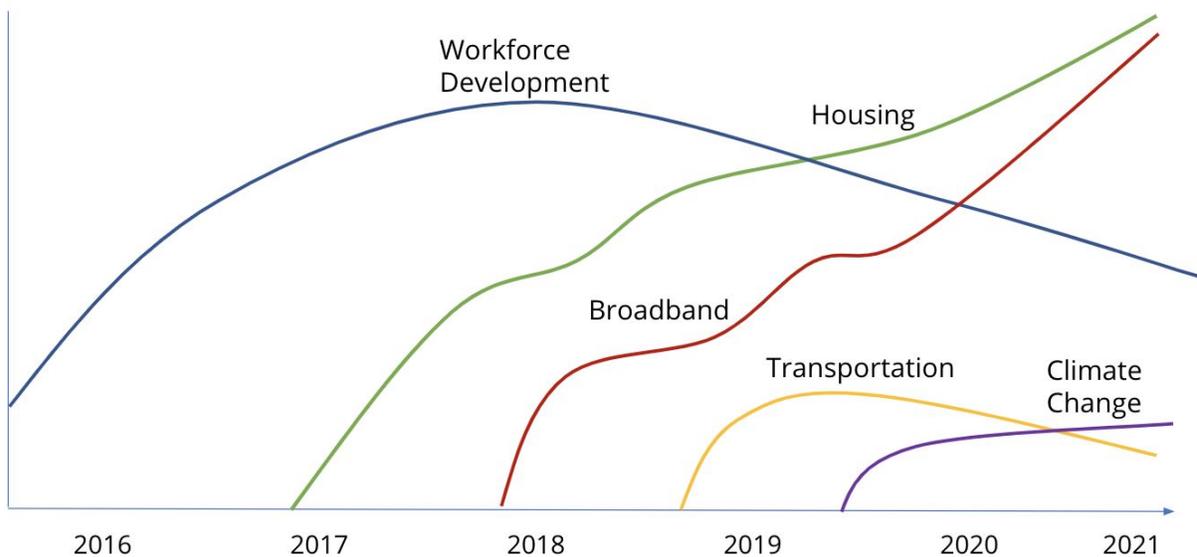
By achieving the above goals, we will have increased climate change awareness, planning tools, funding opportunities and resources offered to local governments, nonprofits and businesses; supported carbon mitigation, job creation, and new municipal financing by adopting locally grown power initiatives and microgrid facilities. We will leverage and MBEP's Student Ambassador program in this effort -- engaging local workforce talent while increasing Member employers' productivity and project implementation.

View the [2021-2022 Climate Change Initiative Work Plan](#) for more details.

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. Below is the current lifecycle of all of our initiatives.

MBEP Initiative Lifecycle



2. Convene Local Leaders to Drive Progress on Critical Issues

Annual Conferences

MBEP has become a recognized leader in putting on events with relevant and actionable content. Attendees for our conferences grew steadily in 2019 with over 350 attendees for the Economic Summit and 450 attendees for the State of the Region. The stay at home order in March 2020 eliminated the live event format making it necessary to pivot to a virtual ES2020, resulting in ticket sales of 377, exceeding the 2019 record. SOTR 2020 was also virtual and we were able to pre-record the lightning rounds and speakers. Attendance was down from the 2019 event with 380 registrations. Both programs were modified to a 2-3 hour format. ES2021 will be a virtual event, although if the pandemic is slowed by vaccinations, we may be able to have a hybrid event. We anticipate that SOTR21 will be in-person, although we may be limited in the allowed number of attendees, which may require using a hybrid format.

Initiative Committee Meetings

In addition to these large bi-annual gatherings, we use our regional convener role to bring stakeholders together on a quarterly basis by area of expertise and by topic to discuss actionable solutions to regional issues. These were also eliminated due to the social distancing and shutdown for the remainder of the year. As the political unrest crisis unfolded, we pivoted to a member mixer series focused on equity. Feedback was very positive.

Other Events

In 2020, MBEP hosted many more events than in years past, and we pivoted from in-person to virtual events successfully. These included MBCC Workshop, Central Coast Climate Series, election forums and housing mixers. We have found that our convening power is effective in catalyzing efforts to improve the quality of life in our region.

2021 CA Economic Summit

MBEP has been chosen to host the 2021 California Economic Summit, which for the first time will bring the state to Monterey on November 9 and 10. Kate Roberts will again be Co-Chair, along with Jacqueline Garcell, CEO of the Latino Community Foundation. For the last in person event, there were 900 attendees in Fresno in 2019 so we're expecting over 1000 in Monterey. This will be a fantastic opportunity to showcase the good work happening in our region, and to galvanize action.

Our local Host Committee is comprised of a broad spectrum of community leaders to represent the diversity of our region's industries and geography. Our Host Committee will work closely with CA Forward who organizes the event every year, providing input as it relates to program content and ancillary events such as tours, Regional Showcase, etc.

Regions Rise Together Salinas: Inclusive Economic Development

In February 2020 with the support of CA Forward and the James Irvine Foundation MBEP convened a group of leaders to embark on an inclusive economic development initiative, called Regions Rise Together Salinas, that seeks to:

- Achieve inclusivity and prosperity for ALL residents in the Salinas Valley,
- Synchronize and leverage existing efforts,
- Enable & empower communities through the co-creation of investment plans, and ultimately ...
- Demonstrate that our region is investment ready & investment worthy.

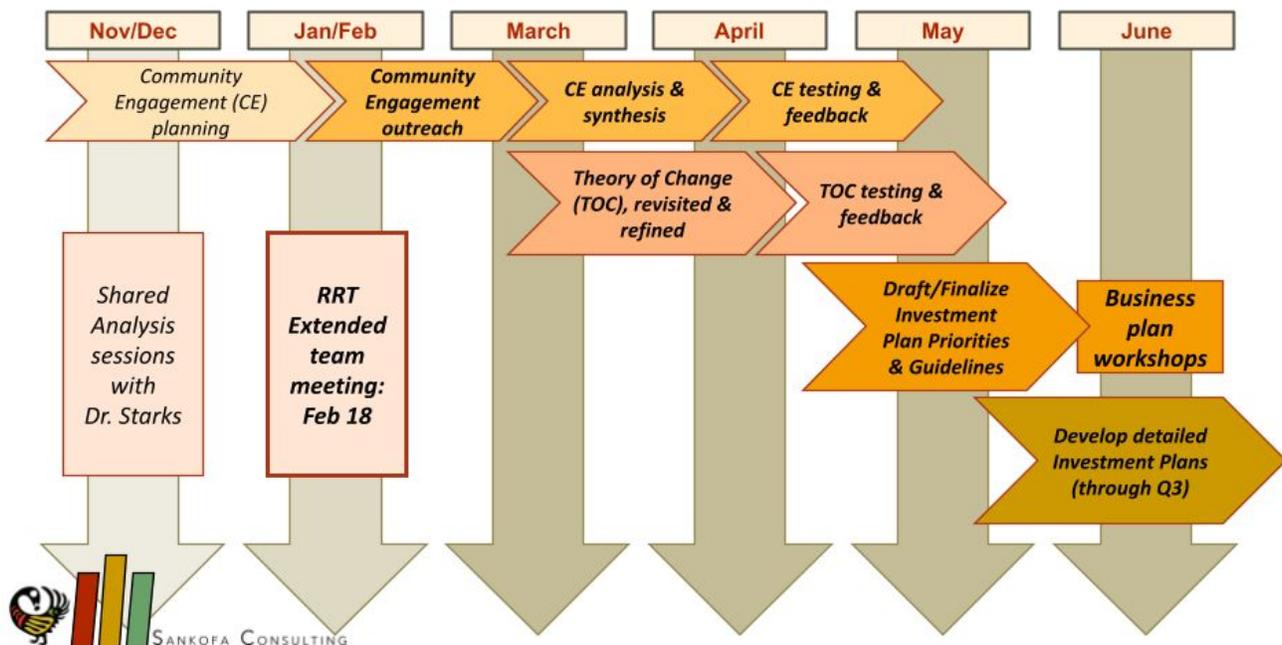
Digging into what inclusive economic development really means for our region, and co-creating a new reality with those communities who are most affected is messy, and forces people to think differently about our structures and systems that enable and perpetuate racial inequity. And it also forces people to think about their own role through that lens. It's a big task, but the process has been incredibly rewarding.

We slowed the process down to ensure authentic community engagement and ownership. This project is building relationships that are creating trust and enabling progress. And it's leading to critical race equity conversations that address existing constraints that will, in turn, inform our investment priorities. Each component of the process works together to produce investment plans and a measurement framework.

This initiative will help amplify and connect the dots to the good work being done and enable us to better synchronize and leverage our efforts.

As you see below in 2021 we will wrap up the community engagement process and begin to craft the investment plans. We will also begin to seek additional funding from philanthropy and others to begin the implementation work of this initiative.

RRT Timeline Q1 & Q2 2021



Central Coast Marketing Team (CCMT) - Regional Economic Development

For the past 3 years, MBEP has been a member of the Central Coast Marketing Team (CCMT) – a cross-sector group that strives to attract businesses to the Central Coast.

The state, and specifically Go-Biz, often sponsors events that involve regional representatives from around the State to provide opportunities for engagement with investors. Go-Biz also does outreach regarding RFP opportunities, such as site searches that offer real investment and job creation opportunities for our communities. The manner in which our region currently participates in both these examples is haphazard and often negligible. Which leads to the fact that ...

Many of our County and City staff in the region have been curtailed in the area of economic development, and with future budget cuts on the horizon due to diminished tax income (both sales and ToT) thanks to Covid, this could get worse.

The Central Coast Marketing Team (CCMT) had been providing some regional business recruitment functionality in years past, but has largely been non-functional since the close of FORA, as Josh Metz was the primary driver of this entity.

There is some CCMT budget that is designated for economic development purposes, and could be made available should MBEP assume this role as regional economic development coordinator.

MBEP's Board agrees there is a role for MBEP to play here, to offer regional coordination on business recruitment and RFP responses, sharing best practices and ideas, community education, and project specific advocacy. This effort would need to set a charter and vision, and should also include leaders from Chambers and Business Councils to avoid duplication of effort.

As discussed earlier, MBEP is also leading an initiative called Regions Rising Together Salinas which is an inclusive economic development initiative that seeks to achieve inclusivity and prosperity for all residents in the Salinas Valley, by synchronizing and leveraging existing efforts, and attracting new investments to the region. This initiative could easily be linked to our CCMT efforts as the goals are synergistic.

Use Data to Create Consensus and Inform Action

Regional Dashboard and Data Trackers

MBEP has developed robust data and analytic tools that are used by our members and others to track progress and inform decisions.

MBEP Dashboard – in 2021 MBEP will realign our indicators to match the [California Dream Index](#) indicators more closely. We will share these indicators for our region by county and city (where available) in an accessible easy-to-view manner.

- Regional Dashboard (demographics, unemployment, education, economic vitality, housing, health, infrastructure, transportation, public safety, and natural environment)

MBEP Data Trackers – In 2021 we will narrow the focus for these data trackers and only display the most relevant indicators to the above CDI.

- 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)

Additionally, we will continue to provide regionally focused granularity (i.e. ToT, sales tax) as available.

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 2021 Marketing and Membership plan. For more detail, the full plan can be found on our marketing team drive:

https://docs.google.com/document/d/1pErTZSQQKx_JOXt41SL4tvrzGXxoeLtB/edit

Marketing Objectives

- Execute MBEP's two large region-wide events successfully: SOTR20 and ES21 as measured by number of attendees, attendee survey, press promotion and coverage, and positive impact on specific MBEP initiatives.
- Breathe fresh life into our marketing strategies and tactics, trying new approaches & SoMe as measured by increase in followers and participation.
- Strengthen marketing support of each initiative using specific digital marketing channels and enhanced landing pages to increase traffic and user participation as measured by metrics and analytics appropriate to each channel.
- Stay on top of latest trends in digital marketing and virtual events to find creative ways to increase traffic to MBEP.biz, as measured by open and click through rates of email campaigns and newsletters.
- Re-evaluate and change current marketing tactics using analytics, exploring and piloting different approaches to strengthen measurable marketing impact on MBEP goals using metrics provided by all media channels.
- Amplify MBEP's role in the CMTTC manufacturing outreach, Regions Rise Together initiative and the new MBEP Economic Development Advisory Committee and provide marketing support as needed.

Strategies

1. Continue to build and strengthen the MBEP brand

While 2020 was a difficult year for everyone, we did see an increase in understanding and recognition of MBEP's impact in the region as evidenced in comments in our event surveys, news coverage and new members. As we enter 2021, we expect the region will begin to recover from the multiple crises of 2020 with opportunities to expand the visibility and positive impact of MBEP initiatives and projects.

- Heighten the interest in our two main events through broader reach of marketing campaigns beyond our region partnering with CA Fwd and producing op-eds and podcasts for publication in local news and social media.

- Capitalize MBEP hosting the 2021 California Economic Summit in Monterey working with CA FWD to create awareness and interest both within the region and throughout the state.
- Continue to provide marketing support for MBEP's participation in community outreach programs. i.e., CMTC Covid-19 relief program.
- Strengthen media ties for op-eds, podcasts and leverage LinkedIn.

2. Support the new MBEP Economic Development Advisory Committee and Regions Rise Together Salinas initiative

- Continue to position MBEP as a driving force for positive change within the region and amplify successes and collective member engagement.

3. Increase focus on each of the MBEP initiatives

- Communicate goals and progress for each initiative on a regular basis.

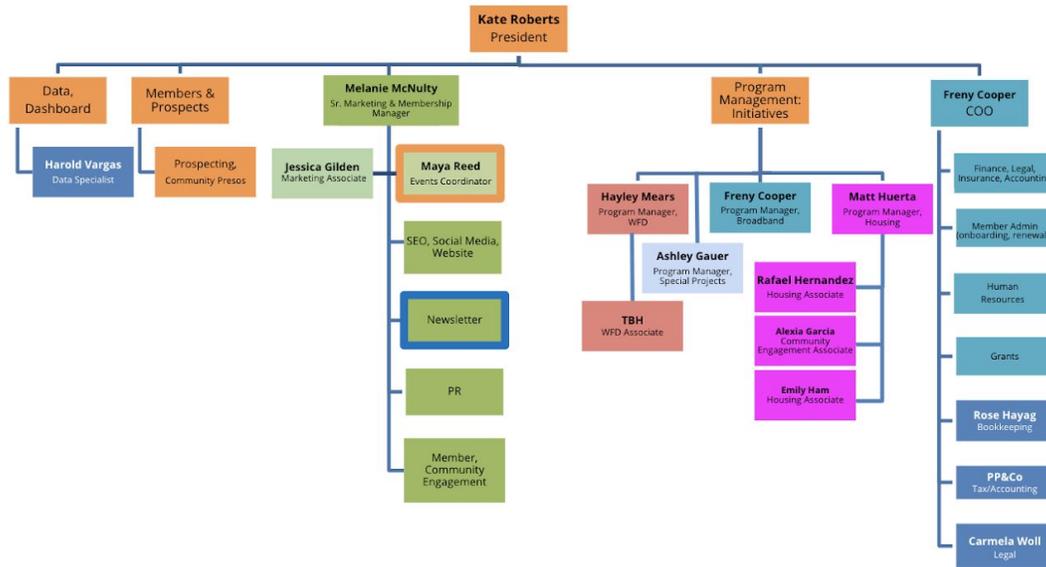
4. Increase brand awareness by continuing to work with initiative teams on SoMe and event platforms training and best practices.

Operations

Staff

In 2020, despite the challenges of COVID-19, we were able to keep all of our staff employed in the same capacity without reducing pay. Two of our part-time Housing Associates started full-time employment in July, and one program manager took over special projects including the transportation and climate change responsibilities. We plan to retain the same level of headcount in 2021 due to additional cash inflows carried over from 2020. Below is our most recent org chart.

MBEP Organizational Chart



Updated 12/29/2020

dark blue = outsourced

Financial Summary

The organization greatly exceeded its forecasted income in 2020 due to a number of unforeseen circumstances. The original budget was modified in April, with a significantly reduced forecast of membership income. Fortunately, though there was a fair amount of membership churn, we were able to gain new members as well. We ended the year with 79 members (as compared to our projected 64). Approximately \$160,000 was received in PPP funds, which will be entirely forgiven in early 2021. In addition, the organization received a \$250,000 grant from the James Irvine Foundation of which \$180,000 will be regranted. Other unexpected cash inflows included a contract with California Technology Manufacturing Consulting (CMTC) for \$90,000 from August 2020 through March 2021 and CASF funds reallocated from previous years to 2020 for broadband projects (\$48,040). Our ending cash balance + accounts receivable as of 12/31/20 was \$578,306. Total income for 2020 was \$1,408,350; total expenses were \$1,234,967; and net income was \$173,383.

In 2021, we will have CASF grant revenue of approximately \$170,000. Our three-year housing grant with Monterey Peninsula Foundation and Community Foundation for Monterey County has concluded, but we hope to gain another grant for this purpose (a \$200,000 estimate is included in our budget). We expect membership to further decline as COVID-19 continues to affect our region, and do not have prospects for new grant sources. Since our cash balance at the end of 2020 was higher than predicted, the 2021 budget was developed to reflect negative net income of \$56,613 (income of \$1,111,985 and expenses at \$1,168,598).



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