



New Mexico  
**Workforce Connection**

Central Region



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

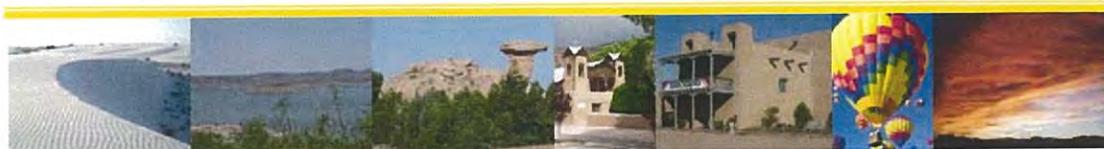
**LOCAL PLAN  
PROGRAM YEARS 2016 -2020**

**CENTRAL AREA WORKFORCE BOARD**

LWDB Approved - January 23, 2017

NMDWS Approved - April 28, 2017

**809 Copper Avenue NW  
Albuquerque, New Mexico 87102**



## **Process for Plan Development**

### **§679.560(c)**

#### **Steps Taken by the Board to Engage Entities in the Formulation of the Local Plan**

The WCCNM Central Region Board approved the development of a Four-Year Plan Ad Hoc Committee in October 2016 to engage entities in the formulation of the local plan. The Ad Hoc Committee's membership represents a wide variety of entities including the Business Community, Adult Basic Education, Division of Vocational Rehabilitation, Adult/Dislocated Service Provider, Youth Service Provider, Hispano Chamber of Commerce including Small Business and Limited English Language services, Post-Secondary Education, Foundation including Youth Entrepreneurship and Running Start for Careers programs, and much more. The Ad Hoc Committee reached out to the WCCNM Full Board Membership (as needed) which includes all the WIOA mandated partners as well as all other required members defined. In addition, the Ad Hoc Committee reach out to the WCCNM One-Stops in the Central Region which includes all WIOA required partners as well as affiliated programs and services (internal and some external).

The WCCNM Ad Hoc Committee has met a total of seven times to review, discuss and plan strategies to engage entities (internal and external of the Board and One-Stops) in the development of the Central Region Plan. Members of this committee have specifically reached out to Indicated Targeted Population Service Providers to coordinate services and to garner information for contribution into the plan, including: Youth, Adult and Dislocated Workers, Individuals with Disabilities, Veterans, Migrant Seasonal Farmworkers, Native Americans, Individual with Low Income, Older Individuals, Individuals with Low Literacy Levels. Outreach efforts also included coordination of service discussion and planning with programs including: Wagner Peyser, Rapid Response, Secondary and Post-Secondary Education, and multiple Supportive Service programs.

The Ad Hoc Committee reviewed and incorporated public comments received (during the 30-day public comment period) before presenting the plan and making a recommendation for approval to the Full Board on January 23, 2017. This Ad Hoc Committee will address any deficiencies as requested and provide updates as needed and required in the future.

## **Plan Content**

### **A. Economic and Workforce Analysis**

#### **§679.560(a)(1)(i)**

#### **Regional Analysis and Economic Conditions including In-demand Industry Sectors and Occupations**

Albuquerque, MSA, New Mexico - The Albuquerque Metropolitan Statistical Area, located approximately in the center of the state, comprises four counties: Bernalillo, Sandoval, Torrance, and Valencia. Roughly half the people in New Mexico live in the Albuquerque area. Most of the state's major technological industries and businesses are located in this area.

The preliminary estimated total number of unemployed (seasonally adjusted) in August 2016 for Albuquerque, MSA 25,611 or 6.2% seasonally adjusted compared to the United States average of 5.0% also seasonally adjusted.

There are 14,221 job openings advertised online in Albuquerque, MSA on October 19, 2016.

The total number of preliminary advertised online job openings in August, 2016 for Albuquerque, MSA 29,592. There were 0.87 unemployed per preliminary advertised online job opening in August, 2016 for Albuquerque, MSA.

The employers with the highest number of job openings advertised online in Albuquerque, MSA on October 19, 2016 are Presbyterian Healthcare Services (540), University of New Mexico (511), Sandia Corporation (505), Lovelace Health System (403), The University of New Mexico (332), Albuquerque Public Schools (231), Swift Transportation Co., Inc. (208), Applebee's LP LLC (106), ABQ Health Partners (97) and Army National Guard (95).

The Preliminary average weekly wage for Albuquerque, MSA in 1st quarter, 2016 was \$821. This would be equivalent to \$20.53 per hour or \$42,692 per year, assuming a 40-hour week worked the year around.

The metro areas with the highest preliminary estimated average weekly wages in New Mexico for the 1st quarter, 2016 are Farmington, MSA, New Mexico (\$845), Albuquerque, MSA, New Mexico (\$821), Santa Fe, MSA, New Mexico (\$757) and Las Cruces, MSA, New Mexico (\$683).

The total civilian preliminary labor force (seasonally adjusted) for Albuquerque, MSA in August, 2016 was 418,624, of which 393,013 were employed and 25,611 were unemployed. The unemployment rate was 6.1% percent.

The metro areas in New Mexico with the highest preliminary unemployment rate (not seasonally adjusted) in August, 2016 were Farmington, MSA, New Mexico (9.4%), Las Cruces, MSA, New Mexico (7.1%), Albuquerque, MSA, New Mexico (6.4%) and Santa Fe, MSA, New Mexico (5.5%).

The total number of employees located in Albuquerque, MSA in 1st quarter, 2016 was 364,813. The largest major industry sector was Health Care and Social Assistance with 18.4% of the employment, followed by Retail Trade (44 & 45) with 11.4% and Accommodation and Food Services with 10.9%.

Current preliminary employment by industry for Albuquerque, MSA on August, 2016 were Total Nonfarm (384,900), Total Private (304,600), Goods Producing (36,700), Service-Providing (348,200), Private Service Providing (267,900), Natural Resources and Mining and Construction (21,400), Manufacturing (15,300), Trade, Transportation, and Utilities (62,900), Wholesale Trade (11,700), Retail Trade (41,500), Transportation Warehousing and Utilities (9,700), Information (8,700), Finance (18,000), Professional and Business Services (58,900), Educational and Health Services (64,000), Leisure and Hospitality (43,300), Other Services (12,100), Government (80,300), Federal Government (14,300), State Government (27,200), Local Government (38,800).

The industries with the highest 2014 - 2024 projected growth rate for Albuquerque, MSA was Other Information Services (3.8%), Ambulatory Health Care Services (2.8%), Wholesale Electronic Markets and Agents and Brokers (2.2%), Food Services and Drinking Places (1.5%), Electronics and Appliance Stores (1.4%), Accommodation (1.3%), Insurance Carriers and Related Activities (1.1%), Building Material and Garden Equipment and Supplies Dealers (1.0%), Specialty Trade Contractors (.9%) and Educational Services (.9%).

The 2014 total estimated number of employed in Albuquerque, MSA was 129,061. The largest major occupational group was Healthcare Practitioners and Technical Occupations with 19.7% of the estimated employed, followed by Education, Training, and Library Occupations with 17.3% of the estimated employed, and Management Occupations with 16.5% of the estimated employed.

The occupations with the highest paying 2015 estimated mean (annual) wages in Albuquerque, MSA, New Mexico were Obstetricians and Gynecologists (\$204,840), Dentists, General (\$160,390), Architectural and Engineering Managers (\$140,130), Family and General Practitioners (\$156,520), Audiologists (\$122,950), Podiatrists (\$142,040), Health Specialties Teachers, Postsecondary (\$145,400), Chemical Engineers (\$118,060), Pharmacists (\$116,270) and Materials Engineers (\$117,050).

The occupations with the highest 2014 - 2024 projected growth rate for Albuquerque, MSA, New Mexico was Retail Salespersons (0.7%), Combined Food Preparation and Serving Workers, Including Fast Food (1.9%), Waiters and Waitresses (1.1%), Registered Nurses (1.6%), Personal Care Aides (3.5%), Cashiers (0.2%), Customer Service Representatives (0.5%), General and Operations Managers (0.7%), Home Health Aides (3.4%) and Laborers and Freight, Stock, and Material Movers, Hand (0.5%).

The 2004 population of Albuquerque, MSA, New Mexico was estimated at 789,237. The 2014 population of Albuquerque, MSA, New Mexico was estimated at 904,720. This represents a 14.63 percent increase from 2004.

According to the Housing & Urban Development/Fannie Mae the Median family income (HUD) in Albuquerque, MSA, New Mexico in 2009 was \$59,500. According to the Census the Median household income (Census) in Albuquerque, MSA, New Mexico in 2014 was

\$45,309. According to the BEA, Survey of Current Business the Per capita income (BEA) in Albuquerque, MSA, New Mexico in 2014 was \$37,345. According to the BEA, Survey of Current Business the Total personal income (BEA) in Albuquerque, MSA, New Mexico in 2014 was \$33,781,875,000.

**§679.560(a)(1)(ii)**

**Regional Analysis of Employment Needs of Employers in Existing and Emerging In-demand Industry Sectors and Occupations**

**Job Openings by Area in Albuquerque, MSA in September, 2016**

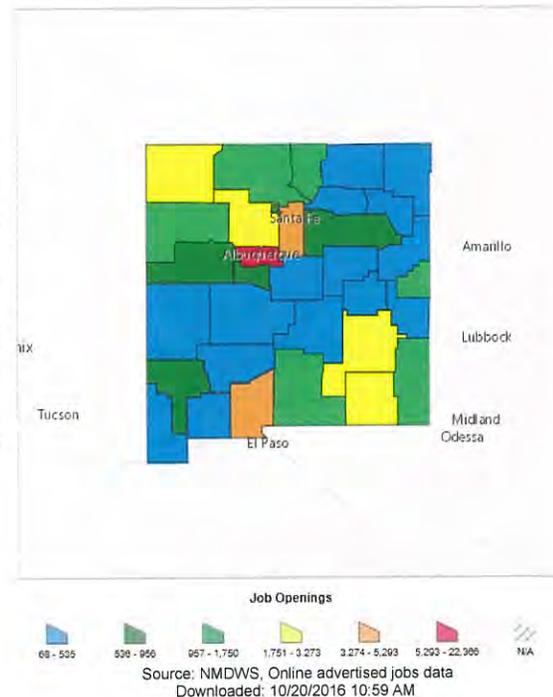
**Job Openings Table**

The table below shows the number of job openings advertised online and advertised salary data in Albuquerque, MSA in September, 2016 (Jobs De-duplication Level 2).

Job Openings	Mean (Average) Wage	% Openings with Wage
26,129	\$43,684	10%

Source: NMDWS, Online advertised jobs data  
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The Counties in New Mexico with the highest job openings in September, 2016 were Bernalillo County (22,366), Dona Ana County (5,293), Santa Fe County (5,270), San Juan County (3,273), Sandoval County (2,636), Chaves County (2,569), Eddy County (2,201), Lea County (1,750), McKinley County (1,640) and Otero County (1,445). Source NMDWS



## Employers by Number of Job Openings

The table below shows the employers with the highest number of job openings advertised online in Albuquerque, MSA on October 19, 2016 (Jobs De-duplication Level 2).

Rank	Employer Name	Job Openings
1	Presbyterian Healthcare Services	540
2	University of New Mexico – Hospital/Medical	511
3	Sandia Corporation	502
4	Lovelace Health System	403
5	The University of New Mexico – Educational Institution	332
6	Albuquerque Public Schools	231
7	Swift Transportation Co., Inc.	208
8	Applebee's LP LLC	106
9	ABQ Health Partners	97
10	Army National Guard	95

Job Source: NMDWS, Online advertised jobs data

## Industry Employment Distribution

The table below shows the preliminary distribution of industries in Albuquerque, MSA, New Mexico for the 1st quarter, 2016.

Rank	Industry Sector	Establishments	Employees
1	Health Care and Social Assistance	3,541	67,134
2	Retail Trade (44 & 45)	2,379	41,597
3	Accommodation and Food Services	1,639	39,869
4	Education Services	573	32,354
5	Professional Scientific & Technical Svc	2,980	29,431
6	Public Administration	357	24,190
7	Construction	1,983	20,788
8	Manufacturing (31-33)	805	16,037
9	Wholesale Trade	1,171	11,735
10	Finance and Insurance	1,181	11,690

Source: NMDWS, Quarterly Census of Employment and Wages program  
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## Industries by Projected Growth

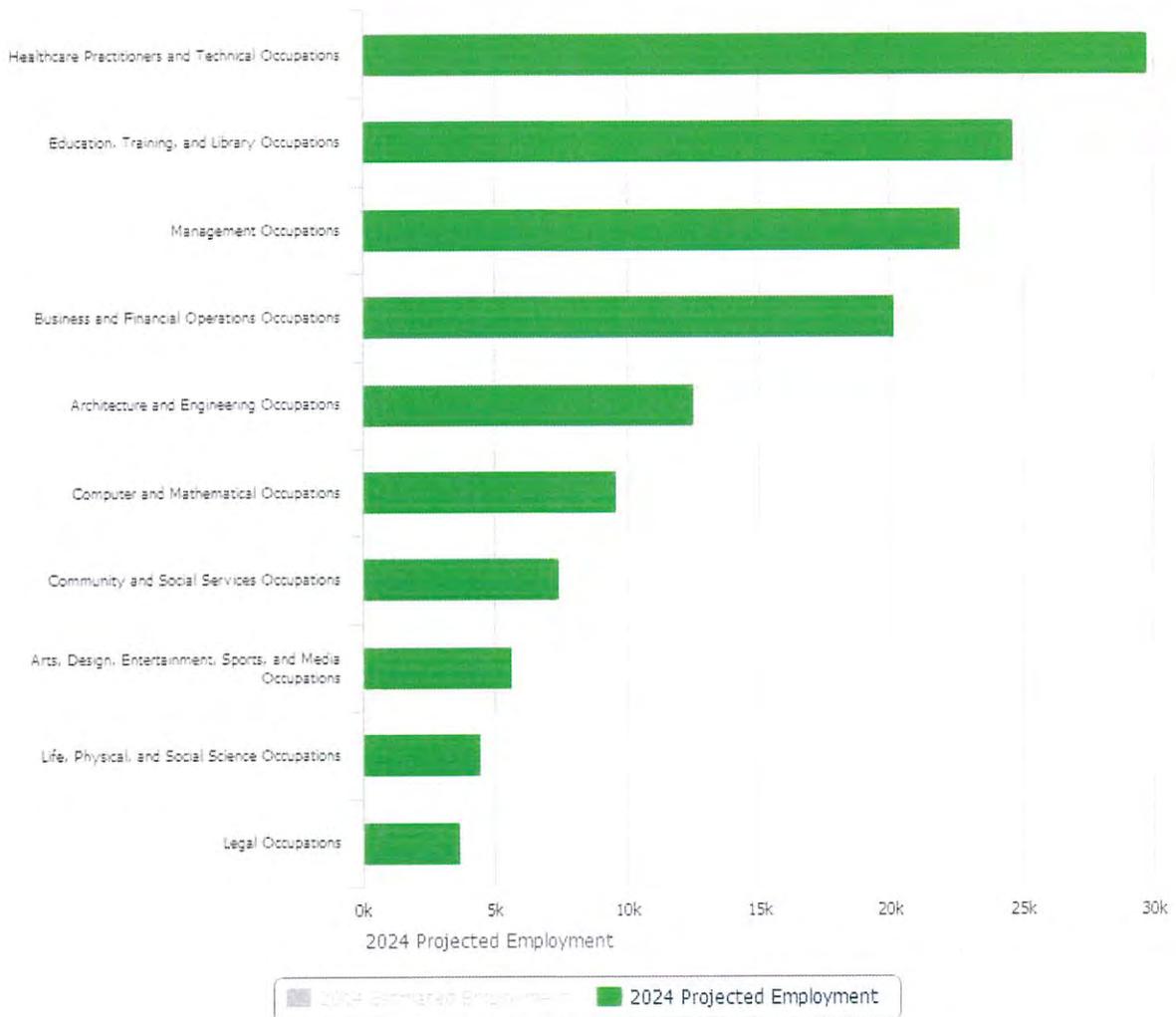
The table below shows the top 10 industries with the highest annual percent change in Albuquerque, MSA for the 2014 - 2024 time period.

Rank	Industry	2014 Estimated Employment	2024 Projected Employment	2014-2024 Annual Percent Change	Total Employment Change
1	Other Information Services	172	249	3.8%	77
2	Ambulatory Health Care Services	23,803	31,495	2.8%	7,692
3	Wholesale Electronic Markets and Agents and Brokers	888	1,106	2.2%	218
4	Food Services and Drinking Places	31,828	36,870	1.5%	5,042
5	Electronics and Appliance Stores	1,210	1,390	1.4%	180
6	Accommodation	7,064	8,023	1.3%	959
7	Insurance Carriers and Related Activities	5,380	6,026	1.1%	646
8	Building Material and Garden Equipment and Supplies Dealers	3,204	3,530	1.0%	326
9	Specialty Trade Contractors	12,364	13,524	0.9%	1,160
10	Educational Services	31,970	34,799	0.9%	2,829

Source: NMDWS, Employment Projections program  
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### Occupational Employment Distribution

The graph below shows the distribution of occupations in Albuquerque, MSA, New Mexico for the 2014 - 2024 time period.



## Occupations by Projected Growth

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

Rank	Occupation	2014 Estimated Employment	2024 Projected Employment	2014-2024 Annual Percent Change	Estimated Annual Openings
1	Retail Salespersons	14,645	15,692	0.7	613
2	Combined Food Preparation and Serving Workers, Including Fast Food	9,909	11,988	1.9	528
3	Waiters and Waitresses	7,650	8,543	1.1	457
4	Registered Nurses	9,636	11,340	1.6	397
5	Personal Care Aides	7,876	11,132	3.5	390
6	Cashiers	8,467	8,626	0.2	376
7	Customer Service Representatives	9,001	9,484	0.5	270
8	General and Operations Managers	6,825	7,314	0.7	222
9	Home Health Aides	3,020	4,207	3.4	187
10	Laborers and Freight, Stock, and Material Movers, Hand	4,337	4,567	0.5	152

Source: NMDWS, Employment Projections program  
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## Economic Base Industrial Growth Potential

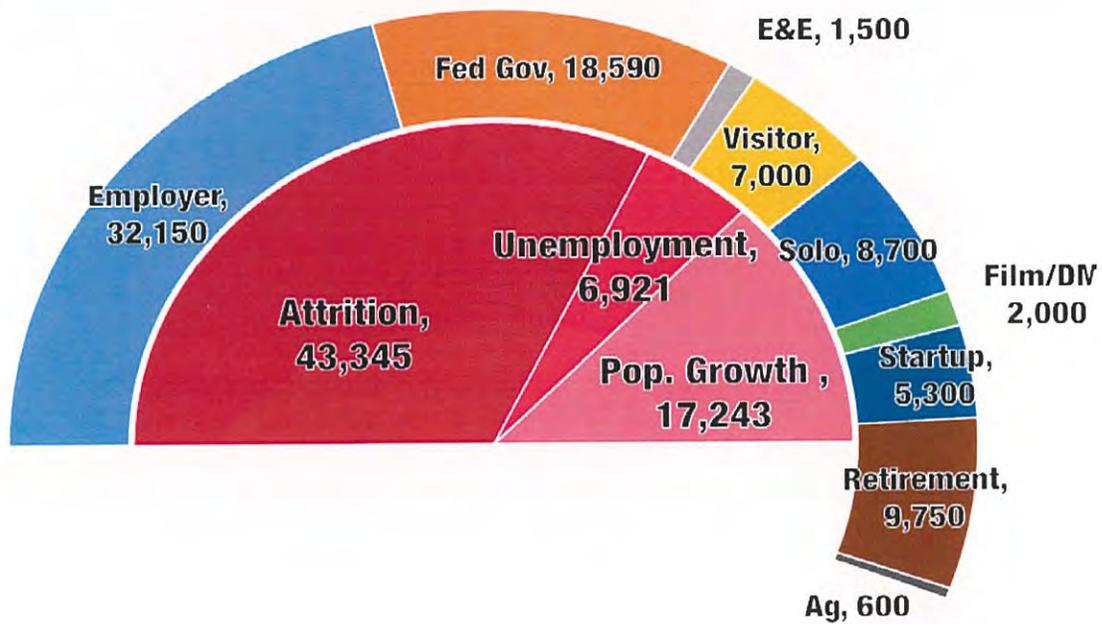
Based on an economic model developed and implemented by the NM Legislative Jobs Council, the Central New Mexico Workforce Region ("Mid-Region") has the capability of creating nearly 85,000 jobs over the 10-year period (2014-2024) with an "elevated effort" as shown in the attached chart. These estimates were arrived at through a series of meetings with regional business, governmental, educational, economic development and other sector officials to discuss and arrive at a consensus on what sectors showed potential for growth and recruitment and whether regional organizations had the capability of achieving these employment goals with the right leadership and support. The industrial sectors identified are based on the Economic Base Jobs definition which identifies sectors funded by or sell to out of state private and public organizations. These economic base jobs in turn directly and indirectly result in job creation in the other non-economic base sectors such as construction trade, services and local government.

The primary economic base sectors in the Central Region include employers such as manufactures and call centers, most federal government agencies, tourism, solo workers providing services to out of state companies, film and digital media, new entrepreneur

startups, and retirement individuals whose pension income equals that of a full-time worker.

While all sectors would offer increased job potential under the elevated effort, the largest numerical increase would be in the federal government, employer and retiree industries.

# Mid Region – Elevated Effort

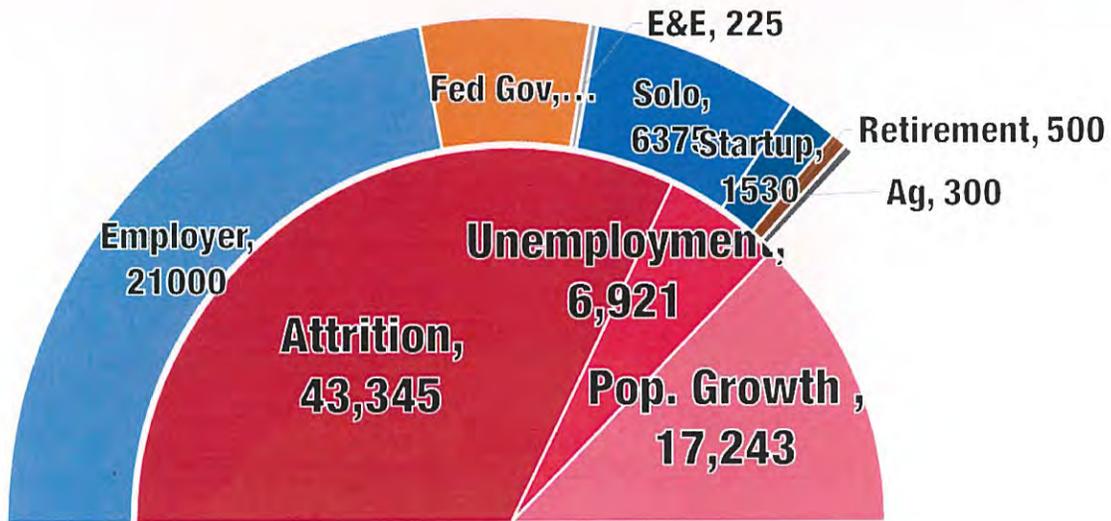


Conversely, without this effort (“business as usual”) would result in only about 35,000 economic base jobs as shown in the in the bottom graph on the attachment.

In addition to job creation potential, the model had the consensus group identify barriers or factors of production that needed to be addressed to ensure the goals were met. Foremost among these was a qualified workforce.

The consensus also estimated the number of jobs that had to be created due to population growth and attrition of current jobs to bring the unemployment levels down prior to 2008 recession levels by 2014. The business as usual scenario shows this is not achievable while the elevated effort shows the region has the capability of creating those jobs in the economic base sector alone.

# Mid Region – Business as Usual



**§679.560(a)(1)(iii)**

**Regional analysis which is a timely current description of the regional economy, to meet these requirements.**

The seasonally adjusted unemployment rate for the Albuquerque MSA was 6.1 percent in August 2016, up from 5.9 percent in July but unchanged from the rate a year ago.

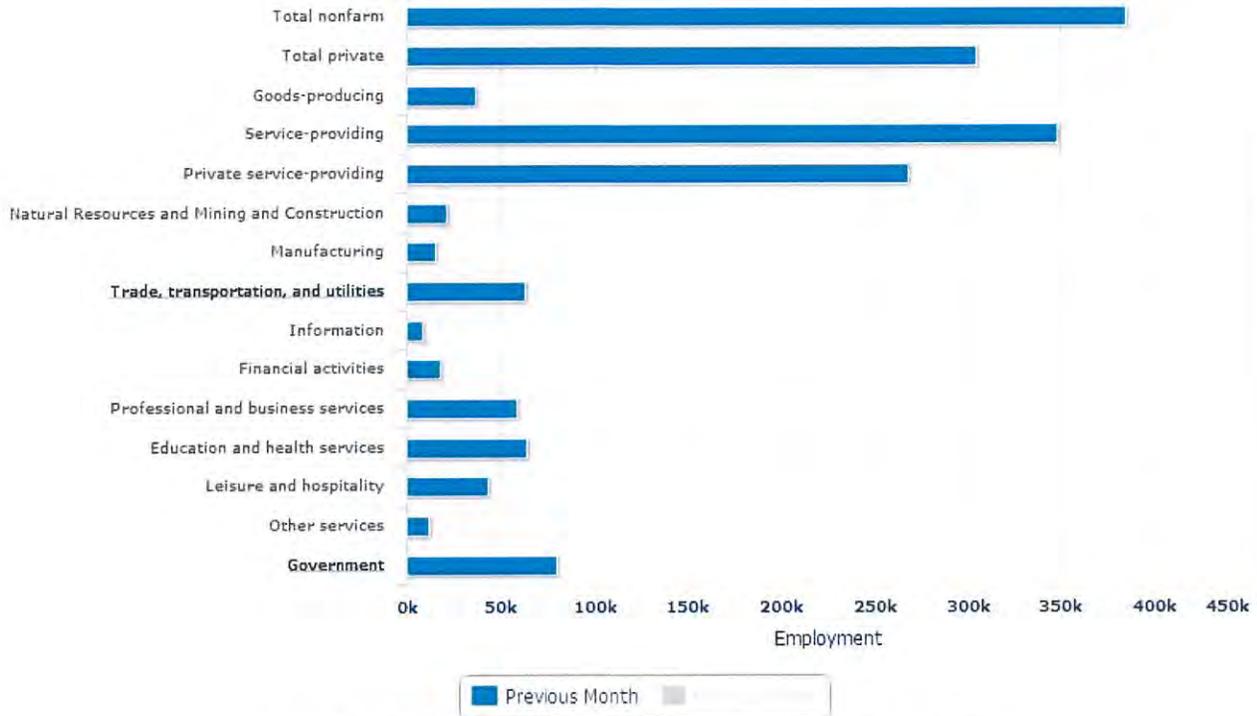
**Over the month**, not seasonally adjusted total nonfarm employment in the Albuquerque MSA grew by 700 jobs, or 0.2 percent. The private sector posted a loss of 300 jobs, or 0.1 percent, while employment in government was up 1,000 jobs, or 1.3 percent. Within the private sector, employment increased by 200 jobs, or 0.5 percent, for the goods-producing industries and declined by 500 jobs, or 0.2 percent, for the service-providing industries.

Construction, up 1.4 percent, and retail trade, up 0.7 percent, led over-the-month growth, with each adding 300 jobs. Education and health services, up 100 jobs, or 0.2 percent, was the only other private industry to post a gain over the month. Employment dipped by 400 jobs in professional and business services (down 0.7 percent) and in leisure and hospitality (down 0.9 percent). Smaller 100-job losses were reported in manufacturing, down 0.6 percent, and wholesale trade, down 0.8 percent. Estimates were unchanged from July in transportation, warehousing, and utilities; information; financial activities; and miscellaneous *other services*.

The public sector's net employment increase of 1,000 jobs included a large seasonal gain in state government, up 1,000 jobs, or 3.8 percent, and a smaller gain in federal government, up 100 jobs, or 0.7 percent. Local government was down 100 jobs, or 0.3 percent.

## Current Employment Statistics (CES) for Albuquerque, MSA in September, 2016 Employment Graph

September, 2016 Current Employment Statistics (CES) data for all workers, not seasonally adjusted, in Albuquerque, MSA. Click the bar to drill down to more detailed industries.



Source: NMDWS, Current Employment Statistics program in conjunction with the U.S. Bureau of Labor Statistics  
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**Over the year**, not seasonally adjusted total nonfarm employment in the Albuquerque MSA grew by 4,300 jobs, or 1.1 percent. Employment levels in the MSA over the last year have been higher than anything seen since early 2009, apart from in January and February 2016. This month's gain was slightly less than the 2016 average of 4,900 jobs, or 1.3 percent. Private-sector employers added 3,600 jobs, a gain of 1.2 percent, while government payrolls grew by 700 jobs, or 0.9 percent. Within the private sector, payrolls expanded by 4,100 jobs, or 1.6 percent, in the service-providing industries and contracted by 500 jobs, or 1.3 percent, in the goods-producing industries. Employment increased in seven industries, decreased in four, and was unchanged in one.

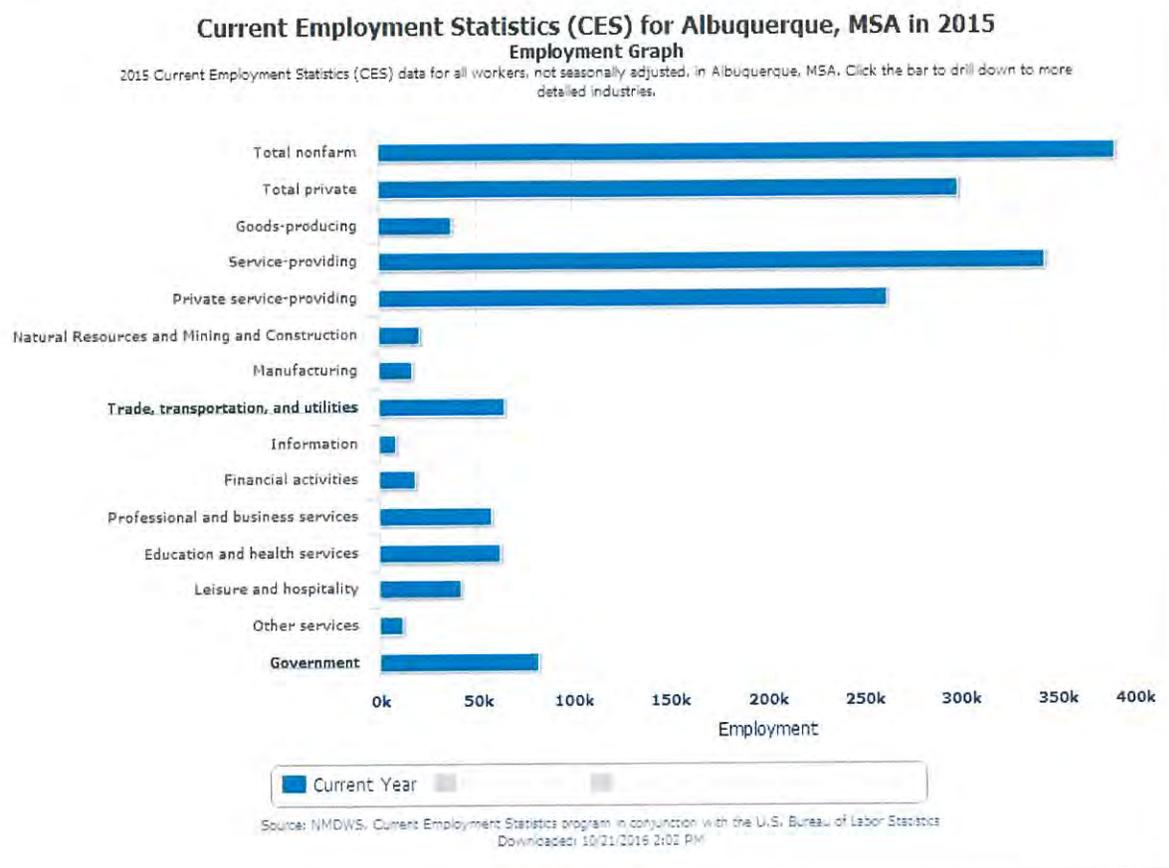
Gains in the education and health services industry constituted over 57 percent of all private-sector gains in August 2016. The industry was up 3,300 jobs, or 5.4 percent. Gains in the industry exceeded 3,000 jobs for each of the past three months. Professional and business services was up 1,200 jobs, or 2.1 percent. The industry has reported gains in 11 months and zero growth in one month over the last year, following a nine-month spell of losses or neutral growth that started in December 2014. Construction employment in August rose to 21,400 jobs after July's final estimate was revised down. The industry's

employment level is still substantially lower than its peak of 32,500 jobs in June 2006. Nevertheless, the industry increased by 800 jobs, or 3.9 percent, equaling gains in May 2016 and December 2014 and exceeding all other gains since October 2013. Leisure and hospitality payrolls were up 200 jobs, or 0.5 percent, down on the previous month's gain of 600 jobs, or 1.4 percent. Information and miscellaneous *other services* were each up 100 jobs, representing increases of 1.2 percent and 0.8 percent, respectively.

Manufacturing employment was down 1,300 jobs, or 7.8 percent. Employment also dipped in retail trade, down 600 jobs, or 1.4 percent. Financial activities, down 0.6 percent, and wholesale trade, down 0.8 percent, each reported a decline of 100 jobs. Transportation, warehousing, and utilities employment was unchanged from August 2015.

The government sector's 700-job gain in August represented its eleventh consecutive month of growth. The state reported a gain of 700 jobs, or 2.6 percent, while federal government employment increased by 100 jobs, or 0.7 percent. Local government employment was down 100 jobs, or 0.3 percent, from August 2015.

The accompanying charts display recent employment trends.



**§679.560(a)(2)**

**Knowledge and skill needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.**

**Education Requirements on Advertised Jobs**

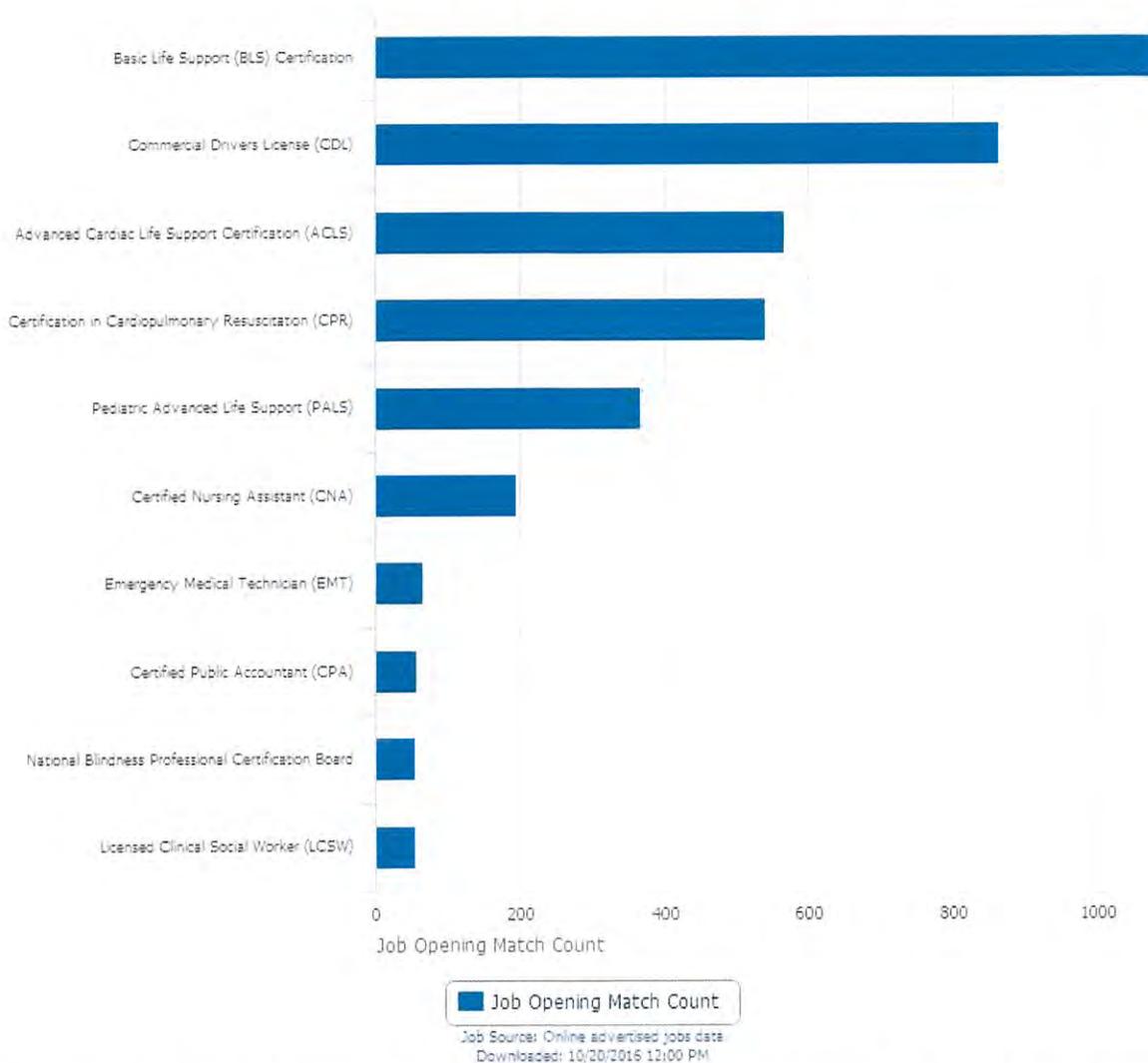
The table below shows the minimum required education level on job openings advertised online in Albuquerque, MSA on October 19, 2016 (Jobs De-duplication Level 2).

<b>Rank</b>	<b>Minimum Education Level</b>	<b>Job Openings</b>	<b>Percent</b>
1	No Minimum Education Requirement	764	20.20%
2	High School Diploma or Equivalent	1,512	39.97%
3	1 Year of College or a Technical or Vocational School	13	0.34%
4	2 Years of College or a Technical or Vocational School	11	0.29%
5	3 Years of College or a Technical or Vocational School	14	0.37%
6	Vocational School Certificate	47	1.24%
7	Associate's Degree	401	10.60%
8	Bachelor's Degree	830	21.94%
9	Master's Degree	119	3.15%
10	Doctorate Degree	64	1.69%
11	Specialized Degree (e.g. MD, DDS)	8	0.21%

Job Source: NMDWS Online advertised jobs data  
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### Advertised Job Certifications

The graph below shows the top 10 advertised job certifications found in job openings advertised online in Albuquerque, MSA on October 19, 2016 (Jobs De-duplication Level 1).



There were 1,293 job openings advertised online in Albuquerque, MSA for No Minimum Education Requirement in September, 2016.

There were 2,884 job openings advertised online in Albuquerque, MSA for High School Diploma or Equivalent in September, 2016.

There were 130 job openings advertised online in Albuquerque, MSA for Vocational School Certificate in September, 2016.

There were 27 job openings advertised online in Albuquerque, MSA for 1 Year at College or a Technical or Vocational School in September, 2016.

There were 25 job openings advertised online in Albuquerque, MSA for 2 Years at College or a Technical or Vocational School in September, 2016.

There were 35 job openings advertised online in Albuquerque, MSA for 3 Years at College or a Technical or Vocational School in September, 2016.

There were 517 job openings advertised online in Albuquerque, MSA for Associates Degree in September, 2016.

There were 1,666 job openings advertised online in Albuquerque, MSA for Bachelor's Degree in September, 2016.

There were 216 job openings advertised online in Albuquerque, MSA for Master's Degree in September, 2016.

There were 96 job openings advertised online in Albuquerque, MSA for Doctorate Degree in September, 2016.

There were 19 job openings advertised online in Albuquerque, MSA for Specialized Degree (e.g. MD, DDS) in September, 2016.

Job Source: NMDWS Online advertised jobs data

**§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.**

**Area Labor Force, Employment and Unemployment Data**

The table below shows preliminary estimated labor force, employment and unemployment information in Albuquerque, MSA for August, 2016. These figures are seasonally adjusted.

Area Name	Civilian Labor Force	Number Employed	Number Unemployed	Unemployment Rate	Preliminary Data
Albuquerque, MSA	418,624	393,013	25,611	6.1%	Yes
New Mexico	927,810	866,518	61,292	6.6%	Yes

Source: NMDWS, Local Area Unemployment Statistics program in conjunction with U.S. Bureau of Labor Statistics  
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## Number of Unemployed per Job Opening

The table below shows the ratio of the preliminary estimated number of unemployed (seasonally adjusted) to the number of advertised online jobs openings in Albuquerque, MSA for August, 2016 (Jobs De-duplication Level 2).

Area Name	Number of Unemployed in August, 2016 (Seasonally Adjusted)	Job Openings in August, 2016	Number of Unemployed per Job Opening in August, 2016
Albuquerque, MSA, New Mexico	25,611	29,592	0.87

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

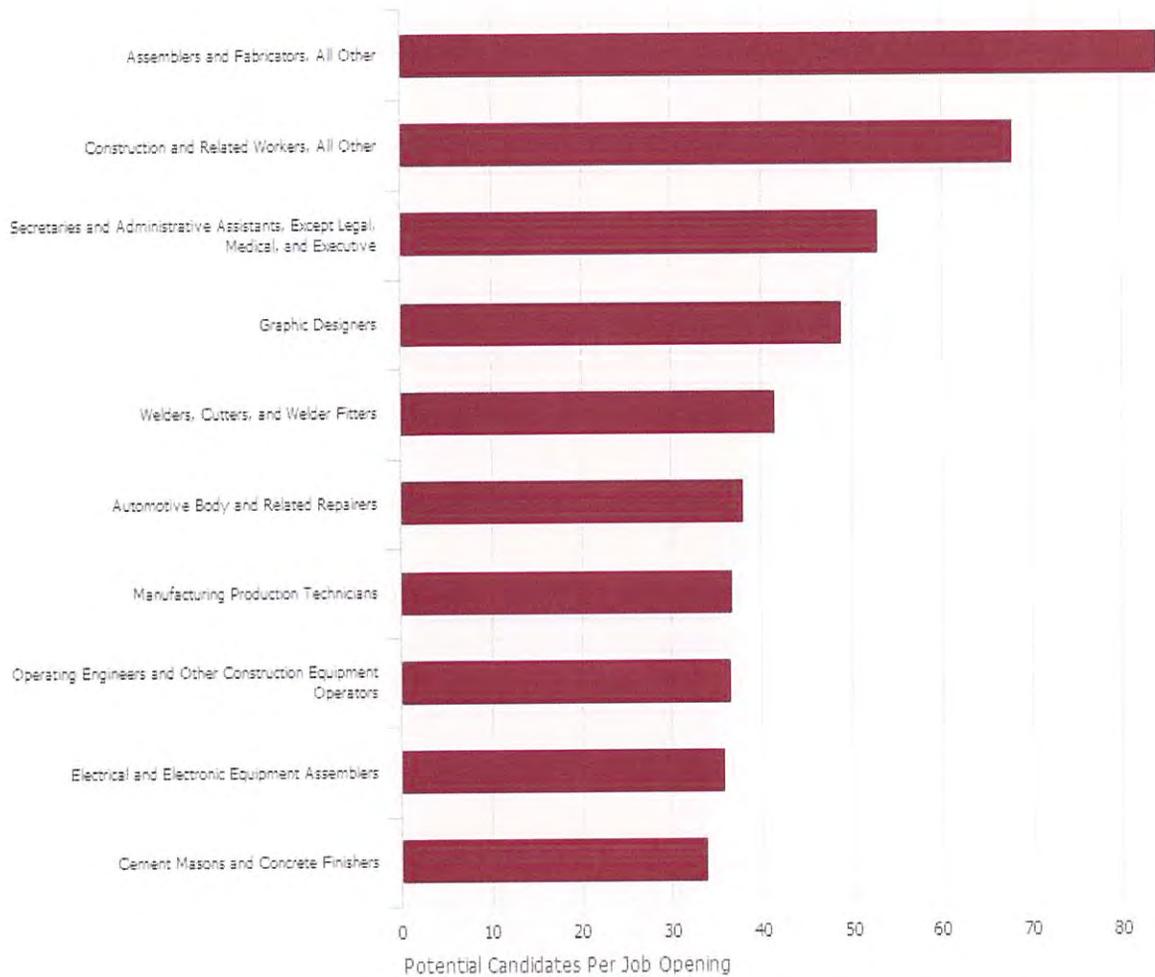
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According to NMDWS, Local Area Unemployment Statistics program downloaded October 20, 2016, there were 25,611 unemployed individuals, and 29,592 job openings in August, 2016. The graph on the next page shows minimal numbers of job openings advertised for the number of candidates seeking those jobs.

This data indicates a skills gap between the job openings and the individuals looking for work. All the occupations listed in the table entitled 'Number of Candidates and Opening for Jobs by Occupation' show annual mean salaries in excess of \$30K, but job openings are minimal. There are far more qualified job seekers than jobs. The table entitled 'Education Level of Available Candidates' shows the education levels of available candidates. Half as many have vocational certificates, associate degrees or bachelor degrees than those who have not completed certificates or degrees.

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

The graph below shows the occupations with the highest ratio of potential candidates in the workforce system that were looking for work to job openings advertised online in Albuquerque, MSA, New Mexico on October 19, 2016 (Jobs De-duplication Level 2).



2015 Mean Annual Wage
  Job Openings
  Potential Candidates
  Potential Candidates Per Job Opening

Candidate Source: Individuals with active resumes in the workforce system  
 Job Source: Online advertised jobs data  
 Wage Source: NMDWS, Occupational Employment Statistics program

The mean wage is also known as the average wage. The mean wage is calculated by dividing the estimated total wages for an occupation by the number of workers in that occupation. Data is from an annual survey.  
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## Number of Candidates and Openings for Jobs by Occupation

The table below shows the occupations with the highest ratio of potential candidates in the workforce system that were looking for work to job openings advertised online in Albuquerque, MSA, New Mexico on October 19, 2016 (Jobs De-duplication Level 2).

Rank	Occupation	2015 Mean Annual Wage	Job Openings	Potential Candidates	Potential Candidates Per Job Opening
1	Assemblers and Fabricators, All Other	\$30,550	1	84	84
2	Construction and Related Workers, All Other	\$30,680	2	136	68
3	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$32,230	4	212	53
4	Graphic Designers	\$38,770	1	49	49
5	Welders, Cutters, and Welder Fitters	\$40,100	4	166	41.5
6	Automotive Body and Related Repairers	\$40,460	1	38	38
7	Manufacturing Production Technicians	Confidential	4	147	36.75
8	Operating Engineers and Other Construction Equipment Operators	\$41,150	3	110	36.67
9	Electrical and Electronic Equipment Assemblers	\$31,320	1	36	36
10	Cement Masons and Concrete Finishers	\$35,420	2	68	34

Candidate Source: Individuals with active resumes in the workforce system

Job Source: Online advertised jobs data

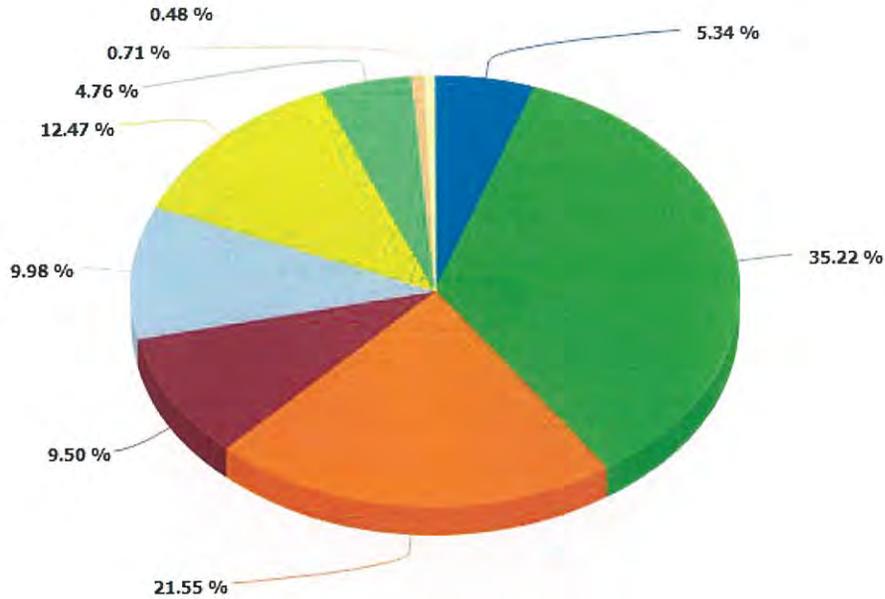
Wage Source: NMDWS, Occupational Employment Statistics program

The mean wage is also known as the average wage. The mean wage is calculated by dividing the estimated total wages for an occupation by the number of workers in that occupation. Data is from an annual survey.

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### Education Level of Available Candidates

The graph below shows the education levels of potential candidates in Albuquerque, MSA on October 19, 2016.



■ Less than High School   
 ■ High School Diploma or Equivalent   
 ■ 1 to 3 Years at College or a Technical or Vocational School  
■ Vocational School Certificate   
 ■ Associates Degree   
 ■ Bachelors Degree   
 ■ Masters Degree   
 ■ Doctorate Degree  
■ Specialized Degree (e.g. MD, DDS)

Candidate Source: Individuals with active resumes in the workforce system  
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### Education Level of Available Candidates

The table below shows the education levels of potential candidates in Albuquerque, MSA on October 19, 2016.

Rank	Minimum Education Level	Potential Candidates	Percent
1	Less than High School	911	5.34%
2	High School Diploma or Equivalent	6,012	35.22%
3	1 to 3 Years at College or a Technical or Vocational School	3,679	21.55%
4	Vocational School Certificate	1,621	9.50%
5	Associates Degree	1,704	9.98%
6	Bachelor's Degree	2,129	12.47%
7	Master's Degree	813	4.76%
8	Doctorate Degree	121	0.71%
9	Specialized Degree (e.g. MD, DDS)	82	0.48%

Candidate Source: NMDWS Individuals with active resumes in the workforce system  
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## B. Analysis of Workforce Development Activities

### §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.

Workforce Connection of Central New Mexico (WCCNM) continues to enhance service integration within the Central Region's comprehensive workforce development system. The focus for service integration is to provide demand driven, performance oriented and cost effective services that contribute to regional economic growth and competitiveness. The primary driver is that the business community acquires relevant services to fully address their workforce needs and promote future growth; as well as to provide efficient and flexible client services with enhanced customer outcomes, including individuals with barriers to employment.

A critical component for WCCNM service integration is to ensure that coordination and planning is performed with involvement and active participation of all partners. The WCCNM has dedicated significant efforts to establish partnerships and strategies that promote coordination, collaboration, communications, knowledge transfer and a basic understanding of each of the workforce partner's programs, services and responsibilities of all partners. Furthermore, governance of the workforce system service delivery methods and strategies, that are consistent with the local workforce board's overarching goals, are established and initiated through quarterly partner meetings within the Central Region. This ensures that partner priorities, responsibilities and performance measures are fully addressed in the delivery of workforce services and integration.

Within the Central Region there are four comprehensive WIOA One-Stop Business and Career Centers (Centers). All centers offer WIOA Adult, Dislocated Worker and Youth career services, as well as Wagner Peyser services. There are three types of "career services": basic career services, individualized career services, and follow-up services, and access to Unemployment Services via the telephone or through the Business and Career Center's facilities. Resources available at each comprehensive Center location include, but are not limited to: computers with Internet access and the New Mexico Workforce Connection On-Line System (NMWCOS), 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 Basic Career Services are available to customers who require some staff assistance to include job referral, job development, workshops, resume development and review, and other reemployment services.

In addition to the partners in each of the One-Stop Business and Career Centers, the Bernalillo County and Sandoval County locations also provide additional services for Veterans (Itinerant Veteran Services are provided in Valencia – Los Lunas office). The Bernalillo County location also provides services for the Trade Adjustment Act (TAA), a TANF connection via SLStart, Job Corp, Community Grant services with Help- New Mexico and transportation services via the Job Access program with Rio Metro Transit District, Innovate+Educate - Business Intermediary and competency based assessments and hiring , NM Division of Vocational Rehabilitation, Mission Graduate – guidance for clients that wish to pursue post-secondary education, and TechHire New Mexico – a four-year DOL-ETA grant program to promote Information Technology education and training. Close coordination, collaboration and participation (functional alignment) in the various functional teams allows for a seamless presentation of services that provides access to the many workforce services available within the Central Area.

In a recent report entitled: *“The 2015 Comprehensive Economic Development Strategy (CEDS) Report”* and developed by the Mid Region Council of Governments, highlighted the following Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis in the economic development environment in the region:

The MRCOG gathered extensive information for the community on the regional strengths, weaknesses, opportunities and threats. Like many communities across the country, the decline in housing and construction industry hit hard in the early part of 2009 and has continued to be stagnant, causing a late entry into the recession and a late exit. High numbers of unemployed individuals put strains on the public resources, including new training programs. Declines in federal resources further strained the economic base that the region has relied on for the last several decades.

In summary, the regional strengths include the excellent quality of life, low cost of living, access to outdoor activities and natural resources—mountains, Bosque, and river. It also included strong sentiments about the openness and accessibility of people in the region, population diversity, creativity of the community, and ability to be a big fish in a little pond. These attributes point to a community willing to help small businesses and families.

Weaknesses were those typically found in a resource-poor state, including lack of investment capital, inability to finance projects, lack of class ‘A’ office space, or facilities with modern and upscale features. Other weaknesses included high crime and poor education, an onerous tax and regulatory environment, as well as a concern over labor unions and New Mexico not being a Right to Work state.

Opportunities pointed to our proximity to Sandia National Laboratories, a new focus on entrepreneurship, new infrastructure investments, and opportunities in the health and social services field.

The biggest threat continues to be the reliance of the region and state on the declining government sector as its economic foundation.

The take-away message from the SWOT analysis is that the region has many assets, including an exceeding high measure of intellectual capacity. While the tax structure of the state has made industry diversification difficult, recent changes, such as an end to pyramiding, and a phase out of the single weighted sales factor for corporations, has led to new interest by expanding companies. The region's latest emphasis on growing (and keeping) our own companies has garnered local support, has prompted new partnerships between the National Laboratories, the research institutions and multiple public and private entities, and can be applied to multiple industry clusters making the region more resilient to ups and downs in key industry sectors."



The WCCNM has demonstrated the capacity and has provided workforce development activities by servicing the four-county central New Mexico region with a one-stop office location in each county since 1998. The WCCNM partners with many area agencies to manage complementary programs and provide broad services, workshops, and supports to job seekers and employers. WCCNM has a history of managing large grant-funded projects; it manages the area's WIOA adult, dislocated worker and WIOA Youth programs, and has been a core partner on many large projects, such as the American Recovery and Reinvestment Act funds, State Energy Sector Partnership grants, and the TalentABQ initiative. Project management continues to be centrally located within WCCNM, with other key partners supplying regular data and reports to program staff.

Existing WCCNM staff have and will continue to ensure that program activities are properly tracked and logged and that financial and other reports adhere to federal and state requirements. WCCNM's Accounting Manager, will continue to support tracking and disbursing program funds, including tracking with sub-grantees. WCCNM Operations Manager, ensures that program implementation and oversight adheres to requirements and is on track for performance outcomes

WCCNM continues to manage procurement for services in alignment with the New Mexico Procurement Code; its financial statements and internal controls are reviewed annually by independent auditors. WCCNM has had eight years of unqualified/unmodified audits. All entities involved in procuring items of tangible personal property, services, or construction adhere to federal and state laws and regulations including applicable Uniform Guidance, OMB circulars and WCCNM policies.

WCCNM's management includes a network of service and training partners, as well as many employers to support job placements. Annually, WCCNM manages funds to train hundreds of adult, dislocated workers, and youth/young adult workers. In the most recently completed year PY2015, WCCNM exceeded its own employment and retention goals, with 68.52% of adults served entering employment and 92.7% retaining employment.

WCCNM has developed systems and processes to accurately account for and track participants in alignment with state and federal standards. It efficiently manages contracts and grants and is accurate and timely in reporting. WCCNM is financially stable and has a history of successfully managing funding streams and it is well-versed in federal reporting processes. WCCNM fiscally manages federal and other funds each year and adheres to Generally Accepted Accounting Principles and reporting directives from the Department of Workforce Solutions. WCCNM uses Abila MIP Fund Accounting™ to track revenues and expenditures, providing accuracy in monitoring transactions and billing.

WCCNM is the primary workforce training entity for the Central New Mexico Region, serving tens of thousands of residents each year through training, job search, and referrals to supportive services. It supports the aims of job seekers and employers by matching individuals to available jobs and ensuring they have the training required to succeed. It is also responsible for regional tracking, analysis, and reports and is well-

versed in managing systems and protocols of federal agencies, including the US Department of Labor.

### **C. Strategic Vision and Goals**

#### **§679.560(a)(5)**

**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.**

#### **Vision: WCCNM Business-Driven One Stops**

A strong economic environment, growing industries, highly competitive and profitable businesses, skilled and productive workers and growing, thriving communities.

#### **Mission: WCCNM Business-Driven One Stops**

To deliver value-added workforce and human resource services that contribute to an economic environment in which Central Area industries are growing, businesses are highly competitive and profitable, workers are skilled and productive, and communities are growing and thriving.

#### **Objectives and Operational Goals: WCCNM Business-Driven One-Stops**

##### **Deliver value-added workforce and human resource services by:**

1. Establishing industry groups and/or active working relationships with existing industry groups for the purpose of developing value-added workforce and human resources services, including training and other customized services, including process for the referral of qualified job applicants.
2. Providing basic human resource services to all businesses in the Central Area
3. Providing customized services to industries designated an economic priority
4. Training individuals to industry standards and employer-based certifications
5. Providing designated Account Representative to businesses in each priority area
6. Providing single point of contact for businesses
7. Providing dedicated phone line for businesses
8. Packaging services to meet the expressed requirements of the business community
9. Eliminating duplicate business contacts
10. Providing value-added services, i.e., services that are relevant, valuable,

reliable, customized, responsive, flexibly delivered, accessible and meet expectations

The Workforce Connection of Central New Mexico (WCCNM) vision aligns and supports the Governor's vision for "a state workforce development system which incorporates the critical need for integrating workforce development and economic development activities." This will require the local areas 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 Central Area.

**The overall strategic plan includes the following:**

- Analyzing the possibility of re-establishing the Board's three Business Alliance groups (Health Care, Green Energy, and Commercial Construction) to identify gaps and ensure that the local workforce system is aligned with their local and regional efforts
- Continue to strengthen employer awareness of the WCCNM services, by establishing strong business relationships with employers throughout the area through the use of our local Business Units and the Boards' marketing efforts.
- Continue to support and promote closer coordination between Career Development Specialists and partner staff with Business Units, on preparing the Region's unemployed, dislocated workers, veterans/eligible spouses, and public assistance recipients for real job opportunities and a better understanding of labor market trends. This collaboration will result in a "supply pipeline" needed by business in high growth industry to fill job vacancies.
- Resources and support will be made available to adults/dislocated workers through our current Business and Career Center (Center) Partners. These partners include state and local agencies, school districts, community-based organizations, faith-based organizations, higher education, Adult Basic Education, Job Corps, Department of Vocational Rehabilitation, Human Services Division – SLStart, Goodwill Industries, Veterans programs, as well as many other organizations and agencies.
- The WCCNM adult/dislocated and youth service provider staff will work diligently to connect adults/dislocated workers, youth and other targeted groups with quality secondary and post-secondary educational opportunities. These opportunities will be recognized through the use of Career Services, Individual Training Accounts (ITA), intensive trainings, referrals, and apprenticeships.
- WCCNM staffs will continue to increase their efforts in placing eligible customers into Career Services and training services such as classroom training, on-the-job training, customized training and Apprenticeship programs.

The WCCNM has many partners, including Albuquerque Economic Development (AED), Sandoval County Economic Alliance, Estancia Valley Economic Development, Albuquerque Hispano Chamber of Commerce (AHCC), Innovate+Educate, New Mexico Tech Council and the WIOA system and core partners, that help the Board's efforts serving employer needs throughout the Central Region and beyond. AHCC's business membership alone is 1500+, ranging from small local start-ups to Sandia National Laboratories and adjacent contractors. Positioned as Business and Career Center Partners, the partner effort would be able to assist the Central Board with:

- Marketing and outreach WCCNM programs and incentives to employers and member businesses throughout the Central Region;
- Hosting and/or co-sponsoring outreach events for employer engagement as needed;
- Facilitation of collaborative pipeline models addressing targeted industry trends and gaps through a WIOA-specific Board Committee to be created;
- Development of Youth and Adult trainings, referrals and apprenticeships in partnership with member employers from key industry clusters in direct response of the pipeline model(s) to be facilitated.

The Central Region's local vision for serving youth has always been to serve the most in need, and to reach the populations of the Region that may be forgotten by other youth centered programs. The Central Region has and will continue to reconnect the youth of our region to multiple pathways of both education and training, as well as to other WIOA components such as adult mentoring and counseling.

Through the WCCNM's youth provider, they will ensure that the youth of the Central Region are being served, with special attention paid to the hardest to serve, most in need youth, i.e.; out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, youth with disabilities, rural youth and other hard to serve populations. This strategic plan will also adjust and respond to the economic downturn, as well as any future economic crisis.

**The overall strategic youth plan includes the following:**

- Collaboration with our local Business and Career Centers, Business Units, to focus on preparing our Region's most at-risk youth for real job opportunities and a better understanding of labor market trends. This collaboration will result in "supply pipeline" needed by business in high growth industry to fill job vacancies.
- Ongoing outreach will be conducted to specifically target the youth most in need of our workforce services.
- Resources and support will be made available to youth through are current Business and Career Center Partners. These partners staff include state and local agencies,

school districts, community-based organizations, faith-based organizations, higher education, Job Corps, Department of Vocational Rehabilitation, Youth Development Incorporated, Veterans programs, SLStart, as well as many other organizations and agencies.

- The WCCNM youth service provider staff will work to connect youth, specifically out-of-school youth and those at risk of dropping out of school, with quality secondary and post-secondary educational opportunities. These opportunities may be recognized through the use of Individual Training Accounts (ITA), intensive trainings, referrals, and apprenticeships.
- The Youth and Adult/Dislocated worker programs will collaborate in serving out-of-school youth in the Central Region through the use of co-enrollment. This will allow these youths to engage in activities such as Individual Training Accounts (ITA) and On-the-Job Training (OJT).
- Comprehensive youth services will be put in place offering education, skill enhancement, work experience and support necessary to make a successful and productive transition to a full-time employment.

Continued linkages made through the WCCNM Youth Services Provider include collaboration and/or affiliation with: Amistad Crisis Shelter, Casa Hermosa, Juvenile Community Corrections, High School Equivalency programs, YDI Head start and Early Childhood Education, CYFD Juvenile Justice Division, La Plazita Institute, CYFD Foster Care Division, New Day Family Services, Catholic Charities, and high school student transition programs. Collaboration with these programs and/or organizations helps the WCCNM to recruit youth from some of the hardest to serve populations in the Central Region.

The WCCNM Standing Youth Committee will be responsible for advising the adherence of the strategic youth plan, as well as the effectiveness of the local youth service strategies.

Youth activities in the plan will include the various fourteen WIOA program elements to include:

- (1) Financial Literacy;
- (2) Entrepreneurial skills training;
- (3) Services that provide labor market and employment information in the local area;
- (4) Activities that help youth transition to post-secondary education and training;
- (5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
- (6) Adult Mentoring
- (7) Supportive Services

- (8) Guidance and Counseling
- (9) Leadership Development
- (10) Alternative Education
- (11) Dropout Prevention/Tutoring
- (12) Paid/Unpaid work experience including internships & summer employment
- (13) Occupational Skills Training
- (14) Follow-up Services

Additional activities that support the fourteen WIOA program elements include but are not limited to the following:

- (1) Comprehensive work readiness training and career exploration.
- (2) Development of quality work experience sites to provide meaningful work experience and skill development.
- (3) Co-enrollment with Adult WIOA program for OJT and further training opportunities.

The strategic vision and goals, as described, supports the negotiated PY 2016 levels of performance for the Central Area Local Workforce Development Board and the Central Region. The chart in Attachment E summarizes the agreed upon primary indicators of performance levels for each of the Workforce Innovation and Opportunity Act measures.

**§679.560(a)(6)**

**Local Board's overall strategy for working with the entities that carry out the core programs and required partners to align resource available to the local area, to achieve the strategic vision and goals.**

The WCCNM is working diligently to connect and integrate activities to ongoing workforce investments through the aforementioned strategies listed under Local Vision and Goals.

- The WCCNM system will utilize all available resources to serve the increased numbers of workers in need through the use of regular formula funding and additional federal funds when available. With the availability of additional funds, an increased number of workers may be served, through regular WIOA; in addition, ETA grants received through workforce partners where referrals or co-enrollments can occur.
- 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, Ticket to Work, SL-Start, Goodwill Industries, Veterans programs, as well as other resource organizations and agencies.
- Closer coordination between the Career Development Specialists, partner and Business Unit staff, will facilitate in the preparation of our Region's under skilled adults, unemployed, dislocated workers, and other most in need populations for sustaining job opportunities and assist to gain a better understanding of labor market trends. This collaboration will result in the "supply pipeline" needed by business in high growth industries to fill job vacancies. Staff will begin to meet with the Board's re-established Business Alliance groups (Health Care, Green Jobs, and Construction) to identify gaps and ensure that the local workforce system is aligned with their local and regional efforts. The WCCNM will also strengthen employer awareness for workforce services by establishing strong business relationships with employers throughout the area, through the use of our local Business Units and the Boards' outreach efforts.
- The WCCNM adult/dislocated worker and youth service provider staff will thoroughly 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 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 WCCNM 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 Central Area

- The Central Region has and will continue to collaborate with our local partners, through the Partner Memorandum of Understanding (MOU) and beyond, 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.

WCCNM's system priorities align and supports the Governor's vision to "Transform New Mexico into the nation's leader as a state of employability", by assisting in the development of skills gains to address and help eliminate barriers to employment. The following are a few of the system priorities that will be included in our plan:

- Target services meeting the changing needs of workers to retool their skills and re-establish themselves in viable career paths.
- Quickly respond to customer needs, reducing fragmentation, promote accountability and deliver services efficiently to engage the business community.
- Work to maximize our limited resources and ensure a high-quality workforce system for our businesses and workers.

The Workforce Connection of Central New Mexico (WCCNM), through its quarterly partner meeting and administrative and fiscal entity, has and will continue to develop innovative workforce development activities/services to maximize resources, increase service levels, improve service quality, achieve better integration and meet our overarching local goals.

- By increasing services to workers in need, the Central Region will continue an increased outreach efforts to eligible adults, dislocated workers and youth, allowing these populations opportunities to improve existing skills as well as gain new skills. This effort has increased access to all Business and Career Center services and partners.
- The Central Region supports customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations. Close coordination between partners and WCCNM Business Unit staff will continue to align employer recognized skill gaps with that of a trained workforce. This effort facilitates in preparing our region's under-skilled adults, unemployed, dislocated workers, and other most in need populations for job opportunities and a better understanding of labor market trends. Customers may also be eligible for support services such as transportation, childcare and needs related payments. This collaboration results in the coordination needed by business in high growth industry to fill job vacancies. In addition, career services in the form of intensive training, basic skills remediation and skills

improvement workshops will also be available for customers that need these skills to improve their career efforts.

- To ensure education and training delivered through the workforce system results in education and skills improvement, the WCCNM service provider and partner staff will be continually trained and updated through Business Unit information and trends, strategic planning outcomes and state direction. The flow of information will ensure that correct and meaningful assessments, such as WorkKeys, Proviet and TABE, are given to our customers, and that significant improvements in skills can occur.
- Business Unit staff work directly with local business and industry, studying trends and understanding local economic outcomes, to develop partnerships with registered apprenticeships and increase on-the-job training and customized training contracts. 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 Central Region.
- As highlighted throughout this Plan, the WCCNM is working to continue to align workforce activities with education, economic and community development activities through our Business Alliances, Business Units, WIOA service providers, and Partner services. The Board 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.

## **Innovative Services**

### **Career, Training and Education (CTE) Events:**

These events were created by a team at the Workforce Connection of Central New Mexico's Business and Career Centers (Centers). This team wanted to give employers and job seekers a different experience, believing that face to face interaction is key but has dissipated in today's world of online applications. Incorporating programs such as Trade Adjustment Act (TAA), Division of Vocational Rehabilitation (DVR), WIOA, SUN-PATH and VETERANS enhances the ability to serve employers by providing training opportunities to eligible program participants, which can include traditional school or connecting employers with qualified candidates for on-the job training opportunities as well. Events remain small but the planning team has grown and includes members from each partner program.

**CTE events focus on:**

- Matching talented and educated job seekers to employers in a small and intimate environment which is conducive to interaction and job offers;
- Connecting potential students with training institutions with programs which are in high demand;
- Bridging the gap between graduation and employment by creating advanced opportunities to meet with hiring managers just prior to program completion;
- Enabling potential students with the ability to talk with those currently in the industry to determine if the career will be a good fit for them; and,
- Allowing employers to meet qualified applicants, interview and potentially hire them on the spot, if they choose.

**Career Readiness Academy:**

Career Readiness Academy was initially established and designed to train participants in customer service. In order to fully address the workforce needs of the business community, the WCCNM organized a team to define, develop and market products required to support this initiative. The most common thread among businesses is the need for great customer service skills. The workshop is designed to capture core customer service duties for a broad range of entry-level manager positions across the sales and service industries.

The original class was specifically designed for the retail industry and the WCCNM was able to administer the first class to all the eighty new hires at a new Neighborhood Walmart that opened in November of 2015. This class is now offered at the Bernalillo County Business and Career Center every first and third Monday of the month and is offered in concert with business partners providing their expertise.

The WCCNM has conducted classes for community centers, non-profits, and other state agencies. Some of those include: Best Buddies, Block by Block, Division of Vocational Rehabilitation, SL Start, Jobs for America's Graduates, OnPointe, Community Link, APS-Career Technical Education, Fathers Building Futures and Innovate+Educate.

WCCNM has and continues to grow these class offerings. Included under the Career Readiness Academy, classes other than the Customer Service Class include: Financial Literacy – provided by Wells Fargo and Bank of the West; Career Success Series – conducted by a former employee of ITT Tech; Resume Writing and Interviewing Skills, and Basic Computer Skills classes.

With the focus of addressing the demands of each business, the classes are customized for their particular needs.

## **Genesis Healthcare / Workforce Connection of Central New Mexico “Education & Employment CNA Collaborative:**

This project is a great example of the methods used within the Central Region that leverages partner integration to provide demand driven, flexible and an efficient system to address the workforce needs of Central Region’s industries and employers.

Genesis Healthcare approached the WCCNM to seek solutions to acquire Certified Nursing Assistants (CNAs) – an occupation with a shortage of applicants that most healthcare facilities are currently experiencing. To assist Genesis Healthcare in developing a continuous stream of CNA potential employees, both Genesis Healthcare and the WCCNM reviewed and developed options that will provide a viable, effective solution to address Genesis Healthcare’s workforce needs. This project involves finding suitable employee candidates for Genesis Healthcare – Genesis Healthcare will train these candidates with an approved CNA Training Provider, which will also be funded through the WCCNM WIOA program. Once an individual passes the certification exam, they will be employed by the various Genesis Healthcare facilities in Albuquerque as Certified Nursing Assistants.

The goal of this collaborative effort is to ensure that many of the individuals trained and certified will use this entry level position as the beginning to a career and a path for advancement within the Healthcare Industry. This effort is an innovated approach that address the demands of the industry, provides a skilled workforce and enhances career opportunities for job seekers.

## **Job Fairs and Hiring Events:**

The intent of the WCCNM and its partners, is to be flexible and responsive to demands of the Central Region’s business\ employer community. To this end, the WCCNM continues to provide onsite recruitments \ hiring events, job fairs, job skill assessment-pre-screening (tailored to the business requirements) and access to training facilities at our Business and Career Centers. The recruiting events and job fairs provide businesses and employers excellent opportunities to acquire the best talent available for their workforce needs. These services are allowing participants to reduce recruiting costs, ensure that the job seekers abilities are consistent with those needed for the occupation and connect employers with qualified and skilled job applicants. Furthermore, it is valuable to the job seeker, as it at allows the job seeker to have face-to-face contact with a hiring employer to assist in their pursuit of career opportunities. Although some of these events may target specific industries, all interested applicates are welcome to participate. WCCNM is also committed to conducting these types of events (minimum of one per year) specifically for individuals with barriers, individuals with disabilities and veterans in the Region.

## Tech Hire New Mexico:

TechHire New Mexico, is a consortium of agencies in the Central New Mexico Workforce Investment Area (WCCNM), where a DOL-ETA H1B TechHire Partnership grant, received by WCCNM, provided funds to build a career pipeline in Information Technology (IT) for youth/young adults and other workers with barriers to training/employment. It consists of Workforce Investment System partner and lead agency, WCCNM; Education and Training Providers, CNM and CNM >Ingenuity (the college's non-profit arm developed to help foster economic development in New Mexico); Workforce Intermediaries, The New Mexico Tech Council and Innovate+Educate; along with six area employers. Together, these agencies will leverage resources with existing community partners and address gaps with new content to offer a career pathways-aligned workforce training and supportive services program leading to information technology job opportunities.

TechHire New Mexico is an innovative job training program designed to bring together communities, employers, and workers to meet the Information Technology (IT) economic demands of Bernalillo, Sandoval, Tarrant, and Valencia counties. The TechHire New Mexico program is creating cost-effective, timely, agile, and market-responsive training pipelines by equipping participants with the skills and competencies needed to meet employer requirements and secure full-time employment in middle- or high-skill IT jobs.

TechHire New Mexico is dedicated to placing job-seekers in IT jobs by providing job placement support, customized accelerated technical training, and paid work experience opportunities for qualified individuals in high-growth industries and occupations critical to the regional economy.

## OPERATIONAL ELEMENTS

### A. Local Workforce System Structure

#### **§679.550(c)**

**Local Board Area Profile. Describe the geographical workforce development area, including the LWDA's major communities, major employers, training and educational institutions (technical and community colleges, universities, etc.), population, diversity of the population, and relevant growth trends.**

The Central Region is a region of remarkable diversity, in population, lifestyle and economy. About the size of Massachusetts, the area is both urban and rural, mountain and plains, modern and traditional. Central New Mexico includes Albuquerque, the state's largest city; Rio Rancho, the state's fastest-growing city; Bernalillo, one of the nation's oldest towns, Los Lunas, Belen, Moriarty and Edgewood and Indian Pueblos including: Isleta Village Proper, Jemez Pueblo, Pueblo of Sandia Village, San Felipe Pueblo, Santa Ana Pueblo, Santo Domingo Pueblo, Tajiue and Torreon. It's also a place of great

beauty, with four mountain ranges, the legendary Rio Grande, two national forests, two national monuments, three wilderness areas, four state monuments and parks, and two game refuges.

Some of the Albuquerque Metro Area's major employers include Intel, Honeywell, Hewlett-Packard, Presbyterian Healthcare Services, Kirtland Air Force Base, and Sandia National Laboratories.

**Major Employers in the Albuquerque Metro Area**

Organization	Employee	Description
Albuquerque Public Schools	14,810	Public School District
Kirtland Air Force Base*	10,125	Air Force Materiel Command
Sandia National Labs	8,400	Science-Based Technologies that Support National Security
Presbyterian	7,310	Hospital/Medical Services
City of Albuquerque	6,940	Government
UNM Hospital	6,021	Hospital/Medical Services
State of New Mexico	4,950	Government
University of New Mexico	4,210	Educational Institution
Lovelace Health Systems	4,000	Hospital/Medical Services
Bernalillo County	2,648	Government
Rio Rancho Public Schools	2,000	Educational Institution
Sandia Resort & Casino	2,000	Resort & Casino
PNM Electric Services	1,935	Utilities Provider
Intel Corporation	1,900	Semiconductor Manufacturer
Central New Mexico Community College	1,840	Educational Institution
T-Mobile	1,750	Customer Service Center
Blue Cross Blue Shield of NM	1,400	Health Insurance Claims Processing
Isleta Hotel & Casino	1,200	Casino & Resort
US Forest Service	1,200	Shared Services Center
Heritage Home Healthcare	1,169	Home-Based Healthcare Services
Lovelace Respiratory Research Institute	1,100	Biomedical Research
Los Lunas Public Schools	1,040	Educational Institution
Route 66 Casino Hotel	1,000	Casino & Hotel
Honeywell Aerospace	950	Aircraft Avionics Manufacturer
Verizon Wireless	950	Wireless Technical Data Services & Customer Service Center
Fidelity Investments	900	Shared Services Center
Adelante Development Center	850	Non-profit Organization
Lowe's	850	Customer Support Center
SiTel	850	Technical / Customer Support Center
Belen Consolidated Schools	740	Public School District
ARCA	730	Non-profit Organization
Hewlett-Packard	700	Customer / Technical Support Center
Molina Health Care of New Mexico	690	Health Insurance Claims Processing
City of Rio Rancho	650	Government
Santa Ana Star Casino	650	Casino

Social Security Albuquerque Teleservice Center	640	Customer Service Center
Albuquerque Publishing Company	600	Publisher
Moriarty Public Schools	525	Public School District
Alliance Data Systems	500	Customer Service Center

*\*Kirtland's employment number includes active duty military, guard reserve, civil service and contract employees. Sandia National Laboratories employees are located at Kirtland Air Force Base, but employment number is shown separately.*

Note: Figures updated annually and as data regarding changes in employment becomes available. Subject to revision. Source: Albuquerque Economic Development, May 2016.

## Primary Education

The city of Albuquerque has one school district, Albuquerque Public Schools (APS). In the 2013-2014 school year, 93,202 students attended APS schools. APS consists of 88 elementary schools, 26 middle schools, 13 high schools, 12 alternative schools, and 33 charter schools. The APS district employs more than 12,000 personnel. APS graduation rate for the district is 87%.

Rio Rancho (16,884), Los Lunas (8,399), Belen (4,363), and Moriarty-Edgewood (2,911) each have their own school districts with a total of more than 32,500 students.

The Albuquerque MSA also has an excellent selection of private and parochial schools. Parents and students can choose from more than 40 private or parochial schools in the community. The Albuquerque Academy is considered to be one of the area's top private, nondenominational schools and is first among area independent schools in endowment. Some of the larger private/parochial schools include:

Albuquerque Academy	Manzano Day School	Sandia Prep
Bosque School	Menaul School	St. Pius X High School

## Lottery Funded Scholarship

All resident New Mexican high school students with at least a 2.5 out of 4.0 grade point average are eligible for a New Mexico Lottery Scholarship, which pays for a percentage of a student's state college/university tuition fee. The scholarship is funded by a New Mexico Lottery program in which 100 percent of lottery net proceeds go to the Lottery Tuition Fund.

The lottery scholarship pays for seven semesters of tuition, beginning with the student's second semester, providing the student attends full-time, maintains a 2.5 out of 4.0 GPA, and takes a minimum of 15 credit hours per semester. The lottery program has improved the public education system in the state, as New Mexico colleges and universities have reported record enrollment since the program began in 1996. Since then, the New Mexico Lottery has raised more than \$606 million for education in New Mexico and more than

90,000 from across the state have attended New Mexico public colleges, universities and technical colleges.

### **Higher Education**

Albuquerque is home to a robust educational system. In fact, the City of Albuquerque ranks among the top in the nation for cities with the most college graduates, with 32 percent of persons 25 or older having a bachelor's degree or higher (29 percent in the Albuquerque metro area). New Mexico also has one of the largest concentrations of PhDs per capita in the nation. There are more than 69,000 college students in the Albuquerque metro area enrolled in a wide range of programs. Albuquerque's educational system provides a wide variety of choices for private, public, continuing and advanced education.

### **University of New Mexico (UNM)**

The University of New Mexico (UNM) has more than 27,800 students at its 600-acre Albuquerque campus, and over 36,000 students statewide. UNM has more than 6,300 students enrolled in graduate and professional degree programs. UNM's Division of Continuing Education and Community Services serves approximately 20,000 students annually in various certificate courses, workshops and training sessions.

UNM offers bachelor's degrees in more than 87 accredited disciplines, master's degrees in 72 fields and doctoral degrees in 38 areas, as well as degrees in law and medicine. As the state's major research university, UNM enrolls 80 percent of New Mexico's Ph.D. candidates. UNM's excellent research facilities include:

Center for Advanced Studies	Clinical & Magnetic Resonance Research
Center for Micro-Engineered Materials	Center for High Technology Materials
New Mexico Engineering Research Institute	Microelectronics Research Center
High Performance Computing Education & Research Center	Manufacturing Engineering Training & Tech Center

### **Central New Mexico Community College (CNM)**

Central New Mexico Community College (CNM) has transitioned from a trade school to a community college and become the second largest educational institution in New Mexico. More than 26,000 students take advantage of CNM's certificate programs, associate degrees, and continuing education offerings at its four Albuquerque campuses. Today CNM offers certificate and degree programs in more than 100 areas in Applied Technologies; Business & Information Technology; Communication, Humanities & Social Sciences; Health, Wellness & Public Safety; Educational & Career Advancement; and Mathematics, Science & Engineering. Courses are taught in the classroom and via Distance Learning to allow students the most flexibility possible in their education.

CNM also reaches non-traditional populations through its Concurrent Enrollment and College & Career Bound programs for high school-age students and the Emeritus Academy for learners age 50 and older. High school students looking to get a head start on college have abundant opportunities to take dual-enrollment courses, which save time and money.

CNM has a wide selection of continuing education programs and specializes in developing its nationally recognized customized training programs to meet company needs, as well as the growing Albuquerque student population's needs. Through its customized workshops, courses and training programs, CNM has earned a reputation as a key industry partner in developing and training New Mexico's productive work force.

Additionally, Albuquerque is home to many other brick and mortar universities and colleges. Please see below for a listing of other available colleges and universities:

Institution	Enrollment	Description
University of Phoenix	3,190	Private university, undergraduate & graduate programs
University of New Mexico Valencia Campus	2,364	Public university, associate & certificate programs
Pima Medical Institute	1,035	Private, associate and certificate medical
National American University	743	Private university, undergraduate & graduate programs
Southwest Indian Polytechnic Institute	490	National Indian community college, associate and certificate programs
New Mexico Highlands	467	Public university, undergraduate & graduate
Lewis University	300	Private university, undergraduate & graduate programs
Brookline College	272	Private college, undergraduate programs
Southwest University of Visual Arts	235	Private university, undergraduate & graduate programs
Wayland Baptist University	90	Private university, undergraduate & graduate programs
Grand Canyon University	75	Private university, undergraduate & graduate programs

Source: Albuquerque Economic Development, April 2016.

The Albuquerque metro area is growing. According to 2016 estimates, the metropolitan statistical area (MSA) population totals 908,252. Between 2000 and 2010, the metro population increased by 21.6 percent.

A large portion of the metro’s growth has been on the northwest, especially within the community of Rio Rancho. Between 2000 and 2010, Rio Rancho grew by nearly 76 percent.

County	2010 Census Population	2016 Estimated Population
Bernalillo (Albuquerque)	662,564	678,204
Sandoval (Rio Rancho)	131,561	139,432
Torrance (Moriarty)	16,383	15,319
Valencia (Belen, Los Lunas)	76,569	75,297
<b>MSA Population</b>	<b>887,077</b>	<b>908,252</b>

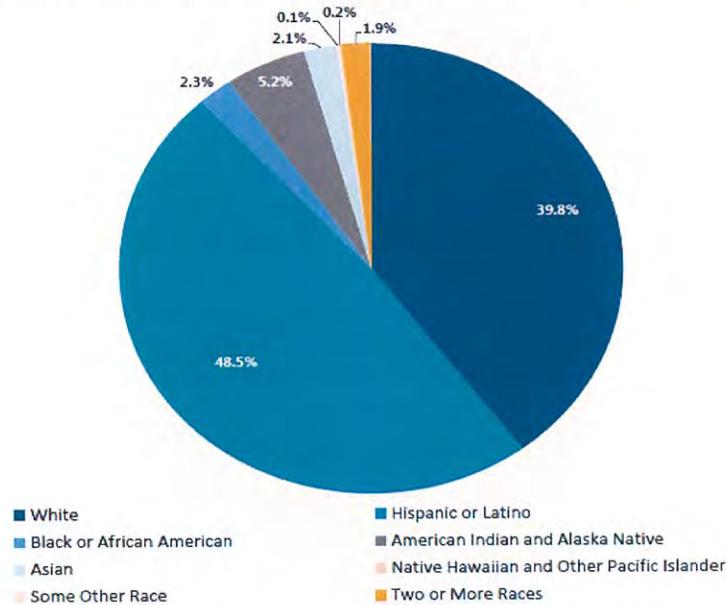
The Albuquerque metro area features a workforce that’s younger and more educated than the national average. From a percentage standpoint, the city of Albuquerque ranks among the top in the nation for cities with the most college graduates: 32.6 percent of residents age 25 or older have a bachelor’s degree or higher. New Mexico also has one of the largest concentrations of Ph.D.’s per capita in the nation.

The region has a favorable ratio of residents in the key working age group of 20-34 years and includes a pipeline of more than 70,000 college students from which to recruit. In addition, New Mexico’s labor force is often cited as being first in the nation for workforce productivity. A study conducted by Area Development Magazine ranked the Albuquerque metro area number one for manufacturing productivity in terms of dollars of output per worker.

New Mexico has a long-standing reputation for its unique ethnic and cultural diversity, which are defining features of the social landscape. Because roughly 43 percent of the state’s population is concentrated in the Albuquerque metro, the area’s sundry population is particularly beneficial to companies that are looking for a diverse workforce. According to the American Community Survey, 22.9 percent of the Albuquerque metro area’s population age five years and older is bilingual. The majority of these residents (74 percent) speak English and Spanish.

## SKILLED WORKFORCE continued

New Mexico has a long-standing reputation for its unique ethnic and cultural diversity, which are defining features of the social landscape. Because roughly 43 percent of the state's population is concentrated in the Albuquerque metro, the area's sundry population is particularly beneficial to companies that are looking for a diverse workforce. According to the American Community Survey, 22.9 percent of the Albuquerque metro area's population age five years and older is bilingual. The majority of these residents (74 percent) speak English and Spanish.



Source: Albuquerque Economic Development, April 2016.

By 2040, the Central Region is expected to reach 1.375 million people and 582,000 jobs. The table below shows the 2040 forecast for population, housing and employment by county.

Socioeconomic Forecast by County, 2040

2040 Forecast	Population	Housing Units	Total Employment
BERNALILLO	987,080	411,013	474,351
SANDOVAL	220,881	91,607	75,260
SANTA FE	17,661	7,478	2,486
TORRANCE	21,788	10,355	4,832
VALENCIA	127,981	52,152	25,671
<b>TOTAL</b>	<b>1,375,391</b>	<b>572,605</b>	<b>582,600</b>

\*The regional population projection is based on an aggregated population projection developed by UNM-GPS in 2012. The county and sub-county level population forecast and the regional employment forecast is developed by MRCOG.

While growth has slowed substantially since 2008, the forecast assumes that in time, migration will rebound and employment growth will resume as the region continues to emerge from the lingering impacts of the Great Recession.

The counties that make up the Central Region are diverse in size and character and exhibit differences in the expected magnitude and pace of new growth. The table below illustrates forecast population and employment growth by county.

Forecast Growth by County, 2012-2040

	<i>Population Growth</i>	<i>Population % Change</i>	<i>Employment Growth</i>	<i>Employment % Change</i>
BERNALILLO	311,532	46%	132,899	39%
SANDOVAL	84,931	62%	41,191	121%
SANTA FE	7,393	72%	923	59%
TORRANCE	5,601	35%	707	17%
VALENCIA	50,618	65%	9,971	64%
TOTAL	460,075	50%	185,691	47%

At the heart of the metropolitan area, Bernalillo County is expected to grow by over 300,000 people and 132,000 jobs, capturing 68 percent of the region's population growth and 72 percent of its job growth between 2012 and 2040. As such, Bernalillo County will continue to retain and attract the majority of people and jobs within the region.

Sandoval County is forecast to gain 85,000 people and 40,000 jobs. While the population growth continues to be strong (62 percent), it is not expected to sustain the same pace that it has seen over the past several decades. Employment growth, however, will be more substantial than the past, as it is forecast to more than double its current job base. This growth is driven by the City of Rio Rancho, which is expected to attract new jobs in order to meet the demands of a growing population. This is already evidenced by its rapidly expanding health services sector.

Southern Santa Fe County is expected to see the fastest pace of population growth, growing by 72 percent or over 7,000 people. Its small population base means that relatively modest increases result in a higher growth rate. In addition, the greater Edgewood area offers land availability, amenities associated with a more rural lifestyle, and access to Albuquerque and Santa Fe. *(The WIOA program services a small selected area of Santa Fe County due to the proximity of the service area specifically Edgewood; therefore, a portion of Santa Fe County is included in the report)*

The forecast for Torrance County assumes moderate population growth and slow job growth over the forecast period. Between 2000 and 2010, Torrance County experienced population loss which has continued since the 2010 decennial census.

Valencia County will see fast paced growth in both population (65 percent) and employment (64 percent). Along with proximity to Albuquerque and a largely rural lifestyle, Valencia County has the advantage of transit service by the New Mexico Rail Runner Express, a UNM campus, and several larger employers.

Source: The 2040 Socioeconomic Forecast by Data Analysis Subzone (DASZ) accompanies the 2040 Metropolitan Transportation Plan (MTP), May 2015.

**§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.**

A full roster of local board membership, including the group each member represents, may be found in *Attachment B* of this document. It includes a list of all standing committees, along with a description of the purpose of each committee.

**§679.560(b)(1)(i)**

**Provide a description of the workforce development system in the local area that identifies the programs that are included in the system; demonstrating alignment with regional economic, workforce and workforce development analysis. (In addition, please provide a list in Attachment C of the one-stop centers in your local area, including address and phone numbers. Indicate the one-stop operator for each site and whether it is a comprehensive or satellite center. Include a list of the one-stop partners physically located at each of the one-stop centers in the local board area, and the services provided by these partners.)**

As noted earlier in this plan, within the Central Region there are four WIOA comprehensive One-Stop Business and Career Centers. All centers offer WIOA adult, dislocated worker, youth, and Wagner Peyser services, and provide for both staff assisted and self-directed services and access to Unemployment Services via the telephone or through the resource center facilities. Resources available at each comprehensive One-Stops 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. Career Services are available to customers who require staff assistance to include job referral, job development, workshops, resume review, and other reemployment services.

In addition to the partners in each of the Centers, the Bernalillo County and Sandoval County locations also provide additional services for Veterans (Itinerant Veteran Services are provided in Valencia – Los Lunas office). The Bernalillo County location also provides services for the Trade Adjustment Act (TAA), a Temporary Assistance for Needy Families (TANF) connection via SLStart, Job Corp, Community Grant services with Help New

Mexico and transportation services via the Job Access program with Rio Metro Transportation District.

Itinerant staff assisted services is available in Valencia County at the Belen Community Center, for those that are not able to travel to Los Lunas; and, itinerant services for Sandoval County residents, that reside in Rio Rancho, are available at the Star Heights Community Center.

Coordination with libraries, within the Belen and Rio Rancho areas are in place, that provide detailed instructions for self-directed services in each of the communities. This facilitates job seeker services for clients in these communities to access public computers to perform job seeker services.

A primary focus of the WCCNM is to provide enhanced business services. A minimum of one Business Consultant is located in each office with the responsibility to perform business outreach and marketing activities; and, to provide general business services to include: recruiting events; assistance in developing job descriptions; organizing hiring events; pre-employment screening and skills assessment of applicants; networking employers and business organizations; labor market data and analyses; access and information to employer incentive programs and tax credits; online access for posting job openings and searching for job seekers to meet the business workforce needs

A list of the of the one-stop centers in the central local area, including address and phone numbers may be found in Attachment C. The one-stop operator for each site is noted and all centers are considered as comprehensive.

**§679.560(b)(1)(ii)**

**Describe how the LWDB will support the strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment.**

Central Region's LWDB (WCCNM) support of the New Mexico Workforce System Strategies:

***Strengthen workforce development and education linkages.***

This strategy will be demonstrated by the WCCNM's continued focus on aligning adult education and literacy, occupational training, and postsecondary education in support of workforce development needs. The Central Region will reinforce the state's common vision for state partners and regional providers to align adult education with core programs and one-stop partners. Maintaining and developing sound partnerships with core programs and community partners will be instrumental in the positive outcomes for servicing the adult learners in the Central Region, including:

- The WCCNM will continue to work towards improving alignment between workforce training and education, cross-agency planning, communication, and goal setting between the Adult Education programs, and workforce system partners, and State Board and State Administrative Entity partnerships;
- The WCCNM will continue working on developmental education programs and curricula improvements:
  - Through its members and its sub-committees by collaborating with employers and industry organizations to ensure postsecondary and adult education curricula are relevant to the needs of growing industry sectors.
  - WCCNM members and/or sub-committees will continue to work with training providers to integrate remedial material directly into occupational skills training to ensure postsecondary and adult education remedial course work and curricula are relevant to the job market. A consortium of 11 community colleges throughout the state are implementing the Integrated Basic Education and Skills Training (I-BEST) method of teaching basic skills integrated with occupations skills training. I-BEST has a basic skills instructor imbedded into the occupational skills class, whereby students are receiving instruction to improve their math, reading and writing skills while learning workforce skills that will earn them industry recognized credentials and a high probability of job placement in occupations in demand. Many are studying for their high school equivalency exams, which they earn at the same time as industry credentials and/or licensures.
  - The WCCNM will continue to strive for improving adult education and postsecondary collaboration and curriculum alignment to provide better remediation for matriculated postsecondary students. Adult Education students can apply for Pell grants through Ability-to-Benefit criteria. Students who have not earned a high school equivalency diploma are often stranded in adult developmental education programs and do not qualify for federal financial aid. Ability-to-Benefit removes that barrier, and many students, upon meeting a defined level of basic skills proficiency, can enroll in college-level courses. With I-BEST, they can continue to work to improve basic skills while learning a skill to enter the workforce.
  - The WCCNM will leverage resources across workforce development and the Adult Education Program, whenever possible. In addition to Ability-to-Benefit, Pell grants, WIOA and state and federal funding for Adult Education, New Mexico was awarded the SUN PATH grant in 2014. This \$15 million TAACCCT grant from U.S. Department of Labor provides funds to implement healthcare career pathways at 11 community colleges throughout the state, supports I-BEST, on-

line course-sharing between colleges, expands credit for prior learning programs, and provides Department of Workforce Solutions' Job Development Career Coaches (JDCC), which are located at all 11 colleges in the consortium.

- The WCCNM, through such programs as the newly awarded TechHire grant, and collaboration with its partners recently awarded NMITAP grant (CNM) and advanced manufacturing grant (NMDWS), the WCCNM can ensure that educational programs are improved to meet employer needs and the economy of the Central Region.

***Emphasize work-based experiences for target populations.***

The Workforce Connection of Central New Mexico (WCCNM) supports the emphasis on work-based experiences across target groups, particularly youth/young adults, individuals with barriers to employment, and individuals with disabilities, to prepare for, obtain, maintain, advance in, or reenter competitive employment. The local region continues to provide access and flexibility for work-based training options, such as Registered Apprenticeship, on-the-job training (OJT), customized, and incumbent worker training, transitional jobs, and internships.

- The WCCNM will continue to promote the value of occupational learning through paid work experience on the job, including apprenticeships, paid internships, incumbent worker or customized training, and transitional jobs. WCCNM has two public community colleges in the Central Region. CNM has developed apprenticeship programs, and both CNM and UNM-Valencia seek to place their students in paid internships through the SUN PATH grant, and possibly through the NMITAP grant.
- The WCCNM has in the past, and will continue to, encourage *public/private partnerships* among business, education, community and civic organizations, and economic development to create work-based training opportunities that both feed career pathways for job seekers and satisfy job-driven strategies of employers and industries. These partnerships, including YDI, DVR, SL Start, SNAP, Atrisco Heritage Foundation, Catholic Charities, Job Corp, have created work-based training for job seekers.
- The Central Region providers and partners will continue to use skills assessments and credentialing to promote the value of job ready individuals to potential employers in developing work-based experiences. WorkKeys assessments are regularly used to assess workplace readiness skills, including locating information, reading for information and applied mathematics. The colleges use Accuplacer to test for academic readiness for college placement. SUN PATH is developing and expanding credit for prior learning programs to enable students, such as military veterans, to transfer education and skills to earn college credentials.

- The WCCNM will continue to explore offerings of other related programs, outside of the state plan, that offer opportunities to help individuals gain increased skills and experience that can lead to potential future job opportunities and employment. The Central Region has collaborated with the local Youth Build program to mutually foster future job opportunities and employment for local participants. In addition, Regional staff are active participants with the Coalition Advocating Development Employment Training Services with Roadrunner Food Bank that focusses on the underutilized workforce with APS students, returning citizens and disabled individuals, the coalition goal is to maintain employment, end the revolving door and fulfill employment needs in the foods industry.

***Emphasize broader participation in career pathways and sector strategies.***

The WCCNM will continue to emphasize career pathways and sector strategies for increasing the employability, securing employment with high wages, and other outcomes for job seekers. The WCCNM will work to collaborate with adult education, postsecondary education, and other partners to establish career pathways systems, creating a system for individuals to attain the skills and credentials needed for jobs in the local region, and at the same time develop and sustain effective sector partnerships.

- Through its members and sub-committees, the WCCNM will continue to coordinate strategic planning efforts around high-demand sectors with local industries, community colleges, adult education and literacy programs. Through their planning efforts, WCCNM can obtain valuable information through the Central Region's Occupations in Demand listings, and economic development partners.
- The WCCNM will continue to collaborate between training and service providers to explore career pathway models that begin in community colleges and combine classroom instruction and academic credential attainment with paid work experience, including such models that integrate basic skills instruction with postsecondary courses; including the I-BEST method described above.
- The WCCNM will continue to support the needs of regional economies by relying on labor market analysis and other relevant information available:
  - The WCCNM will continue to identify and focus on areas with growth opportunity and gaps in service where workforce development activities can be strengthened. The WCCNM receives Regional Economic Reports and updates at every Board meeting, and conducts analysis as needed, this

creates an opportunity for Board member to engage in dialogue on how to address specific identified gaps of service. The Training and Service Provider Committee also utilizes Economic data/reports and trends to address growth opportunities In-demand Occupations/areas of focus and gaps of service with in the workforce system and guide the work being done in this committee. The WCCNM membership also includes two active Economic Development representatives and one active it the Training and Service Provider Committee.

- The WCCNM will continue to educate businesses through the Business centers on the types of customized solutions that can be developed to meet business needs. The Youth Service Providers trains its employers on areas that create a friendly working environment for youth participants and methodologies that support successful outcomes. The Adult and Dislocated Provider conducts business surveys, one on one visits which include pre-award assessment of needs, job fairs, business partnership meetings and beyond to educate business about the centers services and to also learn from the business community regarding their needs and gaps.
- The WCCNM will continue to develop career pathways and sector strategies, through its TechHire New Mexico program, which is a consortium of agencies in the Central New Mexico Workforce Investment Area. The DOL-ETA H1B Partnership grant-TechHire New Mexico program provided funds to build a career pipeline in Information Technology (IT) for youth/young adults and other workers with barriers to training/employment.
- The WCCNM will continue to focus on its regional strategies and local decision making and policies relevant to the over-arching system strategies. The WCCNM has approved relevant policies and will continue to approve additional policies under review that are relevant to WIOA and those that support the over-arching systems strategies.

***Increase coordination efforts between employment and training activities and partner programs to improve the quality of participants' experiences and interactions with the workforce system.***

The WCCNM will continue to support and emphasizes the need of workforce center operator and partners to increase coordination of programs and resources to support a comprehensive system that seamlessly provides integrated services that are accessible to all jobseekers, workers and businesses. The WCCNM will continue to govern the core

programs as one system, to mutually assess the strategic needs of each program and identify areas where service strategies can be aligned, thus enhancing its activities and services for targeted populations, including recipients of public assistance, low-income individuals, and individuals who are basic skills deficient, as well as for individuals with barriers to employment, including individuals with disabilities. The WCCNM will continue to reassess the one-stop delivery system and the needs to achieve a seamless service delivery model that put the customer first. To ensure the workforce system meets the employment and skill needs of all workers and employers, the WCCNM will:

- Guide the system partners to continue to work towards aligning resources to support integrated service delivery to ensure that all interested partners and agencies (regardless of focus) are informed of the mutual commitment for improved collaboration and coordination across programs and funding sources. The WCCNM includes education, workforce development, human and social services partners and agencies in its membership, with all the core partners represented on the board and many co-located in the Centers. The WCCNM will continue to engage in partnership meetings at the Board level and service level to promote resource alignment and integrated service delivery, including internal and external partner meetings. MOU's and Resource Sharing Agreements will continue to be updated to reflect the resource alignment and to support commitment of integrated services system wide.
- The WCCNM, through its Operator, will continue to formalize points of contact within partner programs (Program Leads) to provide for more seamless referral processes and more robust follow-up activities to ensure positive outcomes of participants referred to other partner programs. The youth provider has demonstrated success and positive outcomes through their programs follow up policy, as well as referring out-of-school youth to the adult program provider for adult services such as on-the-job training through co-enrollment.
- The WCCNM, through its Operator, will continue to offer opportunities to improve the ability of staff in the workforce centers to assist all individuals, including individuals with disabilities and other barriers to employment by providing coordinated technical assistance, staff training at least once a year and development for one-stop centers, partners, and eligible training providers on the provision of services to individuals with barriers to employment in the relevant industry sectors.
- The WCCNM, through its Operator, will continue to identify and coordinate outreach efforts to shared customers, including individuals with barriers and individuals with disabilities, as well as the provision of information and customized solutions to shared employers, where appropriate. Outreach efforts are planned and

coordinated during partnership meetings and through program collaboration. Outreach and information materials are generated through an internal outreach commitment supported by the marketing department through the WCCNM's Administrative Entity (AE). Tools for outreach efforts have been developed for multiple sectors and are available onsite or through the AE's website. Special attention will be given to ensuring that the One-stops are more 'disability friendly' through program marketing materials, visual information and video monitoring boards.

- The WCCNM, through its Operator, will provide universal access to services, products and accessible equipment (as needed) available to all customers, including special and targeted populations, i.e. dislocated workers, low-income individuals, migrants and seasonal farm workers, individuals training for nontraditional employment, veterans, public assistance recipients, and individuals with multiple barriers to employment, including older individuals, individuals with limited English-speaking proficiency and/or basic skills deficiency, and individuals with disabilities.
- The WCCNM and the Center Operator, will work to continuously improve quality of services by periodically and collectively assessing common performance outcomes, customer service experiences, and the strength of collaborative efforts across partners, to identify and expand the most effective workforce activities within Central Region's workforce development system.

## **B. Local Workforce Development System Alignment**

### **§679.560(b)(2)(i)**

**Describe how the local board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.**

The Centers continue to enhance service integration within the Central Region's comprehensive workforce development system. The focus for service integration is to provide demand driven, performance oriented and cost effective services that contribute to regional economic growth and competitiveness. The primary driver is that the business community acquires relevant services to fully address their workforce needs and promote future growth; as well as to provide efficient and flexible client services with enhanced customer outcomes. WCCNM has developed and utilizes a comprehensive customer flow for effective access to all services and without duplication of services within the workforce system. Thus, it expands access to employment, training, education and supportive services for eligible individuals, including individual with barriers to employment.

The Central Region will be the first Comprehensive Workforce Center in the state to house and integrate DVR services, Adult/Dislocated Worker and Youth services, as well as Wagner Peyser services. Providers are very involved with multiple external agencies and entities that support the overarching goals and objectives, such as involvement with Veteran and Pueblos programs and events. Other examples of expanding access to employment, training, education and supportive services that are new and innovated and now being housed at the Centers, are programs such as Graduate: ABQ! Many of the partners have an array of referral opportunities to outside programs and services that support the workforce system, partner staff are also involved at various levels with non-mandated partners that directly or indirectly support local and state strategies.

Career, Training, and Education (CTE) events were created by a team of three at the Bernalillo County Center. The team wanted to give employers and job seekers a different experience, believing face to face interaction is key but has dissipated in today's world of online applications. Incorporating programs such as TAA, DVR, WIOA, SUN-PATH and VETERANS enhances the ability to serve employers by providing training opportunities to eligible program participants, which can include traditional school or connecting employers with qualified candidates for on-the-job training opportunities as well. Events remain small but the planning team has grown and now includes members from each partner program at the Workforce Connection of Central New Mexico.

- CTE events focus on matching talented and educated job seekers to employers in a small and intimate environment which is conducive to interaction that may lead to job offers, while connecting potential students with training institutions and programs which are in high demand. This helps to bridge the gap between graduation and employment by creating advanced opportunities to meet with hiring managers just prior to program completion. CTE enables potential students the ability to talk with those currently in the industry to determine if the career will be a good fit for them, and additionally allowing employers to meet qualified applicants, interview and make contingent offers of employment.
- CTE includes hiring events which are *free* to employers, educational institutions and attendees; By "Invitation Only", Which means that only employers hiring in the industry of the specific event are present AND that the only job seekers invited meet the hiring criteria and qualifications for the jobs of employers in attendance. Events are also customizable; an event can include those who qualify for training through WIOA, TAA, SUN PATH etc.

The benefits of the CTE events is enhanced integration of workforce services, and a contribution to regional economic growth and competitiveness. This event connects qualified candidates with employers in a small more intimate setting other than the typical job fair, this increasing the odds of securing a job. Career counseling for individuals occurs throughout training, making a smoother transition from graduation into

employment, thus enhancing the retention rates of employees. Planning, implementation and participation includes all partners at the One-Stop (including Core Partners). The Board's role is to ensure that all mandated partners are participating in innovative and new methodologies of service delivery and ensuring that the outcome of these types of projects result in positive outcomes of performance since these events take place at the service level.

**§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.**

A critical component for WCCNM service integration is to ensure that coordination and planning is performed with involvement and active participation of all partners. The quarterly partner meetings facilitate the transfer of knowledge between the core partners and a basic understanding of programs, services and responsibilities of all partners. This strategy is incorporated in the Service Integration & Functional Management Plan and is governed by the WCCNM and their Operator. Furthermore, governance of the workforce system service delivery methods and strategies are consistent with the local workforce board's Objective and Operational Goals (page 27). Quarterly partner meetings comprised of all partners within the Central Region, ensure that partner's priorities, responsibilities and performance measures are fully addressed in the delivery of workforce services and integration. Such coordination and planning with all partners enhances and promotes the development of career pathways and opportunities for co-enrollment for eligible participants.

The intake and career services provided by the partners, will include, for each client, an exploration of career pathways, taking into account individual interests. The partners meeting members will have identified, through the grid (or a rubric), which they will continue to track, the type of services offered by each partner. Career pathways may be available, not only through the training providers, but by all the core and workforce partners. Where clients are able to co-enroll in programs and services offered by all partners, their individual needs can readily be met which will increase retention, program completion, and ultimately, employment. Students will also have opportunities to earn stackable credentials which may enable them to stop-out at various levels in the pathway in order to work; re-enter training within the pathway, and continue to progress toward higher wage, high demand jobs.

**§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).**

In order to achieve a strong and vital workforce system, stakeholders at every level (national and local) must continue to develop and refine innovative service delivery strategies. Therefore, the WCCNM will continue to collaborate and coordinate with local community colleges and educational providers, adult basic education programs, registered apprenticeship employers, business and labor organizations, civic groups and core partners to align workforce development services and activities leading to postsecondary certificates that are industry-recognized and/or certifications, which may be portable and stackable.

The WCCNM, through their adult/dislocated worker, youth service provider and partners, will work with local community colleges, higher education, adult basic education and other training providers to develop curriculum and new programs of study which support industries and/or occupations in demand.

Dialogue is ongoing with several of our community colleges to develop short-term curriculum that will address employer and economic needs. Information on weatherization, LEED certification and solar/alternative technologies are provided as possible career options and/or pathways. Community colleges, working with the Business Unit, will continue to work closely with the local economic development offices in their respective communities to identify various employer needs regarding industry recognized credential/certification requirements. Some staff will also work with individual businesses to identify skill upgrade needs for introduction of new technologies, production or service procedures that may enable the business to remain competitive within their industry.

The WCCNM will also explore working with the State Apprenticeship Council to develop and identify occupations in which apprenticeship opportunities may exist. Opportunities for leveraging/resource sharing of WIOA funds will be explored based on identified need.

The two community colleges in the Central Region—CNM and UNM Valencia—are part of the SUN PATH grant, a U.S. Department of Labor initiative to implement statewide healthcare career pathways. The SUN PATH goals are 1) to expand capacity and systemic improvements in the delivery of healthcare career pathways in Allied Health, Emergency Medical Services and Health Information Technology that align with industry needs; 2) to increase the attainment of degrees, certifications, and industry-recognized credentials; and 3) to create strategic alignment between education and workforce systems, resulting in improved employment outcomes, retention and average earnings.

### **C. Local Strategy Implementation**

#### **§679.560(b)(3)(i)**

**Describe the strategies and services that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.**

The WCCNM will continue to promote and share information with employers on the benefits of working with the workforce system in the Central Region. The Board's service providers and workforce partners will continue to reach out to businesses directly on behalf of their customers and through their involvement in attending and participating in local chamber of commerce events, hiring events and job fairs.

Within the workforce system, the WIOA core partners also interact with local business. The WCCNM's key strategy is for the core partners to coordinate their efforts when working with business, to better represent all the resources of the workforce system. This strategy will enable a quick response to specific business needs and will work toward elimination of duplicative efforts. The WCCNM is in the planning stages of developing and implementing a Customer Resource Management tool (CRM) to be shared between core and external partners to track business outreach efforts.

The WCCNM's WIOA Adult/Dislocated Worker and Youth service providers assures membership in all local Chambers of Commerce in each of the communities it serves and will participate, through its local staff, in Chamber sponsored events to develop business relationships and to provide information on the wide array of services available through the local workforce system. As employers identify their workforce needs, the WIOA service providers will work with local partner programs such as, Wagner Peyser services, UI and Veteran Services, TAA/TRA, Adult & Dislocated Worker services, Youth services, New Mexico Job Corps, Help- New Mexico, SL Start, New Mexico Department of Vocational Rehabilitation, Mission Graduate, Adelante, NICOA Senior Services Community Development, Economic Development, City/County Government entities, public and private training providers, to collaborate and pool resources that enable the business to have access to an array of comprehensive services that may help address and resolve their identified needs/challenges.

The WCCNM will continue to promote and share information with employers on the benefits of working with the workforce system in the Central Region. The Board's service providers and workforce partners will continue to reach out to businesses directly on behalf of their customers and through their involvement in attending and participating in local chamber of commerce events, hiring events and job fairs.

Within the workforce system, the WIOA core partners also interact with local business. The WCCNM's key strategy is for the core partners to coordinate their efforts when working with business, to better represent all the resources of the workforce system. This strategy will enable a quick response to specific business needs and will work toward elimination of duplicative efforts. *The WCCNM is in the planning stages of developing and implementing a Customer Resource Management tool (CRM) to be shared between core and external partners to track business outreach efforts.* The CRM tool is in its early stages of implementation at the Business and Career Centers. The CRM tool has been purchased by DWS as a supplement to WCOS and will be used by all partners (including core) to track and share business and job development efforts/activity to avoid duplication. Meetings and correspondence will be tracked for all businesses registered in

WCOS and may also be tracked for non-registered businesses through a feature titled "marketing lead" in the CRM. Business related Staff will enter dates of contact, contact information and case note discussions. External partners will be given access upon agreements for the use of WCOS through DWS. Business staff will search the CRM prior to making contact with a business to identify any prior contact and applicable information. Access to this information while working in the business community is vital and the CRM tool will eliminate duplication of service thus saving staff time, building a solid employer data base and allowing for seamless integrated employer services from all partners.

As part of this service, the WIOA Adult/Dislocated Worker provider can also offer financial assistance (based on funding availability) through on-the-job training contracts (OJT), customized training contracts (CT) and support service assistance to employers in in-demand industries that can offer on-going stability to the local workforce. Non-paid services may consist of the provision of Labor Market Information data, access to the NMWCOS job order system- enabling access to a multitude of job seeker resumes, pre-screening of job applicants using Work Keys and other methods requested by the employer, and assistance with the development of comprehensive job descriptions and skill identification.

The WCCNM's WIOA youth provider engages the business community by establishing worksites to assist in the training and mentoring of youth participants. The WIOA youth provider offers paid work experience for up to 450 hours and works with the employer to develop a meaningful experience for youth that meet the needs of the business and enhances the work skills of the participant needed for future employment. Youth participants complete a work readiness training prior to placement that aligns to the requirements of the worksite and consistent support is provided to the participant and worksite supervisor, throughout the program. All business services provided by the WCCNM youth provider is tailored to the needs of the business community who may provide feedback and recommendations in the training and program delivery, through surveys and review of training curricula. The WIOA Youth Business Specialist engages in all community events and initiatives that promote youth employment to connect with the business community and enhance job opportunities for youth.

Each office also assists employers with hiring by planning and organizing events that will assist in reaching a wide range of job seekers that help match the right applicant to the right job. Part of this service may consist of offering our local facilities for these events such as the Business Unit (at our Mountain Road facility) or for larger events where all partners can participate in a facility wide event. WCCNM and partner staff also work with local government to identify new businesses requesting licensure and quickly reach out to provide information on local workforce service availability. This service is especially effective in rural communities where most businesses are family owned or have very few employees.

**§679.560(b)(3)(ii)**

**Describe the strategies and services that will be used in the local area to support a local workforce development system that meets the needs of businesses in the local area.**

The WCCNM will continue to conduct bi-monthly partner program business representative meetings. These meetings are informative and intended to review the priority industries in the Central Region and to discuss the opportunities that exist to collaborate and share resources that will provide a more comprehensive service to local businesses. This effort will also aid in the elimination of duplicative efforts amongst core partner and provide additional resource sharing opportunities

The WCCNM, through its Operator, will continue to convene quarterly local partner meetings to include core and external partners. These meetings will be informative and intended to review the priority industries in the Central Region and to discuss the opportunities that exist to collaborate and share resources that will provide a more effective service to local businesses. This effort will also aid in the elimination of duplicative efforts amongst core partners. In addition, the Workforce Center Operator is a partner and participates in a variety of business collaborations and agencies. Efforts include outreach and collaboration to workforce partners such as Mission:Graduate, NM Division of Vocational Rehabilitation, TANF SL Start, Innovate+Educate, etc., to ensure that the WCCNM provides partnerships that promote partner goals and an efficient/effective workforce system.

The WCCNM also works within its board membership to explore the convening of a Standing Committee, consisting of decision makers representing all core partner programs. This Standing Committee could be instrumental in supporting the participation of core partner program in the workforce system, including job fairs, recruiting events and other business related events. This strategy will allow for the exchange of information that will culminate in an inclusive partnership and set the tone for on-going collaboration in each of the local areas. Additionally, the WCCNM, through its Operator, will continue to act as liaison within the workforce system to bring together its Adult/Dislocated Worker and Youth service providers and partners that can help address and resolve challenges and assist in meeting identified needs both through the provision of services and providing potential dollars that will enable local businesses to grow, helping the local economy and helping businesses remain competitive in their respective industry.

**§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.**

An important component of effective economic development is ensuring that a skilled workforce can support business and economic growth. The WCCNM through its Training and Service Provider Committee works with its WIOA providers to forge strategic alliances between the workforce system, talent development (training providers), business, communities and economic development organizations. These alliances bring together the expertise to identify workforce needs and develop strategies to address skill gaps. The WCCNM has two of its members that represent Economic Development in the region and one that specifically participants in the Training and Service Provider Committee.

The Training and Service Provider Committee has been a long-standing committee that brings Board Members from Educational Institutions/Training Providers, Economic Development Representation, Adult/Dislocated Worker and Youth Providers together to forge workforce alliances. Economic Development Representatives bring real time information (occupations in demand) to the table to discuss with Educational Institutions/Training Providers to determine training gaps in the current system and to bring awareness to service providers to promote filling positions in current job openings. The committee also receive monthly Individual Training Account (ITA) reports on ITA participation, training type and Training Providers being utilized in the Region and State. This committee also addresses Training Provider concerns and makes recommendations to the Full Board as well with the A/E staff in relationship to recommendations of Training Providers to the ETPL. Although the Local Board has a Wagner-Peyser member and receives the Training and Services Reports during Full Board Meetings, there is value in including this member on this committee to disseminate this information to the WP field staff. A formal request to invite participation (membership) to this committee will be initiated.

Using funded and non-funded business services such as paid work experience, customized and on the job training, employers can address the skill gaps of their current and emerging workforce to enable businesses to compete in an ever-changing economy. The WCCNM will work with its WIOA providers and its core and external partners to assure collaboration and resource sharing, job matching and re-employment strategies. This coordinated effort will help sustain and retain a viable workforce that will support current and future businesses growth.

**§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.**

Within the State of New Mexico, unemployment services are delivered remotely to unemployed claimants, either making their claims over the phone or via the internet to a centralized call center. While this strategy has eased the process for many claimants,

the lack of unemployment insurance (UI) assistance in the workforce offices has minimized interaction between UI customers and UI staff.

- The WCCNM will work through its membership and service providers to assure collaboration between core partners to address the employment needs of those individuals participating in UI programs. The Department of Workforce Solutions, through its Wagner Peyser Program, is working to increase one-to-one use of the Re-Employment Services and Eligibility Assessment (RESEA), intended to bring UI claimants to the workforce offices for assistance with their job search activities. The RESEA services include one-to-one discussion with UI Claimants to determine service needs that may result in employment. UI Claimants may also benefit from local workforce center offerings such as resume development, job search, labor market information, mock interviewing, job clubs or other workshops intended to help secure employment. The WCCNM also employs a survey instrument that helps to recruit and immediately triage dislocated workers who express an interest and need for additional training. They are then linked to the appropriate personnel that may assist with employment and potential training opportunities which may increase skill levels and increase employability. In addition, WCCNM staff also conducts the following:
  - Utilizes the RESEA list to locate potential candidates for open positions, this list provides educational and work experience of these dislocated Workers.
  - WCCNM staff works with the DWS staff that interview the RESEA clients to make sure those dislocated workers in need of job skill training are referred to WIOA.
  - Email blasts are initiated with information about WIOA services to a filtered group off this list.
  - WCCNM staff work with training providers to provide education on the eligibility requirements of WIOA to reinforce and maintain referrals to the program.
  - WCCNM staff present WIOA information at all DWS rapid responses events in the Central Region.

The WCCNM believes that this more personalized approach will improve the opportunity for UI claimants to find meaningful employment.

The WCCNM is in the planning stages of organizing a tour of the UI facility for WIOA service providers to enable a better understanding of UI and how it works. During this information exchange, the WIOA providers will also provide a presentation on service available to UI claimants. This effort will enable a better referral process between program.

**§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.**

The WCCNM has a great working relationship with the Mid Region Council of Governments (MRCOG), which assists local leaders and Chief Elected Officials with economic development planning in the four counties of the Central Region. The MRCOG has provided the Board with a snapshot of the “state of the economy” while identifying the key priority industries and growth opportunities that exist in the Central Region. This information, served as a key component in determining how the WCCNM and its service providers would use the workforce system to ensure alignment with the economic development goals of its partners in the Central Region. The WCCNM also partners with Albuquerque Economic Development and the City of Los Lunas to coordinate workforce activities in the region. Both entities have representatives as members on the Local Board. Sandoval County Economic Alliance is included through business partnerships and the needs of the county. They bring and present new business information to the Board and to the Training and Service Provider Committee as mentioned in section §679.560(b)(3)(iii). They keep the Board and Service Providers abreast of the Occupations in Demand and support the Training Institutions to meet the training gaps in the Region. During Board meetings, they have the opportunity to update members on new businesses locating in the region. The Local Board is planning to reach out to other Economic entities in the Region to invite participation and/or as guest presenters at Full Board Meeting when need. Innovate+Educate is also a partner that provides the WCCNM with economic and employer statistics and data on a regular basis.

The WCCNM also partners with the New Mexico Small Business Development Center (NMSBDC) and their offices that are located on the college campuses of institutions in the Central Region. The NMSBDC’s assist small businesses and entrepreneurs with information and workshops on developing business, finance and marketing plans. The NMSBDC’s also collaborate with funding entities such as the Loan Fund, Accion New Mexico to provide micro loans for start-up companies. The Youth Provider is currently in contact with newly released initiatives such as the Aspire Challenge from the U.S. Small Business Administration. This program is for Entrepreneurships and small business ownership which are proven paths towards wealth creation and financial independence. They provide opportunities for citizens who have served their debt to society but are struggling to find employment after incarceration. These relationships insure that workforce and economic development agencies work closely and foster new job creation opportunities and the allowance of WIOA services and funding as needed.

Representatives from NMSBDC and the Youth Standing Committee will be formally invited to participate on the Training and Service Provider Committee to engage in the process as mentioned in section §679.560(b)(3)(iii): The Training and Service Provider

Committee has been a long-standing committee that brings Board Members from Educational Institutions/Training Providers, Economic Development Representation, Adult/Dislocated Worker and Youth Providers together to forge workforce alliances. Economic Development Representatives bring real time information (occupations in demand) to the table to discuss with Educational Institutions/Training Providers to determine training gaps in the current system and to bring awareness to service providers to promote filling positions in current job openings. The committee also receive monthly Individual Training Account (ITA) reports on ITA participation, training type and Training Providers being utilized in the Region and State. This committee also addresses Training Provider concerns and makes recommendations to the Full Board as well with the A/E staff in relationship to recommendations of Training Providers to the ETPL. There is value in including a representative from NMSBDC on this committee to develop a stronger partnership. A formal request to invite participation (membership) to this committee will be initiated.

The WCCNM currently provides adult OJT contracts with Atrisco Heritage Foundation, where additional planning and collaboration is needed to coordinate with their Youth Entrepreneurship program. This program is a course created to introduce the world of entrepreneurship to students, and to expand their sense of personal opportunities in that world.

This program is presented through a guide book and journal: Making a Job: A Basic Guide to Entrepreneurship Readiness Student Guide and the accompanying Personal Journal. These materials have been especially created for youth to provide them with an awareness and readiness learning experience in the field of entrepreneurship. This exposure can be offered to students as part of regularly scheduled classes in social studies, language arts, DECA, AVID class or other core curricular areas; or as an outside-of-school program. Atrisco Heritage Foundation has agreed to offer training on this program to the WCCNM Youth Provider Staff as needed.

An additional program collaboration opportunity is the Running Start for Careers (RSFC), a program introduced by the City of Albuquerque and administered by Atrisco Heritage Foundation. It enables sophomores, junior and seniors in Albuquerque Public Schools, charter, and private schools to access career-oriented dual credit programs that offer one hour of elective credit at their high school and three credit hours at Central New Mexico Community College (CNM). RSFC allows students to get a head start in a career by studying and working closely with local industry partners. Students can take special classes at CNM in the following industry fields: construction, film, financial, healthcare, and tourism. Referral and reverse referral for In-school youth is now available to the Youth Services Provider to the Running Start for Careers Program and Atrisco Heritage reverse referral to WCCNM for WIOA Youth Services.

In addition, UNM-Valencia's service area covers Valencia, Socorro and Torrance counties. Dual credit is offered at 11 high schools within that area. Both academic and career-technical courses are available to students to earn both high school and college

credit from a single course where alignment has taken place. Students can also complete industry-recognized credentials, college certificates, or work toward Associate Degrees which transfer to 4-year colleges. Industry fields include business administration, digital media arts, film, game design, computer-aided drafting, information technology, along with Allied Health career pathways starting with Personal Care Attendant to Associate Degree in Nursing.

UNM-Valencia works with each high school, the administration and teachers to articulate the classes that will be offered for dual credit. Some classes are at the high school sites, or the students can take any class from UNMs Schedule for which they qualify. For Spring 2017, UNM-Valencia has enrolled over 950 students in the service area. The State Wide Dual Credit Master Agreement allow for non-qualified student to be referred to the WCCNM Youth provider for WIOA for potential training funding. Referral and reverse referrals are available to both UNM-Valencia and WCCNM.

The WCCNM is and has continued to seek-out and promote entrepreneurial skill training and services to small business through the established system, as well as through coordinated partner efforts. One of these efforts is AHCC's nationally-recognized entrepreneurial training course, Emprendedores, which plays host to both Spanish-speaking emerging entrepreneurs and established business owners. This premier program's inception in 2014 was the first of its kind in the state and remains the most culturally-accessible and comprehensive entre to small business ownership for Spanish-speaking New Mexicans, many of whom are immigrants. This critical training has already been provided to over 200 participants to date. In addition to the entrepreneurial curriculum of the course, students also have access to:

- Business ESL and the introduction of business vocabulary;
- Basic computer literacy;
- Peer to peer mentoring and one-on-one consultation with the course instructor;
- Participation in the Impulso Red Empresarial Spanish-speaking networking committee, and;
- Referrals for English-proficient participants to CNM's Ignite Community Accelerator Program

This and other entrepreneurial skills training and service programs targeting small businesses can be offered through the One-Stop system through the use of Customized Training for businesses and their employees as well as for WIOA eligible clients through Individual Service Agreements (ISA) and Individual Training Accounts (ITA) as listed in the ETPL. A member of the Central Region's Local Board also represents an entrepreneurial skills training and service program to small businesses.

As one of the fourteen youth elements under WIOA, entrepreneurial skills training is available to youth participants through referrals to community organizations that offer comprehensive training and planning for youth entrepreneurs. The WCCNM Youth Provider will maintain its collaboration with current partners including WESST, Junior Achievement, and La Plazita Institute, and develop partnerships with other organizations to integrate workforce and economic development opportunities for youth interested in starting their own business.

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

**§679.550(c)**

**Describe how the local board will develop and implement training across systems for all core partners to ensure a unified approach to service delivery; including vocational rehabilitation.**

The WCCNM will convene a Standing Committee meeting of the core partners, WIOA adult, dislocated worker and youth, Wagner Peyser, Adult Education, Vocational Rehabilitation and Older Worker programs. The initial meeting will be used to discuss the new WIOA and to listen and learn about the services being provided by the core partners and how they see their roles with WIOA and the workforce system. This Core Partner Standing Committee (at the Board Level) will create a grid, or a rubric, showing the type of services offered by each partner, by whom services are offered, length of services, and any details that can be compared and contrasted in order to identify duplication of services and strengths and weakness of the programs being offered. In addition, this Core Partner Standing Committee will assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with WIOA sec. 188, if applicable, and applicable provision of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*) regarding providing programmatic and physical access to the service, programs, and activities of the on-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for individuals with disabilities.

The WCCNM, provider staff, its Operator, and the Core Partners Standing Committee will participate in any State Administrative Entity trainings on the WIOA legislation related to the core partners, as deemed appropriate. Once this process has been completed, the core partners will begin discussion on program eligibility, partner referral, basic service coordination, follow-up and performance. The intent of this process is for the workforce system to implement a unified approach to service delivery and a clear understanding of core partner roles and responsibilities, resulting in the elimination of effort and eliminate duplication.

The core partner, Vocational Rehabilitation (VR) will be an active partner in this approach, ensuring that the training and employment needs of people with disabilities are included in the unified approach and that the One-stops are more “disability friendly”.

The Operator currently provides training in the use of Constant Contact for marketing and outreach; Social Media to ensure that clients can seek and acquire employment; resume development, phone etiquette, video and mock interviews, how to present on camera, and much more as noted below:

### Training Plan

<u>Training</u>	<u>Purpose</u>
Constant Contact	To provide knowledge and practical experience in the use of Constant Contact for marketing and outreach
Social Media	To provide the required knowledge to ensure that proper utilization of social media for marketing and promoting the WWCCNM; and, how to use Social Media to seek and acquire employment
Resume Development	For understanding of the current methods in developing resumes and what methods employers use in reviewing resumes
Phone Etiquette	To develop proper phone protocols in dealing with customers
De Escalation Training	To understand the methods utilized to address clients that are upset
Video and Mock Interviews	To train the trainer in methods of interviewing
New Job Systems Training(VOSS)	To understand the full capabilities of the New Mexico Job System and introduction for new employees
How to Present on Camera	To train staff on how to present on camera – this is needed so we can increase our presence on the Social Media Video products
Lobby Central	Product used for scheduling appointments

Available Resources – Partner Services	Continued \ periodic training for all to share information on services and products provided, and any new initiatives within the Workforce System.
Salesforce	A Customer Resource Management Product that will be utilized to track and coordinate business outreach and services.

#### D. One-Stop Delivery System

##### §679.560(b)(5)(i)

**Describe how the local board will ensure the continuous improvement of eligible providers through the system and how such providers will meet the employment needs of local employers, workers, and job seekers. (Please include a copy of the board’s ETPL policy as a part of Attachment A.)**

Providers of training programs are an essential component for a successful workforce investment system. The WCCNM recognizes the important role training providers serve in ensuring that all employers in Central New Mexico have a qualified workforce readily available, and that all job-seekers in our area have the opportunity to gain and maintain the skills they need for successful careers.

(Historically) Under the Workforce Investment Act (WIA), the local board had a designated Training Services Provider Committee for the purpose of advising the Board in matters (such as vetting, approving and maintaining providers) related to the Statewide Eligible Training Provider List (ETPL).

The primary goal under WIA was to ensure participant access to a variety of quality training programs. Local boards had the primary responsibility for working directly with training providers to facilitate timely submission of complete, acceptable applications. Under WIA, WCCNM Operational Policy 421, Change 1 provided information and direction to support and govern the operation and dissemination of the statewide eligible training provider list (ETPL). This policy is now under review and will be updated to reflect changes in WIOA.

In the recent past the WCCNM ensured that all of the required data elements required for the ETPL training provider and program application forms were complete; ensured the training provider met the criteria; and approved the training provider and the associated programs (through the Committee process). Effective in November 2016, NMDWS announced that they would take over this responsibility statewide. An updated Operational Policy 423 will reflect such changes as guided by NMDWS; however the

WCCNM Training and Service Committee will still be able to vet the providers to ensure quality training programs.

**§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.**

Embedded in the workforce system is a database entitled The New Mexico Workforce Connection On-line system (NMWCOS). There is no cost for employer and jobseeker to utilize the system. Employers throughout the state can enter job listing and update as needed; this system is safe and secure. The NMWCOS allows employers to post their job openings and requirements online, this allows the WCCNM staff to refer qualified job seekers that match the requirements back to the employer. Staff have access to both the employer request and the job seeker information in the system, thus allowing for a qualified referral based on specific and detailed requirements. These services can be accessed through the WCCNM Centers in the local region and many services are available remotely through the internet via smart phones, tablets, computers and other technology.

Recruitment assistance, pre-screening, interview rooms, job fairs, specialized testing, on-site staff assistance, and LMI are also available for employers through the Centers.

*NMCOS Services for Employers* include online self-registration, online job listing and job matching in real time, ability to view résumés and contact job seekers immediately, e-mail notification of matches, if requested, current labor market information, and other recruiting tools and information

The *NMCOS Services for Jobseekers* include online self-registration, resume creation, online job matching, ability to browse jobs and contact employers immediately, e-mail notification of matches, labor market information, access to career tools and training resources, and access to job notices from external job listings.

The WCCNM Youth Provider has developed partnerships with the schools, community centers and libraries in the remote areas of the region to allow for use of facility space, equipment and other resources in an effort to provide services to youth in these areas. A satellite site has also been established in Rio Rancho at StarHeights Community Center. WCCNM youth staff are available one day a week to provide services to Sandoval County youth who do not have transportation to the Town of Bernalillo through this satellite site.

**§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 the needs of individuals with disabilities.**

The Workforce Connection of Central New Mexico (WCCNM) Workforce Investment Board, as a former recipient of Workforce Investment Act (WIA) funding, ensured non-discrimination (under Administrative Policy No. AP-201) based on disability under Section 188 of Workforce Investment Act (WIA) (29 CFR Part 37), Title I and II of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, as amended.

WCCNM enforced these laws and regulations and took appropriate steps, including assuring integrated services, non-discriminatory service criteria, provision of reasonable accommodations and effective communication, and effective service outreach to persons with disabilities, to ensure that it is providing universal access for people with disabilities to its WIA Title I-financially assisted programs and activities.

WCCNM ensured that a qualified individual with a disability had the opportunity to fully participate as a member of the WCCNM Board, including the participation in planning or advisory committees/boards; or otherwise limit enjoyment of any right, privilege, advantage, or opportunity enjoyed by WCCNM board members without disabilities. This policy is now under review and will be updated to reflect changes in WIOA.

Also under WIA, the WCCNM monitored selected service providers' activities, and the activities of all the entities that received WIA Title I financial assistance from the WCCNM, to make sure that its sub recipients are not violating their nondiscrimination and equal opportunity obligations [29 CFR 37.25(b)].

In accordance with the Disability-Related Non-Discrimination Policy (WCCNM Administrative Policy No, AP0202), WCCNM avoided criteria that subjects qualified persons with disabilities to discrimination. As for contracted service providers, WCCNM monitored and investigated the service providers' activities, and the activities of all the entities that receive WIA Title I financial assistance from the WCCNM, to make sure that its sub recipients were not violating their nondiscrimination and equal opportunity obligations [29 CFR 37.25(b)]. This policy is also currently under review and will be updated to reflect changes in WIOA.

According to the WCCNM Administrative Policy No. AP-203 and also under WIA, the provision of Reasonable Accommodations for qualified individuals with disabilities was made to create equal opportunity of participation, unless providing the accommodation would cause undue hardship. Reasonable accommodations were made for:

- qualified applicants, registrants, participants to ensure the opportunity of equal participation of aids, benefits, training, and services.
- service provider employees or applicants for employment, to assure equal employment opportunity.

Reasonable accommodation policies and procedures at the service provider level, contains a reasonable and efficient process from the initial request to provision of the reasonable accommodation. The policy contained a provision where, if needed for the provision of reasonable accommodation, the requirement of requesting proof of a Section 188 disability from the applicants, registrants, participants, or employees or employee applicants.

The service provider considered and made any other modification that would not result in a fundamental alteration that would create maximum access for the person with a disability to the services and programs, including the periodic examination of existing policies and practices that are formally written as well as the “unwritten” operational practices for intentional and unintentional discriminatory effects of customers with various disabilities. This policy is also now under review and will be updated to reflect changes in WIOA.

WCCNM plans to assess one-stops accessibility to individuals with disabilities with collaboration and consultation with the New Mexico Division of Vocational Rehabilitation(NMDVR). Specifically, NMDVR will partner with WCCNM to allow for the services of a qualified Sign Language interpreter for accessibility of services to those individuals who are Deaf and Hard of Hearing. This will be done with a consistently scheduled interpreter from the Community Outreach Program for the Deaf. Costs will be negotiated for this interpreter services between the WCCNM and NMDVR. In addition, the New Mexico Commission for the Blind will be consulted on accessibility issues of the virtual one-stop online system regarding needs of individuals with visual impairments. Furthermore, the Southwest ADA Center Regional Affiliate can be consulted by WCCNM and employers regarding issues impacting ADA issues. The center provides technical assistance, training, and materials regarding ADA compliance. Finally, the New Mexico Governor’s Commission on Disability (NMGCG) will be contacted to assist WCCNM in accessing the physical layout of its One-Stop centers and review any plans to improve accessibility. NMGCD will also be contact to provide this service for employer facilities as needed as well as a resource on questions/issues on accessibility.

**§679.560(b)(5)(iv)**

**Describe the specific roles and resource contributions of the one-stop partners, to date. Please include your process for updating any cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the Workforce Innovation and Opportunity Act. (If any of these documents have**

already been updated or are even still in draft form, please provide copies as a part of Attachment D.)

The Resource Sharing Agreement (RSA) provides the shared funding arrangements entered in to by the partners for all four (4) New Mexico Workforce Connection Business and Career Center's (BCC) to serve employers, job seekers and those seeking career advancement in the Central Area. Through this Agreement, each partner has identified those costs related to the operation and maintenance of each of the counties BCC delivery system that are of mutual benefit and has identified mechanisms for payment of such costs. The Agreement contains the following sections:

1. Duration of Agreement
2. Parties to the Agreement
3. Cost Allocation Plan
4. Resource Sharing Plan
5. Modification and Reconciliation Procedures
6. General Terms and Conditions
7. Authority and Signatures

The following partner organizations (Partners) have agreed to be physically located at each of the following BCC and to share such costs that are of mutual benefit:

**Bernalillo County:**

Partners:  
Department of Workforce Solutions:  
TAA  
Wagner-Peyser  
Veterans Program  
Re-employment Services (REA)  
Unemployment Insurance  
Division of Vocational Rehabilitation  
TANF SL-Start  
Innovate+Educate  
WIOA Adult/ Dislocated Worker/ Youth  
Job Corp  
HELP NM  
TechHire New Mexico  
Graduate: ABQ!

**Sandoval County:**

Partners:  
Department of Workforce Solutions:

Wagner-Peyser  
Re-employment Services (REA)  
Veterans  
WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

**Valencia County:**

Partners:  
Department of Workforce Solutions:  
Wagner-Peyser  
Re-employment Services (REA)  
Veterans  
WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

**Torrance County:**

Partners:  
Department of Workforce Solutions:  
Wagner-Peyser  
Re-employment Services (REA)  
WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

The shared costs reflected in the Agreement have been combined into two pools (Facilities and Operational Costs) for the purpose of establishing the cost allocation plan. Each of the cost pools and the methodology used for the allocation is outlined in the (Cost Allocation Plan) in the RSA. The total proportionate planned share attributed to each partner for each facility is also contained in this RSA.

Unallocated costs are general desk supplies, office furniture, computers, personal printer expenses, and property/contents insurance which will be paid separately by each partner.

IT staff support services are prorated amongst all four Center locations. The methodology to be used will be to (1) calculate the percentage of the total number of personal computers at all locations in relation to the total number of computers at each location; and (2) then multiply the individual Center percentages by total salary including fringe benefits and indirect costs to arrive at each Center fair share of the IT costs.

Maintenance staff support services is to be allocated based upon the total salary including fringe benefits and indirect costs for the maintenance staff member.

Each Partner agrees to provide the resources necessary to fund its proportionate share of the shared costs for each of the relevant Center's. Each Partner agrees to provide additional resources, as required, to fulfill its proportionate share of common costs.

The WCCNM has had a single Partner Memorandum of Understanding (MOU) in place for many years and includes the following partners; Department of Workforce Solutions (Wagner Peyser, Veterans, Trade, UI), Department of Vocational Rehabilitation, SER Jobs for Progress, Inc., Youth Development Incorporated, New Mexico Job Corps, University of New Mexico, HELP New Mexico Inc., Goodwill Industries of New Mexico, Office of African-American Affairs, National Indian Youth Council, Department of Housing and Urban Development and New Mexico Commission for the Blind. Additional MOU's are also in effect with Adelante, UNMVC, Graduate: ABQ and Innovate Educate.

**§679.560(c)**

**Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will provide for the Accessibility for English Language Learners (ELL).**

The WCCNM will continue to ensure one-stop centers are meeting the needs of English Language Learners as follows:

- Bilingual staff in the Centers are engaged with all services offered including assisting non-English speakers during job fairs, with interviewing, and employer engagement. Several staff are Spanish-English bilingual, and some staff are also Navajo-English bilingual. WCCNM will continue to recruit and hire bilingual staff for local Centers.
- WCCNM Centers will continue to have and use the Language Line phone interpretation services.
- WCCNM staff have access to NMDWS's on-line and printed publications including pamphlets, brochures, and guides regarding various programs and services available to job seekers, students, and employers.
- WCCNM will ensure outside signs, posters in the resource rooms, access signage, etc. and work to translate signage into Spanish and any other additional/requested languages, as appropriate.
- The WCCNM is currently in dialogue with the Albuquerque Hispano Chamber of Commerce (AHCC) regarding the Accessibility for English Language Learners. The discussion is a potential "example" of the Central Regions efforts on addressing the accessibility, such as a two-pronged approach as follows: 1) the establishment of bilingual navigators (Spanish/English) for the one stop delivery system, and 2) the implementation of aligned industry-specific ESL classes to be

offered at each one stop center. The AHCC is distinctly positioned as an established, culturally-relevant entity to provide consultative guidance on the implementation of bilingual navigators, building off best practices within the population-specific navigator model employed historically within the one stop system. In addition, AHCC, in conjunction with its Community Partner, Catholic Charities, has the combined experience and expertise to design and deliver the industry-specific ELL classes for the Central Region one stop delivery system. Additional dialogue is needed to solidify and address these two approaches.

- The WCCNM has training providers on the ETPL list that are accessible and have ELL classes, and the Central Region will be working with other local training providers and the state to add programs as such to improve access.
- Our co-located partner HELP- New Mexico provides information and assistance to ELL individuals. In other parts of New Mexico, Help- New Mexico provides services under the Migrant Seasonal Farm Worker program.
- Outreach efforts have been and will continue to be made to Hispano Chamber of Commerce, Catholic Charities, Lutheran Family Services Refugee & Asylee Services and other CBO's to improve this access.
- ELL courses are offered at CNM, UNM-Valencia, and all agencies that offer Adult Basic Education classes.

## **A. Service Implementation for Indicated Populations**

### **1. Youth**

#### **§679.560(b)(8)**

**Provide a description and assessment of the type and availability of youth workforce investment activities in the local area including activities for youth with disabilities, and other barriers, such as homeless youth, foster and former foster youth, and/or expecting and parenting youth.**

The WCCNM strives to provide quality workforce development services to youth in the Central Region by providing access to the fourteen elements under WIOA and other support services that assist youth with completion of education and placement into training and employment. The fourteen youth elements under WIOA include:

- (1) Financial Literacy;
- (2) Entrepreneurial skills training;

- (3) Services that provide labor market and employment information in the local area;
- (4) Activities that help youth transition to post-secondary education and training;
- (5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
- (6) Adult Mentoring
- (7) Supportive Services (transportation, child care, housing, medical)
- (8) Guidance and Counseling
- (9) Leadership Development
- (10) Alternative Education
- (11) Dropout Prevention/Tutoring
- (12) Paid/Unpaid work experience including internships & summer employment
- (13) Occupational Skills Training
- (14) Follow-up Services

Additional activities that support the fourteen WIOA program elements include but are not limited to the following:

- (1) Comprehensive work readiness training and career exploration
- (2) Development of quality work experience sites to provide meaningful work experience and skill development
- (3) Co-enrollment with adult WIOA program for OJT and further training opportunities

Special attention is paid to the hardest to serve, most in need youth, i.e. youth with disabilities, and other barriers such as homeless youth, foster and former foster youth, offenders, and/or expecting and parenting youth. In an effort to reach this population, outreach is conducted on a consistent basis throughout the urban, rural and pueblo areas of the region to public, alternative and charter high schools, juvenile justice facilities, community centers, ABE programs, homeless shelters, transitional living programs, colleges and universities, and other youth serving community agencies. The WCCNM youth provider has established strong and effective partnerships with all schools, agencies and programs that serve this population.

Youth services provided to all participants include:

- Objective assessment of literacy and numeracy skills, English language proficiency, aptitudes, and abilities, and support service needs;
- Development of an Individualized Educational Plan to establish education and employment goals and objectives;
- Referrals and coordination of activities to service needs including the WIOA fourteen youth elements, other one-stop delivery services, and other workforce development programs as appropriate. Referrals are also made to support

services including medical, housing, food, childcare, and transportation assistance, and prevention and intervention services including mental health and substance abuse counseling;

- Case management to work through barriers, obtain support service needs and monitor referrals to internal and external services and programs;
- Work experiences, internships and apprenticeships linked to career interest;
- Labor market services including job search and placement assistance, information on in-demand industry sectors and occupations, and performance and program cost information on eligible training providers for training services;
- Work readiness training to develop soft and foundational employability skills required for successful attainment and retention of employment;
- Workforce preparation activities to develop a resume and acquire digital literacy, business etiquette, communication, interviewing and financial literacy skills;
- Assistance in college entry, including establishing eligibility for programs of financial aid assistance for training programs not provided under WIOA, and completion of placement assessments; and,
- Quarterly follow-up services for up to one year after program completion to offer support services and obtain performance outcome information.

In an effort to expand programs and services to youth with disabilities who are eligible for Supported Employment services, the New Mexico Division of Vocational Rehabilitation has developed intergovernmental agreements with the Center for Developmental Disabilities to implement Partners for Employment initiatives and Project Search. New Mexico Division of Vocational Rehabilitation is working in collaboration with the founders of Project Search out of Cincinnati, Ohio to expand services statewide. The past two years have been a great success with Albuquerque Public Schools having completed its 2<sup>nd</sup> Cohort Program at UNM hospital. The 2016-2017 school year started out with an additional two sites in Central New Mexico; Embassy Suites-Albuquerque Public School and Rust Presbyterian Hospital-Rio Rancho Public Schools.

**§679.560(c)**

**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:**

- how the board is providing for the 14 required Youth service elements;**
- approach towards meeting the 20% work experience, including the use of Registered Apprenticeship as a service strategy;**
- approaches toward meeting the 75% OSY minimum expenditure;**
- a description of changes in the youth provider's service delivery models;**
- a description of any changes in outreach activities around Youth; and**
- any changes in Youth case management approach, including the use of supportive services.**

The WCCNM will ensure that all specific youth requirements outlined by WIOA are implemented and fulfilled.

- a. The 14 required Youth service elements under WIOA are available to youth through direct service by the WCCNM youth provider or through referrals to partners and other community resources. Collaborations and coordinated referral processes are in place with these partners and community resources to ensure effective delivery of service.
- b. The WCCNM has historically expended 20% or more of youth budget for work experience and will continue to employ current strategies to continue this practice. Youth are placed in paid work experience opportunities aligned to career interest for up to 450 hours. Placements are made to gain work skills required for long-term employment or to fulfill clinical hours required by training programs for occupational credentialing. The WCCNM will explore working with the State Apprenticeship office to strengthen the partnership and opportunity for registered apprenticeships as a service strategy. The youth provider will also collaborate with pre-apprenticeship programs including Youth Build to serve as a pathway into apprenticeships.
- c. Historically, the WCCNM has maintained an average of 65% out-of-school (OSY) expenditure. The 75% OSY minimum expenditure will be met through a concentration of outreach and recruitment efforts of OSY. Outreach will occur with partners that serve OSY youth including city and county community centers, ABE programs, juvenile justice facilities and other youth serving community agencies.
- d. The WCCNM WIOA youth provider will continue to employ comprehensive, cost-effective, and flexible strategies while working with youth. With a higher concentration on OSY, the youth service provider will focus its outreach and recruitment strategies on OSY and develop effective partnerships and collaborations that will provide opportunity for this population to progress through the workforce development system. For in-school youth, partnership with the school system will continue to be utilized. A comprehensive objective assessment is administered at intake to develop a Service Strategy that will enable youth provider staff to work effectively with youth to work through barriers and establish education and employment goals.
- e. The WCCNM will continue to provide effective and flexible outreach activities in each county that have resulted in high recruitment numbers and development of waiting lists. These outreach activities include:
  - Provide program brochures to all public, alternative and charter high school counselors and post fliers around school campuses;
  - Provide program brochures to all college counselors and student organizations and post fliers around college campuses;
  - Consistent visits and presence in the rural and pueblo communities;
  - Posting of fliers in community centers, community based organizations and other youth gathering places;
  - Media releases including radio, newspaper, social media and other advertising methodologies;
  - Involvement in community job fairs, career fairs, school events and other community events to provide program information;

- Involvement in community youth initiatives by participating in committees, task forces, advisory councils and planning groups;
  - Development of collaborations with agencies that serve similar populations to make referrals to the program including Juvenile Justice, Foster Care, ABE programs, DVR, TANF, and other youth serving organizations; and,
  - Provide program information to the business community for potential employees in need of WIOA services.
- f. With special attention paid to the hardest to serve, WCCNM's youth provider integrates effective case management methods on a consistent basis to all youth participants by providing access to support services identified through the Individual Educational Plan. Case management includes assessment, planning, referrals, monitoring and documenting. Case management is conducted through one-on-one sessions with youth to maintain confidentiality. All case management efforts, referrals and outcomes are documented in the participant file.

## **2. Adults and Dislocated Workers**

### **§679.560(b)(6) and §679.560(c)**

**Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including any services targeted toward adult populations with barriers, such as displaced homemakers, homeless adults, ex-offenders, single parents and pregnant women, and/or long-term unemployed.**

WIOA authorizes "career services" for adults and dislocated workers, rather than "core" and "intensive" services, as authorized formerly by WIA. There are three types of "career services": basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of any customer inclusive of those with multiple barriers to employment. In an effort to reach community members with multiple barriers, outreach is conducted to local correction facilities, reintegration services, Fathers Building Futures, Pueblos within the region, National Indian Youth council, Healthcare for the Homeless, Veterans Integration Center, Dismas House transitional housing facility, State Probation and Parole (ex-offenders), Roadrunner Foodbank, The Rock, TANF (Career Link), Lutheran Family Services, Catholic Charities and Crossroads (pregnant women services). The three categories of career services offered are defined as follows:

### **Basic Career Services**

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

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;

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

### **Individualized Career Services**

Once Workforce Connection 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 Centers. BCC 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 WCCNM has developed an Administrative Directive regarding 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 directive provides guidance to service providers in the provision of this service and will become a Board policy before the next program year begins.

### **3. Individuals with Disabilities**

#### **§679.560(b)(13) and §679.560(c)**

**Describe how individuals with disabilities will be served through the one-stop center system in the local area, including copies of executed cooperative agreements (MOUs) 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.

In 2017, the New Mexico Division of Vocational Rehabilitation (NMDVR) will open a satellite office within the Bernalillo County Workforce Connection Center. WCCNM will work with NMDVR to support this infrastructure implementation to the greatest extent possible. The purpose of this NMDVR office is to help individuals with disabilities find employment. This office will consist of two Vocational Rehabilitation Counselors, a Vocational Rehabilitation Technician, a Field Operation Specialist Supervisor, and a Business Specialist. The goal of this co-location will allow individuals with disabilities to be jointly served between the various workforce partners and NMDVR. NMDVR can provide technical assistance to both workforce partners and Job Seekers with disabilities on issues regarding disabilities. WCCNM, workforce partners and NMDVR staff will be cross-trained on each other's programs which will lead to cross-referrals. A process for collaborative case management will also be developed. NMDVR staff will attend the bi-monthly Business Team Meetings with other workforce partners. This partnership will lead to knowledge about assessment tools, employment leads, job fairs, and hiring events being shared by all the partners within the Central Region Workforce area. It will also increase collaboration for on-the-job training (OJT) experiences for disabled job seekers. The NMDVR staff assigned to the Bernalillo County Workforce Connection office will then notify other Central Region NMDVR offices about these opportunities available through WCCNM. NMDVR is an active partner with the Career, Training, and Education Committee (CTE) and the Coalition Advocating Development Employment Training Services Committee (CADETS) in developing job fairs, hiring events, OJT training programs, and certificate programs. NMDVR has identified job-ready consumers for these opportunities.

In August of 2008, the WCCNM applied for and was approved to be an Employment Network under the Ticket to Work Program. The Ticket to Work is an employment program created in 1999 by the Ticket to Work and Work Incentives Improvement Act and is administered by the Social Security Administration (SSA). The initial program regulations were published in December 2001.

Ticket to Work is a voluntary program that offers beneficiaries age 18 through 64, and who are receiving Social Security Disability Insurance (SSDI) and/or Supplemental

Security Income (SSI) based on disability, to access the services and supports necessary to obtain, regain or maintain employment, reducing dependency on cash benefits and increase self-sufficiency through work.

All four of the Central Region's BCC's have been designated as Employment Networks and provide referrals to assist clients with tickets to obtain employment.

The WCCNM and its providers adhere to Reasonable Accommodations, Civil Rights and discrimination/grievance procedures, as outlined in the WCCNM Program Policy and Procedure Manual.

Staffs' of each of the BCC's are required to attend mandatory trainings on Diversity Sensitivity, including ADA issues such as accessibility, communication and service. In addition, each of our BCC's are equipped with software and equipment such as TTY in each of the resource rooms.

The WCCNM and NMDWS share in a contract with Community Outreach Program for the Deaf to provide sign language interpreters to our deaf customers at any of our four BCC's.

In the last several months, UNM/CDD Partners for Employment (PFE) in collaboration with the NMDVR and the Department of Health - Developmental Disabilities Support Division (DDSD) has created five School to Work Transition Teams, one currently in the Central Region. This initiative is a direct response to the WIOA requirements specific to transition age youth who have disabilities. The purpose of these teams is to work together to gain a more detailed knowledge of the roles and responsibilities of various agencies involved in school to work transition planning, discussion of possible barriers to transition planning and working together towards solutions. In addition to NMDVR staff, Provider staff will begin attending meetings in the Central Region.

#### 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 efforts.

The WCCNM will continue to ensure that the Centers include Veterans staff and employment services for eligible persons. Veteran staff provide job search assistance and information to veterans and eligible persons served through the Centers in the Central Region.

Partnerships with other Veterans' service providers include the New Mexico Department of Veterans Services, employer support for the Guard and Reserves, state rehabilitation programs, and college's Veterans' resource centers.

Veteran's staff work and collaborate with workforce partners and collaborate with many agencies and partners who provide training or education benefits to veterans, specifically for job opportunities. Outreach assistance to veterans are provided by Disabled Veteran Outreach Program (DVOP) representative Veterans who have a disability and are in need of intensive services to assist in the removal of barriers to employment. Employment and training services to Veterans include job search, job development, resume writing, dress for success, and interviewing skills. Employers are contacted through Local Veteran Employment Representative (LVER) staff for job development and the development of employer networks for Veterans seeking assistance, including referrals to vocational and training institutions. The Business Services sections of the WCCNM Centers include LVERs in its membership and includes these staff in all of it's posting of job order, job fairs, and identification of job vacancies.

In addition, the Veteran's staff are collaborating with the Vet Connect Online program, coordinated by the Rio Metro Transit District, by providing paid work experience for a variety of jobs to support the Online program. The work experience is paid though the Veteran's GI Bill.

American Council of Education (ACE) and its member institutions have a historic commitment to adult learners. That means they are well positioned to support the increasing number of Americans who take nontraditional paths to a postsecondary education credential.

The Center for Education Attainment and Innovation provides services for adult learners and nontraditional students in the United States. The center is focused on ensuring that every student who desires it has access to higher education and the resources needed to succeed.

Within the center, the College Credit Recommendation Service (CREDIT) connects workplace learning with colleges and universities. CREDIT does this by helping adults get academic credit, whenever possible, for courses and examinations taken outside traditional channels.

In addition, ACE's Military Programs recommend equivalent college credits for members of the armed forces for certain types of military training and service experiences. ACE is legislatively approved for New Mexico.

## **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.**

The goal of assisting migrant seasonal farmworkers and their families attain greater economic stability is an approach shared by the WCCNM. As part of its overall program design, HELP- New Mexico Inc. (NFJP service provider) 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 WCCNM has access to through its Centers. 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. Although this program is a HELP-NM, Inc. program, coordination of services through the WCCNM offices are facilitated so individuals may access other services of the Central Region's workforce system.

The WCCNM will continue to partner with the National Farmworker Jobs Programs grantee for New Mexico and acknowledge the importance of establishing formal roles and responsibilities, when appropriate. The WCCNM has entered into an MOU with the grantee that defines the efforts to increase education and employment for those who are migrant and seasonal farmworkers in the Central Area service delivery counties; the grantee is also co-located in the Bernalillo County 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.**

As allowed under WIOA, the Navajo Nation was designated as an interstate region directly under the United States Department of Labor. A Memorandum of Agreement (MOA) was developed between Arizona, New Mexico and the Navajo Nation to separate administration of the WIOA program and placed it directly under the jurisdiction of the United States Department of Labor. The agreement required each state to identify appropriate funding stream allocations based upon the funding formula. The agreement consolidated WIA, now WIOA, funds from New Mexico and Arizona and Utah at the federal level into one funding stream which flows from DINAP directly to the Navajo Nation.

Although Navajo Nation has its own direct WIOA funding source, tribal members may continue to access services through our facilities. As with all customers, they are offered all services available through the workforce system. The WCCNM will continue to provide

information and outreach (via in person contact, social media and online resources). As opportunities arise, the WCCNM WIOA service providers and partners may collaborate on hiring events and job fairs to help increase employment outcomes for this population. Additionally, the WCCNM will remain open to the possibility of co-location within our Centers, if the Navajo Nation wants this accessibility available, and are willing to enter into the required agreements.

## 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.

The Workforce Connection Centers in the Central Region receive referrals from TANF, SL Start and other agencies that target low income individuals. Within the TANF program, WCCNM works with Career Link to convert recipients from work experience to OJT to help move them to permanent full-time employment. This process allows participation in training and employability development services while receiving child care and other support services.

The Workforce Connection Centers work with local business to identify job openings and determine the level of skill needed to perform job functions. All participants are then tested through WorkKeys for their occupational skill level and scores are matched against the employer's job criteria to find suitable employment. If the participant does not meet the WorkKeys skill level required for the position they are interested in, an online skills remediation program called Career Ready 101 is utilized to help the participant get to the level they need to qualify for the position.

Participants may also be referred to other intensive services provided through adult basic education programs or to other workforce system partners. The goal of this interagency collaboration is to help individuals find meaningful employment and end their dependence on public assistance.

In addition, the TANF program is working with the NMDWS to provide TANF staff with access to the New Mexico Workforce Connection Online System to improve the ability to appropriately match TANF clients with online job vacancies.

## 8. Older Individuals

### §679.560(c)

Provide a description of how the local board will coordinate WIOA title I workforce investment activities with the Senior Community Service Employment Program

**(Title V of the Older Americans Act of 1965) to serve the employment needs of older individuals.**

The WCCNM works closely with the SCSEP program, administered through Goodwill New Mexico, the New Mexico Aging and Long-Term Services Department and the National Indian Council on Aging in our state. Our offices host participants of this program, providing skills training and access to job placement. Our NMDWS partner and service provider program hires some SCSEP participants into permanent positions as they become available and places others with local employers. The State Director of the program is a member of our local workforce development board.

**9. Individuals with Low Literacy Levels**

**§679.560(b)(12)**

**Provide a description of how the local board will coordinate WIOA title I workforce investment activities with adult education and literacy activities under WIOA title II. Describe the joint planning processes planned or underway that will enhance the provision of services to individuals with receiving adult education services, such as cross training of staff, technical assistance, sharing resources, sharing of information, cooperative efforts to improve or create referral processes, joint enrollment and case management. This description must also include how the LWDB will carry out the review of local applications submitted under title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.**

Adult education and literacy activities are supported by WIOA Title II as well as by state funds. There are several agencies offering adult education in the Central Region, including CNM and UNM-Valencia, in addition Catholic Charities and the Hispano Chamber of Commerce. The WCCNM, through its Operator, can identify students in need of basic literacy skills through WorkKeys testing and those lacking high school equivalency diplomas. They can then be referred to the agencies that can provide basic skills training.

Clients will be co-enrolled in WCCNM Career Services, and adult education agencies that provide basic literacy training. Staff from the Centers, and the ABE agency, will be cross trained to know what services are being provided by each agency so as not to duplicate, but to enhance those services. All agencies are capable of providing technical assistance through web-based learning and assessment, i.e., WorkKeys, Key Train, and resources that can be shared so that all clients can be served at both locations. Joint-enrollment, cross training and resource sharing will ensure that students maximize their time to completion and ability to enter the workforce well-prepared.

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

### **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;**

Under WIOA, Wagner Peyser (WP) is a mandatory partner under the work force system, as a result a WP representative is a required member on the Local Board. This representative will also participate in the Board's Standing Committee of Core Partners to address a variety of strategies for maximizing coordination, improving service delivery, and avoidance of service duplication.

WP staff work closely and in coordination with all workforce partners to offer Basic Career Services as authorized by WIOA. WP Individualized Career Services are also made available through the WP Employment Services staff. WP Employment Services staff work closely with the WCCNM, site managers and the Workforce Operator as well as with all partners to provide services to employers and jobseekers. WP staff also attend the Business Service, WCCNM Team, and Core Partner meetings at the service delivery level.

The WP programs key role is to provide employers with potential jobseekers. WP's program service includes self-service, facilitated self-help, and staff-assisted services. The worker and jobseeker services includes job search assistance, reemployment services to unemployment insurance claimants, labor market information, evaluation and assessment of knowledge, skills, and abilities, referral to training and support services and Veterans priority of service. The services offered to employers include outreach to promote the use of Workforce Connection Center facilities and services, entry, review, and maintenance of job listings in the New Mexico Workforce Connection Online System (NMWCOS), filling job listings, specialized assessment and testing of applicants, Workforce Connection Online System technical assistance, recruitment assistance, such as job fairs, training services, and rapid response to layoffs and business closures. See the attached Business and Career Center Customer Flow Chart for further detail.

The New Mexico Workforce Connection On-Line System (NMWCOS) is available to employers and jobseekers. NMWCOS gives employers access to a database of job seekers in New Mexico. Employers can submit and update job listings in a secured system. Employers can post their own jobs or provide job listing information to WCCNM staff for the matching and referral of qualified job seekers. WCCNM staff can access both employer job listings and job seeker

accounts entered into the system. The job listing information allows Workforce Connection Center staff to evaluate the hiring requirements of the employer, as well as the qualifications of the job seeker.

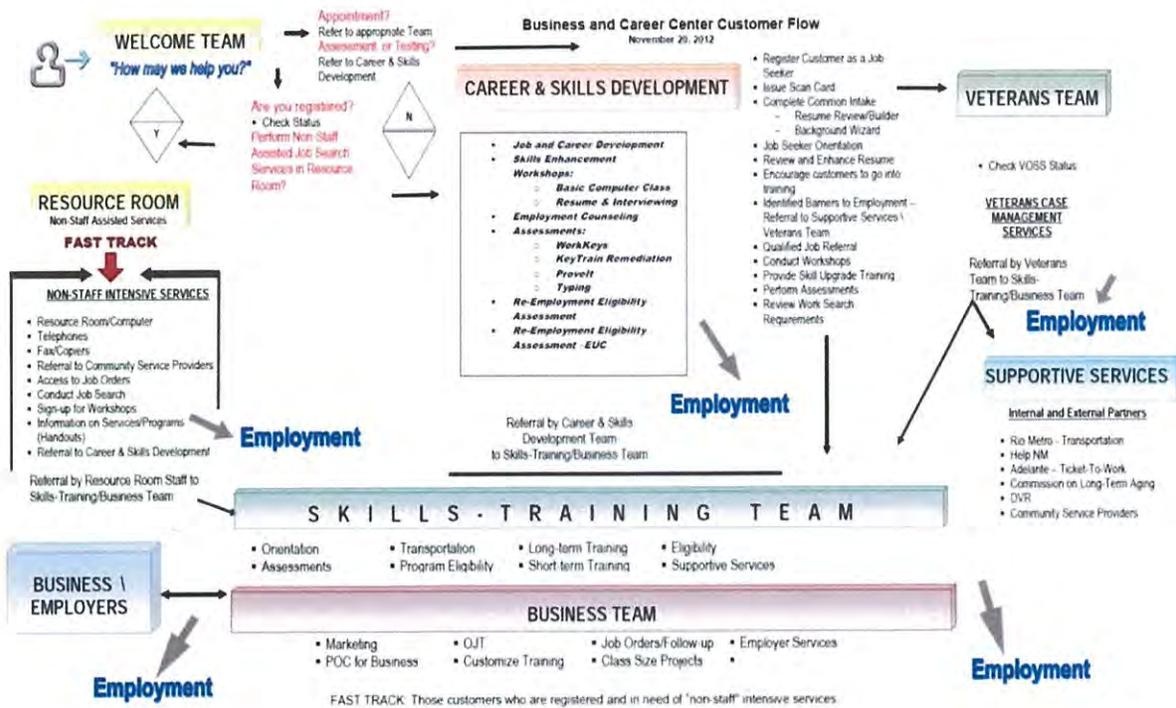
Recruitment assistance is also available to employers, including available interview rooms, job fair development, testing, pre-screening of candidates and labor market information.

The Work Opportunity Tax Credit (WOTC) program is a federal tax credit administered at the state level and available to employers that hire workers in designated target groups with barriers to employment.

Disabled Access Tax Incentives is an incentive for Small businesses that are eligible for two tax incentives to help cover the cost of providing reasonable accommodations for employees or customers with disabilities, such as sign language interpreters, readers, materials in alternative format (such as Braille or large print), the purchase of adaptive equipment, the modification of existing equipment, or the removal of architectural barriers.

The Empowerment Zone Employment Credit is an incentive for businesses located in an Empowerment Zone to hire employees who live in the zone, earning a tax credit of up to \$3,000 per eligible employee. The Federal Bonding Program, sponsored by the U.S. Department of Labor, serves as a tool to secure the job placement of ex-offenders and other high-risk applicants by issuing Fidelity bonds to businesses who offer jobs to workers in "at risk" groups. These bonds are business insurance policies that protect the employer in case of any loss of money or property due to employee dishonesty.

The Renewal Community Employment credit allows companies located within a Renewal Community to earn a tax credit of up to \$1,500 for each of their employees who lives in the community.



## 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 activities;**

Rapid Response is an early intervention service that assists both employers and employees affected by layoffs or plant closures. It provides access to user-friendly resources and information to help transition affected workers into re-employment. WCCNM's role is to provide information on the following:

- Registration in NMWCOS (required to receive unemployment).
- Resume writing assistance.
- Interviewing Skills.
- Career assessments/WorkKeys, Proveit, (any special testing required by employers).
- Job Search and Placement Assistance.
- Access to internet for job search and posting resumes.
- Resource rooms for computer, fax, and copies.
- Land lines for accessing Unemployment Call Center.
- Labor Market Information.

- Education and training opportunities through WIOA.
- All partners located in WCCNM offices.

### **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;**

Currently the WCCNM, relies on the Eligible Training Provider List (ETPL) to refer students to training. The relevancy of education programs is determined by Occupations in Demand, as reflected by economic development trends. Postsecondary institutions also rely the same trends to develop programs that fulfill local workforce needs. The WCCNM has a Training and Service Provider Committee whose members represent the two postsecondary schools in the region, economic development, and the Board's Administrative Entity, who together coordinate education programs and activities, strategies, in order to avoid duplication of efforts.

#### **§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).**

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

The State of New Mexico passed Legislation in 2008 creating a state plan to offer dual credit to all high school students. The statewide Dual Credit Master Agreement is signed by school districts and colleges and outlines the rules for administering this program.

Students receive both high school and college credit for taking the same course. The colleges waive the tuition, and the high schools pay for the books and are reimbursed by PED for the cost of books. Upwards of 10,000 students per year take advantage of this program.

#### **4. Coordination of Supportive Services**

##### **§679.560(b)(10)**

**Provide a description of how the local board will coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.**

The WCCNM assures that its title I WIOA Service Providers use an Individual Employment Plan (IEP) 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 fee, required testing fees, required uniforms and equipment not available through other sources.

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

##### **§679.560(c)**

**Provide a description of the board's follow-up policy and procedures for each of the targeted groups in Section G.**

The WCCNM has implemented a policy and forms that clearly outline the types of follow-up services available to its WIOA title I 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 WCCNM has developed and implemented an administrative directive to further clarify this process, which requires at least one contact with the participant in person or electronically during the first quarter after the exit quarter, and quarterly follow-up with youth for a full year after exit.

#### **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.**

WCCNM staff continues to ensure that Priority of Services are offered to Veteran's, Veteran families, low income individuals and those deemed basic skills deficient through assessment. Effective July 1, 2015 the Workforce Innovation and Opportunity Act (WIOA) required that the Priority of Service Policy to be implemented. The WCCNM approved Operational Policy NO. OP-404, Change - 4 to reflect WIOA requirements effective also on July 1, 2015

**ADULT PRIORITY OF SERVICES**

With respect to funds allocated to a local area for adult employment and training activities, priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services and training services.

**VETERAN PRIORITY**

A veteran or the qualifying spouse of a veteran is entitled to, and must be given priority over, a non-veteran when the veteran or qualifying spouse meets WIOA eligibility requirements. Priority extends from selection to enrollment to funding decisions after enrollment. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person.

Although veteran priority should not be confused with eligibility, case managers must verify veteran status when enrolling a veteran or qualifying spouse. Verification documents will be submitted as part of the applicant's enrollment packet.

A veteran is defined as a person who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable.

Active service includes full-time Federal service in the National Guard or a Reserve component. This definition of "active service" does not include full-time duty performed strictly for training purposes which is often referred to as "weekend" or "annual" training. Nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities.

A qualifying spouse is the spouse of any of the following:

- Any veteran who died of a service connected disability; or,
- Any member of the Armed Forces who is listed in one of the following categories for at least 90 days: missing in action, captured in the line of duty, forcibly detained by a foreign

government; or,

- Any veteran who has a total disability resulting from a service connected disability; or,
- Any veteran who died while a disability was in existence.

#### ORDER OF PRIORITY

Priority of Service must always be given to covered persons (i.e. veterans and eligible spouses, including widows and widowers) regardless of whether or not the priority of service is in place. Priority of service is required for the provision of career services and training services, including individual training accounts, a veterans' priority as well as priority to public assistance recipients and low income individuals required in WIOA regulations will be established as follows:

- First priority will be provided to recipients of public assistance, low-income or individuals who are basic skills deficient *who are also* veterans or eligible spouses of veterans.
- Second priority will be provided to recipients of public assistance, low-income, or individuals who are basic skills deficient *who are not* veterans or spouses of veterans.
- Third priority will be provided to veterans or eligible spouses of veterans who are not recipients of public assistance, low-income or basic skills deficient.
- Last priority will be provided to Adults in need of service who are not recipients of public assistance, not low-income or basic skills deficient.

All WCCNM Adult/Dislocated Worker Service providers continue to track the participation level in each priority area.

#### **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.**

The WCCNM will convene an Ad Hoc Committee meeting of the core partners, WIOA adult, dislocated worker and youth, Wagner Peyser, Adult Education, Vocational Rehabilitation and Older Worker programs. This Ad Hoc Committee (Core Partners Committee) will create a grid, or a rubric, showing the type of outreach efforts needed by each partner for shared customers and targeted populations, by whom the outreach efforts are offered, type of outreach efforts, and any details that can be compared and contrasted in order to identify duplication of outreach and the strengths and weakness of the outreach efforts being offered.

## **8. Coordination of Professional Development Activities**

### **§679.560(c)**

**Describe how professional development activities will be coordinated across all partner programs staff.**

The WCCNM will convene an Ad Hoc Committee meeting of the core partners, WIOA Adult and Youth, Wagner Peyser, Adult Education, Vocational Rehabilitation and Older Worker programs, and additional programs as appropriate. This Ad Hoc Committee (Core Partners Committee) will create a grid, or a rubric, showing the type of professional development activities needed by each partner, by whom professional development activities are offered, length of activities, and any details that can be compared and contrasted in order to identify duplication of professional development and strengths and weakness of the programs being offered.

## **9. Coordination of Referrals**

### **§679.560(c)**

**Describe how the board will coordinate customer referrals across partner programs.**

The WCCNM will convene an Ad Hoc Committee meeting of the core partners, WIOA Adult and Youth, Wagner Peyser, Adult Education, Vocational Rehabilitation, Older Worker programs and additional programs as appropriate. This Ad Hoc Committee (Core Partners Committee) will create a grid, or a rubric, showing the type of referrals activities needed by each partner, by whom referrals are offered, length of referral, and any details that can be compared and contrasted in order to identify duplication of referrals and strengths and weakness of the programs being offered as a result of the referral.

For example, the Ad Hoc committee could consider the referral process from the New Mexico Division of Vocational Rehabilitation (NMDVR), who has already developed a referral form for appropriate job seekers with a disability to take to their nearest Workforce Center. This referral form contains contact information on participant, signed release of information, accommodations needs, and identification of workforce services needed. The referral form also contains attachments regarding NMDVR statewide office locations and a Script describing WCCNM's services. The NMDVR Satellite Office within the Bernalillo County WCCNM's Center could receive referrals from individuals identified as job seekers with a disability through the WCCNM's intake process. The NMDVR staff could then contact these job seekers to inquire if they are interested in receiving vocational rehabilitation services.

## 10. Coordination with Other Partner Programs

### §679.560(c)

Describe any other services provided in the one-stops to support the local workforce development system and customers. Include any coordination plans or activities the board has with any other partner programs such as, AmeriCorps, JobCorps, Youth Build, Mission: Graduation, Innovate Educate, etc.

The WCCNM currently coordinates plans and activities with other partners such as the AmeriCorps, Youth Build, New Mexico JobCorps, Mission: Graduate and Innovate+Educate. With the later three partners already co-located at the Bernalillo County Center.

Future collaboration with local AmeriCorps programs may be planned, such as the Atrisco Heritage Foundation and Youth Development, Inc.'s VISTA and AmeriCorps Members, who are dedicated to fighting poverty in America. Here in New Mexico, poverty levels are high, and are strongly associated with low educational attainment. The four-year high school graduation rate for New Mexico is only 70%, vs 80% nationally. In Albuquerque during one school year alone, 2013-14, nearly 3,000 students dropped out of school.

VISTAs are assigned to partner high school in New Mexico to implement, monitor and support programs designed to keep students in school with other offerings such as Guide to Greatness and Youth Entrepreneurship, and a Professional Development curriculum to build the confidence that encourages success and provide exposure to wider career possibilities.

The WCCNM coordinates with its Youth provider, also a provider of the Youth Build Program to engage WIOA eligible youth. The programs work together to leverage resource and services to provide a comprehensive program for out-of-school youth. Youth participants are provided with high school equivalency preparation, testing, occupational skills training in a pre-apprenticeship construction program through the Youth Build program, supportive services, paid work experience and transition to apprenticeship or employment through the WIOA program. Case managers of both programs coordinate services and share data related to performance. The Youth Build program and provider are included in the WCCNM single partner Memorandum of Understanding as a required partner.

New Mexico JobCorps offers academic training as well as career technical training in several vocational trades such as building construction technology, carpentry trainee, cement masonry, electrical, office administration, plumbing, advanced welding and health care. The WCCNM supports the Job Corps program's mission of teaching eligible young people the skills they need to

become employable and independent and placing them in meaningful jobs or further education.

Mission: Graduate collaborates with organizational partners such as WIOA to align their practices, policies, share strategies, and develop projects that lead to a shared vision for student success. As noted earlier, Mission: Graduate is co-located at the Bernalillo County One-Stop and is included in the RSA and MOU with partners. The WIOA youth provider actively participates in several Mission: Graduate committees that has enabled them to connect to employers through the Employer Network Committee. As well as engage with schools and work effectively with youth on school attendance through the Graduate Attendance Policy and Practice Committee. In addition, the develop a pilot project with Central New Mexico Community College that aids in the transition and retention of youth in post-secondary education through the Adult Transitions to College Committee. Both share a common mission of bringing together systems to implement solutions in our communities that create change and success. Mission: Graduate also provides services that connect individuals to post-secondary opportunities, including connecting them to “warm hand off” to councilors. Counselors provide financial aid information and direction on educations tracks. This service includes those students who have stopped attending colleges and would like to re-enroll.

The WCCNM supports Innovate+Educate’s mission of leveraging multiple pathways, increasing access to quality training and career opportunities, resulting in sustained economic mobility and security for their families and communities. Also, noted earlier Innovate+Educate is co-located at the Bernalillo County One-Stop and is included in the RSA and MOU with partners. Simultaneously, employers experience increased return on their investment through identification and promotion of a more diverse and better trained workforce, creating greater value for both themselves and the regional economy. This program works to change the way employers hire by promoting skill based hiring. This method had proved to be successful for many business in the Central Region. The WIOA youth provider works with Innovate+Educate to promote youth employment through participation in youth hiring events, Job Fairs, and business engagement. When possible, outreach is coordinated to avoid duplication of job development efforts and to strategize methods in effectively serving the business community.

## **ADMINISTRATIVE ELEMENTS**

### **G. Fiscal and Performance Management**

#### **§679.560(b)(14)**

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

The Mid Region Council of Governments (MRCOG) is designated as the Administrative Entity for WIOA and supports the WCCNM. MRCOG is the lead agency responsible for the fiscal and program administration of the core programs listed below as specified in WIOA.

- Adult Program (WIOA, Title I)
- Dislocated Worker Program (WIOA, Title I), and
- Youth Program (WIOA, Title I).

The WCCNM provides oversight of WIOA programs by contracting with service providers to provide job training and employment services. The board's membership represents the WIOA vision and requirements as well as a wide variety of individuals, businesses, and organizations throughout the local area who work to:

- Promote relationships between economic development, education, and workforce partners;
- Develop strategies to improve and strengthen the workforce development system and alignment and improvement of employment, training, and education programs to promote economic growth.;
- Collaborate closely with all partners of the workforce development system, including public and private organizations; and,
- Integrate and align a job-driven workforce development system.

The CEOs in the local area serve as the local grant recipients for WIOA funds allocated to the WCCNM. The Administrative Entity disburses WIOA funds for services to youth, adults, and dislocated workers, based on receipt of state allocations.

The local board adopts policies based on the policy and guidance from NMDWS, thus providing guidance of activities at the Centers. The WCCNM works to improve the quality of workforce development services available to it local job seekers and businesses through coordination of its partners.

**§679.560(b)(15)**

**Provide a detailed description of the competitive process that will be used to award the subgrants and contracts for WIOA title I activities. (Please provide a copy of the board's procurement policy or policies, including conflict of interest provisions as a part of Attachment A.)**

In June 2014, the WCCNM updated its Procurement Policy WFCP-02-14 under the authority of WIA (P.L. 105-220), at this time this policy is under review and will require updates to reflect WIOA Title 1 activities. The current policy will be submitted in Attachment A. It describes the detailed description of the competitive process used for sub grants and contracts for WIA (past program).

## PROCUREMENT POLICY

**SCOPE.** This policy pertains to all procurement initiated by or on behalf of the Workforce Connection of Central New Mexico (WCCNM) including those initiated by a contractor or sub grantee to the WCCNM. All entities involved in procuring items of tangible personal property, services or construction shall adhere to the Workforce Investment Act (WIA), attendant federal and state laws and regulations including applicable OMB circulars; and WCCNM policies. Except as otherwise provided in the Procurement Code (Code), the policy applies to any procurement with WIA funds.

**AUTHORITY & REFERENCES.** The Workforce Investment Act (P.L. 105-220) of 1998; the state Workforce Development Act, Sections 50-14-1 through 50-14-8 NMSA 1978; the state Procurement Code, Sections 13-1-21 through 13-1-199 NMSA 1978; WIA Procurement and Contracting Activities Guidelines, 11.2.28 NMAC; WIA Procurement, STAG 10-03; and other applicable OMB Circulars, federal, state and laws, regulations, and guidelines and WCCNM policy, including revisions and updates of applicable laws, regulations and guidelines.

## OBJECTIVE.

To establish minimum WCCNM requirements for procurements and contracting conducted under the Workforce Investment Act (WIA). The purpose of the WIA procurement process is to provide for fair and equal treatment of all persons and organizations involved in a procurement, to maximize the purchasing power or value of WIA funds, and to provide safeguards to ensure the integrity of all WIA procurements through the maintenance of a quality procurement system (11.2.28.6 NMAC).

The WCCNM and its contractor or sub grantees must comply with any requirement imposed by federal and state law and regulations, WCCNM policy, and the terms of the federally funded WIA grant.

Compliance with the standards promulgated in the WIA, OMB Circulars and the Code and this policy that governs procurement will ensure that procurement practices are acceptable.

The objective of this policy is to have the force and effect of law to implement, interpret or make policy specific as it applies to federal procurement law and the Code, and the purposes stated therein.

In PY 2013, the LWDB approved the Monitoring and Oversight Policy No. MP-301, Change 1, Code of Conduct Policy and Procedures. This policy is under review and will be updated to reflect WIOA Title 1 activities. Per section B, the Conflict of Interest subsection requires all members of the WCCNM Board, Youth Council and WCCNM Contractors to complete a Conflict of Interest questionnaire disclosing any potential

conflict. This procedure outlines the steps to be taken in the event of a Board member's conflict of interest. The full document will be submitted in Attachment A.

BACKGROUND:

Workforce Connection of Central New Mexico (WCCNM) must assure and certify that in administering programs under federal and state law, it will fully comply with the Workforce Investment Act of 1998 ("WIA"), the Wagner Peyser Act of 1933, other applicable laws, and all regulations promulgated under such laws.

OBJECTIVE:

The objective of this policy is to establish a Code of Conduct Policy and Procedures for the WCCNM, its agents, contractors and committees, and the Youth Council, in accordance with the policies and procedures set forth by the USDOL and NMDWS.

POLICY:

- B. Conflict of Interest. For the purpose of this subsection, a Conflict of Interest refers to the act of an individual (employed or funded through WIA funds or serving on the WCCNM, a WCCNM committee or Youth Council) participating in decisions relating to policy, agreements, contracts, or sub grants in which that individual, a business associate, family member or other personal acquaintance will financially benefit or which participation has the appearance or perception of a conflict of interest.
- 1) The WCCNM, its agents and contractors, and the Youth Council will assure that conflict of interest or the appearance of a conflict of interest will not occur in awarding financial assistance and in the conduct of any procurement activities.
  - 2) Members of the WCCNM, its employees, agents and contractors, and members of the Youth Council shall not participate in any decision-making process relating to the action that could benefit them or their organizations, business associates, family members, or other personal acquaintances and shall not participate in the development of the request for proposals, statements of work, evaluations and selection criteria.
  - 3) The WCCNM, its agents and contractors, shall assure that funds received under the WIA program will not be used for hiring or paying any nongovernmental individual, institution, or organization to conduct an

evaluation of any program if such individual, institution, or organization is associated with that program as a consultant or technical advisor.

- 4) Members of the WCCNM, its agents and contractors, and members of the Youth Council agree that they or their employees or officers, do not have a financial interest and will not acquire any interest, direct or indirect, that might conflict in any manner or degree with the performance of any activities or functions required under a WIA program. The WCCNM, its agents and contractors, also agree that in performance under a WIA program, they will not employ a person having such interest. The WCCNM, its agents and contractors, shall establish safeguards to prevent its officers, staff members, subcontractors, or employees, or the Youth Council from using their positions for purposes that appear to be motivated by desire for private gain for themselves or others, particularly those with whom they have family, business or other ties. The WCCNM shall assure that agents, contractors, subcontractors, entire staff and the Youth Council will comply with this paragraph as a condition of being a WIA official or contractor.
  
- 5) Officers and Chairpersons of Committees. For purposes of this policy all officers and chairpersons of committees may not have any contractual relationship with the WCCNM. The WCCNM will not enter into any procurement contract for services, construction, or property with a WCCNM or Youth Council member or with a business in which the member has an interest unless the member has disclosed his or her interest and unless the contract is awarded in accordance with the New Mexico Procurement Code and WCCNM policy.
  
- 6) Should a conflict of interest or potential conflict of interest arise, the WCCNM member, Youth Council member, contractor, staff, or other person covered by this policy shall notify the WCCNM chair immediately upon learning of such conflict or potential conflict.

**§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.**

The WCCNM has negotiated 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 (still under review by NMDWS) and the one-stop delivery system in the Central Region for PY 16 as describe in the attached email in Attachment E.

**§679.560(b)(17)**

**Describe the actions the LWDB will take toward becoming or remaining a high-performing workforce development board.**

The WCCNM is considering a Strategic Planning session for its Board Members to review and potentially update the Vision, Mission Statement, Goals and Objectives in relationship to the new changes within WIOA. During the June 2017 Board Meeting, the Chair will announce the intent to plan and organize a Strategic Planning session and ask for input during this meeting. A Planning Ad Hoc committee will be requested (if need) by the Chair for further planning purposes. The WCCNM will then seek to secure a consultant to facilitate the process. The Chair (and/or Ad Hoc Committee) will meet with the consultant to develop the specific goals and objectives of the session(s). The date, time and location will also be determined with Board and Ad Hoc Committee input at the June Board meeting.

The WCCNM will continue to receive economic data and regional economic activity during its board meetings and will consider and request specific economic data reports and/or presentations from WCCNM members who represent Economic Development in the region or from external economic development entities. The WCCNM membership makeup will continue to fulfill the WIOA membership requirement as it also reflects an array of local industries perspectives and talent.

The WCCNM is considering a Standing Committee of WCCNM board members that represents WIOA Core Partners, that could meet at least quarterly to address WIOA strategic planning and/or to address issues as they arise. Also, during the Full Board meeting in July 2017, the Chair will introduce the need to implement this Standing Committee of WIOA Core Partners and its purpose. The Standing Committee of Core Partners will address a variety of strategies for maximizing coordination, improving service delivery, and avoidance of service duplication. In addition to the mandated Core Partners, the Chair will reach out to the whole Board membership to determine additional interest in participation. This Committee will then meet quarterly moving forward.

All new Board Members will continue to follow the existing process of the New Board Member Orientation, new members (as well as existing) are invited to attend and participate in National, State and Local WIOA trainings and/or conferences as applicable. Members are also included in all internal Audit reviews and external Audit reviews as needed. In addition, Board members are always kept abreast of WIOA issues as applicable during Board Meetings and throughout the year.

**§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.**

Effective October 19, 2015 the WCCNM approved the Operational Policy NO. OP-419, Change 4 to provide guidance and instruction to WCCNM service provider(s) when considering and making available training services in the form of an Individual Training Account (ITA) to eligible Workforce Innovation and Opportunity Act (WIOA) participants. The ITA is established on behalf of a participant to finance training services from eligible training providers selected from a list of approved providers and their programs in consultation with the case manager.

The ITAs:

- Shall be limited to individuals unable to obtain other grant assistance or require assistance beyond that available from other grant assistance programs;
  - All participants pursuing ITA assistance, must apply for PELL grants prior to receiving ITA funding;
  - Shall only be issued to individuals who have been determined to need training services to obtain employment; ITAs are not considered an *entitlement*;
  - Shall be developed jointly by the customer and case manager using the results of the assessment and Individual Employment Plan (IEP);
  - Shall meet the workforce needs of employers for a skilled labor force by preparing individuals to gain higher-skills through training and high-wage sustainable employment that contributes to the economic vitality and growth of Central Workforce Investment Area;
  - Shall be in a Demand Occupation as approved in board policy in which WIOA program resources will be targeted and must be adhered to by all Business and Career Center (BCC) staff;
  - Shall not exceed 104 weeks in a five (5) year period; and
  - Shall be limited to \$5,000.00, in a five (5) year period;
- Service Provider staff:
- Shall assess the customer needs, readiness, willingness and ability to enter into and successfully complete the career training for which the ITA is being developed;

- Shall develop an Individual Employment Plan (IEP) jointly with the help of the customer utilizing results of any testing or assessments that may have been performed. In addition, to understanding and taking into account the customers barriers, needs, and goals. The IEP should document, in detail, the career pathway the customer will need to follow to ensure his/her achieving their goal.
- Shall select only approved training providers and their programs from the approved eligible training provider list targeting demand occupations, as defined in local policy;
- Shall at each training enrollment period (i.e., semester, quarter) document the unavailability of other funding sources such as PELL grants, TAA, TANF or other federal grants);

Customer:

- Shall research three (3) Eligible Training Providers that offer the *\*recommended training*, in order to ensure accountability and cost savings;
- Shall gather three (3) ETPL program outlines or the recommended/desired occupational skills training. In gathering ETPL outlines, the customer will be required to consider the *\*\*deciding factors* (see following page).
- Training provider selection, although in concert with service provider staff, is ultimately customer choice.

*(Note: If a customer seeks training where there are less than three Eligible Training Provider programs available providing the recommended training, the customer must then secure as many bids as he/she can.)*

Continuing support for Occupational Skills Training is contingent upon the following:

- Training Programs shall not exceed 104 weeks;
- Customers entering into and/or continuing an ITA must maintain a 2.0 grade point average throughout the duration of the training, if applicable;
- Apply each year/or semester for Student Financial Aid/Pell Grant; and
- Customer must maintain a course load sufficient to complete the program within the standard time frame (at least 6 semester hours), barring unusual circumstances.
- WCCNM funded ITA training cannot be duplicated; therefore, a class cannot be paid for more than once with WIOA funding.

#### Requirement for Online/Distance Courses:

- All BCC staff and customers must follow all the requirements noted above pertaining to the ITA process.
- All BCC staff and customers will jointly decide upon the recommended/desired training that best fits the customer, while considering the deciding factors.
- All online/distance training programs must be approved by the Administrative Entity (MRCOG) and placed on the Eligible Training Provider List, with all costs outlined.
- Customers seeking only online/distance training programs will NOT be eligible for transportation, temporary shelter, and childcare supportive services through the WCCNM.
- Customers seeking online/distance training programs must demonstrate to the WIOA staff they have access to a computer and is able to effectively access the recommended online program, separate from the BCC.

#### **§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.**

At this time the WCCNM does not have a plan to implement a pay-for performance contract strategy for certain elements under WIOA Section 128(b). Although the WCCNM may consider such strategies in the future.

#### **§679.560(c)**

**The local board grant agreements require boards to achieve or exceed a Minimum Training Expenditure Requirement of 40%. Local boards should obligate a minimum of 80% and expend a minimum of 40% of current year funding by the end of the third quarter of the program year. Please report on the local board's expected obligation and expenditure rates for PY 2016.**

The WCCNM budgets for its three contractors, five board discretionary expenses and the Central Regions four Business & Career Centers (Centers) each year. Once these are calculated and inserted into the budget template all remaining dollars granted to WCCNM fall into one of two training expenditure categories – the Adult/Dislocated Worker and Youth. All granted NMDWS formula monies available to the Central Region each year, including the second year carry-in are placed in the budget in full each year. Contractors can never exceed their contracted amounts and the board expenses have a contingency fund that can subsidize as a cushion in the event any overages occur in the Center costs

or overages occur in the participant training expenditure activities. Further these training activities are monitored by the Administrative Entity throughout the program year with meetings with staff who manage at the service level of each contract and monitoring reviews.

PY16 has a Formula budget of \$6,918,254 of its current year total \$11,242,819. There are other grants besides NMDWS's.

The two PY16 budgeted training expense categories of NMDWS formula granted monies are \$3,090,925 Adult/DW and \$1,184,000 Youth. A total of \$4,274,925 or 62% of the State NMDWS formula budget of \$6,918,254. By the end of the third quarter each year WCCNM always exceeds the 40% expenditure of all its NMDWS Formula funding.

#### **§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.**

Currently the WCCNM Centers are integrated with the New Mexico Workforce Connection On-line System (NMWCOS) under the management of NMDWS. Not all core partners are fully integrated as this time. The WCCNM will ensure that the local Centers implement technology-enabled, integrated intake and case management information systems for programs, when made available by the state administrative entity.

#### **H. Definitions**

#### **§679.560(c)**

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

Effective on June 20, 2016 the WCCNM passed the Operational Policy NO. OP-428-Definition of Additional Assistance Barrier, for Youth Eligibility. WIOA mandates that youth participants must have one (1) or more barriers to employment to be eligible for WIOA youth services. Interpretation of the additional assistance barrier is broad and has the potential for questionable participant eligibility situations. To ensure eligibility of those youth using the additional assistance barrier, WCCNM established parameters for documentation that is acceptable to verify the barrier.

This policy provides Youth Service Providers, contracted by WCCNM, guidance regarding the additional assistance youth barrier. Youth are eligible for program enrollment per WIOA under the additional assistance barrier if he or she is an individual who requires additional assistance to enter or complete an educational program, or to secure and hold employment due to an unstable home environment and/or 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. (*U.S. Federal Government Statutory Definition of “Gifted and Talented Students”*). This policy can be found in Attachment A.

#### **§679.560(c)**

**The state defines “basic skills deficient” for Adults and Youth as follows.**

- **For Adult – An individual who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.**
- **For Youth – An individual who computes or solves problems, reads, writes, or speaks English at or below the eight grade level on a generally accepted standardized test or comparable score on a criterion-referenced test.**

**Please describe the process the board uses to test individuals for basic skills deficiency.**

In October 19, 2015, the WCCNM approved the following Basic Skill Deficiency Definition and policy as well as the process to test individuals for basic skills deficiency as follows:

Under the proposed regulations for the Workforce Innovation and Opportunity Act (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.
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.

For number 1, “at or below the 8th grade level” will be determined by:

- 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 WCCNM- Central Region).

For number 2, Boards 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 Central Region, it has been determined, based on WorkKeys Crosswalks and Conversion Tables (attached), 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.*

NOTE: Documentation of the assessment(s) and results must be maintained in the hard-participant file, in the case notes and scanned into the NMWCOS system.

**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.

**J. Assurances**

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

#	Assurance	Indicate Yes or No
1.	The LWDB obtained input into the development of the Local Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or 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	Yes

	class of officials that the member represents, and procedures to resolve such conflicts.	
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)** WCCNM Policies relevant to the implementation of WIOA – will be submitted via flash Drive to NMDWS. **Any or all attachments are also available on request.**

**(Attachment B)** WCCNM Full Roster of Membership, including the group each member represents, including a list of standing committees and a description of the purpose of each committee.

<b>BUSINESS MEMBERS 51%</b>		
	<b>Name</b>	<b>Organization Name</b>
	Caster-Armijo Odes	Sacred Power
	Goodrich, Marni	Yearout Mechanical , Inc.
	Kaynard, Margaux	Rural Sourcing Inc. (RSI)
Vice-Chair	Lacen, Diane M	National Electric Supply & NICOR Lighting
	Lincoln, Patricia	DFL Associates
	Norris, Teri	Presbyterian Healthcare Services
	Ortiz, Debbie	RDO Enterprises
	Romero, Alex O.	Albuquerque Hispano Chamber of Commerce
	Sacco, Stacy	SACCO Connections
Chair	Sanchez, Leslie	Dual Language Education of New Mexico
	Sanchez, Randy	Coronado Mall
	Zamora, Isaac	Zamora Business Accounting, PC
<b>PARTNERS</b>		
<b>LABOR ORGANIZATION</b>		
	<b>Name</b>	<b>Organization Name</b>
	Kress, Paul	International Brotherhood of Electrical Workers Local Union 611
	Swisher, Mike	Central NM Labor Council
	Waldy Salazar	Apprenticeship (NMDWS)
<b>COMMUNITY BASED ORGANIZATION</b>		
	<b>Name</b>	<b>Organization Name</b>
	Murphy, Virginia	Commission for the Blind
	Rackley, Angela	Albuquerque Job Corps Center
	Vandergeason,Carolynn	New Mexico Association of Community Partners
<b>EDUCATION</b>		
	<b>Name</b>	<b>Organization Name</b>
Higher Education/Post Secondary	Sionna Grassbaugh	CNM Community College - WTC
Adult Basic Education and Literacy	Logan, Rita Gallegos	UNM-Valencia Campus
<b>ECONOMIC DEVELOPMENT</b>		
	<b>Name</b>	<b>Organization Name</b>
	Mims, Ralph	Village of Los Lunas
	Walton, Bob	Albuquerque Economic Development
<b>WORKFORCE SYSTEM PARTNERS</b>		
	<b>Name</b>	<b>Organization Name</b>
WIOA Title I-B Programs	Waldy Salazar	NMDWS
Wagner Peyser Act	Waldy Salazar	NMDWS
TANF/Food Stamp employment & tra	Hernandez, Victoria	Human Services
Vocational Rehabilitation	Gonzales, Reyes	DVR
Title V Older American Act	Calderwood, Doug	Aging and Long Term Svc
<b>CEO REPRESENTATIVE (1)</b>		
	<b>Name</b>	<b>Organization Name</b>
	Torres, Jack*	Town of Bernalillo

**Standing Committees:**

**Executive Committee**

The Executive Committee has the authority to act on behalf of the WCCNM on issues that cannot be deferred to the next WCCNM meeting. The Executive Committee will serve as the Board of Finance for the WCCNM, acting on all financial matters including the budget, lease and contracts.

- Odes Armijo-Caster- Past Chair
- Doug Calderwood - Performance/Monitoring Chair
- Diane Lacen – Chair-Elect/Bernalillo County Rep.
- Ralph Mims - Valencia County Rep
- Debbie Ortiz - Torrance County Rep.
- Leslie Sanchez – Chair
- Sionna Grassbaugh - Training/Service Provider Chair
- Honorable Jack Torres - CEO Rep
- Isaac Zamora – Treasurer

Vacant – Sandoval County Rep.

\*\* Rosa Auelta – Youth Council Standing Committee Chair/Non-Voting Member

**Performance/Monitoring**

The Performance and Monitoring Committee will develop performance standards for each program, monitor their progress, and provide oversight to the tracking data collection systems. The Performance and Monitoring Committee will make its recommendations to the Executive Committee.

- |                         |              |
|-------------------------|--------------|
| Doug Calderwood - Chair | Mike Swisher |
| Paul Kress              | Isaac Zamora |

**Training/Service Provider**

The Training/Service Provider Committee will review and make recommendations to the Executive Committee on matters related to WCCNM's Training/Service Provider Program.

- |                           |                |
|---------------------------|----------------|
| Rita Gallegos Logan       | Alex Romero    |
| Sionna Grassbaugh - Chair | Sherry TenClay |
| Diane Lacen               | Robert Walton  |

### **Youth Council/Youth Standing Committee**

The Youth Council will review and make recommendations to the Executive Committee on matters related to WCCNM's youth provider program.

Rosa Auletta - Chair  
Charlene Chavez  
Patricia Lincoln  
Jessica Martinez

Krista Martinez  
Melodee Saiz  
Maria Rinaldi

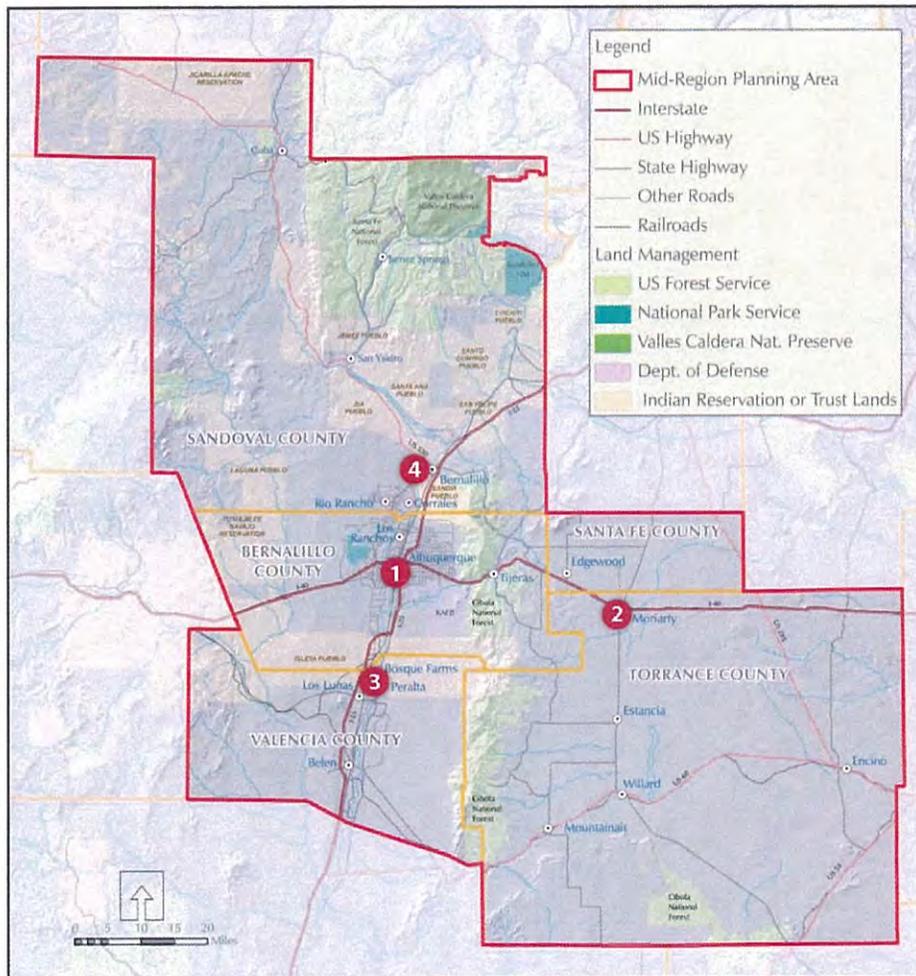
**(Attachment C)** One-Stop Centers in the local area, including address and phone number.

## Workforce Connection of Central New Mexico



### BUSINESS AND CAREER CENTERS

1. **Bernalillo County Office** 501 Mountain Road NE | Albuquerque, NM 87102 | P (505) 843-1900 | F (505) 843-1993
2. **Torrance County Office** 777 Route 66 | Chamber of Commerce Building | Moriarty, NM 87035 | P (505) 832-6774
3. **Valencia County Office** 428 Los Lentos Rd SE | Los Lunas, NM 87031 | P (505) 212-9115 | F (505) 865-2278
4. **Sandoval County Office** 301 Rail Runner Ave | Bernalillo, NM 87004 | P (505) 771-2160 | F (505) 771-2541



**Mid-Region Council of Governments**  
 Administrative Entity for the Workforce Connection of Central New Mexico  
 809 Copper Ave. NW | Albuquerque, NM 87102 | 505-247-1750

The Mid-Region Council of Governments is currently the One-stop Operator for each location, however the WCCNM will go through a competitive procurement process prior to the beginning of PY17 to secure an Operator, per WIOA requirements. Each Center location is a comprehensive site.

Itinerant staff assisted services is available in the Valencia County at the Belen Community Center, for those that are not able to travel to Los Lunas; and, itinerant services for Sandoval County residents that reside in Rio Rancho is available at the Star Heights Community Center.

Coordination with libraries, within the Belen and Rio Rancho areas are in place, that provide detailed instructions for self-directed services in each of the communities. This facilitates job seeker services for clients in these communities that access public computers to perform job seeker services.

**Bernalillo County:** Comprehensive  
501 Mountain Rd NE  
Albuquerque, NM 87103

Partners:  
Department of Workforce Solutions:  
TAA  
Wagner Peyser  
Veterans Program  
Re-employment Services (REA)  
Unemployment Insurance  
Division of Vocational Rehabilitation  
TANF SL-Start  
Innovate+Educate  
WIOA Adult/ Dislocated Worker/ Youth  
Job Corp  
HELP NM  
Tech Hire New Mexico

**Sandoval County:** Comprehensive  
301 Rail Runner Ave  
Bernalillo, NM 87004

Partners:  
Department of Workforce Solutions:  
Wagner Peyser  
Re-employment Services (REA)  
Veterans

WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

**Valencia County:** Comprehensive  
428 Los Lentos Rd. SE  
Los Lunas, NM 87031

Partners:  
Department of Workforce Solutions:  
    Wagner Peyser  
    Re-employment Services (REA)  
    Veterans  
WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

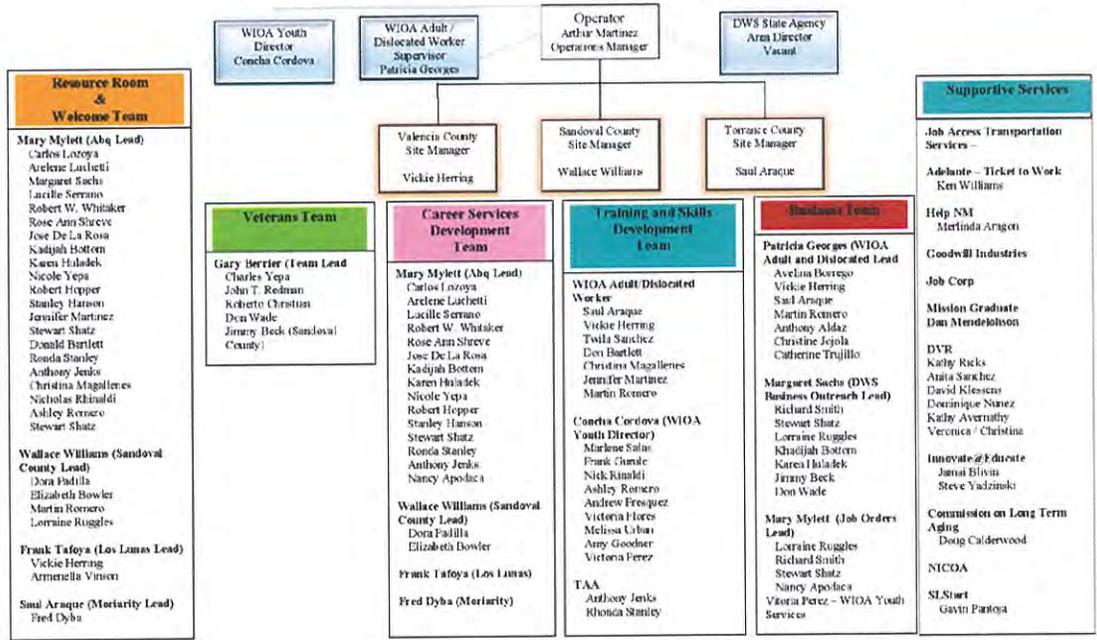
**Torrance County:** Comprehensive  
777 Old Route 66  
Moriarty, NM 87035

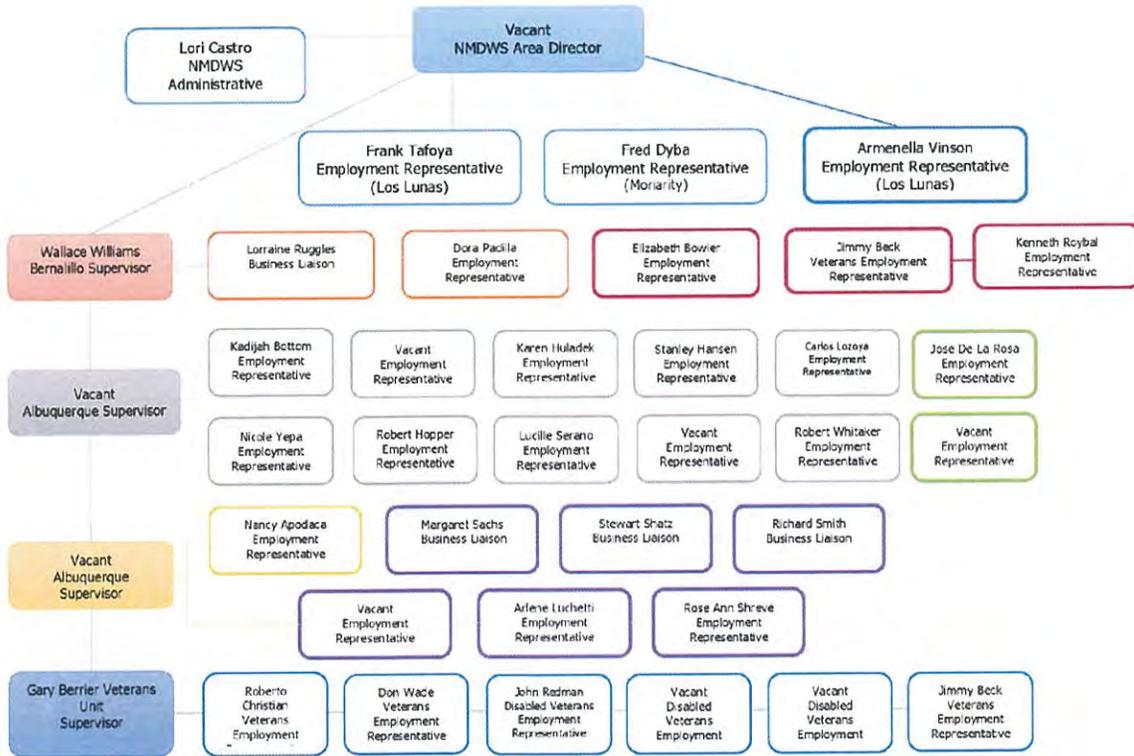
Partners:  
Department of Workforce Solutions:  
    Wagner Peyser  
    Re-employment Services (REA)  
WIOA Adult/ Dislocated Worker/ Youth  
Unemployment Insurance

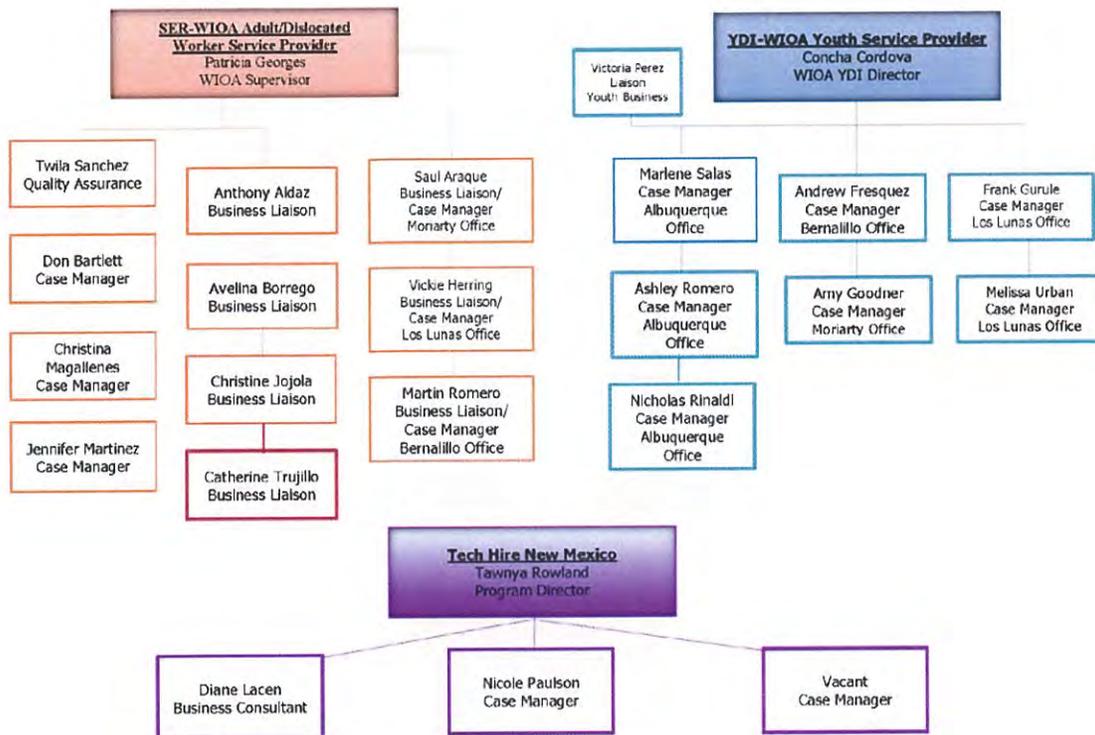
The following four charts depicts close coordination, collaboration and participation (Functional Organizational Alignment) in the various functional teams and allowing for a seamless presentation of services and access to the many workforce services available within the Central Area.

CENTRAL AREA BUSINESS AND CAREER CENTERS FUNCTIONAL ORGANIZATION

November 2016









**(Attachment D)** Copies of any draft or completed cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the Workforce Innovation and Opportunity Act will be submitted via flash drive.

**(Attachment E)** Local levels of performance negotiated with the Governor (NMDWS) and chief elected official consistent with WIOA sec. 116(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent, eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area, for PY 16 and PY 17.

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

	Adult	Dislocated Worker	Wagner-Peyser	Youth
Employment Rate 2nd Quarter After Exit	85.5	82.6	71.8	65.0
Employment Rate 4th Quarter After Exit	82.0	78.5	67.2	60.0
Median Earnings 2nd Quarter After Exit	\$8,529	\$6,246	\$5,849	
Credential Attainment 4th Quarter After Exit	48.2	45.0		43.4

**Signatures:**

  
\_\_\_\_\_  
Chief Elected Official

5/19/17  
Date

  
\_\_\_\_\_  
Local Board Chair

5/15/17  
Date