



# Northern Area Local Workforce Board (WIOA) Local Plan

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Program Years  
2020-2023  
Modification

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## MODIFICATION

The Northern Area Local Workforce Development Board (NALWDB), incorporated in 2001, is a 501(c)(3) non-profit and is the Administrative Entity (AE). The NALWDB is business and purpose-driven to help citizens in the ten (10) New Mexico counties of Cibola, Colfax, Los Alamos, McKinley, Mora, Rio Arriba, San Juan, San Miguel, Santa Fe, and Taos to enter, remain and advance in the workforce while strengthening the overall business climate of New Mexico. As this narrative will show, the NALWDB remains fully committed to providing our workforce with the education and training necessary to make them job-ready in our current and future economy.

This Local Plan Modification will continue to guide the development of data-driven goals using current and past Labor Market Information (LMI) to identify successful strategies for aligning workforce development programs to support economic growth in the Northern Region and align itself with the combined state plan set by the Governor of the State of New Mexico, Michelle Lujan Grisham.

NALWDB Local Plan modification includes local strategies and guide the implementation of initiatives to support those strategies that look for shared understanding of the workforce needs across the region and enhance more comprehensive and integrated approaches for addressing the needs of businesses and workers, including individuals with barriers to employment.

NALWDB focuses on meeting objectives and priorities for the development of a competitive workforce, core partners and various stakeholders came together to prioritize, strategize, and assemble a plan for meeting federal and state goals.

Although the rural nature of the Northern Area has remained somewhat of an obstacle in service delivery, our partners in education, economic development, business, and service providers are hard at work ensuring that NALWDB businesses have the talent and workforce they need to thrive, that Northern New Mexicans have access to meaningful employment, and that our workforce system is structurally essential to a vibrant and healthy economy.

Whether it is San Juan Community College in Farmington, Santa Fe Community College, Department of Corrections in Springer, or Greater Gallup Economic Development in McKinley County the NALWDB has established many successful partnerships in the region that have led to increasing the talent pipeline.

To better serve workforce needs in the northern region, the NALWDB Local Plan set an objective to increase performance accountability, balance funding expenditures, and begin to solidify regional partnerships.

Previously, the NALWDB faced unsatisfactory performance during the development of the Local Plan. As the Local Plan Modification has now come, the NALWDB is proud to acknowledge a dramatic increase in performance accountability and effectiveness.

The focus on performance resulted in the NALWDB going from the worst performing board in the state of New Mexico to now the one of the better performing boards, in the 4th Quarter of PY21 NALWDB succeeded in meeting or exceeding 13 of 15 performance measures in comparison to PY20 only meeting 1 of 15 measures.

In PY 21 due to the significant amount of allotted funds that carried over and the current allotment of funds, caused the NALWDB to have a significant amount of carryover funds in PY 20 & PY 21.

The NALWDB worked with the Department of Workforce Solutions to return \$2.5 Million dollars of Dislocated Worker and Youth funds to help support the needs of other Workforce Boards in the state.

To better meet the needs of employers, youth, and job seekers: support career pathway development; and address regional workforce challenges the NALWDB believes solidifying partnerships is key to the region's success.

An example of region wide partnerships is the NALWDB Executive Director serving as a Board Member of the Northern New Mexico Coalition for Work-Based Learning, the purpose of this coalition is to bring partners together and identify youth & adult learners to have access to high-quality work-based learning opportunities by networking industry to education and establishing private-public partnerships with tribal, state and local governments, unions, employers and education institution.

At the recent NALWDB Retreat held June 2022 the NALWDB emphasized the growth that has occurred has to continue and has used 5 years program wide past data and modified the goals and strategies for NALWDB to focus on over the next few years, to nurture and preserve the region's economic prosperity.

The NALWDB, Administrative Entity, and One Stop Operator will continue to work on the following goals:

**GOAL 1: STRENGTHEN RELATIONSHIPS WITH ECONOMIC DEVELOPMENT AND EDUCATION PARTNERS.**

*Strategies:*

- Monitor and map workforce trends based on historical and current trend analysis and share data with partners via reports
- Create successful career pathways, internships, job shadowing, mentoring, and apprenticeship opportunities

**GOAL 2: SUPPORT LOCAL BUSINESS AND INDUSTRY THROUGH TARGETING THE KEY INDUSTRY SECTORS AND IDENTIFYING GROWTH AREAS.**

*Strategies:*

- Target industries with sustainable and emerging growth and substantial economic impact as the primary workforce focus.



- Identify industries that pay above 80% of the national average wage and that are experiencing more than 7% employment growth in high priority occupations or constitute more than 5% of the employment base.
- Coordinate local industry partnership activities by assessing employment and pipeline development needs, identifying career pathways, and implementing effective outcome driven strategies.

### GOAL 3: ENSURE THE WORKFORCE DEVELOPMENT SYSTEM MEETS THE NEEDS OF EMPLOYERS AND JOBSEEKERS.

#### *Strategies:*

- Implement a program of continual improvement services to employers and jobseekers.
- Hold Partnership meetings between All partners or designated board members and the NALWDB Operator to assess operations and services and to explore

#### NALWDB COVID-19 response plan:

The NALWDB Covid response plan adopted Nov 20, 2020 and a received a second amendment February 25, 2022 has been implemented as 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 have been a priority as our identifying action steps and crucial resources in the system by using the following checklist:

- Identifying Industries and Occupations Facing Labor Shortage
- 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 Employee
- Online Job Training
- Licensing Modifications For Skilled Healthcare

#### ONE STOP CENTERS

The Covid-19 pandemic has affected operations of One Stops and employers, creating difficult hiring situations that have lasted for over two years. One Stop clients, including job seekers and employers need services redesigned to meet them where they are.

Efforts to do so include(d):

- Adopting to Covid-19 and providing a Covid-19 policy that allowed offices to remain open while maintaining a safe environment for staff and clients alike.
- Kept offices open and staff availability either remotely, hybrid, or onsite throughout the entire contract period, and developed virtual online availability for staff and clients.
- Partner integration and information sharing expanded immediately amongst partner and OSO management to coordinate staffing and crisis management in the early days of the pandemic.

This later grew to be the regularly scheduled “Kitchen Sink” meetings for all partners, management teams, and “all Together “meetings for all staff.

Hermits Peak/Calf Canyon Fire response:

The largest wildfire in New Mexico’s history searing a 534-square-mile area and wreaking untold damage on the landscape, watersheds, communities, and infrastructure. The fire has destroyed at least 300 homes. Gov. Michelle Lujan Grisham has said as many as 1,200 could be damaged or destroyed, based on aerial imagery, 903 structures have been lost in the blaze and firefighting costs have reached \$263 million.

NALWDB is planning to partner with San Juan College ideally to train Dislocated Workers or Youth in a Forestry Training Boot Camp. The program design includes 4 training components Forestry/Basic Firefighting/EMT/Recovery. The NM Firefighter Training boot camp consists of up to 30 students.

The NALWDB through its service provider Help NM has begun initial efforts with San Miguel, Mora, Colfax counties to identify needs of employers and displaced workers. Some WIOA Funding will be appropriated to a Fire Fighting Level One Certification.

<p>§679.580(b)(1) and (2)(i)</p>	<p><u>Economic Conditions</u>                  (a) Explanation of any changes in regional labor market and economic conditions, particularly any significant changes in local economic conditions.</p>
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**Modification**

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).

Population Data

Area Name	2010 Estimated Population	2021 estimated Population
Northern Region	512,076	513,005
New Mexico	2,059,179	2,117,522
United States	308,745,538	331,449,281

Medium Income in the Northern region according to census data is \$48, 026.

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

Changes in the economic conditions in the region start with employment and as the table below shows the Northern Region went from a 179,203 employed in August 2020 and increased to 204,873 in May of 2022. That is an increase of 25,670 employed individuals during the two-year timeframe.

**Northern Area Labor Force, Employment Data in August 2020**

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

**Employment Data for Northern, NM in May, 2022.**

Area	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Northern	214,180	204,873	9,307	4.6%
New Mexico	951,866	903,481	48,385	5.1%
United States	164,376,000	158,426,000	5,950,000	3.6%

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

The table below indicate as of July 2022 there are 14,650 jobs in the Northern region advertised online with slightly over 4,000 candidates to potentially fill the positions.

## Area Profile for Northern Region, NM

### Jobs and Candidates Area Distribution Table

The table below shows the workforce regions in New Mexico with the highest number of job openings advertised online, as well as potential candidates in the workforce system on July 10, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Area Name	Job Openings	Candidates	Candidates per Job
1	<a href="#">Southwestern Region</a>	<a href="#">6,899</a>	3,889	0.56
2	<a href="#">Eastern Region</a>	<a href="#">9,239</a>	4,323	0.47
3	Northern Region	<a href="#">14,650</a>	4,024	0.27
4	<a href="#">Central Region</a>	<a href="#">25,728</a>	6,278	0.24

## Area Profile for Northern Region, NM Industries by Advertised Jobs Table

The table below shows the industries with the highest job openings advertised online in Northern Region, NM on on July 24, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Industry	Job Openings
1	Health Care and Social Assistance	2,894
2	Educational Services	1,615
3	Public Administration	862
4	Administrative and Support and Waste Management and Remediation Services	769
5	Accommodation and Food Services	753
6	Professional, Scientific, and Technical Services	699
7	Retail Trade (44-45)	688
8	Information	263
9	Wholesale Trade	209
10	Unclassified	4,978

Source: Online advertised jobs data  
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## Occupations by Advertised Jobs Table

The table below shows the occupations with the highest number of job openings advertised online in on Northern Region, NM (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Job Openings
1	Registered Nurses	1,462
2	Physicians, All Other	182
3	Physical Therapists	179
4	Merchandise Displayers and Window Trimmers	147
5	Licensed Practical and Licensed Vocational Nurses	128
6	Retail Salespersons	128
7	Customer Service Representatives	126
8	Medical and Health Services Managers	123
9	Nursing Assistants	118
10	First-Line Supervisors of Food Preparation and Serving Workers	118

Employers in the Northern region continue to advertise positions available in areas the NALWDB Sector Strategy Committee has and will continue to focus on, which include Trades, IT, Education, and Health Care. These occupations require transferrable skills that can be used amongst industries.

Source: Online advertised jobs data  
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### Area Profile for Northern Region, NM Industries by Advertised Jobs Table

The table below shows the industries with the highest job openings advertised online in Northern Region, NM on July 27, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Industry	Job Openings
1	Health Care and Social Assistance	2,894
2	Educational Services	1,615
3	Public Administration	862
4	Administrative and Support and Waste Management and Remediation Services	769
5	Accommodation and Food Services	753
6	Professional, Scientific, and Technical Services	699
7	Retail Trade (44-45)	688
8	Information	263
9	Wholesale Trade	209
10	Unclassified	4,978

Source: Online advertised jobs data  
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### Occupations by Advertised Jobs Table

The Table below shows the occupation with the highest number of job openings advertised online in Northern, NM.

#### Northern Region

Rank	Occupation Group	Job Openings
1	Registered Nurses	254
2	Supervisors of Construction & Extraction Workers	180
3	Physicists	145
4	Electricians	113
5	Roustabouts, Oil and Gas	92
6	Plumbers, Pipefitters and Steamfitters	88

The list below identifies Los Alamos National Laboratory as one of the employers with a high number of job openings within the region. The workforce that is employed by Los Alamos National Laboratory is comprised of many individuals who reside in various outlying counties of Los Alamos to include Santa Fe, Rio Arriba, Taos, and San Miguel. This creates a large opportunity for the region to align with the educational institutions to prepare a workforce to fill these well-paying positions.

## Area Profile for Northern Region, NM

### Employers by Number of Job Openings Table

The table below shows the employers with the highest number of job openings advertised online in Northern Region, NM on July 10, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Employer Name	Job Openings
1	CHRISTUS Health	<a href="#">1,266</a>
2	Los Alamos National Laboratory	<a href="#">886</a>
3	Santa Fe Public Schools	<a href="#">333</a>
4	The State of New Mexico	<a href="#">271</a>
5	Presbyterian Healthcare Services	<a href="#">253</a>
6	Gallup-McKinley County Schools	<a href="#">198</a>
7	Spectra Tech, Inc.	<a href="#">162</a>
8	University of New Mexico	<a href="#">160</a>
9	Espanola Public School District	<a href="#">141</a>
10	Pearson Education, Inc.	<a href="#">127</a>

CHRISTUS Health and Presbyterian are also major healthcare providers in the Northern Region and education industries dominate the list of employers with the highest number of job openings in the Northern Area.

The healthcare and trades industries continue to be an integral factor in terms of projected growth within the occupations in northern New Mexico. Based on the job openings illustrated in the tables below, healthcare and trade occupations represent the most opportunity for an individual to begin a pathway and start a career in a specific industry.

## Area Profile for Northern Region, NM

### Industries by Projected Growth Table

The table below shows the industries with the highest total annual percent change in Northern Region, NM for the 2018-2028 time period.

Rank	Industry	2018 Estimated Employment	2028 Projected Employment	Total Annual Percent Change	Total 2018-2028 Employment Change
1	Nonstore Retailers	271	347	2.50%	76
2	Ambulatory Health Care Services	10,460	13,088	2.27%	2,628

3	Social Assistance	8,290	10,088	1.98%	1,798
4	Support Activities for Mining	3,038	3,583	1.66%	545
5	Heavy and Civil Engineering Construction	1,961	2,238	1.33%	277
6	Professional, Scientific, and Technical Services	15,580	17,397	1.11%	1,817
7	Food Services and Drinking Places	17,664	19,722	1.11%	2,058
8	Museums, Historical Sites, and Similar Institution	398	443	1.08%	45
9	Construction of Buildings	2,499	2,765	1.02%	266
10	Specialty Trade Contractors	3,836	4,240	1.01%	404

Source: NMDWS, Employment Projections program  
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## Area Profile for Northern Region, NM

### Number of Candidates and Openings for Jobs by Occupation Table

The table below shows the occupations with the highest job openings advertised online in Northern Region, NM on July 10, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Job Openings	Potential Candidates	Potential Candidates Per Job Opening	Median Wage
1	Registered Nurses	<a href="#">1,562</a>	42	0.03	\$77,030
2	Physicians, All Other	<a href="#">209</a>	0	N/A	\$244,250
3	Physical Therapists	<a href="#">179</a>	0	N/A	\$98,230
4	Merchandise Displayers and Window Trimmers	<a href="#">147</a>	3	0.02	\$29,550
5	Licensed Practical and Licensed Vocational Nurses	<a href="#">128</a>	8	0.06	\$51,290
6	Retail Salespersons	<a href="#">128</a>	48	0.38	\$28,510
7	Customer Service Representatives	<a href="#">126</a>	180	1.43	\$29,820
8	Medical and Health Services Managers	<a href="#">123</a>	16	0.13	\$101,730
9	First-Line Supervisors of Food Preparation and Serving Workers	<a href="#">118</a>	11	0.09	\$35,940
10	Nursing Assistants	<a href="#">118</a>	32	0.27	\$29,780

## Area Profile for Northern Region, NM

### Industries by Advertised Jobs Table

The table below shows the industries with the highest job openings advertised online in Northern Region, NM on on July 10, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Industry	Job Openings
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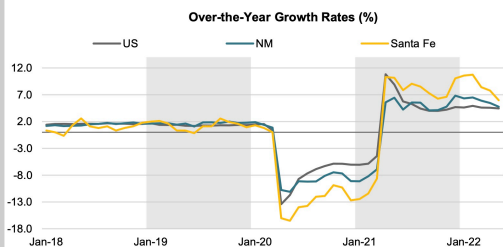
### Santa Fe And Farmington MSAs

The two largest cities within the Northern Region are the State Capitol, Santa Fe, as well as Farmington. These two (2) cities are designated as Metropolitan Statistical Areas (MSAs) and are located in two of the most populated counties in New Mexico.

The unemployment rate for the Farmington MSA had the largest decrease, dropping 3.2 percentage points since May 2022 the Santa Fe MSA had the lowest not seasonally adjusted unemployment rate among the state’s MSAs at 3.5 percent.

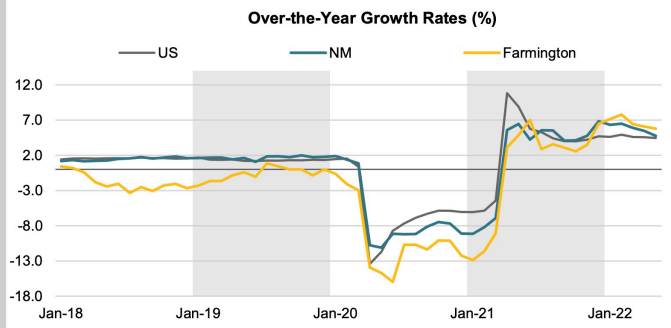
#### Santa Fe MSA

Industry	Jobs	Monthly	Annual	#	%
<b>Total Nonfarm</b>	<b>62,000</b>	<b>-300</b>		<b>3,500</b>	<b>6.0</b>
Mining & Construction	3,400	100		300	9.7
Manufacturing	900	0		100	12.5
Trade, Transp. & Utilities	9,900	-100		200	2.1
Information	1,000	0		200	25.0
Financial Activities	2,200	-100		-100	-4.3
Prof. & Business Svcs	5,600	0		100	1.8
Education & Health Svcs	10,800	0		400	3.8
Leisure & Hospitality	10,500	-300		1,800	20.7
Other Svcs	3,300	100		300	10.0
Government	14,400	0		200	1.4



#### Farmington MSA

Industry	Jobs	Monthly	Annual	#	%
<b>Total Nonfarm</b>	<b>45,700</b>	<b>400</b>		<b>2,500</b>	<b>5.8</b>
Goods-Producing	8,700	300		1,400	19.2
Private Service-Providing	26,200	-100		800	3.1
Government	10,800	200		300	2.9



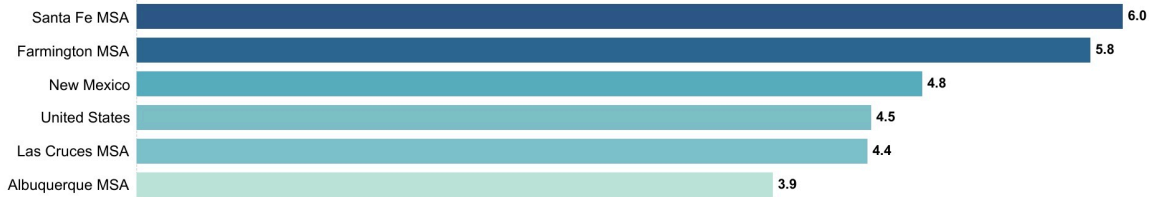


### Nonfarm Employment Historical Growth by Area

Select A Date

Select an area within the bar chart to see historical trends.

#### Over-the-Year Job Growth by Area



The tables above indicate the total nonfarm employment in the Santa Fe MSA was up 3,500 jobs, or 6.0 percent. The majority of gains were in the private sector, which was up 3,300 jobs, or 7.4 percent. Public sector employment was up 200 jobs, or 1.4 percent.

In the private sector, leisure and hospitality reported a gain of 1,800 jobs, or 20.7 percent. Education and health services was up 400 jobs, or 3.8 percent. Miscellaneous *other services* were up 300 jobs, or 10.0 percent. Mining and construction were up 300 jobs, or 9.7 percent. Information (up 25.0 percent) and trade, transportation, and utilities (up 2.1 percent) each added 200 jobs. Manufacturing (up 12.5 percent) and professional and business services (up 1.8 percent) each added 100 jobs. Financial activities were down 100 jobs, or 4.3 percent.

In the public sector, local government was up 300 jobs, or 4.9 percent. Federal government employment was up 100 jobs, or 11.1 percent. State government was down 200 jobs, or 2.8 percent.

The Farmington MSA’s total nonfarm employment was up 2,500 jobs, or 5.8 percent. The private sector was up 2,200 jobs, or 6.7 percent, and the public sector was up 300 jobs, or 2.9 percent. In the public sector, all gains came from local government, which was up 3.6 percent.

### Detailed Occupations with the Highest Annual Median Wage New Mexico and MSAs, 2021

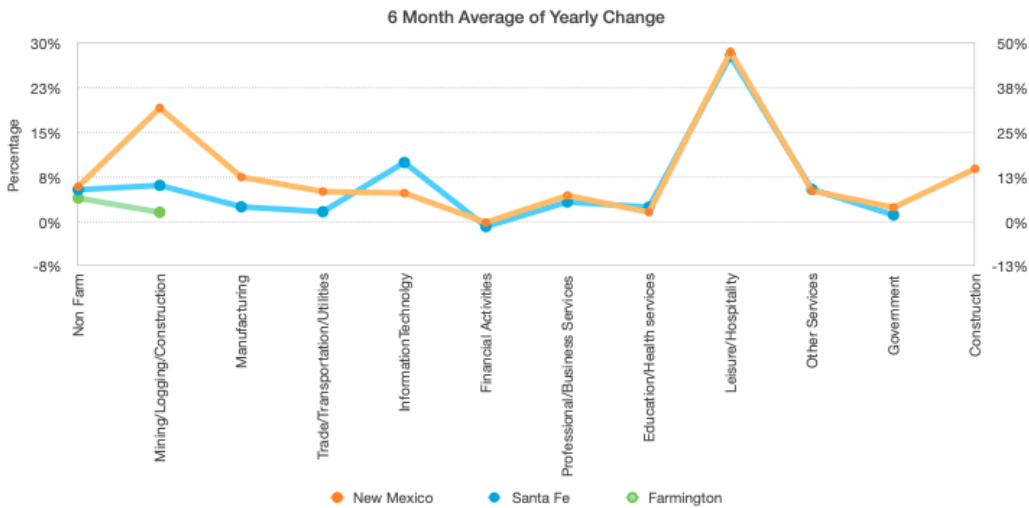
SANTA FE MSA	Occupation	Count	Annual Median Wage
	Dentists, General	80	\$170,560
	Family Medicine Physicians	100	\$145,240
	Judges & Magistrates	30	\$133,770
	Pharmacists	140	\$132,930
	Physician Assistants	50	\$126,760
	Nurse Practitioners	110	\$121,010
	Optometrists	10	\$114,630
	Computer & Information Systems Mgrs.	140	\$108,950
	Engineers, All Other	20	\$107,580
	Producers and Directors	80	\$100,950

FARMINGTON MSA	Occupation	Count	Annual Median Wage
	Family Medicine Physicians	20	\$195,950
	Chief Executives	40	\$164,860
	Industrial Production Mgrs.	20	\$150,720
	Petroleum Engineers	40	\$127,250
	Physician Assistants	50	\$127,240
	Pharmacists	80	\$124,430
	Architectural & Engineering Mgrs.	10	\$122,080
	Admin Services Mgrs.	70	\$108,040
	Software Developers	30	\$104,290
	Mechanical Engineers	20	\$103,830

### Detailed Occupations with the Most Employment New Mexico and MSAs, 2021

SANTA FE MSA	Occupation	Count	Value
	Retail Salespersons	2,170	\$29,150
	Secretaries & Administrative Assistants	2,090	\$39,500
	General & Operations Mgrs.	1,600	\$96,720
	Cashiers	1,430	\$28,350
	Home Health & Personal Care	1,380	\$24,040
	Counselors, Social Workers & Community Spec.	1,370	\$47,070
	Fast Food & Counter Workers	1,300	\$24,400
	Waiters & Waitresses	1,190	\$22,300
	Stockers & Order Fillers	1,090	\$29,940
	Cooks	950	\$29,600

FARMINGTON MSA	Occupation	Count	Value
	Home Health & Personal Care	1,730	\$22,680
	Retail Salespersons	1,460	\$27,850
	Secretaries & Administrative Assistants	1,410	\$36,460
	Fast Food & Counter Workers	1,230	\$22,520
	Cashiers	1,070	\$22,900
	Heavy & Tractor-Trailer Truck Drivers	950	\$48,110
	General & Operations Mgrs.	830	\$91,770
	Registered Nurses	780	\$75,350
	Janitors & Cleaners	730	\$27,790
	Construction Laborers	720	\$36,690



	NEW MEXICO	SANTA FE	FARMINGTON
NonFarm	5.9%	8.95%	6.6%
Mining	19.15%	10.16%	2.6%
Manufacturing	7.5%	4.16%	4.16%
Trade	5.06%	2.76%	2.76%
IT	4.8%	16.8%	16.8%
Finance	(0.15%)	(1.40%)	(1.40%)
Professional	4.4%	5.5%	5.5%
Education	1.58%	4.06%	4.06%
Leisure/Hospitality	28.6%	46.5%	46.5%
Other Services	5.18%	9.05%	9.05%
Government	2.38%	1.86%	1.86%
Construction	8.9%	8.9%	8.9%

	New Mexico	Santa Fe	Farmington
NonFarm	845	62	46
Mining, Logging, Construction	20	3	11
Manufacturing	30	1	1
Trade, Transportation, and Utilities	138	10	10
IT	10	1	1
Financial Activities	33	2	2
Professional/Business Services	116	6	6
Education/Health Services	141	11	11
Leisure/Hospitality	97	11	11
Other Services	29	3	3
Government	179	14	14
Construction	53	53	53

The chart above shows the Labor Market Trend by percentage on a 6-month average by Industry compared by the State, Santa Fe MSA and Farmington MSA.

Although there are two MSAs, the vast majority of the service area is comprised of rural communities who do not have many resources available to them.

The rural nature of the Northern region forces the workforce system to become innovative and resourceful. When working with WIOA Funds in rural areas the NALWDB and its service provider identify each community's ability to keep train a skilled workforce.

The table below gives an economic profile of each of the counties in the Northern Region which includes the most employment data. The information was gathered from the most recent 2020 data from NM Department of Workforce Solutions and data USA.

Northern Area Counties Economic Profile	
<b>Cibola County</b>	<p>The economy of Cibola County, NM employs 9.2k people. The largest industries in Cibola County, NM are Health Care &amp; Social Assistance (1,526 people), Public Administration (1,321 people), and Retail Trade (1,013 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$79,701), Information (\$54,125), and Agriculture, Forestry, Fishing &amp; Hunting, &amp; Mining (\$44,483).</p> <p><b>The most common employment sectors</b> for those who live in Cibola County, NM, are Health Care &amp; Social Assistance (1,526 people), Public Administration (1,321 people), Retail Trade (1,013 people), Educational Services (890), and Accommodations &amp; Food Services (775).</p>
<b>Colfax County</b>	<p>The economy of Colfax County, NM employs 4.9k people. The largest industries in Colfax County, NM are Accommodation &amp; Food Services (732 people), Retail Trade (605 people), and Health Care &amp; Social Assistance (586 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$94,722), Wholesale Trade (\$59,922), and Utilities (\$41,389).</p> <p><b>The most common employment sectors</b> for those who live in Colfax County, NM, are Accommodation &amp; Food Services (732 people), Retail Trade (605 people), Health Care &amp; Social Assistance (586 people), Construction (492) and Educational Services (448)</p>
<b>Los Alamos County</b>	<p>The economy of Los Alamos County, NM employs 9.79k people. The largest industries in Los Alamos County, NM are Professional, Scientific, &amp; Technical Services (5,180 people), Educational Services (869 people), and Public Administration (652 people), and the highest paying industries are Professional, Scientific, &amp; Technical Services (\$116,540), Professional, Scientific, &amp; Management, &amp; Administrative &amp; Waste Management Services (\$116,123), and Manufacturing (\$89,485).</p>

	<p><b>The most common employment sectors</b> for those who live in Los Alamos County, NM, are Professional, Scientific, &amp; Technical Services (5,180 people), Educational Services (869 people), Public Administration (652 people), Healthcare &amp; Social Assistance (627) and Accommodations &amp; Food Services (506).</p>
<p><b>McKinley County</b></p>	<p>The economy of McKinley County, NM employs 23.7k people. The largest industries in McKinley County, NM are Health Care &amp; Social Assistance (5,010 people), Educational Services (2,955 people), and Retail Trade (2,813 people), and the highest paying industries are Management of Companies &amp; Enterprises (\$250,001), Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$60,938), and Agriculture, Forestry, Fishing &amp; Hunting, &amp; Mining (\$49,250).</p> <p><b>The most common employment sectors</b> for those who live in McKinley County, NM, are Health Care &amp; Social Assistance (5,010 people), Educational Services (2,955 people), Retail Trade (2,813 people), Public Administration (2,142) and Accommodation &amp; Food Services (2,087).</p>
<p><b>Mora County</b></p>	<p>The economy of Mora County, NM employs 1.45k people. The largest industries in Mora County, NM are Educational Services (308 people), Health Care &amp; Social Assistance (244 people), and Accommodation &amp; Food Services (139 people), and the highest paying industries are Public Administration (\$61,115), Transportation &amp; Warehousing (\$33,327), and Transportation &amp; Warehousing, &amp; Utilities (\$33,286).</p> <p><b>The most common employment sectors</b> for those who live in Mora County, NM, are Educational Services (308 people), Health Care &amp; Social Assistance (244 people), Accommodation &amp; Food Services (139 people), other services except Public Administration (136), and Retail Trade (101).</p>
<p><b>Santa Fe County</b></p>	<p>The economy of Santa Fe County, NM employs 70.4k people. The largest industries in Santa Fe County, NM are Health Care &amp; Social Assistance (9,048 people), Retail Trade (8,524 people), and Professional, Scientific, &amp; Technical Services (7,930 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$71,293), Professional, Scientific, &amp; Technical Services (\$68,825), and Utilities (\$64,250).</p> <p><b>The most common employment sectors</b> In the private sector, leisure and hospitality reported a gain of 1,800 jobs, or 20.7 percent. Education and health services was up 400 jobs, or 3.8 percent. Miscellaneous <i>other services</i> were up 300 jobs, or 10.0 percent. Mining and construction were up 300 jobs, or 9.7 percent. Information (up 25.0 percent) and trade, transportation, and utilities (up 2.1 percent) each added 200 jobs. Manufacturing (up 12.5 percent) and professional and business services (up 1.8 percent) each added 100 jobs. Financial activities were down 100 jobs, or 4.3 percent. In the public sector, local government was up 300 jobs, or 4.9 percent. Federal government employment was up 100 jobs, or 11.1 percent. State government was down 200 jobs, or 2.8 percent.</p>

Rio Arriba County	<p>The economy of Rio Arriba County, NM employs 14.1k people. The largest industries in Rio Arriba County, NM are Health Care &amp; Social Assistance (2,125 people), Professional, Scientific, &amp; Technical Services (1,997 people), and Public Administration (1,611 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$71,667), Professional, Scientific, &amp; Technical Services (\$65,344), and Professional, Scientific, &amp; Management, &amp; Administrative &amp; Waste Management Services (\$61,435).</p> <p><b>The most common employment sectors</b> for those who live in Rio Arriba County, NM, are Health Care &amp; Social Assistance (2,125 people), Professional, Scientific, &amp; Technical Services (1,997 people), Public Administration (1,611 people), Educational Services (1,510), and Retail Trade (1,295).</p>
San Miguel County	<p>The economy of San Miguel County, NM employs 9.63k people. The largest industries in San Miguel County, NM are Health Care &amp; Social Assistance (2,197 people), Educational Services (1,525 people), and Public Administration (1,114 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$72,778), Manufacturing (\$66,875), and Real Estate &amp; Rental &amp; Leasing (\$50,170).</p> <p><b>The most common employment sectors</b> for those who live in San Miguel County, NM, are Health Care &amp; Social Assistance (2,197 people), Educational Services (1,525 people), Public Administration (1,114 people), Retail Trade (849), and Accommodation &amp; Food Services (816)</p>
San Juan County	<p>The economy of San Juan County, NM employs 49.9k people. The largest industries in San Juan County, NM are Health Care &amp; Social Assistance (7,414 people), Retail Trade (6,103 people), and Educational Services (5,111 people), and the highest paying industries are Utilities (\$75,368), Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$68,706), and Agriculture, Forestry, Fishing &amp; Hunting, &amp; Mining (\$64,918).</p> <p><b>The most common employment sectors</b> for those who live in San Juan County, NM, are Health Care &amp; Social Assistance (7,414 people), Retail Trade (6,103 people), Educational Services (5,111 people), Mining, Quarrying, &amp; Oil &amp; Gas Extraction (5,025) and Construction (4,095).</p>
Taos County	<p>The economy of Taos County, NM employs 13.9k people. The largest industries in Taos County, NM are Retail Trade (2,640 people), Health Care &amp; Social Assistance (1,763 people), and Accommodation &amp; Food Services (1,690 people), and the highest paying industries are Mining, Quarrying, &amp; Oil &amp; Gas Extraction (\$54,464), Agriculture, Forestry, Fishing &amp; Hunting, &amp; Mining (\$54,286), and Information (\$50,762).</p> <p><b>The most common employment sectors</b> for those who live in Taos County, NM, are Retail Trade (2,640 people), Health Care &amp; Social Assistance (1,763 people), Accommodation &amp; Food Services (1,690 people), Construction (1,188) and Educational Services (833).</p>

§679.580(b) (2)(ii)	<u>Funding</u> (a) Explanation of any changes in the financing available to support WIOA title I and partner-provided WIOA services.
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Although, grant allotment to the NALWDB was reduced by 10% program wide for PY22/FY23, there are currently sufficient resources to meet the demands of services to be provided under WIOA. The Grant funding is financing available to support WIOA Title I and partner provided WIOA services.

In PY 21 due to the significant amount of allotted funds that carried over and the current allotment of funds had caused the Northern Board to have a significant amount of funds in PY 20 & PY 21.

Being that there is a time frame to spend Grant dollars, the NALWDB worked with Department of Workforce Solutions to return \$2.5 Million dollar of Dislocated Worker and \$900,000 of Youth funds to support the need to the other Workforce Boards in the State.

The return of funds has helped the NALWDB be current with its allocated budget requirements and put the NALWDB on track for further success.

The charts below show NALWDB Grant Allotment through the years in dislocated worker funds, the NALWDB continued to receive an enormous amount of funding, as this is the most challenging population to serve because of urgent need for most dislocated eligible individuals to get back to work due to the regions high cost of living. The charts also show that the adult population is continually served beyond the budgeted amounts. The NALWDB through its committees and outreach, will continue to focus on better managing and developing strategies to serve WIOA participants.

	ADULT				
	PY 17-FY18	PY 18-FY19	PY 19-FY20	PY 20-FY21	PY 21-FY22
<b>Award</b>	\$1,282,089	\$1,785,041	\$1,478,628	\$1,486,491	\$1,355,249
<b>Spent</b>	\$1,684,696	\$2,649,043	\$2,317,255	\$1,598,679	\$2,044,002 Thru June

	DISLOCATED WORKER				
	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY 21-22
<b>Award</b>	\$ 1,565,412	\$2,174,981	\$2,196,915	\$2,210,231	\$2,002,554
<b>Spent</b>	\$ 742,237	\$570,518	\$639,592	\$689,370	\$1,337,438 Thru June

	YOUTH				
	PY 17-18	PY 18-19	PY 19-20	PY 20-21	PY 21-22
<b>Award</b>	\$1,075,030	\$1,271,991	\$1,308,271	\$1,254,668	\$1,271,991
<b>Spent</b>	\$ 521,351	\$580,5240	\$805,262	\$800,000	\$1,347,843 Thru June

## Training and Support Costs

Adult	PY20-Costs	PY20-Participants	PY21-Costs	PY21-Participants
ITA's	\$ 451,030.61	154	\$719,343.41	268
OJT	\$ 257,983.08	66	\$670,212.80	73
CT	\$ 16,610.43	10	\$44,724.30	20
Incumbent Worker	\$ 3,142.00	19	\$25,834.40	94
Basic Career	\$ 23,126.60	0	\$44,020.36	37
TJT	\$ 118,010.81	84	\$141,931.30	57
WE	\$ -	0	\$0.00	0
	\$ -	0	\$0.00	0
	\$ 869,903.53	333	\$1,646,066.57	549

Total Participants	Total Cost
422	\$1,170,374.02
139	\$928,195.88
30	\$61,334.73
113	\$28,976.40
37	\$67,146.96
141	\$259,942.11
0	\$0.00
0	\$0.00
882	\$2,515,970.10

Dislocated Worker	PY20-Costs	PY20-Participants	PY21-Costs	PY21-Participants
ITA's	\$ 172,960.89	92	\$254,314.99	112
OJT's	\$ 40,092.63	10	\$188,932.78	18
CT	\$ 6,210.86	1	\$2,480.91	1
Incumbent Worker	\$ -	0	\$0.00	0
BC	\$ 6,707.31	0	\$10,829.24	8
TJT	\$ 13,332.11	8	\$29,380.50	10
Work Experience	\$ -	0	\$0.00	0
	\$ 239,303.80	111	\$485,938.42	149

Total Participants	Total Cost
204	\$427,275.88
28	\$229,025.41
2	\$8,691.77
0	\$0.00
8	\$17,536.55
18	\$42,712.61
0	\$0.00
260	\$725,242.22

ISY	PY20-Costs	PY20-Participants	PY21-Costs	PY21-Participants
OST	\$ 1,033.24	4	\$11,800.37	6
OJT	\$ -			
CT	\$ -			
Incumbent Worker	\$ -			
BC	\$ -			
TJT	\$ -			
WE	\$ 58,957.35	85	\$75,982.20	63
	\$ 59,990.59	89	\$87,782.57	69

Total Participants	Total Cost
10	\$12,833.61
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
0	\$0.00
148	\$134,939.55
158	\$147,773.16

OSY	PY20-Costs	PY20-Participants	PY21-Costs	PY21-Participants
OST's	\$ 16,746.68	4	63177.69	19
OJT	\$ 20,174.33	6	52694.27	19
CT	\$ -			
Incumbent Worker	\$ -			
BC	\$ 4,341.31	3	6857.31	54
TJT	\$ 805.00	0		0
WE	\$ 203,748.47	120	226163.37	79
	\$ 245,815.79	133	\$348,892.64	171

Total Participants	Total Cost
23	\$79,924.37
25	\$72,868.60
0	\$0.00
0	\$0.00
57	\$11,198.62
0	\$805.00
199	\$429,911.84
304	\$594,708.43

The Northern Area Local Workforce Development Board (NALWDB) has been managing WIA/WIOA grants for the past twenty years. The NALWDB 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 full Board 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.

NALWDB 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 href="#">§679.580(b)(2)(iii)</a>	<a href="#">Board Structure Updates</a> (a) Any changes to the LWDB structure, including membership and committees.
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New Board Members are:

Kristen Krell	Adult Basic Education
Rebecca Estrada	Business – Los Alamos County
Zane Fischer	MAKE Santa Fe (Apprenticeship)
Mark Gallegos	Business – Taos County
Maria Herrera	Wagner Peyser/DWS
Kevin Romero	NM Commission for the Blind
Arthur Sparks	Union Local 412
David Romero	Business – San Miguel County
Eileen Chavez Yarborough	Cibola County Economic Development
Dr. Lorenzo Reyes	Higher Education – San Juan College

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Two Sub-Committees were added the NALWDB:

§679.580(b)(2)(iii)	<u>Board Structure Updates</u> (a) Any changes to the LWDB structure, including membership and committees.
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Eligible Training Provider Committee	<p>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.</p>
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Sector Strategy Committee	<p>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.</p>
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#### MODIFICATION

Negotiated Measures for PY 20 and PY21 are listed below.

§679.580(b)(2)(iv)	<u>Performance Updates</u> (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.
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## PY 20

	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	<u>67.%</u>	60%		45%
Measurable Skill Gain	61.5%	60%		48.1%

## PY 21

	Adult	Dislocated Worker	Wagner-Peyser	Youth
Employment Rate 2nd Quarter After Exit	78%	75%	64%	63%
Employment Rate 4th Quarter After Exit	75%	73%	62.4%	63%
Median Earnings 2nd Quarter After Exit	\$7,100	\$7,650	\$5,500	\$3,400
Credential Attainment 4th Quarter After Exit	<u>67.%</u>	60%		45%
Measurable Skill Gain	61.5%	60%		48.1%

## Northern Area Performance

	PY 2019	PY 2020	PY 2021 Q4
Adult Employment Q2	Met	Met	Failed
Adult Employment Q4	Exceeded	Failed	Met
Adult Credential	Failed	Failed	Met
Adult Skill Gain	N/A	Failed	Exceeded
Adult Median Earnings			Met
DW Employment Q2	Failed	Failed	Met
DW Employment Q4	Exceeded	Failed	Exceeded
DW Credential	Failed	Failed	Exceeded
DW Skill Gain	N/A	Failed	Exceeded
DW Median Earning			Met
Youth Employment Q2	Met	Failed	Exceeded
Youth Employment Q4	Exceeded	Failed	Exceeded
Youth Credential	Failed	Failed	Met
Youth Skill Gain	N/A	Failed	Exceeded
Youth Median Earnings			Met

The NALWDB faced unsatisfactory performance during the development of the Local Plan. As the Local Plan Modification has now come, the NALWDB is proud to acknowledge a dramatic increase in performance accountability and effectiveness.

Table below highlights PY Qtr. 4 showing that the NALWDB can function effectively and increase performance and that has allowed further 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 to address challenges.

Taking all 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 to HELP NM the new service provider has shown that NALWDB can and will continue perform at or above the measures listed below.

<p>§679.350, WIOA §106(e)(2) and §107(c)(2)</p>	<p><u>Subsequent Local Board Certification</u>                  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:</p> <ul style="list-style-type: none"> <li>(i) meet the corresponding performance accountability measures, and</li> <li>(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 mis expended 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.</li> </ul>
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The NALWDB certification was last conducted by NMDWS in 2019, and all compliance issues there to 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 2019.

<p>§679.560(c)</p>	<p><u>Required Updates to Attachment A – refer to attachments</u>                  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).</p>
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Please see attachment

§679.560(c)	<p><a href="#">IFA Update</a></p> <p>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.</p>
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### Modification

PY 21 all IFAs are agreed to and signed by core partners

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 met and determined 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.

IFA is Attached item D

§679.560(c)	<p><a href="#">WIOA Implementation Highlights</a></p> <p>Include a section highlighting WIOA implementation accomplishments to date.</p>
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### MODIFICATION

WIOA funding has made a tremendous impact throughout the Northern Region. The NALWDB and its Service Provider Help NM our proud of the many partnership accomplishments. The list below is a brief summary of partnerships or on:

As businesses began opening their doors, employers quickly found that hiring was difficult, especially for upper-level positions. Through Customized Training, NALWDB was able to identify the needs of businesses that hired and/or promoted individuals with occupational skill gaps. During PY21, these skill gaps were addressed through the following trainings: Leadership Skills, Society of Human Resource Management (SHRM), Critical Thinking,

The NALWDB created and maintained business partnerships to facilitate On-the-Job training for 91 individuals. This not only assisted with allowing clients to enter permanent employment, but also increased the skill level of these individuals while assisting the employer in staffing, retention, and opening their doors for business. Boss to Leader, Email and Phone Etiquette, Communication, ServeSafe, Technical Writing, Intermediate Excel, Conflict Resolution, Customer Service, Quickbooks, Fire Cadet Training

**Member of the Northern New Mexico Coalition for Work-Based Learning Coalition** high-quality work-based learning opportunities by networking industry to education and establishing private-public partnerships with tribal, state and local governments, unions, employers and education institution major partners are, Christus St. Vincent, Presbyterian Espanola Hospital, LANL Foundation, HELP NM, Make Santa Fe, STEM Santa Fe, North Central NM Economic Development District, Regional Higher Ed. Institutions, Regional Development Corp, Association of General Contractors of NM, NM DWS and several other entities.

**Economic Development** the NALWDB and its Service Provider Help NM actively participated as a member/speaker of the SFCC Advisory Board, with 4 Corners Economic Development, Chamber Business Expo panel speaker, Farmington Chamber Redcoats, active Chamber member across the Northern 10 counties, 2022 Rural Summit, and keynote speaker for SFCC HSE graduation.

**NM Corrections Department Springer** Facility Heavy Equipment Operator Training. The Northern board partnered with NM Corrections Department and Safety Zone Credential to provide Heavy equipment operating training to 10 incarcerated individuals. These ladies from the Springer facility have completed their training and will be testing to receive their credential and CDL license. Our goal is to provide a job with a local employer so that they have a career pathway once released.

**EMT-B, and Heavy Equipment Operating.** These training were provided to employers and employees in Taos, San Miguel, Cibola, McKinley, and San Juan. This training served more than 200 participants at San Juan County Detention Center, Cedar Ridge Nursing Home, Guardian Angel Home Health Hospice, San Miguel Fire Department, Farmington Fire Department, Navajo Prep, Basin Coordinated, Taos County, and San Juan Country Club: leading to higher retention rates and fully skilled employees.

**Bishops Lodge Resort** – The Northern board has currently partnered with Bishops lodge to assist with hiring full time staff in hospitality. The resort has several high paying jobs that must be filled to accommodate the summer months. Our service provider assisted with one hiring event and has plans for an additional hiring event.

**Soloworks** in Cibola County to provide Basic Career services to eligible participants. During PY21, 12 individuals received short-term certificate training through Soloworks.

**San Juan College NM Fire Fighter** – Initial efforts have occurred for a Forestry Training Boot-camp. The Northern board will be partnering with San Juan College to provide a cohort training with 4 modules to include Forestry/Basic Firefighting/EMT/Recovery. The purpose of

this training is to assist in flood clean-up from the Hermits Peak /Calf Canyon fires in San Miguel, Mora and Colfax County.

**Luna Community College** Initial efforts Forest, Landscape and Community Restoration Training. The Northern board has partnered with Luna Community College to offer a series of forest and landscape restoration workshops taught by restoration professionals to train the displaced local workforce to rehabilitate burned post-fire landscape.

**Summer Youth Academy** has been successful every year, our service provider implemented its 2022 youth Career Academy for eligible in school and out of school youth. Summer Youth enrollments average about 60-65 students a year.

**One Stop Operator** has continued to implement one-stop partners in biweekly “Kitchen Sink” meetings for management. All partner leadership, office managers, One Stop Operator staff and other identified key players participate in the bi-weekly Kitchen Sink meeting where One Stop Operator staff share pertinent information and ask for partners feedback on any issues or events. Partners also use the meetings to provide information on their activities, observations, or bring up issues for the partners to work together on resolving. In addition, OSO has organized full staff meetings that include all partner staff and management. These “All Together” meetings have been held via Zoom and divided by office or region. The meetings allow each partner to introduce partners and staff to each other, give briefing about what each partner does, and provide updates relevant to all staff. Plans are underway to resume these meetings in an in-person format with possible potlucks and activities to increase communication and collaboration among partner staff.

Hiring Events – During PY 21 the Northern board provided additional funds to HELP NM for Adult/Dislocated Worker and Youth. The additional funds focused on Dislocated Workers and Out of School Youth. HELP NM hosted several hiring events throughout the 10 counties, which elevated the number of participants serviced and were able to spend additional funds to serve those clients in need. Career events have been placed in areas of high public traffic, including malls and schools.

In addition, OSO staff have worked with partners to:

- I. Hold regular office hours at Title II partners at SFCC, SJCC, NNMC, and special events at Luna CC, UNM Taos, NMSU Grants, and UNM Gallup
- II. Initiated regular site visits to Santa Fe Recovery to meet with long-term clients. This program was suspended at one point due to staffing uses but we are currently restarting and have met with SF Recovery on coordinating outreach.
- III. Targeted events at high schools in some of the smallest communities in our region
- IV. Direct outreach to target populations to inform them of the availability of services, including social media, newspapers, direct text messages to individuals on UI, direct mail
- V. Hosting events at employer sites, and other events

NALWDB also has worked with its Service Provider to expanded staff in Cibola, Mora, and Colfax Counties to assure boots on the ground for local services in areas that may be limited in local resources. In some of the larger counties, efforts have also been made to serve the more rural areas such as Chama, Shiprock, and Penasco.



Over

The information below breaks down ONLY ITA Participants in Adult, Dislocated worker, and Youth program for the last 5 years: Northern Region's ITA Participants

### Adult Total by year

Top 10 programs	PY 17	PY 18	PY 19	PY 20	PY 21	5 year Total
RN	17	43	60	54	19	193
Medical	108	105	44	39	32	328
CDL	91	128		38	21	278
Trades	8	24	47	14	5	98
IT	6	18		9	4	37
Education	24	11	9	10	7	61
Administrative	14	16	15	6	3	54
Social Work	9	20	18	7		54
Cosmotology						0
Massage Therapy		12	12			24
<b>Total served by year</b>	<b>277</b>	<b>365</b>	<b>193</b>	<b>177</b>	<b>91</b>	<b>1127</b>

### Dislocated Worker Total by year

Top 10 programs	PY 17	PY 18	PY 19	PY 20	PY 21	5 year Total
RN		2		3	8	13
Medical	7	8	14	16	22	67
CDL	23	46	37	19	29	154
Trades	1	11	11	2		25
IT		2	1	11	12	26
Education	1			5	10	16
Administrative	4	5	10	9	9	37
Social Work			2	4	4	10
Cosmotology					4	4
Massage Therapy						0
<b>Total served by year</b>	<b>36</b>	<b>74</b>	<b>75</b>	<b>69</b>	<b>98</b>	<b>352</b>

The Data highlights that the Northern Region has had over 600 Medical participants as well as over 500 CDL participants, which fill a vital role in Northern New Mexico. The IT and Trade sectors are growing in participants, but the NALWDB has identified them as sectors in high

wage in demand occupations and will continue work on highlighting those occupations to participants and the potential to a great paying career.

#### **NALWDB Adult Program Partnerships with**

*San Juan College, Santa Fe Community College, Universal Home Health care, Phoenix Truck Driving, Pima Medical, UNM-Gallup, UNM-Taos, CES Leap, Paradise Crane, Career Step, Native Nations CDL, Clear, Greater Gallup Economic Dev Ctr, Northern New Mexico University, Brookline College, Gallup CDL, CNM, UNM Continuing Education, Luna Community College, Safety Zone Farmington Fire Department, Bee Hive Homes Gallup, J, D'Dat Management, Guardian Angel Home Health, Geo Mat Inc., Cibola Regional Communication, Woodruff Scientific, Lancer Health, Panderies Village Community Assoc., Summit Home Health, The Samaritan House, Mora County Sheriff, Mora Valley Health Clinic, Krossroads Behavioral Health, City of Las Vegas, Village of Wagon Mound, Crooked Arrow LLC, City of Raton, Hatcha's Taos County, Gaurdian Angel Home Health, San Juan County Contry Club, Basin Coordinated, Navajo Prep, San Juan County Detention Center, Cedar RidgeUNM Taos Power UP, Greater Gallup Economic Dev Ctr, Soloworks, San Juan CollegeTaos County, Guardian Angel Home Health, San Juan County Contry Club, Basin Coordinated, Navajo Prep, San Juan County Detention Center, Cedar RidgeUNM Taos Power UP, Greater Gallup Economic Dev Ctr, Soloworks, San Juan College, The Samaritan House, City of Espanola, Mora County, Village of Wagon Mound, Villanueva General Store, Toas County, Bonaguidi Construction, Southwest Indian Foundation, Greater Gallup Economic Dev Ctr, City of Gallup, D'dat, Navajo Tech Innovation Center, Gaurdian Angel Home Health.*

#### **NALWDB Dislocated Worker Program Partnerships with**

*San Juan College, Santa Fe Community College, Universal Home Health care, Phoenix Truck Driving, Pima Medical, UNM-Gallup, UNM-Taos, CES Leap, Paradise Crane, Career Step, Native Nations CDL, Clear, Greater Gallup Economic Dev Ctr, Northern New Mexico University, Brookline College, Gallup CDL, CNM, UNM Continuing Education, Luna Community College, Safety ZoneBee Hive Homes (Raton), Bee Hive Homes (Gallup), D'Dat Management, Northeastern Education Foundation, LMN Heating & Cooling, Billingsley Engineering INC, Lancer Health, City of Las Vegas, The Samaritan House, Greater Gallup Economic Dev Ctr, Soloworks, Novajo Teck Innovation Center, Taos County, City of Las Vegas, Mora County Assesors Office*

#### **NALWDB Youth Program Partnerships with**

*SFCC, SJC School of Energy, American Institute of Dental Assisting, Paradise Crane Consultant LLC, LCC, UNM Taos, PIMA Medical Institute Lancer Health Group, Innovation Journaling, Mora San Miguel Coop, True Kids 1, A and R Collision*

*Youth Placements at business; throughout the Northern Region include: A-1 Auto Salvage, All Terrain Transmissions, Amber Care, Aztec Animal Shelter, Aztec High, Aztec Public Library School, Beehive Homes, Bonaguidi Construction, Boys & Girls Club of Gallup, Canine Castle, Cimarron Public Schools, City of Espanola, City of Gallup Parks & Rec/Southwest Indian, City of Gallup Parks and Recreation, Country Feed Store, Custom Coachworks, David F. Cargo El Valle*

*De Anton Chico Library, DDAT Management, Doggie Stylz, Earthcare International, Enchantment Physical Therapy, Escapology, Farmington Regional Animal Shelter, Fly High Adventure Parks, FMS-Plant Operation, Future Foundations, Gallup Humane SocietyGGEDC / City of Gallup Parks & Rec., Grants Cibola Chamber of Commerce, Grow Raton, Guardian Angel Home health, Hikers Coffee Co., Hwy 64 Truck & Auto Salvage, Iris Daycare, Jumbilee Inc. DBA Sierra Bonita Cabins, LCC Preschool, McKinley County Community Svc, Mora County Clerks Office, Mora Independent Schools, Mora Valley Ranch Supply, Mother Goose Day Care, Navajo Tech Innovation Center, New Beauty Hair, New Mexico Depart. of Workforce Solutions, New Mexico Office Products, Northwest NM Art Council, Oak Valley Excavating, LLC., Pam's Flowers, Pecos Canyon State Park, Penasco Independent Schools, Prestige Auto Parts, Quality Care LLC, Raindrops of the Four Corners, Raton Country Club, Raton Humane Society, Raton Visitor Information Center, Rincones Presbyterian Credit Union, Rocky Mountain Physical Therapy, San Juan Catholic Charities, San Juan College, Sanchez Dentist PC, Santa Fe County Assessor's Office, Santa Fe County Treasurer's Office, Santa Fe National Forest, Sheep Springs Chapter House, Shiprock Chapter, SJC Quality Center for Business, Southwest Indian Foundation, St. James Hotel, Stewart Brothers, Sycamore Park Community Center, Tales of Tomorrow, Taos Academy Charter School, Taos County Courthouse, Taos Public Library, The Arc of San Juan County, Bluffview Elementary, The Center for Community Innovation, The Gathering Place Bakery, The Historic Taos Inn, The Samaritan House, Tiny Tots Day Care, Tourist Information Center, Town of Taos, Town of Taos Civic Center, Town of Taos Executive Department, Village of Wagon Mound, West Las Vegas School District, Zia Youth, Zpets Hotel.*

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

The analysis of economic conditions in northern New Mexico reflects the in-demand industries and sectors that are prevalent in the northern region. The NALWDB has uses the sector strategy committee to analyze and develop strategies of the region's economic conditions to educate and employ individuals in an impactful way. Using LMI as well as WIOA title 1 participant data, as well as higher ed institutional data to categorize in demand occupations in the region.

## THE NALWDB AND SECTOR STRATEGY COMMITTEE HAS IDENTIFIED THE FOLLOWING

## EMERGING IN DEMAND SECTORS.



The **Healthcare Sector** is expected to grow through 2028 long term projected employment for Health Care and Social Assistance in Northern Region was 36,343 with an annual average percentage change of 1.57%.

Lower costs, patient preference and improved outcomes have driven growth in outpatient care, particularly for in-home health services. While employment at hospitals is projected to grow, hospitals rank among the largest employers in the region. The region's largest hospitals have also been ramping up their cancer-related services and building new centers to accommodate more patients.

Health care industry in the Northern region continues to be a very important industry and the aging of Northern New Mexico's population has major implications for the health sector, both as an employer of an older workforce and as a provider of services.

Health Care and Social Assistance is one of the largest and most reliable industries within the local area.

### Health Job Openings by Top Employers In the Northern Region

[This section shows the employers with the highest number of Health job openings advertised online in Northern Region, NM on July 24, 2022 \(Jobs De-duplication Level 2\)](#)

<b>Employer</b>	<b>Job openings</b>
CHRISTUS Health	975
Presbyterian Healthcare Services	147
Addus HomeCare, Inc.	89
Presbyterian Medical Services	29
Los Alamos National Laboratory	17
Gallup-McKinley County Schools	10
Espanola Public School District	9
The State of New Mexico	8
University of New Mexico	3

Source: Online advertised jobs data

## Occupation Profile for Medical Assistants in Northern Region, NM

### Jobs in Related Occupations Table

The table below shows the number of job openings advertised online in Northern Region, NM for occupations related to Medical Assistants on July 27, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Median Wage	Job Openings
1	Registered Nurses	\$77,030	1,462
2	Licensed Practical and Licensed Vocational Nurses	\$51,290	128
3	Medical and Health Services Managers	\$101,730	123
4	Nursing Assistants	\$29,780	118
5	Medical Assistants	\$36,360	99
6	Surgical Technologists	\$46,640	93
7	Personal Care Aides	N/A	93
8	Nurse Practitioners	\$121,010	78
9	Medical Secretaries and Administrative Assistants	\$37,260	75
10	Respiratory Therapists	\$60,110	53
11	Emergency Medical Technicians	\$29,110	49
12	Patient Representatives	\$47,110	46
13	Family Medicine Physicians	\$165,910	38
14	Pharmacists	\$127,240	34
15	Pharmacy Technicians	\$36,960	31
16	Physical Therapist Assistants	\$59,830	30
17	Home Health Aides	N/A	29
18	Massage Therapists	\$39,680	25
19	Physician Assistants	\$125,910	24
20	Paramedics	\$45,100	23
21	Career/Technical Education Teachers, Postsecondary	\$60,040	22
22	Acute Care Nurses	\$77,030	21
23	General Internal Medicine Physicians	\$381,560	19
24	Occupational Therapy Assistants	\$66,140	18

25	Cardiovascular Technologists and Technicians	\$60,110	16
26	Dental Assistants	\$37,840	16
27	Medical Equipment Preparers	\$36,360	15
28	Dentists, General	\$168,520	13
29	Medical Records Specialists	\$39,990	12
30	Veterinarians	\$98,420	11
31	Dietetic Technicians	Confidential	11
32	Nuclear Medicine Technologists	\$77,030	10
33	Skincare Specialists	\$46,100	9
34	Probation Officers and Correctional Treatment Specialists	\$47,170	8
35	Social and Human Service Assistants	\$38,000	8
36	Veterinary Technologists and Technicians	\$29,120	8
37	Orderlies	\$29,780	8
38	Radiation Therapists	Confidential	7
39	Orthopedic Surgeons, Except Pediatric	\$394,400	7
40	Dental Hygienists	\$82,530	7
41	Cytotechnologists	N/A	7
42	Anesthesiologist Assistants	\$125,910	6
43	Emergency Medicine Physicians	\$373,370	6
44	Phlebotomists	\$36,360	5
45	Pharmacy Aides	\$29,690	4
46	Public Safety Telecommunicators	\$36,690	3
47	Coroners	\$49,480	2
48	Podiatrists	Confidential	2
49	Psychiatric Aides	Confidential	2
50	Veterinary Assistants and Laboratory Animal Caretakers	\$28,590	2
51	Chiropractors	\$61,150	1
52	Cardiologists	Confidential	1
53	Dermatologists	Confidential	1
54	Psychiatric Technicians	\$31,680	1
55	Opticians, Dispensing	\$35,610	1
56	Hearing Aid Specialists	Confidential	1

57	Healthcare Support Workers, All Other	\$44,660	1
58	Speech-Language Pathology Assistants	\$44,660	1
59	Embalmers	Confidential	1

Job Source: Online advertised jobs data

Wage Source: NMDWS, Occupational Employment Statistics program

The median wage is the estimated 50th percentile; 50 percent of workers in an occupation earn less than the median wage, and 50 percent earn more than the median wage. Data is from a 2021 survey.

\*Related By: O\*NET™ - The [Occupational Information Network](#). O\*NET is a registered trademark of the [US Department of Labor/Employment and Training Administration](#).

SOC4 - Occupational grouping based on 1st 4 digits of the [Standard Occupational Classification](#) system.

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**The Information Technology Sector** has risen to prominence as a critical determinant of economic growth, national security, and delivery of services has major employers like the Los Alamos national laboratory and the State of New Mexico, and local governments in need of employees that have digital technology abilities.

The need for IT degrees or certifications in Northern region have increased. Data is at the heart of many transformative tech innovations including predictive analytics, artificial intelligence, and machine learning. We believe the best way to prepare individuals for a post-coronavirus-world is to acquire technology skills. Professionals with these skills will be even more appealing to prospective employers than ever before.

## IT Job Openings by Top Employers in the Northern Region

[This section shows the employers with the highest number of IT job openings advertised online in Northern Region, NM on July 24, 2022 \(Jobs De-duplication Level 2\)](#)

<b>Employer</b>	<b>Job openings</b>
Los Alamos National Laboratory	208
Pearson Education, Inc.	38
Spectra Tech, Inc	27
The State of New Mexico	19
Strategic Management Solutions, LLC	12
CHRISTUS Health	4
Presbyterian Medical Services	4
University of New Mexico	2
Presbyterian Healthcare Services	1
Santa Fe Public Schools	1

Source: Online advertised jobs data

## Occupation Profile for Computer Occupations, All Other in Northern Region, NM

### Jobs in Related Occupations Table

The table below shows the number of job openings advertised online in Northern Region, NM for occupations related to Computer Occupations, All Other on July 24, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Median Wage	Job Openings
1	Software Developers	\$95,120	74
2	Computer Programmers	\$46,890	47
3	Computer Systems Analysts	\$81,180	39
4	Computer User Support Specialists	\$46,530	35
5	Software Quality Assurance Analysts and Testers	\$79,860	33
6	Network and Computer Systems Administrators	\$75,590	25
7	Information Security Analysts	\$119,860	21
8	Computer Systems Engineers/Architects	\$83,330	21
9	Database Administrators	\$79,870	16
10	Information Technology Project Managers	\$83,330	13
11	Computer Network Architects	\$98,750	8
12	Computer and Information Research Scientists	\$151,990	7
13	Computer Network Support Specialists	\$61,420	7
14	Web Developers	\$62,660	4
15	Document Management Specialists	\$83,330	4
16	Web Administrators	\$83,330	3
17	Telecommunications Engineering Specialists	\$98,750	2
18	Computer Occupations, All Other	N/A	2
19	Geographic Information Systems Technologists and Technicians	\$83,330	2
20	Health Informatics Specialists	\$81,180	1
21	Penetration Testers	\$83,330	1

Job Source: Online advertised jobs data

Wage Source: NMDWS, Occupational Employment Statistics program

The median wage is the estimated 50th percentile; 50 percent of workers in an occupation earn less than the median wage, and 50 percent earn more than the median wage. Data is from a 2021 survey.

\*Related By: SOC4 - Occupational grouping based on 1st 4 digits of the [Standard Occupational Classification](#) system.

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With over 300 high wage IT jobs available in the Northern Region the NALWDB will work with employers and institutions in the region to insure that WIOA funding can make an impact in this identified sector.

**The Education Sector through 2028** long term projected employment for Educational Services in Northern Region was 18,251 with an annual average percentage change of 0.39%.

Schools continue to be a major employer in the Northern region with many resources of funding available NALWDB will collaborate Adult Education, Higher Ed and others to support efforts in education training.

NALWDB area has successfully started 6 Work Experiences in partnership with Farmington Municipal Schools and their Work Based Learning (WBL) program. These participants are not only completed Work Experience training hours but received Supportive Services and additional Workforce Preparation incentives throughout the remainder of their semester. The Seniors in the group will have the opportunity to transition into OJTs or ITAs following the completing of their Youth activities

## Education Job Openings by Top Employers In the Northern Region

[This section shows the employers with the highest number of Education related job openings advertised online in Northern Region, NM on July 24, 2022 \(Jobs De-duplication Level 2\)](#)

<b>Employer</b>	<b>Job openings</b>
University of New Mexico	74
Espanola Public School District	49
Aztec Municipal School District	29
Santa Fe Public Schools	18
Presbyterian Medical Services	18
Los Alamos National Laboratory	12
Pearson Education, Inc.	9
Gallup-McKinley County Schools	8
The State of New Mexico	6
CHRISTUS Health	2

Source: Online advertised jobs data

## Occupation Profile for Education Teachers, Postsecondary in Northern Region, NM

### Jobs in Related Occupations Table

The table below shows the number of job openings advertised online in Northern Region, NM for occupations related to Education Teachers, Postsecondary on July 26, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Median Wage	Job Openings
1	Teaching Assistants, Preschool, Elementary, Middle, and Secondary School, Except Special Education	N/A	113
2	Educational, Guidance, and Career Counselors and Advisors	\$61,020	25
3	Elementary School Teachers, Except Special Education	\$61,150	19
4	School Psychologists	\$81,290	16
5	Secondary School Teachers, Except Special and Career/Technical Education	\$61,200	14
6	Education Administrators, Kindergarten through Secondary	\$94,120	12
7	Health Specialties Teachers, Postsecondary	\$76,730	11
8	Training and Development Specialists	\$53,460	10
9	Clinical and Counseling Psychologists	\$112,200	10
10	Clergy	\$53,690	10
11	Education Administrators, Postsecondary	\$77,500	9
12	Instructional Coordinators	\$50,130	9
13	Social Science Research Assistants	Confidential	8
14	Art, Drama, and Music Teachers, Postsecondary	\$49,800	8
15	Librarians and Media Collections Specialists	\$49,930	8
16	Training and Development Managers	\$99,510	7
17	Computer Science Teachers, Postsecondary	\$47,870	7
18	Mathematical Science Teachers, Postsecondary	\$61,060	6
19	Nursing Instructors and Teachers, Postsecondary	\$76,730	6
20	Middle School Teachers, Except Special and Career/Technical Education	\$61,200	6
21	Tutors	\$47,080	6
22	Health Education Specialists	\$41,810	4
23	Psychology Teachers, Postsecondary	\$77,680	4
24	Engineering Teachers, Postsecondary	\$77,870	3

25	Biological Science Teachers, Postsecondary	\$77,680	3
26	Economics Teachers, Postsecondary	Confidential	3
27	English Language and Literature Teachers, Postsecondary	\$49,830	3
28	Foreign Language and Literature Teachers, Postsecondary	\$59,310	3
29	History Teachers, Postsecondary	\$77,680	3
30	Special Education Teachers, Preschool	\$61,200	3
31	Special Education Teachers, Secondary School	\$61,370	3
32	Industrial-Organizational Psychologists	Confidential	2
33	Business Teachers, Postsecondary	\$77,680	2
34	Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	\$62,210	2
35	Chemistry Teachers, Postsecondary	\$64,090	2
36	Environmental Science Teachers, Postsecondary	Confidential	2
37	Physics Teachers, Postsecondary	Confidential	2
38	Anthropology and Archeology Teachers, Postsecondary	Confidential	2
39	Sociology Teachers, Postsecondary	Confidential	2
40	Communications Teachers, Postsecondary	Confidential	2
41	Kindergarten Teachers, Except Special Education	\$49,770	2
42	Teaching Assistants, Postsecondary	\$29,880	2
43	Marriage and Family Therapists	\$49,340	1
44	Geography Teachers, Postsecondary	Confidential	1
45	Political Science Teachers, Postsecondary	Confidential	1
46	Philosophy and Religion Teachers, Postsecondary	Confidential	1
47	Special Education Teachers, Kindergarten	N/A	1
48	Special Education Teachers, Elementary School	N/A	1
49	Special Education Teachers, Middle School	\$61,200	1
50	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	\$38,390 *\$59,720 Nationally	1

Job Source: Online advertised jobs data

\*Related By: O\*NET™ - The [Occupational Information Network](#). O\*NET is a registered trademark of the [US Department of Labor/Employment and Training Administration](#).

SOC4 - Occupational grouping based on 1st 4 digits of the [Standard Occupational Classification](#) system.

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## The Trades Sector

Given the ongoing labor shortage affecting this industry in the Northern Region, a career in the trades can provide a stable and lucrative career for those who pursue one. Contrary to what many people think, the trades can provide a very nice paycheck and a lucrative career once someone has progressed far enough into one. For most of the highest paying trade jobs, their accompanying salaries come in near or above the \$61,937 mark, which is what the median household income in the United States is.

Skilled trades have been categorized into four main sectors: Construction, Motive Power, Industrial, and Service.

The NALWDB works with its provider HELP NM to encourage participants to industries that will lead to successful jobs in the region the charts below highlight the northern regions occupations and education levels needed per in demand industry.

## Trade Job Openings by Top Employers In the Northern Region

[This section shows the employers with the highest number of Trade related job openings advertised online in Northern Region, NM on July 27, 2022 \(Jobs De-duplication Level 2\)](#)

<b>Employer</b>	<b>Job openings</b>
Strategic Management Solutions, LLC	45
The State of New Mexico	35
Espanola Public School District	15
Los Alamos Public Schools	11
Los Alamos National Laboratory	10
Spectra Tech, Inc.	4
Aztec Municipal School District	3
Presbyterian Healthcare Services	2
Gallup-McKinley County Schools	2
University of New Mexico	1

Source: Online advertised jobs data

## Occupation Profile for Heavy and Tractor-Trailer Truck Drivers in Northern Region, NM

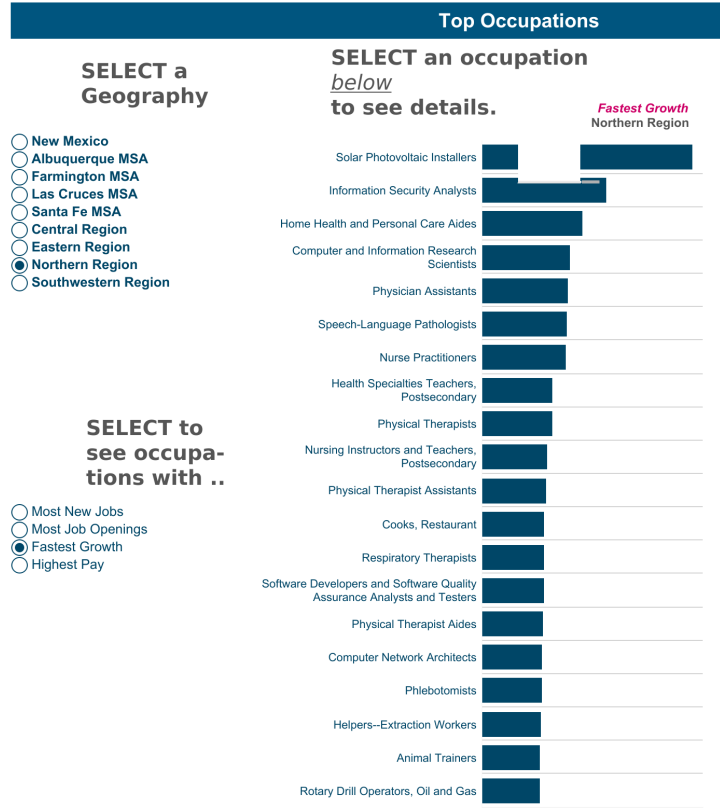
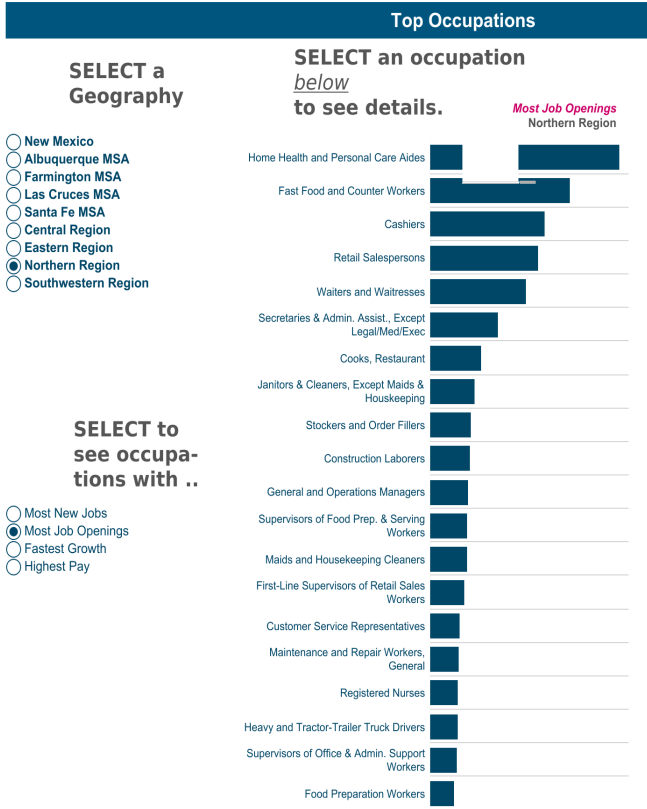
### Jobs in Related Occupations Table

The table below shows the number of job openings advertised online in Northern Region, NM for occupations related to Heavy and Tractor-Trailer Truck Drivers on July 27, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Median Wage	Job Openings
1	Heavy and Tractor-Trailer Truck Drivers	\$47,280	85
2	Laborers and Freight, Stock, and Material Movers, Hand	\$29,800	61
3	Driver/Sales Workers	\$26,300	45
4	Highway Maintenance Workers	\$36,760	25
5	Bus Drivers, School	\$37,350	21
6	Light Truck Drivers	\$37,400	20
7	Operating Engineers and Other Construction Equipment Operators	\$47,530	17
8	Commercial Pilots	\$79,950	17
9	Bus and Truck Mechanics and Diesel Engine Specialists	\$46,790	15
10	Couriers and Messengers	\$28,720	7
11	Shuttle Drivers and Chauffeurs	\$28,350	7
12	Dispatchers, Except Police, Fire, and Ambulance	\$37,420	6
13	Parking Attendants	\$27,720	5
14	Industrial Truck and Tractor Operators	\$40,280	4
15	Service Unit Operators, Oil and Gas	\$61,240	1
16	Excavating and Loading Machine and Dragline Operators, Surface Mining	\$77,000	1
17	Farm Equipment Mechanics and Service Technicians	\$47,120	1
18	Bus Drivers, Transit and Intercity	\$37,370	1
19	Subway and Streetcar Operators	N/A	1
20	Refuse and Recyclable Material Collectors	\$35,720	1

Job Source: Online advertised jobs data

THE FOLLOWING TABLES HIGHLIGHT TOP OCCUPATIONS  
THE MOST JOB OPENINGS AND FASTEST GROWTH  
IN THE NORTHERN REGION



In addition to the NALWDB Sectors the Northern Region has other industries vital to the region.

Most retail industry jobs are typically on the low to medium end of the wage scale the region shows a tremendous need to fill for these occupations.

The Tables below indicate the top occupations and the most retail job openings in the Northern Region. Table also highlights tremendous need for hospitality workers and the NALWDB will partner with the industry the NALWDB has Identified most of the use of WIOA funds to go the identified sectors.

## Occupation Profile for Retail Salespersons in Northern Region, NM Jobs in Related Occupations Table

The table below shows the number of job openings advertised online in Northern Region, NM for occupations related to Retail Salespersons on July 27, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Occupation	Median Wage	Job Openings
1	Merchandise Displayers and Window Trimmers	\$29,550	147
2	Retail Salespersons	\$28,510	128
3	Customer Service Representatives	\$29,820	126

4	First-Line Supervisors of Retail Sales Workers	\$37,910	91
5	Cashiers	\$23,500	65
6	Stockers and Order Fillers	\$29,540	48
7	Driver/Sales Workers	\$26,300	45
8	Bartenders	\$22,070	35
9	Hairdressers, Hairstylists, and Cosmetologists	\$28,100	35
10	Sales Managers	\$81,480	28
11	Cooks, Institution and Cafeteria	\$28,080	21
12	Office Clerks, General	\$29,010	20
13	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$23,310	17
14	Gambling Cage Workers	\$27,950	17
15	Receptionists and Information Clerks	\$29,450	16
16	Gambling Dealers	\$22,860	14
17	Hotel, Motel, and Resort Desk Clerks	\$23,660	14
18	Purchasing Agents, Except Wholesale, Retail, and Farm Products	N/A	13
19	Tellers	\$34,730	13
20	Wholesale and Retail Buyers, Except Farm Products	N/A	12
21	Skincare Specialists	\$46,100	9
22	Gambling and Sports Book Writers and Runners	Confidential	7
23	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	\$60,550	7
24	Demonstrators and Product Promoters	Confidential	7
25	Counter and Rental Clerks	\$29,650	6
26	Pharmacy Aides	\$29,690	4
27	Concierges	\$28,020	4
28	Parts Salespersons	\$29,880	4
29	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$48,210	4
30	Procurement Clerks	\$43,950	4
31	Human Resources Assistants, Except Payroll and Timekeeping	\$38,270	4
32	Reservation and Transportation Ticket Agents and Travel Clerks	Confidential	4
33	Self-Enrichment Teachers	\$43,280	2

34	Actors	N/A	2
35	Locker Room, Coatroom, and Dressing Room Attendants	Confidential	2
36	Gambling Change Persons and Booth Cashiers	\$30,550	2
37	Advertising Sales Agents	\$38,090	2
38	Musicians and Singers	N/A	1
39	Opticians, Dispensing	\$35,610	1
40	Animal Trainers	\$29,630	1
41	Door-to-Door Sales Workers, News and Street Vendors, and Related Workers	N/A	1
42	Order Clerks	\$29,820	1

The Service Industry have numerous job openings in the region although the majority of the jobs are personal care aides and restaurant industry known as Quick Service Restaurants (QSR).

The aging of population has increased the demand for nursing care and assisted living facilities. Employment at nursing and residential care facilities is projected to grow, and the opioid epidemic has also driven demand for residential substance abuse facilities.

Quick Service Restaurants (QSR). accounts for more than 50% of sales in the entire restaurant sector. Fast-Food employment typically on the low wage ends of the labor market and not ideal long-term careers they do play an important role in the region in building skills.

The 2018-2028 long term projected employment for Accommodation and Food Services in Northern Region was 25,879 with an annual average percentage change of 0.84%.



## Area Profile for Northern Region, NM Occupations by Projected Growth Table

The table below shows the occupations with the highest annual openings in Northern Region, NM for the 2018-2028 time period.

Source: NMDWS, Employment Projections program  
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Rank	Occupation	2018 Estimated Employment	2028 Projected Employment	2018-2028 Annual Avg. Percent Change	Annual Openings
1	Personal Care Aides	7,850	10,604	3.05%	1,561
2	Combined Food Preparation and Serving Workers, Including Fast Food	5,350	6,293	1.64%	1,130
3	Cashiers	5,569	5,425	-0.26%	1,023
4	Retail Salespersons	6,735	6,628	-0.16%	965
5	Waiters and Waitresses	4,198	4,458	0.60%	856
6	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,200	5,675	-0.88%	612
7	Cooks, Restaurant	2,571	3,122	1.96%	458
8	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,830	2,992	0.56%	399
9	Stock Clerks and Order Fillers	2,687	2,734	0.17%	366
10	Construction Laborers	2,849	3,143	0.99%	362

### Additional Data

The 2018-2028 long term projected employment for Construction in Northern Region was 9,243 with an annual average percentage change of 1.09%.

The 2018-2028 long term projected employment for Agriculture, Forestry, Fishing and Hunting in Northern Region was 957 with an annual average percentage change of 0.31%.

The 2018-2028 long term projected employment for Arts, Entertainment, and Recreation in Northern Region was 5,199 with an annual average percentage change of 0.67%.

The 2018-2028 long term projected employment for Finance and Insurance in Northern Region was 3,785 with an annual average percentage change of 0.17%.

While the NALWDB continues to assess the regular Labor Market Information through updates provided by state entities such as the Dept. of Workforce Solutions, the NALWDB believes it is necessary to convene regular meetings with employers and training provider partners to gather real-time information. This information can then be used to inform decisions regarding in-demand industries.

This will help the NALWDB to have a clear picture of employer needs and expanding industries this information can be used to inform decisions regarding the expenditure of funds to create workforce pipelines in career pathways.

While the NALWDB continues to assess the regular Labor Market Information through updates provided by state entities such as the Dept. of Workforce Solutions, the NALWDB believes it is necessary to convene regular meetings with employers and training provider partners to gather real-time information. This information can then be used to inform decisions regarding in-demand industries.

This will help the NALWDB to have a clear picture of employer needs and expanding industries this information can be used to inform decisions regarding the expenditure of funds to create workforce pipelines in career pathways.

§679.560(a)(1)(ii)	Include a regional analysis of employment needs of employers in existing and emerging in-demand industry sectors and occupations.
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Employers need reliable, trained, effective employees. The analysis of employment needs for the major employers in northern New Mexico reflect the in-demand industries and sectors that are prevalent in the region.

The data throughout this modification demonstrate the Northern Region will need to continue to fill the needs of employers. The industries that have the biggest workforce need in northern New Mexico include four (4) specific industries and occupations. Not only is there a current need within these industries, there is projected growth in the upcoming years. Although there is projected growth within these industries, a skills gap has been identified in regard to filling these positions which requires workforce system partners to work together to meet the needs of the employers in the region.

## In Demand Occupations for Northern Region

Education: Non-Degree Award/Some College

Computer User Support Specialists

Dental Assistants

Licensed Practical and Licensed Vocational Nurses

Medical Assistants

Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other

Medical Transcriptionists

Psychiatric Aides

Psychiatric Technicians

4

**SELECT an  
occupation  
below to see  
details.**

## In Demand Occupations for Northern Region

Education: Associate's Degree

4

**SELECT an occupation below to see details.**

Calibration Technologists and Technicians and Engineering Technologists and Technicians, Except Drafters, All ..  
 Computer Network Support Specialists  
 Paralegals and Legal Assistants

## In Demand Occupations for Northern Region

Education: Bachelor's Degree

4

**SELECT an occupation below to see details.**

Administrative Services and Facilities Managers  
 Clinical Laboratory Technologists and Technicians  
 Coaches and Scouts  
 Computer and Information Systems Managers  
 Construction Managers  
 Engineers, All Other  
 Environmental Scientists and Specialists, Including Health  
 Financial Managers  
 General and Operations Managers  
 Health Educators  
 Information Security Analysts  
 Loan Officers  
 Management Analysts  
 Market Research Analysts and Marketing Specialists  
 Medical and Health Services Managers  
 Network and Computer Systems Administrators  
 Nuclear Engineers  
 Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Manage..  
 Physical Scientists, All Other  
 Project Management Specialists and Business Operations Specialists, All Other  
 Registered Nurses  
 Software Developers and Software Quality Assurance Analysts and Testers  
 Substance Abuse, Behavioral Disorder, and Mental Health Counselors  
 Training and Development Specialists  
 Tutors and Teachers and Instructors, All Other

## Area Profile for Northern Region, 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 Region, NM on July 10, 2022. There were 11624 job openings advertised online that did not specify a minimum education requirement (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Education Level	Job Openings	Percentage of Job Openings	Potential Candidates	Percentage of Potential Candidates
1	No Minimum Education Requirement	<a href="#">997</a>	6.81%	0	N/A
2	Less than High School	0	N/A	171	4.25%
3	High School Diploma or Equivalent	<a href="#">1,192</a>	8.14%	1,317	32.76%
4	1 Year of College or a Technical or Vocational School	<a href="#">8</a>	0.05%	0	N/A
5	2 Years of College or a Technical or Vocational School	<a href="#">10</a>	0.07%	0	N/A
6	3 Years of College or a Technical or Vocational School	<a href="#">3</a>	0.02%	0	N/A
7	Some College	0	N/A	3	0.08%
8	Vocational School Certificate	<a href="#">14</a>	0.10%	367	9.13%
9	Associate's Degree	<a href="#">177</a>	1.21%	495	12.31%
10	Bachelor's Degree	<a href="#">515</a>	3.52%	546	13.58%
11	Master's Degree	<a href="#">100</a>	0.68%	241	6.00%
12	Doctorate Degree	<a href="#">6</a>	0.04%	43	1.07%
13	Specialized Degree (e.g. MD, DDS)	<a href="#">4</a>	0.03%	21	0.52%
14	Not Specified	<a href="#">11,624</a>	79.34%	0	N/A

The Table below Highlights the Higher ed institutions top programs for graduates in the Northern Region. These are graduates that employers ideally can hire

	Luna Community College	Highlands University	San Juan College	Santa Fe Community College	Northern College	Taos College	UNM Los Alamos	Navajo Technical University	UNM Gallup	NMSU Grants
1	Nursing	Social Work	CDL	Emergency Medical Technician	Business	Liberal Arts and Humanities	Emergency Medical Technician	Nursing	Liberal Arts and Humanities	Liberal Arts and Humanities
2	Welding	Business Administration	Veterinary Technology	Nursing Assistant	Nursing	Physical Sciences	Liberal Arts	Early Childhood Education	Early Childhood Education	Nursing Assistant
3	CDL	Guidance and Counseling	Emergency Medical Services	Early Childhood Education	Liberal Arts and Humanities	Community Health Services and Counseling	Business	Business Support Services	Business	Early Childhood Education
4	Dental	Psychology	Nurse Aid Certification	Welding	Licensed Practical Nurse Training	Alternative Medicine and Holistic Health	Nursing Assistant	Electrician	Community Organization and Advocacy	Business
5	STEM-Related	Elementary Education	Education	Automotive Mechanics	Elementary Education	Massage Therapy and Bodywork	Engineering	Automotive Engineering Technician	General Construction Trades	Computer System Technician

**INSTITUTIONS TOP 5 PROGRAMS WITH HIGHEST GRADUATION RATE IN NORTHERN AREA**

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

<b>Industry</b>	<b>Occupational Categories combining groupings of jobs</b>	<b>2018- 2028 % change</b>	<b>Median Hourly Earnings</b>	<b>Annual Job Openings</b>
<b>Health</b>				
	Healthcare Practitioners and Technical	10.62%	\$142.48	829
	Healthcare Support	14.54%	\$17.60	752
<b>IT</b>				
	Computer and Mathematical Occupations	15.92%	\$43.74	346
<b>Education</b>				
	Preschool, Primary, Secondary, and Special Education School Teachers	5.15%	\$29.42	1,278
	Other Education, Training, and Library Occupations	5.15%	\$25.33	1,278
<b>Trades</b>				
	Construction, Extraction	9.98%	\$33.81	1,673
	Heavy and Tractor-Trailer Drivers	9.98%	\$22.21	1,673

The Boards will continue to gather workforce intelligence, particularly as it relates to the workforce skills needs of employers and the availability of skilled workers. This information will be used by the Boards to inform their education and training investments in cooperation with their education partners. They will utilize this enhanced capacity to bridge the gap that exists between the education demands of employers within our "innovation economy" and the skills, experience, training and education attainment levels of our workforce.

§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.
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## MODIFICATION

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. 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 to facilitate.

## Area Profile for Northern Region, NM Advertised Tools and Technology Table

The table below shows the top advertised detailed tools and technologies found in job openings advertised online in Northern Region, NM in June 2022.

Rank	Advertised Detailed Tool or Technology	Advertised Tool and Technology Group	Job Opening Match Count
1	Microsoft (MS) Office	Office Suite Software	1,070
2	Personal Computer (PC)	Personal Computers	430
3	Microsoft PowerPoint	Presentation Software	380
4	Ladders	Ladders	329
5	Personal protective equipment	Hazardous Material Protective Apparel	315
6	Microsoft Word	Word Processing Software	297
7	Keyboard	Keyboards	280
8	Motor vehicles	Automobiles or Cars	275
9	Masks	Medical Staff Isolation or Surgical Masks	267
10	Python	Object or Component Oriented Development Software	261

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

Identified needs of Employers:

- **Industrial Skilled Trades:** It is anticipated that as Baby Boomers in the manufacturing and energy industry continue to retire, there is an increased need to fill the talent pipeline in energy, industrial, and manufacturing maintenance and operations occupations.
- **Skilled Construction Trades:** The construction industry is one of the fastest-growing industries in the region. There is a continued need for employees skilled in various construction trades.
- **Healthcare Trades:** The most recent Office of Economic Opportunity analysis identified high demand for healthcare practitioners at all levels – entry level, technician and professionals; and
- **Basic Skills:** There is a recognized high demand for High School Equivalency preparation services and remedial education in the Local Workforce Development Area and is often the first step for participants seeking employment along the career pathways in the targeted industries. Within the in-demand industry sectors, Adult Education plays a large role in providing services for job seekers to meet the needs of employers.

The NALWDB has worked with its provider HELP NM to implement soft skills trainings the chart below shows those skills are most important for employers. Most of skills that have been identified are considered “soft skills”. These skills include but are not limited to customer service skills, problem solving, flexibility and interpersonal skills. These skills are typically acquired by real world work experience as opposed to classroom instruction. They are vitally important to an individual obtaining and maintain employment.

## Area Profile for Northern Region, NM

### Advertised Job Skills Table

The table below shows the top advertised detailed job skills found in job openings advertised online in Northern Region, NM in June 2022.

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	<a href="#">2,803</a>
2	Problem solving	Basic Skills	<a href="#">1,364</a>
3	Interpersonal skills	Interpersonal Skills	<a href="#">1,308</a>
4	Must be flexible	Basic Skills	<a href="#">1,153</a>
5	Decision making	Basic Skills	<a href="#">906</a>
6	Organizational skills	Basic Skills	<a href="#">713</a>
7	Work independently	Basic Skills	<a href="#">703</a>
8	Attention to detail	Basic Skills	<a href="#">642</a>
9	Positive attitude	Interpersonal Skills	<a href="#">630</a>
10	Self motivated	Basic Skills	<a href="#">595</a>

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

§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.
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## MODIFICATION

The economic climate in Northern New Mexico has once again changed drastically in a better way showing an unemployment decrease from 12.2% in August 2020 to 4.6% in May 2022.

The 2020 unemployment data was concerning as the Northern Area showed 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.

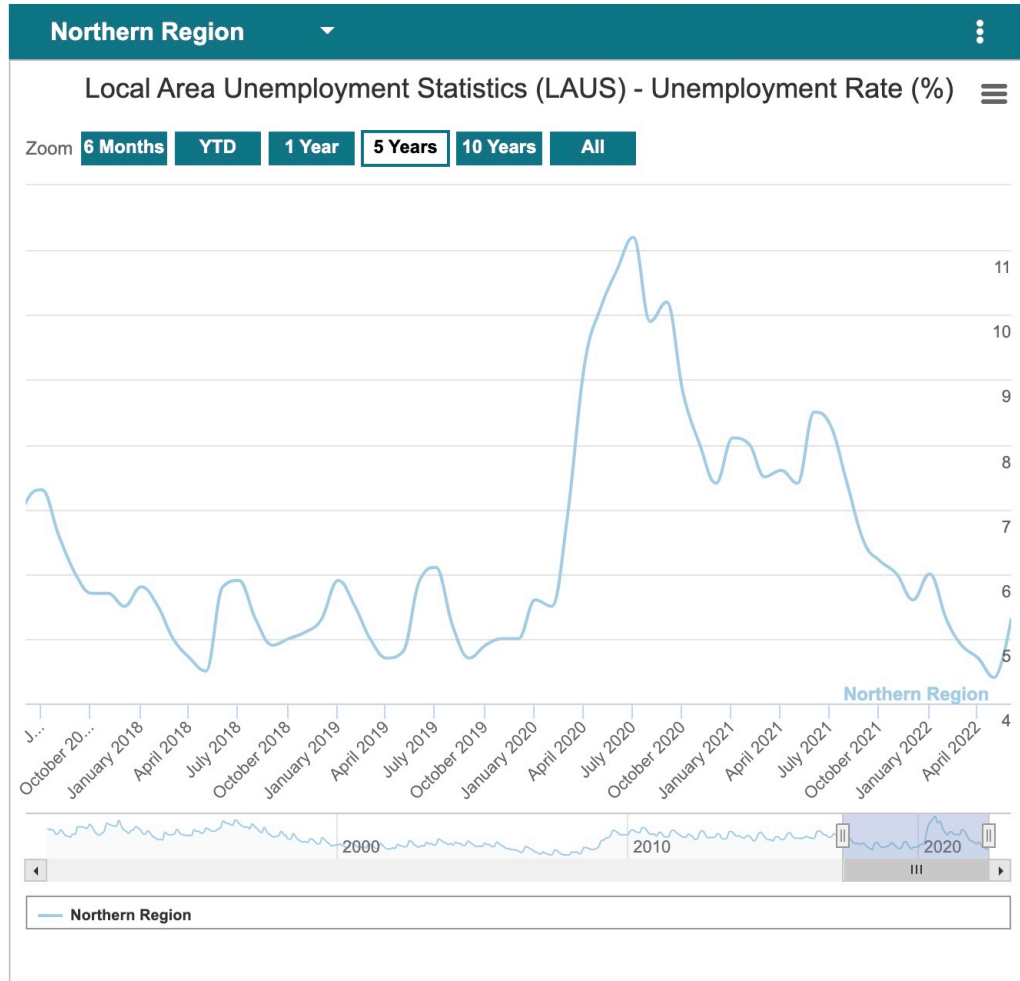
### August 2020

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

### May 2022

Area	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Northern	214,180	204,873	9,307	4.6%
New Mexico	951,866	903,481	48,385	5.1%
United States	164,376,000	158,426,000	5,950,000	3.6%





County	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Cibola	8,720	8,240	480	5.5%
Colfax	5,083	4,881	202	4.0%
Los Alamos	10,040	9,854	186	1.9%
McKinley	23,878	22,540	1,338	5.6%
Mora	1,952	1,837	115	5.9%
Rio Arriba	16,486	15,747	739	4.5%
San Juan	50,226	47,867	2,359	4.7%
San Miguel	10,022	9,536	486	4.8%
Santa Fe	73,557	70,976	2,581	3.5%
Taos	13,856	13,035	821	5.9%

**Labor Force, Employment and Unemployment by Region**

Area	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
Southwestern	133,086	126,566	6,520	5.5%
Northern	213,820	204,513	9,307	4.6%
Central	408,104	392,979	15,125	4.3%
Eastern	153,948	147,603	6,345	3.9%

### 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

With nearly 26,000 jobs available in the Northern Region and over 9,000 unemployed there is not an ability for that to change in the foreseeable future. The NALWD will use WIOA funding to train unemployed individuals in the industries in demand.

### Area Profile for Northern Region, NM Number of Unemployed per Job Opening Table

The table below shows the non-seasonally adjusted number of unemployed, number of job openings advertised online, and the ratio of the number of unemployed to number of job openings advertised online in Northern Region, NM in May 2022 (Jobs De-duplication Level 2).

Area	Unemployed	Job Openings	Number of Unemployed per Job Opening	Preliminary
Northern Region	9,307	25,720	0.36	Yes

Source: NMDWS, Local Area Unemployment Statistics program in conjunction with U.S. Bureau of Labor Statistics and Online advertised jobs data  
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§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.
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MODIFICATION

As the WIOA administrator for the Northern region the NALWDB through its AE and OSO developed workforce strategies for all partners by implementing workforce partnerships around the Northern Region and at the American Job Centers otherwise known as the workforce connection offices.

The NALWDB participated in the planning and guidance sessions for the Ready NM program, a program designed to help restart the state's economy and workforce placement services as we exited the pandemic slowdown. A central part of this for workforce services was the adoption of Eligibility Explorer (EE) assessment program by Title III in which already NM clients are assessed for need and eligibility and coded for Title I review. In collaboration with DWS and other regions the OSO designed the Title I response protocols for all identified clients under the EE system.

Workforce placement activities have also addressed the regional economic disparity and diversity of economic drivers for each community.

The regions north central counties labor needs are focused on skilled laborers and nuclear technicians to meet the needs of one of the largest employers, LANL, as well as service industry needs for hospitality and tourism.

The northwestern counties economic focus on extractive industries and tribal and government jobs.

NALWDB Implemented policies to increase access to resources for training and job placement. Adopted a policy allowing access to wireless internet equipment (including hotspots) for clients for training and work purposes

NALWDB hosted job fairs in four counties over nine days that focused on dislocated workers and out of school youth. Also, Developed social media campaign and systems for outreach to in-need populations.

In response to Board guidance, the OSO team designed a series of Career Fairs specifically targeting Dislocated Workers and Out of School Youth. Career events were located in high traffic area sites, such as malls, event centers and county fairgrounds. OSO worked with partners to design events with employers in targeted career clusters, promoted the events with social media, radio, newspaper ads, direct text messages and direct mail.

This program concluded with nine days of career fairs in four major communities during the 2021 service year. In addition, the OSO worked with partners on a number of additional events targeting specific employers or Title II partners. OSO Implemented a customer service training program for all front WIOA One Stops and staff of partners.

NALWDB worked and will continue to work with all WIOA partners' management to review and understand the partners' needs for a customer referral system. OSO staff developed multiple meetings and presentations, reviewing options we are working with DWS on adopting a WCOS based referral system for Titles I, III, and IV. This system is integrated into client service tracking system but is not accessible for Title II or non-titled partners.

Service beyond Workforce Connection Offices

As previously mentioned, a number of career events have been and will placed in areas of high public traffic, including malls and schools. In addition, NALWDB will/have worked with partners to:

Hold regular office hours at Title II partners at SFCC, SJCC, NNMC, and special events at Luna CC, UNM Taos, NMSU Grants, and UNM Gallup

Continue regular site visits to Santa Fe Recovery to meet with long-term clients. This program was suspended at one point due to staffing issues but we are currently restarting and have met with SF Recovery on coordinating outreach.

Targeted events at high schools in some of the smallest communities in our region

Direct outreach to target populations to inform them of the availability of services, including social media, newspapers, direct text messages to individuals on UI, direct mail

Hosting events at employer sites, and other events

### **Strengths:**

Strong knowledge of the rural vs urban divide in state and region which allows the NALWDB and its service provider to effectively deliver services and meet performance measurers requirements.

The NALWDB board has strong partnerships in the Northern Region has many long-standing and newly developed collaborations and partnerships with community-based organizations, employers, chambers of commerce, industry associations, local government, and more.

The Northern Region has numerous institutions of higher education and many private institutions. Partnerships are ongoing with postsecondary schools includes support and collaboration by targeting their focused areas of studies, degree plans, as well as certificates. There is a direct connection in building a pipeline between postsecondary schools and employers, so this should be a more prominent aspect of the strategic vision.

The NALWDB will continue to facilitate relationships with postsecondary schools to develop the training programs that will generate the workers employers need.

### **Challenges**

Better regional engagement between State Workforce Board, CEO's, NALWDB members, at all levels to have one clear pathway of guidance, goals, and expectations.

Many of the programs and services in the Northern Region have their own set of reporting requirements and performance measures. Each program, including some core partners, often have a unique case management system, different data entry requirements, and intake paperwork. The lack of having a common intake, referral and data system across the workforce system creates an additional burden for both the customer and staff.

**The workforce connection centers** face significant challenges and issues related to the utilization of the New Mexico Workforce Connection online system ([www.jobs.state.nm.us](http://www.jobs.state.nm.us)) and consistency in the application of function, activity, and service codes. the Centers are also old state of New Mexico buildings and many in the Region lack proper maintenance as well as WIFI for costumers.

The NALWDB through its OSO will continue to explore a centralized intake process and system. Different referral systems have been reviewed along with the possibility of implementing a WCOS based referral system. Discussions are underway with NMDVR, NMDWS, and our Title 1 provider on implementing a shared referral system for core partners. NMDVR has begun the process of acquiring WCOS access and training for all DVR staff.

NALWDB overall strengths and weaknesses identified by the SWOT Analysis done in 2020 listed below, there are several 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.

SWOT Analysis for NALWDB Workforce Development Board		
Internal Origin	<b>Strengths:</b> <ul style="list-style-type: none"> <li>→ New Executive Director, new staff, new roles, new perspective</li> <li>→ Increasingly strong slate of board members, new ideas, creativity</li> <li>→ Increase in Performance</li> <li>→ Balanced Budget</li> <li>→ Large number of small employers</li> <li>→ Diverse economic make-up</li> <li>→ Training opportunities</li> <li>→ Educational services</li> </ul>	<b>Weaknesses:</b> <ul style="list-style-type: none"> <li>→ Lack of effective oversight and proactive performance metrics</li> <li>→ Skills shortage</li> <li>→ Working in silos</li> <li>→ Communicating services</li> <li>→ Lack of awareness of services to individuals</li> <li>→ Capacity to train lack of customer technology skills</li> <li>→ Regular integration of LMI into discussions</li> <li>→ Identification/clarification around connectivity and access</li> </ul>
External Origin	<b>Opportunities:</b> <ul style="list-style-type: none"> <li>→ New providers in every category</li> <li>→ Some growing industries in our area (Healthcare, IT, Hospitality, Construction, etc.)</li> <li>→ Sector Strategies committee can galvanize partnerships, magnify programs, empower innovation</li> <li>→ New partners on the horizon can amplify effectiveness and unveil potential</li> <li>→ New/emerging education/career pathways</li> <li>→ Regional collaboration</li> <li>→ Service integration plans</li> <li>→ Economy – more job availability</li> <li>→ Incorporation of essential skills into each program</li> <li>→ Increase in career and technical education</li> </ul>	<b>Threats:</b> <ul style="list-style-type: none"> <li>→ Full regional employer representation</li> <li>→ Loss of large employers</li> <li>→ Economic downturn</li> <li>→ Lack of teachers and facilities</li> <li>→ Funding – lack of from both state and other resources</li> <li>→ New Mexicans leaving for employment or other reasons to other states</li> <li>→ Labor force decline</li> <li>→ Workforce culture changes</li> <li>→ Pandemic disrupting status quo for an unknown amount of time between several months and forever</li> <li>→ Local Re-Designation Plan</li> </ul>

§679.560(a)(5)	A description of the local board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on performance indicators described in §677.155(a)(1) of the WIOA Joint Rule.
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## MODIFICATION

The NALWDB, Administrative Entity, and One Stop Operator will continue to work on the following:

### GOAL 1: STRENGTHEN RELATIONSHIPS WITH ECONOMIC DEVELOPMENT AND EDUCATION PARTNERS.

#### Strategies:

- Monitor and map workforce trends based on historical and current LMI trend analysis and share data with partners via reports
- Create a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeship opportunities

### GOAL 2: SUPPORT LOCAL BUSINESS AND INDUSTRY THROUGH TARGETING THE KEY INDUSTRY SECTORS AND IDENTIFYING GROWTH AREAS.

#### Strategies:

- Target industries with sustainable and emerging growth and substantial economic impact as the primary workforce focus.
- Identify industries that pay above 80% of the national average wage and that are experiencing more than 7% employment growth in high priority occupations or constitute more than 5% of the employment base.
- Coordinate local industry partnership activities by assessing employment and pipeline development needs, identifying career pathways, and implementing effective outcome driven strategies.

### GOAL 3: ENSURE THE WORKFORCE DEVELOPMENT SYSTEM MEETS THE NEEDS OF EMPLOYERS AND JOBSEEKERS.

#### Strategies:

- Implement a program of continual improvement services to employers and jobseekers.
- Hold Partnership meetings between All partners or designated board members and the NALWDB Operator to assess operations and services and to explore

## 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. We are committed to equity, inclusivity, emotional intelligence, and operational adaptability in the communities. 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.

§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.
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As highlighted throughout this Plan, the NALWDB is working to continue to align workforce activities with education, economic and community development activities through our Sector Strategies, Business Units, WIOA Service Providers, and Workforce Partner services.

The Board through all its committees will continue to develop innovative strategies to increase customer skills, meet the needs of the job seeker and the local industry, all in an effort to improve the regional economy and provide quality outcomes that lead participants to a career of wage self-sufficiency.

These collaborations also improve our outreach to local business for work experience opportunities for youth, as well as the overall range of services for all customers within the Northern Region

Partners within our system include state and local agencies, school districts, community- based organizations, faith-based organizations, higher education, ABE, Job Corps, Division of Vocational Rehabilitation, Commission for the Blind, TANF Work Programs, Goodwill Industries, Veterans programs, as well as other community- based resource organizations and agencies.

The NALWDB adult/dislocated worker and youth service provider staff will connect adults/dislocated workers, youth and other targeted groups with a range of services and activities including quality secondary and post-secondary educational opportunities. These human-centered opportunities will be recognized through the use of Career Services, Individual Training Accounts (ITA), Intensive trainings, partner referrals, and Apprenticeships, as well as needs-based payments and supportive services

activities. This approach will ensure a continuum of education and training opportunities to those individuals who have been impacted by the economy. This may require the NALWDB to design programs/pathways to ensure education and training at every level are closely aligned with jobs/industries (new and expanding) that are in demand and in high growth occupations in the Northern Region

The NALWDB has and will continue to collaborate with our local partners, through the Partner Memorandum of Understanding (MOU), to develop workforce solutions and strategies for regional development and shared prosperity using successful and active workforce partnerships with community colleges, business and labor organizations, apprenticeships and other community organizations.

To ensure education and training delivered through the workforce system results in education and skills improvement, not only short term but long term, the NALWDB service provider and partner staff will be continually trained and on business Unit information and trends, strategic planning outcomes and state direction. The flow of information will ensure that correct and meaningful assessments are given to our customers, and that significant improvements in skills can occur.

§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.
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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.

Top Employers in Northern Region		
1	CHRISTUSHealth	1,220
2	LosAlamosNational Laboratory	881
3	Santa Fe Public Schools	360
4	Presbyterian Healthcare Services	259



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 portion 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.

## Area Profile for Northern Region, NM

### Employers by Number of Job Openings Table

The table below shows the employers with the highest number of job openings advertised online in Northern Region, NM on July 10, 2022 (Jobs De-duplication Level 2) Opens in a new browser window.

Rank	Employer Name	Job Openings
1	CHRISTUS Health	<a href="#">1,266</a>
2	Los Alamos National Laboratory	<a href="#">886</a>
3	Santa Fe Public Schools	<a href="#">333</a>
4	The State of New Mexico	<a href="#">271</a>
5	Presbyterian Healthcare Services	<a href="#">253</a>
6	Gallup-McKinley County Schools	<a href="#">198</a>
7	Spectra Tech, Inc.	<a href="#">162</a>
8	University of New Mexico	<a href="#">160</a>
9	Espanola Public School District	<a href="#">141</a>
10	Pearson Education, Inc.	<a href="#">127</a>

Source: Online advertised jobs data  
Downloaded: 07/11/2022 2:37 PM

The workforce system in the Northern Area has an advantage in the sense that we are working with Los Alamos National Laboratory to address upcoming staffing needs that are 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.

Brookline College	4201 Central Ave, NW Suite J Albuquerque, NM 87105
Pima Medical Institute	4400 Cutler Ave, NE Albuquerque, NM 87110
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 Oate, Española, NM 87532
San Juan Community College	4601 College Blvd, Farmington, NM 87402
Santa Fe Community College	6401 Richards Ave, Santa Fe, NM 87508
CNM	900 University Blvd. SE Albuquerque, NM 87106
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.
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### Northern Area Board Roster as of July 2022

Board Member	Representing
Floyd Archuleta	Business –Year Out Energy Rio Arriba County
Krutik Bhakta	Business – Best Western Montezuma Inn San Miguel County
Kristen Krell	Adult Basic Education Santa Fe Community College - Santa Fe County
Rebecca Estrada	Business – Los Alamos National Laboratory Los Alamos County
Zane Fischer	MAKE Santa Fe (Apprenticeship) Santa Fe County
Patricia Maule	Business – San Juan Regional Medical Center
Chris Madrid	Economic Development – Santa Fe County
Maria Herrera	Wagner Peyser/DWS
Vince Howell	Business – Phillips 66 San Miguel County
Mario Lucero	Division of Vocational Rehabilitation
Dr. Lorenzo Reyes	Higher Education – San Juan County
David Romero	Business – Romero’s Automotive San Miguel County
Sean Medrano	Business – Northeastern Construction San Miguel County
Jolene Nelson	Business – Eight Northern Pueblos Rio Arriba County
Nani Rivera	Santa Fe Film Festival Local IATSE480 – Santa Fe County
Jon Paul Romero	Business – Cordova Contracting & Development Santa Fe County
Kevin Romero	NM Commission for the Blind
Arthur Sparks	Union Local 412
Mark Gallegos	Business – Taos County
JD Weathers	Business – Tapetes de Lana Mora County
Eileen Chavez Yarborough	Economic Development – Cibola County

Committee	Purpose
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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.

<p>Youth Committee</p>	<p>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.</p> <p>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.</p>
<p>Eligible Training Provider Committee</p>	<p>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.</p>
<p>Sector Strategy Committee</p>	<p>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.</p>

<p>§679.560(b)(1)(i)</p>	<p>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.)</p>
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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 one (1) comprehensive site. 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 developed a 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:

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

Local One-Stop Centers				
Site	Address	Phone	Site Manager	Comprehensive / Satellite
Farmington	3401 E. 30th St, Bldg. B, Suite 280, Farmington, NM 87402	505-566-4212	Amy Carlson, NMDWS	Satellite

Taos,	1036 Salazar Rd, Taos, NM 87571	<a href="tel:(575)758-4219">(575) 758-4219</a>	Paula Romo, NMDWS	Satellite
Espanola	315 Paseo De Oate, Española, NM 87532	<a href="tel:(505)753-2285">(505) 753-2285</a>	Paula Romo, NMDWS	Satellite
Santa Fe	525 Camino De Los Marquez, Suite 200, Santa Fe, NM 87505	505-355-1758	Herrera, Maria, NMDWS	Comp
Las Vegas	833 Grand Ave. Las Vegas, NM 87701	505-425-6451	Debbie Montano, NMDWS	Satellite
Gallup	2918 East Hwy 66, Gallup, NM 87301	505-863-8995	Palomino, Maxine, NMDWS	Satellite
Raton	1233 Whittier Street Raton, NM 87740	505-863-8995	Maxine Palomino	Satellite


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

<a href="#">§679.560(b)(1)(ii)</a>	<a href="#">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.</a>
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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

**CTE Region A**  
Priorities: Healthcare, IT, Intelligent Manufacturing




- 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 through 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



- 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

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



- 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) REC 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.

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 located 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 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

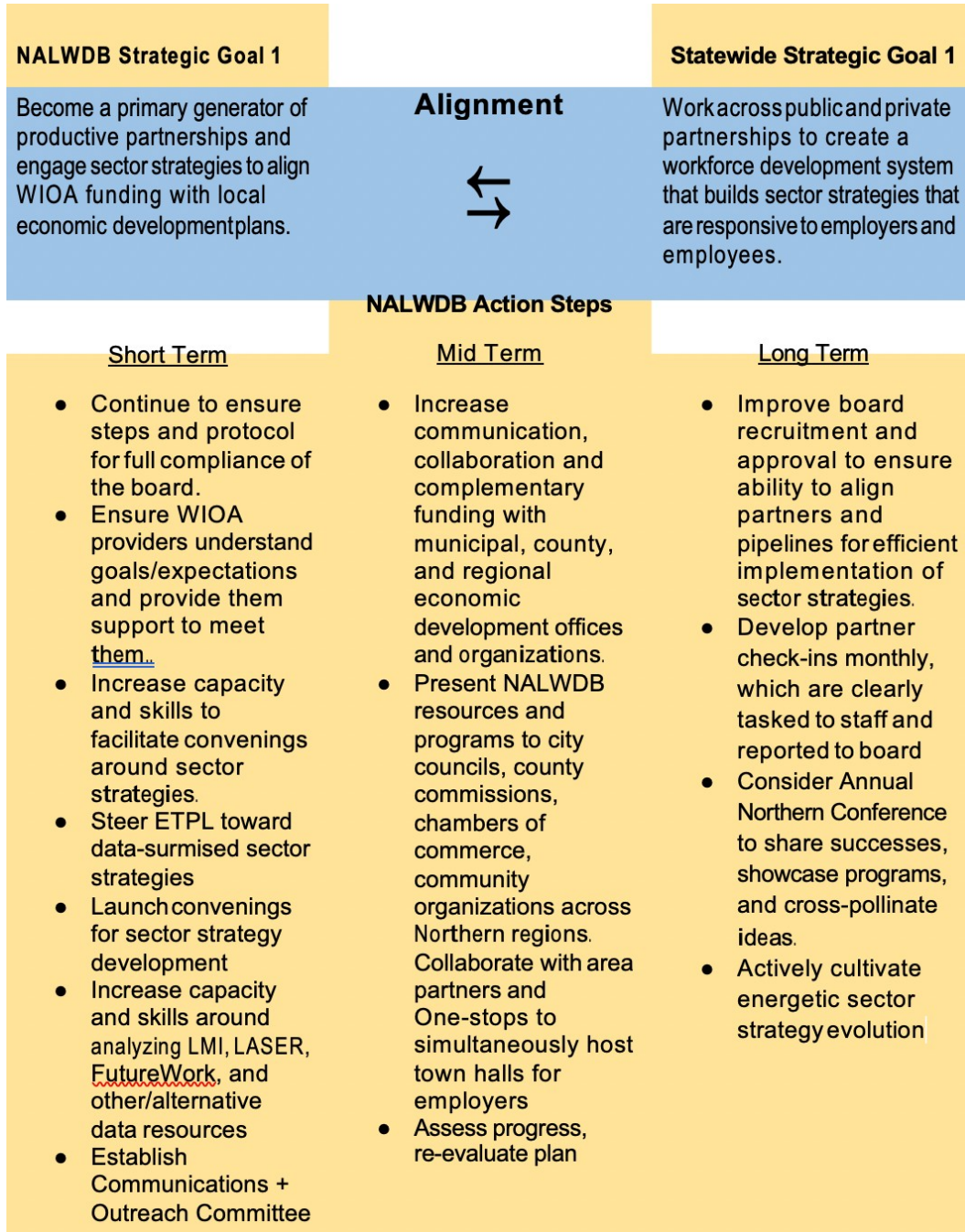


serves three of the Perkins regions: A, B, C. This reinforces the connections between the areas being served by the NALWDB.

Short Term 1<sup>st</sup> - 2<sup>nd</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3



Short Term 1<sup>st</sup> - 2<sup>nd</sup> years  
- 4<sup>th</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3

**NALWDB Strategic Goal 2**

**Understand emphasize and build the relationships between WIOA and funding streams so all programs and providers become complimentary and**

**Statewide Strategic Goal 2**

**Make lifelong learning a reality so that New Mexico's workforce is able to attract economic development that results in high-paying jobs.**

**Alignment**



**NALWDB Action Steps**

Short 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

Mid Term

- 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

Long Term

- 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

Short Term 1<sup>st</sup> - 2<sup>nd</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3 - 4<sup>th</sup> years

**NALWDB Strategic Goal 3**

Strengthen our relationship with educational institutions and remove barriers to efficient pipelines.

**Statewide Strategic Goal 3**

Cultivate a partnership with community colleges as a driver of workforce and economic development.

**Alignment**



**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

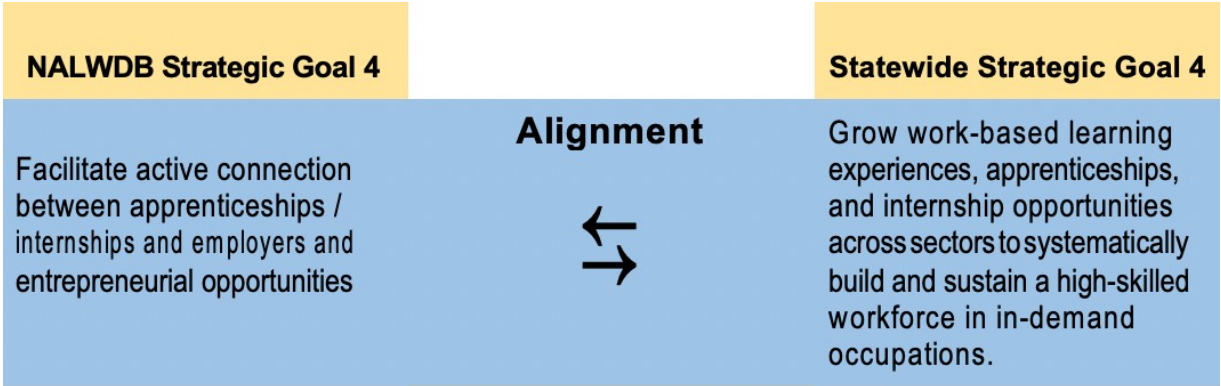
- Formalize relationships between board, providers, community colleges, economic development departments
- **Establishing Strong Career pathways aligned employment opportunities**



Short Term 1<sup>st</sup> - 2<sup>nd</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3 - 4<sup>th</sup> years



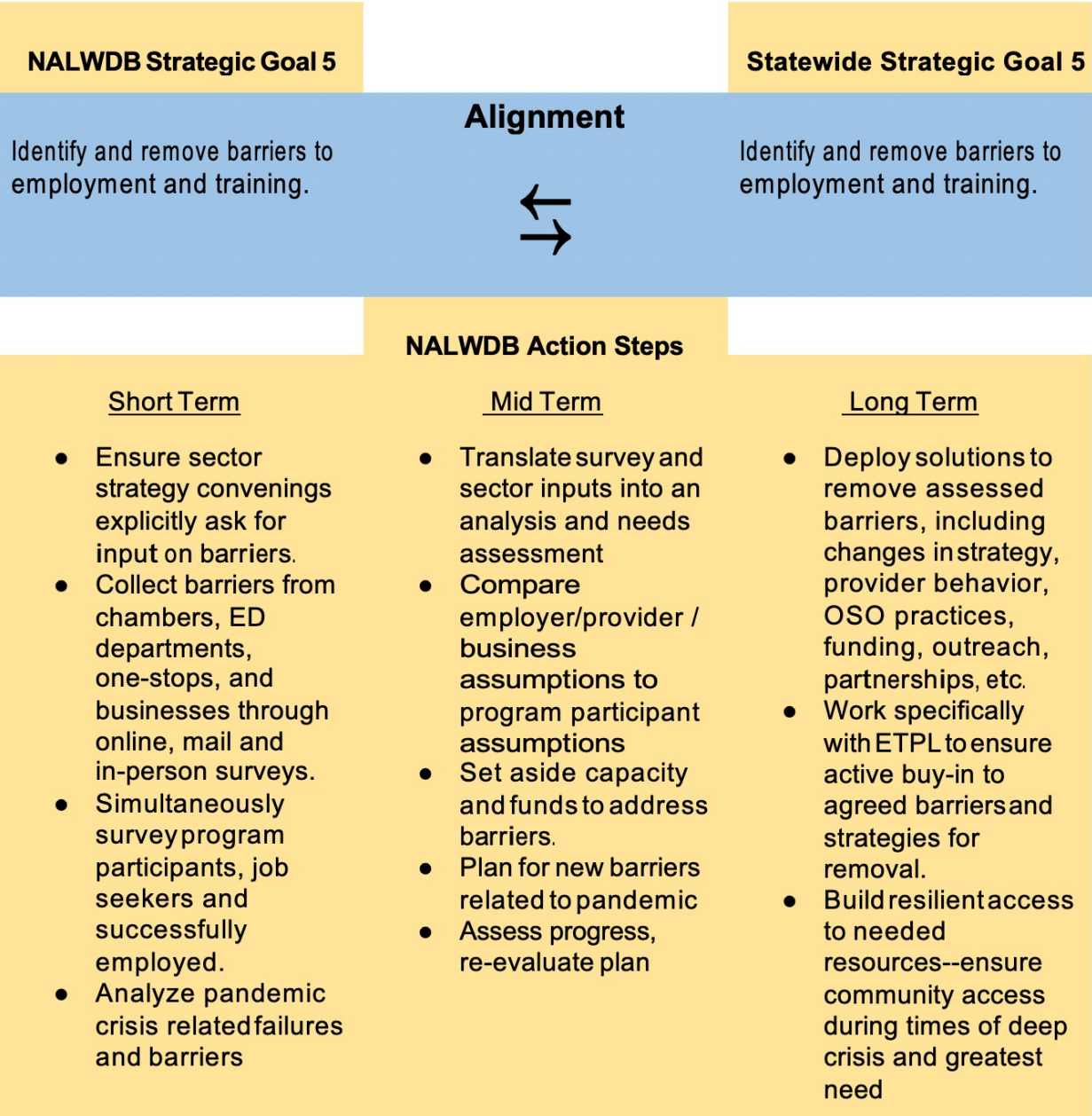
**NALWDB Action Steps**

<u>Short Term</u>	<u>Mid Term</u>	<u>Long Term</u>
<ul style="list-style-type: none"> <li>• Require outreach plans from providers detailing strategies for connecting program participants with employers</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruit chambers of commerce and economic development organizations as allies in creating connection.</li> <li>• Assess progress, re-evaluate plan</li> <li>• Identify critical missing apprenticeship and intern possibilities and develop plan to recruit/develop</li> </ul>	<ul style="list-style-type: none"> <li>• In collaboration with economic development organizations and willing employers, ensure program participants have a path to entrepreneurship as well as employment.</li> <li>• Use of communications team and new marketing partnerships to make apprenticeship “cool again.”</li> </ul>

Short Term 1<sup>st</sup> - 2<sup>nd</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3 - 4<sup>th</sup> years



Short Term 1<sup>st</sup> - 2<sup>nd</sup> years

Mid Term 2<sup>nd</sup> – 3<sup>rd</sup> years

Long Term 3 - 4<sup>th</sup> years

**NALWDB Strategic Goal 6**

Catalyze youth engagement with employment, training, apprenticeship, and internship opportunities.

**Statewide Strategic Goal 6**

Stop New Mexico's brain drain by creating viable economic and workforce opportunities for youth and young adults.

**Alignment**



**NALWDB Action Steps**

Short 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

Mid Term

- 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

Long Term

- Launch youth-specific outreach program for services, with an emphasis on current social media and incentivizing participation with money and skill-related equipment
- Develop training tailored toward returning talent--young adults ready to return to New Mexico.

§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.
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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.
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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

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 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 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).



## MODIFICATION

MOA Partnerships the Northern Area has established a Memorandum of Agreement (MOA) throughout PY 21 to 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. (Provide List).

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.

WIOA programming and partnerships connected UNM-Taos students to over \$66,000 in support. In Fall 2021, we enrolled 18 UNM-Taos degree and certificate seeking students in WIOA supports. That semester, WIOA covered \$63,489 in student tuition and materials, which doesn't include supports offered to these enrolled students that were not billed through UNM-Taos directly, including transportation supports, textbooks, and other materials necessary for their educations.

UNM-Taos programs currently eligible for WIOA funding are:

- Nursing
  - Early Childhood Education
  - Certified Nursing Assistant
  - Commercial Driver's License
  - Community Health Care Worker
  - Construction Technology
  - Culinary Arts
  - Digital Media Arts
  - Emergency Medical Technician
  - Integrative Massage Therapy

Additionally, we enrolled seven TECC students in the PowerUp program, which offers direct cash incentives to youth students looking to attain their High School Equivalency. These TECC students were able to earn \$2600 in incentives in late Fall 2021.

In Gallup the northern area worked with Greater Gallup Economic Development Corp. and assisted with welding 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 an 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.

. §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.
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## MODIFICATION

The Covid-19 pandemic has affected operations of One Stops and employers, creating difficult hiring situations that have lasted for over two years. One Stop clients, including job seekers and employers need services redesigned to meet them where they are. Our initial efforts to do so include:

- Adopting to Covid-19 and providing a Covid-19 policy that allowed offices to remain open while maintaining a safe environment for staff and clients alike.
- Kept offices open and staff availability either remotely, hybrid, or onsite throughout the entire contract period, and developed virtual online availability for staff and clients.

- Partner integration and information sharing expanded immediately amongst partner and NALWDB to coordinate staffing and crisis management in the early days of the pandemic. This later grew to be the regularly scheduled “Kitchen Sink” meetings for all staff.
- Workforce placement activities have also addressed the regional economic disparity and diversity of economic drivers for each community.
- The north central counties labor needs are focused on skilled laborers and nuclear technicians to meet the needs of one of the largest employers, LANL, as well as service industry needs for hospitality and tourism.
- The northwestern counties economic focus on extractive industries and tribal and government jobs.
- Implemented policies to increase access to resources for training and job placement.
- Worked with the board to adopt a policy allowing access to wireless internet equipment (including hotspots) for clients for training and work purposes
- Hosted job fairs in four counties over nine days that focused on dislocated workers and out of school youth
- Developed social media campaign and systems for outreach to in-need populations

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.

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 trades – were identified primarily based on regional LMI with other factors. 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 Information Technology Sector, the Partners continue to work with all employers needing assistance in staffing their operations:

- 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.
- Better coordinate workforce development programs and economic development:
- 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.
- 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.

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:

§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.
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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 changes for workers and generate a shared resource portfolio.

## MODIFICATION

PY 21 The NALWDB through its provider and the OSO hosted and participated in numerous strategic hiring events listed below. The ramped-up efforts support local business to better handle the needs of the local economy. The NALWDB will continue to coordinate these events with businesses.

Name of Event	Date of Event	Location	Businesses That Attended
NM Workforce Connection Career Fair	8/20/22-8/21/22 & 8/27/22-8/28/22	Santa Fe Place Mall	Buffalo Thunder & Casino, Santa Fe County, AGM Konstruction & Environmental Services, Waste Management, Los Alamos National Laboratory, City of Santa Fe Police Dept Lithia Chrysler Jeep Dodge of Santa Fe, Safety Zone, New Mexico State Police Dept., City of Santa Fe Police Dept., Santa Fe Regional Emergency Center, Growing Up New Mexico, Goodwill Industries of New Mexico, and Lowes Home Improvement
NM Workforce Connection Career Fair	10/1/22	Luna Community College	Luna Community College, Fed Ex, Dollar Tree, PLS, West Las Vegas Public Schools, San Juan College of Health, Regional Development Corporation, and Walmart San Juan Regional Medical Center - Talent Acquisition Center, San Juan College - Health Sciences Dept., FCI Constructors, San Juan College for Workforce Development, ESS, Life Care Center of America, and Southwestern Companies
NM Workforce Connection Career Fair	10/9/21	McGee Park	Luna Community College, Fed Ex, Dollar Tree, PLS, West Las Vegas Public Schools, San Juan College of Health, Regional Development Corporation, and Walmart

NM Workforce Connection Career Fair	10/15/22-10/16/22	Rio West Mall	Millbrook Support Services, Dollar Tree, JCP Salon, JCPenney, Goodwill Industries of New Mexico, National Indian Youth Council, na'Nizhoozhi Center, INC., Navajo Area HIS Nurse Recruitment - Gallup Indian Medical Center & Tohatchi Health Care Center, Tse Bonito Dental Center, New Mexico Corrections Dept, Navajo Emergency Dept of Education Staffing Solutions, WAFD Bank, Gallup Police Dept., Chili Factory, Gallup Fire Dept. CYFD - Protective Services, Tohatchi Area of Opportunity & Service, INC (TAOS, INC)
Cibola County Job & Hiring Fair	11/13/21	NMSU-Fidel Gym	Mainstreet members
College Enrollment Resource Table- NNMC	1/15/22-1/18/22	Northern NM College	
Your Career Starts Here Fairs	1/28/22	Las Vegas Rec Center	HELP, DOT, Ambercare, Quality Care, MDS, NMSP, sheriff's Dept, City PD, County Assessor's Office, Youthworks, LANL, Buffalo Thunder, Blake's Lota burger, Santa Fe County, Christus St. Vincent Hospital, Rudy's BBQ, Allied Universal, NM State Police, MJM Security, Bernalillo Co. Detention Center, Job Corp. QMI Cleaning Services, Heritage Hotels and Resorts
Santa Fe Resource and Opportunity Event	03/11/22-3/12/22	Santa Fe Place Mall	Aramark, Growing Up New Mexico, Santa Fe Police Dept., Santa Fe Fire Dept., Santa Fe County Sheriff, Santa Maria El Mirador, Buffalo Thunder & Casino, City of Santa Fe, OMI, Job Corps, Christus St. Vincent, and Los Alamos National Laboratory, La Fonda
NM Workforce Connection Career Fair	3/18/22-3/19/22	Santa Fe Place Mall	

Santa Fe Resource and Opportunity Event	3/25/22	Santa Fe Place Mall	Youthworks, LANL, Buffalo Thunder, Blake's Lota burger, Santa Fe County, Christus St. Vincent Hospital, Rudy's BBQ, Allied Universal, NM State Police, MJM Security, Bernalillo Co. Detention Center, Job Corp. QMI Cleaning Services
Luna Community College Career Fair Luna Community College	26-Mar-22	Luna Community College	State Hospital, Luna, Robertson High School DOT, Adult Probation and Parole, NMSP, IHS, Amber Care, Los Familia
	3/29/22	Luna	
SFCC Job Career Fair for Students only Cumbres & Toltec/Escalante High School	3/31/22	SFCC Escalante High School	Ojo Caliente Hot Springs, SF police Dept., NM state Police, Bernco. Detention Center, La Fonda, Avis Car Rental, Christus St. Vincent, DWS, DVR, Growing Up NM,
	4/5/22	Raton Community Center	Cumbres & Toltec City of Raton, Colfax County, Springer Correctional Center, KRTN, Raton Schools
Colfax County Career dayz	4/8/22	Zoom	
I-BEST Orientation	4/18/22	Orientation	I-BEST Students Mora/Colfax Head Start, St. James Hotel, Angelfire Resort, Youth Hearline Chidhood Advocacy, Crossroad Integritive Health, South Central Colfax County, Philmont Scout Ranch, Luna Community College, Metropolitan Detention Center, Springer Correctional Center, Hikers, Cimmaron Schools
Cimmaron Youth Fair	4/19/22	Cimarron High School	
Mc Curdy High School Career Day	4/19/22	Mc Curdy High School	Junior and Seniors
		Desert Sage Academy	
Desert Sage Academy Orientaion	4/19/22	Santa Fw Espanola High School	Junior and Seniors
Espanola High School Career Day	4/20/22	Convention Center Santa Fe NM	Junior and Seniors
2022 Business Expo&Career Resource Day	4/21/22	Center Santa Fe NM	Various local business, Organizations and Schools
Abiquiu Inn Hiring Event	4/23/22	Abiquiu Inn Tesuque	Abiquiu Inn
Tesuque Casino Hiring Event	4/26/22	Casino	Tesuque Casino



Youth Opportunity Fair	4/27/22	SJ Center for Independence Santa Fe Convention Center	SJC, City of Farmington, National Guard, NAPI, County, DWS, etc
New Collar Summit	5/2/22	McGee Park	Various local business, Organizations and Schools
SJC Job Fair	5/4/22	Penasco High School	30 employers
Trades and College Fair	5/4/22		Junior and Seniors Taos Ski Valley, Taos Hive, UNM TAOS, UNM TECC, Taos County, Taos ISD, Upward Bound, Taos Alive, Rocky Mountain Youth Corps, Domino's Pizza, Taos County DWI, Risk Management, DWS, Bridges Project, True Kids 1, Town of Taos
Taos Cinco De Mayo Event	5/5/22	Taos Youth Center	SJC, City of Farmington, National Guard, NAPI, County, DWS, etc
Youth Transitional Fair	5/5/22	SJ Center for Independence	
Crownpoint High School Senior Day events	5/11/22	Crownpoint High School	
New Mexico Rural Community Summit	5/12/22	New Mexico State Capital	Various local Business & Organizations
New Mexico Rural Community Summit	5/13/22	New Mexico State Capital	Various local Business & Organizations
Santa Fe High & Capital High School Career Day	5/13/22	Santa Fe High School	Junior and Seniors NORA(Northern Rio Arriba Electric Coop.) 3C Ranchers, Chama River Bend Hotel
Chama Summer Youth Academy Hiring Event	5/23/22	Escalante High School	ESS, Openskies, NM Works TANF, First Alternative Care, CCEDF, Small Business Development, Continental Divide Elec, Ed Corley Ford, Taco Village, PED, Cibola General Hospital, Village of Milan
Career and College Fair - NMSU Grants	6/3/22	NMSU Grants World College/Las Vegas, NM	
National Guard/Veteran Transition Fair	6/15/22	Bishop's Lodge	National Guard members
Bishop's Lodge Hiring Event	6/17/22		Bishop's Lodge

We will continue to work with Chambers of Commerce and Economic Development organizations to coordinate our outreach efforts to help 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.
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## MODIFICATION

The NALWDB works with economic development partners in the northern region 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.

The NALWDB has board representation and MOU partnerships with numerous economic development initiatives in the region and these partnerships will continue.

Example of this is the Greater Gallup Economic Development partnership began in 2019 with a partnership agreement to include a three year pilot program for Workforce trainings in McKinley County. Responsibilities include recruiting 10 individuals, per each of three training cycles for enrollment, for a total of up to 30 participants per program year.

The Industrial Workforce program included a 2-week/80hour certification course “Introduction to Welding Boot Camp” and Heavy Equipment Operator a 160-hour eight-week training program.

The Industrial Workforce training cohorts include Participants completion in PY 19 (insert participant amount), PY 20 (Insert students) and PY 21 (34) students completed the program and receiving their certification

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 providing the training program themselves.

Thinking regionally will help coordinate these activities for new and existing businesses. For example, with Labor Market Information staff can 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.
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## MODIFICATION

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

PY21 UI is now housing service provider directly into One stop centers staff in 2 of our communities Gallup – Farmington continue to provide guidance services to UI applicants. 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.

OSO has regular biweekly standing meetings for all partner leadership called the “Kitchen Sink Meeting”. These meeting allow OSO staff to review any operations issues or policy changes, work with all partners on coordinating activities, and all partners to share information, concerns, or suggestions with all other partners and the OSO. Any issues relevant to One Stop Center activities is open for discussion at these meetings.

- a. Meetings with higher education partners focused on coordinating service activities with college enrollment and faculty.
- b. Meetings with partner leadership on organization, coordination, and collaboration on strategies for hiring and career events.
- c. OSO staff meet biweekly with DWS WIOA management to review any issues, and to share and receive advice.

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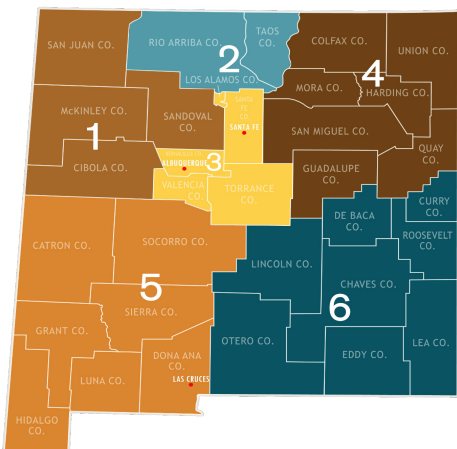
Entrepreneurial skills and specific training is available via several educational institutions, and will be examined when the skills involved are linked to the larger employment market, thereby giving participants additional options and opportunities appropriate to their situations at different times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

PY 21

- OSO is implementing training to all DVR staff in WCOS
- OSO has been instituting or continuing our altogether/partnership meetings. To eliminate duplication of services

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.
- Comply with the non-discrimination provisions of Section 188 of the WIOA 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 consider 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.

§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.
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The NALWDB and its service providers strictly adhere to TEGL 41-14, “WIOA Title I Training Provider Eligibility Transition”, and the State Technical Assistance Guide regarding adult and dislocated worker services and use of the ETPL allowing for customer choice and access to a wide variety of potential training providers.

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.
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NALWDB and sub committees, continue to 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
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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.

#### MODIFICATION

PY 21 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.

<p>§679.560(b)(5)(iv)</p>	<p>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.)</p>
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**(MOA/MOU’s and list see attachment D)**

PY 20 - 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.

**MODIFICATION**

PY 21 After working with the NMDWS and partners all necessary, MOU’s have been brought current. NALWDB adding new MOUs from additional partners as we go, including Jicarilla Apache, Pueblo of Acoma, Eight Northern Indian Pueblos, Job Corp and others. MOUs are on a three-year renewal cycle and are due to be renewed by June 30, 2023.

IFAs are current and require regular review and amendment to address any changes of needs, staffing objectives or other issues at each One Stop location. We work with the NALWDB fiscal agent to provide IFA’s to required partners.

Over the last two years, NALWDB has opened two new Affiliate One Stop offices (Grants and Raton) and IFA’s have been negotiated and drafted by the Fiscal agent.

The established annual priorities for the current program year were influenced by state and national Covid-19 pandemic policies. This means all partners located in NALWDB One Stops have prioritized moving past pandemic staffing and operations to provide in-person services at the One Stops. Other priorities have been developed through ongoing communications between partners and NALWDB management.

The following is a list names all signed partners:

<p><b>MOU PARTNERS</b></p>
<p><b>Albuquerque Job Corps</b></p>
<p><b>Capacity Builders, Inc</b></p>
<p><b>DVR</b></p>
<p><b>DWS - RESEA</b></p>
<p><b>DWS - Temporary Assistance to Needy Families</b></p>

<b>DWS - Trade Adjustment Assistance Program</b>
<b>DWS - Unemployment Compensation &amp; Employment Services Division</b>
<b>DWS - Veterans Program</b>
<b>DWS - Wagner-Peyser</b>
<b>Eight Northern Indian Pueblo Council, INC</b>
<b>Goodwill Industries of New Mexico</b>
<b>HELP New Mexico, Inc</b>
<b>Luna Community College</b>
<b>M.E.T., INC - Motivation, Training, &amp; Education, INC</b>
<b>NMSU Grants</b>
<b>Northern New Mexico College</b>
<b>San Juan College</b>
<b>Santa Fe Civic Housing Authority (HUD)</b>
<b>Santa Fe Community College</b>
<b>UNM Los Alamos</b>
<b>UNM Gallup</b>
<b>UNM Taos</b>
<b>NM Highlands University</b>
<b>Jicarilla Apache Nation</b>
<b>Pueblo of Acoma</b>

Power Up MOA's highlight partnerships with 5 Higher Education Institutions connecting their community members to in-demand career pathways. Additionally, the Partnership, supports members of the northern region who are looking to attain their HSE, often a crucial first step towards additional training. WIOA legislation identifies and supports strategies for integrating job training and career development into Institutions educational programming, including through an increased integration between their Adult Ed and post-secondary offerings.

<b>Power Up MOA's</b>
<b>Luna Community College</b>
<b>Santa Fe Community College</b>
<b>UNM Los Alamos</b>

<b>UNM Taos</b>
<b>NMSU Grants</b>

<b>§679.560(c)</b>	<b>Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will provide for the Accessibility for English Language Learners (ELL).</b>
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The One Stop Centers includes a dynamic partnership between six core programs: WIOA 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.
- Serving English Language Learners is a high priority for Title II partners since the provision of English language instruction and related programs and services is a core AEFLA purview and priority. English language acquisition activities are one of the core sanctioned AEFLA activities outlined in Section 203 of WIOA, along with Integrated English literacy and civics education. While offering ELL programs is not a requirement for AEFLA subgrantees, all applicant programs are required to assess the need for such services in their respective service areas. In most cases, the need is very high, reflecting a higher-than-national-average need. U.S. Census data shows New Mexico as a state with one of the highest concentrations of people self-identifying as speaking English “less than very well,” with over 33% of respondents speaking a language other than English in the home.
- Accordingly, most AEFLA subgrantees do offer ELL programs and services and are eager for partner referrals. Unfortunately, local Adult Education program Directors report such WIOA title partner referrals

rarely occur...likely in part because Adult Education is often mistakenly equated with High School Equivalency (HSE) preparation, which is just one of many much more complex and holistic programs and services Title II provides. We anticipate the state-level policy and guidance around co-enrollments will help raise awareness and streamline operations around referrals in a way that will significantly benefit all partners and contribute to our joint WIOA performance measures.

- Documentation of the ability to work in the United States is not an eligibility requirement for AEFLA Title II programs. Program-specific availability of ELL programs and services (as well as enrollment and/or performance data for local ELL programs--can be obtained by request at any time from your local program providers. Local AE programs are happy to share their own data, and NMHED-AE can provide data for any of its 26 local providers around the state.

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.

§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.
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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.

Experience, employability, interests, aptitude and development needs. Service strategies are then developed for each youth participant that identifies unemployment goal and outlines strategies to help them reach that goal. The NALWDB works with a multitude of partners to provide 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.

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 exp

§679.560(c)	<p>Describe how the local board is planning or working to fulfill specific Youth requirements, as laid out in the Workforce Innovation and Opportunity Act, including:</p> <ol style="list-style-type: none"> <li>a. how the board is providing for the 14 required Youth service elements;</li> <li>b. approach towards meeting the 20% work experience, including the use of Registered Apprenticeship as a service strategy;</li> <li>c. approaches toward meeting the 75% OSY minimum expenditure;</li> <li>d. a description of changes in the youth provider’s service delivery models;</li> <li>e. a description of any changes in outreach activities around Youth; and</li> <li>f. any changes in Youth case management approach, including the use of supportive services.</li> </ol>
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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.
4. 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.
5. 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 receive a certificate of completion.

6. 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.
7. 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. ‘
8. 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.

9. 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.
10. 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.
11. 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.
12. 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.
13. 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.

14. 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 in WCOS, require full consent of the participant and parent, if under 18 years of age the 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.

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.

→ PY21 Youth Liaisons and staff presented to Juniors and Seniors at High Schools across the Northern Region:

→ Presentations at the following High Schools:

- Pecos High School
- Robertson High School
- West Las Vegas High school
- Gallup High School Miyamura
- High School Middle College High School
- Rehoboth High School
- Thoreau High School
- Tohatchi High School
- Ramah High School
- Zuni High School Gallup
- Central High School
- McKinley Academy
- Tse Yi Gai High School
- Raton High School
- Springer High School
- Moreno Valley High School
- Cimarron High School
- Wagon Mound High School
- Penasco High School
- Pecos High School
- Taos High School
- Grants High School
- Laguna High School
- Aztec High School
- Kinteel High School
- Farmington High School
- Rocianante High School
- Springer High School
- Bloomfield High School
- Charlie Y Brown High School
- Piedra Vista High
- Career Prep Alternative High School
- Shiprock High School

- Ft. Wingate High School
- Espanola High School
- McCurdy High School
- Capital High School
- Desert Sage Academy
- Northwest High School
- Pojoaque High School

## 2. Adults and Dislocated Workers

<p>§679.560(b)(6) and §679.560(c)</p>	<p>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.</p>
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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: childcare; 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)	<p>Describe how individuals with disabilities will be served through the one-stop center system in the local area, including copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the LWDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (The Division of Vocational Rehabilitation within the NM Public Education Department and the Commission for the Blind) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information and resources, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination, such as improving or creating referral processes, joint enrollment and case management.</p>
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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.

PY 21 current activities:

- Some One Stop Centers now have a phone line to provide direct communication for the blind which provides a translating service.



- Implemented an ongoing ASL class open to all staff in the Santa Fe office in person and zoom.
- Resource room has Visually keyboards for clients.

#### 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
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Held a rapid hiring event for our Veterans

PY 21The northern area held multiple rapid hiring events for our Veterans and continues to 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 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 will 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.
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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.

PY 21

- We have an MOU in place with the provider and they are co located in our Gallup One Stop Center

## 6. Native Americans

§679.560(c)  
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.

### MODIFICATION

PY21 Partnership efforts with the Eight Northern Pueblos which has a member on the NALWDB continue with formal MOU in place which will emphasize access to all partner resources and collaboration. Also, the Navajo Nation will continue to be a priority to the board and the partners.

- UI is moving into Gallup and Farmington and placing someone fluent in Navajo to assist the communities.

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.

In the NW area, staff will partner with NAPI for training and placements. In addition to the work with NAPI the Navajo Agricultural Products Industry (NAPI) was developed by the Navajo Nation Council as an enterprise to operate Navajo Indian Irrigation Project (NIIP). The Navajo Nation Council not only created this enterprise to assist NIIP, but to create economic opportunities for the Navajo people and to build a foundation of commitment, pride, and dedication to their nation., staff is also working closely with the San Juan College Food Hub (all locally sourced) which is working on opening a kitchen downtown. Also attending Farmers Markets and other opportunities as available to discuss our services and co-enrollment with other partners that fall under the AO

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.
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Northern Area Workforce Connection centers receive regular referrals from the state Human Services Department Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) programs, and their Works provider, SL Start. This collaboration has allowed recipients to participate in training and employability development services while receiving childcare 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 WorkKeys and other assessment tools are 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.

Area offices provide targeted outreach to TANF and SNAP recipients through collaboration with the local State Income Support NM Works program. Work directly with Income Support Division programs.

#### 8. Older Individuals

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

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 older, to obtain employment through paid, part-time training positions. Where necessary individuals may be referred to WCCs for assessment, screening and eligibility determination.

PY 21 Currently our partnership has included placement of Seniors in One Stop centers in the northern region.

### 9. Individuals with Low Literacy Levels

§679.560(b)(12)	<p>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</p> <p>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</p>
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The NALWDB has existing MOUs with ABE programs in the Northern part of the state to support their efforts in assisting individuals secure a GED or HSE 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 education 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.

- Adult education;
- Literacy;
- Workplace adult education and literacy activities;
- Family literacy activities;
- English language acquisition activities;
- Integrated English literacy and civics education;
- Workforce preparation activities; or
- Integrated education and training that—

1. Provides adult education and literacy activities, concurrently and contextually with both, workforce preparation activities, **and workforce training for a specific occupation or occupational cluster**, and
2. Is for the purpose of educational and career advancement.

NMHED-AE would like to work with you to further strengthen global Title II representation in the future.

#### A. 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;
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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
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Rapid Response is an early intervention service designed to assist employers and employees affected by layoffs or plant closures. Access is provided to resources and information within our facilities that can help with the transition process into re-employment. The NALWDB through collaborative efforts with the NMDWS and its WIOA service providers will provide:

- Access to the NMWCOS to complete online registration, unemployment application and job search;
- Resume writing assistance;
- Interview skills assistance;
- Career assessments;
- Job Search and Placement Assistance;

- Resource rooms for access to computers, fax and copy machines;
- Access to land lines for accessing the Unemployment Call Center and setting up interviews;
- Labor Market Information;
- Education and training opportunities; and,

Access to internal and external partner services through the one-stop center.

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 or 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;
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The NALWDB will work closely with the New Mexico Public Education Department and their Career and Technical Education Bureau to identify the current Carl Perkin's funded, programs of study initiatives in the Northern Area. The Programs of Study are agreements between secondary and post-secondary institutions around dual enrollment or career pathways and based on industries in demand. The effort will be used to determine how the workforce system in the Northern Area can support and assist with the Programs of Study.

Initial discussions with the Career and Technical Education staff have centered around specific workforce services that the Programs of Study can benefit from. Some of these include assistance with the business advisory councils specific to career pathways, business input and validation of Programs of Study, the use of business mentors and intern programs, the use of WIOA support services and work experience, and ultimately paid training opportunities as students attain credentials and pursue other training.

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



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

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)(ii) i)	Describe how the local board will work with entities carrying out core programs to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).
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Opportunities 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 to 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.
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The NALWDB assures that its WIOA service providers use an Individual Employment Plan process to uniformly develop individualized plans with each of their customers that clearly identifies an employment goal that will assist in outlining a clear path leading to employment. In doing so, all potential barriers are identified, documented and addressed and, on an "as needed" basis, supportive service funds are made available to assist in diminishing barriers that may impede goal achievement. Supportive service assistance may include assistance with transportation, child care, testing fees, required testing fees, required uniforms and equipment not available through other sources. 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.
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The NALWDB has implemented a policy and forms that clearly outline the types of follow-up services available to its WIOA customers to enable a smooth transition into the workforce. The services and



process for accessing services are clearly explained during orientation and a form with the same information is provided to each participant. Currently, the NALWDB is in process of developing and implementing an administrative directive to further clarify this process and require at least one contact with the participant in person or electronically during the first quarter after the exit quarter.

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.
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During the WIOA inception year beginning July 1, 2015, the NALWDB worked with NMDWS, its One-Stop Operator and WIOA service providers to develop and implement a method to assure priority enrollment as well as a method to capture data. Priority service was implemented as follows: 1) Recipients of public assistance, low-income or individuals who are basic skills deficient who are also veterans or eligible spouses of veterans capture data on outreach efforts and enrollment of target populations; 2) Recipients of public assistance, low-income, or individuals who are basic skills deficient who are not veterans or spouses of veterans; 3) Veterans or eligible spouses of veterans who are not recipients of public assistance, low-income or basic skills deficient; 4) Adults in need of service who are not recipients of public assistance, not low-income or basic skills deficient. The process developed also required capturing data on outreach efforts to these targeted groups to assure that all workforce centers were routinely addressing the needs of these targeted groups.

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.
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Coordinated outreach plans to shared customers will be a topic of discussion during core partner meetings. During these discussions, partners can discuss referral processes, shared information and case management efforts to assure a coordinated effort in serving its customers. The NALWDB, through its Operator, WIOA Title I service providers and partner programs will identify shared customers and coordinate outreach efforts to assure that information on all services available through the workforce system is inclusive and unified. Customers can be apprised of services available to them through the network, how to access them and obtain a referral either through the workforce center or an external

partner. Target populations can benefit from this approach that will serve in providing a collective effort in addressing barriers.

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

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.

Supporting existing Integrated Education and Training programs (including for Title II Adult Education students) and working with your postsecondary partners & other stakeholders to expand the IET model is an excellent way to meet this mandate.

#### 8. Coordination of Professional Development Activities

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

- Meeting with partner leadership on a monthly basis (as schedules allow) to determine commonalities in service.
- Identification of overlapping services.
- Elimination of duplication through the MOU process that will clearly define roles and responsibilities and enable document sharing (ie. assessments, eligibility, case management).
- Establish a common referral process including a solution to tracking and referral follow up to assure that it occurred.
- All partners will provide a brief training on their respective program parameters during partner meetings on a scheduled basis. They will also be required to provide a brief written overview of their program contact information, services etc. that would be used in the development of a common referral guidebook.
- 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

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

The NALWDB created its referral policy in 2019 to give 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

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

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

### B. Fiscal and Performance Management

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

<b>§679.560(b)(14)</b>	<b>Identify the entity responsible for the disbursement of grant funds described in WIOA sec. 107(d)(12)(B)(i)(III).</b>
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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 & Sandoval, PC  
 Certified Public Accountants  
 1 Calle Medico  
 Santa Fe, New Mexico 87505  
 Richard D. Sandoval, CPA – Engagement Partner

<b>§679.560(b)(15)</b>	<b>Provide a detailed description of the competitive process that will be used to award the subgrants and contracts for WIOA title I activities. (Please provide a copy of the board's procurement policy or policies, including conflict of interest provisions as a part of Attachment A.)</b>
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### 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 full Board, 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 and full Board, 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 their 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 not obtained.
  - c. The basis for award cost or price.
5. NALWDB shall make all procurement files available for inspection upon request by a Federal Awarding Agency.
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.
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The NALWDB has negotiated (Proposed, not NMDWS Approved) with NMDWS and the Chief Elected Official consistent with WIOA sec. 16(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 fiscal agent, eligible provider and the one-stop delivery system in the Central Region for PY 20-22 as describe in **Attachment E**.

§679.560(b)(17)	<p>Describe the actions the LWDB will take toward becoming or remaining a high- performing workforce development board.</p> <p><i>Helpful Resource:</i></p> <ul style="list-style-type: none"> <li>• <i>Strategic Board Toolkit:</i> <a href="https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic_Board_Toolkit_Visi_on">https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic_Board_Toolkit_Visi_on</a></li> </ul>
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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 resign 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.

NALWDB strives for 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.
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The NALWDB uses Individual Training Accounts in conjunction with the Eligible Training Provider Listing in the provision of institutional training to its customers. The NALWDB has instructed its WIOA Title I service providers in the use of the Individual Employment Plan to develop a pathway leading to employment. During the Individual Employment Plan process, it may be determined that a participant is in need of additional training to achieve his/her employment goal.

The participant assessment is used to help determine ability to function at a college level, then the assigned case manager will work with the participant to research labor market data to determine occupations in demand. Once research has been completed to determine training requirements for the demand occupations, the participant is guided (by the case manager) through the Eligible Training Provider List that provides information on a large number of board-approved training providers and their programs along with course requirements and costs. Once the customer has made an informed choice from the many training providers listed, the case manager works on preparing the appropriate documents to enable funding obligation and commitment to pay costs as listed on the Eligible Training Provider List. All care is given to assure that customers have access to an abundance of approved service providers in making the selection that is right for them.

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 widerange 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.
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The NALWDB does not have plans at this time to implement a pay-for-performance contract strategy.

§679.560(c)	The local board grant agreements require boards to achieve or exceed a Minimum Training Expenditure Requirement of 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.
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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 80%. 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 initiatives 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 – The NALWDB and its OSO 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, Rio Arriba, San Miguel, Santa Fe and Taos counties at all levels (Comprehensive, Affiliates, and Electronic Access Points). OSO will visit each of the Eight (8) monthly.

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-Peyser 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.

C. Definitions

- D. 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.

Youth are eligible for program enrollment per WIOA under the additional barrier if he or she is:

§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”
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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)	<p>The state defines “basic skills deficient” for Adults and Youth as follows.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> <p>Please describe the process the board uses to test individuals for basic skills deficiency.</p>
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Under the proposed regulations for WIOA, basic skills deficiency is defined in two parts:

1. A youth who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test. “At or below the 8<sup>th</sup> grade level” will be determined by a TABE test score of 8.9 or below (TABE is the only assessment instrument that can be used to calculate the Basic Skills Deficiency for the Northern Area).
2. An adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society. The Board may select an assessment to determine an individual’s inability to “compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society”; and set benchmarks for assessment results that determine basic skills deficiency.

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

#### 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:

#	Assurances	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 administering the core programs and other programs included in the Plan, other primary stakeholders, and the general public, and the Local Plan is available and accessible to the general public.	YES
2.	The LWDB has established a policy identifying circumstances that may present a conflict of interest for a local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts.	YES
3.	The LWDB has established a policy to provide to the public (including individuals with disabilities) access to meetings of local boards and local boards, and information regarding activities of local boards, such as data on board membership and minutes.	YES
4.	The LWDB has established fiscal control and fund accounting procedures necessary to ensure the proper accounting for funds paid to the local boards for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B.	YES
5.	The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program.	YES
6.	Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate.	YES
7.	The LWDB has implemented a policy to ensure a process is in place for referring veterans with significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist.	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. Attachments

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:

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Chief Elected Official Date

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Local Board Chair Date

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Local One-Stop Centers				
Site	Address	Phone	Site Manager	Comprehensive/ Satellite
Farmington	3401 E. 30th St, Bldg. B, Suite 280, Farmington, NM 87402	505-566-4212	Amy Carlson, NMDWS	
Taos,	1036 Salazar Rd, Taos, NM 87571	<a href="tel:(575)758-4219">(575) 758-4219</a>	Paula Romo, NMDWS	
Espanola	315 Paseo De Onate, Española, NM 87532	<a href="tel:(505)753-2285">(505) 753-2285</a>	Paula Romo, NMDWS	
Santa Fe	525 Camino De Los Marquez, Suite 200, Santa Fe, NM 87505	505-355-1758	Herrera, Maria, NMDWS	Comp
Las Vegas	833 Grand Ave. Las Vegas, NM 87701	505-425-6451	Debbie Montano, NMDWS	
Gallup	2918 East Hwy 66, Gallup, NM 87301	505-863-8995	Palomino, Maxine, NMDWS	
Raton	1233 Whittier Street Raton, NM 87740	505-863-8995	Maxine Palomino	Satellite

Attachment C

**Attachment D**

Include  
MOA/MOU  
and List of  
signed  
agreements