



**Full Board/Executive Committee Agenda**

**May 4, 2021**

**3:00 p.m. – 5:00 p.m.**

**Join to ZOOM Meeting**

<https://zoom.us/j/94559341068?pwd=N085NGt3SUd0dIp6VFQ4SmNrWk5NQ09>

**Meeting ID: 945 5934 1068**

**Password: 298167**

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- 3:00 PM WELCOME AND CALL TO ORDER**  
**REMINDER OF POTENTIAL CONFLICT OF INTEREST**  
**PUBLIC COMMENT**
- 3:05 PM CONSENT AGENDA**  
**C1 Approve Minutes from February 2, 2021 meeting**
- 3:10 PM ACTION ITEM**  
**A1 Approve Creation of WDB Deputy Director Position**
- 3:25 PM PRESENTATION ITEMS**  
**P1 Support for Workforce Force and Economic Development, and Biden Rescue Plan - Supervisor Diane Burgis (District 3)**  
**P2 Contra Costa Community College District Collaboration with Employment and Human Services - Workforce Development Board**
- 4:25 PM DISCUSSION ITEM**  
**D1 Strategic Communication Implementation Plan (DRAFT) – Celina Shands, Full Capacity Marketing**
- 4:45 PM COMMITTEE REPORTS**  
**OTHER WDBCCC MEMBER REPORTS**  
**CHAIRS REPORT**  
**EXECUTIVE DIRECTOR REPORT**
- 5:00 PM ADJOURN**

**UPCOMING MEETINGS:**

***Executive Committee Meeting: Wednesday, June 9, 2021***

***Full Board Meeting: Tuesday, August 3, 2021***

*Any appropriate public records related to an open session item on a regular meeting agenda and distributed by the Workforce Development Board and any of its committees to a majority of members of the Workforce Development and/or its committees, less than 72 hours prior to that meeting are available and for public inspection at 4071 Port Chicago Highway, Suite 250 Concord, CA during normal business hours.*

*The Workforce Development Board will provide reasonable accommodations for individuals with disabilities planning to attend Board meetings. Arrangements can be made by contacting the Workforce Development Board at 925.671.4560*

**FULL BOARD MINUTES**

Tuesday, February 2, 2021

The Full Board met on Tuesday, February 2, 2021, met via ZOOM meeting. Co-Chair Terry Curley called the meeting to order at 3.04 pm. Co-Chair Terry Curley reminded everyone of potential conflict of interest.

**ATTENDANCE**

MEMBER PRESENT – Vittoria Abbate, Carol Asch, Jose Carrascal, Leslay Choy, Terry Curley, Tom Hansen, Carolina Herrera, Richard Johnson, Corry Kennedy, Monica Magee, Stacey Marshall, Michael McGill, Robert Muller, DeVonn Powers, Kwame Reed, Stephanie Rivera, Kelly Schelin, Laura Trevino, Yolanda Vega

MEMBERS ABSENT – Joshua Aldrich, Joshua Anijar

WDB STAFF PRESENT – Patience Ofodu, Verneda Clapp, Maureen Nelson, George Carter, Charles Brown, Amrita Kaur, Rochelle Soriano, Veronica, Ramos, Patricia Conley, and Lauren Hull

OTHERS IN ATTENDANCE – Honorable Assemblymember Timothy S. Grayson, Dawn Morrow (Office of Supervisor Loretta Bisio, Michael Covarrubias, Steve Shultz, Zachary Shapiro, Celina Shands, Julia Clowes, Ann Johnson-Stromberg, Donna Van Wert, Anita Kassem, Michael Covarrubias, Emily Plummer, Mitch Margolis, Tamina Alon, Dominique Jones, Audrey Detmer, Maura Connell

**PUBLIC COMMENT:**

None

**CHAIR'S REPORT**

- *Memorial Tribute to Tom Guarino, Board Member*  
[Tom Guarino 1953-2020](#) East Bay Times Obituary

**CONSENT AGENDA:**

**C1 Approve November 3, 2020, Full Board Meeting minutes**

**Motion\Second Michael McGill/Leslay Choy**

**Motion Approved**

**AYES:** Vittoria Abbate, Carol Asch, Jose Carrascal, Leslay Choy, Terry Curley, Tom Hansen, Carolina Herrera, Richard Johnson, Corry Kennedy, Monica Magee, Stacey Marshall, Michael McGill, Robert Muller, DeVonn Powers, Kwame Reed, Stephanie Rivera, Kelly Schelin, Laura Trevino, Yolanda Vega

**NAYES:** None

**ABSENT:** Joshua Aldrich, Joshua Anijar

**ABSTAIN:** None

**PRESENTATION ITEMS:**

**P1 Green Empowerment Zone Bill Idea – Honorable Timothy S. Grayson, Assemblymember**

Assemblymember Tim Grayson was elected to serve in the California Assembly in November 2016 as the representative of the 14th Assembly District, which encompasses portions of Contra Costa and Solano Counties.

Since being elected to the Assembly, Grayson has focused on issues related to addressing California's housing and transportation crises, increasing our budget reserves and access to higher education, mitigating human trafficking, minimizing the risk of wildfires, and helping individuals with special needs. Seventeen of the bills Grayson authored in his first term were signed into law.

**Contra Costa County Green Empowerment Zone**

Status: Pending

Summary: Create a Green Empowerment Zone for Contra Costa County to prioritize access to tax incentives, grants, loan programs, workforce training programs, and private sector investment in the clean and green energy sector.

Background: The idea for a Green Empowerment Zone in Contra Costa County builds off of two previous efforts: The Northern Waterfront Economic Development Initiative and the San Joaquin Valley Partnerships. The Initiative has already laid the groundwork for the regional scope and membership of the Zone. The Partnership provides a framework for legislation and cooperation with Federal partners.

When fully implemented, the Zone will allow stakeholders to leverage the full scope of available economic development tools, including:

- Federal Empowerment Zones/Enterprise Communities
- Promise/Opportunity Zones
- The CA Alternative Energy and Advanced Transportation Financing Authority (CAEATFA)
- The CA Energy Commission's Clean Transportation Program
- The CA Workforce Development Board's High Road Training Partnership's Program

As the state transitions to clean fuels and high-tech energy, it is a matter of equity and economic justice that we support the growth of high-paying jobs and industries to replace those, which are being phased out. The Green Empowerment Zone will give Contra Costa County a competitive advantage in the next era of the energy economy.

## **P2 Overview of SBA & SBDC Programs & Services Available in Contra Costa County**

Presented by Julie Clowes, District Director, San Francisco District Office

U.S. Small Business Administration

Julie is the District Director of SBA's San Francisco District Office (SFDO) where she oversees the delivery of SBA's programs and services within 14 counties in Northern California.

**Norcal SBDC Regional Office:** Humboldt State University

- All-Region Tech Program
- Norcal Finance Center
- Norcal Restaurant Program
- Affiliate partners: SF

18 SBDC Centers

- Eureka, Yreka, Redding, Fort Bragg, Chico, Truckee, Napa, San Rafael, Fairfield, Sacramento, Contra Costa, Newark, San Francisco, San Mateo, Stockton, Aptos, San Jose

*Funded by SBA and CA Governors Office of Business and Economic Development*

### **Contra Costa Small Business Development Center:**

- Previously hosted by the County Workforce Dev Board
- Norcal SBDC Regional Network stepped in to manage in the interim
  - Managed remotely with a local team of expert business advisors
- Currently in an open RFP process to find a new local host
  - More information is available at [norcal sbdc.org](http://norcal sbdc.org)

Important Dates:

- Issued - January 11, 2021
- Bidders Conferences - February 25 and 26
- Letter of Intent to Submit – April 2
- Proposals Due – June 11
- Notice of Award – August 13

### **CA Relief Grant**

- State of CA Administered Grant Funds
- Lendistry –Sole intermediary lender to approve and disburse funds
- \$475 Million - 2 Rounds of \$237.5 Million
- First-round ended January 13 with over \$300k Applications
- Second Round Launches 8 am February 2 to February 8 at 6 pm
- Possible \$575 Million additional to grant offering- CA Budget review
- CA SBDC major partner in rollout - responsible for 100k+ of total applications
- Norcal SBDC offered 833-ASK-SBDC & Loans@asksbdc.com for full state outreach

### **Norcal SBDC Participation in CA Relief Grant - All took place from December 23th to January 13**

- Updated [www.californiasbdc.org](http://www.californiasbdc.org) website daily with new info
  - Updated auto-reply email daily at [loans@asksbdc.com](mailto:loans@asksbdc.com)
  - Updated and re-recorded voicemail daily with new info
- Fielded over 100k calls, 20k emails, 3k text messages over 2 weeks
- Pivoted and assembled 20+ finance advisors to help with demand
- Signed up 5000+ new clients

- Translated grant information in the following languages
  - Spanish
  - Korean
  - Mandarin & Cantonese
  - Vietnamese

#### **Helping Businesses with PPP and SBA Programs Offered**

- Receive daily updates from SBA – breakdown info for webinars
- Check treasury website daily for application updates
- Understanding both PPP – 1st Draw and 2nd Draw
- Helping businesses get their 2019 taxes done & putting together their 2019 & 2020 Income statements & other payroll items needed
- New EIDL Advance legislation and how it affects last years recipients
- Shuttered venue operations grant
- Debt Relief and Bankruptcy offered programs

Presented by Ann Johnson-Stromberg, Assoc. Region Director, Norcal SBDC Lead Center

Interim Director, Contra Costa and San Mateo SBDCs

Ann is the Associate Region Director focused on SBDC program oversight and has worked with the Norcal SBDC Program since 2006.

#### **SBA COVID-Related Financial Assistance and Other SBA Program and Services**

##### **Programs and Services of SBA**

- Access to Capital
  - Microloans (max \$50,000)
  - Government Guaranteed Loans (max \$5 million)
  - Small Business Investment Companies - Equity Financing
- Government Contracting
  - Federal certification programs
  - Small business goals
  - Small business contracting advocates (PCRs)
- Business Advising
  - Free, confidential, one-on-one
- Disaster Assistance

##### **COVID Financial Assistance Available**

- Debt Deferment and Relief:
  - Deferring payments on existing non-COVID disaster loans thru 3/31/21
    - Reflected in monthly notice
  - SBA Debt Relief Program – extended
- Loans and Grants:
  - Economic Injury Disaster Loan (EIDL) thru 12/31/21
  - Targeted EIDL Grant – coming soon
  - PPP – reopened 1/19/21
  - Shuttered Venue Operators grant – NEW - coming soon
    - Live venue operators, promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theatre operators or talent representatives
    - [Shuttered Venue Operators Grant \(sba.gov\)](https://www.sba.gov/shuttered-venue-operators-grant)

##### **PPP Basics**

- Eligible Entities in operation 2/12/20:
  - Small businesses – all forms, self-employed and independent contractors
  - Non-profit 501(c)(3), 501(c)(6), 501(c)(19)
  - Electrical and telephone cooperatives - 501(c)(12)
  - Housing cooperative – 300 employees max
  - Destination marketing organization – 300 employees max
  - News organization (NAICS 511110 or 5151)
- Eligible Costs:
  - Payroll Costs
    - Salary, wages, commissions and other cash compensation (\$100,000 max)

- Payment for leave (vacation, sick family etc)
- Employee benefit payments/premiums
- State and local taxes assessed on compensation
- Non-payroll Costs
  - Mortgage interest or other interest payments debt incurred before 2/15/20
  - Rent
  - Utilities
  - Covered operations expenditures – ex: software, accounting services
  - Covered property damage due to public disturbances in 2020
  - Covered supplier costs- essential and contracted before the covered period
  - Covered worker protection expenditures

#### PPP Loan Terms

- Covered period 8 or 24 weeks
- Interest rate: 1%
- Loan Term: 5 years
- No collateral
- Apply through participating lenders
- Forgiveness: 60% payroll/40% non-payroll
- Amount eligible to borrow – see guidance documents

#### PPP – 2<sup>nd</sup> Draw Loans

- Eligible borrowers
- Received a PPP 1<sup>st</sup> draw loan
  - Used all funds
  - Max 300 employees
  - Demonstrate at least 25% reduction in gross receipts between comparable quarters in 2019 and 2020
- Max \$2 million
- 2.5x average monthly payroll for 2019 or 2020
  - 3.5x average monthly payroll for the Accommodation & Food sector (NAICS 72)

#### P3 Presentation from Kathy Gallagher, CCC Employment & Human Services Department Director

Will defer to the next Full Board Meeting Kathy Gallagher is not available due to meeting conflict.

#### D1 Regional and Local Strategic Planning 2021-2024

This item is a presentation from Steve Schultz, with Glen Price Group (GPG), on our Plan for meeting EDD DRAFT Directive WSDD-216 guidance on the upcoming Regional and Local Planning process for PY 2021-2024. This policy provides guidance and establishes the procedures regarding the preparation of both Regional and Local Plans required by the *Workforce Innovation and Opportunity Act (WIOA)*. The Glen Price Group will be writing and providing support with both our Local Plan and Regional Plan.

This staff report provides the status of this item and invites WDB members to discuss potential recommendations as we move into our 2021-2024 Regional and Local planning process.

#### Timeline

- January 29, 2021 – Release of Final CWDB Guidance
- December to January—WDB Stakeholder input meetings via Zoom
  - East, Central, and West County public input meetings
  - AJCC MOU Partner meeting
  - Employer meeting
- January to February – Online survey of selected stakeholders
- March 17: Initial Draft of Plan approved by Executive Committee
- March 19: Plan released to the public for 30 day comment period (this is different from the PPT, the idea would be to allow for some extra time after the public comment period before it is due)
- April 19: Public comment period closes
- April 27: Approval of Local Plan revisions by WDBCCC Board
- April 27: Final version of Plan submitted to RPU
- April 28: Final Version of Plan submitted to State Board

- August 1 State board approves Local Plans
- August 15: State board notifies Local Boards of deficiencies
- September 15: Final corrected plans due with CLEO signature
- October 15: Final approval of Local Plan by the state board

Board engagement on dialogue about Local and Regional Strategic Planning.

Some of the response from the board members.

**What should the WDBCCC be doing to ensure equitable access to in-demand regional sectors and occupations for job seekers with barriers to employment?**

- Leslay C. (San Pablo Economic Development) - Ask those who have the barriers, try to solve problems without the information. Connecting with employers at the same time. They need to let us know their concerns. Connectivity is an issue people have phones, but not necessarily smart phones. Do Zoom conference calls, but it is just a phone call. Surveys are one thing. Onsite visits is not accessible to get free WIFI anymore. Economic task force to learn.
- Jose C. (Corteva Bioscience) - From the perspective of the employer we need to make it easier for the access of the job seekers. If it not easy enough, they will miss the opportunities. What are the tools that can make it easier that can give them the chance to be at the table.
- Yolanda V. (Board Chair) - One thing to make it easier for job seekers is to provide them with a friend when they are on the job site that they can collaborate. Somebody who is already on the job who knows the ropes.

**How would the WDBCCC prioritize working with employers that provide high quality jobs?**

- Vittoria A. (MD Adult Education) - Reduce barriers to employment. Training needs. When we get the right people at the table, we end up with something that will benefit the employers and the adults we serve. We need pipelines for people to move through with a variety of programs, training, services and services to reduce barriers to reach adults at different levels of their workforce prep. Etc.
- Jose C. (Corteva Bioscience) - I think of high quality jobs I think of some level of expertise. Dive those in categories. Thinking of separate strategies for these two groups ( job seekers and employers)
- Mitch M. - Helpful when credentials are “stackable” so someone can do a training, get a job, add on to their training and in turn upgrade to a better job instead of having to start from scratch.

**From your perspective, in the sector you represent, what are the most important new strategies that need to be developed to respond to the challenges presented by COVID-19?**

- Carolina H (Kaiser Permanente) - One thing we are missing is the childcare needs of our workforce I think women disproportionately affected because they are now teachers. There is a huge void there. Focus on work with childcare partners. We talk about housing and businesses, but we have not talked
- Anita Kassem - Those people who are at the bottom of the ladder are the refugees and immigrant who have lower English skills and are not from here, but they are not able to advance in the US.. There is a disconnect about the workers, collaborating with training providers and colleges do not always include our population to benefit from trainings and jobs. Keeping in mind the people who are recent arrivals here. A lot of them have the skills, but the market is not able to absorb them.
- Carol A. (DOR) - We have women and individuals of color represented in jobs that go nowhere or put them at risk. We need to focus on jobs with upward mobility.

**D2 Full Capacity Marketing**

Celina Shands, CEO/Founder of Full Capacity Marketing our Strategic Communications Plan (SCP) to engage targeted market segments of stakeholders, partners and customers in order to bring the goals of the strategic Plan to fruition.

**Strategic Communications: Positioning the Work of the WDB To Maximize Engagement**

Why workforce boards nationally are the “best kept secret”

How the board’s strategic Plan informs the development of a Strategic Communications Plans (SCP)

Areas of Opportunity & Next Steps

Low Awareness ... Low Understanding

Brand Surveys deployed by FCM nationally revealed that on average only 4.6% of businesses are aware of the workforce development board (aided brand awareness)

When the ones aware were asked to describe what the board does, less than 1% were able to articulate the work and its value (brand comprehension).

We have to overcome existing, mainstream perceptions about government organizations not being able to effectively solve community issues.

There is a lack of focus on strategic communications which is highly specialized process that needs to align with the board's strategic Plan and goals.

### **From Strategic Plan to Positioning & SCP**

Key Priorities · Goals · Strategies · Tactics · Measures

#### **Who do you need to engage to bring the strategic Plan to fruition?**

- Identified Market Segments (Who, What) - Messaging
- Psychographics – What's important to your market segments?
- What are their pain points?
- What are your solutions to their pain points?
- How do you want them to engage?
- What benefits do they receive for engaging?
- What communication mediums should you use?
- How do you know if you are successful in your brand building efforts?

#### **Areas of Opportunity and Next Steps**

- Finalize Strategic Plan
- Based on the board's priorities and goals, create a positioning strategy
- Identify market segments and create messaging platforms
- Develop a SCP that identifies the best tactics given market segment preferences & COVID-environment

### **COMMITTEE REPORTS**

#### **Youth Committee**

- The Youth Committee met on January 12, 2021
- Presentation on National Youth Employment Coalition
- Discussion and update on WIOA Youth RFP Update
  - Youth RFP published for \$1.2 million (\$900,000 Out of School Youth & \$300,000 In-School Youth)

#### **BED Committee**

- Next meeting is set on April 7, 2021.
- More details to follow for agenda discussion.

### **CHAIR'S REPORT**

- None

### **EXECUTIVE DIRECTOR'S REPORT**

- YOUTH RFP is out
  - Interested raters/evaluators reach out to Patience O. or Rochelle S.
- WDB Executive Director Recruitment is ongoing
- Executive Committee Meeting is scheduled on March 17, 2021

### **THE MEETING ADJOURNED AT 4:30 PM**

Respectfully Submitted,

Rochelle Martin-Soriano, Board Secretary

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**DATE:** May 4, 2021  
**TO:** Workforce Development Board/Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **Approve Creation of A Deputy Director Position for WDB**

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**A. BACKGROUND**

- I. WIOA sec. 107 (f) grants Local WDBs authority to hire a director and other staff to assist in carrying out the functions of a Local WBD
- II. Local Workforce Development Board functions per WIOA sec. 107(d)
- III. WDBCCC staffing needs have changed over time
  - A. WIA to WIOA
  - B. Transition from a model of direct service delivery to a model of primarily contracting out One-Stop Operator and Career Services Provider functions
  - C. Increased complexity in grant management, programmatic and fiscal reporting, partnership development, multi-organizational projects that leverage different funding sources
- IV. Effective local boards tend to have 2 positions (a Director and Deputy/Assistant Director) that provide leadership
  - A. The majority of Local Boards in California have both Director and Deputy
  - B. Other local boards in the Regional Planning Unit use this staffing model, including Alameda County

**B. CURRENT SITUATION**

The Bureau does not have succession planning for the Executive Director classification. The highest category under the Executive Director is the One-Stop Operator Administrator. This new position will directly support the activities of the executive director and positively contribute to the successful execution of the various workforce board duties.

**C. RECOMMENDATION**

The recommendation is for the Full Board to approve the creation of a Deputy Director position for the workforce development board to ensure succession planning that would enable the board's affairs to continue smoothly without interruption when the executive director transitions.

**D. FISCAL IMPACT & CUSTOMER IMPACT**



The Department could convert a vacant position and identify other funding to meet the financial gap to create this position. The salary range will be below that of a Workforce Development Board Executive Director currently listed within the range of \$119,505.44 - \$145,260.84 Annually.

**E. SCHEDULE**

This Deputy Director position needs to be created as soon as possible to support the unprecedented work in progress with the COVID-19 recovery and other priorities during this time.



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**DATE:** May 4, 2021  
**TO:** Workforce Development Board/Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **Contra Costa County support of WDB & President Biden Rescue Plan**  
**Supervisor Diane Burgis – District III**

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Supervisor Diane Burgis proudly serves the 230,000 residents of Contra Costa County's 3<sup>rd</sup> Supervisorial District — the largest of the five districts - covering Antioch, Bethel Island, Brentwood, Byron, Unincorporated Clayton, Discovery Bay, Knightsen, and Oakley in East Contra Costa County; and Blackhawk, Diablo and Tassajara Valley in the southern portion of the district.

She was elected to office in 2016 and re-elected to her second term with 67.74% of the vote in March 2020. In January 2021, she was appointed Chair of the Contra Costa County Board of Supervisors. Supervisor Burgis serves on 30 Board of Supervisor and regional committees, including as Chair of the Airports Committee, Legislation Committee, and the Open Space/Parks & East Bay Regional Parks District Liaison Committee, and as a newly appointed alternate to the San Joaquin Joint Powers Authority.

Diane's priorities are to work with and support our county health officer to get the coronavirus under control, move the County toward economic recovery for all residents and businesses, enhance mental health crisis response, address racial justice and inequality, protect the Delta, and at long last, provide sustainable fire protection services to all areas of the County.

Prior to being elected to the Contra Costa County Board of Supervisors in 2016, Diane served as a trustee on the East Bay Regional Parks District Board, a member of the Oakley City Council, and as the Executive Director of Friends of the Marsh Creek Watershed.

Diane is a single mother and proud grandmother of two. She raised her three sons in Oakley and has called Contra Costa County home for most of her life.

*Updated 01.14.2021*



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**DATE:** May 4, 2021  
**TO:** Workforce Development Board/Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **Contra Costa Community District Collaboration with Employment and Human Services - Workforce Development Board**

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Beginning November 1, 2020, Dr. Bryan Reece was named Chancellor of the Contra Costa Community College District (District). The District serves over 51,000 students at three colleges (Contra Costa College, Diablo Valley College, and Los Medanos College) and two centers (Brentwood and San Ramon). The District is one of the largest multi-college community college districts in California, where more than 3,600 employees serve a county of over one million residents.

Dr. Reece has been working in higher education for over 30 years, with 15 years of academic and private-sector leadership experience, having formerly held positions as college president, vice president of instruction, dean, and academic senate president. He taught Political Science as a tenured community college faculty member for 19 years and has a documented record of moving community colleges in directions that improve the academic success for students across all groups and has particular expertise with student populations from historically underserved communities.

Having worked extensively with legislative bodies and government agencies at the local, state, and federal levels, Dr. Reece has a record of success with public-private partnerships and fundraising.

Dr. Reece has a bachelor of arts degree, master of arts degree, and a doctorate in Political Science from the University of Southern California.

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**DATE:** May 4, 2021  
**TO:** Workforce Development Board/Executive Committee  
**FROM:** Workforce Development Board Staff  
**RE:** **Strategic Communication Implementation Plan (DRAFT) – Celina Shands, Full Capacity Marketing**

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**A. BACKGROUND**

Full Capacity Marketing is on contract with the Workforce Development Board of Contra Costa County to support our marketing and communication strategies. They created the COVID-19 section on our website in April 2020 when we launched BounceBackContraCosta.org. This approach helped WDBCCC move important on-site workshops online when in-person workshops were no longer possible because of social distancing. The WIOA training videos are now easily accessible online and soon will be joined by other instructional videos, including one on resume writing and another related to the state’s job board. They continue this great work with strategic communication and social media outreach.

**B. CURRENT SITUATION & DISCUSSION**

How do we avoid being the best-kept secret? Celina Shands, CEO/Founder of Full Capacity Marketing (FCM), our strategic communications firm, presents the process of how the board’s strategic plan will inform the development of a Strategic Communications Implementation Plan (Draft) to engage targeted market segments of stakeholders, partners and customers in order to bring the goals of the strategic plan to fruition.

Full Capacity Marketing will share its recommendations for WDB Strategic Communication Implementation Plan (Draft).

- 1) Positioning the board to improve brand awareness and value;
- 2) Key message platforms to effectively communicate with each market segment; and
- 3) The necessary communication tools and tactics to reach, inform and influence them with specific calls to action.

**C. ATTACHMENT**

**D1a - [WDBCCC Strategic Communication Plan - DRAFT 1](#)**