

Northern Area Local
**WORKFORCE
DEVELOPMENT
BOARD**



Local Area Strategic Plan 2020-2023

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#NewMexicoWorks #LifelongLearning

MISSION

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

Proposed Update: TK

VISION

Current: To educate and train our workforce to meet the changing needs of Northern New Mexico.

Proposed Update: 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 workforce opportunities to businesses, communities, and individuals.

In allocating funds and evaluating performance (including internal performance), we are committed to data-driven decision making, quantifiable results, and the collective intelligence of the communities we serve. In communications, collaboration, customer service, and constituent outreach, we are committed to equity, inclusivity, emotional intelligence, and operational adaptability.

Through strong partnerships with government, education, industry, apprenticeships, unions, and trade- and community organizations, we make New Mexico work for our people, our families, and our businesses. Increasing our quality of work increases our quality of life.

NALWDB STRATEGIC PLAN GOALS

The Northern Board has identified the following top level goals as critical to achieving its vision:

- Strengthen the board's internal proficiency and increase its effectiveness
- Identify and act upon the distinct needs and opportunities of the Northern Region
- Develop a robust process for effectively utilizing sector strategies
- Ignite youth engagement in the North
- Activate apprenticeship and post-secondary partnerships
- Promote technology, innovation, and creativity, especially in rural areas
- Align our priorities and programs with municipal, county, and regional economic development organizations

- Align our strategic goals with the Statewide Strategic Plan


We have integrated the steps to achieve our goals into an alignment matrix with the Statewide Plan.

INTERNAL SWOT ANALYSIS

| | |
|--|---|
| <p>S New Executive Director, new staff, new roles, new perspective</p> <p>Increasingly strong slate of board members, new ideas, creativity</p> <p>Critical institutional memory from long-standing board members</p> <p>Established partnerships with key organizations and agencies</p> | <p>W Recovering from Non-Compliance</p> <p>Board comprehension of WIOA, TITLES I through IV, and DWS requirements still insufficient</p> <p>Consistent underperformance, especially regarding Youth</p> <p>Lack of effective oversight and proactive performance metrics</p> |
| <p>O New providers in every category</p> <p>Sector Strategy process can galvanize partnerships, magnify programs, empower innovation</p> <p>New partnerships on the horizon can amplify effectiveness and unveil potential</p> <p>Pandemic disrupting status quo for an unknown amount of time between several months and forever</p> | <p>T Under State review</p> <p>State assessing current workforce boards and assigned regions for long-term viability (also opp?)</p> <p>Unknown status of federal and state funds in historic economic disruption</p> <p>Pandemic disrupting status quo for an unknown amount of time between several months and forever</p> |

In reviewing a variety of sources, including recent strategic planning and education sessions for the Northern Board, the 2019 letter to workforce boards from Cabinet Secretary Bill McCamley, information from the state oversight and technical assistance process, the presentation from Maher Maher, the presentation from Deputy Secretary Yolanda Montoya-Cordova, and meeting minutes from the Northern Board, as well as the current crisis climate, this SWOT analysis was generated to highlight the current status of the Northern Board as we prepare this strategy and its related action steps.


ALIGNMENT WITH STATEWIDE STRATEGIC PLAN

| | | |
|--|--|--|
| <p>NALWDB Strategic Goal 1</p> | | <p>Statewide Strategic Goal 1</p> |
| <p>Become a primary generator of productive partnerships and engage sector strategies to align WIOA funding with local economic development plans.</p> | <p>Alignment</p>  | <p>Work across public and private partnerships to create a workforce development system that builds sector strategies that are responsive to employers and employees.</p> |
| <p>NALWDB Action Steps</p> | | |
| <p style="text-align: center;"><u>Short Term</u></p> <ul style="list-style-type: none"> ● Continue to ensure steps and protocol for full compliance of the board. ● Ensure WIOA providers understand goals/expectations and provide them support to meet them.. ● Increase capacity and skills to facilitate convenings around sector strategies. ● Steer ETPL toward data-surmised sector strategies ● Launch convenings for sector strategy development ● Increase capacity and skills around analyzing LMI, LASER, FutureWork, and other/alternative data resources | <p style="text-align: center;"><u>Mid Term</u></p> <ul style="list-style-type: none"> ● Increase communication, collaboration and complementary funding with municipal, county, and regional economic development offices and organizations. ● Present NALWDB resources and programs to city councils, county commissions, chambers of commerce, community organizations across Northern regions. Collaborate with area partners and One-stops to simultaneously host town halls for employers ● Assess progress, | <p style="text-align: center;"><u>Long Term</u></p> <ul style="list-style-type: none"> ● Improve board recruitment and approval to ensure ability to align partners and pipelines for efficient implementation of sector strategies. ● Develop partner check-ins monthly, which are clearly tasked to staff and reported to board ● Consider Annual Northern Conference to share successes, showcase programs, and cross-pollinate ideas. ● Actively cultivate energetic sector strategy evolution |

- Establish Communications + Outreach Committee re-evaluate plan

SARS-COV-2 FACTOR:

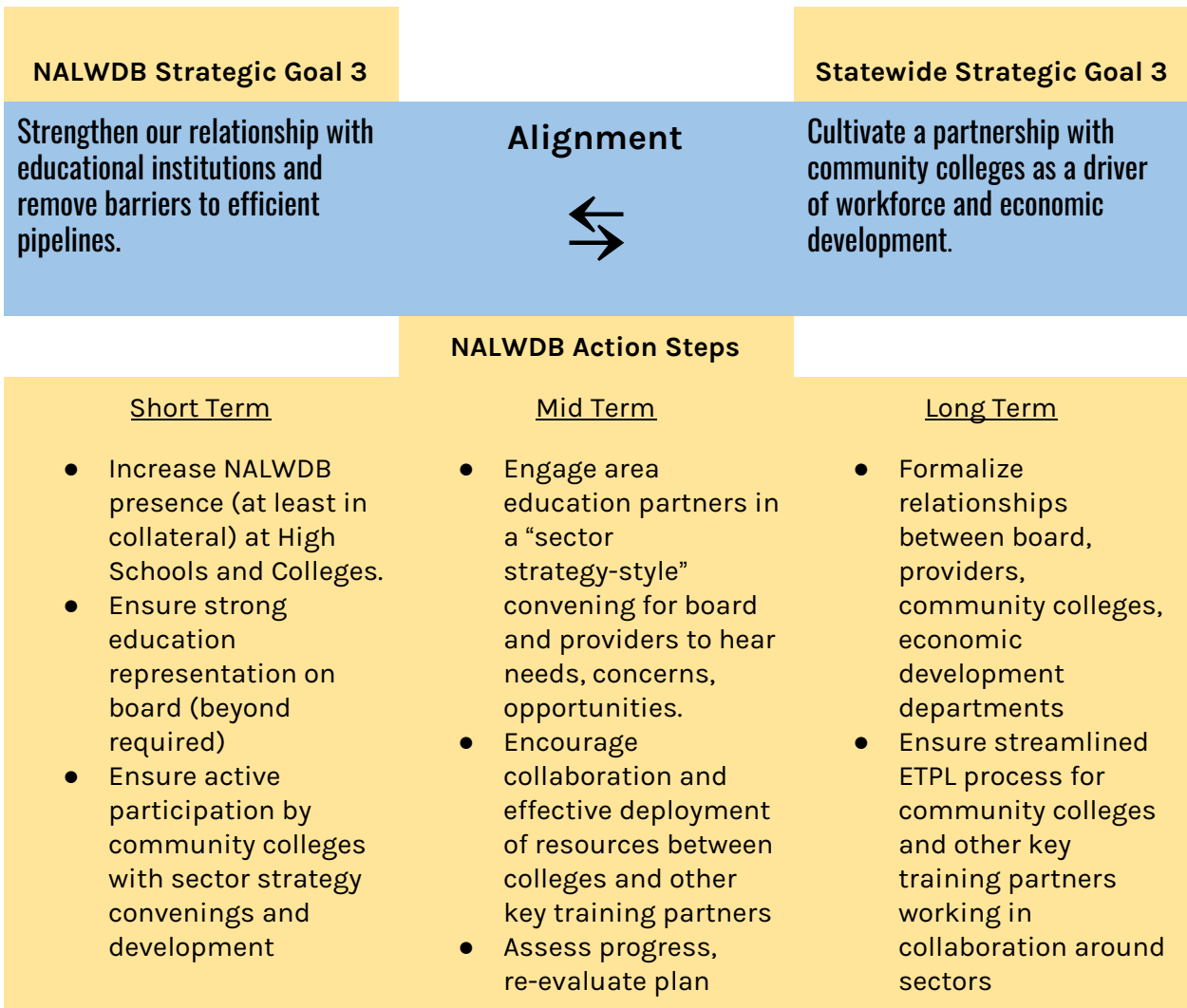
- Be prepared to address an unprecedented number of dislocated workers.
- Be on the lookout for new partnerships and community needs.
- Watch for upheavals in typical provider services and functionality.
- Be prepared for uncertainty and/or change in federal and state allocation of funds.

| NALWDB Strategic Goal 2 | Alignment | Statewide Strategic Goal 2 |
|--|---|--|
| <p>Understand, emphasize and build the relationships between WIOA pillars and funding streams, so all programs and providers become complementary and collaborative.</p> | <p>Alignment</p>  | <p>Make lifelong learning a reality so that New Mexico's workforce is able to attract economic development that results in high-paying jobs.</p> |
| NALWDB Action Steps | | |
| <u>Short Term</u> | <u>Mid Term</u> | <u>Long Term</u> |
| <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 / | <ul style="list-style-type: none"> • 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 |

| | | |
|---|--|------------------------------|
| training, and available/planned resources | tech deployment in rural areas <ul style="list-style-type: none"> Assess progress, re-evaluate plan | of businesses and investment |
|---|--|------------------------------|

SARS-COV-2 FACTOR:

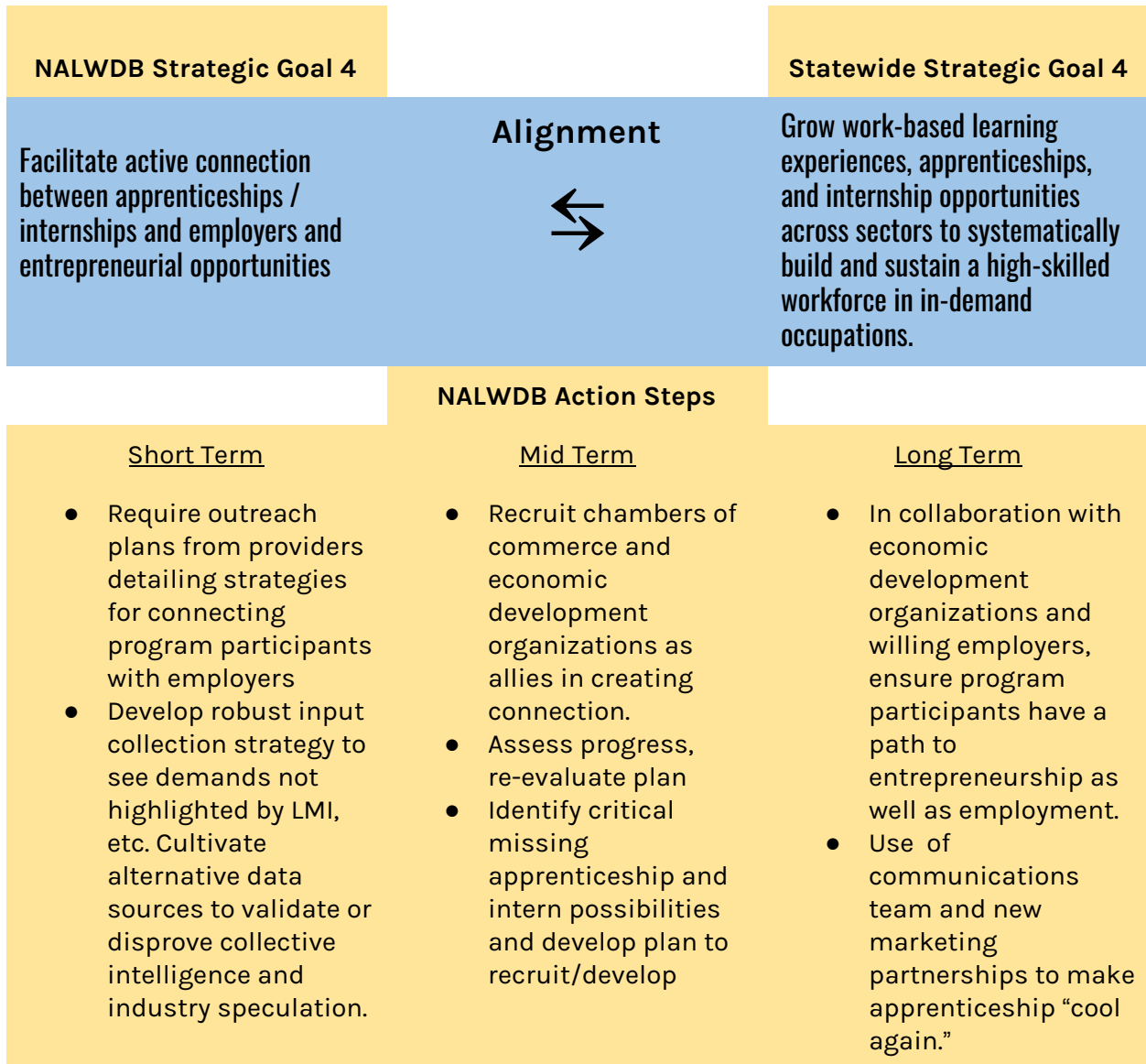
- Be aware providers and partners in different counties and municipalities may have an even greater disparity of ability, capacity and resources going forward. Work as an entire region with shared goals to create equitable contribution/distribution.



SARS-COV-2 FACTOR:

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

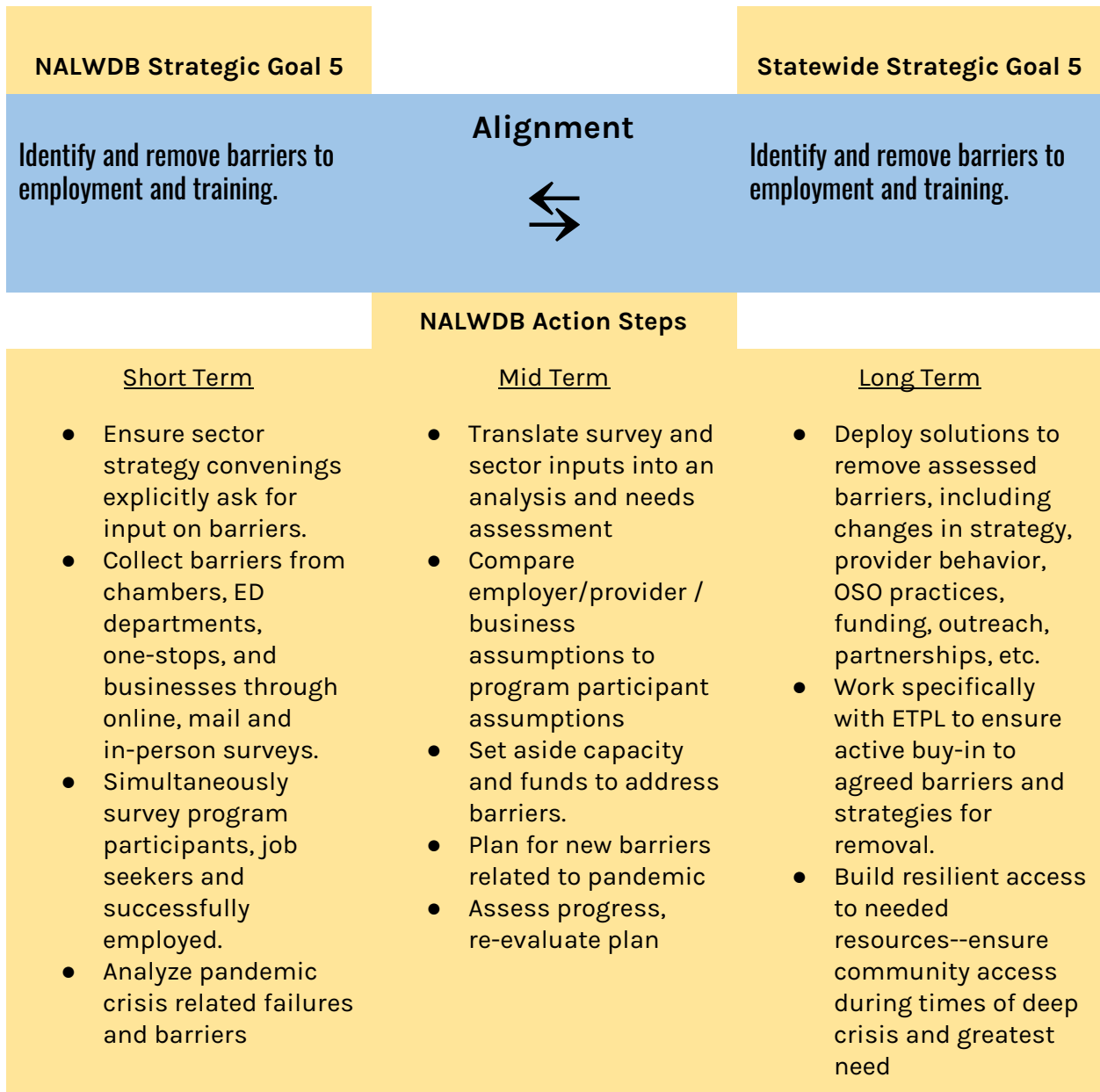
- Remain in alignment with adjustments and shifts in protocol at educational institutions



SARS-COV-2 FACTOR:

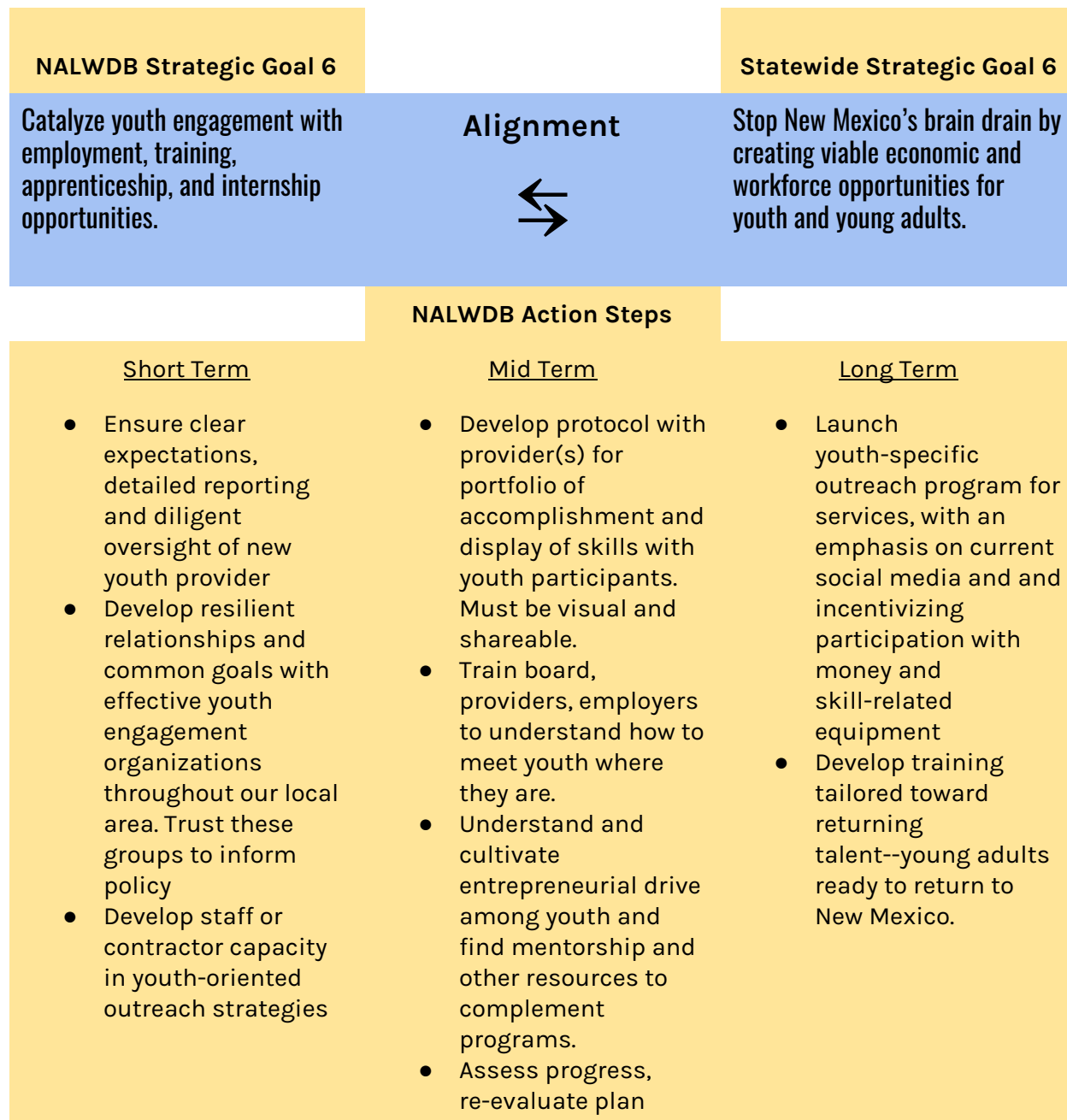
- Be prepared to support rapid growth and entrepreneurship in innovation resulting from crisis adaption, including medtech, 3rd party delivery and services, remote

working and learning, payment systems, wearables, supply chains, data modeling, shopping checkout automation, face recognition and tools for remote operation of doors. Be especially prepared to watch for strategies in resilient local manufacturing and food production.



SARS-COV-2 FACTOR:

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

**SARS-COV-2 FACTOR:**

- With the second major economic upheaval in a decade and very little of the wealth gains during intervening years impacting young adults, expect skepticism and

mistrust around “government programs” and the idea of stable employment and economic opportunity

- Leverage the value on display of careers that relate to resolving this crisis and maintaining stability: healthcare, IT, logistics, trades, etc.
- Be open to paths to reinvention proposed by youth. Don’t say “that’s not how it works”--say “OK, how can we support you to build that future?”

NORTHERN BOARD INTERNAL PERFORMANCE METRICS

Desired outcomes:

- Demonstrate data-driven and evidence-based approach
- Ensure provided training is meaningful and impactful
- Eliminate duplication of services
- Truly be in a process of continuous improvement

Key questions for section:

- How to measure board improvement?
- How to measure sector strategy progress?
- How to measure improved oversight of providers / funding
- How to measure partnership with ED departments?
- How to measure increased outreach?

GOAL: Track oversight check-ins with key partners and allies.

TARGETED FREQUENCY OF CHECK-INS and REVIEW

| Body / Group | Review provider onboarding /spending | Check-in with Area Youth Orgs | Check in w/ ED Orgs + bus. groups | Check in with Training Providers | Review OSO performance |
|---------------------|--------------------------------------|-------------------------------|-----------------------------------|----------------------------------|------------------------|
| Staff | Monthly | Quarterly | Monthly | Quarterly | |
| Executive Committee | | | Monthly | | |
| Finance Committee | Monthly (all) | | | | |
| Youth Committee | Monthly (youth) | Quarterly | | | |
| ETPL Committee | | | | Quarterly | |
| OSO | | | Quarterly | | Monthly |

| | | | | | |
|---|-----------|--|--|--|--|
| Committee | | | | | |
| Rules Committee | | | | | |
| Comms Committee (proposed) | | | | | |
| Sector Strategy Working Group | | | | | |
| Strategic Plan Working Group | | | | | |
| Full Board (then shares findings with CEOs) | Quarterly | | | | |

GOAL: Measure increased outreach across Local Area

COMPLETED PRESENTATIONS TO LOCAL GOVERNMENTS / BUSINESS GROUPS / COMMUNITY ORGS

| Month | County | Municipality | Regional or Businesses Group | Labor / Trade Org |
|------------------|--|-----------------------------------|--|--|
| July (example) | No county this month | Española City Council 07.28.20 | Regional Dev. Corp. 07.09.10 | Pipefitters 412 07.15.20 (via Zoom) |
| August (example) | McKinley County Board of Commissioners 08.18.20 | Las Vegas First 08.28.20 | Red River Chamber of Commerce 08..04.20 | No trade this month |
| September | | | | |
| October | | | | |
| November | | | | |
| December | | | | |

| | | | | |
|----------|--|--|--|--|
| January | | | | |
| February | | | | |
| March | | | | |
| April | | | | |
| May | | | | |
| June | | | | |

PROVIDER ASSESSMENT AND PERFORMANCE EVALUATION

CURRENT TEXT AND CHARTS PASTED FROM STATE PLAN DRAFT

For PYs 2020-2023 Plans, Title I programs (Adult, Dislocated Worker, and Youth) and the Title II program (Adult Education and Family Literacy Act) will have two full years of data available to make reasonable determinations of expected levels of performance for the following indicators for PY 2020 and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit);
- Credential Attainment Rate; and
- Measurable Skill Gains The Wagner-Peyser Act Employment Service program, authorized under the Wagner-Peyser Act, as amended by title III of WIOA, will have two full years of data available to make a reasonable determination of expected levels of performance for the following indicators for PY 2020 and PY 2021:
 - Employment (Second Quarter after Exit);
 - Employment (Fourth Quarter after Exit); and
 - Median Earnings (Second Quarter after Exit)

The Credential Attainment Rate and Measurable Skill Gains indicators do not apply to the Wagner-Peyser Act Employment Service program; therefore, this program will not submit expected levels of performance for these indicators. For the first two years of PYs 2020-2023

Plans, the Vocational Rehabilitation (VR) program, authorized under title I of the Rehabilitation Act of 1973, as amended by title IV of WIOA, will have two full years of data available for the Measurable Skill Gains indicator only.

Therefore, the Departments will designate the following indicators as “baseline” for the VR program for PY 2020 464 | Page and PY 2021:

- Employment (Second Quarter after Exit);
- Employment (Fourth Quarter after Exit);
- Median Earnings (Second Quarter after Exit); and
- Credential Attainment Rate VR agencies must continue to collect and report on all indicators, including those that have been designated as “baseline, pursuant to section 116(d) of WIOA.”

The actual performance data reported by these programs for indicators designated as “baseline” for PY 2020 and PY 2021 will serve as baseline data in future years. The Departments will require VR agencies to submit expected levels of performance for these indicators for PY 2022 and PY 2023. The Departments determined that the Effectiveness in Serving Employers indicator will be measured as a shared outcome across all six core programs within each state to ensure a holistic approach to serving employers. The Departments will continue piloting approaches for measuring this indicator for the first two years of PY 2020-2023 plans. Therefore, states are not required to submit an expected level of performance for the Effectiveness in Serving Employers indicator for PY 2020 and PY 2021. However, core programs are expected to collect data and report on this indicator for PY 2020 and PY 2021 as they did for PYs 2016-2019 plans. Each core program must submit an expected level of performance for all of the other indicators, as applicable, with the exception of the four indicators designated as “baseline” for the VR program in PY 2020 and PY 2021. The Departments will work with states during the negotiation process to establish negotiated levels of performance for each of the primary indicators for the core programs not listed as “baseline.” Each state must update its plan to include the agreed upon negotiated levels of performance before the Departments approve a state’s plan. States may identify additional indicators in the plan, including additional approaches to measuring Effectiveness in Serving Employers, and may establish levels of performance for each of the state indicators. Please identify any such state indicators under Additional Indicators of Performance.

| | Title I – Adult Program | | | |
|---|-------------------------|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 77.4 | | 77.4 | |
| Employment (Fourth Quarter after Exit) | 75 | | 75 | |
| Median Earnings (Second Quarter after Exit) | 8590 | | 8590 | |
| Credential Attainment Rate | 42.6 | | 42.6 | |
| Measurable Skill Gains | 39.0% | | 39.0% | |

| | Title I – Dislocated Worker Program | | | |
|---|-------------------------------------|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 74 | | 74 | |
| Employment (Fourth Quarter after Exit) | 70.8 | | 70.8 | |
| Median Earnings (Second Quarter after Exit) | 7979 | | 7979 | |
| Credential Attainment Rate | 37.1 | | 37.1 | |
| Measurable Skill Gains | 51.8% | | 51.8% | |

| | Title I – Youth Program | | | |
|--|-------------------------|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) ²¹ | 55.6 | | 55.6 | |
| Employment (Fourth Quarter after Exit) ²² | 54 | | 54 | |
| Median Earnings (Second Quarter after Exit) | 3,114.00 | | 3,114.00 | |
| Credential Attainment Rate | 42.1 | | 42.1 | |
| Measurable Skill Gains | 52.8% | | 52.8% | |

| | Title II – Adult Education and Family Literacy Act Program | | | |
|---|--|------------------|------------------|--------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 23% | Not Negotiated | 24% | Not Yet Negotiated |
| Employment (Fourth Quarter after Exit) | 35% | Not Negotiated | 36% | Not Yet Negotiated |
| Median Earnings (Second Quarter after Exit) | 3,500 | Not Negotiated | 3,750 | Not Yet Negotiated |
| Credential Attainment Rate | 20% | Not Negotiated | 22% | Not Yet Negotiated |
| Measurable Skill Gains | 39% | Not Negotiated | 40% | Not Yet Negotiated |

| | Wagner-Peyser Act Employment Service Program | | | |
|---|--|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) | 56 | | 56 | |
| Employment (Fourth Quarter after Exit) | 62.5 | | 62.5 | |
| Median Earnings (Second Quarter after Exit) | 4944 | | 4944 | |
| Credential Attainment Rate | Not Applicable | Not Applicable | Not Applicable | Not Applicable |
| Measurable Skill Gains | Not Applicable | Not Applicable | Not Applicable | Not Applicable |

| | Vocational Rehabilitation Program | | | |
|---|-----------------------------------|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Employment (Second Quarter after Exit) ²² | Baseline | Baseline | Baseline | Baseline |
| Employment (Fourth Quarter after Exit) ²² | Baseline | Baseline | Baseline | Baseline |
| Median Earnings (Second Quarter after Exit) ²³ | Baseline | Baseline | Baseline | Baseline |
| Credential Attainment Rate ²² | Baseline | Baseline | Baseline | Baseline |
| Measurable Skill Gains | | | | |

| | All WIOA Core Programs | | | |
|------------------------------------|------------------------|------------------|------------------|------------------|
| | Program Year: 20 | | Program Year: 21 | |
| | Expected Level | Negotiated Level | Expected Level | Negotiated Level |
| Effectiveness in Serving Employers | Not applicable | Not applicable | Not applicable | Not applicable |

| Additional Indicators of Performance |
|--------------------------------------|
| 1. N/A |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |

State description of performance indicators

Appendix I, Performance Goals for the Core Programs, includes the New Mexico's expected levels of performance based on primary indicators of performance for core programs, as described in section 116(b)(2)(A) of WIOA. The State has also reached agreement with the Secretary of Labor, in conjunction with the Secretary of Education on state adjusted levels of performance for the indicators for each of the first two years of the plan. As such, Appendix I also includes the core programs' negotiated performance targets for all measures not considered "baseline." "Baseline" indicators will not be used in the end of the year performance calculations and will not be used to determine failure to achieve adjusted levels of performance for purposes of sanctions. New Mexico is expected to collect and report on all indicators, including those that have been designated as "baseline"

State description of assessment

The State will continue to assess the overall effectiveness of the workforce investment system in New Mexico in relation to the strategic vision and goals and use results of this assessment and other feedback to make continuous or quality improvements. The State Workforce Development Board, which is appointed by the Governor to provide vision and direction for the workforce system, is required to develop and improve the statewide WIOA-funded activities and the one-stop delivery system, including development of linkages to ensure coordination and prevent duplication among the programs and activities. The Board fulfills this function by providing direction for the development of the WIOA Strategic Plan and developing comprehensive state performance measures to assess the effectiveness of workforce investment activities. To assist the board in fulfilling its duties, it establishes committees to provide oversight and direction in the following areas.

- To promote and support business engagement.
- To coordinate program data to evaluate the return on investment of workforce programs and services.
- To design systems and programs that coordinate and leverage WIOA resources.

- To coordinate state agency efforts to support comprehensive, customer-driven one- stop centers.
- To monitor program effectiveness and fiscal accountability
- To guide program evaluations as required by 20 CFR 682.220. The Board also reviews, evaluates and reports annually on the performance of all workforce development activities administered by state agencies involved with workforce development. Key areas of focus include developing linkages with the public education and higher education agencies to ensure coordination of vocational education, apprenticeship, adult education and literacy, employment training programs and vocational rehabilitation programs with other workforce development and training programs. Any problems identified by the State Board will be included in the annual report on strategic plan implementation and the measures that will be taken to address those problems.

REFERENCE DOCUMENTS AND NOTES

Initial Strategic Plan Goals

Performance Standards

Program Accountability

Improve youth outcomes i.e. graduation rates, work-experience, career prep, internships/apprenticeships

Growing opportunities for apprenticeships and post-secondary partnerships to train workers.

Strengthen presence in western counties

Technology development and other innovative strategies to meet needs in rural areas

Strengthen economic development partnerships

| 2019-2020 Strategic Plan | | | |
|--|--|---|--------------------------------|
| Vision: To educate and train our workforce to meet the changing needs of Northern New Mexico. | | | |
| Mission: 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. | | | |
| Core Values | | | |
| <i>Impactful</i> | <i>Communicative</i> | <i>Collaborative</i> | <i>Empowering</i> |
| Goals | | | |
| Fiscal Transparency | Stakeholder Engagement | Organizational Performance | Bold and Innovative Strategies |
| Measures | | | |
| <ul style="list-style-type: none"> Approve Budgets Spending of Funds Appropriately Between Programs Annual Audit Compliance with Participant Payments | <ul style="list-style-type: none"> Updated Contact List Consistent Attendance at Board Meetings (CEO's and Stakeholders) Unified Message About Board | <ul style="list-style-type: none"> Board Performance Service Provider Performance | |
| Process | | | |
| <ul style="list-style-type: none"> Trend Analysis by Funding Stream/ Activity Software Update for Vendors and Employees Quarterly Reports Cost Analysis of Participant | <ul style="list-style-type: none"> Create/Distribute Talking Points/Elevator Speech Develop/Implement Marketing Campaign Newsletters Road Show | <ul style="list-style-type: none"> Monthly Meetings <ul style="list-style-type: none"> ➤ Service Provider Reports ➤ Action Plan Sheet (Who, What, When) | |

| Payments | Process | | |
|--|--|---|--|
| <ul style="list-style-type: none"> Trend Analysis by Funding Stream/ Activity Software Update for Vendors and Employees Quarterly Reports Cost Analysis of Participant Payments | <ul style="list-style-type: none"> Create/Distribute Talking Points/Elevator Speech Develop/Implement Marketing Campaign Newsletters Road Show | <ul style="list-style-type: none"> Monthly Meetings <ul style="list-style-type: none"> ➤ Service Provider Reports ➤ Action Plan Sheet (Who, What, When) | |
| Reputation | | | |
| <p>National Leaders – We are innovative role models who set and share best practices</p> <p>Conveners--We bring all stakeholders together to solve our most pressing challenges.</p> <p>Connectors--We anticipate and respond to all of our Northern communities (rural, urban, and others)</p> <p>Results--We connect our initiatives to outcomes.</p> <p>Accountable--We communicate transparently with easy to understand and agreed upon metrics.</p> | | | |

In Witness Whereof, the parties have executed this Strategic Plan as of this date of signature by the Northern Area Local Workforce Development Board.

By: 
Joseph Weathers, Board Chair

Date: 6/3/2020

By: 
Executive Director

Date: 6/3/2020