



**WORKFORCE INNOVATION AND OPPORTUNITY  
ACT (WIOA)**

**LOCAL PLAN  
PROGRAM YEARS 2016 – 2020**

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## INTRODUCTION

The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board to develop and submit, in partnership with the chief elected officials, a comprehensive four-year plan to the Governor. That local plan shall support the vision, goals, and strategy described in the New Mexico State plan and be consistent with it.

This local plan submitted by the Northern Area Local Workforce Development Board (NALWDB) seeks to address current and future strategies and efficiencies that address the continuing modernization of the workforce system and creation of a customer-centered system where: the needs of business and workers drive workforce solutions; where one-stop centers provide superior customer service to all job seekers and businesses; and where the workforce system supports strong regional economies, as well as alignment with state priorities.

The NALWDB collaborates with a wide variety of individuals, businesses, and organizations. The NALWDB views its mission as guiding a regionally-recognized workforce development system that aligns with the economic and educational goals of the State of New Mexico resulting in a qualified workforce available to business across counties; our mission directly supports economic business growth. The vision is for a New Mexico where every person maximizes his or her career potential, and businesses have access to the human capital they need to be successful. The collaborative development of this local plan is intended to create a foundational blueprint for local chief elected officials, economic development organizations, state agencies, community organizations, labor unions, local businesses, and WIOA adult and youth service providers to utilize in coordinating services for businesses, job training, and placement activities to meet the diverse, unique needs of both the mostly rural and also urban areas within the NALWDB service delivery area.

The NALWDB Local Plan is the final result of industry research, ongoing partnership development, resource review, and process improvement. This plan is a living document and will change as workforce needs are identified.

Please note that throughout this draft, what are referred to as Northern Area Workforce Connection offices is synonymous with the term workforce centers, workforce connection centers, one-stops, local WIOA offices, or American Job Centers.

## PROCESS FOR PLAN SUBMITTAL

In submitting the local plans, the NALWDB adhered to the following requirements.

§679.550(a)	Each LWDB must, in partnership with the appropriate chief elected officials, develop and submit a comprehensive four-year plan to the Governor (NMDWS).
§679.560(c) <sup>i</sup>	The plan must describe the steps taken by the LWDB to engage entities in the formulation of the local plan.
§679.550(a)(1)	The plan must identify and describe the policies, procedures, and local activities that are carried out in the local area, consistent with the State Plan. (Please submit all local policies and procedures as <b>Attachment A</b> to the local plan via flash drive.)
§679.550(b)(1)	LWDBs must make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media.
§679.550(b) §679.550(b)(2)	LWDBs must include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education.
§679.550(b) §679.550(b)(3)	LWDBs must provide a 30-day period for comment on the plan before its submission to the Governor (NMDWS), beginning on the date on which the proposed plan is made available.
§679.560(b)(19)	LWDBs must describe the process used to provide a 30-day comment period prior to submission of the local plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.
§679.550(b)(4) §679.560(e)	LWDBs must submit with the local plan any comments that express disagreement with the plan to the Governor (NMDWS) along with the plan.
§679.550(b)(5)	LWDBs must make information about the plan (as well as subsequent plan modifications) available to the public on a regular basis through electronic means and open meetings.
§679.550(b)	<p>Prior to plan submission, please ensure:</p> <ul style="list-style-type: none"> <li>• the local board has reviewed and approved the plan.</li> <li>• the board chair and chief elected official have signed the signature page.</li> </ul> <p>Please submit plans electronically in both Word (.doc) and Adobe (.pdf) format, along with a signed copy scanned to <a href="mailto:Yolanda.Montoya-Cor@state.nm.us">Yolanda.Montoya-Cor@state.nm.us</a>. The submission should include the name, title, email address, mailing address, and phone number of the person we may contact with questions regarding the plan.</p>

## KEY DATES

<b>Activity</b>	<b>Target Date</b>
LWDBs Develop Local Plan Components	September 21, 2016 – November 30, 2016
LWDBs Complete Local Plan Drafts	November 30, 2016
LWDBs Post Local Plan Drafts for 30-Day Public Comment	December 1, 2016
LWDBs Update Plans to Reflect Public Comments, as appropriate (and any other necessary changes)	January 2, 2017 to January 31, 2017
Local Boards Approve Final Plan for Submission in an Open Meeting	January 2017
Local Boards Submit Completed Plan to NMDWS	February 1, 2017
State Review Period	February 1, 2017 to February 28, 2017
NMDWS Notifies LWDBs of Plan Approval (and any requested revisions, if needed)	March 1, 2017
If Applicable, LWDBs Complete and Submit Requested Local Plan Revisions to NMDWS	March 24, 2017
LWDBs Develop and Complete Local Plan Modifications for Submission to NMDWS	Winter 2017/Spring 2018

## PUBLIC COMMENT PROCESS

Subsequent to collaborative development between Northern Area CEOs, NALWDB members and NALWDB staff, the NALWDB 2016-2020 WIOA Local Plan was posted on the NALWDB website ([www.northernboard.org](http://www.northernboard.org)) for an initial 30-day public comment period. Hard copies were made available at the NALWDB Administrative Office, 5 Bisbee Court, Suite 104, Santa Fe, New Mexico. Notice of this publication and comment period was announced via the major newspaper outlet in New Mexico, the Albuquerque Journal. The posting period was December 1 to December 31, 2016. No comments or disagreements were received.

The NALWDB approved the final plan for submission in an open meeting on January 30, 2017.

## STRATEGIC PLANNING ELEMENTS

### A. Economic and Workforce Analysis

The NALWDB Local Plan describes the Board area’s current economic and workforce conditions. Per §679.560(a)(1)(iii), as appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet these requirements. Any source of data was used in our analysis.

<b>§679.560(a)(1)(i)</b>	<b>Include a regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations.</b>
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The NALWDB, incorporated in 2001, is a 501(c)(3) non-profit and is the Administrative Entity (AE) covering ten (10) northern New Mexico counties including Cibola, Colfax, Los Alamos, McKinley, Mora, Rio Arriba, San Juan, San Miguel, Santa Fe, and Taos. The Northern Area serves approximately 24% of New Mexico’s total population. Since 2001 the NALWDB has been the administrator for the Workforce Investment Act (WIA) and currently, the Workforce Innovation and Opportunity Act (WIOA). The two largest cities within the Northern Region are the State Capitol, Santa Fe, as well as Farmington. These two (2) cities are designated as Metropolitan Statistical Areas (MSAs) and are located in two of the most populated counties in New Mexico. Although there are two MSAs, the vast majority of the service area is comprised of rural communities who do not have many resources available to them. The rural nature of the region forces the workforce system to become innovative and resourceful when it comes to delivery of WIOA services. The population in the Northern Area has slightly increased since 2004 and has not increased at the same rate as the state’s increase as indicated in the table below.

**Table 1**

The table below shows the estimated population in Northern, New Mexico for the 2004-2014 time period.

Area Name	2004 Estimated Population	2014 Estimated Population	Estimated 2004-2014 Population Percent Change
Northern	497,371	509,109	2.36%
New Mexico	1,903,808	2,085,567	9.55%
United States	292,805,298	318,907,401	8.91%

Source: 1  
Downloaded: 11/16/2016

The economic and workforce conditions within the Northern Area have changed over the last two years, primarily due to the economic downturn in the Northwest region of New Mexico. Historically, this area has relied on the mining sector, which includes the oil and gas industry, as a primary resource for workforce in the area. With the drastic decline in

oil prices over the past year, the economy and workforce in the Northwest New Mexico region has felt the hardest impact, but this has also impacted the unemployment rate for the entire northern New Mexico workforce region. In comparison to the other workforce development boards in New Mexico, the Northern Area has the highest regional unemployment rate as of September 2016 in the entire state. Table 2 below provides a comparison of unemployment statistics between the four (4) workforce regions in New Mexico.

**Table 2**

<b>Labor Force, Employment and Unemployment Distribution</b>			
<b>The table below shows the workforce development regions with the highest unemployment rate in New Mexico for September, 2016. These figures are not seasonally adjusted.</b>			
<b>Rank</b>	<b>Area Name</b>	<b>Unemployment Rate</b>	<b>Preliminary Data</b>
1	Northern, New Mexico	7.2%	No
2	Southwestern, New Mexico	7.1%	No
3	Eastern, New Mexico	6.9%	No
4	Central, New Mexico	6.2%	No
<b>Source: NMDWS, Local Area Unemployment Statistics program in conjunction with U.S. Bureau of Labor Statistics</b>			
Downloaded: 11/16/2016			

The necessity for strategic workforce development efforts is extremely important as we move forward. With layoffs in the northwest part of the state, there is tremendous pressure on the workforce system to address the issues--all partners must work to understand these issues and develop locally-based strategies for sustaining jobs and the workforce in the region.

Other counties within the Northern Area face other economic and workforce challenges, but there are some commonalties that can be recognized across the region. Regardless of the various challenges that are faced in each community, the NALWDB along with its WIOA service providers and partners, continue to work to address the challenges and meet the different needs that each community faces.

<b>§679.560(a)(1)(ii)</b>	<b>Include a regional analysis of employment needs of employers in existing and emerging in-demand industry sectors and occupations.</b>
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The analysis of employment needs for the major employers in northern New Mexico reflect the in-demand industries and sectors that are prevalent in the region. The industries that have the biggest workforce need in northern New Mexico include three (3) specific industries and occupations. Not only is there a current need within these industries, there is projected growth in the upcoming years. Although there is projected growth within these industries, a skills gap has been identified in regard to filling these positions which requires workforce system partners to work together to meet the needs of the employers in the region. Table 3 below demonstrates the high growth industries and occupations as



provided by the New Mexico Department of Workforce Solutions (NMDWS). The skills gap and lack of training opportunities for individuals with barriers to employment within northern New Mexico is preventing high growth occupations from being filled. The coordination of efforts amongst education, workforce and employers will help to connect individuals seeking employment to the appropriate training pathways and to the middle and high-paying positions that remain unfilled within the region.

**Table 3**

Industry	SOC	Occupational categories combining groupings of jobs	2014 - 2023 % Change	Median Hourly Earnings	2023 Jobs
Health	29-1000	Health Diagnosing and Treating Practitioners	16%	\$43.27	32,926
	29-2000	Health Technologists and Technicians	22%	\$20.31	19,424
	31-1000	Nursing, Psychiatric, and Home Health Aides	29%	\$11.28	17,735
	31-9000	Other Healthcare Support Occupations	17%	\$14.07	12,625
IT	15-1100	Computer Occupations	17%	\$32.63	19,407
Education	25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	19%	\$22.74	30,340
	25-3000	Other Teachers and Instructors	14%	\$14.06	11,509
	25-9000	Other Education, Training, and Library Occupations	17%	\$11.46	11,510
<b>Total</b>			<b>19%</b>		<b>155,475</b>

As noted in data extracted through the New Mexico Workforce Connection Online System (NMWCOS) and outlined in Table 4 below, the employers that have entered the most job openings advertised in the Northern Area support this trend. Table 4 indicates that the healthcare industry dominates the list in terms of the number of job openings within the industry.

**Table 4**

**Employers by Number of Job Openings**

**The table below shows the employers with the highest number of job openings advertised online in Northern, New Mexico on November 21, 2016 (Jobs De-duplication Level 2).**

Rank	Employer Name	Job Openings
1	Christus Health	691
2	DISH Network L.L.C.	344
3	Los Alamos National Laboratory	297
4	Swift Transportation Co., Inc.	152
5	CHRISTUS St. Vincent	139
6	Presbyterian Medical Services	113
7	Department Of Health And Human Services	112
8	Central Consolidated School District	77
9	Family Dollar Stores, Inc.	72
10	Presbyterian Healthcare Services	67

**Job Source: Online advertised jobs data**

Downloaded: 11/16/2016

The list above identifies Los Alamos National Laboratory as one of the employers with job openings in the in-demand industries. Los Alamos National Laboratory is currently projecting that there will be a large population of their workforce that will soon be retiring. In preparation for this, Los Alamos National Laboratory has been working with the community to address the problem that they will be facing in upcoming years.

The workforce that is employed by Los Alamos National Laboratory is comprised of many individuals who reside in various outlying counties of Los Alamos to include Santa Fe, Rio Arriba, Taos, and San Miguel. This creates a large opportunity for the region to align with the educational institutions to prepare a workforce to fill these well paying positions to include many positions and occupations that require transferrable skills that can be used amongst industries.

The workforce system in the Northern Area has an advantage in the sense that we are working with Los Alamos National Laboratory to address an upcoming need that they have projected. This allows us to use strategic planning to convene partners and address issues. In addition to the needs at Los Alamos National Laboratory, the healthcare industry continues to be an integral factor in terms of projected growth within the occupations in northern New Mexico. Based on the projected growth illustrated in Table 5 below, healthcare occupations represent the most opportunity for an individual to begin a pathway and start a career in a specific industry.

Although there are still a large number of occupations that are represented in the table many of the occupations do not necessarily require any credentials, nor do they lead to long- term employment or career opportunities.

**Table 5**

**Occupations by Projected Growth**

The table below shows the occupations with the highest estimated annual openings in Northern, New Mexico for the 2014 - 2024 time period.

Rank	Occupation	2014 Estimated Employment	2024 Projected Employment	2014-2024 Annual Percent Change	Estimated Annual Openings
1	Personal Care Aides	6,898	9,645	3.4	331
2	Retail Salespersons	6,898	7,322	0.6	281
3	Cashiers	5,909	6,053	0.2	265
4	Waiters and Waitresses	4,120	4,601	1.1	246
5	Combined Food Preparation and Serving Workers, Including Fast Food	3,965	4,790	1.9	210
6	General and Operations Managers	4,215	4,506	0.7	136
7	Registered Nurses	3,202	3,683	1.4	124
8	Cooks, Restaurant	1,680	2,073	2.1	83
9	First-Line Supervisors of Retail Sales Workers	3,070	3,199	0.4	82
10	Construction Laborers	3,110	3,300	0.6	81

Source: NMDWS, Employment Projections program  
Downloaded: 11/16/2016

The industries with the highest number of job openings as demonstrated by Table 6 below reinforce the trend that there is a dire need for individuals to choose healthcare as a profession. As of November 15, 2016 there were 1,447 job postings that were posted in the NMWCOS data base within that industry.

**Table 6**

**Industries by Advertised Jobs**

The table below shows the industries with the highest job openings advertised online in Northern, New Mexico on November 15, 2016 (Jobs De-duplication Level 2).

Rank	Industry	Job Openings
1	Health Care and Social Assistance	1,447
2	Retail Trade (44-45)	941
3	Accommodation and Food Services	744
4	Public Administration	525
5	Professional and Technical Services	416
6	Administrative and Waste Services	308
7	Educational Services	276
8	Information	266
9	Finance and Insurance	222
10	Transportation and Warehousing (48-49)	110

Job Source: Online advertised jobs data  
Downloaded: 11/16/2016

<b>§679.560(a)(2)</b>	<b>Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.</b>
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By analyzing the data of the skills that are desired by employers Table 7 below demonstrates that most of skills that have been identified are considered “soft skills”. These skills include but are not limited to: customer service skills, problem solving, flexibility and interpersonal skills. These skills are typically acquired by real world work experience as opposed to classroom instruction. They are vitally important to an individual obtaining and maintain employment.

Many of the tangible skills that were identified, or are also frequently requested, include computer skills, Microsoft Excel, and physical demand. It is also implied that the in-demand industries of Healthcare, Internet Technology and Education, not only need individuals with the soft-skills mentioned above, but the industry-specific credentials required to enter and advance within the workforce.

**Table 7**

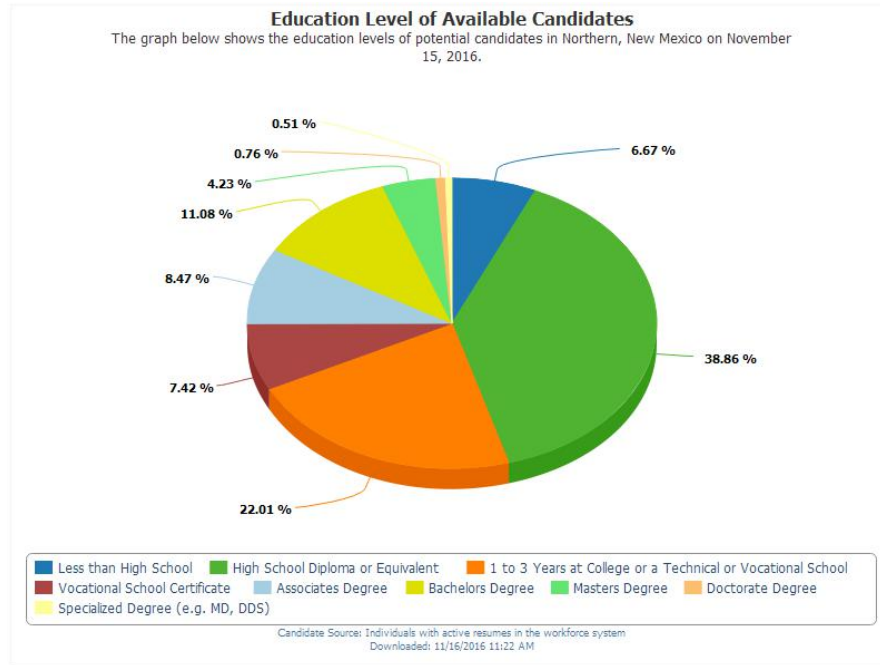
**Advertised Job Skills**

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in Northern, New Mexico on November 15, 2016 (Jobs De-duplication Level 1).

<b>Rank</b>	<b>Advertised Detailed Job Skill</b>	<b>Advertised Skill Group</b>	<b>Job Opening Match Count</b>
1	Customer service	Customer Service Skills	1,797
2	Problem solving	Basic Skills	512
3	Customer Service Skills	Customer Service Skills	507
4	Flexibility	Interpersonal Skills	365
5	Interpersonal skills	Interpersonal Skills	329
6	Decision making	Basic Skills	278
7	Educating customers	Account Manager Skills	268
8	Talking with people	Telemarketing Skills	262
9	Solving problems	Basic Skills	196
10	Time management	Basic Skills	185

Job Source: Online advertised jobs data  
Downloaded: 11/16/2016

The graph below demonstrates the educational level of the workforce pool that resides in the Northern Area workforce region. The vast majority of this pool has not achieved any form of certificate or credential with their education, making this population ideal for WIOA services. The graph also indicates that many of the individuals in the workforce pool will benefit from obtaining some type of training or service offered through WIOA. Serving these individuals will not only strengthen the opportunity that they will have but will also meet the needs of the employers within the region.



In addition, analysis of 2015 job postings data reveals that almost 40% of employers are looking for an individual with a minimum of an Associate’s Degree. The most required credentials in the region support the needs of industries that have been determined in-demand. Some of the most important credentials in the healthcare industry have been identified as Basic Life Support (BLS), Advanced Cardiac Life Support Certification (ACLS), and Certification in Cardiopulmonary Resuscitation (CPR) amongst other specified certificates and credentials. Additionally, other top certifications in the region include Commercial Driver’s License (CDL) and Licensed Master Social Worker (LMSW). The top 10 certifications requested by employers in the region are summarized in Table 8 which follows.

**Table 8**

<b>Advertised Job Certifications</b>		
<b>The table below shows the top 10 advertised job certifications found in job openings advertised online in Northern, New Mexico on November 26, 2016 (Jobs De-duplication Level 1).</b>		
Rank	Advertised Certification Group	Job Opening Match Count
1	Basic Life Support (BLS) Certification	1,115
2	Advanced Cardiac Life Support Certification (ACLS)	525
3	Certification in Cardiopulmonary Resuscitation (CPR)	406
4	Commercial Drivers License (CDL)	292
5	Pediatric Advanced Life Support (PALS)	255
6	Certified Nursing Assistant (CNA)	70
7	Educational Commission For Foreign Medical Graduates Certification (ECFMG)	36
8	Emergency Medical Technician (EMT)	35

<b>9</b>	Licensed Master Social Worker (LMSW)	34
<b>10</b>	National Board for Certification in Occupational Therapy	27

Job Source: Online advertised jobs data

Downloaded: 11/16/2016

<b>§679.560(a)(3)</b>	<b>An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.</b>
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The number of potential candidates in the NMWCOS data base is just over 15,000 in the Northern Region. While the entire labor force in northern New Mexico has gradually decreased since 2011, the current labor force in the Region is 218,842, which has decreased from 223,844 in 2011. A trend that the Region has experienced is that as the labor force has diminished, the unemployment rate has also decreased. According to Table 9 below, the unemployment rate for the region was at a high of 7.9% in 2011. That rate has remained in the vicinity of 7% and in 2015 it was an even 7.0%. Despite this trend, the decline in the oil and gas industry in the northwest part of the state has brought the current unemployment rate up to 7.2% and it will take time for that area to recover from the downturn.

**Table 9**

**Labor Force, Employment and Unemployment Trends for Northern Region**

**Labor Force Compared Over 5 Years**

<b>Not seasonally adjusted Labor Force, Employment and Unemployment data in Northern between 2011 and 2015</b>					
<b>Time Period</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>	<b>Preliminary</b>
<b>2011</b>	223,844	206,248	17,596	7.9%	No
<b>2012</b>	223,282	206,763	16,519	7.4%	No
<b>2014</b>	218,508	203,014	15,494	7.1%	No
<b>2013</b>	220,409	204,279	16,130	7.3%	No
<b>2015</b>	218,842	203,552	15,290	7.0%	No

Source: NMDWS, Local Area Unemployment Statistics program in conjunction with U.S. Bureau of Labor Statistics  
Downloaded: 11/16/2016

In general the regional labor force can be characterized by attainment of credentials and certifications as well as a decreased unemployment rate. However, despite the statistics showing improvement in unemployment within the region, the oil and gas industry may have a lasting impact on the labor market, and communities that are experiencing the issues that are associated with it. Alarmingly, the counties of San Juan, Cibola and McKinley

continue to experience high unemployment rates. For some individuals who have spent their entire career within the oil and gas industry, limited levels of educational attainment and a lack transferrable skills compound the situation.

**Table 10**

<b>Labor Force, Employment and Unemployment Trends for Northern Region</b>					
<b>Labor Force Compared Over 12 Months</b>					
<b>Not seasonally adjusted Labor Force, Employment and Unemployment data in Northern between October, 2015 and October, 2016</b>					
<b>Time Period</b>	<b>Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate</b>	<b>Preliminary</b>
October, 2016	222,392	206,897	15,495	7.0%	Yes
September, 2016	219,654	203,876	15,778	7.2%	No
September, 2016	219,398	203,602	15,796	7.2%	Yes
August, 2016	221,216	204,544	16,672	7.5%	No
July, 2016	222,464	205,431	17,033	7.7%	No
June, 2016	223,185	206,306	16,879	7.6%	No
May, 2016	217,673	203,543	14,130	6.5%	No
April, 2016	218,084	204,414	13,670	6.3%	No
March, 2016	217,843	203,526	14,317	6.6%	No
February, 2016	218,835	203,914	14,921	6.8%	No
January, 2016	218,107	202,856	15,251	7.0%	No
December, 2015	218,866	204,313	14,553	6.6%	No
November, 2015	218,428	203,683	14,745	6.8%	No
October, 2015	218,997	204,242	14,755	6.7%	No

Source: NMDWS, Local Area Unemployment Statistics program in conjunction with U.S. Bureau of Labor Statistics

Downloaded: 11/16/2016

**B. Analysis of Workforce Development Activities**

The NALWDB local plan describes the board’s workforce development activities as follows.

<b>§679.560(a)(4)</b>	<b>An analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.</b>
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The NALWDB and its partners have the capacity to provide an array of workforce development activities to both job seekers and business customers. Our workforce development system continually strives to align workforce activities with business needs, which is a priority of one-stop service delivery systems in the Northern Area. The

NALWDB is fortunate that in its relationships with local partners and several business and economic development organizations, each brings to the table wide-ranging services that enhance the WIOA customer and employer experience.

WIOA made some significant reforms to how services are delivered in the one-stop delivery system to adults, dislocated workers, and youth, providing for enhanced access and flexibility for work-based training options. Training will be supported through a robust Eligible Training Provider List (ETPL) comprised of entities with a proven capability of producing quality employment outcomes for participants. Other types of career and training services that continue to be offered include comprehensive and specialized skill assessments, literacy activities, career planning, and labor market information.

The driving force behind every NALWDB decision is the customer, inclusive of those with multiple barriers to employment. In working with service providers, the education and skill needs of the workforce can be addressed through sound program design and measures of success. This becomes increasingly critical when considering the necessity to address the multiple barriers that many of our job seekers have when seeking employment. It is not enough to offer employment and/or training; but basic needs such as housing, health issues (including alcoholism/substance abuse), transportation, food, clothing and basic needs must also be addressed to enable success. Without the continued assistance of other local partners and their resources, the job seeker has no chance of moving forward.

To combat this, the NALWDB will make efforts to work toward establishing resource sharing agreements that clearly indicate how organizations will work together and share information to enable seamless service to WIOA customers. Additionally, this cannot be a “top down” approach. It must include the partners and service providers at the ground level who actually conduct day-to-day service activity.

### **Strengths**

- NALWDB has a renewed and different focus on expanding scope and scale of workforce programs and systems with a goal of capacity building, resource diversity and responsiveness to talent development demand.
- Diversifying resources for workforce development activities.
- Regional outlook and proven ability to address local and regional workforce development needs in the NALWDB service delivery area.
- Proven ability to exceed common performance measures.
- Maintains clean audit and monitoring reports.
- Proven successful track record in managing grants and serving special populations.
- In-depth knowledge of local and regional key industry sectors.
- In-depth knowledge of local and regional labor force.
- Strong area performance in regional sector partnerships.
- Strong partnerships with local economic development entities.
- Partnerships with local Chambers of Commerce.
- Partnerships with local postsecondary educators.



- Focus on business services.
- Key contributor to statewide workforce development efforts through collaboration with NMDWS.
- Utilization of customer-centered design methodology to ensure best-in-class results.

**Challenges:**

- **Funding Availability** – additional funds must be made available to the NALWDB to address the needs in all ten (10) counties served by the Board. Additional funds will assure retraining of the current workforce to enable placement in local and statewide demand occupations.
- **Staff shortages** that affect long-term quality case management due to lack of funding availability.
- **Lack of office space** to accommodate required co-located partners.
- **Alcohol and substance abuse issues** continue to affect job seeker entry into several demand occupations such as truck driving, health care and safety sensitive occupations. It also contributes to high absenteeism making it difficult for long term placement in any occupation.
- **Limited public transportation** to aid in addressing the transportation needs of the rural northern New Mexico area population. This is especially difficult with job seekers from the Navajo Nation.
- **Extreme poverty levels and unstable home environment** contribute to the many barriers to employment. A high percentage of our job seekers have special needs including housing, transportation, clothing, and medical.
- **Formal referral relationships with mandatory partners** and other programs that serve the needs of individuals with various barriers.
- **Most partners continue to work in a “silo”** which reduces efficiency and eliminates a holistic approach to workforce development. The NALWDB is challenged to pull local partners together into a collective force that will enable resource sharing, elimination of duplicative services and a high quality, fully-integrated workforce system.

**C. Strategic Vision and Goals**

This local plan describes the Board’s strategic vision and goals as follows.

§679.560(a)(5)	A description of the local board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in §677.155(a)(1) of the WIOA Joint Rule.
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The NALWDB views its mission as guiding a regionally-recognized workforce development system that aligns with the economic and educational goals of the State of New Mexico. Results are a qualified workforce available to business across counties that will support

economic development and business growth. The vision is for a Northern Area where every person maximizes his or her career potential, and businesses have access to the human capital they need to be successful.

One goal is to strengthen strategic partnerships with business and education; we believe the most effective way to prepare the workforce is to respond to the current and future needs of regional businesses. We will continue to respond to business demand for both hard and soft skills. We consistently hear from businesses that many candidates, while technically suited, lack the soft skills crucial to employee success. This is of particular concern with young people and those individuals with barriers to employment. We will address these vital skills gaps through assessment, counseling, mentorship, and training. We will provide training opportunities to narrow the hard skills gaps that have been identified by employers. For example, based on employer input some industry sector jobs often require certifications. In response to this demand we will work with our partners to provide our job seekers with training that result in them receiving those credentials, certifications, and ultimately employment.

Another goal is to meet performance while putting people first. Each participant will be assessed to identify workforce strengths and weaknesses. An Individual Employment Plan will be developed to guide customers through the necessary steps to successfully obtain and retain employment. Our goal is to start people on a career pathway leading to a self-sufficient wage. We plan to offer youth training and work-based opportunities to improve hard and soft skills.

We want to increase outreach to the WIOA-targeted populations such as veterans, TANF/SNAP recipients, homeless individuals, disconnected youth, individuals with disabilities, ex-offenders, older workers and others receiving priority for WIOA adult/youth funds. We currently have relationships with many partner organizations serving these individuals but will work towards including even more. We plan to accomplish this by expanding outreach to other service providers of these targeted populations. We will provide veterans and their family members priority service and workforce support to make the transition from military to civilian employment as seamless as possible. It is important to the NALWDB that its residents maintain or enhance their quality of life.

<b>§679.560(a)(6)</b>	<b>Taking into account analyses described in Sections A and B above, describe the local board’s overall strategy for working with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals.</b>
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The NALWDB and their AE staff will revisit their relationships and convene meetings with the core partner organizations to discuss the new WIOA. The NALWDB will continue to hold local partner meetings to ensure alignment of the workforce system and to make the best use of partner resources. The AE will work with its designated Operator to assure that

at least 2 meetings per year are held with core partners to assure continuity, resource sharing and goal achievement.

The overall goal is an integrated workforce development system that is responsive to local and regional workforce needs of both job seekers and business customers. Collaboration will result in enhanced customer service.

Detailed key goals:

- To assure expanded access to workforce services for individuals at all skill levels and experience.
- Coordinated partner outreach plan for shared customers
- To enable individual access to multiple employment and training resources as well as to services that can help address identified barriers.
- To assure integrated business service strategies to eliminate duplication.
- Expanded community and industry outreach
- Elimination of duplication and to foster resource sharing.

To assure that all information is disseminated to participating core partners the AE will establish a clearinghouse where all information from all core partners will be housed on one single data base. The AE will then work with its Operator to establish a process for dissemination of information in an appropriate format. During the initial meeting, all partners will be asked to identify all services provided by their organization. The information gathered will be added to the data base that will help to identify areas of overlap (duplication). Partners can then develop processes for resource sharing methods that will eliminate duplicative efforts.

A customer-centered approach is the cornerstone of our service delivery. This will be achieved by:

- Increasing opportunities for cross-training of WIOA and partner staff fostering timely and responsive services without duplication.
- Sharing information to ensure alignment with the goals identified by the NALWDB.
- Supporting the state's goals.
- Establishing points of contact for each partner to enhance the customer referral process.

# OPERATIONAL ELEMENTS

## A. Local Workforce System Structure

The NALWDB plan includes a description of the structure of the local workforce system as follows.

<b>§679.550(c)</b>	<b>Local Board Area Profile. Describe the geographical workforce development area, including the LWDA’s major communities, major employers, training and educational institutions (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.</b>
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The NALWDB, incorporated in 2001, is a 501(c)(3) non-profit and is the Administrative Entity covering ten (10) New Mexico counties including Cibola, Colfax, Los Alamos, McKinley, Mora, Rio Arriba, San Juan, San Miguel, Santa Fe, and Taos. The Northern Area serves approximately 24% of New Mexico’s total population. Since 2001 the NALWDB has been the administrator for the Workforce Investment Act and subsequently the Workforce Innovation and Opportunity Act (WIOA). The two largest cities within the Northern Area are the State Capitol, Santa Fe, as well as Farmington. These two cities are designated as Metropolitan Statistical Areas and are located in two of the most populated counties in New Mexico.

Table 11 below shows the employers in the Northern Area that employ the most individuals in the region. The entity on top of this list is Los Alamos National Laboratory located in Los Alamos. The counties that surround Los Alamos County are vital to supplying the workforce that is employed by Los Alamos National Laboratory so they provide opportunity to many people within the region. Because of the rural nature of northern New Mexico, many individuals must commute in order to obtain and maintain solid employment. In addition to Los Alamos National Laboratory, many of the top employers in the region consist of state or city governmental agencies. The healthcare industry, as one of the leading in-demand occupations in the Northern region, is represented on this list by New Mexico Department of Health, San Juan Regional Medical Center and Gallup Indian Medical Center.

**Table 11**

Employers Search Results					
The table below shows the employers summary in Northern, New Mexico.					
Company Name	Partial Address	City	State	Zip Code	Estimated number of employees
Los Alamos National Laboratory	Bikini Atoll Rd	Los Alamos	NM	87545	10,000+
New Mexico Dept Health	S Saint Francis Dr	Santa Fe	NM	87505	1,000 to 4,999
New Mexico Dept of Health					1,000 to 4,999

<b>Navajo Agricultural Products</b>	Nm Highway 371	Farmington	NM	87401	1,000 to 4,999
<b>New Mexico State Government</b>	Paseo De Peralta # 572	Santa Fe	NM	87501	1,000 to 4,999
<b>San Juan Regional Medical Ctr</b>	W Maple St	Farmington	NM	87401	1,000 to 4,999
<b>Public Safety Bldg &amp; Grounds</b>	Cerrillos Rd	Santa Fe	NM	87507	1,000 to 4,999
<b>BHP Billiton Petroleum</b>	County Road 6800	Waterflow	NM	87421	1,000 to 4,999
<b>GALLUP Indian Medical Ctr</b>	E Nizhoni Blvd	Gallup	NM	87301	1,000 to 4,999
<b>City of Farmington</b>	Municipal Dr	Farmington	NM	87401	1,000 to 4,999

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The Northern Area has a variety of educational options available in the region. According to the New Mexico Higher Education Department, there are two (2) comprehensive universities, four (4) branch community colleges, three (3) independent community colleges, and three (3) tribal colleges. These New Mexico Higher Education Department institutions are all enrolled on the WIOA Eligible Training Provider List. In addition to these institutions, there are various independent training providers and schools who are part of the Eligible Training Provider List that provide customized services or training that is not offered through traditional educational institutions. Table 12 below provides data provided by the New Mexico Higher Education Department regarding the level of enrollment in the Fall of 2013 and 2014.

**Table 12**

	<b>Fall 2013 Headcount</b>	<b>Fall 2014 Headcount</b>
<b>Comprehensive Universities</b>		
<b>New Mexico Highlands University</b>	3,740	3,560
<b>Northern New Mexico College</b>	1,678	1,349
<b>Enrollment</b>	<b>5,418</b>	<b>4,909</b>
<b>Branch Community Colleges</b>		
<b>NMSU-Grants</b>	1,172	1,145
<b>UNM-Gallup</b>	2,704	2,463
<b>UNM-Los Alamos</b>	780	881
<b>UNM-Taos</b>	1,935	1,876
<b>Enrollment</b>	<b>6,591</b>	<b>6,365</b>
<b>Independent Community Colleges</b>	<b>Fall 2013 Headcount</b>	<b>Fall 2014 Headcount</b>
<b>Luna Community College</b>	1,602	1,457
<b>San Juan College</b>	10,811	9,906
<b>Santa Fe Community College</b>	6,499	6,497
<b>Enrollment</b>	<b>18,912</b>	<b>17,860</b>
<b>Tribal Colleges</b>		

Dine College	347	553
Institute of American Indian Arts	443	529
Navajo Technical University	1,977	2,086
<b>Enrollment</b>	<b>2,767</b>	<b>3,168</b>

Northern New Mexico is populated with an extremely unique and diverse population. Part of our service delivery area includes the Navajo Nation which creates both challenges and opportunities as we move forward with WIOA implementation. If the NALWDB can collaborate with the Navajo Nation in regards to service delivery in counties that are located on the Navajo Nation, there is a possibility to leverage WIOA funding.

<b>§679.550(c)</b>	<b>Local Board Structure. Provide a full roster of local board membership, including the group each member represents, in Attachment B. Include a list of all standing committees, along with a description of the purpose of each committee.</b>
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**Attachment B** provides a full roster of local board membership as well as a list of all standing Board committees and a description of the purpose of each committee.

<b>§679.560(b)(1)(i)</b>	<b>Provide a description of the workforce development system in the local area that identifies the programs that are included in the system; demonstrating alignment with regional economic, workforce and workforce development analysis. (In addition, please provide a list in Attachment C of the one-stop centers in your local area, including address and phone numbers. Indicate the one-stop operator for each site and whether it is a comprehensive or satellite center. Include a list of the one-stop partners physically located at each of the one-stop centers in the local board area, and the services provided by these partners.)</b>
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The workforce centers in the Northern Area currently house the NALWDB WIOA Title I adult service provider and NMDWS. In some of the larger offices we have additional co-located partners as listed in **Attachment C**. In offices that are not physically able to house all partner programs, the NALWDB is currently working toward making direct linkages, via technology, to partner program staff who can provide meaningful service to one-stop customers.

Per the state definition of a comprehensive site under WIA, the Northern Board has two (2) comprehensive sites. It is now working toward aligning at least one workforce center to meet the current definition under WIOA. Both centers offer WIOA adult and dislocated worker services—the WIOA youth service provider is not located in these offices; however, a referral process is utilized for those eligible for youth services as well as any partners that could not be co-located (i.e. lack of sufficient office space, funding availability). The

NALWDB plans to develop policy to establish a formal referral process so that customers may be tracked, provided appropriate case management, and ultimate seamless service.

The NALWDB comprehensive centers provide both staff-assisted and self-directed services and access to Unemployment Insurance services via telephone or through resource center facilities. Resources available at each comprehensive one-stop center include, but are not limited to: computers with internet access and the New Mexico Job Service system, fax and copy machines, online job search and career exploration resources, online filing for Unemployment Insurance benefits, labor market information and literature pertaining to careers, job search and training. Staff-assisted services are available to customers who require staff assistance to include job referral, job development, workshops, resume review, and other employment services.

Some programs in the two (2) centers include, but are not limited to:

- SL Start (TANF)
- Job Corps
- Local Veteran’s Programs
- National Farmworker’s Program (HELP-NM, Inc.)
- Senior Community Service Employment Program (SCSEP [Goodwill])
- Trade Adjustment Act (TAA)
- Unemployment Programs
- Native American Programs

All centers are physically and programmatically available to individuals with disabilities. Also, the rural nature of our region requires that we provide itinerant services to the communities that cannot sustain a full comprehensive workforce center.

<b>§679.560(b)(1)(ii)</b>	<b>Describe how the LWDB will support the strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.</b>
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The NALWDB realizes the significance of the transformative changes the workforce system is currently undergoing in the State of New Mexico. This change requires a paradigm shift in the delivery of workforce services, with a focus on collaboration, alignment of service, and customer-centric strategic design as indicated in the New Mexico State Plan. The NALWDB will fully support the strategies identified in the State Plan by ensuring the same paradigm shift in the Northern Area with the same goals and objectives, and by making every effort to fully engage required partners to include programs of study under Carl D. Perkins Act. The Northern Area’s major emphasis is to improve coordination between the required one-stop partners within the workforce system. This alignment would create an immense opportunity to develop a system that is easy to navigate and easy to access by businesses and individuals alike.

The WIOA will mandate all entities representing required partners in a local area to enter into a Memorandum of Understanding with the local workforce development board in each respective area. The NALWDB currently maintains such Memorandums of Understanding but will meet with the core partners to revisit such to make revisions as necessary and will include other partners that will provide career services within the one-stop workforce system. The Memorandum of Understanding is an agreement that all partners will work together in an integrated manner to provide the highest levels of service possible.

**B. Local Workforce Development System Alignment**

The NALWDB local plan includes a description of how the Northern Area workforce development system is aligned as follows.

<p>§679.560(b)(2)(i)</p>	<p><b>Describe how the local board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.</b></p>
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The NALWDB has worked to establish a solid working relationship with the partners who are physically working in the Northern Area Workforce Connection centers throughout the region, but has also strengthened the relationships with core partners who are vital to the efforts of the workforce system. The NALWDB has engaged mandated core partners to actively sit on the NALWDB to strategically align the resources and services that are available to common participants. The contents and intent of the elements that are outlined in this Plan will be shared with both mandated and non-mandated partners, and all feedback will be taken into consideration to ensure that all goals will be identified and that services offered in the Workforce Connection centers are maximized and customized to the intent of WIOA.

Enhanced partnership with clear identification of services available will enable expansion of service availability to individuals with identified barriers to employment. The NALWDB AE will work with its Operator to coordinate outreach efforts and information disseminated that will include a singular message representing all services available through the workforce system. This effort will increase the number of individuals performing outreach in any given community--all carrying a similar message representing the entire workforce system. To further enhance outreach efforts, a process will be developed to designate outreach assignments by industry. By assigning certain industry-specific employers, duplication of effort can be minimized.

NALWDB will continue to engage Adult Basic Education and other secondary school partners to identify and assist adults, dislocated workers and youth with academic barriers to employment.

The NALWDB along with its WIOA service providers are continuously looking at ways to improve and working on new strategies to enhance service delivery within our local offices.



§679.560(b)(2)(ii)	Describe how the local board will work with entities carrying out core programs to facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.
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In order to facilitate co-enrollment and improve access to activities the NALWDB is developing policy to facilitate co-enrollment amongst the various partners that play a role in the workforce system. This will ensure that service providers establish the proper and necessary relationships to work with the core programs and provide a variety of services in a seamless manner. We are also working to create protocol and policy in an effort to streamline and document the referral process for the rural areas where the core partner offices may be spread throughout a community. We continue to utilize labor market information provided by NMDWS to identify workforce trends and help align industry, education and the workforce. The intent is that NALWDB is funding training that will assist the individual with obtaining a certification or credential that is portable, stackable and in demand so that they can be an asset to the community.

§679.560(b)(2)(iii)	Describe how the local board will work with entities carrying out core programs to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
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Opportunities such as identified earlier with the Los Alamos National Laboratory provide NALWDB the opportunity to engage employers and understand their needs while working with the educational institutions in the area to develop career pathways; this so that there will be a steady flow of individuals that obtain the skills and credentials to meet the workforce needs of the employers throughout the Northern Area. The NALWDB has established relationships with the educational institutions to understand the opportunities that they offer through career pathways that lead to the transition into employment. These relationships have helped identify career pathways associated with the industry and occupational needs in the Northern Area. It is the intent of the NALWDB to detail training and credentialing opportunities with the educational institutions and facilitate situations where co-enrollment can occur to help WIOA leverage resources to maximize educational possibilities.

### C. Local Strategy Implementation

The NALWDB Local Plan includes local strategies and the implementation of initiatives to support those strategies relative to the elements below. Local strategies can include incumbent worker training programs, on-the-job training programs, Registered Apprenticeships customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

<p><b>§679.560(b)(3)(i)</b></p>	<p><b>Describe the strategies and services that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.</b></p>
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The NALWDB will continue to use the North Central Council of Governments, the Northwest Council of Governments, the New Mexico Small Business Development Center (SBDC) and other local economic development entities like the Regional Development Corporation to share information with employers on the benefits of working with the workforce system in the Northern Area. The Board’s Title I WIOA service providers will continue to reach out to businesses directly on behalf of their customers and also through their involvement in attending and participating in local Chamber of Commerce events.

Within the workforce system, the WIOA core partners also interact with local business. The NALWDB’s key strategy is for the core partners to coordinate their efforts when working with business, to better represent all the resources of the workforce system. To further coordinate outreach efforts, the designated Operator will work with core partners to develop a process that will designate outreach assignments by industry. By assigning certain industry-specific employers, duplication of effort can be minimized. This strategy will enable quick response to specific business needs using multiple core partner services.

The NALWDB’s Title I WIOA service providers assures membership in all local Chambers of Commerce in each of the communities it serves and participates through its local staff in Chamber-sponsored events to develop business relationships and to provide information on the wide array of services available through the local workforce system. As employers identify needs within their organizations, the NALWDB WIOA service providers will work with local partner programs (NMDWS, economic development entities, city/county government entities, public and private training providers) to collaborate and pool resources to design a plan to meet identified needs of the employer that enable the business to have access to an array of comprehensive services that will help address and resolve their identified needs/challenges.

As part of this service, the NALWDB WIOA service providers can also offer financial assistance (based on funding availability) through On-the-Job Training contracts, Customized Training contracts and support service assistance to employers in in-demand industries that can offer ongoing stability to the local workforce. Non-paid service can consist of the provision of Labor Market Information data, access to the NMWCOS, job order system, enabling access to a multitude of job seeker resumes; pre-screening of job applicants using WorkKeys and other methods requested by the employer; including assistance with the development of comprehensive job descriptions and skill identification.

Each local office also assists employers with hiring by planning and organizing events that will assist in reaching a wide range of job seekers that help match the right applicant to the right job. WIOA staff also work with local government to identify new businesses requesting licensure, and quickly reach out to them in order to provide information on

local workforce service availability. This is especially effective in rural communities where most businesses are family owned or have very few employees.

<b>§679.560(b)(3)(ii)</b>	<b>Describe the strategies and services that will be used in the local area to support a local workforce development system that meets the needs of businesses in the local area.</b>
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The NALWDB will work with its WIOA service providers to convene annual local partner meetings to include core partners, the North Central Council of Governments, and the Northwest Council of Governments. These meetings will be informative and intended to review the priority industries in the North and to discuss the opportunities that exist to collaborate and share resources that will provide a more comprehensive service to local businesses. This effort will also aid in the elimination of duplicative efforts amongst core partners.

The NALWDB will also work within its membership to convene a Board-sponsored Ad Hoc committee consisting of decision makers representing all core partner programs. This group can be instrumental in assuring participation of core partner programs in Board sponsored employer/job seeker events and at workforce board meetings. This strategy will enable exchange of current information that will culminate in an inclusive partnership and set the tone for ongoing collaboration in each of the local areas. Additionally, the NALWDB through will assign its WIOA service provider Staff it's designated Operator to act as liaison within the workforce system to bring together the specific workforce partners that can help address and resolve challenges and assist in meeting identified needs both through the provision of services and providing funding that will enable the business to grow, help the local economy and help businesses remain competitive in their respective industry.

<b>679.560(b)(3)(iii)</b>	<b>Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development.</b>
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The NALWDB has established a strong working relationship with the North Central Council of Governments and the Northwest Council of Governments. Both of these entities work directly with chief elected officials throughout the Northern Area by assisting with their economic development initiatives. This knowledge of economic development in the North is complemented by other important economic development relationships that the NALWDB has cultivated over the years. More importantly, these key relationships assist the Board's WIOA service providers and core partners to better coordinate workforce and economic development efforts.

The NALWDB also works with its WIOA service providers to forge strategic alliances between the workforce system, talent development (training providers), companies and communities. These alliances bring together the expertise to identify workforce needs and develop strategies to address skill gaps.

An example of this process in action using strategic alliances to address skill gaps, share resources and ultimately help boost the local economy follows:

In Taos County, an incoming call center within the insurance industry was in need of Spanish speaking employees. Upon further discussion, it was determined that the employees would actually need “industry-specific” Spanish. Many Spanish speakers did not know how to translate “double indemnity” (as an example) from English to Spanish. Our WIOA service provider worked with UNM-Taos to develop an industry-specific Spanish language program, and an industry-specific customer service course to meet the identified needs of this employer. They also worked with their NMDWS partner to resource share their ability to assess these individuals to determine skill levels. Through this collaborative effort, those individuals trained through this customized training remained long-term employed with this company.

Using funded and non-funded business services such as customized and on-the-job training, employers can address the skill gaps of their current and emerging workforce to enable businesses to compete in an ever-changing economy. Collaboration and resource sharing can help sustain and retain a viable workforce that will support current and future businesses and work toward alignment of effort to assure seamless service.

The NALWDB worked with the Los Alamos National Laboratory and Regional Development Corporation on a local Workforce Summit which brought together key workforce partners, WIOA adult and youth service providers, and employers in the Northern Region to share workforce information on employer needs, services available, eligibility parameters, access to services, service delivery, and contact information. The Summit was deemed to be successful in its goal—to provide information, workforce partner networking, and encourage discussions amongst partners in a shared effort to strengthen our regional workforce. It was agreed by key partner participants that any future Workforce Summits, though needed and valuable, are costly in light of dwindling funding for all partners. Therefore, based on funding availability, the NALWDB will continue to support these types of important collaborative partner events, and will continue to participate in such activities where no or little cost is involved.

§679.560(b)(3)(iv)	<b>Describe the strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and unemployment insurance programs.</b>
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Within the State of New Mexico, unemployment services are delivered remotely to unemployed claimants either making their claims over the phone or via the internet to a centralized call center. While this strategy has eased the process for many claimants, the lack of Unemployment Insurance assistance in the workforce offices has minimized interaction between Unemployment Insurance customers and Unemployment Insurance staff.

The NALWDB will work through its membership and WIOA service providers to assure collaboration between core partners to address the employment needs of those individuals participating in Unemployment Insurance programs. The NMDWS, through its Wagner-Peyser program, is working to increase one-to-one use of the Re-Employment Services and Eligibility Assessment, intended to bring Unemployment Insurance claimants to the Workforce Connection offices for assistance with their job search activities. The Re-Employment Services and Eligibility Assessment services include one-to-one discussion with Unemployment Insurance claimants to determine service needs that may result in employment. Unemployment Insurance claimants may also benefit from local workforce center offerings for things such as resume development, job search, labor market information, mock interviewing, job clubs or other workshops intended to help secure employment. The NALWDB also employs a survey instrument that helps to recruit and immediately triage dislocated workers who express an interest and need for additional training. They are then linked to the appropriate personnel that will assist with employment and potential training opportunities that will increase skill levels and increase employability. The NALWDB feels that this more personalized approach will improve the opportunity for Unemployment Insurance claimants to find meaningful employment.

<p><b>§679.560(b)(4)</b></p>	<p><b>Describe how the local board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and small business services.</b></p>
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The NALWDB has developed a strong working relationship with the North Central Council of Governments and the Northwest Council of Governments, both responsible for economic development activities in the (ten) 10 counties of northern New Mexico. Both councils of government recently facilitated the development of the NALWDB’s strategic plan. Prior to their work, the councils of government representatives provided a presentation to the NALWDB regarding the “State of the Economy” that identified key priority industries and growth opportunities that exist in the Northern Area. This information helped guide the NALWDB and its WIOA service providers in aligning our workforce system with the economic development goals of its partners in the Northern Area. This information has assisted in the identification of current demand industries that have a high probability of providing job placement for its clientele. Additionally, the report provides information that helps to predict opportunities for growth that can help the workforce system begin to build the workforce to meet emerging industry needs.

The “Snapshot” or the Comprehensive Economic Development Strategy (CEDS) is a regional plan renewed every five years by federally-designated economic development districts across the country under the auspices of the Economic Development Administration (EDA) of the US Department of Commerce offered an analysis of economic problems and opportunities. The CEDS is currently in process of update and will be ready for public presentation.

Recently, the NALWDB working in partnership with Los Alamos National Laboratory, the Regional Development Corporation and the WIOA workforce system partners, hosted a summit in which all the local entities involved in workforce and economic development attended. The summit highlighted the immediate needs of the Los Alamos National Laboratory which is facing a significant change in their workforce as a result of their “graying population.” Also of importance, was the opportunity for the stakeholders to come together and learn about all the various workforce and economic development services available in the area and how best to use these to strengthen collaboration and business growth and success.

The NALWDB partners with the New Mexico Small Business Development Center (SBDC) and their offices that are located on the college campuses of most institutions in the Northern Area. The Small Business Development Centers assist small businesses and entrepreneurs with information and workshops on developing business, finance and marketing plans. They also collaborate with funding entities such as the Loan Fund and Accion New Mexico to provide micro-loans for start-up companies. These relationships ensure that workforce and economic development agencies work closely and foster new job creation opportunities and the allowance of WIOA services and funding as needed. Partnership with the SBDC provides additional options to our service providers working with small businesses in rural communities as well as to potential entrepreneurs wishing to start their own business. It is an important resource offering free and low cost services. Services available through the SBDC include:

- Management reorganization, HR
- Expansion into e-commerce
- Marketing and rebranding strategies
- Financial planning for business expansion
- Export and government contracting opportunities
- New product development
- Implementing new technology
- Through the SBDC, the NALWDB and its providers can assist businesses to grow resulting in increased job opportunities and a boost to the local economy.

The NALWDB will continue to use these key regional economic and business development entities to advise and promote the use of WIOA training in the Northern Area while keeping its WIOA service providers and core partners aware of new economic trends, developments and opportunities that exist.

§679.550(c)	Describe how the local board will develop and implement training across systems for all core partners to ensure a unified approach to service delivery; including vocational rehabilitation.
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With oversight and support of NMDWS, the NALWDB will continue in its efforts to convene and collaborate with core partners across programs. It is planned that an initial meeting will be used to discuss the new WIOA and also to listen and learn about the services being provided by the core partners and how they see their roles with WIOA within the workforce system. Follow-up meetings will be necessary to address operational issues such as program eligibility, partner referral, basic service coordination, follow-up and performance. The intent of this process is for the workforce system to implement a unified approach to service delivery and a clear understanding of core partner roles and responsibilities. New Mexico Department of Vocational Rehabilitation (DVR) will be an active partner in this approach, ensuring that the training and employment needs of people with disabilities are included in the unified approach.

The NALWDB will also collaborate with its partners and WIOA service providers to develop a cross-training effort on best practices in serving target groups such as services to people with disabilities, aging populations and those with multiple barriers to employment. This effort will enable a seamless provision of service, and a greater empathy toward these target populations.

**D. One-Stop Delivery System**

The NALWDB local plan includes a description of the one-stop delivery system in the Northern Area, including:

§679.560(b)(5)(i)	Describe how the local board will ensure the continuous improvement of eligible providers through the system and how such providers will meet the employment needs of local employers, workers, and job seekers. (Please include a copy of the board’s ETPL policy as a part of Attachment A.)
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The NALWDB and its service providers strictly adhere to TEGL 41-14, “WIOA Title I Training Provider Eligibility Transition”, and the State Technical Assistance Guide regarding adult and dislocated worker services and use of the ETPL allowing for customer choice and access to a wide variety of potential training providers.

Also, extensive work has been done locally to identify the in-demand occupations and training programs that support those occupations. This effort will be continued and updated frequently to ensure real-time data is available, training for staff is current, and that the NALWDB is able to adequately identify strategies to meet the needs. Partnerships with higher education and all training providers are critical to this process and representation on the NALWDB helps facilitate this process so business, education and workforce are all able to inform the system and make necessary changes.

The NALWDB will use the Workforce Guidance Letter, DWS 16-004, which provides detailed information regarding performance requirements for all training providers listed on the ETPL to evaluate performance outcomes of its training providers and ensure continuous improvement.

<b>§679.560(b)(5)(ii)</b>	<b>Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.</b>
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Due to the rural, remote nature of the geographical area served by the NALWDB, it has been a significant challenge from the onset to facilitate access to one-stop delivery system services. Fortunately, northern New Mexico communities in collaboration with the NALWDB, have made computers available (libraries, community centers, etc.) with internet access to enable remote access to workforce services.

New Mexico's online data base system, NMWCOS, allows job seekers and employers to have 24-hour access to the resources available such as resume building, job search and labor market information. Also, the NALWDB's WIOA service providers and workforce partners leverage a multitude of software programs designed to ensure that job seekers have access to several types of technical skills and online training. These methods allow customers with transportation difficulties to access services from home or another preferred location without physically having to enter a one-stop center.

<b>§679.560(b)(5)(iii)</b>	<b>Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA sec. 188 (Nondiscrimination), if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.</b>
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All workforce centers reflect a welcoming environment and every effort is made to assure full access to all services and areas within our facilities. The NALWDB will work through its WIOA service providers to convene a meeting of all the core partners in the workforce system and will utilize the expertise of DVR to provide awareness training on programs and services for people with disabilities. Topics will include accommodation policies, procedures and resources, skills in serving special populations, and motivation to provide superior service to customers with disabilities. The meeting will also be used to orient all the workforce partners on all the workforce related services available to people with disabilities. The intent is to create an informed workforce system that can respond to the multitude of needs of all customers requiring services.

The NALWDB has worked with DVR to conduct an onsite review of the physical and programmatic accessibility of the workforce offices in the Northern Area to ensure



compliance with the Americans with Disabilities Act of 1990. These reviews will continue on an annual basis to assure ongoing compliance. The partners will continue to work with the NALWDB to ensure that programs, services, technology and materials are all accessible to people with disabilities on a regular basis.

Our One-Stop Operator contract will include a requirement to conduct annual accessibility evaluations on each of the NALWDB workforce centers.

<p><b>§679.560(b)(5)(iv)</b></p>	<p><b>Describe the specific roles and resource contributions of the one-stop partners, to date. Please include your process for updating any cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the Workforce Innovation and Opportunity Act. (If any of these documents have already been updated or are even still in draft form, please provide copies as a part of Attachment D.)</b></p>
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Roles and resource contributions of the NALWDB one-stop Operator have been described and noted throughout this local plan.

We currently maintain Memorandums of Understanding and resource-sharing agreements established during the WIA program that outline and identify the contributions of each partner within the workforce system. However we have not yet updated those documents. We plan to schedule individual partner meetings at the beginning of Program Year 2017 to update and revise MOU's and resource sharing agreements to align with new WIOA requirements. This effort will enhance seamless service resulting in increased program success.

<p><b>§679.560(c)</b></p>	<p><b>Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will provide for the Accessibility for English Language Learners (ELL).</b></p>
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Currently the NALWDB assures that partners and WIOA service providers within the one-stop centers employ bilingual staff whenever possible and that they are available to assist in providing all services offered in the centers, including assisting non-English speakers during job fairs, with interviewing, and employer engagement. Most of these staff are Spanish-English bilingual, and some staff are also Navajo-English bilingual. The NALWDB will continue to encourage its partners and service providers to recruit and hire bilingual staff across the state.

The NALWDB will assure that every workforce center will continue to have and use phone interpretation services as necessary to assure access to phone-based services and to make available an inventory of publications produced and printed in Spanish (as available) to translate publications including pamphlets, brochures, and guides regarding various programs and services available to job seekers, students, and employers.

### E. Service Implementation for Indicated Populations

The NALWDB local plan includes a description of services to target populations, including:

#### 1. Youth

§679.560(b)(8)	<b>Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, and other barriers, such as homeless youth, foster and former foster youth, and/or expecting and parenting youth.</b>
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In the ten (10) Northern Area counties, there are partner agencies who have available youth workforce investment activities for all the populations served. Each agency providing these services are identified and categorized by their type of work they provide to youth. The goal is to not duplicate services but to identify agencies from each county and generate a referral process so youth clients may access these services. There is no shortage of agencies and programs who serve youth who are not served in-house by the NALWDB Title I WIOA youth service provider.

The following workforce investment activities are provided:

- Work experience is a paid activity where youth are placed at a worksite to learn a skill or a trade while on the job. For those who have a disability, we have significant partnerships with local schools, school district education development centers and DVR where they support our enrolled youth by being job coaches or they offer support and referral services where we they would receive additional assistance other than those the provider would offer.
- Classroom Training Tutoring is for those youth participants still enrolled in an educational setting and need additional assistance to earn a high school diploma. They participate in tutoring services and receive a stipend while doing so.
- Occupational Skills: Tuition assistance is provided for in-demand certificate programs. The programs have recently been re-evaluated to determine occupational demand through the Carl Perkins Grant. Ms. Louise Williams, Public Education Department Educational Administrator, is in the process of disseminating the information booklets to each service delivery area regarding designated career clusters. Communication with local colleges is key to providing adequate services.
- Examples of agencies the NALWDB WIOA youth providers partner with to provide workforce investment activities include:
  - Community Action Agencies
  - Homeless Shelters
  - School District's Educational Development Centers
  - Children Youth and Families Child care, Offenders, Counseling
  - New Mexico Department of Juvenile Justice and Probation
  - New Mexico Public Education Department GED Centers

- State and Tribal Division of Vocational Rehabilitation offices
- HELP-NM's POW Wal-Mart Grant Serving Single Parents
- Teen Pregnancy centers
- Student Health Centers at local high schools
- Child and Adult Food Care programs

<b>§679.560(c)</b>	<p><b>Describe how the local board is planning or working to fulfill specific Youth requirements, as laid out in the Workforce Innovation and Opportunity Act, including:</b></p> <ol style="list-style-type: none"> <li>a. <b>how the board is providing for the 14 required Youth service elements;</b></li> <li>b. <b>approach towards meeting the 20% work experience, including the use of Registered Apprenticeship as a service strategy;</b></li> <li>c. <b>approaches toward meeting the 75% OSY minimum expenditure;</b></li> <li>d. <b>a description of changes in the youth provider's service delivery models;</b></li> <li>e. <b>a description of any changes in outreach activities around Youth; and</b></li> <li>f. <b>any changes in Youth case management approach, including the use of supportive services.</b></li> </ol>
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Our goal is to help any youth between ages 14-24 prepare for a productive and meaningful adulthood. We help youth explore and obtain career and training opportunities, find, and keep the right job. We encourage and assist in obtaining a high school diploma and continue lifelong learning. To this end, we partner with our adult education providers to assist in preparation for obtaining a diploma/GED. We work closely with our community colleges and other training providers to provide in-demand occupational skills training for youth.

### **14 Youth Elements**

The delivery of the 14 WIOA Youth Elements varies among our offices depending on service availability. However, all offices strive to meet the needs of the participants in the most efficient and productive manner and all 14 elements are made available to youth clients. To summarize our strategies we have implemented the following:

- **Tutoring, study skills training and instruction leading to secondary school completion or its equivalent** - Meet with local schools and tutoring programs to address the needs of students who may be struggling to finish school. We provide information and options for post-secondary schooling. In areas where this is not available, our staff provides assistance with tutoring and study skills.
- **Alternative secondary school services or dropout recovery services** Seek out alternative schools and programs in our local areas. Provide information for those programs when an individual may not qualify for our program.

- **Paid and unpaid work experiences that have as a component academic and occupational education-** Provide continual outreach to local government and private businesses which support participants desires to continue their education or complete an educational program in fields in which they prefer.
- **Occupational skills training** - Reach out to local community colleges to support individuals who are working on the completion of a certificate program in fields in demand such as Health Care, Commercial Driver's License, Office Administration and Corrections Officer Training.
- **Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster** - Provide training which will assist our participants in finding employment or educational ladders that will provide pathways for advancement or lateral movement for their careers or changing of employment that provides steady growth.
- **Leadership development opportunities** - Provide participants options with other local non-profits (shelters, libraries, churches) that offer experience while teaching youth compassion, empathy and understanding of those that may be less fortunate or in need. Additionally we provide community service and leadership activities to our participant whenever possible.
- **Supportive Services** - Provide participants with the opportunities to obtain support in order to assist them in training and other assistance such as purchasing suitable clothing for work placement, interviews and other items they may need to be employed or continue training.
- **Adult mentoring** - Refer to other providers as appropriate.
- **Follow-up services** - Provide follow-up services including supportive services at least once per quarter after exit.
- **Comprehensive guidance & counseling** - This service can be provided as necessary and would be done by a referral. Services can be provided by a third party provider.
- **Financial literacy education** - The importance for participants to effectively manage money is communicated to them by the staff. The Money Smart module is used to learn about various aspects of saving, credit and investing. Our WIOA youth provider staff also works with local banks that provide free classes to supplement the online modules provided in our offices.
- **Entrepreneurial skills training** - Work with Small Business Development Centers to provide information on business startup, business plans and information on small business loans. Additionally we provide information on assets for independence.
- **Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area** - We currently use Choices Interest Profiler, participants respond well to its online interactive program. Additionally we provide services deemed "in-demand" by local labor market information. Based on each community we inform the participant of jobs that are "in-demand" for that area.
- **Transition to postsecondary education and training activities** - Information is provided to participants regarding educational opportunities available to them. Our

office prepares the participants through visits and orientations to post-secondary facilities and introduces participants through experiential trainings and on-the-job training opportunities, and we track transition to post-secondary education through follow-up services.

### **20% Youth Work Experience**

At least 20% of local youth formula funds must be used for work experiences, such as summer and year-round employment, pre-apprenticeship, on-the-job training, or internships and job shadowing. The NALWDB WIOA youth service provider has not had to strategize on meeting this 20% requirement as the NALWDB has always supported the work experience activity in their respective program designs. Work experience has been one of the key youth elements in providing services as youth prepare for the world of work.

We will continue to use multiple strategies in collaboration with our WIOA youth provider, with revisions as necessary, to ensure that 20% of the Title I Youth program funding is used for work-based learning. As a requirement of WIOA youth contract provisions, we will continue to review for compliance with the required expenditure on a monthly basis, in Youth Committee meetings and at scheduled Northern Board meetings. Final oversight is provided on an ongoing basis by our fiscal agent on such expenditures.

In rural Northern New Mexico communities employment opportunities are limited, and employers willing to participate in the apprenticeship process are rare. The Board plans to work with the State Apprenticeship Program to develop more apprenticeship opportunities in the Northern Area.

### **75% Out-of-School Youth Minimum Expenditure**

The NALWDB WIOA youth service provider has changed their service model to serve the out-of-school youth population at a higher percentage. This process has taken place since the WIOA inception year (PY15) in anticipation of compliance with this requirement. Also, to ensure we meet the 75% out-of-school minimum expenditure requirement we will continue to focus our efforts on recruiting this population. We plan to recruit youth from areas where out-of-school youth frequent. Youth tend to respond to social media more than other avenues so we will use Facebook, Twitter, and texting which we have found to be very effective strategies. We rely on our community partners to refer youth to our program and our program is very visible in the community. Due to the positive experience youth have in our program, many of our youth referrals are word of mouth. The NALWDB WIOA youth program has a strong reputation for providing youth services, has access to other programs for leveraging purposes, and youth and community partners support referral of youth to work with our WIOA youth program.

Also, the NALWDB will be working on co-locating its WIOA youth service provider into the workforce centers to enable additional access to this population.

## Changes in Outreach Activities Around Youth

The case management service delivery model used by the NALWDB WIOA youth service provider did not change but was enhanced to meet the needs of clients they will now be serving that was increased through age 24. NALWDB youth service providers have also been instructed to change its outreach efforts to focus on meeting the 75% out-of-school youth expenditure requirement as well as the 20% work experience activity requirement. This will require the revisiting of current outreach activities and increased coordination with the WIOA Title I adult provider. The NALWDB will include this provision in both adult and youth service provider contract agreements which will enforce co-enrollment thereby enhancing program outcomes via a “win-win” strategy with measures of performance.

## Changes in Youth Case Management Approach

NALWDB WIOA youth service provider programs are designed around a case management approach—one that demands substantial individualized time with youth clients, in the WIOA office as well as in the community. The NMWCOS allows tracking and oversight of all WIOA service provider case management activity; thus, the NALWDB can oversee and monitor case management activity, and will continue to do so.

The NALWDB has been and will continue to be adamant about effective case management practices, specifically with the several changes made to the WIOA youth program which requires us to keep ahead of the game in directing and providing workforce counsel to youth participants. The NALWDB has set high expectations for the case file organization and the use of case notes to ensure an accurate and complete record of all youth interactions and activities. Case files and case notes are subject to monitoring and data validation reviews. Thus, there are no significant changes in our youth case management approach, but additional training and oversight thereto is planned in order to increase quality of case management. Supportive services have always been in the program design of the NALWDB WIOA service providers. For our WIOA youth service provider these funds are spent using WIOA and non-WIOA funding through leveraging of other organizational in-house funding of the youth service provider.

### 2. Adults and Dislocated Workers

§679.560(b)(6) and §679.560(c)	<b>Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including any services targeted toward adult populations with barriers, such as displaced homemakers, homeless adults, ex-offenders, single parents and pregnant women, and/or long-term unemployed.</b>
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WIOA authorizes “career services” for adults and dislocated workers, rather than “core” and “intensive” services, as authorized by WIA. There are three types of “career services”: basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career

services under this approach provide local areas and service providers with flexibility to target services to the needs of any customer inclusive of those with multiple barriers to employment. The three categories of career services are defined as follows:

### Basic Career Services

Basic career services must be made available to all individuals seeking services served in the one-stop delivery system, and include:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake, and orientation to information and other services available through the one-stop delivery system;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on in-demand industry sectors and occupations;
- Provision of information on nontraditional employment;
- Provision of referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas;
- Information on job skills necessary to obtain the vacant jobs listed;
- Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- Provision of information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support;
- Medical or child health assistance available through the state's Medicaid program and Children's Health Insurance Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD); and assistance under a state program for Temporary Assistance for Needy Families (TANF), and other supportive services and transportation provided through that program;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and,

- Provision of information and assistance regarding filing claims under Unemployment Insurance programs, including meaningful assistance to individuals seeking assistance in filing a claim.

### Individualized Career Services

If one-stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual at the one-stop centers. Workforce Connection center staff may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an Individual Employment Plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers;
- Group and/or individual counseling and mentoring;
- Career planning (e.g. case management);
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and,
- English language acquisition and integrated education and training programs.

### Follow-up Services

The NALWDB has developed and implemented an Administrative Directive regarding the process for follow-up services that will be offered as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment. This policy provides guidance to service providers in the provision of this service.



### 3. Individuals with Disabilities

§679.560(b)(13) and §679.560(c)	Describe how individuals with disabilities will be served through the one-stop center system in the local area, including copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the LWDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act(29 U.S.C. 720 et seq.) (The Division of Vocational Rehabilitation within the NM Public Education Department and the Commission for the Blind) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information and resources, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination, such as improving or creating referral processes, joint enrollment and case management.
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The NALWDB has reviewed the 2015 State Rehabilitation Council Needs Assessment and Customer Satisfaction Survey. The survey states that 59% of clients of DVR programs cite access to employment, education and training programs as one of their greatest barriers. The State Rehabilitation Council further recommends that DVR place navigators (staff) in the workforce centers to bring expertise on serving people with disabilities into the offices in order for their clients to access the multitude of employment-related services available to them.

The NALWDB will use this report as a means of improving access and services for people with disabilities. The NALWDB and the State Department of Education, DVR and the Commission for the Blind will begin by discussing the State Rehabilitation Council report and some key recommendations. This will be followed by the development of a formal Memorandum of Understanding with input and support from the New Mexico Public Education Department, DVR and the Commission for the Blind. The NALWDB plans to utilize the NMWCOS data system to track those individuals who self-identify as an individual with a disability or who were referred through the DVR program. The NMWCOS currently has an “Enrolled Individuals Report” that can track various target populations through a filtering mechanism. The system will help us to track this and other partner activity.

The Memorandum of Understanding will outline the relationship, services and expectations of all core partners including DVR. The NALWDB will include all core partners and identify existing service available to serve this population. One key component of the

Memorandums of Understanding will be the referral process, joint enrollment, case management and follow-up. The NALWDB through its operator will:

- Convene core partners
- Identify key components of all partner programs
- Identify service overlap
- Develop strategies to eliminate duplication
- Align performance and contractual requirements
- Develop a general referral process to enable follow through and follow-up

The NALWDB is currently in process of procuring a one-stop Operator and plans to have an Operator in place by July 1, 2017.

#### 4. Veterans

<b>§679.560(c) and §680, Subpart E</b>	<b>Describe the board's strategic approach to serving Veterans to improve employment outcomes for this population, including priority of service efforts.</b>
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The NALWDB will work through its NMDWS partner to assure that the Disabled Veterans' Outreach Program (DVOP) and the Local Veterans' Employment Representative (LVER) continue to provide job search assistance and information to veterans and eligible persons they serve at workforce centers, and on the NMWCOS to assist them in finding suitable employment. The NALWDB will also assure services and linkages to other veteran service providers in the state to enhance the employability and placement of veterans seeking employment and training related services. The methods of delivery of these services include partnerships with other veterans' service providers by co-facilitation with representatives from the New Mexico Department of Veterans Services, Employer Support for the Guard and Reserves, State rehabilitation programs, college's veteran's resource centers when possible, or by maintaining close working relationships when location differences make co-facilitation impractical.

The state Veterans Coordinator facilitates workshops with statewide organizations and professional groups on topics of veterans and disabled veterans employment; the value of hiring veterans, GI Bill benefits for apprenticeships, on-the-job training and work-study programs. Staff works closely with WIOA partners, institutions of higher learning, other governmental, non-profit agencies and private sector partners who provide training or education benefits to prepare veterans with job opportunities. The NALWDB has made great strides in serving this population and has incorporated several innovative opportunities to transition veterans back into the workforce through training programs developed in collaboration with the New Mexico National Guard.

The DVOP positions provide outreach assistance to veterans, particularly those who have a disability and need intensive services to remove barriers to employment. All services within each of our facilities are made available to veterans include job search assistance,

job development, resume writing, instruction on how to dress for success, and assistance with interviewing skills. LVER staff along with partner and WIOA service provider staff conducts outreach to employers to encourage job development for all veterans and to establish a network of employers and service providers for veterans seeking assistance through the workforce system; make referrals to vocational and training institutions; and work to capitalize on resources, such as the WIOA training dollars with veterans preference.

LVERs are also team members in the business services sections of the Northern Area Workforce Connection Centers, meeting with and assisting employers with posting job orders, organization job fairs, and identifying job vacancies and skills needed for in-demand, high-demand or high-wage careers. The NALWDB through its WIOA service providers will continue to “think outside the box” in the provision of innovative practical methods of meeting the training needs of their communities and will assure that this target group receives priority service and priority enrollment, especially when funds are limited.

5. Migrant Seasonal Farmworkers

<p><b>§679.560(c), Parts 653 and 685</b></p>	<p><b>Describe, as appropriate, the board’s approach to serving migrant seasonal farmworkers within its respective area to increase education and employment outcomes for this population.</b></p>
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The goal of assisting migrant seasonal farmworkers and their families attain greater economic stability is an approach shared by the NALWDB. As part of its overall program design, the NALWDB’s WIOA youth service provider (HELP-NM, Inc.) has provided migrant seasonal farmworker services through a competitive grant for several years. The migrant seasonal farmworker program is one of many leveraged funding sources that the NALWDB has access to through its WIOA youth service provider. This National Farmworker Jobs Program helps farmworkers acquire the new skills they need to start careers that offer higher wages and a more stable employment outlook. In addition to employment and training services, the program provides supportive services that help farmworkers retain and stabilize their current agriculture jobs, as well as enable them to participate in training and enter new careers. National Farmworker Jobs Program emergency assistance helps to meet a critical need for the availability and quality of farmworker housing, and supports better economic outcomes for migrant seasonal farmworkers and their families. Although this program is a HELP-NM, Inc. program, they also facilitate the coordination of services through the Northern Area Workforce Connection offices so individuals may access other services of the NALWDB public workforce system.

The NALWDB will continue to partner with the National Farmworker Jobs Program grantee for New Mexico and acknowledges the importance of establishing formal roles and responsibilities. The NALWDB has entered into a Memorandum of Understanding with the Migrant Seasonal Farmworker Program grantee that defines the efforts to increase education and employment for those who are migrant and seasonal farmworkers in the Northern Area service delivery counties.

6. Native Americans

<b>§679.560(c) and Part 684</b>	<b>Describe, as appropriate, the board's approach to serving Native Americans within its respective area to increase education and employment outcomes for this population.</b>
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As allowed under WIOA, the Navajo Nation was designated as an interstate region directly under the United States Department of Labor. A Memorandum of Agreement was developed between Arizona, New Mexico and the Navajo Nation to separate administration of the WIOA program and place it directly under the jurisdiction of the United States Department of Labor. The agreement required each state to identify appropriate funding stream allocations based upon the funding formula. The agreement consolidated Workforce Investment Act, now WIOA, funds from New Mexico, Arizona and Utah at the federal level into one funding stream which flows from Division of Native American Programs (DINAP) directly to the Navajo Nation.

Although Navajo Nation has its own direct WIOA funding source, tribal members continue to access services through our Northern Area facilities, particularly in San Juan and McKinley counties. As with all customers, they are offered all services available through the Northern Area workforce development system. The NALWDB will collaborate with Navajo Nation to invite a Navajo Nation WIOA-funded staff person to co-locate in the San Juan and McKinley county offices to assist in resource sharing for this population. There are also ten (10) pueblos within the Northern Area with tribal members that access services in our one-stop offices. As opportunities arise, the NALWDB WIOA service providers and partners collaborate on hiring events and job fairs to help increase employment outcomes for this population. Additionally, the NALWDB will explore the possibility of co-location with the Navajo Nation WIOA program in San Juan and McKinley counties.

7. Individuals with Low Income

<b>§679.560(c) and §680, Subpart E</b>	<b>Describe how the board will identify and work with low-income individuals, including any plans to coordinate locally with the Temporary Assistance for Needy Families (TANF) program to serve this population, as well as to serve TANF exhaustees.</b>
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Northern Area Workforce Connection centers receive regular referrals from the state Human Services Department Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) programs, and their Works provider, SL Start. This collaboration has allowed recipients to participate in training and employability development services while receiving child care and other support services from this partner program. The Workforce Connection centers work with local business to identify job openings and determine the level of skill needed to perform job functions. TANF/SNAP participants are then tested through WorkKeys for their occupational skill level, and scores are matched against the employer's job criteria to find suitable

employment. If the participant does not meet the WorkKeys skill level required for the position they are interested in, an online skills remediation program called KeyTrain is utilized to help the participant get to the level they need to qualify for the position or upon determination of eligibility placed in an ABE program with the local community college to increase skill levels. The goal of this interagency collaboration is to help individuals find meaningful employment and end their dependence on public assistance. All TANF, SNAP and Works participants are encouraged to register and access the NMWCOS to improve the ability to appropriately match this group to online job vacancies. The NALWDB service providers also work with SL Start to identify those in need of additional training to provide the skills required to move them back into the workforce.

8. Older Individuals

§679.560(c)	Provide a description of how the local board will coordinate WIOA title I workforce investment activities with the Senior Community Service Employment Program (Title V of the Older Americans Act of 1965) to serve the employment needs of older individuals.
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The NALWDB has always worked closely with the Senior Community Service Employment Program that is currently administered through Goodwill in New Mexico. Most of our offices host participants of this program, providing skills training and access to job placement. Our NMDWS partner and WIOA service provider have hired some of the Senior Community Service Employment Program participants into permanent positions as they become available, and placed others with local employers. The 50+ Employment Connection Program (a program of the New Mexico Aging and Long Term Services Department) is in collaboration with the NALWDB to co-locate to our Santa Fe facility to enable a stronger concerted effort in serving this population. The NALWDB will initiate discussions with them as to the feasibility of this occurring in other Northern Area Workforce Connection offices.

9. Individuals with Low Literacy Levels

§679.560(b)(12)	Provide a description of how the local board will coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II. Describe the joint planning processes planned or underway that will enhance the provision of services to individuals with receiving adult education services, such as cross training of staff, technical assistance, sharing resources, sharing of information, cooperative efforts to improve or create referral processes, joint enrollment and case management. This description must also include how the LWDB will carry out the review of local applications submitted under title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.
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The NALWDB, through its WIOA service provider, can identify students in need of basic literacy skills through WorkKeys testing and those lacking high school equivalency diplomas. They can then be referred to the agencies that can provide basic skills training.

Clients will be co-enrolled in Northern Area Workforce Connection one-stop services and adult education agencies that provide basic literacy training. Staff from the one-stop centers and the Adult Basic Education agency will be cross-trained to know what services are being provided by each agency so as not to duplicate but to enhance those services. All agencies are capable of providing technical assistance through web-based learning and assessment (WorkKeys, Key Train) and resources can be shared. Joint-enrollment, cross training and resource sharing will ensure that students maximize their time to completion and ability to enter the workforce well-prepared.

Currently the NALWDB, through its WIOA service providers, relies on the Eligible Training Provider List to refer students to training. The relevancy of education programs is determined by a tier-based list of occupations in demand as reflected by economic development trends. Post-secondary institutions also rely on the same trends to develop programs that fulfill local workforce needs.

Currently the NALWDB One-Stop Operator, with the use of available resources such as WorkKeys assessment, Key Train, computer training, referrals to adult education programs and programs on the Eligible Training Provider List, can direct clients to training services available in the region. A strong emphasis on economic development and workforce needs can be matched to career pathways leading to industry-recognized certificates, stackable credentials, and portable training that can be accepted at employers within and outside the service area or the state. The SUNPATH project currently underway through a consortium of community colleges in New Mexico can also act as a catalyst as it works to align curriculum at community colleges statewide, develop credit-for-prior-learning programs, and offer contextualized learning of basic skills imbedded into occupation skills training courses. By leveraging these existing resources, the NALWDB will improve access to programs that will meet workforce needs well into the future.

#### **F. Coordination of Services Across Programs**

The NALWDB Local Plan describes how services are coordinated across programs, including:

##### 1. Coordination with Wagner Peyser Services

<b>§679.560(b)(11)</b>	<b>Provide a description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop delivery system;</b>
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The NALWDB through its Operator and WIOA service provider coordinates service provision at both the administrative and local levels to assure collaboration and elimination of duplication. New Mexico Department of Workforce Solutions/Wagner-Peyser is represented on the NALWDB to provide input and ideas to further the

collaboration process. All adult WIOA Title I service provider staff are co-located with NMDWS staff inclusive of Wagner-Peyser, veterans, and Unemployment Insurance business representatives. Local WIOA Title I adult service provider staff participate in joint staff meetings in which office schedules and day-to-day business is discussed and coordinated. The NALWDB has also developed a functional service strategy and is in process of updating the strategy to align with WIOA requirements.

## 2. Coordination with Rapid Response Activities

§679.560(b)(7)	<b>A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities;</b>
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Rapid Response is an early intervention service designed to assist employers and employees affected by layoffs or plant closures. Access is provided to resources and information within our facilities that can help with the transition process into re-employment. The NALWDB through collaborative efforts with the NMDWS and its WIOA service providers will provide:

- Access to the NMWCOS to complete online registration, unemployment application and job search;
- Resume writing assistance;
- Interview skills assistance;
- Career assessments;
- Job Search and Placement Assistance;
- Resource rooms for access to computers, fax and copy machines;
- Access to land lines for accessing the Unemployment Call Center and setting up interviews;
- Labor Market Information;
- Education and training opportunities; and,
- Access to internal and external partner services through the one-stop center.

## 3 Coordination with Secondary and Postsecondary Education System

§679.560(b)(9)	<b>Provide a description of how the local board will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services;</b>
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The NALWDB will work closely with the New Mexico Public Education Department and their Career and Technical Education Bureau to identify the current Carl Perkin’s funded, programs of study initiatives in the Northern Area. The Programs of Study are agreements between secondary and post-secondary institutions around dual enrollment or career pathways and based on industries in demand. The effort will be used to determine how the workforce system in the Northern Area can support and assist with the Programs of Study. Initial discussions with the Career and Technical Education staff have centered around specific workforce services that the Programs of Study can benefit from. Some of these

include assistance with the business advisory councils specific to career pathways, business input and validation of Programs of Study, the use of business mentors and intern programs, the use of WIOA support services and work experience, and ultimately paid training opportunities as students attain credentials and pursue other training.

The NALWDB has been a strong supporter of the programs funded through the U.S. Department of Labor’s Trade Adjustment Assistance Community College and Career Training grant. This grant was awarded to New Mexico to enable the implementation of the Pathways Acceleration in Technology and Healthcare (SUNPATH) program. Through partnerships and data exchanges among the NMDWS, New Mexico Higher Education Department, including its Adult Education Division, four-year colleges, state and local boards, and community organizations, the SUNPATH program addresses gaps in access to and consistency in program delivery for health career pathways, infrastructure and support for accelerating students through credential completion and into the workforce, and alignment and accountability across institutions and systems. SUNPATH goals include expanding capacity and systemic improvements in the delivery of healthcare career pathways that align with industry needs; increasing attainment of degrees, certifications, and industry-recognized credentials; and creating strategic alignment between education and workforce systems, resulting in improved employment outcomes, retention, and average earnings.

As employers and local economic development partners identify new and emerging occupations the NALWDB works through its local training providers to develop the curriculum required to prepare the workforce to meet identified needs.

<b>§679.560(b)(2)(iii)</b>	<b>Describe how the local board will work with entities carrying out core programs to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).</b>
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Opportunities as identified earlier with the Los Alamos National Laboratory provide NALWDB the opportunity to engage employers and understand their needs while working with the educational institutions in the area to develop pathways. This perpetuates a steady flow of individuals that obtain the skills and credentials to meet the workforce needs of the employers throughout the Region. The NALWDB has established relationships with the educational institutions to understand the opportunities that they offer through career pathways that lead to the transition into employment. These relationships have helped identify career pathways associated with the industry and occupational needs in the Northern Area. It is the intent of the NALWDB to detail training and credentialing opportunities with the educational institutions and facilitate situations where co-enrollment can occur to help WIOA leverage resources to maximize educational possibilities within the area.



#### 4. Coordination of Supportive Services

<b>§679.560(b)(10)</b>	<b>Provide a description of how the local board will coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.</b>
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The NALWDB assures that its WIOA service providers use an Individual Employment Plan process to uniformly develop individualized plans with each of their customers that clearly identifies an employment goal that will assist in outlining a clear path leading to employment. In doing so, all potential barriers are identified, documented and addressed and, on an “as needed” basis, supportive service funds are made available to assist in diminishing barriers that may impede goal achievement. Supportive service assistance may include assistance with transportation, child care, testing fees, required testing fees, required uniforms and equipment not available through other sources.

#### 5. Coordination of Follow-up Services

<b>§679.560(c)</b>	<b>Provide a description of the board’s follow-up policy and procedures for each of the targeted groups in Section G.</b>
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The NALWDB has implemented a policy and forms that clearly outline the types of follow-up services available to its WIOA customers to enable a smooth transition into the workforce. The services and process for accessing services are clearly explained during orientation and a form with the same information is provided to each participant. Currently, the NALWDB is in process of developing and implementing an administrative directive to further clarify this process and require at least one contact with the participant in person or electronically during the first quarter after the exit quarter.

#### 6. Coordination of Service Priorities

<b>§679.560(b)(21)</b>	<b>Describe the direction given by the Governor (NMDWS) and the LWDB to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and §680.600 of the WIOA DOL Rule.</b>
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During the WIOA inception year beginning July 1, 2015, the NALWDB worked with NMDWS, its One-Stop Operator and WIOA service providers to develop and implement a method to assure priority enrollment as well as a method to capture data. Priority service was implemented as follows: 1) Recipients of public assistance, low-income or individuals who are basic skills deficient who are also veterans or eligible spouses of veterans capture data on outreach efforts and enrollment of target populations; 2) Recipients of public assistance, low-income, or individuals who are basic skills deficient who are not veterans or spouses of veterans; 3) Veterans or eligible spouses of veterans who are not recipients of public assistance, low-income or basic skills deficient; 4) Adults in need of service who are not recipients of public assistance, not low-income or basic skills deficient. The process developed also required capturing data on outreach efforts to these targeted groups to

assure that all workforce centers were routinely addressing the needs of these targeted groups.

#### 7. Coordination of Outreach Efforts

<b>§679.560(c)</b>	<b>Describe how the board will coordinate outreach efforts across partner programs for shared customers and target populations.</b>
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Coordinated outreach plans to shared customers will be a topic of discussion during core partner meetings. During these discussions, partners can discuss referral processes, shared information and case management efforts to assure a coordinated effort in serving its customers. The NALWDB, through its Operator, WIOA Title I service providers and partner programs will identify shared customers and coordinate outreach efforts to assure that information on all services available through the workforce system is inclusive and unified. Customers can be apprised of services available to them through the network, how to access them and obtain a referral either through the workforce center or an external partner. Target populations can benefit from this approach that will serve in providing a collective effort in addressing barriers.

New Mexico Department of Workforce Solutions in its capacity as the State Administrative Entity (SAE) has purchased a Customer Relations Management program that can be used with the current NMWCOS data base system. This program can provide a streamlined process via a common database in managing employer outreach efforts to aid in the elimination of duplicative efforts. Local offices can pull resources from partners and assign one common outreach manager to assign business contacts to the designated business outreach staff on a monthly basis. This will also aid in tracking business customers for future contact and follow up on any identified needs. This will eliminate multiple partners from contacting the same employer regarding same or similar programs and will streamline and provide a more effective service to business in community. The NALWDB will require partners to contribute marketing materials that will be made available to all programs for use in a coordinated outreach effort.

#### 8. Coordination of Professional Development Activities

<b>§679.560(c)</b>	<b>Describe how professional development activities will be coordinated across all partner programs staff.</b>
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The NALWDB training strategy will include:

- Meeting with partner leadership on a monthly basis (as schedules allow) to determine commonalities in service.
- Identification of overlapping services.
- Elimination of duplication through the MOU process that will clearly define roles and responsibilities and enable document sharing (ie. assessments, eligibility, case management).
- Establish a common referral process including a solution to tracking and referral follow up to assure that it occurred.

- All partners will provide a brief training on their respective program parameters during partner meetings on a scheduled basis. They will also be required to provide a brief written overview of their program contact information, services etc. that would be used in the development of a common referral guide book.
- Based on Operator analyses of the partner network, he/she will develop training topics that will narrow knowledge gaps.
- Based on analyses and partner input, training topics will be developed to meet the needs of participating core partners.
- Review of common performance measures and identification of individual program strengths and/or weakness that can be addressed through partnership.

The NALWDB and its Operator will work toward the development of a training packet that will provide basic information on one-stop “living”; office operations, customer service, accessibility requirements and office etiquette. This practice will assure a unified approach to customer service provision within each facility. Additionally, when possible, the NALWDB coordinates training opportunities available through partner programs to assure that all partners can benefit. Some of the topics include, but are not limited to:

- ✓ Working with People with Disabilities
- ✓ Customer Service
- ✓ Case Management
- ✓ Active Shooter Safety Training
- ✓ Human Rights
- ✓ New Mexico Workforce Connection Online System
- ✓ Migrant Seasonal Farmworkers
- ✓ Common Performance Measures
- ✓ Substance Use and local referral agencies
- ✓ Training on behavioral health issues (ie. Life Link and other local providers)
- ✓ Other topics as identified in partner meetings

The NALWDB will strive to assure that all partners are provided with a common knowledge base to enable a coordinated effort in customer service.

#### 9. Coordination of Referrals

§679.560(c)	Describe how the board will coordinate customer referrals across partner programs.
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The NALWDB will work with all partner programs to develop a single point of contact within each agency. The designated individual will be responsible for triaging the referral and assuring that the customer is not lost in the process. All partners will be involved in the development of a common referral form that can be sent electronically to assure a smooth referral. NALWDB will also build this process into each of the partner Memorandums of Understanding.

The NALWDB and the Operator will work with partners to develop referral process and system to track and follow through with referrals.

10. Coordination with Other Partner Programs

<b>§679.560(c)</b>	<b>Describe any other services provided in the one-stops to support the local workforce development system and customers. Include any coordination plans or activities the board has with any other partner programs such as, AmeriCorps, JobCorps, Youth Build, Mission: Graduation, Innovate Educate, etc.</b>
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The NALWDB regularly pursues opportunities to enhance its existing service provision by collaborating with its partners. Through the City of Santa Fe, we have provided additional training and employment opportunities via the Pro-Tech Program that enabled a cohort of students to participate in an accelerated Internet Technology Boot Camp. Upon successful completion, participants were placed in a two-week internship with local employers having the potential to hire these individuals into a job. Plans are in process for a second Pro-Tech Program regarding the film industry that will enable additional training and employment in this industry. The NALWDB also collaborated with its local Regional Development Corporation to develop the Regional Economic Development Initiative Summit, pulling partners together to address skill gaps and talent shortages in addition to providing for a mini provider fair that introduced local job seekers to the WIOA Title I service providers. Ongoing coordination with Job Corps takes place to enable older youth the opportunity to obtain a high school diploma while achieving training and certification to make them more employable. The NALWDB works with the YouthWorks program to assist YouthBuild students with additional training and/or job placement. Coordination plans are in process with Innovate Educate to address new methodologies for addressing local talent development.

## ADMINISTRATIVE ELEMENTS

### A. Fiscal and Performance Management

The NALWDB Local Plan includes description of fiscal and performance information, including:

§679.560(b)(14)	<b>Identify the entity responsible for the disbursement of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III).</b>
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The NALWDB contracts with the accounting firm of Zlotnick, Laws, and Sandoval for fiscal agent services. The fiscal agent's services were procured by the NALWDB with chief elected official concurrence, through the Request for Proposal process.

§679.560(b)(15)	<b>Provide a detailed description of the competitive process that will be used to award the subgrants and contracts for WIOA title I activities. (Please provide a copy of the board's procurement policy or policies, including conflict of interest provisions as a part of Attachment A.)</b>
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The NALWDB follows the State Procurement Code for issuance of a Request for Proposal (RFP) and solicits sealed bids for the selection of the contractors for WIOA Title I activities. The NALWDB issues an RFP for one or more Program Year(s) with the option of annual extensions. The NALWDB uses a variety of methods to advertise the release of an RFP. As required by the State Procurement Code, the NALWDB publishes legal notices in newspapers of record advertising the solicitation of proposals. Following release of the RFP, the NALWDB posts bidder information on the NALWDB website to provide an overview of the RFP to potential respondents and answer any questions, providing all interested bidders with equal opportunity.

For any program, project, grant or contract of \$30,000 or more, the State Procurement Code requires that the NALWDB issue a detailed Request for Proposal (RFP) and solicit sealed bids. The RFP solicitation includes the scope of work, performance criteria, completion dates, and rating factors. Notification of the issuance of the RFP is posted in a legal notice and on the internet on the NALWDB website.

Upon receipt of the proposals, the NALWDB staff conducts a technical review to ensure that the proposals are in compliance with the technical requirements of the RFP. A panel of readers evaluates proposals meeting technical requirements and completes a scoring sheet on proposals read. Each proposal receives an average score, based on the ratings from the required criteria, and the panel determines which proposals to recommend for funding and any proposed items that may require additional negotiation. The recommendations are summarized by the Workforce Connection Performance Committee for submission to the full NALWD Board. If necessary, the NALWDB conducts a pre-award survey to ensure the contractor's capacity to administer a federal grant.

§679.560(b)(16)	Provide the local levels of performance negotiated with the Governor (NMDWS) and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area, in Attachment E.
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Attachment E provides the local levels of performance negotiated with the Governor (NMDWS).

§679.560(b)(17)	<p>Describe the actions the LWDB will take toward becoming or remaining a high-performing workforce development board.</p> <p><i>Helpful Resource:</i></p> <ul style="list-style-type: none"> <li>• <i>Strategic Board Toolkit:</i>  <a href="https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic_Board_Toolkit_Vision">https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic Board Toolkit Vision</a></li> </ul>
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The NALWDB fully supports the premise that workforce boards need to take the lead on major systemic changes, acting as a “regional backbone” for various efforts. Workforce development boards do serve as the keeper of a guiding vision, and engage funders, partners, employers, and community members around that vision. Toward that end, quality control must be constantly maintained to ensure that the NALWDB remains a high-performing workforce board.

The NALWDB periodically holds strategic planning sessions which are facilitated by the two (2) councils of government in the Northern Area. The sessions provide the Board opportunity to review and discuss Board performance, committee performance, WIOA service delivery in the Northern Area, the Northern Area workforce system, what works, and what needs additional work. Solutions are then proposed and actions initiated. This process allows the Board to evaluate and measure delivery of WIOA services and economic impact of the Northern Area workforce delivery system, and initiate changes where necessary. To date, the NALWDB has not had to initiate changes to its current service provider performance strategies. Providers have met all performance and contractual requirements.

Additionally, on behalf of the NALWDB, their administrative staff will be responsible for reviewing and evaluating the performance of the NALWDB American Job Centers and the One-Stop Operator. The NALWDB AE will review and evaluate quarterly reporting for WIOA performance indicators, conduct ongoing analysis of programs and outcomes to identify trends and ensure data-led decision making.

The NALWDB AE manages board membership and tracks appropriate percentages aligned with WIOA requirements. When members resign, the NALWDB actively recruits the appropriate representative via recommendations from business organizations, local CEO’s and board membership.

§679.560(b)(18)	Describe how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts, and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.
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The NALWDB uses Individual Training Accounts in conjunction with the Eligible Training Provider Listing in the provision of institutional training to its customers. The NALWDB has instructed its WIOA Title I service providers in the use of the Individual Employment Plan to develop a pathway leading to employment. During the Individual Employment Plan process, it may be determined that a participant is in need of additional training to achieve his/her employment goal. The participant assessment is used to help determine ability to function at a college level, then the assigned case manager will work with the participant to research labor market data to determine occupations in demand. Once research has been completed to determine training requirements for the demand occupations, the participant is guided (by the case manager) through the Eligible Training Provider List that provides information on a large number of board-approved training providers and their programs along with course requirements and costs. Once the customer has made an informed choice from the many training providers listed, the case manager works on preparing the appropriate documents to enable funding obligation and commitment to pay costs as listed on the Eligible Training Provider List. All care is given to assure that customers have access to an abundance of approved service providers in making the selection that is right for them.

§679.560(c)	Boards may implement a pay-for-performance contract strategy for certain elements, for which the board may reserve and use not more than 10 percent of the total funds allocated to the board under WIOA Section 128(b). Describe any plans the board may have to use pay-for-performance contracts to communicate performance expectations to service providers.
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The NALWDB does not have plans at this time to implement a pay-for-performance contract strategy.

§679.560(c)	The local board grant agreements require boards to achieve or exceed a Minimum Training Expenditure Requirement of 40%. Local boards should obligate a minimum of 80% and expend a minimum of 40% of current year funding by the end of the third quarter of the program year. Please report on the local board's expected obligation and expenditure rates for PY 2016.
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The NALWDB has required the WIOA adult and dislocated worker service provider to meet a minimum of 42.5% minimum expenditure for direct training for the past two (2) years.

The board strategically strives to exceed the 40% goal to ensure that it is, at a minimum, meeting this requirement and expenditures are maximized to serve participants. The NALWDB through its Finance Committee monitors expenditure and obligation levels on a quarterly basis to ensure that it is on track to meet the WIOA requirement that we obligate a minimum of 80% and expend a minimum of 40% of current year funding by the end of the third quarter of the program year.

<p><b>§679.560(b)(20)</b></p>	<p><b>Describe how one-stop centers are planning to implement or transition to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.</b></p>
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Currently, all one-stop centers use the NMWCOS to share common intake data on all system users. The system enables a "spidering" mechanism that enables access to a multitude of web sites posting job vacancies. Because of its abilities to assist with job search, all customers are encouraged to register in the system and post individual resumes resulting in a "common" intake that can be accessed by any partner using the system. The NALWDB will work with the NMDWS to bring partner programs into the NMWCOS to assure technology-enabled intake and case management that can be accessed between partners serving the same customer. Additionally, the NMWCOS now has a module that enables eligibility documentation to be scanned into the system. Once Memorandums of Understanding and common intake using the NMWCOS are in place, this module will prove to be a huge asset in joint case management and data-sharing minimizing the eligibility requirements for customers when accessing services from multiple partners.

**B. Definitions**

The WIOA requires states to address the usage of certain definitions related to the WIOA Title I program. The following items are relative to those definitions.

<p><b>§679.560(c)</b></p>	<p><b>Because the State has chosen not to define "additional assistance," as it relates to WIOA Youth program eligibility, each local board has the responsibility for determining its own definition of this eligibility category. If the local board wishes to use this eligibility category, a local policy must be developed that specifies what conditions must be met for a youth to require "additional assistance" and what documentation is needed to demonstrate this eligibility category. In each area, not more than five percent of the in-school-youth under WIOA Section 129(3)(B) may be eligible under "individual who requires additional assistance" to complete an educational program or to secure or hold employment. If applicable, provide the definitions the board uses for "requires additional assistance" and a copy of the related local policy as a part of Attachment A.</b></p>
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Youth are eligible for program enrollment per WIOA under the additional barrier if he or she is:

1. An individual who requires additional assistance to complete an educational program,



or to secure and hold employment due to an unstable home environment;

Conditions of “unstable home environment” include family members identified with a history of substance abuse, child abuse, neglect, violence, English as a second language, or gang involvement, or prospective participants identified with a history of substance abuse, child abuse, neglect, violence, or gang involvement.

Or,

2. A gifted student who requires additional assistance to complete an educational program or to secure and hold employment.

“Gifted” is defined as a youth who gives evidence of high achievement capability in areas such as intellectual, creative, artistic, or leadership capacity, or in specific academic fields, and who need services and activities not ordinarily provided by the school in order to fully develop those capabilities. The uniqueness of the gifted renders them particularly vulnerable and requires modifications in parenting, teaching and counseling in order for them to develop optimally.

**Attachment A** provides a copy of the NALWDB related policy, “NALWDB-Defined Additional Barrier for Youth Eligibility”.

§679.560(c)	<p><b>The state defines “basic skills deficient” for Adults and Youth as follows.</b></p> <ul style="list-style-type: none"><li>• <b>For Adult – An individual who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.</b></li><li>• <b>For Youth – An individual who computes or solves problems, reads, writes, or speaks English at or below the eighth grade level on a generally accepted standardized test or comparable score on a criterion-referenced test.</b></li></ul> <p><b>Please describe the process the board uses to test individuals for basic skills deficiency.</b></p>
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Under the proposed regulations for WIOA, basic skills deficiency is defined in two parts:

1. A **youth** who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test. “At or below the 8<sup>th</sup> grade level” will be determined by a TABE test score of 8.9 or below (TABE is the only assessment instrument that can be used to calculate the Basic Skills Deficiency for the Northern Area).

2. An **adult** who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society. The Board may select an assessment to determine an individual’s inability to “compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the

individual's family, or in society"; and set benchmarks for assessment results that determine basic skills deficiency.

For the Northern Area, it has been determined, based on WorkKeys Crosswalks and Conversion tables, that the Basic Skills determination/definition for adults will be at or below a four (4) in Reading for Information or Applied Mathematics or both.

### **C. Note on Regional Planning**

The WIOA identifies specific requirements for any planning that will occur across local areas, i.e. "regional areas." This requirement does not apply in New Mexico as the New Mexico WIOA Combined State Plan designates our existing four local areas as the regional planning areas.

#### D. Assurances

#	Assurance	Indicate Yes or No
1.	The LWDB obtained input into the development of the Local Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administrating the core programs and other programs included in the Plan, other primary stakeholders, and the general public, and the Local Plan is available and accessible to the general public.	YES
2.	The LWDB has established a policy identifying circumstances that may present a conflict of interest for a local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts.	YES
3.	The LWDB has established a policy to provide to the public (including individuals with disabilities) access to meetings of local boards and local boards, and information regarding activities of local boards, such as data on board membership and minutes.	YES
4.	The LWDB has established fiscal control and fund accounting procedures necessary to ensure the proper accounting for funds paid to the local boards for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B.	YES
5.	The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program.	YES
6.	Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate.	YES
7.	The LWDB has implemented a policy to ensure a process is in place for referring veterans with significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist.	A process is in place; however such a policy is in planning stages
8.	The LWDB established procedures that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	YES
9.	Priority of Service for covered persons is provided for each of the Title I programs; and	YES
10.	The LWDB has taken appropriate action to secure compliance with the Uniform Guidance at 2 CFR 200 and 2 CFR 2900 and WIOA 184(a)(3).	YES

## ATTACHMENTS

<b>Attachment A</b>	<b>Provide copies of all LWDB policies relevant to the implementation of WIOA on a flash drive.</b>
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NALWDB policies relevant to implementation of WIOA will be available via flash drive submitted.

**Attachment B – Full roster of local board membership, including the group each member represents. Also included is a list of all standing committees, along with a description of the purpose of each committee.**

**Northern Area Local Workforce Development Board (NALWDB)  
Board Membership PY2016**

<b>BOARD MEMBER</b>	<b>REPRESENTING</b>
Robert Anaya	Business – Santa Fe County
Floyd Archuleta	Business – Rio Arriba County
Krutik Bhakta	Business – San Miguel County
Shantel Cooper	Business – San Juan County
Vince Howell	Business – San Miguel County
Jason G. Moore	Business – San Miguel County
Jolene Nelson	Business – Rio Arriba County
Ralph Richards	Business – McKinley County
Jon Paul Romero	Business – Santa Fe County
Sandy Sandoval	Business – Mora County
Carole Rutten	Business - Los Alamos

<b>BOARD MEMBER</b>	<b>REPRESENTING</b>
Marcos Martinez	Wagner Peyser/DWS
Gabriel Baca	Adult Basic Education
Thomasina Ortiz-Gallegos	Higher Education
Lucinda Garcia	Division of Vocational Rehabilitation
Christopher Madrid	Economic Development
Eileen Chavez Yarborough	Economic Development
Scott Beckman	North Central Economic Development District
Mario Suazo	Post-Secondary Education
Nani Rivera	Union (IATSE 480)

**NALWDB STANDING COMMITTEES**

<b>COMMITTEE</b>	<b>PURPOSE</b>
Executive Committee	The Executive Committee shall consist of the Board Chair and the chairs of the Finance Committee, Rules Committee, Workforce Connection Performance Committee and the Youth Committee. The Executive Committee shall have the authority to act on behalf of the Board when time constraints do not allow the issues to be addressed at a scheduled Board meeting and shall defer action to the full Board whenever practical on matter of major policy implications. The Executive Committee shall recommend public relation strategies and be responsible for oversight of linkages with employers. The Executive Committee also oversees the NALWDB Executive Director’s position and recruits and recommends Executive Director candidates to the Board.
Finance Committee	The Finance Committee will be responsible for oversight of the annual operating budget, and the budget for Board approval. This committee shall also be responsible for development of the request for proposals for the fiscal agent and the evaluation of responses to these proposals. The Committee shall have oversight responsibility for the performance of the Board’s fiscal agent.
Workforce Connection Performance Committee	The Workforce Connection Performance Committee will develop proposed policies for the operation of the workforce centers for the consideration of the Board. This Committee will also provide oversight and monitoring of performance measures and the collection and reporting of program data. The Committee is also responsible for the oversight of the workforce system to include development of requests for proposals for delivery of workforce services for adults and dislocated workers, the evaluation of the responses to such requests for proposals from prospective service providers and the performance of service providers.

Rules Committee	The Rules Committee shall develop general administrative and personnel policies for Board AE staff for approval by the Board. This Committee shall also recommend changes to Board Bylaws and the Partnership Agreement between the local board and the Chief Elected Officials. The Committee will also conduct an annual review of each Board member's continuing eligibility and shall oversee compliance with the Board's Conflict of Interest requirements and Code of Conduct. The Chair of the Rules Committee shall serve as the Board's Parliamentarian.
Youth Committee	The Youth Committee shall carry out duties as assigned by the local Board Chair, including: coordinating youth activities in the local area, recommending eligible providers of youth activities to the Board, provide recommendations for meeting youth performance measures, identifying resources to leverage WIOA funds, conduct oversight with respect to youth providers, subject to Board approval, and other duties as determined by the Board Chair.



**Attachment C – List of one-stop centers in the Northern Area, including address and phone numbers. Indicated is the one-stop operator for each site and whether it is a comprehensive or satellite center. Included are the one-stop partners physically located at each of the one-stop centers and the services provided by these partners.**

**WIOA OFFICE LIST – NORTHERN REGION**

<b>Comprehensive One-Stop</b>	<b>Phone Number</b>	<b>Operator</b>
<b>Santa Fe County Santa Fe Workforce Connection Office</b> 301 West DeVargas St. Santa Fe, NM 87501 Fax: (505)827-7421	(505)827-7421	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	HELP, DVOP, UI, DWS, TAA Future: 50+ Program	

<b>Comprehensive One-Stop</b>	<b>Phone Number</b>	<b>Operator</b>
<b>San Juan County Farmington Workforce Connection Office</b> 600 W. Arrington Farmington, NM 87402 Fax: (505)326-6006	(505)327-6126 x 12	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	HELP, DVOP, UI, DWS, TAA	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>McKinley County Gallup Workforce Connection Office</b> 705 Gurley Ave. GH 1101 Farmington, NM 87402 Fax: (505)726-6335	(505)726-6336	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	Gallup Land Future: HELP, Job Corp	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>San Miguel County Las Vegas Workforce Connection Office</b> 833 Grand Avenue Las Vegas, NM 87701 Fax: (505)425-5275	(505)425-6541	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	DVOP, UI, DWS, TAA	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>Rio Arriba/Los Alamos County</b> <b>Espanola Workforce Connection Office</b> 319 Oate St. Espanola, NM 87532 Fax: (505)438-4813	(505)470-7952	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	DVOP, UI, DWS, TAA	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>Taos County</b> <b>Taos Workforce Connection Office</b> 1036 Salazar Road Taos, NM 87571 Fax: (505)438-4813	(505)470-7952	SER-Jobs for Progress, Inc.
	Co-Located Partners	
	DVOP, UI, DWS, TAA	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>Colfax County</b> <b>Raton Workforce Connection Office</b> Colfax County Building 1 <sup>st</sup> Floor 230 North 3 <sup>rd</sup> Street Raton, NM 87740	(575)445-5445	SER-Jobs for Progress, Inc.
	<b><i>Office Schedule</i></b>	
	Tuesday & Wednesday 8 am – 5 pm Thursday 8 am – 12 pm	

<b>Affiliate Center</b>	<b>Phone Number</b>	<b>Operator</b>
<b>Cibola County</b> <b>Grants Workforce Connection Office</b> 515 W. High Street Suite C Grants, NM 87020	(505)285-2563	SER-Jobs for Progress, Inc.
	<b><i>Office Schedule</i></b>	
	Monday, Wednesday and Friday 8 am – 12 pm Tuesday and Thursday 1 pm – 5 pm	

**Attachment D - Copies of any draft or completed cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the Workforce Innovation and Opportunity Act.**

NALWDB will provide copies of any draft of completed cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the implementation of WIOA will be made available via flash drive submitted.

**Attachment E - Local levels of performance negotiated with the Governor (NMDWS) and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area, for PY16 and PY17.**

**Northern Area Local Workforce Development Board  
Workforce Innovation and Opportunity Act  
PY 2016 Primary Indicators of Performance**

	Adult	Dislocated Worker	Wagner-Peyser	Youth
Employment Rate 2nd Quarter After Exit	71.3	68.9	51.6	39.4
Employment Rate 4th Quarter After Exit	65.3	61.9	52.8	41.6
Median Earnings 2nd Quarter After Exit	\$7,011	\$5,758	\$4,208	
Credential Attainment 4th Quarter After Exit	66.2	49.6		32.9

The chart summarizes the agreed upon primary indicators of performance levels for each of the WIOA measures. The Wagner-Peyser performance levels have also been included for your information.

# SIGNATURE PAGE

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Chief Elected Official

Date

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Local Board Chair

Date

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