Northern Area Local
WORKFORCE DEVELOPMENT BOARD

Northern Area Local Workforce Board (WIOA) Local Plan

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Program Years 2020-2023

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II. Timeline for Local Four Year Plans

The New Mexico State Combined Plan was approved on June 10, 2020. WIOA regulations at §679.580 requires the Governor (NMDWS) to establish procedures governing the modification of local plans. The timeline for development, submittal, and review of local plan is as follows :

Local Boards Submit Completed Plan to NMDWS	On or before November 1, 2020
State Review Period	November 1 – December 15, 2020
NMDWS Notifies LWDBs of Plan Modification Approval (and any requested revisions, if needed)	On or before December 15, 2020
If Applicable, LWDBs Complete and Submit Requested Local Plan Revisions to NMDWS	On or before January 15, 2021
Activity	Target Date
LWDBs Develop Local Plan	June 2020 – August 2020
LWDBs Complete Local Plan	September 15, 2020
LWDBs Post Local Plan for 30-Day Public Comment	September 15 – October 15, 2020
LWDBs Update Plans to Reflect Public Comments, as appropriate (and any other necessary changes)	October 15-23, 2020
Local Boards Approve Final Plan for Submission in an Open Meeting	By October 31, 2020

I.INTRODUCTION

Under the Workforce Innovation and Opportunity Act (WIOA) the Local Workforce Development Areas (LWDAs) in the State of New Mexico must submit a Local Plan to the New Mexico Department of Workforce Solutions (NMDWS) that outlines continuous strategies for the local areas' workforce development system. The publicly funded workforce development system, as required at WIOA Section 108, is the culmination of a deliberate strategy to align all of the WIOA required activities in a consistent manner that averts duplication. The NALWDB Local Plan builds upward and outward from the documentation included herein, for which this 2-Year Modification melds within the existing original NALWDB Local Plan.

The NALWDB Local Plan continues to outline 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 used to evaluate program effectiveness. In addition, the NALWDB Local Plan includes information derived from the Board's local Strategic Plan. The NALWDB Strategic Plan sets forth the goals and strategies that will serve as the roadmap to guide program operations toward achievement of our mission.

Over the next few years, the NALWDB will continue to focus on the goals of:

- ▪ Increased services to businesses to nurture and preserve the region's economic prosperity;
- ▪ Increased educational opportunities to increase the skills levels and earning power of the region's workforce;
- ▪ Increased services to rural areas to ensure equity in the provision of services to residents of all 10 counties that the NALWDB serves; and,
- ▪ Increased branding and awareness to ensure that all those in need of the Board's services are informed and empowered to access the services they need and to further establish and maintain the Board's influence as a strategic leader of the State's workforce system.
- ▪ Increased focus in transition dislocated and incumbent workers

NALWDB COVID-19 response plan:

While disruptions caused by COVID-19 have led to unprecedented increases in unemployment, some industries are now experiencing regional workforce shortages as they escalate their operations to support the response to the pandemic.

The state of New Mexico has outlined a plan to use their $3 million of DWG funds to support three key efforts:

NALWDB LOCAL PLAN DRAFT 2020-20203

- Allocate funds to be utilized in providing training for needed workers to respond to the health crisis, including direct care and public health response (contact tracing, outreach)

- Provide customized training for businesses who plan to re-tool their operations, to manufacture PPE or sanitation supplies, or to provide training on deep cleaning techniques

- Initiate a transitional jobs program to a to promote successful transition into work for non-violent offenders scheduled for early release due to COVID-19.

Significant changes in consumer behavior in response to COVID-19 has led to increases in demand in some sectors. This has exposed and exacerbated existing labor shortages and brought about new labor shortages in those sectors. For example, the healthcare sector was facing shortages in occupations like nursing before the crisis. As COVID-19 has caused a significant increase in demand for healthcare, especially in certain areas, those shortages have become more pronounced. Similarly, social distancing measures prevent people from leaving their homes to shop, more people are relying on delivery services.

The Northern Board will implement a workforce system plan for COVID-19 pandemic. The ability is to equip job seekers for remote work and Identify the means to help employers get back open. In demand sectors will be a priority identifying action steps and crucial resources in the system by using the following checklist:

→ Identifying Industries and Occupations Facing Labor Shortages

→ Workforce System Action

→ Leverage Federal Funds

→ Use Labor Market Information (LMI) To Identify Vulnerable And Promising Industries And Occupations

→ Provide Information About In-Demand Jobs To Job Seekers

→ Connect Employers With Qualified Employees

→ Online Job Training

→ Licensing Modifications For Skilled Healthcare

Please note that throughout this document, what were once referred to as Northern Area Workforce Connection offices, workforce connection centers, one-stops, or local WIOA offices are now synonymous with American Job Centers.

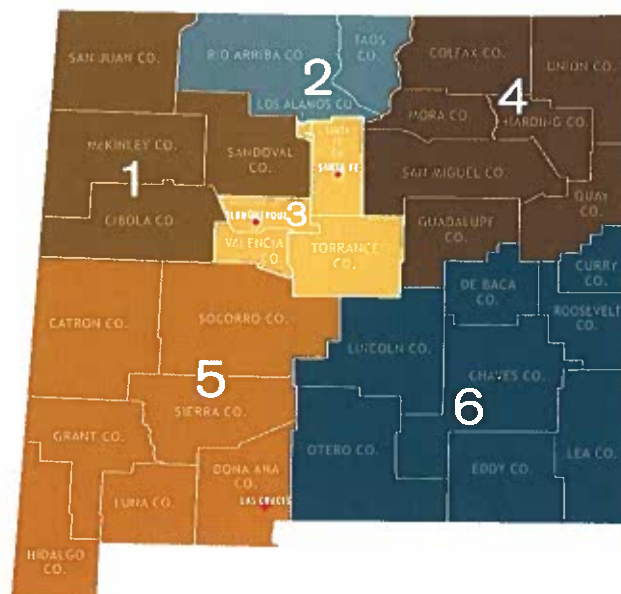**NALWDB LOCAL PLAN DRAFT 2020-20203**

III.   Process for Plan

In accordance with §679.580(a), the following describes the process for developing and submitting plan modifications. LWDBs, in partnership with the appropriate chief elected officials, must review the local plan and prepare and submit modifications to the plan to reflect the following changes.

§679.580(b)(1) and (2)(i)	Economic Conditions (a) Explanation of any changes in regional labor market and economic conditions, particularly any significant changes in local economic conditions.

The Northern Area economic development landscape has undergone considerable and positive change, and strategies continue to focus on economic development priorities to advance job creation and retention and further improve collaboration between partner agencies, efficiency and effectiveness.

NALWDB serves three of the seven counties housed within Region 4 of the EDD Community, Business and Rural Development region. What we see when overlaying the maps of the EDD regions with that of the NALWDB service area is that there is alignment and consistency between the identified needs of the areas.

Currently, the NALWDB serves communities housed within four of the Community, Business and Rural Development regions: 1, 2, 3, 4 (see attached). With few exceptions, there is alignment and consistency. In Region 1, the only county not within the boundaries of NALWDB is Sandoval County. Region 2 is wholly served by the NALWDB. The NALWDB serves only Santa Fe County within Region 3. Santa Fe's mix of urban and rural economies is more closely aligned with other communities served by the NALWDB.

In reviewing employment data and economic base (and near-basic) employment, the prevailing extent commonalities are Agriculture, Healthcare, Arts, Hospitality, Mining, and Government. In revealing the shared attributes of this predominantly rural Local Area, the data also points

toward shared challenges—including barriers to entrepreneurship and over-reliance on government and government-targeted jobs--that must be addressed through NALWDB initiatives, providers, and partners.

The impact of COVID-19 will be significant and has yet to be fully understood. Other counties within the Northern Area face other economic and workforce challenges, but there are some commonalties that can be recognized across the region.

The updated economic and workforce analysis in section A. Economic and Workforce Analysis in this document demonstrates some of the trends and changes that have occurred.

Economic Base Across Northern Area Counties

New Mexico State University's Arrowhead Center conducts economic base studies of New Mexico Counties. The information below, from 2019 reports relying on 2017 data, addresses labor and occupation commonalities and differences in the Northern Area.

In reviewing employment data and economic base (and near-basic) employment, the prevailing extent commonalities are Agriculture, Healthcare, Arts, Hospitality, Mining, and Government. In revealing the shared attributes of this predominantly rural Local Area, the data also points toward shared challenges--including barriers to entrepreneurship and over-reliance on government and government-tangential jobs--that must be addressed through NALWDB initiatives, providers, and partners.

NALWDB will continue to measure partnerships with Economic Development by but not limited to:

- Coordinate with business' support partners to disseminate information and remain responsive to business needs
- Alignment of goals and sector strategies
- Understand and identify distinct roles in partnerships
- Communication, NALWDB board and staff attendance at Economic Development meetings events, Economic Development staff presenting at Board meetings and events
- Complementary and/or braided funding

§679.580(b) (2)(ii)	Funding
	(a) Explanation of any changes in the financing available to support WIOA title I and partner-provided WIOA services.

There have been no significant changes in the financing available to support WIOA Title I and partner-provided WIOA services. There are currently sufficient resources to meet the demands of services to be provided under WIOA.

The Northern Area Local Workforce Development Board (NALWDB) has been managing WIA/WIOA grants for the past twenty years. The Board of Directors maintains a Finance Committee whose duties include the establishment of an annual budget, monthly monitoring of budget results and communication of grant expenditure activity to the Board of Directors and Chief Elected Officials (CEOs).

The NALWDB, through the CEOs, employs a fiscal agent to oversee and manage funds per federal and state guidelines. The current fiscal agent is an experienced local public accounting firm located in Santa Fe, New Mexico. The accounting firm and principals are licensed in New Mexico to provide accounting services under the provisions of the New Mexico Public Accountancy Act. The fiscal services include assisting the finance committee in developing an annual budget, maintaining an accounting system that allows for preparation of monthly and annual financial statements in accordance with generally accepted accounting principles, tracking of grant expenditures and ensuring expenditures are in compliance with WIOA provisions and 20 CFR 200, Uniform Administrative Requirements, Cost Principles, and Requirements for Federal Awards and other applicable State rules and regulations and NALWDB policies.

The accounting system identifies all revenues and expenditures by grant funding stream (Administration, Adult, Dislocated Worker, Youth). The expenditures are allocated to the various funding streams based on an annual Cost Allocation Plan that is reviewed each quarter. The costs are allocated based on uniform cost principles.

The NALWDB undergoes an annual audit under the provisions of the Single Audit Act, the Uniform Guidance and the New Mexico Audit Act and State Audit Rule.

Over the management period described above, NALWDB has been a responsible steward of funds. There has never been any formal determination of mis-expended funds due to willful disregard of the requirements of the provisions involved, gross negligence, or failure to comply with accepted standards of administration of WIOA grants.

The NALWDB utilizes Board committees to monitor service performance of WIOA programs. The committees require reporting by the service providers on performance goals and initiate corrective action where needed. The information generally falls into one of three categories: financial data, such as expenditures paid with WIOA funds; compliance information to ensure the provider is following federal regulations; and project data highlighting progress and/or community impact. In addition, Board staff work with the service providers to ensure WIOA participants are served in accordance with the provisions of WIOA and these efforts are communicated to the committees and full Board. These activities include site visits and technical assistance. This also provides an opportunity for two-way communication between the Board staff and the service providers.

The Board staff conducts program monitoring of service providers and fiscal monitoring of the grant sub- recipients. The Board has recently hired additional staff to enhance the monitoring capabilities and is incorporating quarterly fiscal monitoring of service providers under the provisions of the fiscal agent

contract. This will provide more timely monitoring and allow for relevant corrective action where needed on any issues affecting WIOA funds.

The NALWDB not only undergoes an annual compliance and financial audit, but also requires sub-recipients to undergo annual audits that cover WIOA grand expenditures.

Fiscal Transparency of the programs

The NALWDB believes in fiscal transparency. The Board is committed to comprehensive, clear, reliable, and timely public reporting to our board members and CEO's. More specifically, transparency and timely reporting is a critical element of effective financial records management, and a keystone in building high quality budget information on how we spend and manage WIOA funds.

All relevant meetings of The Board and its committees are published and publicly accessible in accordance with state law and best practices around fiscal transparency. The NALWDB endeavors to adhere to timely publication of budgets, plans, audits, etc, on its website.

Records Management Financial Software

DocuNav Solutions/Laserfiche is a content records/financial management software that enables the NALWDB to store, organize and access the NALWDB information digitally. NALWDB has complete control of our records/financial documents and what type of information is stored and how long it is kept and who can view the information. For example, NALWDB can store PDF documents, Microsoft Office Documents, audio and video files, and much more. This records management software also allows the creation, modification, and deletion of content.

DocuNav Solutions/Laserfiche functionality includes scanning, importing, indexing, filing, accounts payable, Human Resources, Policies & Procedures, Requests for Proposals, contracts, MOU's, Cash Requests and Participant Payments.

The records/financial management software is a local windows application installed on each computer within the NALWDB. The application allows full control of all information and review of secure documents and control of metadata.The Northern Area Local Workforce Development has installed and designated staff and board members as users with appropriately controlled permissions. The NALWDB has provided controlled access to service providers, the Fiscal Agent and the Department of Workforce Solutions. By giving providers access to the software, the NALWDB is able to monitor and review participant payments in a timely manner. Department of Workforce Solutions staff is also able to view NALWDB documents at any time.

(a) Any changes to the LWDB structure, including membership and committees.

New NALWDB Members include:

Jane Clements	Adult Basic Education
Rebecca Estrada	Business – Los Alamos County
Zane Fischer	MAKE Santa Fe (Apprenticeship)
Rudy Garcia	Business – Santa Fe County
Thomas Garcia	Business – Rio Arriba County
Maria Herrera	Wagner Peyser/DWS
Kevin Romero	NM Commission for the Blind
Arthur Sparks	Union Local 412
Rock Ulibarri	Business – San Miguel County
Eileen Chavez Yarborough	Cibola County Economic Development
Carlos Medina	Business – Santa Fe County

Two Sub-Committees were added the NALWDB:

Eligible Training Provider Committee	The Eligible Training Provider Committee is responsible for discussing, considering, and either approving or denying new or existing training providers and programs requesting addition to the ETPL. Decisions are made based on the Occupation in Demand Policy, Labor Market Information, as well as confirmation of training provider/ program compliance with the ETPL.

Sector Strategy Committee	The Sector Strategy Committee is responsible for strategizing regional industry-driven approaches to building a skilled workforce. This Committee shall align public and private resources to address business needs and determine training gaps. The Sector Strategy Committee is in charge of coordinating events that create opportunities for local businesses, institutions, and the Local Board's service provider to collaborate and create employment opportunities for Northern New Mexicans .

§679.580(b)(2)(iv)	rformance Updates
	(a) Include an update to Attachment E of this document to reflect negotiated performance measures for PYs 2020 and 2021.
	(b) Include a chart of past, current, and expected service levels for Adult, Dislocated Worker and Youth for PYs 2017 and 2020.
	(c) Include changes in strategies to meet local performance goals, as well increased service levels.

Historically, the NALWDB has met and/or exceeded employment and training performance measures for Adults, Dislocated Workers, and Youth participants. This success paved the way for transition in to the WIOA by revamping and remodeling existing services for individuals and employers alike. This track record has allowed and furthered efforts to engage individuals, employers, businesses and educational institutions as partners in the Northern Area workforce system. These improved partnerships allow superior identification of workforce deficiencies and the appropriate allocation of additional capacity and guidance/direction in order to address said challenges.

New AE staff have been provided ongoing technical assistance and training by DWS staff, and field staff have been provided training for new hires and as a refresh to existing employees. Also, a program monitor has been hired to track service provider contract provisions and appropriate reporting as required. This will ensure the ongoing tracking of performance measures on a quarterly basis and help identify problems before they become too challenging to correct. Where deficiencies are ongoing or new challenges are noted, additional technical assistance and/or training will be provided by the NALWDB AE.

The NALWDB has taken extensive measures to ensure that the Northern Area is increasingly in sync with in-demand issues of employers and skills needed for competitive occupations. In that same vein, the NALWDB reviews labor market information in other workforce development areas to make certain that they are consistent with what information the NALWDB has derived and that skills related to approved training programs are transferable.

In the midst of the COVID-19 pandemic, the Board, in partnership with a new contractor, HELP New Mexico, Inc, was successful in launching an condensed Summer Youth Academy designed to connect youth to a career in a high demand/high wage occupation that can also provide the basis to pursue further education and career advancement. This approach enabled young people to have their needs met, competencies built, and will prepare them to successfully transition to the adult workforce and to continued education and training.

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Workforce Innovation and Opportunity Act
Negotiated Performance Measures PY20 and
PY21

	Adult	Dislocated Worker	Wagner-Peyser	Youth
Employment Rate 2nd Quarter After Exit	78%	65%	64%	63%
Employment Rate 4th Quarter After Exit	75%	73%	62%	63%
Median Earnings 2nd Quarter After Exit	$7,100	$7,650	$5,500	$3,400
Credential Attainment 4th Quarter After Exit	67.%	60%		45%
Measurable Skill Gain	61.5%	60%		48.1%

The consensus rationale used, in collaboration with our One-Stop operator and service provider, utilized historic negotiated levels as declared on the "SAM" tool, market trends and external forces, and certain presumptions of performance of the prior service provider.

The NALWDB adjusted various data elements in the SAM's for the adult category to include; TANF recipients, limited English language proficiency, etc., to update target and predicted outcomes.

Taking all of these information data sets into account, while comparing the output with historic negotiated measures and outcomes, measures were either increased accordingly or some goals kept due to the previous service provider potential inability to meet the negotiated goals on several important measures, and the successful transition of a new service provider that we anticipate will perform at or above the measures listed above. This will be the focus of the intense and ongoing monitoring and oversight of performance by the NALWDB.

Additionally, the NALWDB adjusted the data elements in the SAM's for the dislocated worker population to include and focus the due need and direction of the State SAE on focused activities of the DWS population. The numbers were increased to update these targets and predicted outcomes. For the youth population, the NALWDB coordinated with the youth service provider and performance indicators in their contract to increase activity to update the target and predicted outcomes and population served with the anticipation that the new provider will meet and or exceed measures, and by fulfilling contracted enrollment and activity issues by end of PY 20, 2nd quarter.

Northern Area Local Workforce Development Board
Workforce Innovation and Opportunity Act

Service Levels

	Actual PY17	Actual PY18	Actual PY19	Projected PY20
Adult	483	875	1,123	250
Dislocated Worker	245	271	250	250
Youth	59	93	126	210

Also, in ongoing review of performance measures and service levels, the NALWDB realizes that performance management policies and procedures impact levels of performance. Appropriate performance management approaches can encourage services to disparately impacted groups which are over-represented among the low-income and basic-skills deficient. In PY20, strategies the NALWDB will continue to focus on are:

- Reviewing current performance reporting requirements and systems and make changes as needed to ensure that they provide insight into equity gaps and whether these are improving over time.

- Reviewing overall Northern Area policies and procedures for negotiating performance goals, defining overall success and failure, and providing technical assistance to service providers that fail or fall behind in meeting performance goals.
- Seeking out additional mechanisms through which service providers can increase efforts to increase service levels to, and improved results for targeted populations, persons of color, and persons with disabilities.

§679.350, WIOA §106(e)(2) and §107(c)(2)	Subsequent Local Board Certification As a part of the local plan review process, NMDWS will review each local board to assess the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to: (i) meet the corresponding performance accountability measures, and (ii) achieve sustained fiscal integrity, as defined by Section 106(e)(2). The term "sustained fiscal integrity," used with respect to a local area, means the Secretary of the U.S. Department of Labor has not made a formal determination, during either of the last two consecutive years preceding the determination regarding such integrity, that either the grant recipient or the administrative entity of the area misexpended funds provided under WIOA Subtitle B due to willful disregard of the requirements of the provision

	involved, gross negligence, or failure to comply with accepted standards of administration.

The NALWDB certification was last conducted by NMDWS in 2017, and all compliance issues thereto were deemed appropriate for certification. DWS has since conducted follow-up in this area, and have continued certification of the NALWDB. No other formal certification exercises have been conducted by NMDWS SAE since 2017.

However, due to the turnover issues above, a new staff with minimal WIOA knowledge, and compliance issues identified by the federal government, DWS undertook oversight of the NALWDB until further notice. Since that time, several compliance issues have been resolved by the NALWDB AE, the NALWDB, and the Northern Area CEO's. In that time, DWS has provided extensive training and technical assistance regarding compliance and sound administrative practice.

New AE staff have been provided ongoing technical assistance and training by DWS staff, and field staff have been provided training for new hires and as a refresh to existing employees. Also, a program monitor has been hired to track service provider contract provisions and appropriate reporting as required. This will ensure the ongoing tracking of performance measures on a quarterly basis and help identify problems before they become too challenging to correct. Where deficiencies are ongoing or new challenges are noted, additional technical assistance and/or training will be provided by the NALWDB AE.

§679.560(c)	Required Updates to Attachment A – refer to attachments
	Provide on a flash drive, copies of all LWDB policies relevant to the implementation of WIOA (as listed in the local board grant agreement in Exhibit F, Statement of Work, Section VII, Required LWDB Policies).

§679.560(c)	IFA Update
	Provide a copy of the local board infrastructure funding agreement (IFA). If the IFA is not yet completed, include a detailed description of the steps

| | taken toward progress in completing the IFA, as well as an expected timeline for completion. |

The Northern Area IFA determines equitable and stable methods of funding the costs of infrastructure at One-Stop centers based on proportionate use and relative benefit received. When developing the local IFA, NALWDB and partner agencies may choose from cost allocation methods, provided they are consistent with the WIOA, its implementing regulations, and the Uniform Guidance, including the federal cost principles.

The IFA contains the infrastructure costs budget, which is a component of the overall One-Stop operating budget and is a mandatory component of the local MOU.

In order to reach agreement, the Northern Area and One-Stop partners will meet and determine the infrastructure costs budget, determine which cost allocation methodologies are reasonable and acceptable, and select the methodologies that will be applied to different cost categories. Partners should focus on identifying methodologies that most effectively allocate costs based upon proportionate use and relative benefits received by the partners. The negotiations of cost sharing and allocation among partners must be conducted in good faith and in an open and transparent environment where full disclosure of costs and funding is essential to the process.

NALWDB

WORKFORCE DEVELOPMENT BOARD

INFRASTRUCTURE FUNDING AGREEMENT

This Infrastructure Funding Agreement ("IFA") and its attachments sets forth the agreement between the Northern Area Local Workforce Development Board ("Board") and the Partners ("Partners") associated with the operation and occupancy of the workforce facility situated in the Marquez Plaza, 525 Camino De Los Marquez, Suite 220, Santa Fe, NM 87505.

IT IS MUTUALLY AGREED BETWEEN THE PARTIES.

I. Definitions

The following terms when used in this IFA have the meanings set forth below:

A. New Mexico Workforce Connection Center (NMWCC): New Mexico's network of local one-stop field offices which provides workforce programs,

services and activities through partner agencies with oversight from local workforce development board.

B. Partners: Agencies or organizations assigned space within the New Mexico Workforce Connection Center (NMWCC) pursuant to a resource sharing agreement in order to provide services to employers, job seekers and those seeking career advancement. Partners will be defined pursuant to the WIOA (Act). Any organization not identified in the Act may be assigned space under this agreement upon the mutual agreement of DWS and the Board.

C. Infrastructure Funding Agreement ("IFA"): A formal agreement that defines the process by which the partners will pay the costs or the funding of shared costs for the NALWDB.

D. One-Stop Operating Budgets and Costs: The operating budget of one-stop centers, or American Job Centers (AJCs), is the financial plan to which the one-stop partners, CEO(s), and Local WDB in each local area have agreed in the MOU that will be used to achieve their goals of delivering services in a local area. The MOU must contain, among other things, provisions describing how the costs of services provided by the one-stop system and how the operating costs of such system will be funded, including the infrastructure costs for the one-stop system (WIOA sec. 121(c)(2)(A) and 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b)).

(1) contains a set of individual budgets or components that consist of

costs that are specifically identified in the statute: infrastructure costs, defined in WIOA sec. 121(h)(4); and additional costs, which must include applicable career services and may include shared operating costs and shared services that are related to the operation of the one-stop delivery system but do not constitute infrastructure costs. These additional costs are described in WIOA sec. 121(i).

(2) The one-stop operating budget must be periodically reconciled against actual costs incurred and adjusted accordingly. This reconciliation ensures that the budget reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to the partner's use of the one-stop center and relative benefit received. The one-stop operating budget may be further refined by the one- stop partners, as needed, to assist in tracking their contributions. It may be necessary at times to separate the budget of a comprehensive one-stop center from a specialized one-stop center or an affiliate one-stop center.

E. Infrastructure Costs: Infrastructure costs of AJCs are defined as non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment- related and assistive technology for individuals with disabilities); and technology to facilitate access to the one- stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This list is not exhaustive. For example, the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94, used to support the general operation of the one-stop center, may be considered allowable infrastructure costs.

(1) Non-personnel costs. Non-personnel costs are all costs that are not compensation for personal services. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the one-stop center. Such costs may include service contracts with vendors or contractors, equipment, and supplies.

(2) Personnel costs. In contrast to non-personnel costs for the one-stop system, personnel costs include salaries, wages, and fringe benefits of the employees of partner programs or their subrecipients, as described in 2 CFR 200.430 (Compensation – personal services) and 2 CFR 200.431

(Compensation – fringe benefits) of the Uniform Guidance. For example, allocable salary and fringe benefit costs of partner program staff who work on information technology systems (i.e., common performance and reporting outcomes) for use by the one-stop center as a whole would be personnel costs and would be identified as additional costs – not infrastructure costs. The cost of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs, but are included as "additional costs" in the one-stop operating budget.

F. Additional Costs: One-stop partners must share in additional costs, which must include applicable career services, and may include shared operating costs and shared services that are necessary for the general operation of the one-stop center.

(1) Career Services. One-stop partners must ensure that at least some career services, described in WIOA sec. 134(c)(2), are provided at the one-stop

center. Additional requirements regarding career services may be found at WIOA sec. 121(b)(1)(A)(i), (c)(2)(A)(ii), (e)(1)(A), and (i)(1), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760. Please also see a detailed discussion about the provision of career services at the one-stop centers in the General Guidance for the AJC network in the operation of one-stop centers, issued jointly by DOL and ED, via DOL's TEGL, ED's Office of Career, Technical, and Adult Education's Program Memorandum, and ED's Rehabilitation Services Administration's Technical Assistance Circular.

(2) Shared Operating Costs and Shared Services. One-stop partners also may share other costs that support the operations of the one-stop centers, as well as the costs of shared services. The costs of shared services may include initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one- stop partners, and business services (WIOA sec. 121(i)(2), 20 CFR 678.760, 34 CFR 361.760, and 34 CFR 463.760). As discussed in more detail in the section pertaining to personnel costs above, such costs also may include personnel expenses associated with a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that one-stop center.

A portion of the costs of Local WDB staff who perform functions that are not otherwise paid with WIOA title I funds and support the general

operations of the one- stop centers may also be included as additional costs. An example of such shared operating costs would be a Local WDB staff person acting as the office manager in a one-stop center. As with any additional costs paid by partner programs for the operations of the one-stop delivery system, these shared operating costs must be proportionate to the use of the partner program and consistent with the Federal Cost Principles of the Uniform Guidance set forth in 2 CFR part 200.

II. Property

The Board, DWS, and Partners agree to the following operation and maintenance terms:

A. Property Manager. The one-stop operator is responsible for the functional management of the facility and the DWS is responsible for facility maintenance through its agreement with the General Services Department (GSD).

B. Site Manager. The Board, through its one-stop operator will appoint a site manager responsible for the day-to-day operation of the one stop program activities conducted at the NALWDB.

C. Utilities. DWS will pay for gas, electric, refuse, sewer and water services ("Utilities") for the property. All utility charges will be allocated to all partners through the IFA.

D. Telecommunications and Information Technology Systems. The Partners will utilize telephone, email and information technology services from the State of New Mexico Department of Information Technology. These will be provided to NM State employees and offered to non-state employees, who have the option to use alternative email and internet access providers. All staff will comply with State of New Mexico policies pertaining to internet and email usage. Costs for Information Technology and telephone services will be allocated through the IFA. The parties agree that the sharing of confidential information is subject to federal and state rules and regulations governing confidentiality. The Board, through its one-stop operator, shall notify DWS immediately if a security violation is detected or if the Board has any reason to suspect that the security or integrity of any confidential data has or may be compromised in any way.

E. Security. associated security contract.

Security costs will be allocated to all partners through the IFA.

F. Janitorial and Snow Removal. DWS will be responsible for snow removal and all janitorial service costs, supplies and the associated janitorial contract. Janitorial and snow removal costs will be allocated to all partners through the IFA.

G. Office Operational Costs. DWS will be responsible for the day-to-day shared office operational costs, which will include but not be limited to shared office equipment and related expenses including copier leases, maintenance and supplies, postage costs and fax machines. Office operational costs will be allocated to all partners through the IFA.

    (1)   Each partner will be responsible for their employees' general desk supplies, office furniture, computers, personal printer expenses, and property/contents insurance.

    (2)   In accordance with Attachment B, One-Stop Operating Budget and Costs Worksheet, partners will share in the infrastructure costs and additional costs associated with the operation of services and the facility, as prescribed in the Training and Employment Guidance Letter No. 17-16.

H. Condition of Property. The Board hereby acknowledges thatthroughits One Stop Operator, it has made an on-site inspection, including a DWS facilitated Fire Marshall inspection, and knows the conditions of said property, that no representations as to the condition of the property have been made by DWS, and the Board hereby accepts the property in its present condition, excepting any latent defects not readily apparent upon a reasonable inspection. The parties have identified areas of the property in need of replacement or repair as set forth in Exhibit B of this IFA. The parties further agree that DWS, in accordance with its agreement with GSD, shall be solely responsible for the cost of repair or replacement of the areas or items identified in Exhibit B. The disposition of property will be conducted in accordance the respective Partners' property disposition policy.

I. Alterations. The Board will provide a written request and obtain written approval from DWS before any alteration or permanent improvement is made to the property. DWS will obtain the written permission from the State of New Mexico, General Services Department, Property Control

Division ("PCD") to proceed with alterations and improvements. DWS will not unreasonably delay their approval for the needed alteration(s) and/or their request to PCD for approval by submitting a written request to PCD within 15 business days from the Board's written request. DWS will provide the Board with copies of all correspondence relating to property alteration(s) request. Any alterations or improvements will become part of the property and will remain with the property upon expiration of this IFA.

J. Maintenance of Building, Grounds and Site. Shared maintenance costs will be assessed to all partners through the IFA, except as limited herein. Maintenance repairs and replacements shall be limited to a maximum of $1,000 per partner per repair or replacement. Any shared costs exceeding this limitation shall be DWS's responsibility. Notwithstanding any provision of this paragraph, each partner shall be liable for damages to the facility due to the negligence of its employees, agents or contractors.

K. Signs and Personal Property. The Board may place necessary and reasonable exterior signage on the property. The Board will seek approval from DWS prior to installing any exterior signage. All signs and personal property of the Board, its employees, agents, customers and invitees kept on the property will be at the sole risk of the Board. DWS will not be liable for any damage thereto. The Board will remove all exterior signage

installed by the Board within 60 calendar days of the end of the term of its occupancy.

L. Inspection. The parties agree that the Board, its Administrative Entity or one-stop operator, DWS and the Property Control Division of the General Services Department will be permitted to enter the property at all reasonable times in order to inspect the condition, use, safety or security of the property and any improvements thereon. The aforementioned parties will be allowed access to the property in emergency situations.

M. Laws. The Board and DWS will comply with all applicable federal, State and local laws and ordinances and with all applicable rules and regulations of the State of New Mexico and DWS.

N. Expiration. Upon termination of this IFA by reason of the expiration of the term, the Board will peaceably surrender to DWS possession of the property and all normal and reasonable improvements thereon in good

condition and repair, reasonable wear and tear excepted.

III. Terms and Termination

A. This IFA will be effective October 30, 2020 and will continue in effect unless terminated pursuant to Paragraph B of this Section or pursuant to Section V. Any and all amendments to this IFA will be made in writing and will be agreed to and executed by the parties before becoming effective. This IFA may be terminated with or without cause by either of the parties upon written notice delivered to the other party at least 120 days prior to the intended date of termination. By such termination, neither party may nullify obligations already incurred for performance or failure to perform prior to the date of nullification.

IV. Invoices

A. The Board will prepare invoices for all pro-rata shared costs listed in Section II, Property, and in accordance with the cost allocation described in the IFA. DWS will submit on or before the 20th of the subsequent month an invoice detailing each partners' shared costs as indicated in the IFA. Each partner shall submit payment to DWS Accounts Receivable unit on or before the 20th of the following month. Disputed invoices will be resolved in good faith by DWS and the Board in a timely manner.

V. Appropriations

A. The terms of this IFA are contingent upon sufficient state and federal appropriations and authorization being made by the United States Congress and the New Mexico State Legislature for the performance of this IFA. If sufficient appropriations and authorization are not made by the United States Congress and the New Mexico State Legislature or if either body rescinds any funding previously appropriated to DWS or the Board, this IFA will terminate immediately upon written notice being given by the party initiating the termination. The initiating party's decision a s to whether sufficient appropriations are available will be accepted by the other party and will be final. If either party proposes an amendment to this IFA or the IFA to unilaterally reduce funding, the other party will have the option to terminate the IFA or agree to the reduced funding, within thirty (30) days of receipt of the proposed amendment(s).

VI. Assignment

A. Neither the Board or DWS will assign or transfer any interest in this IFA or

assign any claims for money due or to become due under this IFA without the prior written approval of the parties.

VII. Amendment

A. This IFA will not be altered, changed or amended except by instrument in writing executed by the parties.

VIII. Equal Opportunity Compliance

A. The parties agree to abide by all applicable federal and State laws and rules and regulations, pertaining to nondiscrimination and equal employment opportunity with respect to employment of staff and to those persons using the premises and/or receiving services from DWS, the Board or any partner agency assigned space under this agreement.

IX. Applicable Law

A. The laws of the State of New Mexico will govern this IFA.

X. Liability and Insurance

A. The liability coverage for DWS is provided pursuant to the New Mexico State Tort Claims Act and in accordance with the rules and regulations of the New Mexico State Risk Management Division. The Board nor DWS shall not be responsible for liability incurred as a result of another party's

acts or omissions in connection with this IFA. Any liability incurred in connection with this IFA is subject to the immunities and limitations of the New Mexico Tort Claims Act, Sections 41-4-1, et seq., NMSA 1978, as amended.

B. The Board, through its one-stop operator, shall ensure that each partner has insurance in place to cover any personal property, casualty claims, damages, losses, including reasonable attorney fees, resulting from the activities of the Board, its employees, contractors, agents or clients in this facility. The Board shall provide DWS with a certificate of such insurance.

XI. Notices

A. Any notices provided for by this IFA will be made in writing and delivered either by:

(1) Actual delivery of the notice into the hands of the parties

thereunto entitled, including by a nationally recognized overnight common carrier; or,

(2) By the mailing of the notice in the U.S. mail to the addresses set forth below of the party entitled thereto, registered or certified mail, return receipt requested.

XII. Method of Determining and Allocating Additional Costs

A. Attachment A, Acquisition of Additional Costs Resources, outlines the methodology for the partners to determine and allocate additional costs in accordance with Attachment B, One -Stop Operating Budget and Costs Worksheet.

XIII. Counterparts

This IFA may be signed in any number of counterparts which, when taken together, will constitute one instrument.

§679.560(c)	WIOA Implementation Highlights
	Include a section highlighting WIOA implementation accomplishments to date.

The NALWDB has worked towards best employment and training service delivery practices, collaborating together in developing innovative and creative ways to engage job seekers, employers, and partners. Although there is much work still to be done, the NALWDB has recognized the following WIOA program implementation highlights:

- Co-location of WIOA Title 1, Wagner-Peyser, and Vocational Rehabilitation under one roof in the regions two largest AJC offices (Santa Fe and Farmington).
- Additional NALWDB Sub Committees of ETPL, Sector Strategies, Strategic Planning for increased input and direction.
- Participation of increased engagement planning with economic development, community colleges, and other partners.
- Increased collaboration with apprenticeship partners, such as MAKE Santa Fe, and by actively recruiting a board member representing apprenticeships
- Increased business outreach and hiring events with first-rate businesses, such as Los Alamos National Laboratory, Compa Contracting, and N3b industry which have immersive experiences who have trained and hired several WIOA customers leading to lucrative career paths
- Continues effort in securing non-WIOA funding from cities, counties, and others to conduct a course of planned future Workforce Summits

- Has met and/or exceeded most performance levels

In Gallup the northern area worked with Greater Gallup Economic Development Corp. and assisted with wielding and heavy equipment certifications for business' in the area.

Our Board is committed to work closely and engage the business community while involving our higher education partners in the region. With the purpose of creating a successful career pathway for our clients while strengthening our regions workforce.

The Northern area has actively taken to part in supporting and implementing a apprenticeship and training component pipeline program providing Los Alamos National Laboratory with Radiation Control Technicians graduating from Northern New Mexico college.

We anticipate formalization of a similar program with Santa Fe community college providing machinists to the Laboratory. Ideally we will be able replicate these models of partnership and collaboration in the northern region.

UNM-Taos branch initiative included collaboration with NALWDB
ADULT CAREER PATHWAY CHALLENGE
Proud winner of a $100,000 prize.

"HIVE"-Hub of Internet-based Vocations and Education. It is a shared office for online workers (coders, IT, etc) who are co-housed with the training courses needed to gain the credentials for employment, alongwith an office for student/workers to access supportive services. This model is designed to support entry level workers to gain and succeed in online vocational careers that offer life sustainingwages

HIVE is an inclusive co-working office and small business incubator with onsite UNM-Taos adult education and college classes. HIVE offers wrap-around supports to our students and clients, providing access to resources and shared professional development. HIVE answers the question of how to bring life-sustaining wages to a rural economy with few in-demand occupations, and allows adults to gain digital literacy and high wage careers in a supportive environment.

Moving forward, in an effort to increase quality program performance for Northern Area WIOA programs, the NALWDB has recognized that increased outreach and additional partnership development is required- -particularly in services to youth. For this reason, a new Request for Proposal (RFP)) was issued by the NALWDB for WIOA services to the adult, dislocated worker, and youth populations.

A Youth Academy was developed in Summer June 2020 and Winter December 2020 to serve youth (particularly in the summer months), all within service delivery requirements for youth and in compliance with WIOA. This includes tracking and serving youth individuals via their ISS and also instituting the 12 month follow- up services within parameters of the WIOA youth program design. This will be a staple of the Northern Area WIOA youth Academy programs.

Program Highlights Include:

Greater Gallup Economic Development Project (GGEDC)

The NALWDB adult and youth service provider in PY19 collaborated with GGEDC and the New Mexico Department of Workforce Solutions (NMDWS) to pave the way for an innovative community pilot program designed by GGEDC to meet the specific workforce needs of local employers. Many employers had reported that the Gallup, New Mexico community did not have the skilled workforce needed for expansion or to attract new employers to their community. GGEDC began to develop a plan to help build their local workforce to meet the identified needs by developing and actually providing the training program themselves.

The pilot program, Workforce Industrial Program, used the National Center for Construction Education and Research (NCCER) curriculum. The NCCER curriculum consisted of two parts –core and specialized training. The core curriculum provided flexibility as it did not immediately lock a student into a career pathway, but helped with foundational skills development. The specialized curriculum was developed in association with local employers based on their respective sectors and needs. This customization of training helped to ensure a well-trained pool of applicants by developing the skills needed by economic base employers.

The GGEDC Workforce Manager is an NCCER certified trainer and was able to teach the course. With this assistance the course was enhanced to include the specific skills identified by local employers. NALWDB service provider staff assisted with outreach and recruitment and conducted all eligibility and enrollment into the program to assist with training costs as well as a starter set of tools to assist in procuring employment. The second phase, following classroom training, included a work experience component. The trainees were placed at various participating businesses in the Gallup area where they were exposed to a work environment that was within their identified career pathway. At the completion of the program, 27 participants obtained an NCCER

certification, with work experience included on their resumes, and moved into phase three for placement. The program was a huge success and true depiction of collaboration to enable economic growth.

Rhino Health, Incorporated

Rhino Health, Inc. is a new manufacturer, recently opting to open a facility in the United States, one of the first in the Country. The company originated in South Korea and manufactures nitrile gloves used in both medical and industrial capacity. There are various grades and purposes for their line of gloves including chemical resistant, sterile disposable, puncture resistant and more. Their products are used in hospitals, medical offices, food service, dental offices, automotive and janitorial facilities.

They have recently increased operation to 24 hours per day to meet the enormous need during the Covid-19 pandemic. They are also working toward moving into phase 2 of their operation that will enable an expansion of their production line. This company is a much-needed boost to the local economy and has brought many jobs to the McKinley County (Gallup) area. It is a perfect match and participating employer of the Workforce Industrial Program. This all amounts to an increased need for employees.

The NALWDB service provider Workforce Manager reached out to Rhino to offer assistance, and also provided information on the various services available to them through the NALWDB workforce system. Initially, Rhino management thought it involved too much "red tape", and didn't jump at the opportunity, but they did accept NALWDB's assistance with the development of job descriptions and screening of new applicants to assure that those they interviewed met the basic qualifications. The NALWDB service provider fully assisted with the interview process and collaborated with partners at NMDWS to host a hiring event to aide this organization in getting their new internal workforce in place. Rhino hired several of the Workforce Industrial Program graduates. After several monthly visits and establishment of a secure partnership with Rhino, the collaboration has proved successful and yet another local area employer realized the benefits of WIOA. Rhino is now dedicated to continued partnership with WIOA in the designated local area(s) due to the efforts and diligence of the NALWDB team.

IV.   Plan Content

STRATEGIC PLANNING ELEMENTS

A. Economic and Workforce Analysis

The plan must describe the local 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. Please indicate the source of any data used in your analysis.

§679.560(a)(1)(i)	Include a regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations.

The Northern Area Local Workforce Development Board, INC., 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, and 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 with sparse resources. 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 2006 and has not increased at the same rate as the state's increase as indicated in the table below.

The ten (10) county area served by the NALWDB is connected in many ways. The labor, economic development, education, job opportunities and rural nature of these communities have braided needs within the local area workforce development system. Our counties and communities have labor market goals consistent with the other labor markets in New Mexico as has been noted. Some of these goals include:

1. Support Business Growth – Particularly those in key industry sectors that drive economic growth. Northern Area WIOA programs have and will continue to provide the skilled, talented employees needed to compete effectively, and prosper and create new and rewarding jobs and career opportunities for Northern New Mexico workers.
2. Strengthen Current Workforce - Workers have and will possess the critical skills and credentials needed to prosper and advance in careers that pay well and allow them to support their families.
3. Develop Future Talent - Young people will be equipped and ready for career and postsecondary success as productive contributors to a vibrant and competitive State economy and in their communities.
4. Transform System Capacity – Building a multi-faceted workforce/talent-development system will integrate and align goals, strategies, policies, investments, services, infrastructure and technology for effective, accountable performance.
5. The NALWDB has tentatively designated three (3) top sectors in demand in the Northern Area: (1) Health Care, (2) Internet Technology and, (3) Education. These will be confirmed or amended as needed through the Sector Strategy process. Careers in these sectors also have transferable skills that ARE NEEDED ACROSS many occupations, and are valued in other states and nationally

Also, the Northern Board has identified the following top level objectives as critical to achieving its vision:

•   Strengthening the board's internal proficiency and increase its effectiveness

- Identifying and acting upon the distinct needs and opportunities of the Northern Region;
- Developing a robust process for effectively utilizing sector strategies;
- Igniting youth engagement in the North;
- Identifying and addressing barriers to accessibility for individuals with disabilities;
- Activating apprenticeship and post-secondary partnerships;
- Promoting technology, innovation, and creativity, especially in rural areas;
- Aligning priorities and programs with municipal, county, and regional economic development organizations;
- Coordinating services to support state-designated economic development areas;
- Aligning our strategic goals with the Statewide Strategic Plan

The purpose of the WIOA program in the Northern Area is to provide allowable workforce development activities to eligible clients that will increase employment retention and earnings of participants and increase occupational skill level attainment by participants. As a result, successful application of these activities will improve the quality of New Mexico's workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the State and Nation. The WIOA places an emphasis on serving within a comprehensive development approach that focuses on long-term services that provide the education, skills, work experience, and support that Adults, Dislocated Workers, and Youth need to successfully transition to careers and productive adulthood. The WIOA Adult and Dislocated Worker funds are targeted at young people who are both in and out-of-school, to assist them in their career and educational development. However, it should be acknowledged that there are Adult & Dislocated Worker expenditure levels for direct training, as well as expenditure levels for Youth established in the WIOA.

The most dynamic county within the Northern Region, San Juan has partially recovered from the economic downturn that was experienced in from 2015 to 2017. According to NMDWS Labor Market Review, "Farmington MSA employment was up 300 jobs, or 0.6 percent. All gains occurred in the private sector, which was up 500 jobs, or 1.3 percent. Employment in the public sector was down 200 jobs, or 2.0 percent, from July 2017. Within the private sector, there were gains at each component level: the goods-producing industries were up 300 jobs, or 2.9 percent, and the private service-providing industries were up 200 jobs, or percent" (Volume 47 No. 7 published August 24, 2018).

The turnaround in the Four Corners area has had an impact on the unemployment rate in the region since 2016 when the unemployment rate in the Northern Region was 7.2%. In comparison to the other workforce development boards in New Mexico, the Northern Area has the second highest regional unemployment rate as of July 2018 in the entire state. Table 3 below provides a comparison of unemployment statistics between the four (4) workforce regions in New Mexico

College and Career Readiness Bureau (CCRB)
CCRB sponsored a local needs assessment in 10 regions, (three of which overlap with NALWDB) to determine education programs eligible for Perkins funding. It would be mutually beneficial to build programs that address all of them. Perhaps Section IV.A could also include these priority sectors
Region A (NW): Health Care, IT and Manufacturing
Region B (NC): IT and Skilled Trades

Region C (NE): Agriculture and Skilled Trades

(more detail provided in 43)

§679.560(a)(1)(ii)	Include a regional analysis of employment needs of employers in existing and emerging in-demand industry sectors and occupations.

Great employees share certain characteristics and these are the ones that employers seek above and beyond the ability to fill a job description. If you are looking to position yourself as a great employee, make sure you recognize the six valuable characteristics below that employers' look for when hiring, say our experts.

o   Employers want employees who demonstrate dependability.

o   Employers want employees who are self–motivated.

o   Employers want employees who provide a positive representation of their brand

o   Employers want employees who rise to the occasion

o   Employers want employees who are team players.

o   Employers want employees who demonstrate dependability

The analysis of economic conditions in northern New Mexico reflect the in-demand industries and sectors that are prevalent in the region. Although there is projected growth within these industries, a skills gap has been identified in regard to filling occupations in these fields.

The NALWDB has prioritized four industries/occupational clusters

- Education
- Health Care
- Information Technology (IT)
- Hospitality

Jobs by Occupation Group Table

The table below shows the distribution number of job openings advertised online in Northern, NM by occupation group on September 28, 2020 (Jobs De-duplication Level 2).

Rank	Occupation Group	Job Openings
1	Healthcare Practitioners and Technical Occupations	2,243
2	Food Preparation and Serving Related Occupations	533
3	Management Occupations	461
4	Sales Related Occupations	422
5	Office and Administrative Support Occupations	390

6	Education, Training, and Library Occupations	330
7	Transportation and Material Moving Occupations	321
8	Healthcare Support Occupations	187
9	Installation, Maintenance, and Repair Occupations	167
10	Computer and Mathematical Occupations	138
11	Arts, Design, Entertainment, Sports, and Media Occ	134
12	Community and Social Services Occupations	131
13	Architecture and Engineering Occupations	126
14	Building & Grounds Cleaning & Maintenance Occup.	125
15	Protective Service Occupations	125
16	Business and Financial Operations Occupations	104
17	Construction and Extraction Occupations	87
18	Personal Care and Service Occupations	73
19	Production Occupations	72
20	Life, Physical, and Social Science Occupations	58
21	Legal Occupations	24
22	Farming, Fishing, and Forestry Occupations	11
23	Military Specific Occupations	4

Source: Online
advertised jobs data
Downloaded:
09/28/2020 8:31 AM

A brief glance reveals that perhaps Business/Management should be a skill priority for the NALWDB. Items ranked 3, 4, 5 and 16 all fall into this sector and have high pay results for Assoc and Bach degrees. This also aligns with the reference on page 4 regarding barriers to entrepreneurship.

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.

Throughout the past year, we have convened Sector Strategy meetings focused on Information Technology. The agendas have included an overview of the NM Workforce Board structure, sector strategies, regional planning, as well as a definition of Labor Market Information and the systems used in New Mexico. We also heard from a panel of IT professionals representing half a dozen employers, an economic development agency and others. We also, most importantly, heard from the 30+ employers who attended. We heard from you – your reactions to the information presented, your needs and suggestions about what we needed to think about moving forward.

The NALWDB has conducted an IT sector strategy survey and common and themes among all of the surveys returned emphasized needing to effectively and easily share data on employment trends, needing to close the gap between employers and prospective employees understanding of all of the available opportunities and the idea that success of this effort takes the form of partnerships – partnerships that streamline how prospective employees are trained for and have access to regional careers.

The survey analysis can be put into context with all regional economic conditions including existing and emerging in-demand industry sectors and occupations.

Partnerships are what we hope to facilitate in order to meet the needs of regional employers. We need to be able to meet that need. A second, more focused meeting was held in August. The goal of this meeting was specifically to hear from our employers

THE NALWDB 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. Healthcare occupations represent the most opportunity for an individual to begin a pathway and start a career in a specific industry.

§679.560(a)(2)	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.

In analysis of skills needed by employers, it was demonstrated that the overarching necessary skills needed continues to be soft skills in every occupation. Employers indicate that an employees' personal attributes influence how well an individual can interact with others to form relationships, create trust and dependability, and lead teams. Thus, the primary needed skill training will address the most basic of being employable – interviewing techniques, resume writing, appropriate attire for the job, attending work on time, etc., all of which skills are typically acquired by real-life work experience as opposed to classroom instruction. The wages are lower than in K-12, and there is a distinct teacher shortage for K-12 across the region emphasizing a K-12 teacher pipeline, is a northern region priority and working with institutions in order to facilitate.

The Northern Board has consistently strived to develop a network of local organizations, institutions and partners that strongly support the efforts of the Northern Area Local Workforce Board. Along with collaboration with our WIOA-required partners, some of our key education and training partners include:

- Luna Community College (San Miguel County)
- Dine College (San Juan County)
- New Mexico Highlands University (San Miguel County)
- The University of New Mexico (Taos Branch, Taos County)
- The University of New Mexico (Los Alamos Branch, Los Alamos County)
- The University of New Mexico (Grants, Cibola County)
- The University of New Mexico (Gallup, McKinley County)
- Northern New Mexico College (Rio Arriba County)

- Santa Fe Community College (Santa Fe County)
- San Juan Community College (San Juan County)
- Native Nations CDL (McKinley County)
- Navajo Technical Institute (San Juan County)
- Santa Fe School of Massage (Santa Fe County)
- Institute of American Indian Arts (Santa Fe County)
- Make Santa Fe (Santa Fe County)
- Cibola Communities Economic Development (Cibola County)

A memorandum of understanding has been put in place emphasizing partnership between the NALWDB and the American Job Center partners within counties served by the NALWDB.

Economic base studies by northern region county:

Cibola County	In 2017, the Private sector employed 63.92 percent of all workers in Cibola County, while Government and government enterprises accounted for 31.74 percent of the total employment compared to Farm employment that accounted for 4.35 percent. The industries with the highest percentages of total employment in 2017 included: Retail trade (9.63), Accommodation and food services (6.79) and Administrative and Waste management services (5.12). In the public sector, State and local government were the largest employers (28.26 percent). Local government accounted for 23.24 percent of employment while State government accounted for 5.02 percent. Federal/civilian and military employment accounted for 2.86 percent and 0.62 percent of the total, respectively. Economic Base Employment: 1. Farm employment with 441 jobs. 2. Federal civilian employment with 290 jobs. 3. State government employment with 509 jobs. 4. Utilities with 85 jobs.
Colfax County	In 2017, the private sector employed 75.02 percent of all workers in Colfax County, while government and government enterprises accounted for 19.72 percent of the total and 5.26 percent for farm employment. The industries with the highest percentages of total employment in 2017 included Accommodation and Food services (17.91 percent), and Retail Trade (11.60). State and Local government were the largest employers in the public sector with 10.79 percent for local government and 7.80 percent for state government. Federal/civilian employment accounted for 0.68 percent and military accounted for 0.45 percent of the total. Economic Base Employment: 1. Farm employment, accounted for 349 jobs. 2. Accommodation and food services, accounted for 1,189 jobs. 3. Retail trade, accounted for 770 jobs. 4. State government, accounted for 518 employees. 5. Mining accounted for 89 jobs.

Los Alamos County	In 2017, 90.14 percent of all employment in Los Alamos County was in the Private sector, while Government and government enterprises accounted for 9.86 percent and Farm employment accounted for zero percent of the total. In the private sector, the highest percent of total employment was Administrative and Waste Management Services (7.29), Health care and social assistance (5.40 percent), Retail trade (3.43 percent) and Accommodations and Food services (2.78 percent). State and local government employment data were undisclosed. Federal/civilian employment accounted for 1.21 percent of total employment and military accounted for 0.26 percent. Economic Base Employment: 1 . Administrative Waste and Management Services, with 1,426 jobs.
McKinley County	In 2017, 67.23 percent of all workers in McKinley County were employed in the Private sector, while Government and government enterprises accounted for 25.49 percent, and Farm employment accounted for 7.28 percent of total employment. Industries with the highest percentages of total employment included: Health care and social assistance (14.76 percent), Retail trade (12.70), Wholesale trade (4.72), and Accommodation and food services (10.77). In the public sector, Local government and Federal/ civilian employment were the largest employers in the public sector with 13.88 and 8.61 percent of total employment, respectively. State government employment accounted for 2.36 percent and Military for 0.64 percent. Economic Base Employment: 1. Agricultural sector with farm employment, accounted for 2,120 jobs. 2. Wholesale trade, accounted for 1,375 jobs. 3. Accommodation and food services, accounted for 3,136 jobs. 4. Health care and social assistance, accounted for 4,299 jobs. 5. Retail trade, accounted for 3,700 jobs. 6. Federal civilian employment, accounted for 2,509 jobs.
Mora County	In 2017, 48.96 percent of Mora County was employed in the Private sector, 34.10 percent was employed in Farm employment, and 16.94 percent in Government and government enterprises. Within the private sector and from the data available, the industries with the highest percent of total employment included: Retail trade (4.49), Professional, scientific, and technical services (2.36), and Transportation and warehousing (2.02). For the public sector, Local government was the largest employer with 12.10 percent of total employment. Federal/civilian employment was 2.07 percent of total employment; State government was 2.07 percent, and 0.69 percent of total employment was Military. Economic Base Employment: 1. The agricultural sector, with farm employment, accounted for 592 jobs. 2. Federal civilian employment, accounted for 36 jobs.

Santa Fe County	Total employment for Santa Fe County in 2017 was 94,550. In 2017, 82.46 percent of all employment in Santa Fe County was in the private sector. Government and government enterprises accounted for 16.75 percent and Farm employment accounted for 0.79 percent of the total employment in the county. State government was the largest employer in the public sector with 8.08 percent, followed by 7.22 percent for local government. Federal / civilian employment accounted for 1.04 percent while military employment accounted for 0.41 percent. In the private sector, the industries with the highest percentages of total employment included: Retail trade (10.84 percent), Health care and social assistance (11.85), and Accommodation and food services (10.60). Economic Base Employment: 1. State government employment, accounted for 7,637 jobs. 2. Accommodation and food services, accounted for 10,021 jobs. 3. Professional and technical services, accounted for 7,535 jobs. 4. Real estate and rental and leasing, accounted for 5,185 jobs. 5. Arts, entertainment, and recreation, accounted for 4,880 jobs. 6. Mining, accounted for 1,275 jobs.
	In 2017, 57.15 percent of Rio Arriba County was employed in the Private sector, while 30.69 percent were employed in Government and government enterprises, and 12.16 percent worked in Farm employment. The industries with the highest
Rio Arriba County	percentages of total employment included: Health care and social assistance (11.65 percent), Retail trade (8.78 percent), and Accommodation and food services (7.00). Within the public sector, Local government was the largest employer with 23.81 percent of total employment; State employment accounted for 4.49 percent, Federal / civilian accounted for 1.75 percent and Economic Base Employment: 1. The Agricultural sector, including Farm employment (1,914) and Forestry, fishing, and related industries (149), accounted for 2,063 total jobs. 2. Arts, entertainment, and recreation, accounted for 429 jobs. 3. Health care and social assistance, accounted for 1,834 jobs. 4. State government employment, accounted for 707 jobs. 5. Federal civilian employment, accounted for 276 jobs.
San Miguel County	In 2017, 62.02 percent of employment in San Miguel County was in the Private sector. Government and government enterprises accounted for 30.15 percent and Farm employment accounted for 7.83 percent of the total employment. The industries with the highest percentage of employment in the Private sector included: Retail trade (9.28), Construction (4.31) and Other services, except public administration (3.74). In the public sector, State and Local government were the largest employers for 2017 with 18.17 percent and 10.32 percent of total employment, respectively. Federal/civilian employment was 1.08 percent, while Military employment accounted for 0.58 percent of employment in the government sector.

	Economic Base Employment: 1. Farm employment, accounted for 927 total jobs 2. State government employment, accounted for 2,151 total jobs.
San Juan County	In 2017, 77.49 percent of all employment in San Juan County was in the Private sector, while 18.29 percent of employment was in Government and government enterprises, and Farm employment was 4.22 percent of total employment. Local government was the largest employer in the public sector with a 14.63 percent of total employment, while Federal/civilian accounted for 2.41 percent of employment. Military and state government represented small percentages of the total with 0.52 and 0.73 percent, respectively. In the private sector, the industries with the highest percentages of total employment included: Retail trade (11.11), Mining (10.86), Accommodation and food services (7.93), Health care and Social assistance (12.22), and Construction (7.02). Economic Base Employment: 1. Mining, accounted for 6,808 jobs. 2. Utilities, accounted for 848 jobs. 3. Retail trade, accounted for 6,965 jobs. 4. Farm employment, accounted for 2,645 jobs. 5. Health care and social assistance, accounted for 7,666 jobs. 6. Federal/civilian employment, accounted for 1,510 jobs. 7. Accommodation and food services, accounted for 4,971 jobs.
Taos County	Government and government enterprises is an aggregate category that combines all other governmental sectors and accounted for 12.02 percent of total employment in Taos County. Local government was the largest employer in the public sector, at 8.18 percent of total employment; while Federal/civilian and State government accounted for 1.93 percent and 1.45 percent respectively. Military accounted for 0.47 percent of total employment. Economic Base Employment: 1. Arts, entertainment, and recreation, accounted for 1590 total jobs. 2. Accommodation and food services, accounted for 2405 total jobs. 3. Health care and social assistance, accounted for 2079 total jobs. 4. Agriculture and related industries, accounted for 947 total jobs. 5. Mining, accounted for 260 total jobs. 6. Federal civilian employment, accounted for 283 total jobs. 7. Forestry, fishing, and related activities, accounted for 109 jobs. 8. Educational Services, accounted for 480 jobs.

Advertised Job Skills Table

The table below shows the top advertised detailed job skills found in job openings advertised online in Northern, NM in September 28, 2020.

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	3,543
2	Flexibility	Interpersonal skills	1,756
3	Interpersonal Skills	Basic Skills	1,092
4	Problem Solving	Interpersonal skills	1,049
5	Decision making	Basic Skills	969
6	Typing	Office clerk skills	749
7	Critical thinking	Basic Skills	631
8	Time management	Basic Skills	598
9	Mentoring	Interpersonal skills	573
10	Word processing	Office clerk skills	557

Source: Online
advertised jobs data
Downloaded:
09/28/2020 8:31 AM

Several tangible skills, such as computer skills, physical demand skills, Microsoft application skills, etc., were also identified. The NALWDB has determined that the industries of Health Care, Internet Technology, and Education are the focus of Sector Strategies; however, some of the LMI and priorities may have shifted with higher need seen coming out of Health Care and Early Childhood Education with consortiums/partners of employers ready to hire immediately. In re-examining the current Sector Strategy approach, the Northern Area enlisted a three-pronged model to Sector Strategies that would allow our provider to reach out one-on-one to employers to get the appropriate feedback and determine immediate needs and employer partners who can commit to partnerships that result in immediate jobs for participants after training. The three-pronged approach would include the three, already identified and growing Sector Strategy priorities of Healthcare, Education (primarily early childhood), and IT. Therefore, not only is there a critical need for the identified soft skills, but industry-specific skills, as well.

§679.560(a)(3)	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.

The economic climate in Northern New Mexico has changed drastically showing an increase from 5.3% in July 2018 to 12.2% in August 2020. This is concerning as the Northern Area shows a higher unemployment rate than New Mexico and the nation. This information becomes critical for the NALWDB to plan and strategize amongst themselves and their respective communities, adult, dislocated, and youth service provider, NALWDB sub-committees, sector strategy partners, and others to develop creative and innovative strategies to address increase quality of service and address needs of individuals, but mainly employers.

Area Labor Force, Employment and Unemployment Data Table
Table 3 below shows the monthly, not seasonally adjusted Labor Force, Employment and
Unemployment data for Northern, NM in August, 2020.

Area	Civilian Labor Force	Number Employed	Number Unemploye d	Unemploymen t Rate
Northern	204,072	179,203	24,869	12.2%
New Mexico	893,293	790,410	102,883	11.5%
United States	160,966,00 0	147,224,00 0	13,742,000	8.5%

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

New Mexico Employment Predictions
The following industries are predicted to trend in the labor market through 2024:
• Building material and garden equipment and supplies dealers
• Health and personal care
• Insurance carriers and related activities

• Hospitals
• Accommodation/leisure services/hospitality
• Support activities for transportation
• Amusement, gambling, and recreation industries

Area Profile for Northern, NM
Education Level of Jobs and Candidates Table
The table below shows the minimum level of education requested by employers on job openings advertised online, as well as the educational attainment of potential candidates in the workforce system that are looking for jobs in Northern, NM on September 30, 2020. There were 7254 job openings advertised online that did not specify a minimum education requirement (Jobs De-duplication Level 2).

Education Level of Jobs & Percentage of Job Openings
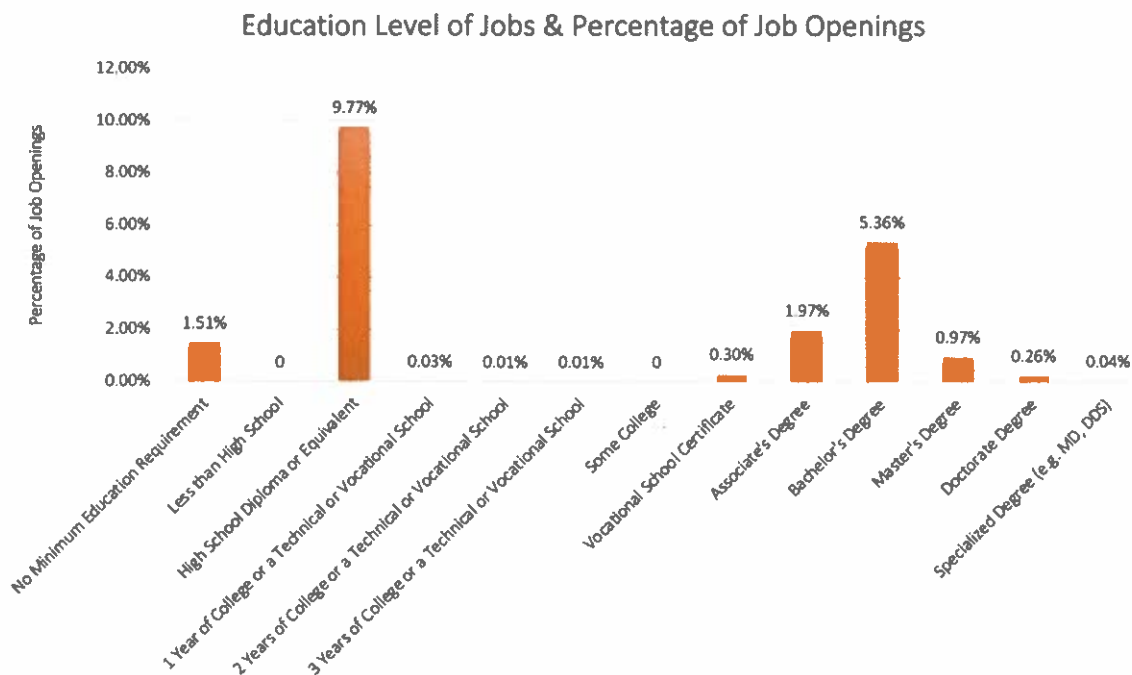
Moreover, based on the following information the NALWDB supports the customers' needs to assist those with barriers which may otherwise hinder the customer from achieving postsecondary credentials or certifications. The NALWDB will continuously review labor force employment and unemployment data, information on labor market trends and adapt to changes in the in-demand areas and educating a workforce in the northern region.

B. Analysis of Workforce Development Activities

The plan must describe the board's workforce development activities as follows.

§679.560(a)(4)	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.

SWOT Analysis for NALWDB Workforce Development

Internal Origin	Strengths: • New Executive Director, new staff, new roles, new perspective • Increasingly strong slate of board members, new ideas, creativity • Establishment of a board committee re: Sector Strategies which includes established Northern Area business services consultants • Established community partnerships with key organizations and agencies • Large number of small employers • Diverse economic make-up • Training opportunities • Educational services	Weaknesses: • Board comprehension of WIOA Titles I through IV • Consistent underperformance especially regarding Youth • Lack of effective oversight and proactive performance metrics • Skills shortage • Working in silos • Communicating services • Lack of awareness of services to individuals • Capacity to train • Lack of customer technology skills • Regular integration of LMI into discussions • Identification/clarification around connectivity and access
External Origin	Opportunities: • New providers in every category • Some growing industries in our area (Healthcare, IT, Hospitality, Construction, etc.) Sector Strategies committee can galvanize partnerships, magnify programs, empower innovation • New partners on the horizon can amplify effectiveness and unveil potential • New/emerging education/career pathways	Threats: • Full regional employer representation • Loss of large employers • Economic downturn • Lack of teachers and facilities • Funding – lack of from both state and other resources • New Mexicans leaving for employment or other reasons to other states • Labor force decline • Workforce culture changes • Pandemic disrupting status quo for an unknown amount of time between several months and forever

	• Regional collaboration • Service integration plans • Economy – more job availability • Incorporation of essential skills into each program • Increase in career and technical education	

In addition to the overall strengths identified, there are a number of specific strengths of our workforce development system in the region. These can be categorized into two groups: a wide array of workforce development and educational services, and strong workforce development processes and business practices.

Workforce development and educational services:

• Development of Individual Employment Plan
• Job Search Assistance
• Job Placement Service
• Career Exploration
• Assessment
• Basic Skills instruction
• ESL
• HSE – Adult Secondary Education
• Occupational Training
• Work Based Learning – Work Experience / On-The-Job Training/Apprenticeships
• Supportive Services – Childcare / Transportation / Tools / Supplies
• Labor Market Information
• On-Line Opportunities – New Mexico Workforce Connection Online Services
• Unemployment Benefits
• Cash Assistance / SNAP

Workforce development processes and business practices:

• Recruitment, Assessment, Selection Process
• Proven experience with Accelerated Short-Term training
• Strong ties to community agencies

- Established relationships/partnerships with employers
- Aligning efforts to demand industries, occupations and skills
- Previous success with regional collaboration

Capacity: The Northern Area is positioned to provide services to individuals with barriers to employment, including Underemployed / Unemployed, Ex-Offenders, Low Skill / Literacy Levels, Individuals with Disabilities, Substance Abuse, Older Americans, Out of School Youth, Adults who Lack a High School Diploma, Veterans, Homeless, ESL Individuals, Single Parents and Displaced Homemakers. By taking a universal approach and collaboration with core partners, the Northern Area will be able to better serve at risk populations. These WIOA partners include Titles I, II, III and IV, ICCB – Perkins CTE, IDES, Aging, Corrections, and Community Action Agencies.

To further WIOA requirements, Priority of Service in the Northern Area includes:

- Veterans and eligible spouses in the following order or priority:

  - First, to veterans and eligible spouses (who also are included in the groups given statutory priority for WIOA adult formula funds). This means that veterans and eligible spouses who also are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.
  - Second, to non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
  - Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
  - Fourth, to any other populations identified by the Governor or Local Workforce Development Board for priority.
  - Last, to non-covered persons outside the groups given priority under WIOA.

- Recipients of Public Assistance such as those participating in the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families TANF), Supplemental Security Income (SSI) and/or any other State or local income-based public assistance

- Low-Income Individuals, including those who:

  - Are in a family with total family income that does not exceed the higher of (I) the poverty line; or (II) 70 percent of the lower living standard income level;

  - Is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act);
  - Receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act;

- Is a foster child on behalf of whom State or local government payments are made;
- Is an individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet this requirement

- Individuals who are basic skills deficient such as those who:

  o Are a youth with English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
  o Are a youth or adult, that 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.

C. Strategic Vision and Goals

The plan must describe 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.

Over the next few years, the NALWDB will continue to focus on the goals of:

- Increased services to businesses to nurture and preserve the region's economic prosperity;
- Increased educational opportunities to increase the skills levels and earning power of the region's workforce;
- Increased services to rural areas to ensure equity in the provision of services to residents of all 10 counties that the NALWDB serves; and,

- Increased branding and awareness to ensure that all those in need of the Board's services are informed and empowered to access the services they need and to further establish and maintain the Board's influence as a strategic leader of the State's workforce system.
- → Increased focus in transition dislocated and incumbent workers

These goals will be achieved by following Department of Labor, New Mexico Dept. of Workforce Solutions, and NALWDB policies and guidelines. Using LMI information as well as occupational growth, economic conditions, and sector strategy to steer effective direction of the NALWDB for the next four years. Below is the year 1 – year 4 growth expectations set by the NALWDB.

Year 1	Year 2	Year 3	Year 4

Implementation of new NALWDB service provider and One Stop Operator.	Partner Internal and External Communications Strategy	Comprehensive measures of progress Data Collection and Evaluation Methods	Strong regional Infrastructure
COVID 19 reopening	Effective Management Workforce Collaborating Partners and One Stops	Past 2yr reflection	Career Pathway Highly skilled workforce
Gain strong familiarity with regions workforce structure		Partner Engagement in Quality Improvement	Innovative Sector employment Initiatives with business
Active CEO/Board engagement	Key in on Services Delivered Matched to Funding Sources	Increased performance productivity	Identify next opportunities/best practices
Sector Strategy Convene partners and engage businesses.	Ensure relevance for the region	Improved customer relations	Complete workforce partner alignment
Build baseline knowledge of industry	Analyze industry trends, review existing research	Increased community outreach Increased web traffic	
Implement initiatives			

The NALWDB guides itself my in cooperating it's:

MISSION:
Provide workforce training and development to citizens of Northern New Mexico.

VISION:
To design and implement a locally delivered workforce development system which will enable government, business, education, and labor; to provide the Northern Area with a well-trained, highly- skilled, and competitive workforce, and to provide a seamless, business-driven system of service delivery that enhances access for all customers. The Northern Board is a keystone partner in our region's workforce and economic development system, an instigator of progress in our local area, and an effective collaborator in accomplishing statewide goals.

Through responsible management of WIOA funds, diligent oversight of providers and contractors, and alignment with State priorities, we deliver high-quality job training and evaluating performance (including internal performance), we are committed to data-driven decision making, quantifiable results, and the collective intelligence of the communities we

serve. In communications, collaboration, customer service, and constituent outreach, we are committed to equity, inclusivity, emotional intelligence, and operational adaptability. Through strong partnerships with government, education, industry, apprenticeships, unions, and trade- and community organizations, we make New Mexico work for our people, our families, and our businesses. Increasing our quality of work increases our quality of life.

VALUES:
The Northern Board embraces an interpretation of the values of the US Digital Service, one of the most novel iterations on delivery of government services to emerge in decades.
Hire, recruit, and empower great people - People push our mission forward. Empathy and tenacity are just as important as technical qualifications.

Optimize for results, not optics - We work for the people — not attention, status, or headlines. Our projects may be hard, but we know they're worth doing.

Go where the work is - Meeting with partners and constituents where they are means we can collaborate to create lasting change. Modernizing and effectively deploying workforce development is up to all of us, together.

Design with users, not for them - The best products aren't created in a vacuum. Using empathy and curiosity, we can effectively address our users' need.

The NALWDB strategic plan improvement plan lays out a series of steps for creating closer collaboration, braided strategies and leveraging of resources toward common goals between the NALWDB, its service providers, ETPL partners, One Stops, and local and regional economic development organizations, agencies and initiatives. The NALWDB strategic visioning session in 2020 laid out an aspiration vision (see chart below), which led to clear priorities around augmenting economic development efforts throughout the region and led to key components of the Strategic Improvement plan. The NALWDB Strategic intends to be the primary generator of productive partnerships and engage sector strategies to align WIOA funding with local economic development plans.

Working across public and private partnerships will be critical to creating a workforce development system that builds sector strategies that are responsive to employers and employees.

NALWDB will continue to measure partnerships with Economic Development by but not limited to:
• Coordinate with business' support partners to disseminate information and remain responsive to business needs
Alignment of goals and sector strategies

• Understand and identify distinct roles in partnerships
• Communication, NALWDB board and staff attendance at Economic Development meetings events, Economic Development staff presenting at Board meetings and events
• Complementary and/or braided funding.

These meetings will keep a running log in order to track and bridge partner relationships that drive better results for improved customer service.

This criteria will include but not limited to :
→ Performance accountability
→ Meeting program design provision
→ Eliminate duplication of service
→ Leverage funding
→ Cross referrals.
→ System Placement
→ Customer Satisfaction
→ One Stop Center effectiveness

§679.560(a)(6)	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.

Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies:

As previously stated, the Northern Board has begun work on an underserved but growing all sector strategies the four priority sectors – Information Technology, Healthcare. Education and Hospitality – were identified primarily based on regional LMI with other factors. An inaugural Sector Strategies Convening Event focusing on Information Technology was initially planned for March. Information Technology was chosen as the first priority due to the overwhelming LMI information coupled with the sector's overreaching role in other sectors/areas as well. It is the intention to first determine the common "pain points" for this group of employers prior to attempting to market an "off the shelf" solution to their needs. The process, if accomplished correctly, will be slow but fruitful for all involved. Theoretically, employers will engage only when and if it benefits their bottom line.

While the Board has identified and is working on the Diverse Manufacturing Sector, the Partners continue to work with any and all employers needing assistance in staffing their operations:

o Support a local workforce development system that meets the needs of businesses. By developing a better understanding of industry needs and "pain points", the system is able to take a step back and retool to better address the identified needs. The local workforce system has to be employer driven. Local workforce centers and partners are working to ensure the programs and facilities attach business and industry to WIOA services.

o Better coordinate workforce development programs and economic development:

o In building the sector strategy, the Board intends to build the partnership in pieces, bring in the chambers or education, as the process moves forward. The education and chambers have been aware of the process.

o Strengthen linkages between the one-stop delivery system and unemployment insurance programs:

While the one-stop system has long worked closely with unemployment insurance, the other partner agencies may or may not have been as fortunate. The linkage between partners will be strengthened through communication and developed familiarity in partner meetings.

OPERATIONAL ELEMENTS

A. Local Workforce System Structure

The plan must include a description of the structure of the local workforce system as follows.

§679.550(c)	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.

The Northern Area Local Workforce Development Board, INC., 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.

The two largest cities within the Northern Region are the State Capitol, Santa Fe, and 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 with sparse resources. The rural nature of the region forces the workforce system to become innovative and resourceful when it comes to delivery of WIOA services.

The table below shows the employers with the highest number of job openings advertised online in Northern, NM on June 2020

Rank	Employer Name	Job Openings
1	CHRISTUS Health	716
2	Los Alamos National Laboratory	362
3	Santa Fe Public Schools	246
4	SONIC Corp.	233
5	Gallup-McKinley County Schools	220
6	ASSURANCE Independent Agents	192
7	CHRISTUS St.Vincent	164
8	Central Consolidated School District	161
9	TTEC	155
10	Nomad Health	128

The list above identifies Los Alamos National Laboratory as one of the employers with a high number of job openings within the region. Additionally, Los Alamos National Laboratory is projecting that a large population of its workforce 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 employed by Los Alamos National Laboratory is comprised of individuals who reside in various outlying counties of Los Alamos, including Santa Fe, Rio Arriba, Taos, and San Miguel. This creates a significant opportunity for the region to align with educational institutions and training partners in preparing a workforce to fill these high-wage positions that include many occupations that require transferrable skills widely valued in various 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. The charts included here demonstrate that healthcare industry jobs are distributed in the Northern Area.

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The following is a list of technical and community colleges, universities, etc. in the NALWDB region.

Educational Institutions	
Dine College	1228 Yucca Dr, Shiprock, NM 87420
Institute of American Indian Arts	83 A Van Nu Po, Santa Fe, NM 87508
Luna Community College	366 Luna Dr, Las Vegas, NM 87701

Make Santa Fe Registered Apprenticeship and Pre- apprenticeship in Intelligent Manufacturing	2879 All Trades Rd. Santa Fe, NM 87507
Native Nations CDL	193 N, US-491, Gallup, NM 87301
Navajo Technical Institute	Lowerpoint Road, State Hwy 371 Crownpoint, NM 87313
New Mexico Academy of Healing Arts	501 Franklin Ave, Santa Fe, NM 87501
New Mexico Highlands University	1005 Diamond St, Las Vegas, NM 87701
Northern New Mexico College	921 N Paseo De Onate, Española, NM 87532
San Juan Community College	4601 College Blvd, Farmington, NM 87402
Santa Fe Community College	6401 Richards Ave, Santa Fe, NM 87508
Santa Fe School of Massage	1091 Siler Rd, Santa Fe, NM 87507
The University of New Mexico - Gallup	705 Gurley Ave, Gallup, NM 87301
New Mexico State University - Grants	1500 3rd St, Grants, NM 87020

The University of New Mexico – Los Alamos	4000 University Dr, Los Alamos, NM 87544
The University of New Mexico - Taos	1005 Diamond St, Las Vegas, NM 87701

§679.550(c)	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.

Board Member	Representing
Floyd Archuleta	Business – Rio Arriba County
Krutik Bhakta	Business – San Miguel County
Jane Clements	Adult Basic Education

Rebecca Estrada	Business – Los Alamos County
Zane Fischer	MAKE Santa Fe (Apprenticeship)
Rudy Garcia	Business – Santa Fe County
Thomas Garcia	Business – Rio Arriba County
Maria Herrera	Wagner Peyser/DWS
Vince Howell	Business – San Miguel County
Mario Lucero	Division of Vocational Rehabilitation
Christopher Madrid	Economic Development
Joseph Garcia	Business – Colfax County
Sean Medrano	Business – San Miguel County
Jolene Nelson	Business – Eight Northern Pueblos
Nani Rivera	Local IATSE480
Jon Paul Romero	Business – Santa Fe County
Kevin Romero	NM Commission for the Blind
Arthur Sparks	Union Local 412
Rock Ulibarri	Business – San Miguel County
JD Weathers	Business – Mora County
Eileen Chavez Yarborough	Cibola County Economic Development

Committee	Purpose
Executive Committee	The Executive Committee consists of the Board Chair and the chairs of the Finance Committee, Rules Committee, One-Stop Committee, Youth Committee, Eligible Training Provider Committee, and the Sector Strategy 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 is also responsible for recommending public relation strategies and overseeing relationships with local employers. The Executive Committee also oversees the NALWDB Executive Director's position and recruits or recommends Executive Director candidates to the Board.
Finance Committee	The Finance Committee is responsible for oversight of the annual operating budget, the budget for Board approval ,and the performance of the Board's fiscal agent. This committee is also responsible for the development of the request for proposals for the fiscal agent and the evaluation of responses to these proposals.
One-Stop Committee	The One-Stop Committee is responsible for developing proposed policies for the operation of the workforce centers for the consideration of the Board. This Committee provides 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 these proposals from prospective service providers and the performance of service providers.
Rules Committee	The Rules Committee is responsible for developing general administrative and personnel policies for Board AE staff for approval by the Board. This Committee is in charge of recommending changes to Board Bylaws and the Partnership Agreement between the Local Board and the Chief Elected Officials. The Committee should 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 is responsible for carrying 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, providing recommendations for meeting youth performance measures, identifying resources to leverage WIOA funds, conducting oversight with respect to youth providers, subject to Board approval, and other duties as determined by the Board Chair. This committee is also responsible for the development of the request for proposals for the Youth service provider and the evaluation of responses to these proposals.
Eligible Training Provider Committee	The Eligible Training Provider Committee is responsible for discussing, considering, and either approving or denying new or existing training providers and programs requesting addition to the ETPL. Decisions are made based on the Occupation in Demand Policy, Labor Market Information, as well as confirmation of Training Provider/ Program compliance with the Eligible Training Provider Policy.
Sector Strategy Committee	The Sector Strategy Committee is responsible strategizing regional industry- driven approaches to building a skilled workforce. This Committee shall align public and private resources to address business needs and determine training gaps. The Sector Strategy Committee is in charge of coordinating events that create opportunities for Local Businesses, Institutions, and the Local Board's Service Provider to collaborate and create employment opportunities for Northern New Mexicans .

§679.560(b)(1)(i)	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.)

The workforce centers in the Northern Area currently house the NALWDB WIOA Title I adult

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 WIOA, 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 system include, but are not limited to:

- o The Core programs include:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Adult Education
- Wagner-Peyser
- Vocational Rehabilitation

Additional Programs

- 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

Local One-Stop Centers				
Site	Address	Phone	Site Manager	Comprehensive / Satellite
Farmington	3401 E. 30th St, Bldg. B, Suite 280, Farmington, NM 87402	505-327-6126	Al-Sharif, Elise, NMDWS	
Taos,	1036 Salazar Rd, Taos, NM 87571	(575) 758-4219	Mylet, Mary, NMDWS	
Espanola	315 Paseo De Onate, Española, NM 87532	(505) 753-2285	Mylet, Mary, NMDWS	
Santa Fe	525 Camino De Los Marquez, Suite 200, Santa Fe, NM 87505	505-827-7434	Herrera, Maria, NMDWS	Comp
Las Vegas	833 Grand Ave. Las Vegas, NM 87701	505-425-6451	Herrera, Maria, NMDWS	
Gallup	2918 East Hwy 66, Gallup, NM 87301	505-863-8181	Palomino, Maxine, NMDWS	
Gallup #2	601 West Aztec Ave, Gallup, NM 87301	505-722-7835		Satellite

rural nature of our region requires that we provide internet services to the communities that cannot sustain a full comprehensive workforce center.

§679.560(b)(1)(ii)	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.

The NALWDB will support statewide workforce strategies identified in the State workforce plan. While action will be taken in the Northern Region to support the strategies, the NALWDB, administrative staff, one stop operator, and provider will also participate in statewide workgroups and solutions intended to improve workforce services.

Perkins secondary and postsecondary applicants use New Mexico labor market data to validate funded workforce learning experiences, internships, and pre-apprenticeships. DWS staff partner with CCRB staff to educate stakeholders about business incubators, economic development endeavors, One-Stop Center services, and other business resources. DWS staff provide professional development to educators, serve as CTE advisory committee members, and coordinate workforce participation in career technical student organizations.

In addition to the four workforce regions of New Mexico, the state also has seven economic development regions, administered by the Economic Development Department (EDD). The state strives to align the strategic vision and mission of multiple agencies. CCRB endeavors to align the state's CTE programs to both existing opportunities administered by DWS and potential industry growth opportunities envisioned by EDD. New Mexico's CTE plan is an opportunity for both PED and HED to jointly lead educational programs toward pathways resulting in living-wage, high-growth, and in-demand careers.

The Northern region will bring community stakeholders and partners together to develop and inform a comprehensive local needs assessment. With the input of region workforce partners, programs of study developed and supported by all regional association partners will be highly effective at meeting the needs of employers, the community, and special populations.

The regional association structure and comprehensive local needs assessments will provide the framework to align the state's career and technical education programs to support the state's visions and goals for preparing an educated and skilled workforce.

The Northern region has NM Workforce Connection Centers presence at community colleges through the area, and they are thoroughly integrating workforce connection services into the community college experience.

The Northern Area will be a organizing structure but will also rely on other existing networks, especially those associated with existing higher education institution advisory committees and with high school career technical student organizations, such as FFA, TSA, and EdRising.

The following are the Northern Area programs (priorities) funded with Perkins Strengthening Career and Technical Education for the 21st Century Act) as determined in the 2020 Comprehensive Local Needs Assessments:

NM CTE Regions

CTE Region A
Priorities: Healthcare, IT, Intelligent Manufacturing

CTE Region A

- **Counties (3)** Cibola, McKinley, San Juan
- **Workforce Board** Northern
- **Economic Development District** 1
- **Postsecondary (3)** San Juan College, UNM-Gallup, NMSU-Grants
- **School Districts (7)** shown
- **RECs (1)** REC 1
- **Public Education Department CCRB Coach** Alexandra Lutz
- **Lead** Johnny Gonzalez Greater Gallup Economic Development Cooperation
- **Vision** Region A's CTE programs promote regional pride though their distinct, diverse, well-qualified pools of talent relevant to the needs of current & future business & industry. Career & Technical Education graduates are well skilled, credentialed, & ready to drive the region's economy.

CTE Region B
Priorities: Healthcare, Skilled Trades, STEM/IT-CS

CTE Region B

- **Counties (5)** Los Alamos, Rio Arriba, Sandoval, Santa Fe, Taos
- **Workforce Boards** Central, Northern
- **Economic Development Districts** 1, 2, and 3
- **Postsecondary (4)** Northern NM College, UNM-Los Alamos, UNM-Taos, Santa Fe CC
- **School Districts (13)** shown
- **RECs (2)** REC 2
- **Public Education Department CCRB Coach** Rick Schmidt
- **Lead** Val Alonzo Regional Development Corporation
- **Vision** CTE in Region B provides relevant career exposure, preparation, & pathways for students aligned to meaningful careers in key industry sectors. CTE programs are agile and responsive to employers' needs, equipping students with foundational skills for cross-industry application. It is flexible in design & delivery to provide the broadest possible access to high-quality programs throughout the region.

CTE Region C
Priorities: Agriculture, Food & Natural Resources; Construction

CTE Region C

- **Counties (6)** Colfax, Guadalupe, Harding, Mora, San Miguel, Quay
- **Workforce Boards** Eastern, Northern
- **Economic Development District** 4
- **Postsecondary (2)** Luna CC, Mesalands CC
- **School Districts (19)** shown
- **RECs** 3 and 4
- **Public Education Department CCRB Coach** Denise Ojeda
- **Lead** Keith Barras Union County Economic Development Council
- **Vision** CTE in Region C provides students & families focused exposure to career options & opportunities responsive to the needs of the region, generates credentials & training valued by employers in our target industry, & are broadly accessible to all in the region.
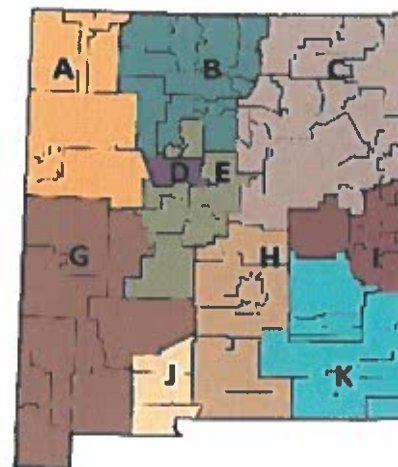
The NALWDB strategic plan can play a pivotal role in your workforce growth and success because it tells the board how best to respond to opportunities and challenges. In order to achieve the Over the next few years, the NALWDB will continue to focus on the goals of:

- ⬚ Increased services to businesses to nurture and preserve the region's economic prosperity;
- ⬚ Increased educational opportunities to increase the skills levels and earning power of the region's workforce;
- ⬚ Increased services to rural areas to ensure equity in the provision of services to residents of all 10 counties that the NALWDB serves; and,
- ⬚ Increased branding and awareness to ensure that all those in need of the Board's services are informed and empowered to access the services they need and to further establish and maintain the Board's influence as a strategic leader of the State's workforce system.
- Increased focus in transition dislocated and incumbent workers

The NALWDB strategic planning committee was created and has developed internal strategic goals and action steps to achieve during the next 4 years. The strategic plan is an evolving process to give the NALWDB the ability to adjust mission, vision, and values, as well as short, mid, and long-term goals with action plans to reach them.

The charts below were made as part of NALWDB Strategic Plan and illustrate alignment between NALWDB and Statewide strategic goals. Strategic planning is the process of documenting and establishing the direction of the NALWDB. Assessing performance will be done by the Strategic planning committee at least twice a year.

Short Term 1st - 2nd years   Mid Term 2nd – 3rd years   Long Term 3 - 4th years

NALWDB Strategic Goal 1		Statewide Strategic Goal 1
Become a primary generator of productive partnerships and engage sector strategies to align WIOA funding with local economic development plans.	**Alignment** ← →	Work across public and private partnerships to create a workforce development system that builds sector strategies that are responsive to employers and employees.

NALWDB Action Steps

Short Term	Mid Term	Long Term
• Continue to ensure steps and protocol for full compliance of the board. • Ensure WIOA providers understand goals/expectations and provide them support to meet them. • Increase capacity and skills to facilitate convenings around sector strategies. • Steer ETPL toward data-surmised sector strategies • Launch convenings for sector strategy development • Increase capacity and skills around analyzing LMI, LASER, FutureWork, and other/alternative data resources • Establish Communications + Outreach Committee	• Increase communication, collaboration and complementary funding with municipal, county, and regional economic development offices and organizations. • Present NALWDB resources and programs to city councils, county commissions, chambers of commerce, community organizations across Northern regions. Collaborate with area partners and One-stops to simultaneously host town halls for employers • Assess progress, re-evaluate plan	• Improve board recruitment and approval to ensure ability to align partners and pipelines for efficient implementation of sector strategies. • Develop partner check-ins monthly, which are clearly tasked to staff and reported to board • Consider Annual Northern Conference to share successes, showcase programs, and cross-pollinate ideas. • Actively cultivate energetic sector strategy evolution

SARS-COV-2 FACTOR:
- Be prepared to address an unprecedented number of dislocated workers.
- Be on the lookout for new partnerships and community needs.

Short Term 1st - 2nd years   Mid Term 2nd – 3rd years   Long Term 3 - 4th years

NALWDB Strategic Goal 2	Alignment	Statewide Strategic Goal 2
Understand emphasize and build the relationships between WIOA and funding streams so all programs and providers become complimentary and	← →	Make lifelong learning a reality so that New Mexico's workforce is able to attract economic development that results in high-paying jobs.

NALWDB Action Steps

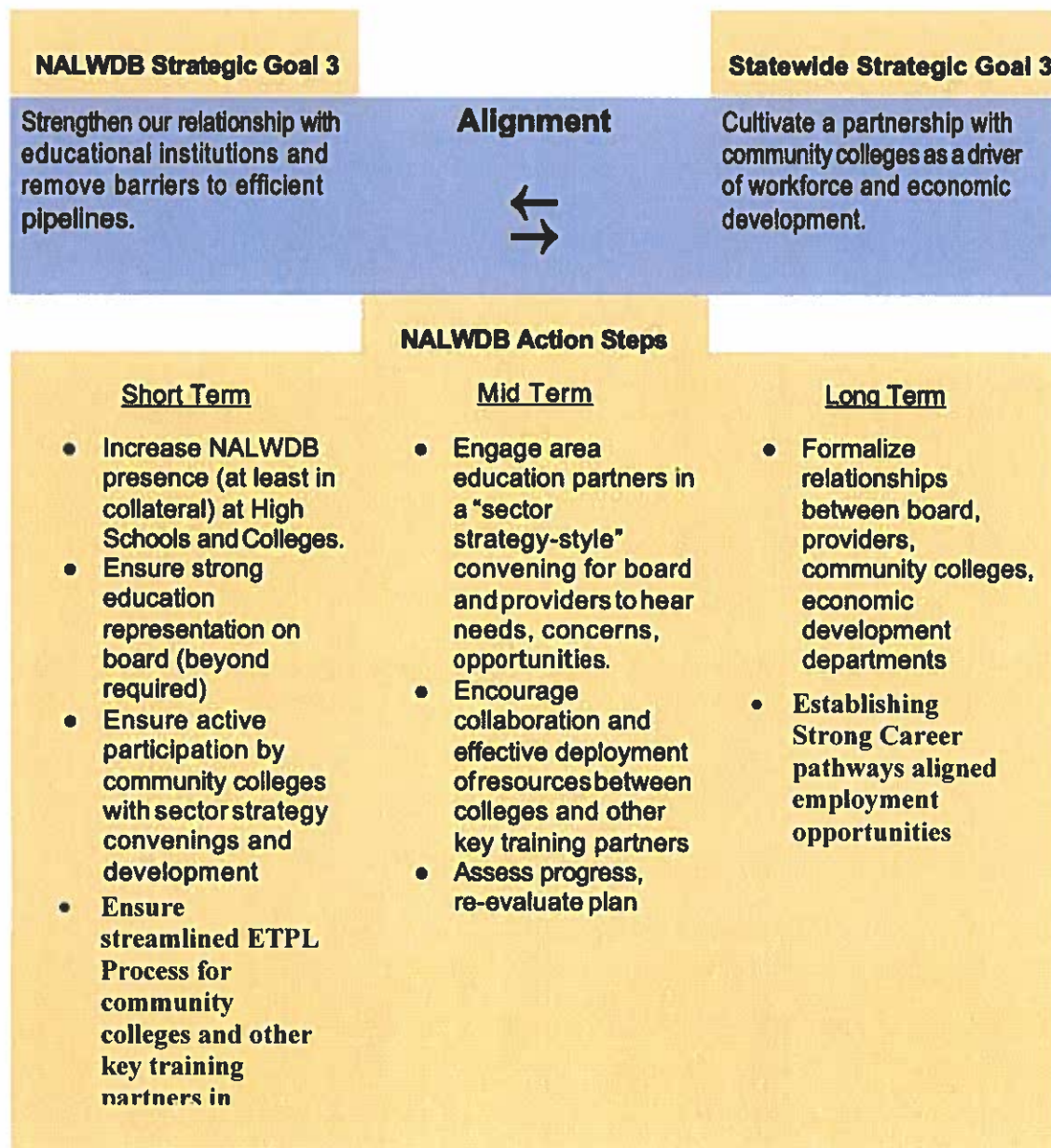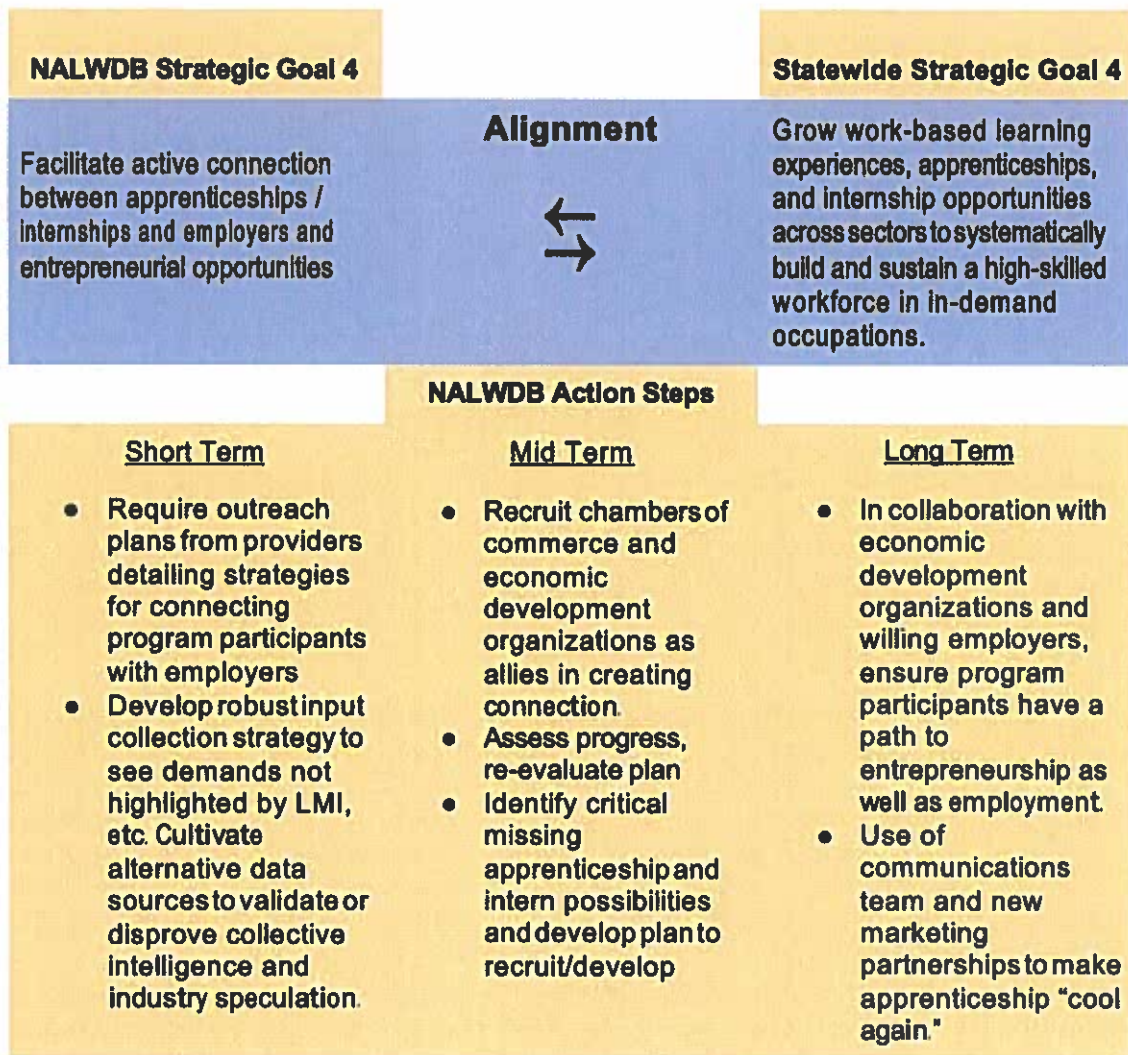| Short Term	Mid Term	Long Term
• Develop appropriate MOUs, RFP language, and other protocols to eliminate barriers, ensure successful partnership and clarify expectations of providers around youth services and adult education. • Develop "matrix of opportunities" detailing hand-off between Title 1, Title 2, etc and intersection of education, mentorship, apprenticeship, OJT training, and available/planned resources	• Implement robust awareness and marketing campaign in collaboration with partners • Develop programs to educate employers on the value of upskilling employees through incumbent worker training. • Recruit those who participate in adult education, reskilling, apprenticeship, etc. as available mentors to youth programs • Look for partnerships to support internet /tech deployment in rural areas • Assess progress, re-evaluate plan	• Partner with libraries, college partners, major employers and state for statewide campaign promoting power of learning. • Partner with state and other regional boards to produce video content around accessing training and #NewMexico Works + #Lifelong campaigns. Celebrate craft and skill. • Develop collateral and video material with ED departments to aid in recruitment of business and investment

SARS-COV-2 FACTOR:
- Be aware providers and partners in different counties and municipalities may have an even greater disparity of ability, capacity and resources going forward.
- Work as an entire region with shared goals to create equitable contribution/distribution.
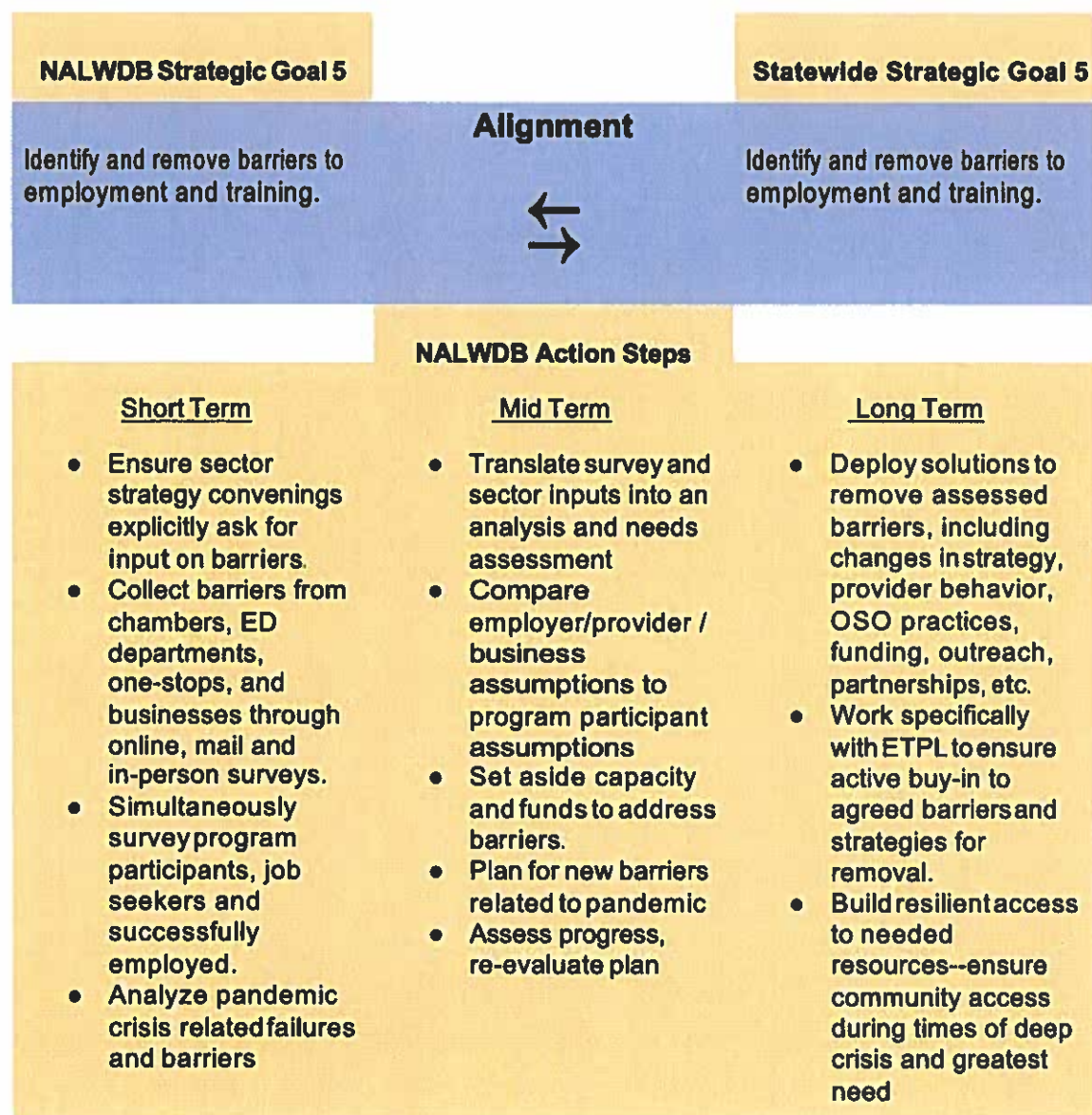
Short Term 1ˢᵗ - 2ⁿᵈ years   Mid Term 2ⁿᵈ – 3ʳᵈ years   Long Term 3 - 4ᵗʰ years

NALWDB Strategic Goal 3	Alignment	Statewide Strategic Goal 3
Strengthen our relationship with educational institutions and remove barriers to efficient pipelines.	⇆	Cultivate a partnership with community colleges as a driver of workforce and economic development.

NALWDB Action Steps

Short Term

- Increase NALWDB presence (at least in collateral) at High Schools and Colleges.
- Ensure strong education representation on board (beyond required)
- Ensure active participation by community colleges with sector strategy convenings and development
- Ensure streamlined ETPL Process for community colleges and other key training partners in

Mid Term

- Engage area education partners in a "sector strategy-style" convening for board and providers to hear needs, concerns, opportunities.
- Encourage collaboration and effective deployment of resources between colleges and other key training partners
- Assess progress, re-evaluate plan

Long Term

- Formalize relationships between board, providers, community colleges, economic development departments
- Establishing Strong Career pathways aligned employment opportunities

SARS-COV-2 FACTOR:

● Be prepared for increased costs and challenges related to logistical issues, distance learning, rolling stay-home orders, etc.

● Remain in alignment with adjustments and shifts in protocol at educational institutions

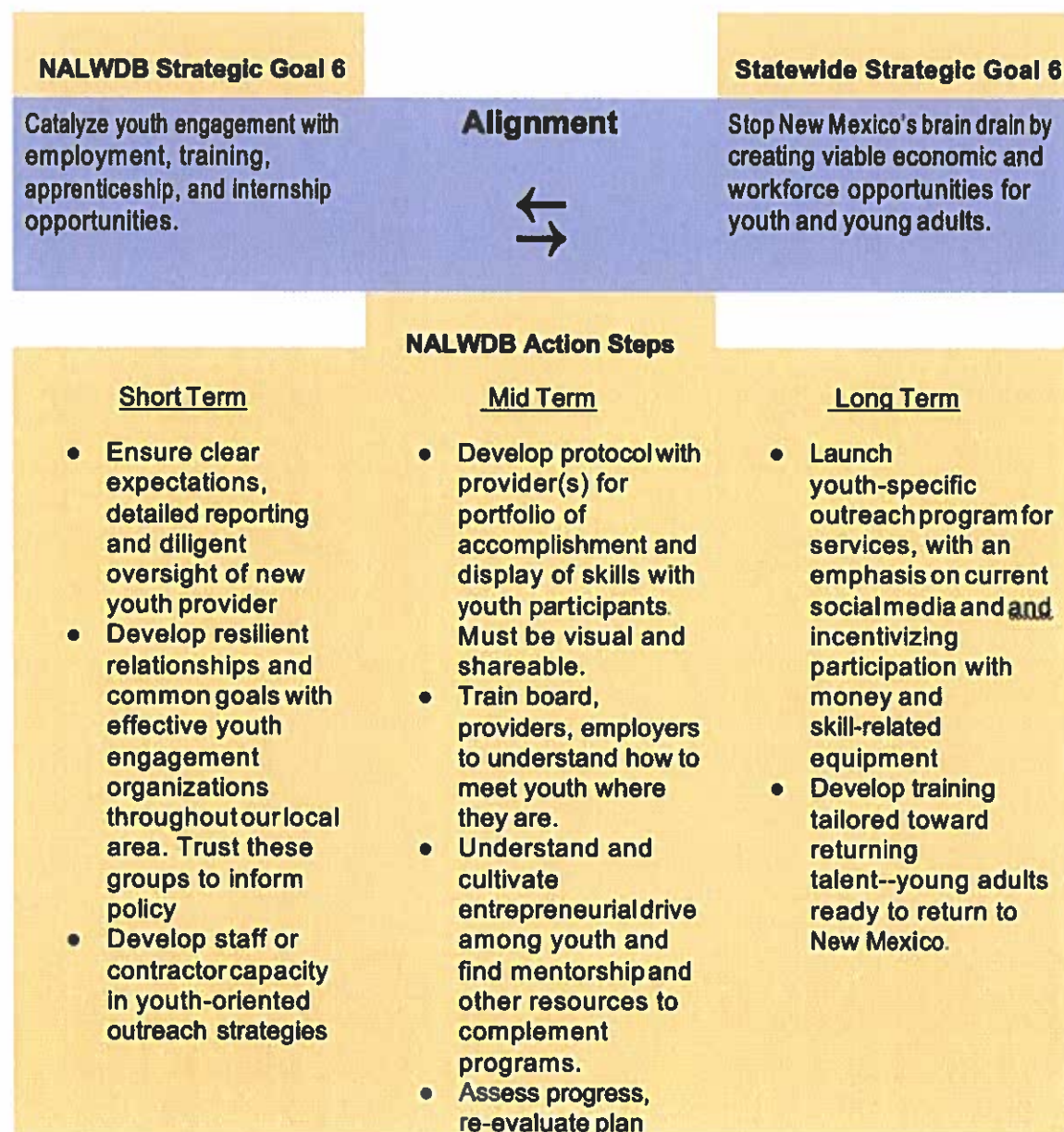Short Term 1st - 2nd years　　　Mid Term 2nd – 3rd years　　　Long Term 3 - 4th years

NALWDB Strategic Goal 4		**Statewide Strategic Goal 4**
Facilitate active connection between apprenticeships / internships and employers and entrepreneurial opportunities	**Alignment** ⇄	Grow work-based learning experiences, apprenticeships, and internship opportunities across sectors to systematically build and sustain a high-skilled workforce in in-demand occupations.

NALWDB Action Steps

Short Term	Mid Term	Long Term
• Require outreach plans from providers detailing strategies for connecting program participants with employers • Develop robust input collection strategy to see demands not highlighted by LMI, etc. Cultivate alternative data sources to validate or disprove collective intelligence and industry speculation.	• Recruit chambers of commerce and economic development organizations as allies in creating connection. • Assess progress, re-evaluate plan • Identify critical missing apprenticeship and intern possibilities and develop plan to recruit/develop	• In collaboration with economic development organizations and willing employers, ensure program participants have a path to entrepreneurship as well as employment. • Use of communications team and new marketing partnerships to make apprenticeship "cool again."

SARS-COV-2 FACTOR:
● Be prepared to support rapid growth and entrepreneurship in innovation resulting working and learning, payment systems, wearables, supply chains, data modeling, shopping checkout automation, face recognition and tools for remote operation of doors. Be especially prepared to watch for strategies in resilient local manufacturing and food production.

Short Term 1st - 2nd years   Mid Term 2nd – 3rd years   Long Term 3 - 4th years

NALWDB Strategic Goal 5		Statewide Strategic Goal 5
Alignment		
Identify and remove barriers to employment and training.	⇄	Identify and remove barriers to employment and training.

NALWDB Action Steps

Short Term	Mid Term	Long Term
• Ensure sector strategy convenings explicitly ask for input on barriers.	• Translate survey and sector inputs into an analysis and needs assessment	• Deploy solutions to remove assessed barriers, including changes in strategy, provider behavior, OSO practices, funding, outreach, partnerships, etc.
• Collect barriers from chambers, ED departments, one-stops, and businesses through online, mail and in-person surveys.	• Compare employer/provider / business assumptions to program participant assumptions	• Work specifically with ETPL to ensure active buy-in to agreed barriers and strategies for removal.
• Simultaneously survey program participants, job seekers and successfully employed.	• Set aside capacity and funds to address barriers.	• Build resilient access to needed resources--ensure community access during times of deep crisis and greatest need
• Analyze pandemic crisis related failures and barriers	• Plan for new barriers related to pandemic	
	• Assess progress, re-evaluate plan	

SARS-COV-2 FACTOR:
- • Plan for the potential of significant disruption in regular One Stop operations as far as in person access.
- • What does a virtual One Stop look like?--design and implement before next crisis.
- How are local areas represented?

Short Term 1st - 2nd years   Mid Term 2nd – 3rd years   Long Term 3 - 4th years

NALWDB Strategic Goal 6	Alignment	Statewide Strategic Goal 6
Catalyze youth engagement with employment, training, apprenticeship, and internship opportunities.	⇄	Stop New Mexico's brain drain by creating viable economic and workforce opportunities for youth and young adults.

NALWDB Action Steps

Short Term	Mid Term	Long Term
• Ensure clear expectations, detailed reporting and diligent oversight of new youth provider • Develop resilient relationships and common goals with effective youth engagement organizations throughout our local area. Trust these groups to inform policy • Develop staff or contractor capacity in youth-oriented outreach strategies	• Develop protocol with provider(s) for portfolio of accomplishment and display of skills with youth participants. Must be visual and shareable. • Train board, providers, employers to understand how to meet youth where they are. • Understand and cultivate entrepreneurial drive among youth and find mentorship and other resources to complement programs. • Assess progress, re-evaluate plan	• Launch youth-specific outreach program for services, with an emphasis on current social media and and incentivizing participation with money and skill-related equipment • Develop training tailored toward returning talent--young adults ready to return to New Mexico.

SARS-COV-2 FACTOR:

● With the second major economic upheaval in a decade and very little of the wealth gains during intervening years impacting young adults, expect skepticism and mistrust around "government programs" and the idea of stable employment and economic opportunity

● Leverage the value on display of careers that relate to resolving this crisis and maintaining stability: healthcare, IT, logistics, trades, etc.

● Be open to paths to reinvention proposed by youth

The NALWDB strongly supports creating strong alignment between all core programs including high school programs of study, postsecondary partners, and high-quality employment opportunities. Through Its WIOA provider which will collaborate with schools in the northern region building quality pathways for students to transition seamlessly from K-12 education into higher education and high-quality

Funding for education through the Carl D. Perkins legislation has an impact on joint customers. Funding for training, equipment and special populations are available to qualifying students, and there continues to be a significant overlap of participants in the youth and adult populations. The delivery of services is based on the needs of the individuals who are served and ongoing linkages at the staff and administrative levels. The NALWDB serves three of the Perkins regions: A, B, C. This reinforces the connections between the areas being served by the NALWDB.

B. Local Workforce Development System Alignment

The plan must include a description of how the local workforce development system is aligned, as follows.

§679.560(b)(2)(i)	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.

The NALWDB via administrative and provider staff work with program staff on plans to serve customers and expand the reach of outreach activities to increase awareness on potential customers and employers to use the services available for the programs under the oversight of the board.

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.

Some programs and activities, including WIOA training activities, and services provided by NMDVR and Adult Education have a finite amount of funding available which limits their capacity. These programs have some flexibility, but there is little opportunity to meet the need with the funding they have. Linkages and shared costs where possible help and is desired on a customer-by-customer basis but there is little remaining capacity for expansion. For this reason, expanded access through awareness and use of the system may have a modest effect on the number of participants who receive training and other services.

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. Activities that work with employers and job seekers on matching skill levels with employment and modest training are key to expanding access to result in more job matches and job placements. These activities are based on awareness and using the Workforce Connection Centers as the One Stop shopping and increasing the effectiveness of employer and job seeker services, including to Veterans and persons with barriers to employment.

§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.

NALWDB utilizes 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.

The number of job-seeking customers may be expanded using co-enrollment or consecutive enrollment as tools to provide more services that are comprehensive. The use of common or consecutive employment plans among partners will facilitate the use of Career Pathways. Co-enrollment is common where it benefits the participants and is used to provide more services that are comprehensive, beyond what a single program may provide. Sequential enrollment is also common, as participants complete one facet of their training and move to the next.

NALWDB will work emphasize roles for the Core programs are to coordinate or co-coordinate services with other WIOA services and activities. Non-Core programs coordinate referrals and services for individuals and may be integrated into the system.

Coordination involves both an awareness of the services available, which is largely in place and coordination both for individuals who can best be served by two or more programs.

Some non-Core programs have linkages, there is cross referral of customers, and the numbers are small with each program paying for the services they provide. In these cases, cost sharing may be minimal or may not be done. For example, when the service is provided and use of the Center is sporadic, intermittent, and driven by an occasional customer.

The Northern Area will collaborate with core programs at quarterly meetings brought together by the NALWDB One Stop Operator in order to increase service integration as appropriate based on the needs of the region. The North Area is accountable for workforce system outcomes across the core WIOA Title I programs by negotiating performance measures, providing program oversight, and establishing the goals and objectives.

Key Concepts

Integrated Service Delivery – establish and participate as an integrated system of partners that share common goals with services offered by multiple organizations for a seamless participant experience. The focus is on clients or target groups who have complex needs that require services from multiple partners.

Increased Access – ensures any participant, especially individuals with barriers to employment, who enter an AJCC, have access to partner programs, services, and activities where they're eligible, including physical and programmatic access, as described in WIOA Section 134(d).

Continuous improvement – create a delivery system that is focused on process improvement and challenges the status quo.

Partnership – align goals, outcomes, and resources with all local partners in the AJCC system to leverage resources to provide a higher quality and level of services.

At the NALWDB quarterly meetings emphasis will be on strategic coordination from all partner programs in order to avoid duplication of services and costs. Each partner will need to identify which program is providing services, where there may be overlap, and where each service fits into the Individual Employment Plan/Service Strategy. With participants co-enrolled in as many programs as possible, staff have greater flexibility to fund and share the responsibility for the services that help participants meet their goals and objectives while participating in the program(s).

Current

The Northern Area has established a Memorandum of Agreement (MOA) designed to build and strengthen a partnership between the Northern Area Local Workforce Board (NALWDB), the Adult Education and Community College partners, and the NALWDB's service providers within the Northern Workforce Region of New Mexico.

The goal is to establish, coordinate, and implement adult education courses in support of career pathways and workforce training preparation, to provide services to eligible participants recruited from all partner agencies.

1. Offer contextualized, standards-based instruction for basic academic and employability skill developments.
2. Assess participant academic progress in basic skill levels, monitor student progress and support, provide tracking and reporting.
3. Provide the instruction and support needed for students to attain their high school equivalency credential, if needed.
4. Provide instruction in English language acquisition in support of successful participation in the workplace, school, and in the community.
5. To plan and facilitate meetings of collaborating partners.
6. Share in the participant recruitment, data collection and reporting efforts.

7. Co-develop, co-plan, and co-evaluate, in partnership with college faculty and workforce staff, workforce training programs in high demand industry sectors.

This type of Partnership is the Northern Areas goal to work closely with Core Program partners and develop initiatives in the region.

In Gallup the northern area worked with Greater Gallup Economic Development Corp. and assisted with wielding and heavy equipment certifications for business' in the area.

The Northern Area is committed to work closely and engage the business community while involving our higher education partners in the region. With the purpose of creating a successful career pathway for our clients while strengthening our regions workforce.

The Northern area has actively taken to part in supporting and implementing a apprenticeship and training component pipeline program providing Los Alamos National Laboratory with Radiation Control Technicians graduating from Northern New Mexico college. We anticipate formalization of a similar program with Santa Fe community college providing machinists to the Laboratory.

Ideally, the NALWDB will be able replicate these models of partnership and collaboration in the northern region

§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).

The NALWDB oversees the Core Programs of, WIOA Adult, Dislocated Worker, and Youth. All services that cannot be provided by staff in-house are offered through a Memorandum of Understanding with entities throughout our ten-county 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.

The delivery of these programs is largely integrated with each other, with cross-trained staff providing a comprehensive array of training and preparation for employment of activities to the extent allowed by the individual programs.

The strategy is to provide general direction to the programs under the guidance of the boards to meet the needs of business and job-seeking customers, and preparation to enhance the job

readiness and skill level of the workforce, as part of an overall strategy to play our part of serving the overall region.

Close coordination with agency partners, both in the Core Services of Department of Vocational Rehabilitation and Adult Education, where the strategy is both to support these efforts in providing specialized services to the eligible populations for those programs, and to include these programs as part of the overall regional effort. The goal is for participants of Vocational Rehabilitation Services and Adult Education to benefit from the specialized services they are eligible for and recognizing the talents of these individuals make important contributions for their benefit in working toward self-sufficiency, and the benefit of employers and the overall region.

Focus our resources and training on provider's that deliver high-quality employer-focused and job seeker programs.

> • Continue and expand our networking with Community Colleges to identify "gaps" in program offerings as identified through labor market research and dialogue with business.

> • Continue our close working relationship with the Customized Industry Training program.

> • Continue and expand our assessment instruments in the Workforce Connection Offices to help identify the barriers to employment and provide comprehensive individualized plans to produce the best skilled workers for referral to businesses.

> Continue our emphasis on short-term training and work-based learning in the region.

> Expand our sector work to identify emerging sectors and to begin offering skills training to meet the projected needs.

> • Continue our Career Pathways work to engage businesses, K-12, Community Colleges, Economic Developers, Chambers of Commerce, STEM, and the Universities to develop our workforce from school to life- long learning.

> • Continue our close working relationship with local, regional, and state economic developers.

> The benefit of having such an established framework is that it can be implemented to prepare an educated and skilled workforce at any level.

    C. Local Strategy Implementation

The plan must include 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.

§679.560(b)(3)(i)	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.

The regional partners have considered the overall needs of their respective communities, the challenges of businesses and job seekers and the existing capacity of the workforce development system to respond to these needs. We have adopted the following goals to guide our work together during the next few years:

- Develop and expand career pathways. The Region will continually review the existing pathways to determine what skilled jobs exist. Upon identification, the region will target our training and educational resources to expand access for individuals, including those with barriers, to such jobs.
- Expand the use of the full range of work-based learning models for training, including work experience, internships, transitional employment, on-the-job training, apprenticeships and incumbent worker training.
- Work with the local Chambers of Commerce and Economic Development representatives to research the development of talent pipelines within targeted industry sectors.

- Continue to research and improve initiatives for assessing and improving the essential skills of our customers.

With respect to the performance accountability measures required in WIOA and the implementing rule, the NALWDB individually negotiated and reached agreement with DWS on local levels of performance for performance accountability measures. Negotiations occur every other year for a two-year period and measures are in place. In addition, partners will actively engage in whatever process is implemented by the respective state agencies for negotiating and setting targets for these measures. The goals for the Title I programs are set through the use of a multiple regression model. These procedures are in place and the partners consult with their respective state agency contacts and meet to discuss the implications of the performance measures and required targets for service delivery and integration. The Core Partners work cooperatively to report performance outcomes across all programs to advance the goals of improving access and success for all customers. However, currently there is no universal or shared system for Partners to communicate performance and anything related to customers.

§679.560(b)(3)(ii)	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.

The Board understands the importance of local leadership in the development of program strategy and the importance of strategic engagement with the business communities throughout the Region.

The Board hopes to transition from engagements with the business community towards articulated Workforce sector partnerships that will result in the development of a talent pipeline to meet the needs and desired outcomes.

The Board, through its subcommittee on Sector Strategy and its work with our service providers, will develop a strategic framework that will:
- Build knowledge of industries and occupational skillsets;
- Help participants gain appropriate skills and experience;
- Establish credibility and access industry-specific networks;
- Effect change for workers and Generate a shared resource portfolio

We will work with Chambers of Commerce and Economic Development organizations to coordinate our outreach efforts to employers. The focus of this effort will be more oriented toward marketing the services of the workforce development system to regional employers as part of the overall economic development business retention effort. We will also use our Sector Strategies Committee to coordinate engagement of employers. The focus of this effort will be oriented toward responding to the specific workforce needs of individual employers who come to the attention of any of the business service personnel of the regional partners.

Sector Strategies Committee meets monthly.

§679.560(b)(3)(iii)	Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development.

The NALWDB will work with economic development to further coordinate activities and build on the excellent linkages in place. Additional linkages are always possible, and a regional perspective is desired that can be fostered through the NALWDB. This linkage and the close relationship will foster increased involvement and promote regional thinking.

Thinking regionally will help coordinate these activities for new and existing businesses. For example, with Labor Market Information staff are able to provide information about the labor force for a commuting radius around the employer's place of business. This information does not

consider boundaries but gives the area an opportunity to plan and coordinate services for specific employers, or groups of employers in an area.

Moreover, the recently designed relationship management model of NALWDB current service provider, the Board had identified a strategy that enhances its engagement and direct service to business partners. This customized approach allows direct, local job developers to work intimately with each business in their assigned regional portfolio that solicits support. This engagement and outreach strategy strengthen and expands the support being provided by our existing partners.

§679.560(b)(3)(iv)	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.

NALWDB will continue to strengthen existing partnerships and explore new partnerships to better serve individuals receiving unemployment insurance (UI) benefits.

Program management staff will provide training, updates, and materials to career center staff to ensure that UI customers receive information on training opportunities they may be eligible for. The local area will partner with New Mexico Department of Workforce Solutions (NMDWS) on executing Rapid Response services to ensure that employees affected by layoff events have access to UI, Wagner-Peyser, and WIOA services to the fullest extent.

Process mapping will be used, when needed, to identify the services provided by the partners, therefore eliminating any overlapping services. The continual goal is to streamline the delivery of services for customers.

New Mexico Department of Workforce Solutions (DWS) is the State employment office for businesses and workers, providing no-cost human resources solutions linking hiring businesses to qualified job seekers. The office has numerous designated staff members that focus on Wagner-Peyser/Employment Services (WP/ES) offered to job seekers. In addition, current resource room staff have been trained on WP/ES services and can assist any customer with questions.

Work search services will continue to be offered to this population and these services are designed to assist job seekers to return to the workforce as quickly as possible. WP/ES offers work search assistance via one-on-one services or workshops and events. One-Stop staff collaboratively develops and maintains connections with partner and community organizations. These connections are essential when a barrier to employment has been identified. WP/ES staff focuses on job seekers who are receiving unemployment insurance benefits to encourage economic growth and stability.

Employment services include resume preparation assistance, on-line job search & application techniques, interviewing techniques and job matching. WP/ES staff is prepared to provide job seekers with information on all programs and services provided by IDES. This includes but is not limited to: Veterans, Work Opportunity Tax Credits, The New Mexico Career Information System, Labor Market Information, Hire the Future, and Re-Entry Service Programs.

Through outreach conducted via phone and emails and social media, we notify job seeking customers of ongoing workshops, job fairs, on-site hiring events, and partner and employer orientations. NMWCOS is used to track and record referrals to job opportunities, partner services, community services and service delivery. The One Stop staff references employer information to identify employment opportunities for job seekers. WP/ES staff, along with the Business Services team review job orders to understand the job description, qualifications and requirements of available positions within an organization to help ensure that employers are receiving the most qualified candidates.

§679.560(b)(4)	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.

Entrepreneurial skills and specific training is available via several educational institutions, and will be examined when the skills involved are linked to the larger employment market, thereby giving participants additional options and opportunities appropriate to their situations at different times in their careers.

NALWDB serves three of the seven counties housed within Region 4 of the New Mexico EDD Community, Business and Rural Development region. What we see when overlaying the maps of the EDD regions with that of the NALWDB service area is that there is alignment and consistency between the identified needs of the areas.

Currently, the NALWDB serves communities housed within four of the Community, Business and Rural Development regions: 1, 2, 3, 4 (see attached). With few exceptions, there is alignment and consistency. In Region 1, the only county not within the boundaries of NALWDB is Sandoval County. Region 2 is wholly served by the NALWDB. The NALWDB serves only Santa Fe County within Region 3. Santa Fe's mix of urban and rural economies is more closely aligned with other communities served by the NALWDB.

Examining other initiatives such, as the work being done in connection with Perkins funding, we find that the alignments for economic development hold. The NM Public Education Department, in collaboration with the Chair of the State Workforce Board and President/CEO of the Southern Bridge of NM, worked to align regions that would facilitate partnerships between K-12, postsecondary institutions and employers in order to more effectively build regional workforce

to meet the needs of businesses in those regions. This is ultimately an economic development initiative as well.

§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.

The NALWDB will collaborate with all 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. THE NALWDB will continue to Implement access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

The Board and its core program partner will:

- Identify their customers' barriers and effective methods for removing them, to coordinate, align and avoid duplication among the workforce development system's programs and activities.
- Develop strategies for career pathway storewide individuals, including low-skilled adults, dislocated workers, youth, refugees, immigrants, and individuals with employment barriers (e.g., disabilities), with workforce investment activities, education, and supportive services that lead to employment and employment retention.

- Develop marketing strategies for providing effective outreach to and improved access for individuals and employers who can benefit from the workforce development system's services.
- In light of the COVID-19 pandemic and its aftermath, develop and expand effective strategies for meeting employers', workers', and job seekers' needs, particularly through in-demand industry or industry sector and labor organization partnerships.
- Develop on-going strategies for improving the one-stop delivery system, including its Workforce Connection Offices, one-stop partners, and service providers.
- Develop strategies to support staff training, professional development, and awareness across the workforce development system's programs.
- Develop a one-stop system that aligns efforts, initiatives, programs, and funding around high-demand and high wage industries and industry clusters.

- Strengthen veterans' services and align them with its partners' programs and services;
- Complywiththenon-discriminationprovisionsofSection188oftheWIOA and the Americans with Disabilities Act of 1990.

Coordination of Services

Strategic co-enrollment requires coordination from all partner programs in order to avoid duplication of services and costs. Each partner will need to identify which program is providing services, where there may be overlap, and where each service fits into the Individual Employment Plan/Service Strategy. With participants co-enrolled in as many programs as possible, staff have greater flexibility to fund and share the responsibility for the services that help participants meet their goals and objectives while participating in the program(s).

Partner Responsibilities

Each partner will need to ensure that their component of service delivery, coordination and case management is in sync with the other partners and that there is an effective communication system in place. The following points describe partner responsibilities:

- Develop information and confidentiality policies/procedures for information sharing and maintaining the data within the case management record.
- Determine eligibility across programs for co-enrollment, including supportive services.
- Make participant referrals to internal and partner agencies.
- Identify and provide additional referrals, if necessary.
- Track and monitor participant activities and services, placement, and follow-up services,

    and entering the information into the case management system(s).

- Providing sufficient documentation in the participant case file.

    When is Co-Enrollment Appropriate?

- Services being offered to the participant reduces any barriers to employment and allows them to fully participate in all appropriate programs, including those identified in their career pathway.
- The participant requires services and/or activities from multiple partner programs and can use leveraged resources from the various funding streams.
- The participant is in need of and wants the services identified in any initial or subsequent assessment(s).
- Where applicable, participant meets any eligibility requirements or is able to meet requirements with assistance.
- Identified programs and services are not duplicative and do not supplant any services, the creation of employability plans, training, job placement assistant, or follow-up services.

    Case Management

    Case management is integral to participant success and the overall one-stop system. Being able to track participant progress, through multiple partner programs and services would be the ideal co-

case management system in place for strategic co-enrollment. Currently, the partner programs that are able to share data and intake information after obtaining the informed written consent of the individual to share their data. As not all program partners are able to use the same system, it is important for partner programs to keep in communication and shared responsibility of case managing co-enrolled participants.

All programs are responsible for carrying out activities in accordance with their laws and regulations. This would include follow-up and retention.

Cross-Training AJCC Staff

Successful implementation of strategic co-enrollment requires staff to innovate operations and to continually improve service delivery to meet participant and employer needs. This can be achieved by helping participants' access resources across partner programs, working in cross- functional teams, and providing ongoing training and professional development to all AJCC staff. All AJCC staff are encouraged to be knowledgeable in the eligibility requirements of their partner programs, however, AJCCs have found that a basic knowledge is needed for integrated services provisions and co-enrollment.

The U.S. Department of Labor expects the AJCC staff to be cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so participants can be better served.

Performance

The standardization of WIOA indicators of performance introduces the ability to "share" performance across core programs, which enables multiple core programs to take credit for co- enrolled participants. For example, if a participant is co-enrolled in Title I Adult, and Title IV Vocational Rehabilitation, both programs can take performance credit for the recognized credential obtained from attending a training funded by Title IV. For Title I programs, subrecipient staff should enter performance information (credentials, measurable skills gain, and etc.) received through other core programs to ensure performance credit is received.

Four Year

Over the next 4 years the NALWDB and sub-committees including program partners, in the Northern Area will work to address these challenges, The NALWDB One Stop Operator will Convene meetings regularly at a minimum of 4 meetings a year and will be better positioned for success. Identifying opportunities for collaboration and for addressing common needs is the first step toward collective action.

Key planning areas are but not limited to:

A. INCREASE ACCESS - Actively support employers in finding, attracting, and retaining the talent that they need

B. IMPROVE ALIGNMENT- Align education and workforce resources more closely with the business community and the local talent pool

C. REMOVE BARRIERS - Collectively address structural issues that serve as barriers to a secure talent pipeline

The NALWDB will take into account what each partner is doing around talent and what each partner is positioned to do. It acknowledges that a common agenda can help align efforts and resources to amplify the reach and impact of the activities of each organization. Finally, it recognizes the existing and effective programs and builds mechanisms for scaling these initiatives to achieve results at a regional level.

The report that follows outlines strategies and actions to support each of the opportunity areas. In addition to the strategies and actions, selected strategic projects are pulled out and developed in more detail. A guide for implementation recommends a governance structure, partnerships, and metrics to ensure progress in each opportunity area is made, tracked, and reported.

D.   One-Stop Delivery System

The plan must include a description of the one-stop delivery system in the local 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.

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.

Utilizing constructive feedback, the Board has designed the environment that fosters collaboration and partnership with a continuum of community providers and organizations that include the stabilization of families and their employment needs. By providing a holistic approach of supporting an individual's needs, the Board hopes to support the self-sufficiency necessary to focus on employment and stabilization.

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. 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.

The One-Stop Operator will be responsible for making regular reports to the committee on the types of services that are being provided to all employers. Such reports will include the progress of providing employment and training services that target in-demand occupations in the identified sectors.

§679.560(b)(5)(ii)	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.

NALWDB and sub committees, will set direction for the one-stop operator, and will develop the appropriate strategies to increase outreach and partnership opportunities, including the development of a regional online platform for stakeholder groups to interact and engage in the development and delivery of a continuum of services.

The core/mandatory partners will continue to reach out to a network of relationships in remote areas to assist individuals in accessing services. For example, 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 database 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.

The Board, in partnership with the one stop operator, will develop the appropriate strategies to increase outreach and partnership opportunities including the development of a regional online platform for stakeholder groups to interact and engage in the development and delivery of a continuum of services.

§679.560(b)(5)(iii)	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

All Workforce Connection 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. Each one stop center provides the required physical and programmatic accessibility of individuals requesting services. The one stop operator monitors any concerns and works closely with the Board and its partners to address accordingly.

§679.560(b)(5)(iv)	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.)

The Board is currently standardizing all agreements to streamline the system and provide a platform to ensure accountability and shared investment. Each required partner's role is being clearly defined with outcomes and expectations assigned.

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.

§679.560(c)	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).

The One Stop Centers includes a dynamic partnership between six core programs: WIAO Title I Adult, Dislocated Worker, and Youth programs; the WIOA Title II Adult Education and Family Literacy Act (AEFLA) program; WIOA Title III Wagner-Peyser Act Employment Service program, WIOA Title IV Vocational Rehabilitation (VR) program and a variety of community-based organizations.

- ▢ Through the One-Stops, these partner programs and their direct service providers ensure businesses and all job seekers have access to information and services that lead to positive educational and employment outcomes. Under WIOA, One-Stops and partner staff strive to:
    - Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families;
    - Provide access and opportunities to job seekers, including individuals with barriers to employment, such as individuals with disabilities, individuals who are English language learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
    - Enable businesses and employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce, which may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development, and other forms of assistance.

    - Participate in rigorous evaluations that support continuous improvement of One-Stops by identifying which strategies work better for different populations; and
    - Ensure that high-quality integrated data inform decisions made by policymakers, employers, and job seekers

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 plan must include a description of services to target populations, including:

1. Youth

§679.560(b)(8)	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.

Youth Services Program staff will log recruitment contacts and create a current databased of potential participants to document its priority to identify and recruit eligible youth participants. Staff will track points of contact and follow-up on leads received to document OSY and ISY participation. Database will also tract all participant related activities including classes, workshops, job readiness trainings, employment efforts and the community resources utilized in their ISP. The comprehensive program design and existing partnerships and linkages to resources in the target area will support and help meet this program's goals and objectives particularly this very specific programmatic goal.

For upcoming program years Help NM is the new service provider for youth in the Northern Region.

NALWDB goal for serving an OSY youth with a high school diploma or GED is for them to successfully transition into higher education or vocational training, attain degree or certification of a recognized trade credential, or gain employment with living wages and some benefits. The program will leverage its partnerships with School District dropped out referrals, Youth Build programs, ABE Centers, Juvenile Justice System, Foster Care Centers, ABE, SNAP program caseworkers, Women Centers and such to meet 75% OSY expenditure requirements.

The NALWDB coordinates effective and comprehensive services to eligible youth participants by improving educational and skills competencies while providing effective connections to employers. Strategies are developed once basic assessments of academic levels, skill levels, and service needs of participants are complete. These include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitude and development needs. Service strategies are then developed for each youth participant that identifies an employment goal and outlines strategies to help them reach that goal.

The NALWDB works with a multitude of partners to provided effective youth workforce investment activities within the local area. Coordinated efforts include but are not limited to:

- Dual enrollment of youth in WIOA adult funding as applicable
- Coordinating and referring youth to Youth Build Programs
- ⬜Utilizing other partner agencies that service the 14-24 year old population in regards to housing, SNAP, TANF, juvenile justice system, etc., to provide an array of services based on individual needs and to avoid duplication of services.

By coordinating efforts, eligible youth, including those who are individuals with disabilities, will have access to numerous opportunities and services, including the 14 youth elements.

> rements, as laid out in the Workforce Innovation and Opportunity
> ding:
>> how the board is providing for the 14 required Youth service elements;
>> approach towards meeting the 20% work experience, including the use of Registered Apprenticeship as a service strategy;
>> approaches toward meeting the 75% OSY minimum expenditure;
>> a description of changes in the youth provider's service delivery models;
>> a description of any changes in outreach activities around Youth;

NALWDB's 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.

Our service provider with the NALWDB plan on serving ISY includes academic support and remediation in an individualized free or stipend paid afterschool tutoring/mentoring sessions. These sessions will be dependent on the evaluation of the students' academic strengths and weaknesses. Working with school counselors, case managers will be able to enroll ISY in the appropriate tutoring program. We will encourage peer to peer tutoring, in addition to utilizing existing in-school tutoring programs, partnerships with local community colleges to provide quality tutors to ISY. They will be required to attend a minimum of 6 hours of tutoring per week for a 12-week period, in addition to participating in workshops geared to post-secondary preparations. Peer tutors are selected from a National Honors Student Society with demonstrated experience. These sessions will improve student appreciation of learning while increasing academic knowledge and skills in the areas of math, science, language arts, reading, and ACT/SAT preparation, planning for college, course selection advisement and career exploration. Special planned activities that enhance the academic year experience include visits to college campuses, participation in cultural activities and field trips, and other events.

One Stop System support to NALWDB workforce efforts and activities may include the assignment of a WIOA Youth Services Program Manager at One Stop Centers. Provide program staff support when available at any of their regional sub One-Stop centers in Raton, Grants,

Santa Fe Community College and UNM Gallup and will work with board representatives to determine the most efficient use of staff and will entertain negotiation if required at time of award.

From initial contact, youth will receive an invitation letter from their region's Outreach Coordinator to attend an individual or group setting program orientation session and request an application packet that includes a list of documents needed to assess participation eligibility. Application packet will be handled with strict confidentiality following all applicable policies and laws.

Orientation sessions will take place at all program locations and at various times to accommodate youth and parent needs. At minimum, orientations will include information on services provided, its eligibility requirements, and program expectations such as attendance, behavior, outcomes, and the enrollment process. Youth expressing interest in enrolling, will have their documentation to determine and verify eligibility reviewed on site by staff fully trained on eligibility criteria and acceptable documentation and if determined to be eligible enrollment may take place at end of session. If ineligible for this program participation, youth will be referred to other internal programs or local service providers that can address their immediate needs.

Engagement – Upon enrollment, each participant works with an assigned Case Manager (CM). Each CM will have a caseload of a minimum 35 youth. The CM will coordinate and or provide individualized attention to the student, review student performance (in particular, whether students are having attendance, behavior, or academic problems) and intervenes when problems are identified and assists in identifying an adequate resolution to the problem. This process will start with a 1:1 in-depth interview with their assigned CS within 2 days from acceptance into the program.

Assessment & ISP - Incorporates a comprehensive employability assessment and the development of an Individual Service Plan (ISP) for all participants. A comprehensive assessment is administered to each qualified WIOA Youth Participant. The assessment will measure two key components: educational competencies and employability skills. To measure the participant's educational competency the CM will have the participant complete the on-line TABE test (M 9-10) and review results with the participant. This will determine the possible educational supports they might require, i.e. tutoring, ESL, basic skills training. To gauge employability skills, we will utilize tools such as, Work Keys and O*Net Profiler.

Assigned CM will assist participating youth in the creation of an appropriate individual service plan (ISP). The ISP is based on the objective assessment of basic skills, strengths, transferrable skills, values and personal interests of the participant.

ISP will prescribe concrete strategies to enrich and support the short- and long-term education and career-related goals that also have a direct correlation with the program guidelines, outcomes and a timeline. Creation of the ISP is unique, youth-led and driven. The CM functions as a facilitator; helping the youth understand available options, determine resources, and range

of alternatives used in the development of a practical IPS goal setting process and the consequences of their choices.

The ISP serves as a "road map" throughout the youth's enrollment in the program. Both the participant and the CM treat the ISP as a contract signed by both parties to ensure full commitment and continuous engagement that lead to optimal outcomes. The ISP is reviewed with participant on a monthly basis and updated as goals are achieved, services provided, and/or changes occur. ISP and all individual participant information is entered and updated in New Mexico Workforce Connection Online System (NMWCOS) and will mirror the information in the hard file. This proactive in-depth strategy helps CM identify any emerging barriers that may impede youth's progress toward their goals and programs intended outcomes. Case manager will follow agreed upon plan and place participant in Youth WIOA approved activities that will result in successfully meeting ISP goals. Activities may fall under any of the stated WIOA 129 (c) (2)14 Program Elements available.

NALWDB Youth Service Programing includes the Program Elements required according to WIOA 129 (c) (2). Program staff and network of partnering entities will ensure that these elements are available for access as needed. Section

188 of WIOA ensures nondiscrimination and equal opportunity for various categories of persons, including persons with disabilities, who apply for and participate in programs and activities operated by recipients of WIOA Title I financial assistance,
Some methods which the NALWDB utilizes to ensure reasonable accommodations to period with disabilities include, (1) using electronic technology to assist with opening and closing doors and ensuring that entry ways provide easy access; (2) Auxiliary aids and services are available upon request; (3) Programs are administered in the most integrated setting appropriate for the customer's needs; (4) ADA Evaluations are completed annually to ensure all centers are in compliance with these standards; and, working with staff to provide training and support for addressing the needs of individuals with disabilities.

1. Tutoring, training & evidence-based dropout prevention strategies that lead to completion of secondary or post-secondary or trade credential or employment – NALWDB programmatic focus is to get participants to stay in school, graduate from high school and earn an industry credential, post-secondary degree and/or employment. For those who have skill deficits, one way of ensuring the goal is met is by improving their remedial skills in math and reading. A Case Manager (CM) will meet with participating OSY to address their needs for school re-entry or employment. OSY who require the attainment of secondary school diploma or GED/HiSet and ISY at risk of dropping out of school will be encouraged to finish high school as the first option. Depending on age of youth and educational assessments, the CM will be able to determine what options might be the next choice. At high school re-entry we provide study skills, instructional tutoring, mentoring/coaching, like skills training to assist them. The CM will follow them closely and work with school personnel to help guide them through credit recovery programs if necessary. Where we have partnerships with local ABE classes and YouthBuild programs we will encourage in identifying and seeking available financing

and scholarship opportunities to help close the gap in funding for the first year of learning under the State's Lottery Success Scholarship Fund allocation designed to assist New Mexican students achieve a higher education.

Tutoring and study skills training will continue to be made available through existing relationships with the West Las Vegas School District, Las Vegas City School District, Pecos Independent School District, Española Public Schools, Pojoaque Public Schools, McCurdy Schools, Central Consolidated School District, Farmington Municipal Schools, Aztec Municipal Schools and Bloomfield Municipal School District, Gallup McKinley County Schools and the Grants Cibola County Schools for in-school youth. New Mexico Highlands University, Northern New Mexico College, Luna Community College, New Mexico State University at Grants, San Juan College and the University of New Mexico at Gallup will provide assistance in tutoring, study skills training and instruction. This element is incorporated into a participant's ISP after s/he has been administered the TABE and are shown to be basic skills deficient and in need of tutorial services or study skills. Our academic program affiliations, our partner organizations, and agency CMs have extensive experience in understanding the learning styles and learning principles needed to successfully administer basic educational assistance programs to disenfranchised youth and young adults. We confirm the effectiveness of these programs (tutoring, study skills and completion of secondary education) through testing and the acquisition of diplomas.

2. Dropout recovery services. CMs will work with participating youth to re-enroll in school or GED/HiSet classes offered by our partners including but not limited to YouthBuild, San Juan Community College, UNM at Gallup, Job Corps and others who recognizes the importance of alternative schools for our target youth. CM will use Check & Connect an evidence-based dropout prevention strategy that relies on an assigned CM for close monitoring of school performance, tutoring, mentoring, and other supportive services. Check & Connect addresses student truancy but also barriers that are causing students to disengage from academic success. The strategy design is relationship based and involves the monitoring of the participants' school performance and progress by looking into time on task, credits earned, homework completion and accuracy offers comparative analysis to monitor gains & setbacks and corrective actions. HELPNM CM staff will meet with teachers at least monthly to discuss and track classroom performance provide next steps toward academic progression and improvement. By implementing these variables, the result has potential to enhance student academic engagement, which would meet the proposed project's outcome.

3. Work experiences with academic & occupational educational component. NALWDB's goal, as it exits, youth from the program when they have identified a pathway to and secured unsubsidized employment. Operating on a two-fold approach: 1) Focus on tangible career paths to high demand industry sectors such as Health Care & Social Assistance, Hospitality and Food Service, Scientific, Technical Services and others that provide rapid advancement into sustainable wages. This process includes ensuring that any investment that is made into a participant will be secured by follow-up WIOA activities through co- enrollment or leveraging of collaborative resources that leads to participant's success. 2)

Close adherence to the Local Plan in program execution. The collaborative efforts that go into creating a three-year plan allows our organization to focus on target industries that will be key to the economic development outcomes of the region. In our delivery of services, we have identified the partners that fit within these objectives and strategically place participants needing skills that will be leveraged into growth of local employers that seek to grow as their employee's advance.

4. Summer & other employment opportunities. CMs through the review of the ISP will identify opportunities for quality enrichment and work experiences directly linked to their academic and occupational interests. Our Job Developers will coordinate adequate summer enrichment activities and work training opportunities to enhance their work readiness skills in preparation for full time employment. Youth participating in occupational skills training are placed with employer partners that offer career exploration and skill development opportunities and exposure to "Real World of Work". It is very common that employers view this training as an investment in their business and retain youth employed beyond the training period. Participants in any of these activities will received a certificate of completion.

5. Pre-apprenticeship programs. NALWDB partnership with other WIOA programming (NFJP/Youthbuild) ensures Career pathways that are feasible in rural New Mexico. With the combination of rigorous and high-quality education, training, and intensive case management, we are able to align the skill needs of industries in Northern New Mexico to the youth participants training and educational programming. We intend to engage in existing Registered Apprenticeship programs as well as encourage and assist employers to be able to become registered. Our Job Developer will be knowledgeable of the processes required to assist the business community. We know that the largest growth industries in Northern New Mexico include occupations in health care, social assistance, government, food services and tourism. We are delighted to learn that the film industry is now a thriving commerce and we are currently working with them to build out certification programs that are portable, stackable and will benefit the local economies. These new and innovative career tracks are of great interest to the youth and keep them engaged. It is well known that the film industry includes the need for other certifications such as welding, automotive, culinary, and cosmetology to name a few.

6. Internships & job shadowing. NALWDB through its partnerships and local reach will be able to provide unpaid internship programs. As we build programming for youth, an important component to finding a suitable field of interest is often finding out that the area of choice may not be the occupation best suited to a participant's skills and perceived talent. This is found out when a youth is able to shadow a mentor and/or have a short internship opportunity. Participants will have the opportunity to participate in job shadowing days which will allow them to see what a high-demand job would entail for a couple of days. Once job shadowing is complete the participant may have the

placement. This would encourage and help identify viable employees to our workforce partners. The success of this process would lead to a paid work experience or direct hire.

7. On-the-job training (OJT). Youth participants will have the opportunity to participate in OJT activities to experiment with various occupations based on their ISP. This track will allow employers to make an investment into a participant by training them to a specific component of their business. We would support the training costs to allow the employer to hire a person that may not have the desired skill set the opportunity to train to the job with minimal cost to the emerging business. This programming model builds the workforce needed in each rural community. Mentorship by older youth in the same track will be encouraged and fostered in the program. We will provide workshops to explore the opportunity for entrepreneurial skills training as a participant's skillset may become more advanced and the prospect of being independent business owner may emerge.

8. Occupational skill training.   The youth whose ISP plan includes Occupational Skills Training are usually between the ages of 19-21 and are out-of-school. This track of training allows for the coordination and provision of youth activities, which include linkages to the job market, employers and community stakeholders. Participants, who may qualify for this track, would be those who identify with high demand occupation that would increase their employability by obtaining a short-term certification such as an EMT, CNA, CDL, or other one to two-year program.

9. Education on job readiness skills for a specific occupation or industry Assessing of current employment trends indicate that the largest growth industries in Northern New Mexico include health care, social assistance, government, food services, tourism, and film. Being part of the conversation and implementation of building skilled labor force to support the growing needs of employers in a broad range of industries. Job readiness skills training program focus is assisting youth to acquire the necessary vocational skills needed to be competitive in the job market and to enter high growth occupations. The goal is to prepare them for at least entry-level employment, as this usually this is their first job. All youth in WIOA Youth Program have the option to receive computer literacy online classes. Certificate is provided after successful completion of each course.

10. Leadership development. Leadership development opportunities are those that encourage and strengthen our participants understanding of the need to take responsibility for their own actions, reinforce positive social behaviors that allow our participants to stand up for what is right, give back to their community, and be a positive influence on others. We develop these traits through modeling the behaviors we seek in every interaction we have with our youth. We also collaborate with business, government, other agencies and community programs that have developed activities to demonstrate this. We also involve our students in community and service-learning projects whenever possible. Some of the organizations that have provided leadership

activities to our participants include NMHU Gear Up, Ride to Pride Program, and Big Brothers/Big Sisters programs, First Federal Credit Union and San Juan County Government, City of Farmington, local private motivational speakers and family members. These partners instill leadership development and their specific business standards on our youth through their partnerships and contributions. We also involve our students in community and service-learning projects built into their participation agreements. We may provide an incentive for attending and making presentations to approved public meetings (i.e. WIOA board meetings, legislative meetings, etc.) This could result in an out-of-sate leadership conference.

11. Supportive services. NALWDB will ensure youth a broad range of coordinated services to focus on youth development and positive outcomes. If additional supportive services are required, Provider will offer referrals to in house programs such as programs as CSBG, NFJP and YouthBuild when applicable. These programs help to leverage assistance with childcare, transportation, uniforms or appropriate work attire, work related tools and any other barrier that inhibits successful outcomes. When Provider in-house programs are unable to meet the need of the participant we will utilize our network of partners and provide "warm" referral to assure the participants meets their need.

12. Youth mentoring. NALWDB, its provider and selected community-based mentors will seek to improve self-esteem, self-awareness, build character, provide life skills and attitude toward and about school with the ultimate goal of improving their behavior and academic performance. All participants enrolled in the Youth Services program will have access to mentoring services if it is part of their ISP. If a youth participates in the tutoring and academic enrichment activity, the educational institutions' instructor provides mentoring. If they are in either the work experience or the occupational skills training activity, they will receive mentoring from their supervisor.

13. Follow-up services. Youth Services staff maintain contact and provides follow-up services three, six, nine and twelve months after exit. This follow-up exceeds WIOA program requirements, but it provides the CM several opportunities to monitor the participant's progress. Client-Centered Case Management approach provides for continued follow-up services and intervention for low, moderate, and high-risk enrollees. Staff will make contacts, via email, social networks, home or work visitation etc. Home visits will provide information on existing family situations and school visits with the youth and counselor will provide information on his/her educational needs. Any needs identified through follow-up will be addressed either by referrals or direct services. All contacts become part of every participant's permanent file and documented inWCOSS. equire full consent of the participant and parent, if under 18 years of age. th local certified and trained social service agencies throughout the regions that provide these types of services. Results of the guidance and counseling will constantly be evaluated through the case management process and any additional services will be provided as necessary.

14. Financial literacy education. Financial literacy is a necessary life skill that in addition to help youth manage their money it helps them understand how business works and how they contribute to this system once they start to earn a salary.

15. Entrepreneurial skills training. Small businesses are a vital part of the U.S. economy. Entrepreneurial activities can spur economic recovery in many ways, including creating new employment opportunities for the unemployed through the development of small community-based businesses. Across Northern New Mexico, networks of public and private organizations provide support for entrepreneurs and small business owners. NALWDB will use target area small business networks to refer youth interesting in venturing in a small business for shadowing and or internships.

16. Labor market & employment information.   Youth will learn how to navigate and get access to area economic activity, industry employer lookup, industry profile and trends, occupation projections labor market data for the County they reside in and others. CM will provide online data source options and light computer skills that will help them navigate sites including industry publications and government industry and labor related sites such as the New Mexico Workforce Connection Online System, US Census Business and US Department of Labor and Statistics. CM will provide orientation on how to access industry sectors or occupation available in their local area.

17. Activities in preparation for & transition to post-secondary education & training For youth that enter the program and have successfully completed their secondary education, we will encourage and expose youth to post-secondary opportunities through leadership activities, in-demand industry job requirements, college campus tours and vocational school options while exhorting the importance of the increase commitment to educational attainment. CM will assist with the FASFA, enrollment requirements, recommendation letters, and scholarship searches.

18. Referrals for Youth - Upon completion of the participant's assessment information may emerge that indicates the need for a participant to receive additional supports that are not readily available by the program. This could include in-house services or assistance and/or information from our partners. The additional supports assessment will trigger the referral process. CM must identify additional internal programs, or external service providers including One-Stop partners to refer to and work in conjunction with to meet ISP goals of each participant.

2. Adults and Dislocated Workers

§679.560(b)(6) and §679.560(c)	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.

NALWDB Adult and Dislocated Worker Service program model employs an individualized, age-appropriate, culturally-sensitive-client-centered case management approach. It includes best practices programming and assessment mechanisms, the development of an Individual Employment Plan (IEP), job readiness training, financial education and comprehensive plans for outreach, engagement, retention, data collection, monitoring and referrals/linkages to available resources, community service.

The NALWDB has been and will continue to be adamant about effective case management practices. Clients will have a roadmap for the skills needed for in-demand occupations in their area. Working with local colleges and training sites will allow us to streamline training into direct job placement.

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

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.

4.Veterans

§679.560(c) and §680, Subpart E	Describe the board's strategic approach to serving Veterans to improve employment outcomes for this population, including priority of service

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.

Veterans and certain qualifying spouses will receive priority of service over non-veterans but must still meet eligibility criteria to receive services under the respective employment and training program.

Assistance will be provided to veterans and eligible spouses as outlined below:
- First, to veterans and eligible spouses who also are included in the groups given statutory priority for WIOA adult formula funds. Veterans and eligible spouses wo also are recipients of public assistance, other low income individuals, or individuals who are basis skills deficient would receive first priority for services provided with WIOA adult formula funds.
- Second, to non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, to any other population identified by the Governor or local board for priority.
- Last, to non-covered persons outside the groups given priority under WIOA.

To ensure that veterans receive the maximum assistance in employment and training opportunities, NALWDB supports the efforts of local veteran's employment representatives by sharing and disseminating information regarding programs and services, as well as making appropriate referrals. LVERs are a needed partner on the business services team and information they wlll provide will inform employers on the benefits of hiring veterans as well.

5. Migrant Seasonal Farmworkers

§679.560(c), Parts 653 and 685	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.

Collaboration with the NFJP program to target Migrant and Seasonal Farmworkers as required, partnership and recruitment for co-enrollment with other WIOA programs to ensure successful outcomes.

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 Northern Area does not have a significant population of migrant seasonal farmworkers as some other regions in the state. When they are identified in the system services are coordinated with DWS, HELP-NM service provider or other entities that can assist in leveraging and providing such services.

6. Native Americans

§679.560(e) and Part 684	Describe, as appropriate, the board's approach to serving Native Americans within its respective area to increase education and employment outcomes for this population.

Outreach efforts with the Eight Northern Pueblos which has NALWDB board representation and the Navajo Nation will be a priority to the board and the provider. Ensuring that they are aware of the available services by meeting with the tribal governments and education departments will contribute to a successful partnership.

The Northern Board commits to having Native American representation on its Board in efforts to coordinate with them as direct recipients of federal funds for services to Native Americans in the area. If additional services are need, Native Americans are referred to the WCC office for services.

counties. As with all customers, they are offered all services available through the Northern Area workforce development system.

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

§679.560(c) and §680, Subpart E	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.

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.

Area offices provide targeted outreach to TANF and SNAP recipients through collaboration with the local State Income Support NMWorks program.

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.

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.

There are several senior community programs that have established a long relationship working with the NALWDB and local offices. Senior employment and training programs focus on providing employment and training services to older income eligible individuals, age 55 or older, to obtain employment through paid, part-time training positions. Where necessary individuals may be referred to WCCs for assessment, screening and eligibility determination.

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

The NALWDB has existing MOU's with ABE programs in the Northern part of the state to support their efforts in assisting individuals secure a GED or HiSet certificate. With mutual goals and outcomes it is beneficial to both programs to share in recruitment efforts as well as sharing case management. Partnering the programs assists with the best outcomes. It has been found that when the program can be incentivized or Supportive Services can be provided the student/client has a higher success rate. Working simultaneously, we can expose them to various in demand occupations and at times provide co-enrollment in college or technical school options. It is also encouraged to do subsequent enrollment as they become more confident in their learning and find success. Having participants in both programs yields higher outcomes.

The NALWDB has an active collaboration with the Adult Education system in the local area. Their mission: To enable adult learners to be literate, productive, and successful in the workplace, home, and community by delivering responsive adult education programs and services. ABE assists in satisfying the continuing educations needs of adults in the current labor force, as well as those entering the labor force for the first time. The Adult Education program

can assist individuals who: (1) do not have a high school diploma; (2) are considering college, the military or post-secondary training; (3) are looking for work, or looking to change jobs; and (4) are wanting to learn how to use a computer. They also provide an array of academic services.

F. Coordination of Services Across Programs

The plan must describe how services are coordinated across programs, including:

1. Coordination with Wagner Peyser Services

§679.560(b)(11)	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;

Wagner Peyser (WP) staff provide labor exchange assistance and services for job seekers and local employers. Title III career services are provided on-site with full-time staff at the comprehensive workforce connection offices. WP staff is committed to providing integrated services to job seeking customers and business customers with WIOA partners. WP staff actively participate on the Business Service Team, delivering seamless services to area businesses. NALWDB representatives are active participants in Regional Planning, local service planning, and MOU negotiations.

WP is represented on the NALWDB. RESEA orientations, workshops and services are provided at the comprehensive workforce connection offices, and at affiliate sites by Title I partners. Trade Adjustment Assistance (TAA) services are available full-time in the comprehensive centers and on an as needed basis in affiliate sites. Trade staff co-enroll eligible customers into WIOA Title I as appropriate to leverage staff resources and supportive services. TAA will integrate services with WIOA partners to maximize resources, efficiencies and effectiveness in serving the common customer. TAA staff are trained on partner programs and resources. These staff will participate in delivering basic career services and coordinate referrals to all partner programs. Additionally, WP staff conduct SNAP E&T orientations and follow-ups in the Region. SNAP E&T coordinators provide case management services, assist customers with job- searching activities as well as making referrals to and co-enrolling in partner programs.

The NALWDB will utilize regular core partner meetings to share information and plan cross-training activities for. Partner staff to ensure jobseekers and employers are provided high quality, seamless service the local one stop centers. Partner referral forms provide a mechanism to track referrals to partner agencies/resources, as well as results. This will help avoid duplication of services, provide joint case management opportunities and connect customers with the resources that can best meet their needs.

2. Coordination with Rapid Response Activities

§679.560(b)(7)	A description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response

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.

The NMDWS has a full-time rapid response coordinator that manages services to individuals facing layoffs or closures. Local board staff participate with rapid response activities once a WARN or layoff notice has been received. Wagner-Peyser, WIOA, and UI perform a site visit to assist employers and employees with job search registration and preliminary eligibility determination for career and training services. Information is provided regarding services available through the adult and dislocated worker programs. Rapid response activities are provided jointly across the partners.

3. Coordination with Secondary and Postsecondary Education System

§679.560(b)(9)	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;

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.

The NALWDB will work through its operator with secondary and postsecondary institutions to identify career pathway models that are aligned with the Board's training priorities and sector strategies.

§679.560(b)(2)(iii)	ribe how the local board will work with entities carrying out ams to improve access to activities leading to a recogn econdary credential (including a credential that is an indus gnized certificate or certification, portable, and stackable).

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

§679.560(b)(10)	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.

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.

See NALWDB Program Policy No. 20, Supportive Services and Needs-Related Payments for detailed description of support services process and procedures policy.

5. Coordination of Follow-up Services

§679.560(c)	Provide a description of the board's follow-up policy and procedures for each of the targeted groups in Section G.

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.

Follow-up services are available for youth for a period of not less than 12 months and will

be provided to individuals with a high risk for unemployment or economic self-sufficiency.

6. Coordination of Service Priorities

§679.560(b)(21)	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.

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.

Prioritization of career and training services instruction is included in the Board's eligibility policy. The service provider has been directed to perform outreach of targeted populations for career and training services. Outreach activity documentation is required to be maintained.

7. Coordination of Outreach Efforts

§679.560(c)	Describe how the board will coordinate outreach efforts across partner programs for shared customers and target populations.

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.

The NALWDB adult and youth Services provider, being an existing Community Action Agency, will organization to engage and build strong relationships within the target population and community stakeholders. We are an engaged and vocal part of NM conversations on building local workforces to support the growing needs of our local economies and competitiveness.

Core partners will develop, implement and execute a targeted dynamic culturally and linguistically competent trilingual English/Spanish/Native American, well-orchestrated, collaborative and concentrated market driven outreach, recruitment and communications campaigns with collateral materials such as posters & flyers, broadcast & print public service announcements, speaking engagements and use of social media for innovative postings. The focus of the campaigns will be to reach out to our priority populations, local community stakeholders. This may include governmental agencies, city, county and state, tribal governments, local boards, higher education institutions, chambers of commerce, schools, GED programs of our target areas to create awareness of the project goals and objectives, to showcase project and client's personal success stories and to share project results. In addition, we will maintain and enhance the established value-added relationships with the business and employer community. We will promote all services available to employers at job fairs, career exploration events, and community outreach events.

Core partners will conduct outreach to collaborate with veteran services providers including, but not limited to the Disabled Veterans Outreach Program (DVOP), Local Veterans Employment Representatives (LVER), and the National Association of Veteran-Serving Organizations (NAVSO). This outreach will also identify employers with veteran's hiring preference in the program target area. We will organize with core partners, conduct and participate in community veteran's hiring events to ensure information about hiring veterans is easily accessible and leads to prompt employment opportunities.

We will bring to bear the extensive network of partners to our core partners. This robust collaborative of committed and well- established, resourceful and respected community partners engaged in learning and sharing lessons learned and best practices bring strategic strengths and resources, working together on common goals, a shared theory of change to help address Northern New Mexico's need for a highly effective and seamless One-Stop operations and the development of skilled workforce.

We will work with our core partners assigned representatives in the development of the campaign strategies for compliance of marketing and communication requirements. Additionally, the OSO will ensure that all One-Stop partners are working under the New Mexico Department of Workforce Solutions brand and represent one unified brand to customers.

8. Coordination of Professional Development Activities

§679.560(c)	Describe how professional development activities will be coordinated across all partner programs staff.

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 followup 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

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 has given instruction to its service provider and operator to develop a uniform and consistent approach to provide information to customers regarding all services available through the workforce development system and the processes for accessing them. Documented referrals will be used between programs and maintained by local office staff in order to verify referrals and ensure a process is in place for such.

10. Coordination with Other Partner Programs

§679.560(c)	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

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.

All One-Stop partners share common goals, reflecting those of the local plan, and are focused on providing customers with convenient, efficient and user-friendly access to high-quality services to all. These include low income individuals, TANF benefits recipients, veterans, or people with basic skills deficiency and speak little or no English, have been touched by the legal system. The One-Stop Operator will convene all partners monthly, to clarify common goals, regulations, policies, and procedures of the local plan, how services will be delivered, and how outputs and outcomes will be measured and reported. We will also meet with each partner individually to provide additional clarifications and identify any specific challenges. We will also assess partner training and resource needs to ensure partners know how the workforce system functions and have the tools, resources, and expertise necessary to comply with the regulations, policies, and procedures and meet the goals of the local plan.

ADMINISTRATIVE ELEMENTS

G. Fiscal and Performance Management

The plan must include description of fiscal and performance information, including:

§679.560(b)(14)	Identify the entity responsible for the disbursal of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III).

Northern Area Local Workforce Development Board (NALWDB), represented by the chief elected officials (CEOs), as grant subrecipient, has responsibility for the planning and oversight of workforce development series under Workforce Innovation & Opportunity Act (WIOA) in the ten county Northern Area. In order to assist in administration of the grant funds, the chief elected officials, through a competitive proposal process, has designated a local fiscal agent to disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of WIOA. The entity serving as fiscal agent for the board is:

> Zlotnick, Laws & Sandoval, PC
> Certified Public Accountants
> 1 Calle Medico
> Santa Fe, New Mexico 87505
> Richard D. Sandoval, CPA – Engagement Partner

§679.560(b)(15)	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.)

Purchasing Policies and Procedures

Overview

The policies described in this section apply to all purchases made by NALWDB. Additional policies applicable only to those purchases made under federal awards are described in the section Policies Associated with Federal Awards".

NALWDB follows a practice of ethical, responsible and reasonable procedures related to purchasing, agreements and contracts, and related forms of commitment. The policies in this section describe the principles and procedures that all staff shall adhere to in the completion of their designated responsibilities.

Responsibility for Purchasing

The Executive Director shall have the authority to initiate purchases on behalf of NALWDB, within the guidelines described in this policies manual. In addition, the Executive Director may delegate purchasing authority to responsible individuals within their department. The Executive Director shall inform the Financial Specialist of all individuals that may initiate purchases or prepare purchase orders. The Financial Specialist shall maintain a current list of all authorized purchasers of NALWDB. The approved individuals shall sign all claims for payment, thereby signifying authorization.

Non-Discrimination Policy

All vendors/contractors who are the recipients of Organization funds, or who propose to perform any work or furnish any goods under agreements with NALWDB, shall agree to these important principles:

- Vendors/Contractors will not discriminate against any employee or applicant for employment because of race, religion, color, sexual orientation or national origin, except where religion, sex, or national origin is a bonafede occupational qualification reasonably necessary to the normal operation of the vendors/contractors.

- Vendors/contractors agree, to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this non-discrimination clause. Notices, advertisements and solicitations placed in accordance with Federal law, rule or regulation shall be deemed sufficient for meeting the intent of this section.

Authorizations and Purchasing Limits

All contracts in excess of $5,000.00 between NALWDB and outside parties must be reviewed and approved by the Board of Directors, as well as the Executive Director. The Executive Director is authorized to enter into any contract on behalf of NALWDB.

Required Solicitation of Quotations from Vendors

Purchase decisions in excess of $5,000 for labor, equipment, supplies or services purchased, leased or contracted for shall be made only after receiving, whenever possible, oral quotations from at least two (2) vendors.

Purchase decisions exceeding $25,000 for labor, equipment, supplies or services purchased, leased or contracted for shall be made only after receiving whenever possible, written quotations from at least two (2) vendors. Specific selections shall be recommended by the Executive Director to the Board of Directors, for approval, with written quotations attached for review. Recommendations shall be based on consideration of all applicable criteria as described under "Evaluation of Alternative Vendors" below.

All Purchase decisions of $60,000 or more shall be made by obtaining competitive proposals from at least three (3) responsible vendors. Sealed bids shall be utilized when required by a Federal-awarding agency.

Solicitations for goods and services (requests for proposals) should provide for all of the following:

- A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features, which unduly restrict competition.
- Requirements, which the bidder must fulfill, and all other factors to be used in evaluating bids or proposals (see the next section entitled "Evaluation of Alternative Vendors" for required criteria)
- A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
- The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitations.
- The acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement.
- Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
- A description of the proper format, if any, in which proposals must be submitted, including the name of NALWDB person to whom proposals should be sent.
- The date by which proposals are due.
- Required delivery of performance dates/schedules.

- Clear indications of the quantities requested and units of measure.

Extensions of Due Dates and Receipt of Late Proposals

Solicitations should provide for sufficient time to permit the preparation and submission of offers before the specified due date. However, in the event that a prospective bidder requests an extension to a due date specified in a solicitation, and such an extension is both justified and compatible with the requirements of NALWDB, an extension may be granted by the procurement officer.

Vendor proposals are considered late if received after the due date and time specified in the solicitation. All such late proposals shall be marked "Late Proposal" on the outside of the envelope and retained, unopened, in the procurement folder. Vendors that submit late proposals shall be sent a letter notifying them that their proposal was late and could not be considered for award.

Evaluation of Alternative Vendors

Alternative vendors shall be evaluated on a weighted scale that considers the following criteria:

1. Adequacy of the proposed methodology of the vendor
2. Skill and experience of key personnel
3. Demonstrated company experience
4. Other technical specifications (designated by department requesting proposals)
5. Compliance with administrative requirements of there quest for proposal(format, due date, etc.)
6. Vendor's financial stability
7. Vendor's demonstrated commitment to the nonprofit sector
8. Results of communications with references supplied by vendor
9. Ability/commitment to meeting time deadlines
10. Cost
11. Other criteria (to be specified by department requesting proposal)

Not all of the preceding criteria may apply in each purchasing scenario. However, in each situation requiring consideration of alternative vendors, the department responsible for the purchase shall establish the relative importance of each prior to requesting proposals and shall evaluate each proposal on the basis of the criteria and weighting that have been determined.

After a vendor has been selected and approved by the department director, the final selection shall be approved by the Executive Director prior to entering into a contract.

The contract will include a statement that specifies the work to be completed and milestones that must be measurable. Quarterly reports will be required to include current status of completion of milestones.

Procurement Under Federal Awards

Procurement of goods and services whose costs are charged to Federal awards received by NALWDB, are subject to the specific policies of NALWDB purchasing policies described earlier, under "Purchasing Policies and Procedures." In addition, procurements associated with Federal awards are subject to the following supplemental policies:

1. NALWDB shall avoid purchasing items that are not necessary for the performance of the activities required by a Federal award

2. Where appropriate, an analysis shall be made of lease and purchase alternatives to determine which would be the most economical and practical procurement for the Federal government.

3. Documentation of the cost and price analysis associated with each procurement decision shall be retained in the procurement files pertaining to each Federal award.

4. For all procurements in excess of the small purchase acquisition threshold (currently $60,000), procurement records and files shall be maintained that include all of the following:
   a. The basis for contractor selection.
   b. Justification for lack of competition when competitive bids or offers are no obtained.
   c. The basis for award cost or price.

5. NALWDB shall make all procurement files available for inspection upon request by a Federal AwardingAgency.

6. All contracts with vendors shall require the vendor to certify, in writing, that it has not been suspended or disbarred from doing business with any Federal agency.

In addition, no employee, officer, or agent of NALWDB shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of her or his immediate family, his/her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award.

§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.

Development Board Workforce Innovation and Opportunity Act
PY 2020 & PY 21 Primary Indicators of Performance

	Adult	Dislocated Worker	Wagner-Pyser	Youth
Employment Rate 2nd Quarter After Exit	78%	75%	64%	65%

Employment Rate 4th Quarter After Exit	70%	73%	62%	60%
Median Earnings 2nd Quarter After Exit	$7,500	$7,500	$5,000	
Credential Attainment 4th Quarter After Exit	67%	60%		48%

§679.560(b)(17)	Describe the actions the LWDB will take toward becoming or remaining a high- performing workforce development board. *Helpful Resource:* • *Strategic Board Toolkit* *https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic_Board_Toolkit_Visi on*

The NALWDB will continue to improve on the quality of service within the workforce system by coordinating WIOA activities to ensure that performance either meet or exceed required performance measures. The coordination of services will empower individuals to best utilize the full array of WIOA activities through the one stop system. NALWDB will remain a high performing board by making available labor market information, assist the customer in their job search or career planning, focus on training in demand occupations within the Northern Region and identifying the proper training providers, both locally and State deemed, to upgrade individual occupational skills.

In all cases, the NALWDB will only approve training providers who meet the criteria of an Eligible Training Provider. Proposer providers must meet the State performance criteria of successful Completion Rate, Employment Rate and Wage Rate.

High Performing Board- Board members are required to complete 100 hours of professional development training per program year.

Open Meetings Act – Commitment to Open meetings act checklist is designed to assist the Northern board to ensure we operate the way it should.

Continuous review of membership- WIOA Sec. 107(b)(2), WIOA Sec. 107(b)(2)(B)
The NALWDB must promptly confer with the Chief Executive Officers to request member nominations who meet the requirements according to WIOA. Qualified business members must be filled by local business representatives that meet WIOA requirements. We also suggest board membership represent all ten (10) counties in the Northern Region. When a board member no longer represents the nominating entity, they must tender their resignation and the NALWDB must fill that vacancy with a qualifying representative. Additionally, board membership must be regularly monitored to avoid lack of representation and board vacancies in the future.

 Plans for overall evaluation to determine overall effectiveness in meeting all WIOA requirements- the Northern board has currently addressed financial accountability and we have awarded adult, DW & youth service provider contracts and One-Stop Operator, and awarded a new contract for fiscal agent. Monitoring metrics- Monitoring our grant awardee's will be held more accountable and monitored closely. We have great fiscal controls in place, for example our Laserfiche software properly documents our ITA's, OJT's & Financial documents such as payment vouchers/budgets/timesheets, etc.

Checks and Balances- ITA's are being monitored by Financial staff, who are approving ITA's to ensure proper documentation and amounts are correct, before submitting to the Fiscal Agent. The role of the fiscal agent is to approve payments and process for payment.

§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.

NALWDB will provide programs and services to a minimum of 500 WIOA Title I eligible Adult and Dislocated Workers per WIOA Section 134(c)(3)(E) from the service area the plan addresses and will comply with the eligibility requirements guiding participant selection stated in this PRF. Moreover, it ensures that any applicant who does not meet WIOA eligibility requirements will receive referrals for additional assistance to appropriate internal programs and local community service organizations in order to meet their training and employment needs, including those from opportunities within our current programming portfolio.

Proposed activities are adequate, strategic, measurable, and realistic, are attainable and create a successfully clear pathway to employment in high paying high demand industries. Activities will

impact participants and their employment success, while building upon a robust network of well established, resourceful and respected universal employment and training service providers, young adult and adult work experience opportunities and businesses in the NALWDB target area.

Barriers that we may need to mitigate include impact on employment services, particularly in rural business communities by the COVID19 pandemic. With current unprecedented daily raise in unemployment rates, we will need with efficiency and agility to step-up and prepare the workforce once again to safely return to their respective industries and in many cases to new jobs available potentially in different industries. Assisting employers and employees navigate systems will require our organization to be at the forefront of assisting the displaced population who are unable to return to regular business. A significant number of small business may have had to close their doors and walk away from their privately-owned establishments due to this pandemic. Training these clients into a new industry will be a priority as people will have the need and desire to quickly return to the workforce. Working closely with the Workforce offices to conduct outreach to those that have reached out for unemployment and additional supports will be crucial to the implementation of our programming.

Adult and Dislocated Worker Services program will assist eligible clients in developing short and long-term goals that have positive and measurable impacts on breaking down existing detriments to their ability to secure and/or retain in-demand, high-wage and high-skill occupations. It will provide high quality WIOA career and employment services, organized trainings for skill development, effective employer outreach and engagement, work experiences, identification of career pathways, employment and retention, monthly follow-up for 12 months and supportive services. In addition, it will offer financial education to help clients improve their knowledge and ability to effectively manage personal finances and create family wealth, which leads to the contribution to the local economy.

Needs of the client in addition to establishing their skill set and establish the starting point for which track of services may be identified most beneficial for client success. Once it is determined by the interview with a Case Manager that the client has the ability to tend to the immediate needs for survival, which may include assistance in applying for unemployment, SNAP benefits, low-income housing, etc., they will then address the needs for employment. Having a strong relationship with One-Stop offices, the Income Support Division, local Housing Authorities will allow clients to feel supported rather just being handed off and made to duplicate their story and information. We intend to support these efforts by having meetings with our partners quarterly to learn from each other as well as assure we are streamlining processes for clients. This will set the roadmap for the skills needed for in-demand occupations in their area. Working with local colleges and training sites will allow us to streamline training into direct job placement.

Adult and Dislocated Worker Service program model employs an individualized, age-appropriate, 1culturally-sensitive-client-centered case management approach.

community service. Clients will have a roadmap for the skills needed for in-demand occupations in their area. Working with local colleges and training sites will allow us to streamline training into direct job placement. HELPNM will expend 40% of the budget on work training activities to assure clients are qualified for the unsubsidized positions available.

WIOA personnel and services must serve as the catalyst for all workforce development that exists within the One Stop System. We maintain that our personnel must be the spearhead that

encourages collaboration and enhancement of services. Our service strategy is to be the organization that has more than one WIOA funded program to be able to best assist a wide range of clients that come through our offices. HELPNM currently has a YouthBuild and the NFJP program, both are WIOA funded programs and based on participant need we can easily refer clients to and from programs. This will be an added benefit to the One Stop Systems, as they will be able to function as intended, and clients will not have to leave the office due to being referred to a partner program. HELPNM can immediately assist clients on site. This creates a functional system that will benefit clients. In rural areas where a One Stop Office does not exist, clients would still have access to serval programs through HELPNM, therefore making it a makeshift One Stop System. Staff will be well trained to provide services that duplicate their One Stop Offices services.

Adult and Dislocated efforts and activities support establishing a cooperative and mutually beneficial relationship with One Stop Centers that may include the assignment of direct services support to One Stop Centers and sub One-Stop Centers in Raton, Grants, Santa Fe Community College and UNM Gallup and will work with board representatives to determine the most efficient use of staff and available resources towards this effort.

One Stop partners and providers will uphold common goals to provide customers with convenient and user-friendly access to high quality services. We will accomplish this goal through small group discussions and one-on-one interviews to discuss each partner's goals, role and responsibilities, areas in need of improvement, and any gaps in operations and service delivery.

Will coordinate Adult and Dislocated Worker services and customer access points with WIOA partners such as TANF, SNAP, One Stop Centers and community-based organizations to avoid duplication of services and improve service to job seekers in general.

Adult and Dislocated Worker leadership and staff is tasked with coordinating and hosting industry-lead meetings to draw-out needs, opportunities and challenges relating to the industry, supply chain, and develop business intelligence that will meet the goals of NALWDB's strategic plan. This will be accomplished by our continuing our attendance and participation with the existing memberships to local Chamber of Commerce, attending Regional Non-for-Profit and small business meetings, as well as governmental hosted meetings regarding workforce issues

Checks and Balances- ITA's are being monitored by Financial staff, who are approving ITA's to ensure proper documentation and amounts are correct, before submitting to the Fiscal Agent. The role of the fiscal agent is to approve payments and process for payment.

§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.

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 60%. 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 2019.

The Northern Area Local Workforce Development Board (NALWDB) develops a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board under WIOA. The local board grant agreement requires boards to achieve or exceed a Minimum Training Expenditure Requirement of 60% and an obligation rate of 80% and expenditure rate of 40% of current year funding by the third quarter of the program year. The NALWDB engaged the services of new service provider beginning July 1, 2020. The current board budget incorporates a minimum training expenditure requirement of 60%. However, it currently has an overall anticipated obligation rate of 68%. The shortfall is within the Dislocated Worker and Youth funding activities. The board is working with the new service provider to increase service efforts in the Dislocated Worker and Youth initiates to meet the 80% obligation requirement by the third quarter of the program year.

These service efforts include PROGRAM & PERFORMANCE MEASURES WIOA Adult and Dislocated Worker Services program proposed activities are adequate, strategic, measurable, and have realistic timelines, are attainable and create a successfully clear pathway to school re-enrollment, completion of a higher education and/or employment and career that will enable youth clients to have their needs met, competencies built and will prepare them to successfully transition to the adult workforce and or to continued education and training. Program includes paid and unpaid activities to achieve success.

Period of Performance: July 1, 2020 to June 30, 2021				
Projected Cumulative Client Service Levels	Ending 9/30/20	Ending 12/31/20	Ending 3/31/21	Ending 6/30/21
Receiving a Skill Development	125	250	375	500
Receiving Occupational Training	90	180	270	360
Completing Training and Receiving a Credential	54	108	162	216
Clients Entering On-the-Job-Training	17	34	51	70
Entering a Registered Apprenticeship	5	10	15	20
Enrolled in STEM Related Training	5	10	15	20
Entering a Transitional Job	17	34	51	70
Percentage of WIOA Clients Employed after Receiving Services	25	50	75	105
Training Expenditure Rate > 40%	$489,500.00	$979,000.00	$1,468,500.00	$1,958,000.00
Customer Satisfaction Rate	80%	80%	80%	80%

§679.560(b)(20)	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.

Ability to Operate Integrated Management Systems and High Quality - As the OSO we have identified a team of highly skilled professionals with significant combined experience in leadership, operations management, workforce development and social service, training and education fields with youth, adults, veterans and low income and disadvantaged families in addition to fiscal management, federal award administration, evaluation and reporting to assure the success of the NALWDB One Stop Operator system.

Rounding out this collection of highly skilled and competent professionals is its parent entity and most experience partner support team that will help ensure the success of the program and its clients. This team provides continuous support to allow program staff to focus on customers and program delivery, and includes in-house IT, Human Resources, Marketing, Legal & Compliance, Research & Evaluation, and Resource Development. This support will be at no cost to the project. This strong infrastructure enables us to provide services throughout the Northern 10 counties. We leverage technology by using a robust cloud-based client management platform. This platform ensures the effective delivery of leadership, operations and community engagement and develops rich data for analysis and improves outcomes for individuals served particularly in the rural areas in northern region of the state.

As the One Stop Operator shares NALWDB goal of providing high-quality career services in the Northern Workforce Region to help build and sustain a cohesive, seamless and innovative service delivery model of high quality service and integrated management systems to meet the needs of local employers and job seekers while reducing replication of services in the area. Our plan includes strategies and activities to support the following priorities: (1) innovation and effective service design, (2) commitment to excellent customer service, and (3) the ability to operate with integrated management systems and high-quality staffing as evidenced in this proposed work plan. The plan brings together best practices and provides innovative strategies of interventions that help break barriers to employment, that affect program delivery, systemic change, sustainability and continuous data collection and analysis for efficiency, effectiveness and continuous program improvement and project success.

OSO projects to assure all required service delivery partners work together effectively by avoiding duplication, implementation of referral systems, establishing (updating) Memorandum of Understanding (MOUs) and meeting the objectives of the NALWDB. OSO success in delivering workforce services is predicated upon the use of an assets-based, customer-centered approach. Rather than labeling deficits, this method identifies an individual's existing, transferable skills, such as bilingualism or customer service, and builds upon those skills. Instead of moving customers through a one-size-fits-all list of requirements to climb the "career ladder," OSO seeks to develop "career scaffolding." and empowers customers to make vertical or lateral moves into career paths with better growth opportunities. Each customer's path through services takes into account their individual goals, values, backgrounds, cultures, abilities, and skills. This asset-based

and customer-centered approach will be embedded in all One-Stop Operator activities and the culture of the One-Stop System.

Project efforts will include facilitating the assessment of the current delivery system, efficacy of system, sites, capacity of partners and the identification of opportunities and challenges. Assessment will include results analysis of the customer satisfaction surveys. We will submit a finding report to NALWDB for review and quality improvement measures to be implemented to NALWDB for review and implementation approval to ensure the goals of the NALWDB plan are met and an innovative, human-centric workflow system is created. A system that provides access to high quality services in employment, career exploration, education, training, strong and reliable partner engagement and support resources to help improve the quality of New Mexico's workforce, enhance the productivity and competitiveness of the State in the global economy. Our partner and parent entity CPLC current experience as a OSO will bring leadership support, direct knowledge experience and resources to this project.

Overseeing all One-Stop System Service Locations: One-Stop Operator (OSO) to oversee all Northern New Mexico One-Stop Career Center service delivery locations in Cibola, Colfax, Los Alamos, McKinley, Mora, Rio Arriba, San Miguel, Santa Fe and Taos counties at all levels (Comprehensive, Affiliates, and Electronic Access Points). OSO will visit each of the nine (9) sites twice per month.

Internal and External Communications Strategy – OSO through a planned and shared communications approach will ensure that all involved have knowledge of and input into ongoing pertinent activities and program success.

OSO will hold scheduled operations' meetings designed to assist and support the facilitation of project activities, identify needs, challenges and successes of the program; discuss project matters and provide guidance and leadership to the team. Staff and client communications can be in person or virtual through the use of technology platforms such as Teams, Zoom and others. Internal and external communications may take place through written communication in the forms of letters, memos, e-mails, and texts and verbally through telephone calls and texts. When appropriate social media platforms will be used.

Innovation and Effective Service Design – Plan's innovative approach is the incorporation of telecommunications into our service delivery model. Strategy includes the used of the internet vast information resources and communication platforms to deliver high quality, tactical webinars and interactive meetings to conduct virtual orientation, intake sessions and communications. Staff will utilize platforms such as zoom and teams for meetings and social media to serve our client. The fabulous growth in this industry has brought the ability to successfully have a cadre of services readily accessible to our clients while maintaining the current COVID-19 social distancing requirements to contain the virus spread in our communities.

To achieve a person-centered approach, we must collaborate and innovate employment initiatives designed to build on participants' strengths and address any barriers to employment. We propose to utilize ClientTrack, an advanced case management software with convenient kiosk mobility options that empowers workforce services organizations to maintain a whole-

person view while collaborating with multiple agencies to meet the needs of employers, jobseekers, and entire communities.

Helping people get back on the path towards meaningful employment is vitally important for both individuals and communities. While workforce programs have existed for years, we now understand that the best way to help clients is by addressing their unique needs rather than program eligibility requirements.

ClientTrack has enabled case managers to leverage tools and data to greatly improve turnaround on critical documentation, services, and referrals for the Anti-Human Trafficking clients. ClientTrack case management software helps workforce service organizations meet the needs of employers, jobseekers, and entire communities. With education, training, referral, and community resources all in one place, ClientTrack makes your program more effective. Case managers play a vital role in the workforce delivery system. Each caseworker is an expert guide, helping clients to navigate an often-confusing environment. In addition to employment needs, clients may be dealing with multiple issues concurrently, such as critical food, housing, or medical concerns.

Intake And Assessment - Intake forms in ClientTrack can be easily configured for optimal workflow. Only data fields that are necessary to be collected will display for data input. Fields can be marked as required or optional. Forms can also be designed as smart forms, with input fields displaying or not depending on previous answers to questions. Smart intake forms reduce the amount of time caseworkers spend with data entry, leaving more time available for providing direct aid. ClientTrack includes a number of common assessment tools and offers the ability to custom-design assessments. Case managers use ClientTrack to conduct and record assessments for employment skills, education, specialized training, language skills, income, and other criteria. These assessments then drive identification of barriers and development of a personal employment plan.

ClientTrack is a native mobile environment, which means that the full system functionality is available on a smartphone or mobile tablet. Case workers can input new data, review prior assessments, access referral information, and record a follow-up visit from virtually any location.

Eligibility Checking - ClientTrack's robust eligibility engine quickly matches client needs with available programs for which they are eligible. After a quick needs assessment, a caseworker can readily see programs the client qualifies for based on the assessment results. The eligibility matching helps locate programs and services to address the full scope of a client's needs, including employment, food, housing, transportation, or medical issues.

Services Delivered Matched To Funding Sources - ClientTrack automatically matches programs with funding sources so that all services delivered are linked back to the funding source. This greatly simplifies the reporting process for determining the resources delivered, the people impacted, and the funding sources used. ClientTrack's strong reporting capability validates program success with supporting data to ensure program continuity.

Key Features of ClientTrack For Workforce Services
- Library of commonly-used assessment tools — Choose from a library of the most commonly used assessment tools or create your own customized assessments

- Individual goals, outcomes, and progress reporting — ClientTrack gives you the flexibility to customize a unique employment plan for each client
- Goals and outcomes tracking — Track client progress toward goals and desired outcomes using historical data recorded at multiple time points
- Integrated Mobile Technology — Easily gather inputs and access critical information from any location using a smartphone, iPad, or other web-enabled mobile device.
- Reporting and Analytics — ClientTrack's reporting module provides a full library of pre-formatted reports and a drag-and-drop data analysis tool for quick data discovery
- Standard reports for Workforce Services include reports for the Workforce Investment & Opportunity Act (WIOA) and Wagner-Payser Act

Labor Exchange Services – OSO will offer comprehensive labor market information, training opportunities, job vacancies, orientation on skills necessary for occupations in-demand, and relevant employment trends in the local and regional economies. Our current WIOA and job

and get access to the area economic activity and labor market data for the County they reside in and others if client is considering labor mobility.

Commitment To Excellent Customer Service – OSO recognizes that engaging the job seeker and employer positively upon initial reception is crucial to positive employment-related outcomes. As such, the OSO will assess the flow and delivery of services at each site, including the current welcome and customer flow process and submit change recommendation to NALWDB for review and implementation approval.

In conjunction with NALWDB representative and following NALWDB and WIOA guidelines we will design effective customer service survey tools and measures. Surveys will be completed by participating clients and employers and implemented by us and will be ongoing during the contract year. Survey may include questions such as:

- Were you greeted in a warm, professional, and respectful manner?
- How would you rate the facilities and equipment available for your use?
- How well do you think the services you received helped or will help you?
- To meet your expectations, were various options discussed to meet your needs?
- Did our staff help you understand the service process and your next steps?
- Please provide overall comments about services.

The One-Stop Operator will review all ratings and comments and compile a report to share with program partners as well as NALWDB and other stakeholders. Successes will be recognized and corrective actions will be taken to address any areas concerns.

Outreach – being an existing Community Action Agency has allowed to engage and build strong relationships within the target population and community stakeholders. We are an engaged and vocal part of NM conversations on building local workforces to support the growing needs of our local economies and competitiveness.

OSO will develop, implement and execute a targeted dynamic culturally and linguistically competent trilingual English/Spanish/Native American, well-orchestrated, collaborative and concentrated market driven outreach, recruitment and communications campaigns with collateral materials such as posters & flyers, broadcast & print public service announcements, speaking engagements and use of social media for innovative postings. The focus of the campaigns will be to reach out to our priority populations, local community stakeholders. This may include governmental agencies, city, county and state, tribal governments, local boards, higher education institutions, chambers of commerce, schools, GED programs of our target areas to create awareness of the project goals and objectives, to showcase project and client's personal success stories and to share project results. In addition, we will maintain and enhance the established value-added relationships with the business and employer community. We will promote all services available to employers at job fairs, career exploration events, and community outreach events.

OSO will conduct outreach to collaborate with veteran services providers including, but not limited to the Disabled Veterans Outreach Program (DVOP), Local Veterans Employment Representatives (LVER), and the National Association of Veteran-Serving Organizations (NAVSO). This outreach will also identify employers with veteran's hiring preference in the program target area. Additionally, HELPNM will organize, conduct and participate in community veteran's hiring events to ensure information about hiring veterans is easily accessible and leads to prompt employment opportunities.

- Coordination with other Partners Programs- DVR will begin to see clients in the Santa Fe office; scheduled one client at a time for COVID safety measures

- Challenges with enrollment due to schools not being open and job insecurity – many of the clients are in crisis and barriers with internet connectivity

- ⬜Our provider is working with many of colleges across the region on Power Up MOUs between the board and the colleges – UNM Taos, UNM LA, Luna Community College – working on outreach with San Juan, UNM Gallop, and NMSU, etc.

   H. Definitions

I. The Workforce Innovation and Opportunity Act requires states to address the usage of certain definitions related to the WIOA Title I program. Please answer the following items related to those definitions.

§679.560(c)	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

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.

§679.560(c)	The state defines "basic skills deficient" for Adults and Youth as follows.
	• 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. • 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. Please describe the process the board uses to test individuals for basic skills deficiency.

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 8th 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.

A. 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.

I. Note on Regional Planning

The Workforce Innovation and Opportunity Act 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 State Combined State Plan designates our existing four local areas as the regional planning areas; however, LWDBs are encouraged to describe regional economies in their local area and provide strategies of how unique regional economies will be addressed.

J. Assurances

Consistent with the NM WIOA State Combined Plan, the local plan must include assurances that:

#	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 rep- resents, 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.	YES
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

K. <mark>Attachments</mark>

Attachment A	Provide on a flash drive, copies of all LWDB policies relevant to the implementation of WIOA. (Refer to Section III of these guidelines, Process for Plan Modifications, for information on required updates to this section.)
Attachment B	Provide a full roster of local board membership, including the group each member represents. Include a list of all standing committees, along with a description of the purpose of each committee. (Refer to Section III of these guidelines, Process for Plan Modifications, for information on required updates to this section.)
Attachment C	Provide a list of the one-stop centers in the 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.
Attachment D	Provide copies of any draft or completed cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the Workforce Innovation and Opportunity Act.
Attachment E	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, for PY 16 and PY 17. (Refer to Section III of these guidelines, Process for Plan Modifications, for information on required updates to this section.)

Signatures:

_____   1/15/2021
Chief Elected Official   Date

_____   01 - 15 - 21
Local Board Chair   Date

Attachment A.:

Flash drive on request

Attachment B

Board Member	Representing
Floyd Archuleta	Business – Rio Arriba County
Krutik Bhakta	Business – San Miguel County
Jane Clements	Adult Basic Education
Rebecca Estrada	Business – Los Alamos County
Zane Fischer	MAKE Santa Fe (Apprenticeship)
Rudy Garcia	Business – Santa Fe County
Thomas Garcia	Business – Rio Arriba County
Maria Herrera	Wagner Peyser/DWS
Vince Howell	Business – San Miguel County
Mario Lucero	Division of Vocational Rehabilitation
Christopher Madrid	Economic Development
Carlos Medina	Business – Santa Fe County
Sean Medrano	Business – San Miguel County
Jolene Nelson	Business – Eight Northern Pueblos
Nani Rivera	Local IATSE480
Jon Paul Romero	Business – Santa Fe County
Kevin Romero	NM Commission for the Blind
Arthur Sparks	Union Local 412
Rock Ulibarri	Business – San Miguel County
JD Weathers	Business – Mora County
Eileen Chavez Yarborough	Cibola County Economic Development

Attachment C

<table>
<tr><td colspan="6" align="center">Local One-Stop
Centers</td></tr>
<tr><td>Site</td><td>Address</td><td>Phone</td><td>Site Manager</td><td colspan="2">Comprehensive / Satellite</td></tr>
<tr><td>Farmington</td><td>3401 E. 30th St, Bldg. B, Suite 280, Farmington, NM 87402</td><td>505-327-6126</td><td>Al-Sharif, Elise, NMDWS</td><td colspan="2">Comp.</td></tr>
<tr><td>Taos,</td><td>1036 Salazar Rd, Taos, NM 87571</td><td>(575) 758-4219</td><td>Mylet, Mary, NMDWS</td><td colspan="2">comp.</td></tr>
<tr><td>Espanola</td><td>315 Paseo De Onate, Española, NM 87532</td><td>(505) 753-2285</td><td>Mylet, Mary, NMDWS</td><td colspan="2">comp</td></tr>
<tr><td>Santa Fe</td><td>525 Camino De Los Marquez, Suite 200, Santa Fe, NM 87505</td><td>505-827-7434</td><td>Herrera, Maria, NMDWS</td><td colspan="2">comp</td></tr>
<tr><td>Las Vegas</td><td>833 Grand Ave. Las Vegas, NM 87701</td><td>505-425-6451</td><td>Herrera, Maria, NMDWS</td><td colspan="2"></td></tr>
<tr><td>Las Vegas #2</td><td></td><td></td><td></td><td colspan="2"></td></tr>
<tr><td>Gallup</td><td>2918 East Hwy 66, Gallup, NM 87301</td><td>505-863-8181</td><td>Palomino, Maxine, NMDWS</td><td colspan="2"></td></tr>
<tr><td>Gallup #2</td><td>601 West Aztec Ave, Gallup, NM 87301</td><td>505-722-7835</td><td></td><td colspan="2">Satellite</td></tr>
<tr><td colspan="6">Yellow denotes changes underway or additional info needed.</td></tr>
</table>

Attachment D

See link on website

Attachment E

NORTHERN AREA WORKFORCE DEVELOPMENT
BOARD
Workforce Innovation and Opportunity Act
Negotiated Performance Measures PY20 and
PY21

	Adult	Dislocated Worker	Wagner-Peyser	Youth

Employment Rate 2nd Quarter After Exit	78%	65%	64%	63%
Employment Rate 4th Quarter After Exit	75%	73%	62%	63%
Median Earnings 2nd Quarter After Exit	$7,100	$7,650	$5,500	$3,400
Credential Attainment 4th Quarter After Exit	67.%	60%		45%
Measurable Skill Gain	61.5%	60%		48.1%