



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

**WORKFORCE CONNECTION OF CENTRAL NEW MEXICO
(WCCNM)
AREA WORKFORCE BOARD**

**LOCAL WORKFORCE DEVELOPMENT PLAN
PROGRAM YEARS 2024 -2027**

November 1, 2024



WCCNM Local Workforce Development Plan Program Years 2024-2027

Executive Summary

The Workforce Connection of Central New Mexico (WCCNM) serves as the Local Workforce Development Board (LWDB) for Bernalillo, Sandoval, Valencia, and Torrance Counties. These four counties combined represent New Mexico’s Central Region, also known as the Albuquerque Metropolitan Statistical Areas (MSA).

The State Workforce Development Board (SWDB), New Mexico Workforce Innovation and Opportunity Act (WIOA), Combined State Plan Program Years 2024-2027 (State Plan) provides details on the goals and strategies, cross-goal strategies, and alignment strategies required to guide the WCCNM in developing a local plan that aligns its programs and services within the State’s workforce system. The State Plan is available on the New Mexico Department of Workforce Solutions (NMDWS) website at the following URL:

<https://www.dws.state.nm.us/en-us/WIOA/WIOA-Plans-and-Reports>.

The Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state (NMDWS). This WCCNM Local Workforce Development Plan Program Years 2024-2027, mirrors the State Plan, and demonstrates full compliance with the Federal and State WIOA regulations.

The WCCNM has defined specific goals that are in direct alignment with the State Plan and associated work NMDWS is tasked with leading over the next 4-years. Upon NMDWS approval of the WCCNM’s 4-Year Local Plan, the WCCNM in conjunction with its partners and NMDWS leadership will begin developing S.M.A.R.T. Goal Action Plans for each of the approved goals the WCCNM has proposed in this plan. Please see section B. Strategic Planning Elements, 3. Strategic Vision and Goals, S.M.A.R.T Goals 1, 2, 3 and 4.

In accordance with §679.580(a), at the end of the first 2-year period of the WCCNM 4-year Local Plan (August 2026) , the WCCNM must review the Local Plan and submit modifications to the plan to reflect changes in labor market and economic conditions or other factors affecting the implementation of the WCCNM WIOA Local Plan, including S.M.A.R.T. Goal milestones achieved and any S.M.A.R.T goal modifications or additions needed to meet required outcomes by Program Year 2027 Quarter 4.

The WCCNM is dedicated to serving un- and under-employed populations in the Central Region. Through WCCNM’s 4-Year Local Plan proposed Sector Strategy and Career Pathway development goals, the Central Region demonstrates full support of the State Plan and NMDWS to deliver a workforce prepared to meet employer demand by 1) developing and implementing employer-driven sector strategies that meet broadband, transportation and renewable energy sector employer needs; 2) implementing career pathway plans based on employer requirements leading individuals with barriers to training and employment to self-sufficiency.



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A. Plan Overview and Guidance

1. Background

The Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

2. State Workforce Development Board

The State Workforce Development Board (SWDB) plays a leadership role in aligning federal investments in job training and education programs, integrating service delivery across programs, enhancing the capacity and performance of the workforce development system at both the state and local levels, ensuring the one-stop system is customer driven, and the workforce system is job-driven and matches employers with skilled individuals. As such, the SWDB establishes overarching strategies and framework for the local boards to follow in developing local plans that are consistent with the State Plan. These expectations include:

- establishes accountability measures and expectations for the implementation of the local board plans; conducts annual (or more frequent) review of local boards plans and progress
- ensures compliance with criteria for membership on a local board;
- receives and communicates public comments regarding the activities of the local boards to ensure accountability and transparency;
- recommends action consistent with state rule and policy if local board outcomes are not achieved and are not consistent with the principles, strategies, and vision described in the State Plan.

Source: Workforce Innovation and Opportunity Act (WIOA) Combined State Plan Program Years 2024-2027 Section III. Operational Planning Elements, State Strategy Implementation, State Board Functions, p 89.

The State Plan is a Combined Plan. The Combined State Plan core partner programs as stated in the State Plan are:

- Temporary Assistance for Needy Families program (42 U.S.C. 601 et seq.)
- Employment and Training programs under the Supplemental Nutrition Assistance Program (programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))



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- Trade Adjustment Assistance for Workers programs (Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (programs authorized under 38, U.S.C. 4100 et seq.)
- Unemployment Insurance programs (programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- Senior Community Service Employment program (programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Department of Housing and Urban Development

Message From Governor Michelle Lujan Grisham

Governor Michelle Lujan Grisham is dedicated to making New Mexico the best state in the union for children to grow and thrive. Workforce development is a key part of achieving this goal because children thrive with the economic stability that comes from the efforts of a strong, supported workforce. Workforce development builds vibrant and healthy communities, supports sustainable economic initiatives, aids businesses of all sizes, and helps individuals find meaningful and sustaining opportunities.

Four significant dynamics in our state shaped the 2024-2027 WIOA State Plan:

- First, the COVID-19 global pandemic changed the way we think about work and workplaces.
- Second, the state faces an inverted labor market with over 30,000 more vacancies than unemployed people looking for work in 2023.
- Third, Governor Lujan Grisham’s bold educational initiatives, including the Opportunity Scholarship that provides tuition-free college and the Early Childhood Education and Care Fund that endowed accessible early childhood services, opened a world of possibilities to many New Mexicans.
- Finally, billions of dollars of infrastructure investment will require a skilled workforce. Each one of these is a historical first. The combination of all of four factors creates a once-in-a-generation opportunity to improve the lives of all New Mexicans.

Message From Sarita Nair, Cabinet Secretary New Mexico Department of Workforce Solutions

After a comprehensive participatory process, we developed a vision, goals and strategies that are a marked departure from the WIOA State Plans of the past. While continuing to align to the state’s forward-looking economic development goals, this Plan emphasizes the immediate needs of New Mexico communities to build and improve infrastructure and to take care of each other. The plan also recognizes that the rapidly changing nature of work – both with advancements in technology and the emergence of new industries - means that we need to prepare our workforce for a future we cannot fully envision yet.



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3. WCCNM Local Plan Development Objectives

WIOA emphasizes the importance of collaboration and transparency in the development and submission of local plans. LWDBs provide leadership, and should seek broad stakeholder involvement, in the development of their local plan. Chief local elected officials, LWDB members, core program partners, mandatory one-stop career center partners, and local economic development entities are an integral part of the planning process. The Unified and Combined State Plans serve as 4-year action plans to develop, align, and integrate the State's systems and provide a platform to achieve the State's vision and strategic and operational goals. A Unified or Combined State Plan is intended to:

1. Align, in strategic coordination, the six core programs required in the Unified State Plan pursuant to § 676.105(b), and additional Combined State Plan partner programs that may be part of the Combined State Plan pursuant to § 676.140;
2. Direct investments in economic, education, and workforce training programs to focus on providing relevant education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers;
3. Apply strategies for job-driven training consistently across Federal programs; and
4. Enable economic, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training, and education programs.

Source: <https://www.law.cornell.edu/cfr/text/20/676.100>

4. SWDB Local Plan Development Guidance

The State Workforce Development Board (SWDB), New Mexico Workforce Innovation and Opportunity Act (WIOA), Combined State Plan Program Years 2024-2027 (State Plan) provides details on the goals and strategies, cross-goal strategies, and alignment strategies required to facilitate the WCCNM in developing a local plan that aligns its programs and services within the State's workforce system. To see the full State Plan, please go <https://www.dws.state.nm.us/en-us/WIOA/WIOA-Plans-and-Reports>. *The following summarizes the State Plan goals and strategies:*

Collectively, the Combined State Plan goals center on how the New Mexico Department of Workforce Solutions (NMDWS) prepares an educated and skilled workforce, including youth and individuals with barriers to employment, and meets the skilled workforce needs of employers (Sector Strategies and Career Pathways). The goals also underscore the importance of attracting talent to New Mexico and improving the vitality of rural communities as well as equipping all New Mexicans with the skills and tools needed to succeed in the future of work.



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- **Goal 1:** Collaborate with employers to expand the workforce that supports the safety, health, and well-being of New Mexican families and the modernization of New Mexico's infrastructure.
- **Goal 2:** Build and empower the workforce to thrive in the face of changes to the state and national economy and the way we work.
- **Goal 3:** Increase year-over-year labor force participation rates and economic prosperity for disengaged and difficult to reach New Mexicans.
- **Goal 4:** Attract out-of-state workers to New Mexico and improve retention of New Mexicans within the State, particularly in rural communities.

Please see State Plan, pages 79 – 89 for full details on the NMDWS goals.

<https://www.dws.state.nm.us/en-us/WIOA/WIOA-Plans-and-Reports>

The New Mexico Combined State Plan cross-goal strategies, and alignment strategies are relevant to NMDWS achieving the following multiple goals or cross-goal strategies:

Cross-Goal Strategies (NMDWS)

Cross-Goal Strategy 1: Collaborate across WIOA partners, workforce regions, education providers, and employers to develop comprehensive [sector] strategies for priority sectors that are tailored to each workforce region and detail actionable plans for outreach and recruitment.

Cross-Goal Strategy 2: Coordinate with education and training providers and employers in priority sectors to create flexible pathways, certification programs, short-term credentialing, and work-based learning opportunities to prepare the workforce.

Cross-Goal Strategy 3: Work with the NM Public Education Department (PED), WIOA partners, and employers to increase outreach in middle and high schools and help students explore available career paths in priority sectors by streamlining and clearly defining the path among work-based learning programs. New Mexico has done a great job of investing in programs to connect youth to work. Unfortunately, those programs are not connected to each other or our sector strategies. This strategy aims to address this challenge.

Cross-Goal Strategy 4: Enhance outreach efforts around incentives and programs available to employers in priority sectors that support them with finding and retaining qualified talent. A recurring theme in the planning process is that we have programs to meet a wide variety of populations where they are and engage them in training and work. Unfortunately, much like work-based learning programs, these programs are largely unknown, often underutilized, and disconnected from each other and from the business community.

In addition to the WCCNM Local Plan supporting the State's Goals and Cross-Goal Strategies listed above, to align all programs and services within the State's workforce system, the Core and Combined Partners will pursue the following strategies:



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Alignment Strategies (NMDWS)

Alignment Strategy 1: Improve communication and collaboration among Core and Combined State Plan program partners.

Alignment Strategy 2: Strengthen the Statewide Workforce Development Board (SWDB) by improving its committee structure and outlining specific goals and tasks for committees and board members.

Alignment Strategy 3: Improve services to the employer community by streamlining processes, increasing coordination, and defining clear pathways for business engagement.

Alignment Strategy 4: Implement an aligned case management system across people, processes, and technology to streamline and improve delivery of services.

Alignment Strategy 5: Innovate and collaborate to contain costs of field offices.

5. Process for Developing WCCNM WIOA Local Plan

In accordance with §679.580(a), the WCCNM Central Region Board approved the development of a “Four-year Plan Ad Hoc Committee.” The WCCNM Local Plan Ad Hoc Committee consists of five (5) Board members representing Bernalillo, Sandoval, Valencia and Torrance Counties as well as partner representatives from New Mexico Department of Vocational Rehabilitation (NMDVR), Albuquerque Job Corps, National Indian Council on Aging (NICOA); Senior Community Service Employment Program (SCSEP), training providers including CNM, UNM Valencia, Gordon Bernell and New Mexico Higher Education Department (NMHED), New Mexico Public Education Department (NMPED), and New Mexico Department of Workforce Solutions (NMDWS). In addition, beginning on August 26, 2024, all WCCNM Board Members were sent the local plan drafts for their review and comment.

The WCCNM Ad Hoc Committee members worked collaboratively from August 22, 2024, through October 8, 2024, to develop the plan, including providing input and engaging entities in the development of the WCCNM’s WIOA Local Workforce Development Plan for Program Years 2024 -2027. The Ad Hoc Committee's membership is representative of a wide variety of entities, including the WCCNM Full Board Membership, which includes all the WIOA mandated partners as well as all other required members defined. In addition, the Ad Hoc Committee reached 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 external).

6. Timeline for Local Four-Year Plan

Activity	Target Date
LWDBs Develop Local Plan	April 2024 – August 2024
LWDBs Complete Local Plan	September 15, 2024
LWDBs Post Local Plan for 30-day Public Comment	September 15, 2024 – October 15, 2024



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Activity	Target Date
LWDBs Update Plans to reflect Public Comments, as appropriate (and any other necessary changes)	October 15, 2024 – October 23, 2024
Local Boards Approve Final Plan for Submission in an Open Meeting	By October 31, 2024
Local Boards Submit Completed Plan to NMDWS	On or before November 1, 2024
State Review Period	November 1, 2024 – December 15, 2024
NMDWS Notifies LWDBs of Plan Modification Approval (and any requested revisions, if needed)	On or Before December 15, 2024
If Applicable, LWDBs Complete and Submit Requested Local Plan Revisions to NMDWS.	On or Before January 15, 2025

PUBLIC COMMENT PROCESS: Prior to submitting the LWDB Local Plan, the WCCNM must provide an opportunity for public comment on the development of the local plan. To provide adequate opportunity for public comment, the LWDB must: (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA § 108(d)(1)). (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)). (3) The plan must be available for public comment for thirty days and public comments must be provided to the New Mexico Department of Workforce Solutions (NMDWS) as State Administrative Entity (SAE) (WIOA § 108(d)(2)).

In Compliance with the mandatory Public Comment period, the WCCNM placed two Legal Notices in the Albuquerque Journal; one was published Sunday September 15th and the second on Sunday September 22nd. As stated in the Legal Notice, a PDF version of the WCCNM Local Plan DRAFT was posted on the WCCNM.org website and was available for review and Public Comment from Sunday September 15 through October 15, 2024. The WCCNM did not receive any Public Comments.

7. WCCNM Local Plan Development Compliance

The WCCNM Local Plan Ad Hoc Committee, in collaboration with the WCCNM Administrative Entity Local Plan Committee members, implemented strategies to engage entities (internal and external of the Board and One-Stops) in developing the Central Region’s Local Plan. Members of this joint committee specifically reached out to Indicated Targeted Population Service Providers to coordinate services and to garner information for contribution into the plan, including programs serving Youth, Adult and Dislocated Workers, Individuals with Disabilities, Veterans, Migrant Seasonal Farmworkers, Native Americans, Individual with Low Income, Older Individuals, and Individuals with Low Literacy Levels. Outreach efforts also include coordination of service



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discussion and planning with programs including Wagner Peyser, Rapid Response, Secondary and Post- Secondary Education, and multiple Supportive Service programs.

All WCCNM Board, WCCNM Administrative staff, and partner (including mandated partners and all other WCCNM American Job Center partners) comments, new input and edits received from September 15 through October 15, 2024, were reviewed and incorporated as relevant into this Final 4-Year Local Plan, which was presented to the WCCNM Full Board for approval during the October 21, 2024, Board Meeting.

Upon approval by the WCCNM Full Board during the October 21, 2024 meeting, in partnership with the appropriate chief elected officials, who have also reviewed and approved the WCCNM 2024-2027 WIOA Local Plan, the approved plan will be sent to the New Mexico Department of Workforce Solutions for the State Review Period, which is scheduled for November 1, 2024 – December 15, 2024. Potential final approval from the NMDWS is scheduled on or before January 15, 2025. The WCCNM Ad Hoc Committee will address any deficiencies as requested and provide updates as needed and required in the future.

8. Process for Local Plan 2-Year Modifications

At the end of the first 2-year period of any 4-year Local Plan (August 2026), the WCCNM must review the Local Plan and submit modifications to the plan to reflect changes in labor market and economic conditions or other factors affecting the implementation of the WCCNM Local Plan.

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

§679.580(b)(1) and (2)(i)	<u>Economic Conditions</u> (a) Explanation of any changes in regional labor market and economic conditions, particularly any significant changes in local economic conditions.
§679.580(b) (2)(ii)	<u>Funding</u> Explanation of any changes in the financing available to support WIOA title I and partner-provided WIOA services.
§679.580(b)(2)(iii)	<u>Board Structure Updates</u> Any changes to the LWDB structure, including membership and committees.
§679.580(b)(2)(iv)	<u>Performance Updates</u> (a) Include an update to Attachment E of this document to reflect negotiated performance measures for PYs 2024 and 2025.



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	<p>(b) Include a chart of past, current, and expected service levels for Adult, Dislocated Worker and Youth for PYs 2020 and 2023.</p> <p>Include changes in strategies to meet local performance goals, as well increased service levels.</p>
<p>§679.350, WIOA §106(e)(2) and §107(c)(2)</p>	<p><u>Subsequent Local Board Certification</u></p> <p>As a part of the local plan review process, NMDWS will review each local board to assess the extent to which the local board has ensured that workforce investment activities carried out in the local area have enabled the local area to:</p> <p>(i) meet the corresponding performance accountability measures, and</p> <p>achieve sustained fiscal integrity, as defined by Section 106(e)(2). The term “sustained fiscal integrity,” used with respect to a local area, means the Secretary of the U.S. Department of Labor has not made a formal determination, during either of the last two consecutive years preceding the determination regarding such integrity, that either the grant recipient or the administrative entity of the area mis expended funds provided under WIOA Subtitle B due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply with accepted standards of administration.</p>
<p>§679.560(c)</p>	<p><u>Required Updates to Attachment A</u></p> <p>Provide on a flash drive, copies of all LWDB policies relevant to the implementation of WIOA (as listed in the local board grant agreement in Exhibit F, Statement of Work, Section VII, Required LWDB Policies).</p>
<p>§679.560(c)</p>	<p><u>IFA Update</u></p> <p>Provide a copy of the local board infrastructure funding agreement (IFA). If the IFA is not yet completed, include a detailed description of the steps taken toward progress in completing the IFA, as well as an expected timeline for completion.</p>
<p>§679.560(c)</p>	<p><u>WIOA Implementation Highlights</u></p> <p>Include a section highlighting WIOA implementation accomplishments to date.</p>



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§679.580(b)(1) and (2)(i)	<u>Economic Conditions</u> (b) Explanation of any changes in regional labor market and economic conditions, particularly any significant changes in local economic conditions.
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B. Strategic Planning Elements

1. Economic and Workforce Analysis

a. Regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations.

The New Mexico WIOA State Plan 2024-2027 (page 7) states that traditional employment projections may not keep pace with the rapidly changing economy of New Mexico. By virtue of their methodology, the projections discussed in this section of the State Plan do not take into account massive investments in education, healthcare and infrastructure that began in 2020 and continue to the current time. They also do not consider the emergence of new industries, such as alternative energy and advanced manufacturing.

About half of all New Mexico projected employment growth is anticipated to occur in just three industries — accommodation and food services (24,010 jobs, or 31.8 percent growth), health care and social assistance (22,400 jobs, or 16.8 percent growth), and arts, entertainment, and recreation (10,050 jobs, or 118.4 percent growth). The percentage growth of these three sectors exceeds the all-industry average of 11.6 percent. Four other sectors have percentage growth above the all-industry average, including professional, scientific, and technical services (7,200 jobs, or 12.0 percent), mining and oil and gas extraction (3,320 jobs, or 16.6 percent), other services (2,450 jobs, or 13.3 percent), and information (1,840 jobs, or 20.3 percent). Two sectors are projected to see a decline in employment, wholesale trade (50 jobs, or 0.2 percent) and utilities (80 jobs, or 1.9 percent). *Source: NMDWS, New Mexico Labor Market Review May 2024, Volume 53 No. 5 Published July 2, 2024*

The top three industry sectors projected to grow the most and the top three projected to grow the fastest are, for the most part, the same across all four regions and MSAs.

In the public sector, local government was up 4,000 jobs, or 4.0 percent. Employment in state government was up 2,700 jobs, or 4.9 percent. Federal government employment was unchanged from the previous year’s level. Over the year, the Albuquerque MSA or Central Region, grew by 7,100 jobs in total nonfarm employment, representing a gain of 1.7 percent. The private sector was up 4,900 jobs, or 1.5 percent, while the public sector was up 2,200 jobs, or 2.7 percent. The following private sector industries added jobs: professional and business services, up 2,400 jobs, or 3.6 percent; manufacturing, up 900 jobs, or 5.4 percent; private education and health services, up 900 jobs, or 1.3 percent; leisure and hospitality was up 800 jobs, or 1.7 percent; mining and



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construction, up 500 jobs, or 1.8 percent; miscellaneous other services up 300 job up 300 jobs, or 2.3 percent; and financial activities, up 200 jobs, or 1.0 percent. Information was down 1,100 jobs, or 17.2 percent. Trade, transportation, and utilities employment was unchanged from the previous employment level. In the public sector, state government was up 1,400 jobs or 5.0 percent, and local government was up 1,000 jobs or 2.6 percent. Federal government employment was down 200 jobs, or 1.4 percent. *Source: NMDWS, New Mexico Labor Market Review May 2024, Volume 53 No. 5 Published July 2, 2024.*

The following graphs provide a comprehensive overview of the regional analysis of economic conditions in Albuquerque MSA/Central Region, with a focus on existing and emerging industry sectors and occupations. The following is an analysis of the key sections.

Exhibit 1 Average Annual Wages From 2022Q1 to 2024Q1

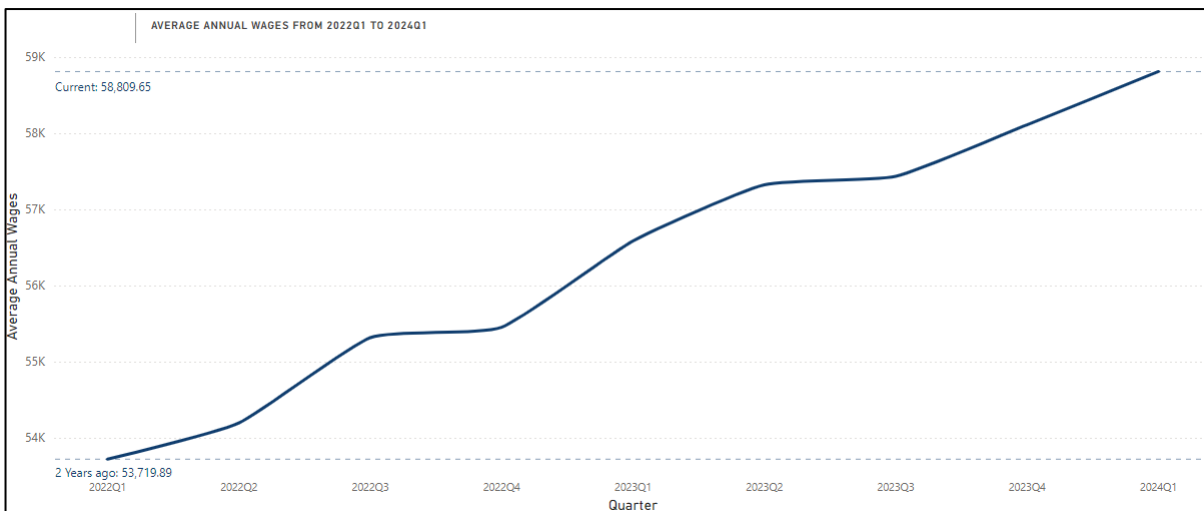


Exhibit 1: Average Annual Wages From 2022Q1 to 2024Q1
 Data exported on Monday, August 12th, 2024
 Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

Average Wages and Purchasing Power

Despite lower wages compared to the U.S. average, Albuquerque MSA/Central Region cost of living allows residents to maintain a relatively high standard of living, with a purchasing power adjusted to \$61,942. Adjusted purchasing power, also known as constant or real dollars, is a value that has been adjusted for inflation and purchasing power.

Top Industries by GDP

The data below in *Exhibit 2* reveals that **Real Estate and Rental and Leasing** contributes the most to GDP at 26.06%, yet has low demand for jobs (4K), indicating its capital-intensive nature.

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Exhibit 2 Albuquerque MSA/Central Region Top Industries by Gross Domestic Product

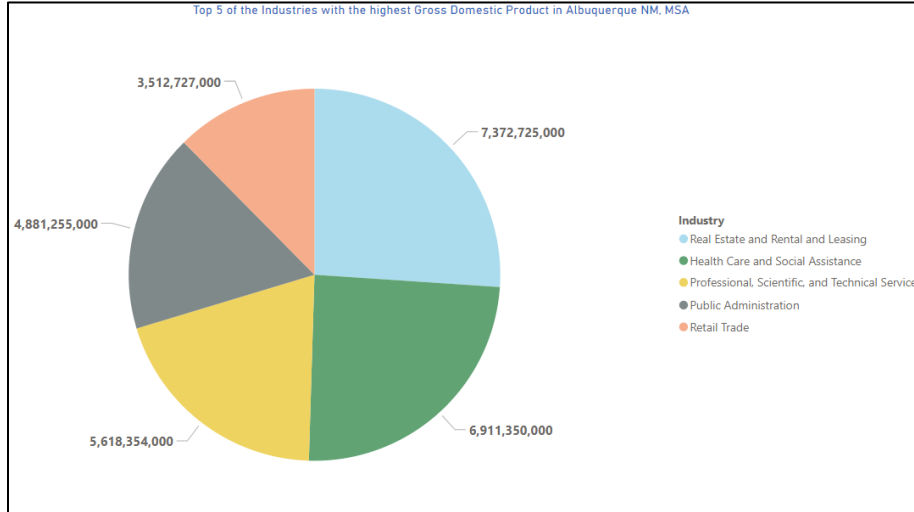


Exhibit 2: Top 5 of the industries with the highest gross domestic product
 Data exported on Monday, August 12th, 2024
 Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

In the Albuquerque MSA/Central Region, **Health Care and Social Assistance** is the top contributor to GDP (24.42%) and the industry with the highest job demand, making it a critical sector for Central New Mexico.

Professional, Scientific, and Technical Services also show strong GDP contribution (19.86%), high average wages, and a high location quotient (LQ), reflecting its economic significance.

Public Administration and **Retail Trade** round out the top five industries, with GDP contributions of 17.25% and 12.41%, respectively.

Total In-Demand Jobs Projection by Industry

As shown below in **Exhibit 3: Total Demand by Industry**, the highest Albuquerque MSA/Central Region job demands are projected in **Health Care and Social Assistance** (32K jobs),

Accommodation and Food Services (30K jobs), and **Retail Trade** (23K jobs), highlight the critical role of service-oriented industries in the Central Region’s employment landscape.

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Exhibit 3: Total Demand by Industry

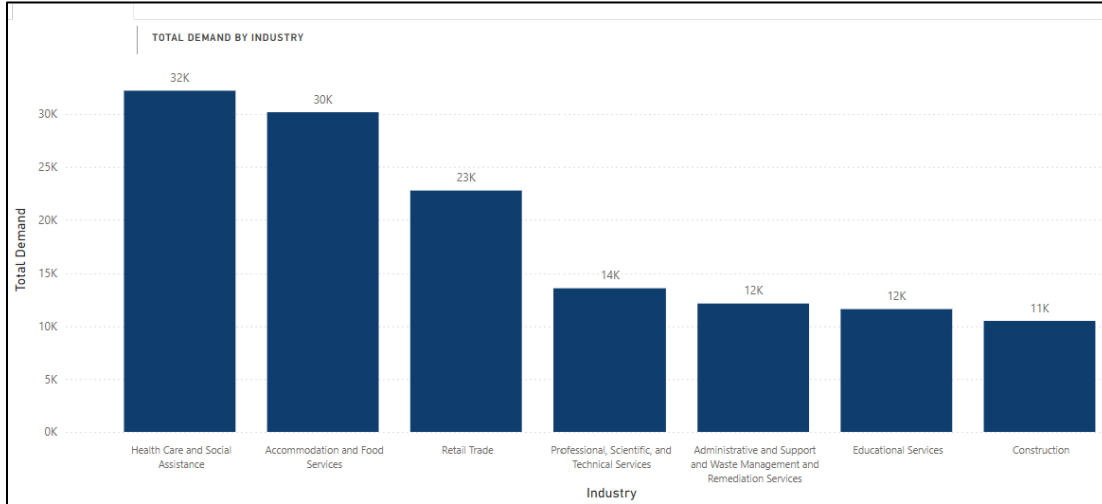


Exhibit 3: Total Demand by Industry

Data exported on Monday, August 12th, 2024

Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

Cost of Living Index

The Albuquerque MSA/Central Region cost of living is lower than the U.S. average and slightly higher than New Mexico’s overall average, enhancing the purchasing power and affordability for its residents.

Exhibit 4: Cost of living index (Base USA)

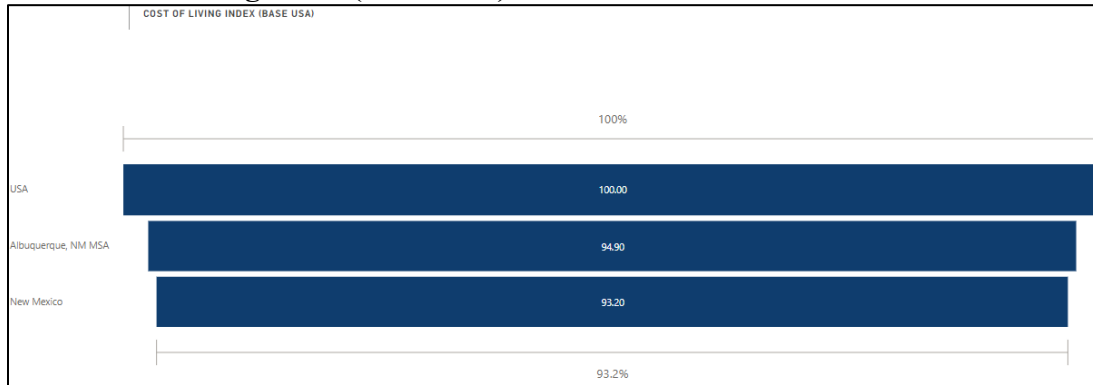


Exhibit 4: Cost of living index (Base USA)

Data exported on Monday, August 12th, 2024

Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

Average Wages and Location Quotients vs. Gross Surplus by Industry

The Location Quotient is a measure of how concentrated a particular type of job is in a given region, compared to the rest of the country. *Exhibit 5*, shown below, indicates that industries like **Public Administration, Healthcare and Social Assistance, and Professional, Scientific, and**

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Technical Services are not only well-paying but also highly concentrated in the Albuquerque MSA/Central Region, contributing significantly to the local economy. The **Real Estate** sector, despite low job demand, aligns with its high GDP contribution, showing good location quotients and economic value generation.

Exhibit 5.1: Avg Ann Wages vs Location Quotient vs GDP by Industry in Albuquerque MSA

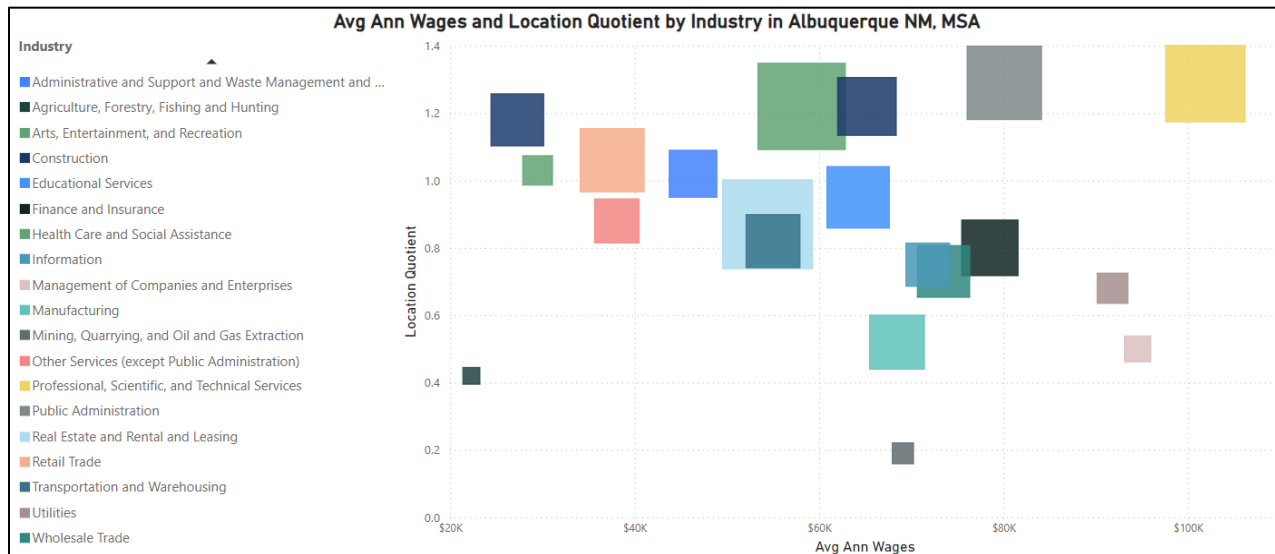


Exhibit 5.1: Average wages and LQ VS GDP by Industry in Albuquerque NM, MSA.
 Data exported on Monday, October 7th, 2024
 Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

High-Wage and High-Location Quotient Industries in Albuquerque NM, MSA

Professional, Scientific, and Technical Services: This industry has one of the highest annual wages, close to \$100K, and shows a strong location quotient, meaning it is highly concentrated in the region relative to the national average. It also has a large GDP contribution, reflecting its economic importance in Albuquerque.

Public Administration: Also shows a high location quotient, indicating that government jobs are a significant part of the regional economy. The wages in this sector are quite competitive, nearing \$80K.

Finance and Insurance: This industry presents high wages, over \$100K, with a strong location quotient, showing a notable concentration of jobs in the financial sector.

Mid-Wage and High-Location Quotient Industries in Albuquerque NM, MSA

Health Care and Social Assistance: Though the wages are around \$70K, it stands out as a high-location quotient industry, indicating that healthcare is a vital part of the local economy. It also contributes significantly to the region's GDP.

Construction: Wages are around \$60K with a moderately high location quotient. The size of its contribution to GDP is moderate, but the industry is essential for infrastructure development in Albuquerque.

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Low-Wage and Low-Location Quotient Industries in Albuquerque NM, MSA

Agriculture, Forestry, Fishing, and Hunting: With wages around \$50K and a location quotient under 1, this industry is not a significant player in Albuquerque’s economy, which is also reflected in its relatively small GDP contribution.

Accommodation and Food Services: Wages are around \$27K, making it one of the lower-paying industries. It has a location quotient near 1, indicating it's a standard employer in the region but with less economic impact compared to higher-wage industries.

Exhibit 5.2: Avg Ann Wages vs Location Quotient vs GDP by Industry in New Mexico

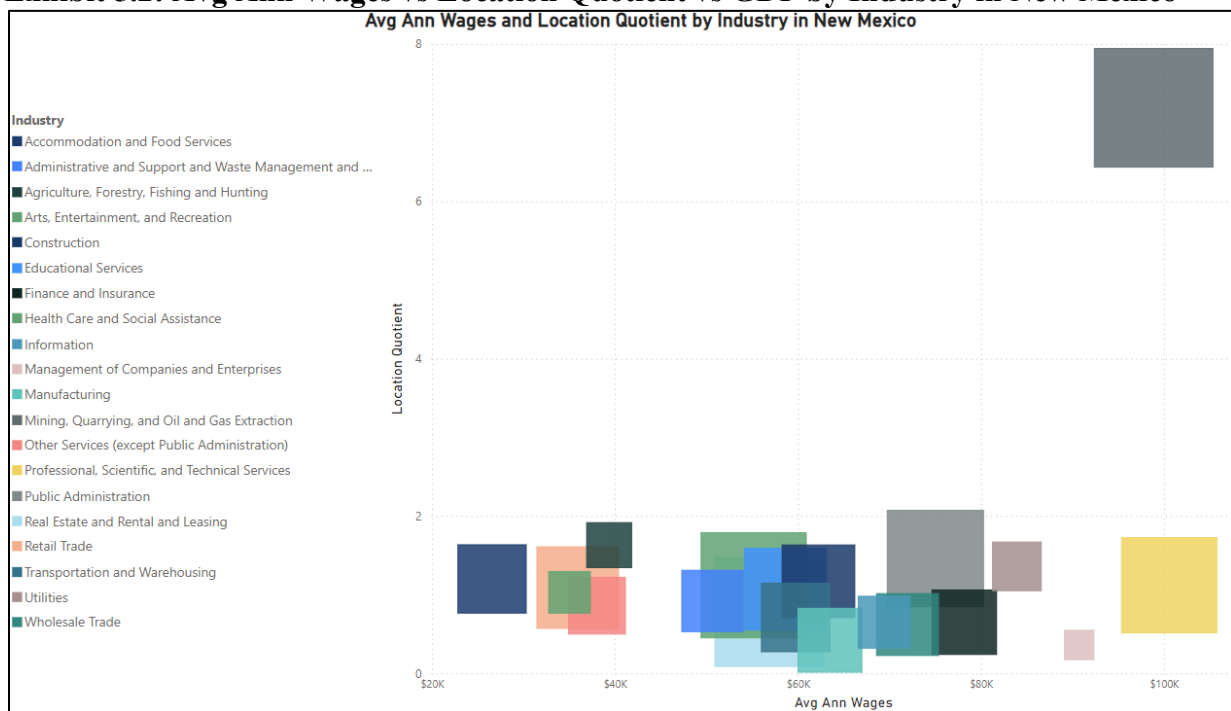


Exhibit 5.2: Average wages and LQ VS GDP by Industry in New Mexico

Data exported on Monday, August 12th, 2024

Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

High-Wage and High-Location Quotient Industries in New Mexico

Mining, Quarrying, and Oil & Gas Extraction: This industry has a very high location quotient (around 1.63), indicating it is highly concentrated in the state, likely driven by natural resource extraction. Wages exceed \$80K, and it contributes significantly to the state’s GDP.

Finance and Insurance: Similar to the Albuquerque MSA, this industry provides high wages (close to \$100K) and has a strong location quotient, though slightly lower than Albuquerque’s, reflecting its overall importance across the state.

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To better understand other industries in New Mexico, removing Mining, Quarrying, and Oil & Gas Extraction allows for a clearer comparison of industries more like those in the Albuquerque MSA as indicated below in Exhibit 5.3.

Exhibit 5.3: Average wages and LQ VS GDP by Industry in New Mexico *without* the industry “Mining, Quarrying, and Oil and Gas Extraction”

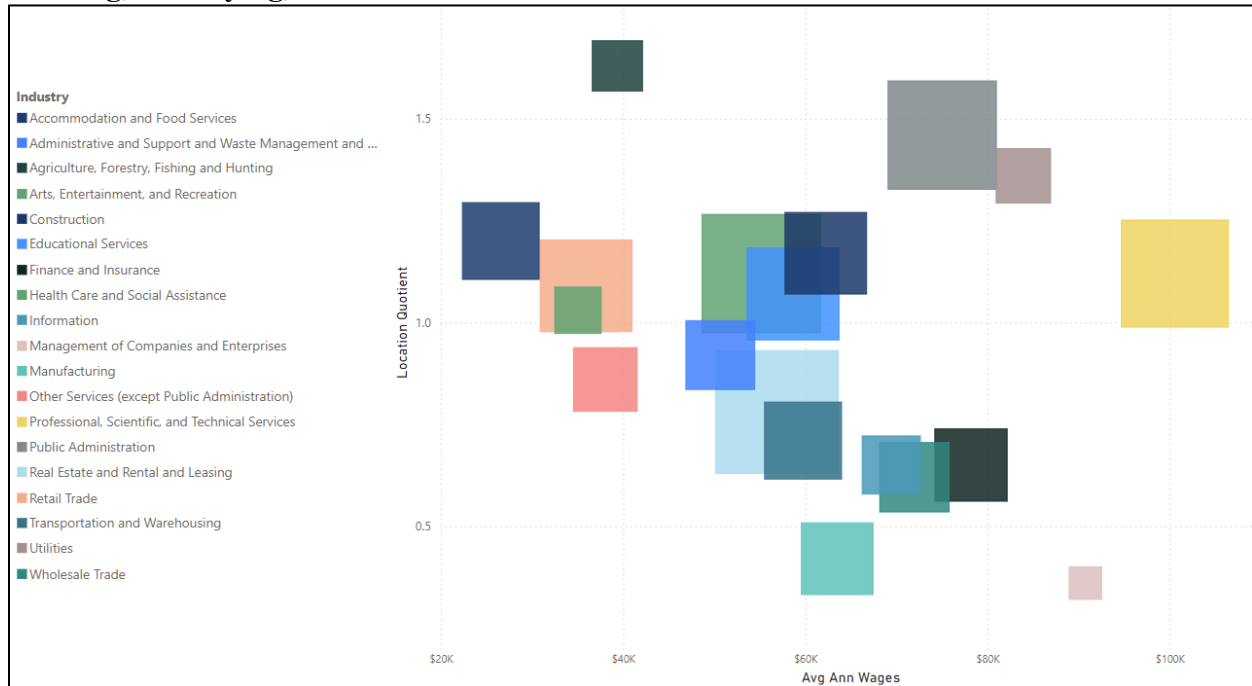


Exhibit 5.3: Average wages and LQ VS GDP by Industry in New Mexico *without* the industry “Mining, Quarrying, and Oil and Gas Extraction”

Data exported on Monday, August 12th, 2024

Source: JobsEQ - GDP data as of 2023 | Wage and projection data as of 2024 Q1

Mid-Wage and High-Location Quotient Industries in New Mexico

Public Administration: Shows a similar trend across both the Albuquerque MSA and New Mexico, with wages around \$75K and a location quotient above 1. It is vital both regionally and statewide, contributing to a large portion of New Mexico’s GDP.

Manufacturing: The wages hover around \$70K with a relatively lower location quotient compared to the Albuquerque MSA, indicating that while it is important, it may not be as concentrated statewide as in the Albuquerque MSA.

Low-Wage and Low-Location Quotient Industries in New Mexico

Accommodation and Food Services: Like the Albuquerque MSA, this industry has lower wages (around \$27K) and contributes less to the GDP on a state level. The location quotient is slightly above 1 statewide, indicating it is a stable, though not dominant, sector.



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Agriculture: The agriculture sector shows a much higher location quotient statewide (around 0.92) compared to Albuquerque, where it has less economic presence. However, wages remain relatively low.

In conclusion, the state relies more heavily on industries such as Mining, Quarrying, Oil & Gas Extraction, and Agriculture, which are less significant in the Albuquerque MSA. However, public administration and finance play similarly important roles across both the MSA and the state, while healthcare and manufacturing remain crucial to overall economic performance. Additionally, it's clear that the Albuquerque MSA's economy leans more towards service-oriented, high-tech, and professional industries, whereas New Mexico as a whole has a broader reliance on natural resources and agriculture, particularly in rural areas.

Trends in Average Annual Wages

The consistent upward trend in wages from 2022 Q1 to 2024 Q1 reflects positive economic growth and improving living standards in the Albuquerque MSA/Central Region.

The above detailed analysis of the economic conditions in the Central Region highlights strong sectors, the interplay between wages and cost of living, and the overall purchasing power of workers in the region. The analysis emphasizes the Central Region's affordability relative to the national average, showcases key industries driving the economy, and offers insight into wage growth and employment demand.

Notably, the top industries that will contribute to maintaining and potentially increasing the cost of living in the Central Region are Health Care, Professional, Scientific, and Technical Services, Public Administration, and Real Estate and Rental and Leasing. These sectors not only demonstrate significant GDP contributions and Gross Surplus but also offer strong average annual wages and high location quotients (LQ), indicating their concentration and economic importance in the region. Moreover, Health Care and Professional, Scientific, and Technical Services are projected to remain in high demand, further solidifying their role as critical pillars of the Central Region's economic landscape.

Real Estate and Rental and Leasing, despite lower direct job demand, plays a crucial role due to its substantial GDP contribution and influence on the region's economic stability and growth. These insights are crucial for understanding which sectors will drive future economic growth and how they will influence the cost of living and overall economic health in the Central Region.

Emerging Industries

The WCCNM routinely collaborates with State and Central Region economic development organizations to help ensure all workforce development partners, including training providers (Central NM Community College and Ingenuity, and University of NM) are represented in economic development initiatives to bring new employers to New Mexico. The WCCNM and its partners work closely with NMDWS and training providers to ensure labor force training and talent



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pipeline development specifically meets the unique needs of companies considering moving to the Central Region.

The WCCNM and other state LWDBs play a critical role in ensuring the labor force is prepared to meet the needs of existing and emerging industries in Central New Mexico and around the state. To this end, the WCCNM is actively involved with its state and Central Region economic development partners, including, but not limited to the following:

The Mid-Region Council of Governments (MRCOG) works with regional economic development organizations to promote and facilitate coordination among the numerous entities. The MRCOG is designated by the U.S Economic Development Administration (EDA) as an economic development district and assists with preparation of EDA funding applications. In addition, the MRCOG prepares a summary of the region's economic conditions with recommended activities for growth and development in a report known as the Comprehensive Economic Development Strategy (CEDs). MRCOG Economic development staff work closely with the WCCNM and many economic development organizations and local governments in the region— providing vital statistical data and technical assistance to identify community development needs.

The New Mexico Economic Development Department (NMEDD) offers services such as the Local Economic Development Act (LEDA) Business, Job Training Incentive Program (JTIP), New Mexico MainStreet, Outdoor Equity Fund, LEADS (Local Economic Assistance & Development Support) Program, New Mexico Film Office, Outdoor Recreation Division, and Collateral Assistance Program (CAP) 2.0. NMEDD supports and promotes the Governor's economic objectives including but not limited to the state's Advanced Manufacturing goals and initiatives.

Advanced Manufacturing

New Mexico Partnership, the nonprofit private marketing arm of the NMEDD, reported that manufacturing companies from around the world are realizing the potential New Mexico has to offer. Advanced manufacturing in New Mexico is diverse and includes everything from bioscience and medical manufacturing, food production and value-added agriculture products, to cutting-edge aerospace and space manufacturing.

New Mexico has a skilled workforce that is essential to the advanced manufacturing industry. The talent pipeline in the state spans a broad range of industries and skills, including 180,000 workers employed in relevant manufacturing, production, logistics, and construction roles coming from a range of companies and skills, like Tempur Pedic and Intel.

Training programs at high schools, junior colleges, and universities throughout the state work directly with manufacturing industry partners to provide a pipeline of new talent.



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When companies need research and development, engineering, or scientific expertise New Mexico provides one of the highest concentrations of talent in the U.S. New Mexico's long history of innovation and R&D and the presence of two national labs, Sandia and Los Alamos provide the Advanced Manufacturing Industry access to high-level expertise. <https://nmpartnership.com/new-mexico-major-industries/advanced-manufacturing/>

New Mexico Partnership recently announced **Ebon Solar LLC (Ebon Solar)**, a Delaware-based, U.S. solar cell manufacturing company plans to invest a projected \$942 million to construct an estimated 834,000-square-foot solar cell manufacturing facility in Albuquerque's Mesa del Sol industrial development area, creating over 900 new jobs. <https://nmpartnership.com/ebon-solar-picks-new-mexico-for-major-solar-factory/>

For a full list of recent projects announced in New Mexico please go to the New Mexico Partnership website at <https://nmpartnership.com/incentives-data/project-announcements/>.

In addition, Maxeon Solar Technologies announced that they have selected Albuquerque, NM to be the site of their new 3GW capacity solar cell and panel manufacturing facility. The total cost of the new factory, Maxeon's first in the US, is estimated at over one billion dollars. The 160-acre site located in the community of Mesa Del Sol, will include solar cell fabrication, panel assembly, a warehouse, and administrative offices. It is estimated to create 1,800 new jobs and produce millions of solar panels each year for the US market.

In Sandoval County, Intel celebrated the opening of Fab 9, its cutting-edge factory in Rio Rancho, New Mexico. The milestone is part of Intel's previously announced **\$3.5 billion investment** to equip its New Mexico operations for the manufacturing of advanced semiconductor packaging technologies, including Intel's breakthrough 3D packaging technology, Foveros, which offers flexible options for combining multiple chips that are optimized for power, performance and cost. The \$3.5 billion investment in Rio Rancho has created hundreds of high-tech Intel jobs, more than 3,000 construction jobs and an additional 3,500 jobs across the state.

Albuquerque Economic Development Department (EDD) serves to promote and facilitate business development, to create and implement economic development strategy, and to strengthen ties with the private sector. The EDD creates opportunities to improve the skills of Albuquerque's workforce, which helps eliminate barriers in underserved communities and advances job seeker skills enhancing careers and earn higher wages.

Key Industries

According to the Albuquerque EDD, key industries in the Albuquerque MSA with economic-base companies in high-tech industries are a top priority for the EDD. Scientific progress via tech-based companies is critical to job creation, higher standards of living, economic mobility, industry diversity, and a healthful community. In collaboration with



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community partners, the City of Albuquerque works to recruit businesses and industries to Albuquerque that build on existing strengths. To that end, the City of Albuquerque has launched a robust strategy to solidify Albuquerque’s position as a hub for five sectors that closely align with those assets in which the Central Region is naturally the strongest and most competitive:

Film and Digital Media

Albuquerque is the nation’s leading alternative for film production outside of L.A. and New York – essentially serving as the industry’s Third Coast. MovieMaker magazine ranks Albuquerque as No.1 on its list of best big cities in which to live and work as a moviemaker, calling us a “marquis player” in the industry and a “regional powerhouse.”

No other state has more attractive or competitive incentives for the Film Industry:

- Albuquerque offers a 25%-30% refundable tax credit on goods and service expenses.
- The Film Crew Advancement Program gives productions a 50% reimbursement of below-the-line (btl) crafts workers’ wages for up to 1,040 hours of work if the job trains them in additional skills that will help advance their careers.
- The Non-Resident Below-the-Line Crew Credit is a 15% credit allowed for the payment of wages for BTL crew who are not New Mexico residents.

The Film Industry in the Central Region is heavily supported by the region’s Information Technology and Arts and Entertainment pipeline of workforce talent, hundreds of whom directly benefit through their work supporting the needs of the Film Industry in the Albuquerque MSA.

Space Technology (Aerospace)

Five key assets make Albuquerque a premier low-risk, low-cost, high-value location for any company with commercial aerospace interests.

- **Unequaled Concentration of Intellectual Capital and a Highly Skilled Workforce:** Albuquerque’s population is saturated with engineering savvy due to the presence of the Air Force Research Laboratory New Mexico (DoD); Los Alamos National Lab (DoE); Sandia National Labs (DoE); state R&D universities; a substantial private sector; and White Sands Missile Range and Spaceport America, both just a few hours’ drive south of the city.
- **Friendly Business Environment:** New Mexico has the lowest property tax in the nation, no inventory tax, and offers industry specific incentives for new jobs and investment. For companies operating in the aviation and aerospace industries, there are tax deductions on gross receipts for aircraft maintenance or remodeling, aircraft manufacturing, and directed energy systems/satellites.

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- **Reliable Built-in Customer Base:** Billions of dollars in federal funding flow into the state through the national labs annually. A sizeable portion is spent on R&D contracts and materials.
- **Ideal Climate & Geography for Space-Related Testing & Innovation:** Abundant sun means minimal delays due to weather conditions. High altitude and dry air lowers fuel costs and reduces conditions for corrosion. Superior launch opportunities due to low air traffic and restricted airspace adjacent to White Sands Missile Range. Home to one of only 12 FAA licensed commercial launch sites in the country just south of the city at Spaceport America. Low population density of only 17 persons per square mile.
- **Robust Space Ecosystem:** More than 60 companies representing an array of space application areas, including satellite component, design and manufacture; space launch; data analytics; and services have a presence in New Mexico, and the majority are in Albuquerque. Global industry includes The Boeing Co., Virgin Galactic and Fiore Industries Inc. Richard Branson has established headquarters for his Virgin Galactic's commercial space flight operations just south of Albuquerque at Spaceport America. Local startups supporting the Space Technology Industry include: SolAero Technologies Corp, Descartes Labs, RS21, Robotic Skies and 3D Glass Solutions.

Directed Energy

Directed energy weapons (DEW) use concentrated electromagnetic energy to combat enemy forces and assets. These weapons include high energy lasers and other high-power electromagnetics—such as millimeter wave and high-power microwave weapons. Unlike weapons that fire bullets or missiles, DEWs can respond to a threat in different ways. For example, they can temporarily degrade electronics on a drone or physically destroy it. For more information on DEWs go to <https://www.gao.gov/assets/830/825926.pdf>.

Albuquerque is the nucleus for directed energy in the United States, having more assets that are considered essential to the industry than any other city.

- Albuquerque has a trifecta of sustained federal government presence focused on Directed Energy R&D.
 - ✓ Air Force Research Laboratory New Mexico's Directed Energy Directorate
 - ✓ Directed Energy Joint Transition Office
 - ✓ Directed Energy Professional Society
- Albuquerque has a geography and climate that provide certainty of operations and an ideal testing environment. These favorable conditions include vast swaths of sparsely populated areas, with few trees; sunny and arid weather, with high altitude; and low risk for natural disasters.
- Albuquerque has a robust private sector ecosystem with companies that include SAIC, Ball Aerospace & Technologies, BAE Systems, Aegis, Booz Allen



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Hamilton, Verus Research, General Atomics, Leidos, Lockheed Martin, Applied Technology Associates, and more.

- New Mexico is home to nationally renowned partnering opportunities and testing facilities including Sandia and Los Alamos national labs, University of New Mexico, and White Sands Missile Range to the south of the city.

For more info go to Albuquerque's Directed Energy Sector at

https://www.cabq.gov/economicdevelopment/documents/directed-energy_new.pdf

Bioscience

Albuquerque is rapidly becoming a vibrant bioscience hub. Our mid-sized city has the bioscience expertise, research base, infrastructure, organized sector-specific leadership and thriving startup ecosystem to support businesses at the forefront of the industry.

The New Mexico Bioscience Authority serves as catalyst to attract venture capital and entrepreneurs to invest in biotech startups spun off from technology developed at New Mexico's research universities and national labs. The New Mexico Bioscience Authority developed a certification program that helps bioscience companies identify locations in terms of infrastructure/utilities, regulatory framework, and workforce and training. Albuquerque is the first city to have qualified for the program.

The Bioscience Center is an incubator/accelerator for Albuquerque's booming bioscience startup ecosystem and contains offices and 10 wet labs (chemistry and microbiology), which regularly have a waiting list for lease space.

The Central Region offers the Bioscience sector world-class R&D, intellectual property and bioscience expertise, which includes six (6) major research institutions throughout the state, with half located in Albuquerque:

- University of New Mexico (ABQ)
- Sandia National Laboratories (ABQ)
- Air Force Research Laboratory (ABQ)
- New Mexico State University (leader in agricultural bioscience)
- New Mexico Institute of Mining and Technology
- Los Alamos National Laboratory

The UNM Health Sciences Center in Albuquerque is the Center of Excellence in the state for the biosciences. They helped create 62 bioscience companies via tech commercialization from 2007-2019. Bioscience-related inventions have seen the largest number of awarded patents by industry in New Mexico (U.S. Patent Office).

For more information about the Albuquerque Economic Development Department key industries go to at <https://abqedd.com/albuquerque-key-industries/>



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Albuquerque Regional Economic Alliance, Inc. (AREA) is a private nonprofit association dedicated to supporting existing business and industry and recruiting new employers to generate quality job opportunities for the Albuquerque metro area.

In addition to the industries referenced above from the City of Albuquerque Economic Development Department, AREA also is promoting the following industries:

- **Renewable Energy** - become the green energy capital of the United States, and the model for other markets in the future
- **Corporate & Professional Services** - capitalize on current trends and attract professional jobs to the region.
- **Manufacturing** - focus on reshoring and onshoring opportunities.

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

Per the State Plan (page 13), Occupational and Industry projections provide a critical component for assessing New Mexico employers' needs, but they do not assess the current demand for workers. Information for current needs can be obtained through analyses of online job postings. Based on information available through the advertised jobs data from the Workforce Connection Online System, online advertised vacancies in New Mexico averaged 90,000 per month in the most recent 12-month period, or an average of 2.6 advertised job listings per unemployed worker.

To build a thriving and healthy economy for all New Mexicans, the State Plan identified the following employer needs:

- Growing the workforce that supports safe and healthy New Mexican families and communities
- Growing the workforce to modernize New Mexico's infrastructure, and
- Developing a workforce system that anticipates and prepares the workforce for changes in the New Mexican economy.

Employers needs for a workforce that supports safe and healthy New Mexican families and communities entail focusing on the following sectors: healthcare providers, behavioral health providers, early childhood workforce, and first responders.

Exhibit 6 below is a detailed view of the employment needs in the Albuquerque MSA/Central Region, focusing on both existing and emerging in-demand industry sectors and occupations. A breakdown and analysis of the key elements are as follows:

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Exhibit 6: Projected Employment Growth by Industry in Albuquerque's Central Region (2022-2032)

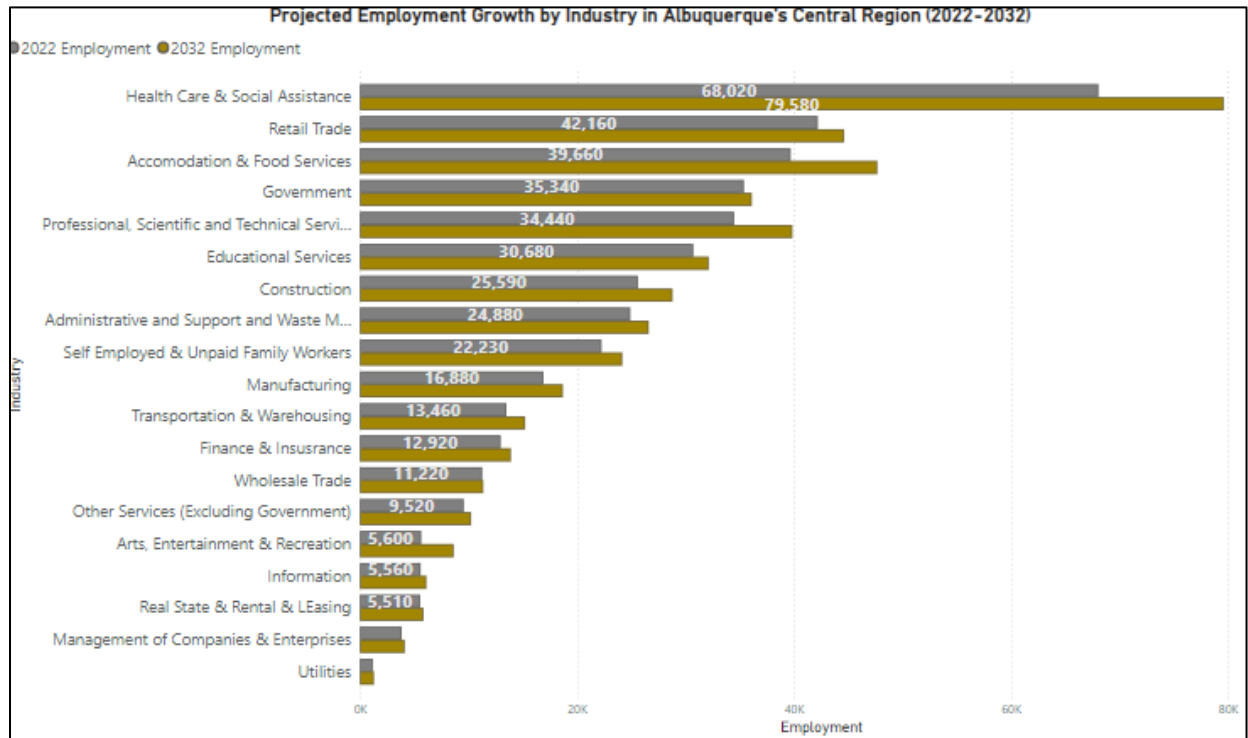


Exhibit 6: Projected Employment Growth by Industry in Albuquerque's Central Region (2022-2032)
 Source: DWS – Employment Projections

Exhibit 6 shows the projection for each industry and the expected percent growth from 2022 to 2032. Each industry is projected to continue growing, with Health Care & Social Assistance, Retail Trade, and Accommodation & Food Services leading in employment. Upon reviewing the percentage growth, Health Care & Social Assistance and Accommodation & Food Services remain at the top, while Arts, Entertainment & Recreation shows the highest percentage growth compared to 2022 employment levels.

With this analysis and a review of the **ALBUQUERQUE MSA/CENTRAL REGION IN-DEMAND OCCUPATIONS 2024** data, we can also analyze the growth of occupations related to each industry and highlight some key sectors as follows.

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Exhibit 7: Projected Percent Growth by Industry

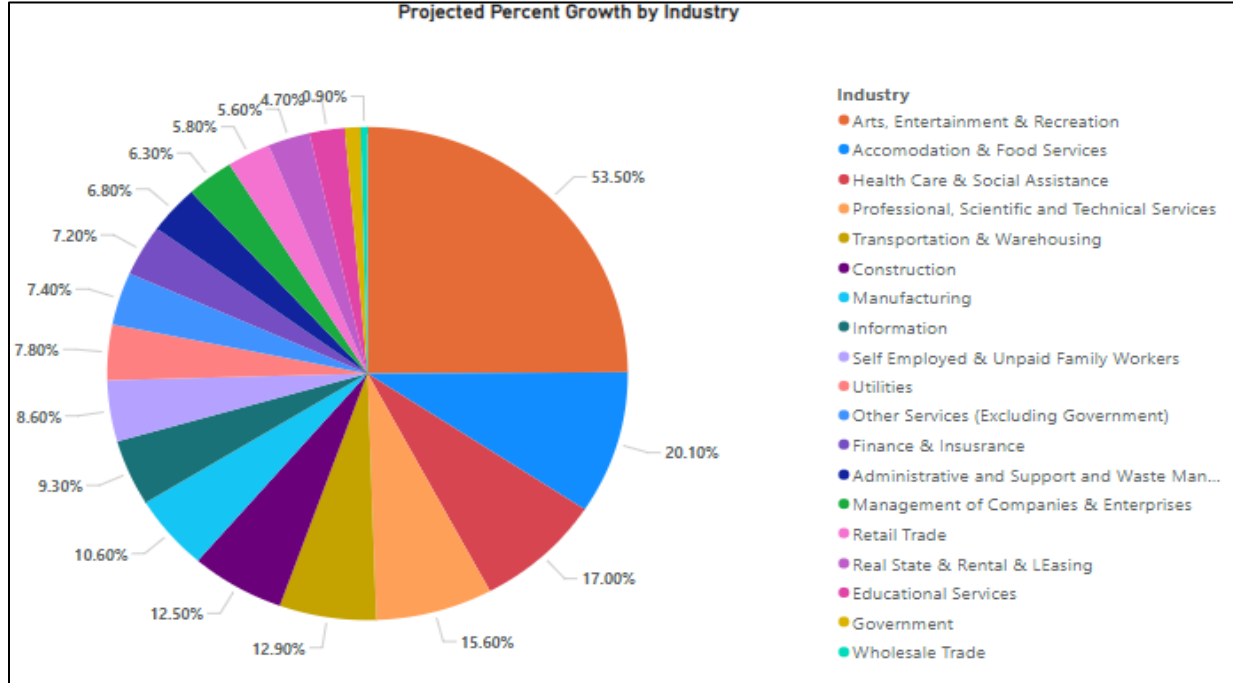


Exhibit 7: Projected Percent Growth by Industry
Source: DWS – Employment Projections

Exhibit 8: Projected Employment Growth in Healthcare and Social Assistance by Occupation

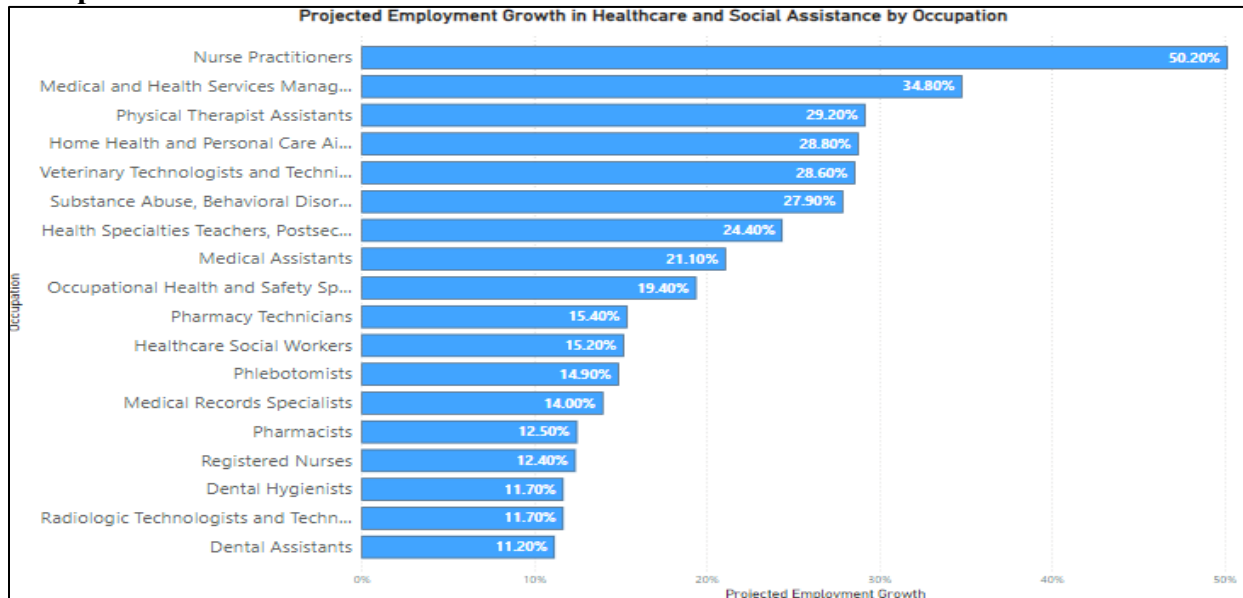


Exhibit 8: Projected Employment Growth in Healthcare and Social Assistance by Occupation
Source: DWS - ALBUQUERQUE MSA/CENTRAL REGION IN-DEMAND OCCUPATIONS 2024
Link: [DWS In-Demand Occupations 2024](#)



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Health Care & Social Assistance: This sector is both the largest employer in the region and is projected to see significant growth (17% as shown in the pie chart above in *Exhibit 7*) with a substantial rise from 68,020 jobs in 2022 to 79,580 jobs by 2032 (as depicted in the *Exhibit 6* bar chart above). As shown in *Exhibit 8* above, key occupations in this sector include Nurse Practitioners, which have one of the highest growth rates with projections at about 50%, and Home Health and Personal Care Aides, with a projected 3,100 jobs and one of the highest average annual job openings by 2032. Additionally, Medical and Health Services Managers are expected to see a growth of 34.8%, along with medical assistants. These roles are critical due to the aging population and the expansion of health services.

Retail Trade: Retail is projected to experience moderate growth (5.8%) and currently employs around 42,160 people, increasing to 44,605 by 2032. Key occupations include Customer Service Representatives, Cashiers, and Retail Supervisors. Demand in this sector is driven by consumer spending and the expansion of retail services.

Accommodation & Food Services: Projected to grow by 20.1% and may expand its workforce to 45,592 by 2032. Key occupations include Cooks (Restaurant) with an average of 840 annual job openings, as well as Fast Food and Counter Workers, who are projected to have the highest number of annual jobs by 2032 due to increasing tourism and local dining trends.

Professional, Scientific, and Technical Services: This sector is projected to grow by 15.6%, offering roles such as Software Developers Engineers, and Consultants. This reflects the rise of tech-driven business services and specialized knowledge sectors in the region.

Arts, Entertainment & Recreation: While this industry is not projected to have the highest employment compared to others, it is expected to see significant growth compared to 2022 numbers.

Government and Educational Services: These two sectors combined employ a substantial workforce and are expected to continue moderate growth. Educational services employ a significant number of teachers, administrative staff, and special education professionals, while public sector jobs range from administrative to public safety roles.

Key Takeaways:

Strong Growth Sectors: Health care, hospitality, and professional services are the driving forces behind the Albuquerque MSA's employment landscape, offering the most growth opportunities.

Emerging Industries: Professional services and technology-related roles are becoming increasingly critical as the region develops tech-driven business solutions.

Tourism & Recreation: While smaller in size, industries related to recreation and tourism are expected to see some of the highest growth rates, making them attractive for future employment.

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Current employment by occupation is illustrated in *Exhibit 9* below. As shown, **Office and Administrative Support** lead 2024 Q1 employment numbers with 59,232 jobs. Office and Administrative jobs can cover an impressively wide variety of responsibilities and duties to support an organization. Responsibilities and duties can vary greatly depending on the position and typically include entry level positions such as data entry clerk or receptionist. **Management** at 27,263 jobs, and **Business and Financial Operations** at 24,055 jobs, represent mid- to high-level administrative positions such as operations managers and office managers, to administrative executives like chief operating officers and director of operations, respectively. These jobs dominate the employment landscape, underscoring their broad applicability across multiple industries in Albuquerque, making it difficult to categorize these critical occupations by their specific industry sectors.

Exhibit 9 Current Employment by Occupation (2024 Q1)

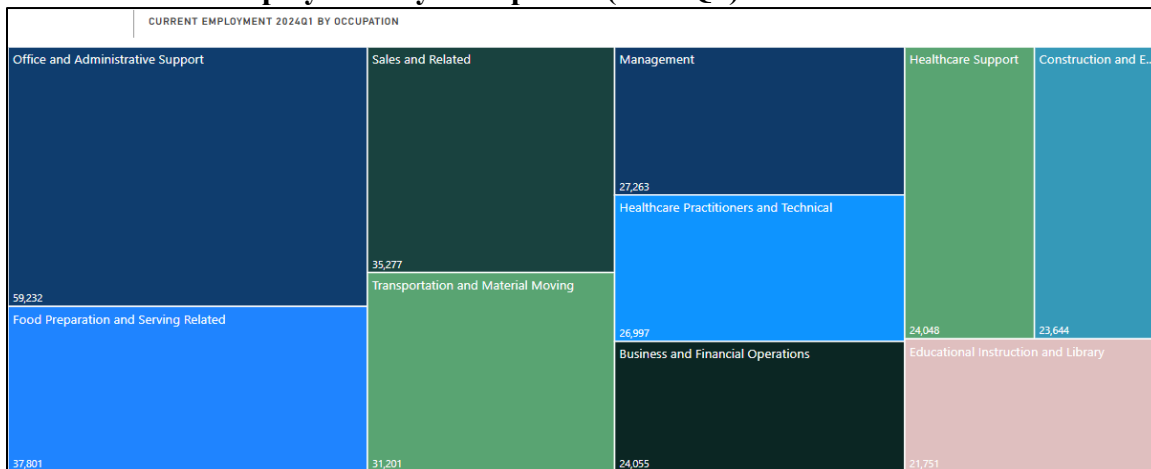


Exhibit 9: Current Employment 2024Q1 by Occupation
 Data exported on Monday, August 12th, 2024
 Source: JobsEQ - Employment and projection data as of 2024 Q1

As described in *Exhibit 9*, **Food Preparation and Serving Related** jobs in 2024 Q1 represent the second highest employment numbers at 37,801 jobs, with **Sales and Related** Occupations the third highest at 35,277 jobs. Food Preparation and Serving Related occupations, as well as Retail Sales and Related occupations, demonstrate a significant increase in employment, although these roles may have less applicability across various industries compared to others. This sector is crucial for the service-oriented aspects of the local economy but often features lower wages and rarely provides job seekers interested in pursuing these fields of work opportunities for WIOA-funded training.

Transportation and Material Moving round out the top four current employment categories with 31,201 jobs in 2024 Q1. The transportation and material moving industry includes many occupations, such as:



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- **Transportation workers**-includes drivers for trucks, buses, trains, and taxis, as well as people who operate watercraft.
- **Railroad workers**-includes people who drive trains, coordinate train activities, and operate signals and switches.
- **Material moving machine operators** may use heavy equipment or manual labor to move objects.
- **Port managers** analyze and coordinate supply chains.
- **Highway maintenance workers** maintain roadways, including patching potholes, repairing guardrails, and clearing paths.
- **Air traffic controllers** coordinate the movement of aircraft to keep safe distances between them.
- **Commercial pilots** require a bachelor's degree, a commercial pilot's license, and FAA certification.

Healthcare Practitioners and Technical Occupations (26,997 jobs) combined with **Healthcare Support** (24,048 jobs) represent 51,045 jobs in 2024 Q1. These jobs numbers demonstrate the strong and stable performance of the Healthcare sector, which is a major contributor to the local economy.

Construction and Extraction Occupations, also shown above in *Exhibit 9*, indicate that in 2024 Q1 there were 23,644 jobs in this sector. Although this is a robust representation of current construction and extraction employment in the Central Region, it may not fully represent the current high-demand for all construction and skilled-trades jobs as indicated by job postings.

Per the State Plan, page 19, the construction industries are central to modernizing New Mexico's infrastructure. The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector. Construction work done may include new work, additions, alterations, or maintenance and repairs. According to NMDWS, there were 857 advertised job openings for construction workers across the state in July 2023. Consistently high construction-related job posting data demonstrates the demand for employees in the construction industries. NMDWS anticipates a marked increase in this number in the coming years because of the national Build Back Better and state infrastructure funding.

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Exhibit 10 Industry Trend of Total Job Openings

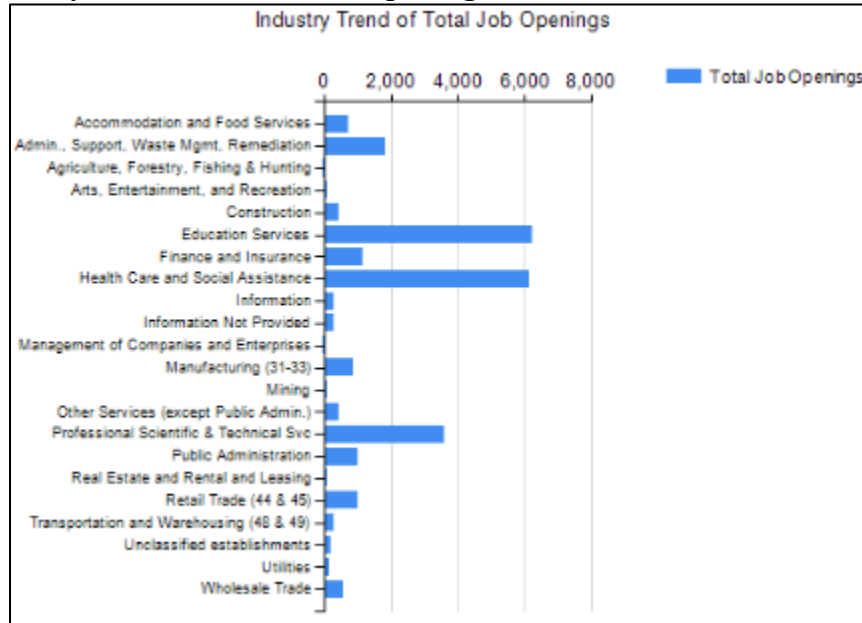


Exhibit 10: Industry Trend of Total Job Openings
 Data exported on Tuesday, September 3rd, 2024
 Source: WCOS - Total of Job Openings

Through an analysis of job postings from the NMDWS Workforce Connection Online System database (WCOS), it is evident that **Health Care and Social Assistance, Education Services and Professional, Scientific, and Technical Services** continue to exhibit high job openings, reflecting sustained demand in these sectors.

Accommodation and Food Services also show significant job openings, despite being in lower-paying sectors. These jobs are essential for maintaining service-oriented employment in the Albuquerque MSA, contributing to the Central Region’s economic diversity and supporting the critical tourism and hospitality industries.

The industries with fewer job openings include **Mining, Management of Companies and Enterprises, Arts, Entertainment and Recreation, and Agriculture, Forestry, Fishing & Hunting.**

WCCNM Local Workforce Development Plan Program Years 2024-2027

Exhibit 11 Employment by Industry

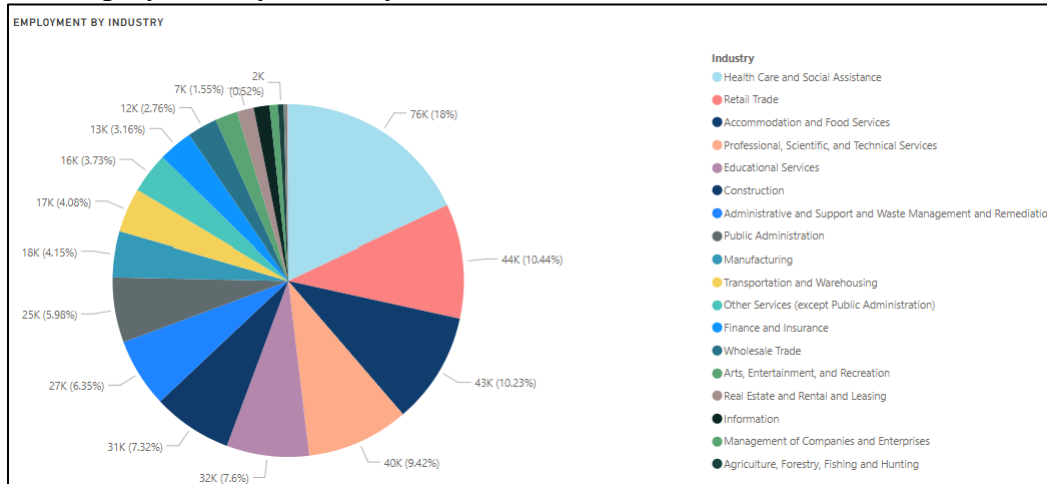


Exhibit 11: Employment by Industry
 Data exported on Monday, August 12th, 2024
 Source: JobsEQ - Employment and projection data as of 2024 Q1

Exhibit 12 Top 10 of Employment by Industry

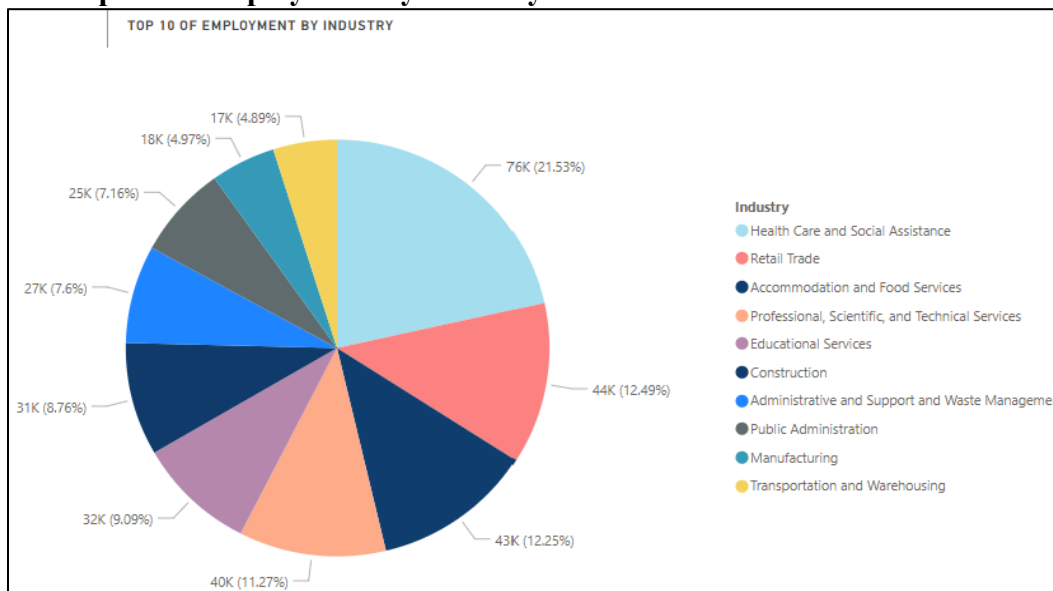


Exhibit 12: Top 10 of Employment by Industry
 Data exported on Monday, August 12th, 2024
 Source: JobsEQ - Employment and projection data as of 2024 Q1

The pie chart in *Exhibit 12* indicates that **Health Care and Social Assistance** leads the Central Region’s employment with 76,000 jobs, underscoring its dominance in the local economy. This is consistent with the trends observed in job postings and overall employment data.

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Retail Trade and Accommodation and Food Services also have significant shares of employment as shown in *Exhibit 12* with 44,000 and 43,000 jobs, respectively, and demonstrates the importance of these jobs in the local job market and their roles in sustaining Albuquerque’s economy.

In the Central Region, employment in the **Professional, Scientific, and Technical Services** represents 40,000 jobs; **Educational Services** represents 32,000 jobs; **Construction** represents 31,000 jobs; and **Administrative and Support and Waste Management** represent 27,000 jobs. **Public Administration** with 25,000 jobs, **Manufacturing** with 18,000 jobs and **Transportation and Warehousing** with 17,000 jobs completes the Central Region’s employment numbers in the top 10 Central Region industries.

Exhibit 13 Industry-Specific Job Data

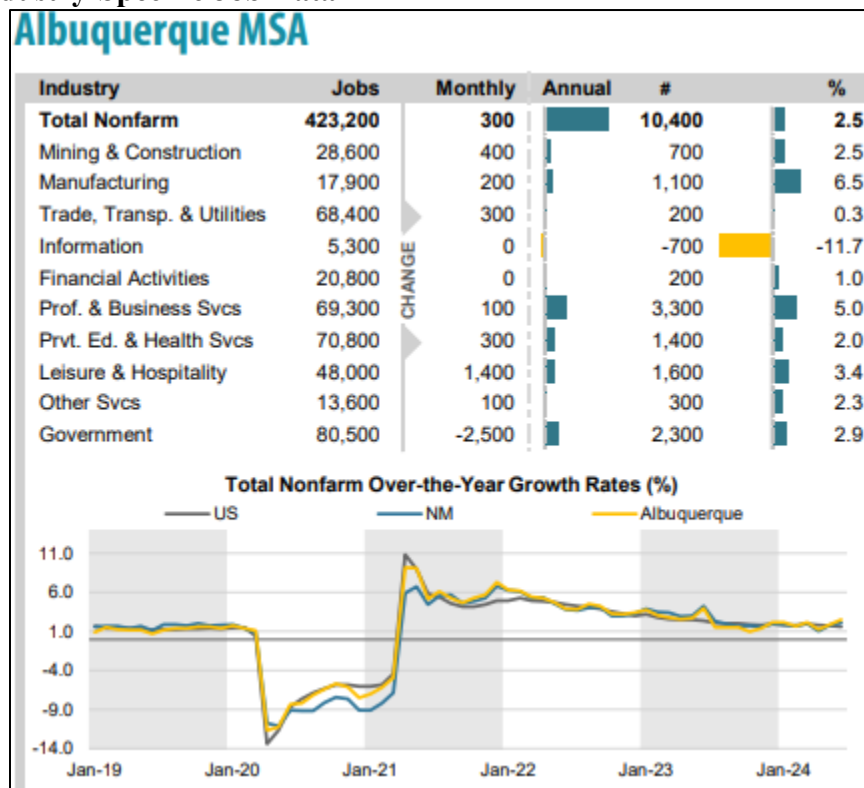


Exhibit 13: Job Data by Industry

Source: NMDWS Labor Market Review June 2024 – Albuquerque’s Employment

Exhibit 13 provides the Central Region’s job data by industry and shows the employment growth landscape for the Albuquerque MSA as reported in the NMDWS June 2024 Labor Market Review.



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The above chart shows that over the past year, the Albuquerque MSA experienced a growth of 10,400 jobs in total nonfarm employment, representing a 2.5% increase, while the government sector added 2,300 jobs (2.9%).

Notable growth occurred in Professional and Business Services (up 3,300 jobs, or 5.0%), Leisure and Hospitality (up 1,600 jobs, or 3.4%), and Private Education and Health Services (up 1,400 jobs, or 2.0%).

Manufacturing also grew significantly (up 1,100 jobs, or 6.5%), alongside Mining and Construction (up 700 jobs, or 2.5%).

Exhibit 13 shows the Information Industry saw a notable decline, losing 700 jobs (11.7%). This decrease in Information Industry jobs may indicate a need for additional future research to better define and track Information related jobs. It's important to note that Information sector occupations vary greatly and are required at some level within every industry sector. For example, an individual employed within the Healthcare or Film Industry sectors may have a primary role in providing Information Technology and Digital services. As such these Information Industry occupations are likely being tracked and included as Healthcare or Film Industry sector jobs as opposed to Information Industry jobs. The nature of Information related occupations and how they are categorized by industry sector will become clearer as a direct result the work that will be accomplished over the next 4-years to achieve the State Plan Sector Strategy goals.

The public sector growth was driven by local government (up 1,300 jobs, or 3.4%) and state government (up 1,200 jobs, or 4.7%), while federal government employment slightly decreased (down 200 jobs, or 1.3%).

The analysis of the Albuquerque MSA's employment landscape reveals a multifaceted economy with both strong growth sectors and areas of potential concern. Key industries such as Health Care and Social Assistance, Professional, Scientific, and Technical Services, and Construction continue to be crucial drivers of economic growth, as evidenced by their significant contributions to employment and their steady demand for workers. These sectors not only provide substantial employment opportunities but also offer stability and resilience, which are vital for sustaining the Central Region's economic health.

Overall, Albuquerque's economy is bolstered by its strong healthcare sector, growing construction industry, and robust public sector employment. The city's relatively low cost of living continues to enhance the purchasing power of its residents, making it an attractive place for both businesses and workers. To sustain and build upon this momentum, it will be crucial for stakeholders to address emerging challenges, support key industries, and ensure that workforce development efforts are aligned with future job market demands.

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c. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment need in in-demand industry sectors and occupations (§679.560(a)(2))

Throughout the State Plan are references that job seekers lack soft skills. The State Rehabilitation Council (SRC) summarized the need all employers have cited as a barrier to hiring: “The [SRC] is concerned about the lack of appropriate soft skills that are increasingly missing in those persons who are seeking to be employed, and most especially amongst younger workers. The Council is concerned that the acquisition of soft skills is necessary to become and remain employed and recommends that the agency provide more training and support in this area.” *Source: WIOA State Plan 2024-2027, page 254.*

Per the State Plan, page 36, NMDWS offers a series of free, on demand, on-line, workshops on soft skills in the workplace; however, the lack of effective soft skills training curriculum and providers continues to be a barrier for employers and job seekers alike.

The Future of Work Institute estimates that 65% of children entering primary school today will end up working in completely new job types that don’t yet exist. Globally, one billion people are estimated to need reskilling by 2030 because of technology’s impacts on work. Over the next 2 years, 48% of the total global workforce will work in a mobile or hybrid arrangement. Our stakeholders took from these facts the need to develop uniquely human foundational skills and the absolute necessity of digital literacy. *Source: WIOA State Plan 2024-2027 Page 73.*

The following provides an overview of the experience, credentials, and skills currently in demand by employers in the Central Region.

Exhibit 14 Minimum Experience Required

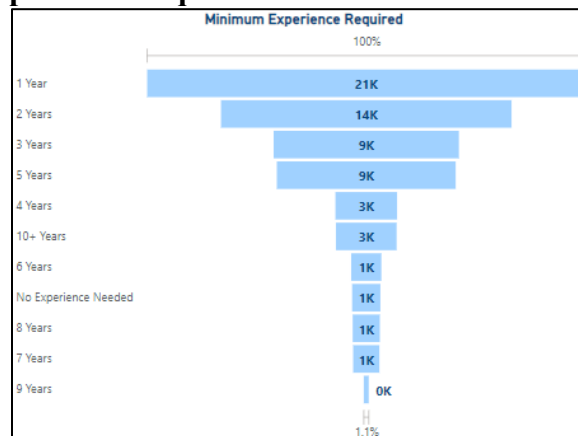


Exhibit 14: Minimum Experience Required
 Data exported on Wednesday, August 14th, 2024
 Source: JobsEQ – Knowledge and Skills Needed in the Active Job Ads in the Past 12 Months

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The bar chart in *Exhibit 14* indicates that most job postings in the Albuquerque MSA demand candidates with at least 1 year of experience, making it the most common requirement. Interestingly, some positions, though fewer, do not require any experience, indicating entry-level opportunities. However, the prevailing trend suggests that employers increasingly value a minimum of 1 year of relevant experience in the field.

Exhibit 15 Certificates Needed

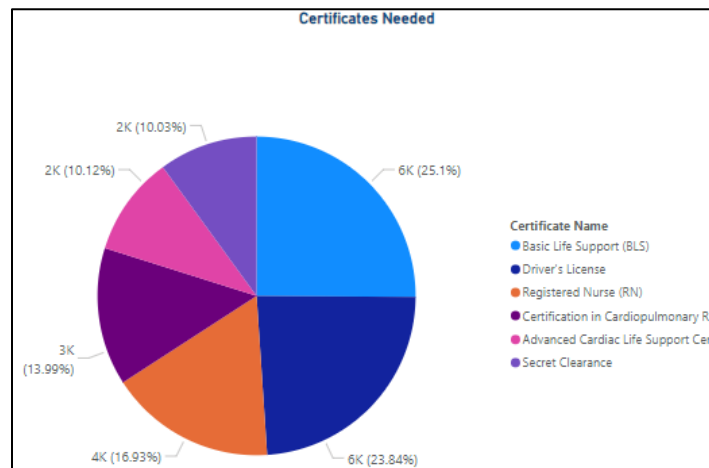


Exhibit 15: Certificates Needed in the Active Job Ads

Data exported on Wednesday, August 14, 2024

Source: JobsEQ – Knowledge and Skills Needed in the Active Job Ads in the Past 12 Months

The pie chart in *Exhibit 15* highlights the distribution of certificates required across job postings. Given that the Healthcare and Social Assistance industry leads in both job demand and employment, it's unsurprising to see certifications related to healthcare dominate the list. The most common certifications include:

- ✓ *Basic Life Support (BLS)*
- ✓ *Registered Nurse (RN)*
- ✓ *Certification in Cardiopulmonary Resuscitation (CPR)*
- ✓ *Advanced Cardiac Life Support Certification (ACLS)*

These certifications are essential for securing positions in the healthcare sector, which continues to be a significant employer in the region.

In addition, the demand for truck drivers remains high across most of the Central Region's top 10 employers by industry (please see above *Exhibit 12*). To gain employment as a commercial truck driver, individuals are required to obtain a Commercial Driver's License (CDL). Commercial vehicles include heavy-duty trucks, buses, and trailers, as well as any vehicle that carries hazardous materials or more than 15 passengers.

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Exhibit 16 Top 10 Soft Skills:

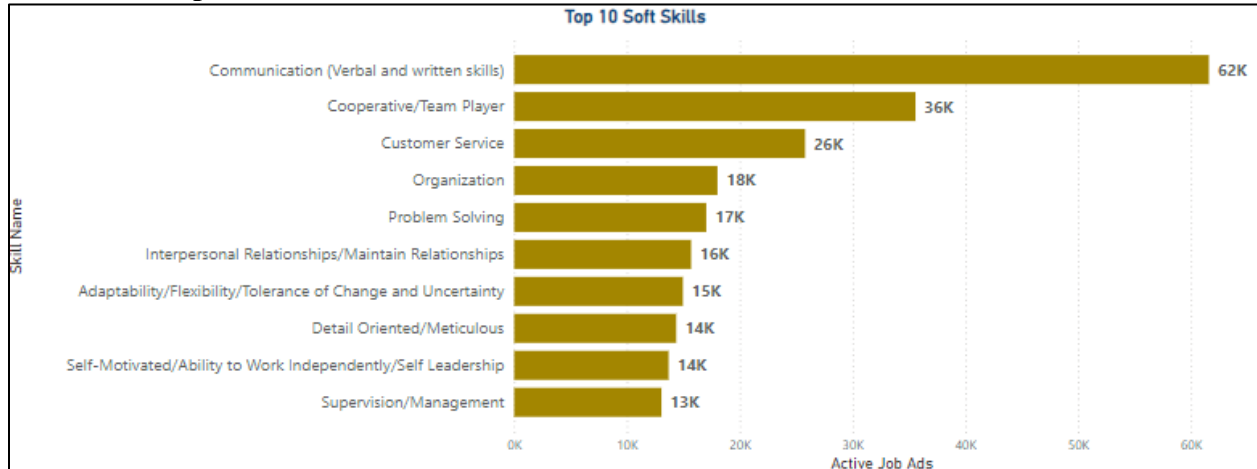


Exhibit 16: Top 10 Soft Skills in the Active Job Ads

Data exported on Wednesday, August 14, 2024

Source: JobsEQ – Knowledge and Skills Needed in the Active Job Ads in the Past 12 Months

The bar chart in *Exhibit 16* outlines the top 10 soft skills sought after in Central Region job postings.

- **Communication (Verbal and Written Skills)** emerges as the most sought-after skill, reflecting the high value employers place on clear and effective communication.
- Soft skills like **Cooperative/Team Player** and **Customer Service** are also highly valued, highlighting the importance of emotional intelligence in fostering teamwork, customer relations, and leadership within organizations.
- **Organization and Problem Solving** are crucial for managing tasks and addressing challenges efficiently, which are skills that closely align with critical thinking.
- The emphasis on **Adaptability/Flexibility** suggests that employers are looking for individuals who can thrive in a rapidly changing job market by being resilient and open to change.
- **Team player/cooperative** skills are also highlighted, indicating that leadership and the ability to influence others are essential, even in non-managerial roles.

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Exhibit 17 Top 10 Hard Skills:

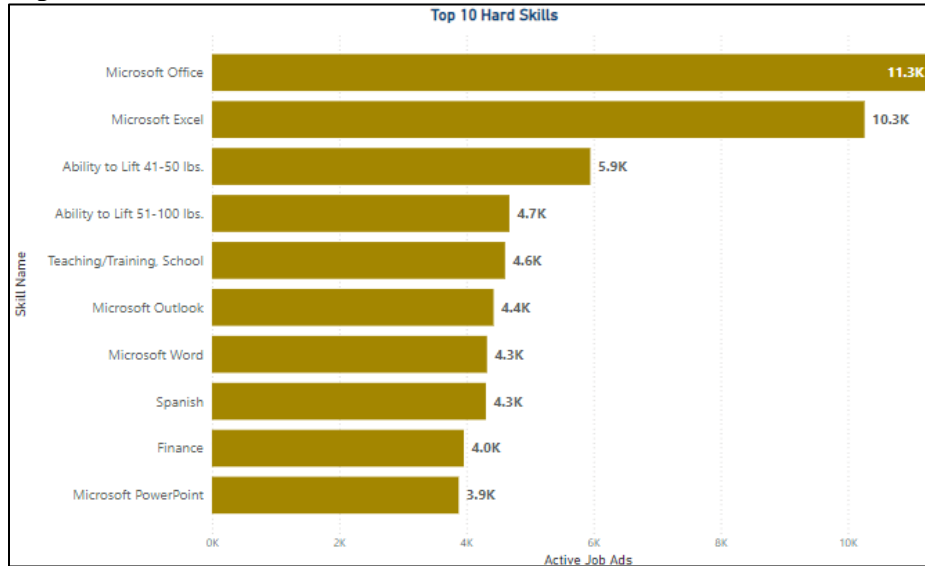


Exhibit 17: Top 10 Hard Skills in the Active Job Ads

Data exported on Wednesday, August 14th, 2024

Source: JobsEQ – Knowledge and Skills Needed in the Active Job Ads in the Past 12 Months

The bar chart in *Exhibit 17* lists the top 10 hard skills required in the Central Region job postings, paired with their associated median wages.

- Computer skills are the most common needed hard skills, with tools like **Microsoft Office, Excel, Outlook, and Word** being in high demand.
- The need for proficiency in these digital tools underscores the growing importance of **data literacy** and the ability to organize, analyze, and present data effectively.
- Although specific AI/ML skills aren't highlighted in this snapshot, the demand for technical proficiency in tools like Excel indicates the foundational role these skills play in the early stages of digital transformation within the region.

The above data highlights the critical skills, experience, and certifications that are currently in demand among employers in the Central Region. To meet these employment needs, it is essential for job seekers to develop and demonstrate proficiency in both soft and technical skills, with particular emphasis on digital tools like Microsoft Office, communication, and customer service. Additionally, for those interested in the healthcare industry, obtaining relevant certifications is crucial for entering and succeeding in these high-demand sectors.

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d. 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 (§679.560(a)(3))

Exhibit 18 Unemployment Rate in Albuquerque (Last 4 Years)

Exhibit 18 shows unemployment rate trends in Albuquerque NM MSA over the last four years, highlighting a notable decrease from approximately 8% in 2020 to around 3% in 2024. However, a slight uptick is observed towards the end of the period (4.51%), suggesting potential emerging challenges or cyclical changes in the labor market. The general trend indicates a strong recovery and a relatively healthy labor market in Albuquerque. However, the recent increase in unemployment warrants close monitoring to determine if this is a temporary fluctuation or the start of a new trend.

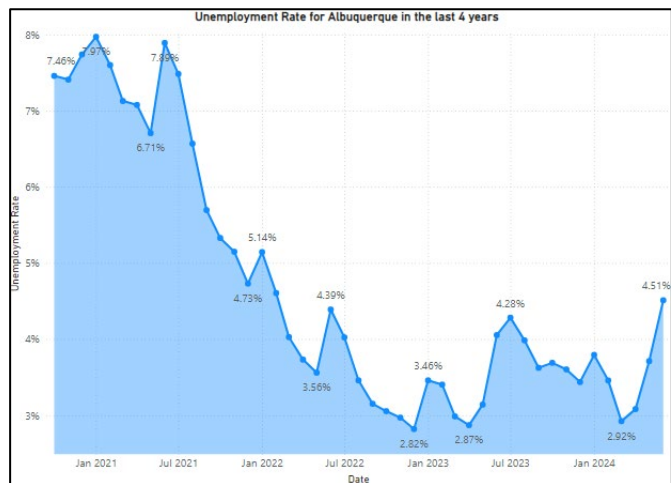


Exhibit 18: Unemployment Rate for Albuquerque in the last 4 years
Source: Labor Market Review June 2024 (DWS)

Exhibit 19 Unemployment Rate by Area

Unemployment Rate %				
MSAs	July 2024	June 2024	July 2023	OTY % Change
Albuquerque	5.1	4.5	4.3	0.8
Farmington	6.2	5.7	5.1	1.1
Las Cruces	5.8	5.5	4.9	0.9
Santa Fe	4.7	4.1	4.1	0.6

Exhibit 19: Unemployment Rate % by Region
Source: Labor Market Review July 2024 (NMDWS)

The table in Exhibit 19 shows unemployment rates as of July 2024 for different MSAs in New Mexico, with Albuquerque MSA's unemployment rate (5.1%) being slightly lower than other areas like Farmington and Las Cruces but higher than Santa Fe. Albuquerque's labor market is relatively strong but has increased since June 2024 and July 2023. It's important to note that Albuquerque is the largest region among those compared, with more employment opportunities, which may affect the overall unemployment rate.

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Exhibit 20 Estimate of Population 16 years old and Over in the Labor Force

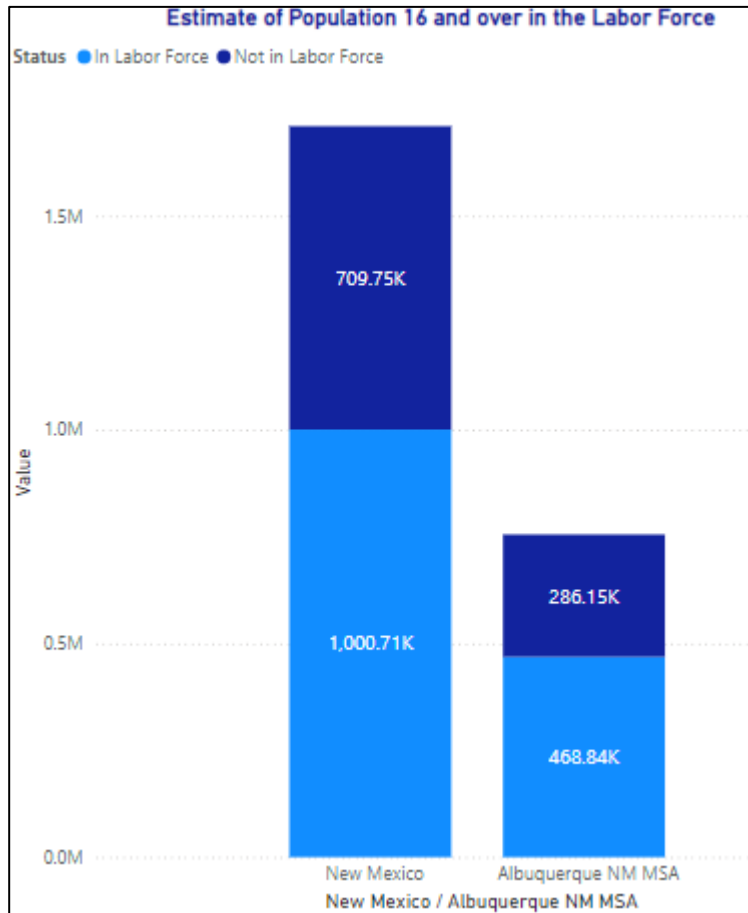


Exhibit 20: Estimate of Population 16 and over in the Labor Force

Source: Census Bureau of NM -

https://data.census.gov/table/ACSDP1Y2022.DP03?t=Employment%20and%20Labor%20Force%20Status&g=040XX00US35_310XX00US10740

The bar chart in *Exhibit 20* compares the population in the labor force versus those not in the labor force for New Mexico and the Albuquerque MSA.

In the Central Region the population of the labor force is approximately 755,000 individuals aged 16 years and over. Of these individuals approximately 469,000 are in the labor force, whereas approximately 286,000 individuals aged 16 or older are not participating in the labor force.

In New Mexico there are approximately 1.7 million people in the labor force aged 16 years and over. Approximately 710,000 individuals are not participating in the labor force.

In both the Central Region and the State, the significant portion of the population not in the labor force could be due to a variety of reasons including students unable or unwilling to work,



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individuals working in the gig economy (a labor market characterized by the prevalence of short-term contracts or freelance work as opposed to permanent jobs), retirees, or individuals unable to work to due to disabilities or incarceration.

Exhibit 21 Openings by Educational Levels

Education Levels		
Minimum Education Level	New Job Ads	
High school diploma or equivalent	24,113	
Bachelor's degree	19,341	
Associate's degree	4,791	
Master's degree	2,618	
Doctoral or professional degree	1,385	
Unspecified/other	51,171	

Exhibit 21: Source: JobsEQ® Data reflect online job postings for the 12-month period from 7/11/2023 to 7/11/2024, meeting the following criteria: This region: Albuquerque, NM MSA

Exhibit 21 shows the number of job openings by educational level and indicates most job openings require a high school diploma or a bachelor’s degree, but a significant portion of job ads do not specify educational requirements. This suggests that many jobs may be accessible to a broader range of applicants, depending on their skills and experience. Also, this data reflects that people without high school diploma or GED will have barriers to finding employment.

The overall employment situation is positive, with high employment rates and a relatively low unemployment rate. However, there are challenges, such as the July 2024 increase in unemployment and the large portion of the population not participating in the labor force.

As shown in *Exhibit 22* below, the average population in the Albuquerque MSA was 899,000 per American Community Survey data for 2017-2021. In the 2022 Census the population in the Albuquerque MSA was 923,925.

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Exhibit 22 Population by Year in Albuquerque NM MSA (2017-2021)

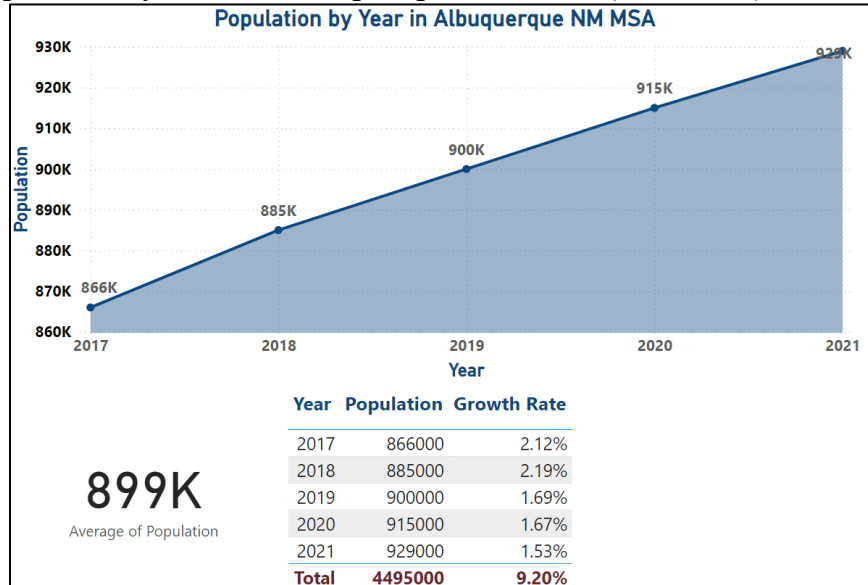


Exhibit 22: Population by Year in Albuquerque NM MSA (2017-2021)
Source: MacroTrends - <https://shorturl.at/kwkYb>

Exhibit 23 Educational Attainment in Albuquerque NM MSA

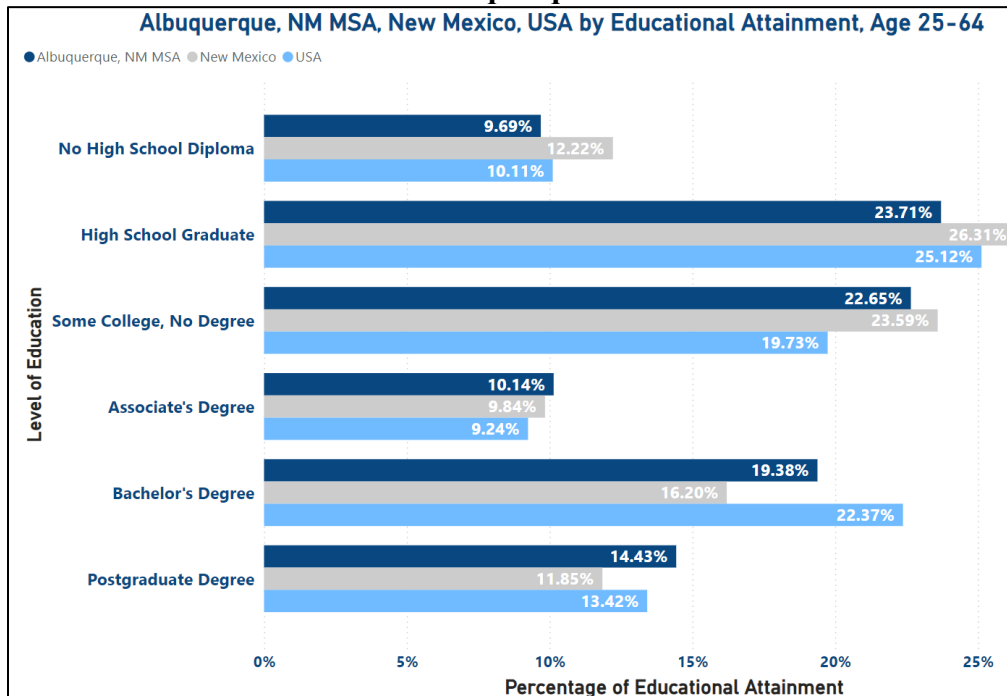


Exhibit 23: Educational Attainment in Albuquerque NM MSA
Exported on: Wednesday, September 4, 2024 12:14 PM
Source: JobsEQ – Demographic Profile - American Community Survey 2018-2022

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Exhibit 23 illustrates the educational attainment of individuals aged 25-64 in the Central Region, compared to New Mexico and the USA. The data demonstrates the following:

- **No High School Diploma:** 9.69% of the population in the Albuquerque MSA do not have a high school diploma, which is slightly lower than the state average (10.11%) and significantly lower than the national average (12.22%).
- **High School Graduate:** 23.71% of the Central Region population are high school graduates, which is slightly lower than both the state (26.31%) and national averages (25.12%).
- **Some College, No Degree:** 22.65% of the Central Region population have attended some college but did not earn a degree. This percentage is slightly lower than the state average (23.59%) and the national average (23.56%).
- **Associate's Degree:** 10.14% of the Central Region population hold an associate's degree, which is comparable to the state (9.84%) and national averages (9.24%).
- **Bachelor's Degree:** 19.38% of the population in the Albuquerque MSA hold a bachelor's degree. This percentage is higher than the state average (16.20%) but lower than the national average (22.37%).
- **Postgraduate Degree:** 14.43% of the Central Region population hold a postgraduate degree, which is higher than the state average (11.85%) but slightly lower than the national average (13.42%).

This data suggests that Albuquerque has a relatively well-educated population compared to the state averages, especially in terms of higher education, but slightly lags the national averages in certain categories like bachelor's and postgraduate degrees.

Exhibit 24 Income in the Central Region

As shown in *Exhibit 24* below, the per capita income in the Albuquerque MSA is \$37,890, which is about 90% of the national average (\$41,804). The median household income is \$66,392, also about 90% of the national average (\$74,755).

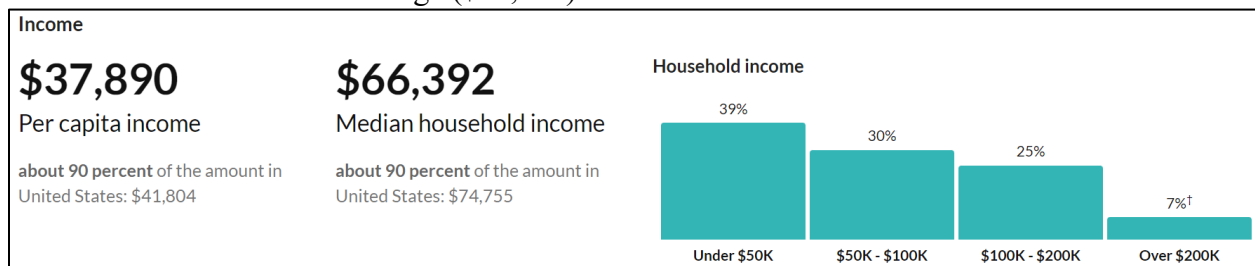


Exhibit 24: Income in the Central Region

Source: Census Reporter - <https://censusreporter.org/profiles/31000US10740-albuquerque-nm-metro-area/>

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Exhibit 25: Housing Units and Median House Value in the Central Region

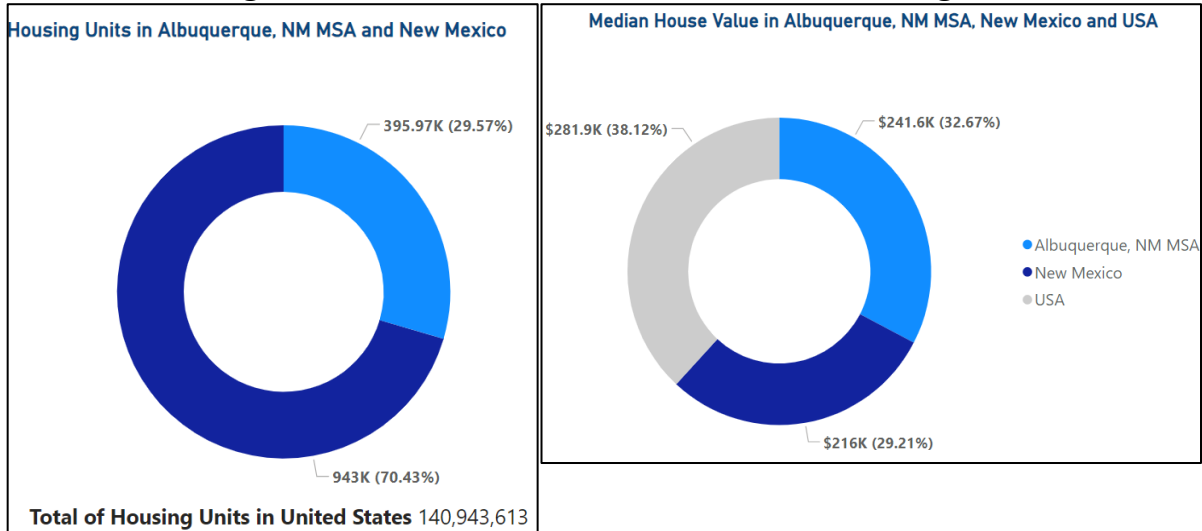


Exhibit 25: Housing Units and Median House Value in Albuquerque NM MSA
 Exported on: Wednesday, September 4, 2024, 12:14 PM
 Source: JobsEQ – Demographic Profile - American Community Survey 2018-2022

As illustrated above in *Exhibit 25*, the Albuquerque MSA has approximately 396,000 housing units, which represents approximately 30% of the total housing units in New Mexico. New Mexico has a total of 943,000 housing units, representing 36.46% of the nation’s housing.

In the Albuquerque MSA, the median house value is \$241,600, which is higher than the state average of \$216,000 but lower than the national average of \$281,900.

These exhibits illustrate that while Albuquerque's income levels are slightly below the national average, the housing market offers relatively affordable options compared to the broader United States, with median house values significantly below the national average. This balance between income and housing costs can impact the overall economic outlook and quality of life in the region.

Exhibit 26 Demographics Comparisons Central Region, State, and USA

Summary						
	Percent			Value		
	Albuquerque, NM MSA	New Mexico	USA	Albuquerque, NM MSA	New Mexico	USA
Demographics						
Population (ACS)				915,968	2,112,463	331,097,593
Male	49.5%	49.8%	49.6%	453,044	1,052,858	164,200,298
Female	50.5%	50.2%	50.4%	462,924	1,059,605	166,897,295
Median Age ²				39.0	38.6	38.5



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Summary						
	Percent			Value		
	Albuquerque, NM MSA	New Mexico	USA	Albuquerque, NM MSA	New Mexico	USA
Demographics (continued)						
Under 18 Years	21.5%	22.4%	22.1%	196,490	473,478	73,213,705
18 to 24 Years	9.1%	9.7%	9.4%	82,904	205,077	31,282,896
25 to 34 Years	13.9%	13.2%	13.7%	127,325	279,478	45,388,153
35 to 44 Years	13.3%	12.5%	12.9%	121,370	264,341	42,810,359
45 to 54 Years	11.8%	11.2%	12.4%	108,149	237,076	41,087,357
55 to 64 Years	13.0%	12.8%	12.9%	118,691	270,341	42,577,475
65 to 74 Years	10.7%	10.9%	9.7%	97,689	229,716	32,260,679
75 Years and Over	6.9%	7.2%	6.8%	63,350	152,956	22,476,969
Race: White	60.6%	59.2%	65.9%	555,140	1,250,614	218,123,424
Race: Black or African American	2.6%	2.1%	12.5%	24,229	44,894	41,288,572
Race: American Indian and Alaska Native	6.0%	9.4%	0.8%	54,872	198,140	2,786,431
Race: Asian	2.4%	1.6%	5.8%	21,590	34,400	19,112,979
Race: Native Hawaiian and Other Pacific Islander	0.1%	0.1%	0.2%	984	1,849	624,863
Race: Some Other Race	10.1%	11.1%	6.0%	92,277	233,978	20,018,544
Race: Two or More Races	18.2%	16.5%	8.8%	166,876	348,588	29,142,780
Hispanic or Latino (of any race)	49.9%	49.8%	18.7%	456,676	1,051,626	61,755,866
Population Growth						
Population (Pop Estimates) ⁴				922,296	2,114,371	334,914,895
Population Annual Average Growth ⁴	0.2%	0.1%	0.6%	1,715	2,154	1,885,495
People per Square Mile ⁴				99.3	17.4	94.8
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	60.8%	57.2%	63.3%	449,143	962,817	167,857,207
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	80.9%	77.2%	82.8%	286,399	596,292	106,380,520
Armed Forces Labor Force	0.6%	0.8%	0.5%	4,370	13,880	1,236,378
Veterans, Age 18-64	5.8%	5.5%	4.3%	31,938	67,738	8,636,019
Veterans Labor Force Participation Rate and Size, Age 18-64	75.4%	73.1%	77.1%	24,095	49,493	6,656,238
Median Household Income ²				\$63,739	\$58,722	\$75,149
Per Capita Income				\$36,043	\$32,667	\$41,261
Mean Commute Time (minutes)				24.4	23.1	26.7
Commute via Public Transportation	1.0%	0.7%	3.8%	4,424	6,747	5,945,723



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Summary						
	Percent			Value		
	Albuquerque, NM MSA	New Mexico	USA	Albuquerque, NM MSA	New Mexico	USA
Educational Attainment, Age 25-64						
No High School Diploma	9.7%	12.2%	10.1%	46,085	128,413	17,373,867
High School Graduate	23.7%	26.3%	25.1%	112,730	276,543	43,176,248
Some College, No Degree	22.6%	23.6%	19.7%	107,707	247,970	33,916,989
Associate's Degree	10.1%	9.8%	9.2%	48,225	103,426	15,886,884
Bachelor's Degree	19.4%	16.2%	22.4%	92,154	170,333	38,451,123
Postgraduate Degree	14.4%	11.8%	13.4%	68,634	124,551	23,058,233
Housing						
Total Housing Units				395,967	943,149	140,943,613
Median House Value (of owner-occupied units) ^{2,5}				\$241,599	\$216,000	\$281,900
Homeowner Vacancy	1.0%	1.3%	1.1%	2,424	7,520	931,393
Rental Vacancy	6.1%	6.7%	5.5%	7,777	18,578	2,623,236
Renter-Occupied Housing Units (% of Occupied Units)	32.3%	31.3%	35.2%	118,861	254,673	44,238,593
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.0%	5.8%	8.3%	22,212	46,831	10,474,870
Social						
Poverty Level (of all people)	15.6%	18.3%	12.5%	140,829	378,651	40,521,584
Households Receiving Food Stamps/SNAP	16.2%	18.1%	11.5%	59,697	147,063	14,486,880
Enrolled in Grade 12 (% of total population)	1.3%	1.4%	1.4%	12,322	29,089	4,476,703
Disconnected Youth ³	3.9%	4.1%	2.5%	1,855	4,794	430,795
Children in Single Parent Families (% of all children)	42.1%	44.0%	34.0%	77,560	193,748	23,568,955
Uninsured	8.1%	9.5%	8.7%	73,501	197,546	28,315,092
With a Disability, Age 18-64	13.2%	13.9%	10.5%	72,638	169,940	20,879,820
With a Disability, Age 18-64, Labor Force Participation Rate and Size	45.3%	41.8%	45.5%	32,883	71,076	9,492,098
Foreign Born	9.1%	9.2%	13.7%	83,646	194,320	45,281,071
Speak English Less Than Very Well (population 5 yrs and over)	7.2%	8.8%	8.2%	62,153	176,533	25,704,846

Exhibit 26: Demographic Profile in Albuquerque NM MSA

Exported on: Wednesday, September 4, 2024, 12:14 PM

Source: JobsEQ – Demographic Profile - American Community Survey 2018-2022



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2. Analysis of Workforce Development Activities (§679.560(a)(4))

a. Analysis of workforce development activities, including education and training in the region. Include 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 (§679.560(a)(4))

The Workforce Connection of Central New Mexico (WCCNM) connects individuals with career opportunities and partners with employers for workforce success by overseeing the delivery of workforce development services through the New Mexico Workforce Connection (NMWC) Centers, also known as American Job Centers. The NMWC Centers in the Central Region provide a wide range of workforce development activities and programs available to adults, dislocated workers, youth, young adults, individuals with disabilities, and employers. Individuals receiving services must meet specific eligibility requirements as specified in WCCNM Policy, which is available by visiting www.wccnm.org/wccnm-board.

The activities in each NMWC One-Stop Center in the Central Region are carried out through many different workforce and social services partner programs, each with their own funding sources from federal, state, and/or county grants and each with unique regulations defining the allowable use of the funding. With multiple programs having different performance and operating requirements, coordination of all activities is required to help ensure grant-funded employer and participant services are in alignment with WCCNM and WIOA policy and procedure and to eliminate any duplication of federal and state funded program services. The WCCNM Operation Manager's primary role is to provide functional oversight of and communication with each partner to facilitate all program activities, and break down siloed programs, by encouraging collaboration, referrals and co-enrollments among all Central Region workforce programs. All of which maximize limited funding resources and expand access to critical services available to and needed by employers and job seekers. The NMWC Center program activities include but are not limited to the following:

WCCNM Workforce Activities:

- **Career Services:** Wagner-Peyser (Title III services) and other various partners in the Central Region, provide basic and individualized career services, with the majority provided by core partners within the NMWC Centers. Career services include a wide range of service types including those specific to adults, dislocated workers, and youth. Examples include assessments, job search assistance, career counseling, referrals to other programs and services, provision of labor market information, interview and resume workshops, individual employment planning, career planning, financial literacy, mentoring, and more.
- **Supportive and Training Services:** The NMWC Centers in the Central Region offer work-based learning opportunities as well as occupational training through career



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pathways, stackable credentials, and traditional programs. Multiple programs and partners provide supportive services, which include subsidized transportation, childcare, healthcare/behavioral and substance abuse counseling, housing, clothing and food assistance, and training and education services. Training services are provided through a variety of programs including the WIOA Adult & Dislocated Worker Program, the Youth Program, CHANCES (Pathway Home 3, Reentry Employment Opportunity grant) awarded to WCCNM July 2022), Pathways to Infrastructure Jobs (H1B grant awarded to WCCNM September 2023), Vets, and Trade Adjustment Assistance Act Program.

As with all workforce development programs, eligibility and program requirements are unique to each funding source. However, the programs and partners work together to coordinate service delivery to effectively maximize resources through referrals and co-enrollments. Examples of training services include tuition assistance for post-secondary education programs, short-term training programs, on-the-job training, adult and youth apprenticeships, and internships.

- **Business Services:** The Business Services teams strive to coordinate activities and services within the workforce system to provide a comprehensive and streamlined approach that reduces duplication and maximizes resources to employers. Business services include but are not limited to recruitment and hiring assistance, assessments for applicants and for existing employees, on-the-job training, apprenticeships and apprenticeship pathway programs, work experiences, internships, incumbent worker training, customized training, and more.
- **Apprenticeships:** The WCCNM Apprenticeship Team continuously achieve significant milestones that contribute to the growth and awareness of the apprenticeship program.
 - ✓ Through active participation in job fairs, presentations during RESEA Orientation, organizing Youth Apprenticeship Week, and engaging with multiple schools, the team significantly increased awareness of the apprenticeship program. The number of job seekers interested in the program grew from virtually none (0-1) per month to approximately 30-40 per month. This rise in interest also expanded the awareness of opportunities available through the program.
 - ✓ To better serve the community and businesses, the team developed various resources, including videos for social media, flashcards for job seekers, and digital documents detailing the application process for each occupation. These resources have been instrumental in guiding job seekers through the application process and promoting the program to the wider community.
 - ✓ A new booking system was introduced, allowing customers interested in the apprenticeship program to schedule appointments with the Apprenticeship Team based on availability and preference for virtual or in-person meetings. This system not only offers greater flexibility to customers but also enables the team to prepare more



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- effectively for client meetings. Our first customer successfully used this system to book a virtual meeting to discuss apprenticeship opportunities and we plan to continue offering virtual appointments.
- ✓ An innovative form was created in Formsite, designed as a decision tree. This form guides job seekers based on their profile, presenting them with relevant occupation options and offering the opportunity to schedule an appointment after completing the form.
 - ✓ The Apprenticeship Team transitioned to paperless operations by digitizing all flyers, brochures, contact information, and pamphlets from each sponsor. This allows for efficient sharing of information with interested parties via email, reducing the environmental impact and improving accessibility.
 - ✓ The Apprenticeship Team has been working to expand outreach efforts to potential Registered Apprenticeship Sponsors and Employers by collaborating with the WIOA business team and the H1B program. These efforts have already resulted in one employer registering an apprenticeship program. Additionally, the team is developing a strategic plan to focus on businesses with in-demand occupations by reviewing job postings and descriptions to align with apprenticeship opportunities.
 - ✓ The Apprenticeship Team provides support and employment opportunities to marginalized or disadvantaged groups interested in apprenticeships by leveraging resources and building partnerships with organizations and agencies that offer critical services to individuals facing social, economic, or personal barriers, and we plan to expand these efforts in the future.
- **Common Intake and Referral Initiative:** Many programs and services in the Central Region have their own set of reporting requirements and performance measures. Each program, including some core partners, have their own unique case management systems with different intake and data entry requirements. The lack of a common intake, referral, and shared data collection system across the workforce system creates an additional burden for employers, job seekers, and all NMWC Center customers and staff. For example, the use of different case management systems by multiple partners creates a duplication of effort and services, including the requirement for customers to complete multiple assessments, duplication of program documentation requirements, and conflicting direction for participants and program service providers. In most cases, these various program application, intake and assessment requirements and forms are similar or identical to those required by most service programs, and yet are not shared among partners during program referral or co-enrollment activities. The result is the requirement for customers and service providers to repeat the completion of forms, assessments, and other time-consuming activities that have already been completed. Unfortunately, many program requirements cannot be modified due to federal, state and local requirements, however; the



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development of a joint intake or referral form could eliminate many of the problems described above.

To this end, the WCCNM is participating in the Statewide JAD/JAR sessions (Joint Application Development/Joint Application Requirement) to identify similar requirements and informational needs that could be shared via a joint referral/intake form while protecting the personally identifiable information (PII) of the applicant.

This effort is in the beginning stages of testing and development, and although showing promising results, still faces challenges in meeting the needs of all partners including the New Mexico Division of Vocational Rehabilitation (NMDVR). NMDVR is currently unable to participate in a common intake system due to the specific requirements in the Rehabilitation Act that mandate eligibility determination by a qualified rehabilitation counselor. The recently launched New Mexico Longitudinal Data System Projects (NMLDS) is now underway to help address these concerns. NMDVR is a partner in the NMLDS project and will support continued efforts to launch this initiative.

The NMDLS is a high-priority project being developed in collaboration with the New Mexico Higher Education (NMHED), the New Mexico Department of Workforce Solutions, the New Mexico Public Education Department, the New Mexico Department of Information Technology, and the engineering partner RESPEC (<https://www.respec.com/about-us/>). The plan is for the New Mexico Higher Education Department to house the new data base.

Phase 1 of the NMLDS project is complete. In this phase, the initial platform was built and initial partner agencies were onboarded. The NMLDS is currently in a beta-testing process. A Phase 2 of the NMLDS is currently being developed. It will enhance the system, incorporate new data sources, and provide public visualizations. Phase 2 of the project is expected to extend into 2026.

The WCCNM fully supports the implementation of a joint customer application/intake document and plans to continue working in close collaboration with the NMDWS and all partners to keep this initiative moving forward. The WCCNM and its many workforce partners strive to develop a joint customer intake process that will enable seamless service delivery to all customers. The WCCNM has developed plans for an incremental implementation of the joint customer application/intake process over the next four years.

- **Ticket to Work:** WCCNM has partnered with **Adelante of New Mexico's** Ticket to Work Program and assists Adelante by connecting people with disabilities to the Ticket to Work program for assistance in gaining jobs in the community. Ticket to Work is a free, voluntary national program run by the Social Security Administration through employment networks. The Ticket to Work program can help Social Security beneficiaries go to work, get a good



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job that may lead to a career, and become financially independent. Additionally, participants of the program can keep their Medicare or Medicaid benefits. Adelante has one of the highest rated Ticket to Work services in the nation, in the top 4%, and provide this service across the United States. This program is a non-co-located partner.

- **CHANCES Grant Program:** Through the WCCNM’s Pathway Home 3, Reentry Employment Opportunity (CHANCES) grant was awarded to the WCCNM in July 2022. Through this grant, the WCCNM is serving incarcerated individuals who are within 20 to 270 days of release to ensure they receive pre-release job readiness and occupational training. Prior to participants being released, CHANCES case managers work with incarcerated participants to begin planning and arranging needed reentry supportive services, and leveraging additional post-release training with the goal of participants being placed in jobs very quickly after they are released. Through WCCNM’s work on the CHANCES program, we have identified and coordinated a network of reentry service providers in Bernalillo County to facilitate the programs sustainability plan. WCCNM plans to continue providing WIOA-funded, and partner services, as well as leveraging critical reentry services provided through our recently developed reentry partner network after the CHANCES grant period of performance ends. In addition, WCCNM plans to identify future reentry grant opportunities to continue building on the foundation and successes achieved through the CHANCES grant. Formerly incarcerated individuals seeking employment have difficulty finding jobs or steady employment. Many suffer from behavioral health and substance abuse issues, and they are high risk for recidivism. Through the CHANCES grant these individuals receive the reentry services they need including housing, food, clothing, healthcare, behavioral and substance treatment and counseling, incentives, and training stipends to help ensure they successfully complete WIOA Adult funded training and job placement.
- **Pathways to Infrastructure Jobs Grant Program:** This US Department of Labor ETA grant was awarded to WCCNM September 2023 as a 5-year development grant. WCCNM’s work through this grant aims to leverage established existing partnerships to lower the barriers to quality infrastructure jobs in the sectors of broadband, transportation and renewable energy. The Pathways to Infrastructure Jobs Grant Program in collaboration with NMDWS, CNM and WCCNM’s WIOA service providers is developing sector strategies and career pathways policies and processes to support the federal and State goals and objectives to fill in-demand infrastructure jobs. This partnership targets un- and underemployed individuals who are 17 and older and out of secondary school and focuses on recruiting individuals who are underrepresented in targeted sectors, including veterans, people of color, and women.
- **Temporary Assistance for Needy Families (TANF) Program:** TANF is known in New Mexico as NM Works Wage-Subsidy & Career Link Programs. This program is located in the NMWC Center offices and provides a monthly cash benefit used to meet basic family



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needs such as housing, utilities, and clothing. This program is administered through the Health Care Authority through their Income Division.

- **Trade Adjustment Assistant (TAA) Program:** The Trade Adjustment Assistance Program is federally funded and was created to assist workers dislocated due to foreign imports or the transfer of production to Mexico or Canada. The program offers benefits including money for retraining, and reimbursement of job search and relocation expenses. It also provides monetary benefits, also known as TRA, for those who enroll in TAA approved training. Trade Readjustment Allowance (TRA) - Special income benefits are available to workers who lose their jobs or whose hours of work and wages are reduced as a result of trade imports from other countries.
- **Reemployment Services and Eligibility Assessment (RESEA):** helps people who are on unemployment insurance find a job faster. RESEA program combines unemployment compensation eligibility assessments with reemployment services, such as: Developing an individual reemployment plan, providing career and labor market information, enrolling in the Wagner-Peyser Employment Service, and Providing job search assistance and referrals. These workshops are held every week for participants, and they are co-located at the One-Stop.
- **Veteran Services Programs:** Veteran Services ensures that job and training services are offered to veterans on a priority basis. Veterans have priority over non-veterans regarding job placement, counseling, testing, referral to supportive services, job development, and job training. Local veteran employment representatives (LVERs) LVERs primary duties are conducting outreach to employers, facilitating job search workshops, and providing employment and training services to veterans and disabled veterans outreach program representatives (DVOPs) provide these services to veterans in New Mexico. DVOPs focus on providing intensive services with priority to special disabled, disabled veterans, and other eligible veterans in accordance with priorities determined by Public Law 107-288.
- **Central Region Apprenticeship Expansion Team:** This team has been developed to support and promote apprenticeship models to business and participants interested in apprenticeships. This expansion team is tasked with engaging in outreach activities, assisting business to build and launch registered apprenticeships to meet their needs, market RA to career development staff, work with WIOA Title I case manager to refer and place individuals in an RA program.
- **Senior Community Service Employment Program (SCSEP):** The Senior Community Service Employment Program is a community service and work-based job training program for older Americans. Authorized by the Older Americans Act, SCSEP provides training for low-income, unemployed older adults age 55+ and helps them gain skills and



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confidence to re-enter the workforce. SCSEP plays a vital role in helping older adults remain active, engaged, and financially independent. Through community service and job training, SCSEP job seekers gain valuable experience and skills that open doors to new employment opportunities and a better quality of life.

WCCNM Strengths Include:

- **Performance:** The WCCNM has a history of meeting and exceeding performance measures. This reflects the high-quality programs and services delivered as well as skilled workforce development professionals and service providers operating the programs.
- **Partnerships:** The WCCNM has many long-standing and newly developed collaborations and partnerships with community-based organizations, employers, chambers of commerce, industry associations, local government, and more. These have allowed the WCCNM to explore and pursue additional funding and program opportunities, leverage additional programs, and increase capacity to improve services for individuals and employers.
- **Continuous Quality Improvement (CQI):** The WCCNM continues to use CQI in all aspects of service delivery to ensure system weaknesses are proactively identified and addressed through improvement processes that help elimination any unwanted reoccurrences. This practice requires identification of a problem, analyzation of that problem and testing of possible solutions. As an example, we recently implemented a CQI Plan to increase service to the Central Region’s dislocated worker population. This plan identifies the various types of venues and methods to be used along with the expected outcomes. This process ensures a focused, well thought out plan for improvement in an identified area of weakness and enables a learning process that helps the WCCNM clearly identify what works and what does not.
- **Work-Based Learning Opportunities:** The WCCNM has increased the number of work-based learning opportunities available through the public workforce system in the Central Region. The WCCNM passed multiple policies to increase apprenticeships, internships, transitional jobs, and work experiences in the region.

Projects such as the Facebook Career Connections program, have resulted in successful internships, and in many cases, resulted in participants receiving full-time permanent employment supported by WIOA funded on-the-job training opportunities. Opportunities afforded via the WCCNM Transitional Jobs policy as well as the CHANCES and H-1B grants may be significant for disadvantaged individuals, such as former prisoners and long-term unemployed, with a goal to reduce recidivism and poverty within the Central Region.

The WCCNM Youth Program continues to provide work-based learning opportunities with most work experience placements occurring in the Central Region’s in-demand industries. Youth participants are placed in occupations based on their individual career goals with



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many of these experiences resulting in training as automotive technicians, home health aides, social service aides, welding assistants and laborers, marketing and media assistants, veterinary assistants, teaching assistants, medical assistants, and dental assistants. These work-based learning opportunities lead to full-time employment or with participants acquiring the work skills to be competitive in other opportunities.

- **Apprenticeships:** There has been increased support for apprenticeship in the Central Region as the WCCNM promotes that the “earn and learn” approach to assist workers start new careers and helps businesses recruit and retain a highly skilled workforce. The Adult and Dislocated Worker Program, and the Youth Program will continue to work with trade associations and apprenticeship programs to use WIOA funds in a variety of ways to help individuals prepare for, enter, and complete apprenticeship programs. Additionally, in partnership with the NMDWS State Apprenticeship Office, the NMWC Central Region Apprenticeship Coordinators work closely with employer/sponsors to review and prepare their program standards for submission and approval of formal registered apprenticeship programs.
- **Referral and Inquiry Tracking:** As outreach to employers, current apprentices, and prospective apprenticeships increases, the WCCNM has leveraged a new referral and inquiry tracking system to capture the ROI of various outreach methods contact information, program referrals, and many other data elements. The referral and inquiry tracking system are built into the WCCNM intranet that is available to all Central Region partners, both co-located and non-co-located.
- **Education and Training Provider Collaboration:** The WCCNM has strong partnerships with the Central Region’s postsecondary schools, including CNM, CNM Ingenuity, UNM Valencia, and SIPI, and numerous technical training schools. WCCNM and all training provider partners share the goal to provide educational programs and training opportunities that meet employer demands by providing industry specific training and a labor force that is prepared to meet the Central Region’s emerging and in-demand industry needs.

Collaboration activities include WCCNM and its training partners regularly assessing employer needs and working together to ensure the available trainings support those needs, including focused areas of studies, degree plans, as well as certificates. Through the Sector Strategy and Career Pathway development work planned to take place over the next four years, greater collaborative efforts will be needed to facilitate and align with the State Plan goals and achieve the desired outcomes.

The WCCNM began its Sector Strategy and Career Pathway development in 2016 through its TechHire New Mexico grant, which focused on the Information Technology Sector. WCCNM is continuing this work through its H-1B Pathways to Infrastructure Jobs grant, which was awarded in September 2023. WCCNM is partnering with CNM on this 5-year



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development grant to develop Sector Strategies and Career Pathways in the broadband, transportation and renewable sectors.

CNM is exploring the possibility of developing microcredentials for the Advanced Manufacturing and Healthcare Sectors. Microcredentialing is a way to earn short, focused credentials that demonstrate knowledge and skills in a specific area. Microcredentials are a good way to enhance skills, achieve career pathway goals, and demonstrate expertise to employers. Microcredentials are designed to be completed quickly and flexibly and are usually less expensive than degrees or certifications. In certain situations, microcredentials can be stacked together to earn a certificate or degree later. Microcredentials are often awarded as digital badges and designed to fill skills gaps to keep up with the changing needs of industries. Some examples of microcredentials include Project Management Professional (PMP), Six Sigma, Salesforce Certification, and Cybersecurity Professional Bootcamp.

WCCNM Weaknesses Include:

- The WCCNM has made significant improvement in overcoming challenges and issues related to the use of the New Mexico Workforce Connection online system (WCOS) (www.jobs.state.nm.us). Policy and procedure have been developed to assure consistency in the application of function, activity, and service codes. With many new initiatives, approaches, and strategies quickly moving forward over the next several program years, the Central Region is challenged with finding ways to incorporate data collection requirements for all new initiatives into the WCOS. These challenges include the ability to capture data elements and performance data. The WCCNM is dependent on data analysis, beyond federal performance measures, for adopting additional continuous improvement processes and improve data informed decisions within operations as well as at the WCCNM Board level.
- **Repeat Business Customers:** The WCCNM business services recognize many successes; however, it is important that the WCCNM and NMWC partners pursue business services with strategic intent to ensure that the system is addressing business needs from a workforce system-wide perspective versus individual partner program goals and performance criteria. The WCCNM is building additional capacity, expertise and dedicating significant investments in technology and partner training. Opportunities for improvements is possible by leveraging industry sector strategies and “work and learn” initiatives, and with significant investments in technical solutions to promote quality business engagement and increased customer satisfaction.

Continuous quality improvement efforts focused on business engagement help WCCNM produce high-quality business services. WCCNM regularly monitors the performance of its NMWC Centers and all partners services, including Wagner-Peyser services. The NMWC Operations Manager tracks key performance indicators, conducts customer



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satisfaction surveys, and analyzes service delivery data to identify areas for improvement. Feedback from clients and partners is used to refine processes and ensure that services are delivered efficiently and effectively. Customer Survey QR code cards are available on all staff member workstations as well as the resource rooms and welcome desks. Customers are encouraged to scan the code and give feedback as they desire. Results from this survey are stored in the Formsite Database and are reviewed once a month for any corrective actions that the WCCNM need to implement for improved customer experience.

- **Silos and Competing Outcome Measurements:** The WCCNM is fortunate to have a variety of service providers, funding streams, grant opportunities, and programs and services; however, there are sometimes obstacles that many of the programs and funding streams have their own unique set of eligibility requirements and outcome measurements which can be limiting as well as create confusion for the customer. The WCCNM requires an operational approach in the NMWC Centers that promotes collaboration, strengthens programs, and encourages innovation in the delivery of services to individuals and employers in the Central Region.

3. Strategic Vision and Goals

a. Description of the local board’s strategic vision to support regional economic growth and economic self-sufficiency. 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.

WCCNM Vision

Every Central New Mexico resident has access to a meaningful career pathway and the support needed to fulfill their aspirations. Every business in Central New Mexico has access to a skilled workforce.

WCCNM Mission

To build the systems, teams, and approaches that will make Central New Mexico an environment that attracts, motivates, and equips individuals and employers to achieve their highest potential.

WCCNM’s focus is on serving under- and un-employed individuals in the Central Region. Individuals with barriers to training and employment including individuals from historically disadvantaged communities are part of the WCCNM’s routine outreach activities. WCCNM understands that each participant has different levels of knowledge and skills. As such, WCCNM service providers routinely assess participants to ensure their participation in any workforce program addresses the new skill sets and training the participant needs to achieve their career pathway goals and self-sufficiency. WCCNM demonstrates its successful performance in the delivery of services to individuals with barriers to employment through data-driven outcome



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measures including program completion rate; attainment of skills, attainment of certificates or degrees the program is designed to provide; placement after training in unsubsidized employment; and retention in employment.

b. Taking into account analyses described in Sections 1 and 2 above, describe the local board’s overall strategy for working with the entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals.

The WCCNM Board routinely engages in strategic planning processes to establish the direction and alignment of resources to efficiently manage operations in support of the Board’s vision, mission, and goals. The WCCNM Board’s goals are broadly aligned with the goals of the Workforce Innovation and Opportunities Act (WIOA) and reflect goals identified in the State Plan. These State and WCCNM goals include the following strategic areas of focus:

Strategic Areas of Focus: In addition to the WCCNM program activities and CQI mentioned above, the WCCNM supports the SWDB’s goals and strategies as described in the State Plan and beginning in PY24 will utilize S.M.A.R.T. goal action plans to develop, implement, and measure the Central Region’s progress in achieving the State’s and WCCNM’s new goals and objectives. The S.M.A.R.T. framework sets clear objectives, emphasizing the importance of measurable and achievable goals and includes the following criteria:

- ✓ Specific: Targeting a particular area for improvement.
- ✓ Measurable: Quantifying, or at least suggesting, an indicator of progress.
- ✓ Assignable: Defining responsibility clearly.
- ✓ Realistic: Outlining attainable results with available resources.
- ✓ Time-related: Including a timeline for expected results.

With the release of the State plan, the State Workforce Development Board (SWDB) developed goals and strategies that each of the four state LWDB’s are required to align with and support. Per the State Plan the NMDWS will lead the process by developing a shared vision and process for the implementation of each goal/strategy. Although the State Plan does not indicate a timeline for NMDWS to develop and implement the State goals and strategies defined, it clearly identifies the NMDWS’ leadership role, goals and strategies for guiding the LWDB’s in the implementation of activities that align with the State Plan. Please see SWDB Goals, Cross-Goal Strategies and Alignment Strategies above under ***SWDB Local Plan Development Guidance***. Please also refer to the New Mexico WIOA State Plan 2024-2027. The four goals identified in the State Plan and the WCCNM’s strategies to align with these NMDWS goals and strategies are further defined in the following Cross-Goal Strategies:

Developing S.M.A.R.T. goals and action plans require a shared partner commitment to developing, owning, and completing activities and timelines. To be successful S.M.A.R.T. goals need people



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and resources. The WCCNM S.M.A.R.T. goals proposed in the following cross-goal strategies not only align with the State Plan, but they are actionable and manageable. Upon approval of the WCCNM Local Workforce Development Plan, the WCCNM will prioritize the development of S.M.A.R.T goals based on partner collaboration and feedback, availability and commitment level of the required partner resources, and timelines. S.M.A.R.T goals and action plans will then be developed and implemented with progress updates included in the 2-Year Local Plan Modification.

The following NMDWS and WCCNM Cross-Goal Strategies directly support the State's **Alignment Strategies** defined above. In collaboration with the NMDWS, the WCCNM has and will continue to demonstrate its ongoing support of the State's goals and strategies.

Cross-Goal Strategy 1: NMDWS plans to collaborate across WIOA partners, workforce regions, education providers, and employers to develop comprehensive strategies for priority sectors that are tailored to each workforce region and detail actionable plans for outreach and recruitment.

Historically, sector strategies have long been part of the WIOA State Plan. In practical terms, concrete sector strategies have been elusive. Stakeholders identified the root causes of this dynamic as a lack of shared vision on what a sector strategy is and a lack of true ownership of the sector strategy process. SWDB activities within this strategy are designed to fix these problems.

Per the State Plan, pages 76 and 77, the NMDWS will provide a shared vision on what a sector strategy is and provide direction of the sector strategy process. NMDWS plans to lead the following activities:

- NMDWS will develop template for sector outreach. We do not need each Title, program and local board to invent its own approach to sector outreach. Working collaboratively and through rapid experimentation, NMDWS will lead the process of developing a shared vision and process for preparing a sector strategy.

WCCNM, through its H-1B Pathways to Infrastructure Jobs Grant program, continues to work with the NMDWS and stakeholders to move toward achieving an employer-driven sector strategy model. WCCNM will continue to work with NMDWS to facilitate the development of a statewide sector strategy model template that identifies employer needs with a focus on employer-driven training and career pathways development for each in-demand sector. Once NMDWS releases their sector outreach template, WCCNM is prepared to modify, if needed, its sector outreach tools as necessary to align with NMDWS.

- NMDWS will train WIOA partner staff to conduct meaningful sector outreach. In many of the trainings the SWDB attended on sector strategies, stakeholders saw a heavy reliance on contractors and outside expertise. In contrast, our partners want to build



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internal capacity to create and maintain sector strategies. Our emphasis will be on pulling in outside expertise to train our workforce system staff to be their own sector strategy experts. This will increase investment in the sector strategy process and foster ownership of the final product.

As an integral workforce development partner, WCCNM has worked closely with NMDWS over the past years on many initiatives aimed to help prepare underserved individuals with barriers to training and employment prepare for sustainable careers within New Mexico. Sector Strategy development remains a high priority for the Central Region. Since 2016, WCCNM has worked with professional consultants who have demonstrated their capacity and competence in successfully developing Sector Strategy and Career Pathway initiatives in other States. The WCCNM has provided recommendations for NMDWS to consider as possible candidates for New Mexico’s Sector Strategy and Career Pathway development. WCCNM will continue to support NMDWS as they develop their plans to implement a sustainable sector strategy model for workforce development staff training.

- NMDWS will work with employers and using proven sector outreach techniques, develop specific, achievable, measurable, and time-bound goals for each sector. Another historical weakness in our sector efforts have been a reliance on general principles (like “build a pipeline of electricians”) rather than specific measures (like, “enroll double the number of electrician apprentices in the state on an annual basis, starting in 2024”). Successful sector strategies will culminate in SMART goals.

WCCNM began developing the IT/Tech Sector Strategy in 2016 through the TechHire New Mexico grant. Through this work the WCCNM has developed valuable Lessons Learned and Best Practices and will continue to work with NMDWS as they begin developing their employer outreach strategies. WCCNM will support and facilitate a state sector strategy model that meets employers needs and demonstrates clear career pathways guidance and trainings that lead to certifications required by existing and near future in-demand sector employers.

- NMDWS will develop sector strategy roadmaps that outline activities, timelines, and owners. S.M.A.R.T. goals need people and resources. The sector strategy roadmaps will include realistic activities and timelines that the State Workforce Development Board can use to drive accountability across the workforce system.

As mentioned above, the WCCNM has been at the forefront of Sector Strategy development and implementation since 2016 through the TechHire New Mexico grant IT Sector development efforts. With the COVID-19 shutdown and the end of the TechHire New Mexico grant, the WCCNM’s Sector Strategy and Career Pathway approach has focused more on general business engagement and employer



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outreach to promote various individual programs including Apprenticeships, OJT's, Work Experience, Incumbent Worker and Customized Training, etc.

These employer outreach efforts are routinely made by both state and WCCNM program personnel and resources. As a result, employer outreach and engagement efforts are often

- poorly coordinated and tracked, which increases the risk of duplication of resources;
- programs are siloed, which creates direct competition between programs;
- and employers are burnt out on being pitched to by so many state and federal programs.

In addition, the employer outreach efforts are typically specific and limited to the single program being presented. Instead, a successful approach would include:

- a coordinated effort that begins with one program contacting the employer and identifying the employer's industry sector and all the employer's needs;
- then collaborating with all the programs that provide those needs to develop a meaningful and streamlined solution for the employer, including identifying other promising practices developed for and by employers in the same industry sector.

Not only will this collaborative partner approach benefit the employer, but the state and the WCCNM would be better able to leverage the resources of and/or co-enroll with multiple programs, which would facilitate in breaking down the silos. The measurable outcomes of this WCCNM S.M.A.R.T. goal should also include 1) identifying and tracking employers and their needs by their respective industry sectors, 2) developing roadmaps that outline activities, timelines, and owners; and 3) the creation of the WCCNM Sector Strategy and Career Pathway policy. The policy would provide guidance for all WCCNM service providers and partners to develop for their respective programs, Sector Strategy and Career Pathway procedures that ensure the WCCNM achieves their sector strategy and career pathway goals.

Currently, the WCCNM Business teams, including staff from Adult & Dislocated Worker, Youth, and Career Services, are encouraged to collaborate through the Business Connector dashboard to streamline communication and avoid duplicating efforts with the same businesses or associations. The Business Connector dashboard is a centralized application that allows businesses to quickly submit workforce needs to the appropriate business team representatives. With a defined process, workflow, and a tracking database on the backend, the dashboard helps to make sure all inquiries are managed efficiently. Business teams can refer, communicate, and collaborate by adding case notes and transferring requests to other partners within the system. The WCCNM ensures timely follow-up by setting



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parameters after services are requested, and the tool's user-friendly design allows employers to easily submit their hiring and training needs. The inquiry is then directed to the appropriate programs and staff who can assist. Staff can interact with the inquiry collaboratively, receiving real-time updates on contributions from other team members and employers, ensuring efficient coordination and eliminating duplicate contacts. The NMWC One-Stop offices will implement CQI Plan to monitor and report on how well this system is performing measured in part by employer/business usage and a measurable reduction in duplication of services.

Through WCCNM's H1-B grant, the Central Region will develop S.M.A.R.T goals for and work with NMDWS to help define sector strategy development in the Broadband, Transportation, and Renewable Energy industry sectors. When NMDWS develops their sector strategy roadmaps and S.M.A.R.T. goals, the WCCNM will modify as needed its methodology, activities, and timelines to align with NMDWS' guidance, and demonstrate to the SWDB accountability in the Central Region.

- NMDWS will work within each sector to identify specific connections between that industry and difficult to engage and historically underserved populations. In order to achieve Goal 3 (see State Plan page 73) we must engage difficult-to-reach residents as we engage in sector strategies. As we articulate career pathways, we need to recognize that people will be starting their journeys in different areas. Sector strategies must draw on vocational rehabilitation and adult education resources to ensure that all New Mexicans benefit.

WCCNM's focus is on serving under- and un-employed individuals in the Central Region. Individuals with barriers to training and employment such as reentry citizens and individuals from historically disadvantaged communities are part of the WCCNM's routine outreach activities. Each participant brings different levels of knowledge and skills to the workforce programs they are participating in. The WCCNM service providers routinely assess participants to ensure their participation in any workforce program addresses the new skill sets and training the participant needs to achieve their career pathway goals and self-sufficiency.

The WCCNM's Pathway Home 3, Reentry Employment Opportunity (CHANCES) grant activities have expanded to include NMCD Correctional Facilities. NMCD-Roswell, as well as NMCD-Las Cruces. WCCNM and CHANCES staff are now working with the Eastern Area Workforce Development Board (EAWDB) in Roswell, NM and have implemented a co-enrollment process that will provide a continuation of services for the EAWDB's incarcerated participants who will be released in Bernalillo County. These individuals are currently receiving EADWB WIOA Adult funded CDL training within the NMCD-Roswell facility. Through



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co-enrollment with CHANCES, these participants will also receive pre-release job readiness training and a defined and coordinated reentry services plan when they are released in Bernalillo County. Through the NMCD, CHANCES is positioned to expand its participant recruitment, training, and reentry services to more NMCD facilities throughout New Mexico. CHANCES plans to duplicate its EAWDB co-enrollment process with the Southwestern Area Workforce Development Board and co-enroll their NMCD-Las Cruces incarcerated participants scheduled to be released in Bernalillo County.

In addition, the CHANCES program is collaborating with the NMDWS as part of their Be Pro Be Proud Mobile Workshop services to correctional facilities, schools, and community centers across the state to support workforce development. The Be Pro Be Proud mobile unit delivers a ground-breaking set of resources to help individuals explore, plan, and launch careers in today's technical roles. Individuals discover which skilled professions spark their interests as they dig, drive, and weld using custom developed, highly interactive Virtual Reality (VR) and Augmented Reality (AR) simulators. The CHANCES staff is currently working with NMDWS to schedule concurrent correctional facility visits and conduct recruitment activities in conjunction with the Be Pro Be Proud Mobile Workshop.

- NMDWS will ensure that all workforce programs are integrated into sector strategies as appropriate. This will fortify the efforts to keep equity at the forefront of all sector strategies.

WCCNM has worked diligently for many years to develop an integrated functional management plan to ensure that all WCCNM, state, and partner service providers are informed of and collaboratively participating in all programs provided through the New Mexico Workforce Connection (NMWC) One-Stop Centers. The Functional Management Plan defines the WCCNM Board's expectations of each partner's participation and provides WCCNM Board Policy guidance, including the Sector Strategy and Career Policy referenced above. The WCCNM Functional Management Plan and WCCNM Policies apply to all co-located and non-co-located partners and require everyone provide employers and job seekers with access to all resources, as needed, through co-enrollments and referrals with all co-located and external partners. WCCNM's work on integrating industry sector strategy and career pathway development is included in the WCCNM Functional Management Plan, is ongoing throughout the Central Region, and reflects the importance of incorporating employer-driven strategies in its functional and service delivery methodology. When NMDWS develops its guidance on integrating sector strategies into all workforce programs, the WCCNM will modify, if needed, its Functional Management Plan to ensure alignment with NMDWS guidance.



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- NMDWS will identify and implement strategies to market New Mexico jobs and careers in in-demand and emerging sectors to out-of-state audiences. In order to achieve Goal 4 (see State Plan page 74), sector strategies must identify opportunities to recruit people to New Mexico. This can be as simple as identifying jobs in each sector that are strong candidates for out-of-state recruitment.

WCCNM’s social media outreach in conjunction with its success in H1-B grant awards focuses on training and careers in in-demand industries and has attracted job seekers from many of New Mexico’s rural areas and neighboring states. While accelerated training models, such as CNM Ingenuity’s Deep Dive Bootcamps, contributed greatly to many individuals gaining quick employment in the IT/Tech sector, many TechHire New Mexico participants moved out-of-state for higher paying IT/Tech jobs. WCCNM will continue to support NMDWS as they develop strategies to market New Mexico jobs and careers in in-demand and emerging sectors to out-of-state audiences.

In addition, WCCNM’s connection to the MRCOG, which serves as the Economic Development Administration (EDA) Central Region Economic Development District Representative is responsible for developing the region’s Comprehensive Economic Development Strategy (CEDS). The CEDS serves as the Central Region’s blueprint for growing a regional, local, collaborative economy and provides valuable insight into employer growth and needs within the Central Region. As a living document, the Central Region CEDS is adjusted annually and reevaluated fully every five years. The process builds leadership, enhances cooperation, and fosters public ownership and enthusiasm and includes the voices of nearly 200 diverse stakeholders from rural and urban communities, public and private sectors, and multiple industry sectors in the region.

The WCCNM will continue working with the MRCOG (CEDS), Albuquerque Regional Economic Alliance (AREA), and state and county economic development entities to identify and address the employer workforce needs of existing and new businesses considering moving to New Mexico. In addition, through WCCNM’s social media promotion, the Central Region will highlight sector strategy and career pathway development initiatives through social media outreach that promotes well-paying industry sector jobs that are attractive to out-of-state job seekers.

- NMDWS will convene quarterly sector check-in meetings to review progress. Sector strategies must remain living documents, with continued progress and accountability. For those strategies being undertaken at the local level, communication is also key to efficiency and making sure our local initiatives are not at odds with one another. Quarterly meetings will keep everyone on track and in sync.



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WCCNM is prepared to participate in any NMDWS meetings to share best practices and ensure alignment with NMDWS' sector strategy and career pathway development initiatives. In addition, WCCNM will continue to ensure NMDWS has a role in all meetings and convenings as it further develops its H1-B sector strategy and career pathway development initiatives.

A new requirement prescribed within the PY-24 WIOA Grant Agreement is for the WCCNM to establish a Sector Strategy Steering Committee. WCCNM's committee includes board members, economic development, education and business associations such as chamber of commerce and industry specific experts. WCCNM is continuing their sector strategy approach to expand upon efforts, with guidance on implementing a framework prescribed by the NMDWS and leverage work that has been developed to address sector strategies. Furthermore, we also realize that other entities are beginning or have researched and identified skills and knowledge requirements specific to industry and occupations. A goal is to leverage these efforts to facilitate and grow Central Regions sector strategies.

The WCCNM has been working with NMDWS to facilitate the WCCNM's H1-B Pathways to Infrastructure Jobs grant, which focuses on Sector Strategy and Career Pathway Development in the Broadband, Transportation, and Renewable Energy. WCCNM's work on this grant aligns with our understanding of the NMDWS sector strategy process mentioned above.

The H1-B Grant awarded by the US Department of Labor is a development grant that allows for WCCNM to collect appropriate data on how to strengthen and expand the workforce in Broadband, Transportation and Renewable Energy. There are two main goals of the H1-B Grant, WCCNM first goal is to develop a sector strategy and career pathways for the three sectors listed above. WCCNM will do this with the guidance of our Sector Advisory Council that will consist of local economic developers, training providers, business representation in each field and importantly worker voice. A successful sector strategy requires substantial collaboration to change how the workforce system works. WCCNM's goal is to align the regional understanding that a successful sector strategy and sector-focused career pathways approach needs to engage high-demand employers to ensure system relevance. Moving towards that goal, WCCNM plans to measure this performance outcome through the success of employers expanding their pipeline of skilled workers with a strong emphasis on helping low-skilled individuals successfully completing occupational and soft skills training, gaining employment with a clear career pathway plan that will allow them to achieve self-sufficiency. Our second main goal in the grant is to meet our performance, this will include enroll at least 250 participants over the performance period of four years with a year of follow up.



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In addition, WCCNM's Operations Manager will continue to communicate the WCCNM guidance and partner requirements as S.M.A.R.T goals and action items are implemented. In addition, the Operations Manager will hold quarterly convenings of all Central Region partners to share sector strategies undertaken, ensure effective communication and make sure our local initiatives are not at odds with one another or with NMDWS.

Cross-Goal Strategy 2: NMDWS will coordinate with education and training providers and employers in priority sectors to create flexible pathways, certification programs, short-term credentialing, and work-based learning opportunities to prepare for the workforce.

Between siloed funding and mismatched eligibility and program requirements, we often struggle to stay in step with our partners in education and training. The SWDB stakeholders emphasized that greater coordination in this area is absolutely essential to achieving all of our goals

- NMDWS plans to grow the number of programs certified on the Eligible Training Provider List (ETPL) to support both in-demand and emerging industries. The ETPL has grown stagnant and is not clearly tied to career pathways in priority sectors. We need to communicate the value of being on the ETPL and fill any gaps that we identify through the lens of our sector strategies.

WCCNM understands the importance of ensuring employers and job seekers have access to the training and credentials employers need to sustain and grow their businesses and find the right job seeker talent to fill vacant and emerging occupations. Through its H1-B grant sector strategy and career pathway development, WCCNM is working with Broadband, Transportation, and Renewable Energy employers, CNM and other training providers to identify the knowledge, skills, credentials, and associated training programs these employers need. Training programs that meet these specific employer needs, as well as other industry sector employer needs will continue to be developed as the Central Region moves closer to its goal of an employer-driven regional workforce training system that supports sectoral partnerships. As new trainings are developed, training providers will be required to ensure their programs are approved for ETPL inclusion and follow all training performance data outcome measures to remain on the ETPL and receive WIOA-funded training dollars.

- NMDWS plans to improve the quality of data from ETPL providers through technical assistance and quality control initiatives, including those reporting through the Higher Education Department and those reporting directly to NMDWS. ETPL data can paint a powerful picture of the impact of our work and the places we can improve. This strategy includes working closely with providers to improve the quality and timeliness of ETPL data.



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NMDWS recently released a new ETPL policy that aligns with the USDOL guidance. Training providers and their programs must be approved on the ETPL in order to receive funds for training jobseekers enrolled in New Mexico’s WIOA programs. To be approved for the ETPL, training programs must meet state and local requirements, which includes completion of the program resulting in a federally recognized credential or skills progression toward one and being related to target industry sectors and in-demand occupations in New Mexico.

NMDWS is required to develop and operate the ETPL in partnership with Local Workforce Development Boards (LWDB). The ETPL is designed to collect relevant performance data and display useful information to WIOA customers on training providers, their services and the quality of their programs. NMDWS is working on new training provider requirements to populate the ETPL with training program data that demonstrates training providers are successful and remove those programs that fail to achieve positive results for training customers.

WCCNM’s Administrative Entity worked with NMDWS on the ETPL policy development and training provider guidance to collect and report USDOL required performance data. The new NMDWS ETPL Policy was recently released and the WCCNM is currently updating its ETPL Policy to ensure compliance. The resulting WCCNM ETPL Policy will be distributed to all Central Region partners along with additional training provider process and reporting training meetings, guidance and collaboration to assist training providers in getting on and staying on the ETPL based on their performance reports.

- NMDWS will identify and encourage/fund programs that have additional supports for difficult to engage and historically underserved populations. Our education and training partners have many programs to connect and support the underserved populations that are key to the success of Goal 3 (see State Plan page 73). We need to connect the dots between our services and theirs to create a strong safety net.

The WCCNM is developing partnerships to leverage general fund appropriations provided to higher education and public education institutions for work-based learning opportunities, and tuition for credit and credential-based programs. CNM is a strategic partner in this initiative to develop a plan to leverage these funds to expand education and training partners work-based and credential-based learning opportunities. These types of training opportunities are in high demand among the Central Region’s underserved populations. CNM has potential funding through 2027 and is interested in collaborating in the development and implementation of this plan and stated that working together with WCCNM and WIOA will be critical.



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General fund appropriations are available for both credit and credential-based education. Therefore, it is critical for WCCNM to continue working with Higher Education entities and trades-based organizations to seek opportunities to co-enroll eligible participants in WIOA Title I, (Adult, Dislocated Worker, and Youth Program service delivery) to provide funding for supportive services that may include needs related payments, internships, apprenticeship, and work experience (transitional jobs).

The WCCNM Functional Management Plan identifies the importance partner collaboration to ensure all partners are familiar with and in compliance with the Central Regions Functional Management goals and partner requirements. The Functional Management Plan describes partner programs and focus areas and demonstrates the benefits of sharing best practices, partner referrals, co-enrollments, and leveraged resources.

Each program, including our Title II Adult Education and Family Literacy Act partners, provide opportunities for WCCNM, NMDWS, and partner program service providers to share best practices and resources to streamline customer service delivery. WCCNM is committed to providing the best collaborative solutions that focus on eliminating duplication of multiple program funds and efforts, encouraging all programs to share relevant data and practices that allow all partners to connect and support one another, including sharing data and resources that facilitate connections to underserved populations. The WCCNM Functional Management Plan provides guidance and goals to assist all program partners in maximizing their program specific funding and resources by collaborating with partners to facilitate participant and employer co-enrollments and coordinated referrals, by leveraging services, and developing a cohesive service delivery model that puts the needs of employers and job seekers first.

The overarching goal of all WCCNM's ongoing work is to provide priority populations with increased and guided access to needed and meaningful services. All WCCNM WIOA and other discretionary grant award programs focus on helping low income and disadvantaged populations. The NMWC partners in the Central Region operate within an integrated system, complete with co-located partners, procured service providers, and shared resource leveraging. However, funding and available public resources are still finite and limited, so populations with significant or multiple barriers to employment receive priority for services. Sometimes these populations will be referred to as "hard-to-serve" or "hard-to-employ" clients. Some special or priority populations the Central Region workforce system serves include, but are not limited to:



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- Veterans and eligible spouses
- Individuals with disabilities, both youth and adults
- English language learners (limited English proficient)
- Migrant and seasonal farmworkers
- Out-of-school youth
- Adult and youth ex-offenders (justice-involved)
- Public assistance recipients (TANF, SNAP, SSI, Medicaid, etc.)
- Youth in, or previously in, foster care
- Homeless individuals, both youth and adults
- Runaway youth
- Pregnant and parenting youth
- The long-term unemployed
- Low-income workers earning wages below self-sufficiency
- Basic skills deficient individuals
- The over 55 age group

The WCCNM recognizes the importance of seeking discretionary grant funding for programs that compliment and support the WIOA-funded programs. Successful discretionary grant funding provides opportunities that allow the Central Region to focus even more on providing supportive and wrap-around services to support USDOL and NMDWS initiatives and goals for employers and priority populations. For example, the WCCNM’s CHANCES grant is helping fill the need for better reentry services that focus on employment and reducing recidivism in the Central Region. Additionally, the WCCNM’s H1-B Pathways to Infrastructure Jobs grant supports the USDOL and NMDWS sector strategy and career pathways initiatives, as well as the SWDB’s goals to meet current and emerging demand industry sectors and occupations in the following sectors:

- Alternative Energy
- Advanced Manufacturing
- Vertical and Horizontal Construction
- Water Infrastructure and Natural Resource Management

The WCCNM will continue to identify grant opportunities that directly support priority and hard-to-serve populations in the Central Region,

- NMDWS will support and coordinate the marketing of sector-specific New Mexico educational and training programs to out-of-state audiences. New Mexico has cutting edge programs in niche priority areas like broadband expansion. Part of this strategy is collaborating to spread the word about these programs to our rural areas and out of state, so that we can achieve Goal 4 (see State Plan page 74) by drawing people to New Mexico education and training venues.



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In addition to using social media to promote New Mexico jobs out-of-state, as mentioned above, WCCNM is able use social media outreach to attract job seekers in rural and neighboring states by promoting specific and unique industry sector training programs leading to jobs that are in high demand in New Mexico and throughout the nation. With employer-driven training programs and sector specific career pathways that include Pre-Apprenticeships, Apprenticeships, micro-credentialing, and other accelerated occupational training models, the WCCNM is positioned to lead the state through the H1-B Pathway to Infrastructure Jobs grant by offering employer-driven training in Broadband, Transportation, and Renewable Energy.

Employer-driven trainings developed by WCCNM's partner training providers, such as CNM, provide new and unique sector specific trainings attractive to individuals in rural areas and neighboring states. Similarly, the WCCNM's Skilled Trade Union partners provide nationally recognized, state-of-the-art trainings and Apprenticeships in in-demand construction trades that attract individuals from across the nation. Through combined social media outreach and participant/student recruitment strategies the Central Region is positioned to develop outreach strategies to expand efforts to attract individuals from out-of-state and provide them good post-training employment opportunities here in New Mexico.

Albuquerque Regional Economic Alliance (AREA) introduced a microsite www.live.abq.org with goals to encourage targeted talent to consider relocating to the Albuquerque area; provide relevant information for those considering job offers from Albuquerque area-based companies that include research on quality of life, and; for employers looking to relocate their team to the Albuquerque area. This initiative is focused to share information that is most critical for corporate leaders as they decide on where to locate a new site or to relocate existing operations. These factors include cost of living, quality of life and availability of talent.

This effort is relatively new, however, with a focus on talent acquisition in support of multiple industries, the WCCNM is fully engaged for collaboration and partnering with AREA to further this effort. WCCNM will actively assist AREA to seek additional funding and if appropriate provide resource.

Cross-Goal Strategy 3: NMDWS will work with the NM Public Education Department (PED), WIOA partners, and employers to increase outreach in middle and high schools and help students explore available career paths in priority sectors by streamlining and clearly defining the path among work-based learning programs. New Mexico has done a great job of investing in programs to connect youth to work. Unfortunately, those programs are not connected to each other or our sector strategies. This strategy aims to address this challenge.



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- NMDWS’s first step in this strategy is coming to a shared definition of terms like “work-based learning,” “internship,” “pre-apprenticeship” and related terms. We also need a comprehensive statewide budget that quantifies our investment in these programs.

- Through the state planning process, SWDB stakeholders identified many programs that can be matched to priority sectors and underserved populations, including:
 - ✓ Summer Enrichment Internship Program
 - ✓ New Mexico Career Pathways
 - ✓ Careers2Communities
 - ✓ High School Career Counselors
 - ✓ New Mexico Job Corps
 - ✓ Pre-Apprenticeship Programs
 - ✓ Workforce Pathways for Youth
 - ✓ WIOA Youth Program
 - ✓ NM Internship Plus
 - ✓ New Mexico Graduation Reality and Dual-role Skills (NM GRADS)

- NMDWS requires all partners with work-based learning programs to track the demographics and outcomes of participants. NMDWS is also working on developing educational outcomes for these programs. Agency leadership and the State Workforce Development Board (SWDB) will monitor these data regularly to identify opportunities for expansion or refocusing programs as needed.

WCCNM supports the need to increase outreach in middle and high schools to expose students to different career options and associated career pathways that provide step-by-step training and certification guidance, including work-based learning programs that support in- demand industry sectors. WCCNM’s WIOA Adult, Dislocated Worker and Youth service providers track the demographics and outcomes of work-based learning participants and work with these participants to continue their career pathway development beyond their work-based learning experiences.

WCCNM continues to work to develop stronger collaboration with the NM Public Education Department (NMPED) to find ways to increase the engagement of in-school youth in its Career Technical Education (CTE) programs. CTE provides students of all ages with the academic and technical skills necessary to succeed in future careers and to become lifelong learners. WIOA requires that 20% of WCCNM’s in-school youth participants include those within the Central Region’s CTE programs to further enhance their chosen career pathway goals.



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WCCNM will continue to participate in NMPED’s regional-association organizational structure where Career Technical Education funding decisions for secondary and postsecondary institutions are prioritized by all members of this regional, workforce-aligned association. Funded programs of study meet Perkins V criteria related to size, scope, and quality and are aligned to in-demand industry sectors.

Federal funding is available for building and improving CTE programs at public secondary school districts, state and local charter schools, community colleges, technical institutions, or other 2-year postsecondary institutions, that provide rigorous and relevant CTE. In addition, State funding is available through a seven-year pilot CTE program, which started in July 2019. Funds are available for public secondary school districts and state and district charter schools, to leverage federal programming and to improve CTE support programs such as math integration, career exploration, employability skill development or other CTE programs that may not qualify for federal funding.

WCCNM will support NMDWS by developing S.M.A.R.T. goals and action plans to engage NMPED and to facilitate collaborative planning for CTE, pre-apprenticeship, apprenticeship, and other work-based learning programs and maximize funding sources from all programs by streamlining processes and procedures to better connect participants through co-enrollments and leveraging resources.

WCCNM’s Youth Service Provider, Youth Development, Inc. (YDI), conducts robust youth outreach on an ongoing basis. Working with secondary education partners, the Youth Program meets with middle school students to facilitate trainings exposing this age group to resume writing, mock interviews, introducing them to the “Why I Work” NMDWS website tutorial, and career guidance at NMcareersolutions.com. All outreach activities include a brief orientation on the Youth Program services available at the NMWC Centers.

The Youth Program coordinators also regularly attend local high school College & Career Fairs and Resource Fairs and provide workshops to local high school students. High school students are also presented with the Youth Program’s BEST pre-employment training, labor market information including career exploration and knowledge of in-demand occupations and fields, and work experience opportunities to build work skills. The Youth Program participates in Charter School Council meetings regularly at Rio Grande, Atrisco Heritage Academy, and Mark Armijo Academy high schools. These schools are also interested in being developed as worksites to allow in-school youth the opportunity to gain important work skills. The Youth Program outreach also focuses on students in CTE programs



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where students can receive training to continue building skills in their chosen field. The Youth Program carefully monitors the in-school youth services it provides and their recruitment efforts to ensure they do not exceed their 25% maximum limit on in-school youth service expenditures.

The WCCNM Youth Program routinely provides youth participants with services including pre-employment training, financial literacy, paid work experience, and funding for occupational skills training. The Youth Program leverages services with other community partners to address the needs and skill development of the participants to support successful outcomes.

The WCCNM's Adult Education programs also serve youth ages 16 and over. The New Mexico Higher Education Department (NMHED), Adult Education Division, has programs that help people earn their high school equivalency (HSE), which helps enable them to find gainful employment. The NMHED programs also provide English language instruction to immigrant youth, which has the same function. Additionally, the Integrated Education and Training (IET) programs directly help students prepare for industry-recognized certifications.

WCCNM Board Membership includes executive level representation from Albuquerque Job Corps and Youth Development, Inc., which greatly enhances the Board's understanding of the youth and young adult needs. These Board members serve on the WCCNM Youth Standing Committee, which is committed to assist with planning, operational, performance and other issues related to the provision of youth services. WCCNM's Youth Standing Committee assists local communities to identify gaps in services, recommend youth policy, ensure quality services, leverage financial and programmatic resources and recommend eligible youth service provider. The Youth Standing Committee reviews and makes recommendations to the Executive Committee on matters related to WCCNM's youth provider program and other youth related projects and initiatives.

Cross-Goal Strategy 4: NMDWS plans to enhance outreach efforts around incentives and programs available to employers in priority sectors that support them with finding and retaining qualified talent.

A recurring theme in the SWDB planning process is that we have programs to meet a wide variety of populations where they are and engage them in training and work. Unfortunately, much like work-based learning programs, these programs are largely unknown, often underutilized, and disconnected from each other and from the business community.

- NMDWS will develop and promote shared communication tools to increase the reach of workforce programs, including but not limited to:



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- ✓ Work Opportunity Tax Credit (WOTC)
- ✓ Job Training Incentive Programs (JTIP)
- ✓ Step Up
- ✓ Federal Bonding
- ✓ Veteran Tax Exemption and Disabled Veteran Tax Exemption
- ✓ On-the-job Training
- ✓ Custom Training Programs
- ✓ Additional NMDWS Business Services
- ✓ Student Loan Repayment Programs

As part of its effort to develop and promote shared communication tools, in collaboration with its partners, NMDWS began developing a new **Aligned Case Management (ACM)** system. The ACM is accessible through the New Mexico workforce connection online system (WCOS), which is a web-based system for employment services. From August to December of 2023, workforce partners came together in strategic planning sessions and began the development of an ACM Gap Analysis. The Gap Analysis effort was led by the Workforce Information Technology Support Center (WITSC), the ACM Institute led by the National Association of State Workforce Agencies (NASWA).

In January 2024, NMDWS received the preliminary reports and recommendations needed to begin developing the new ACM system. Three projects were identified to start this process:

1. **Geographic Solutions - WCOS Reinitialization:** This effort reviews the configuration of WCOS (all the switches, structure and modules), conducts review sessions with core team members, determines optimization to improve functionality to meet the front-line service requirements, makes those changes in a 'sandbox' copy in WCOS, and tests and trains staff with the goal to deploy an updated system by the beginning of July 2024. This effort is led by Geographic Systems under a contract with NMDWS.
2. **Unified Partner Information Network (UPin) -** The UPin focuses on the development of a hub for referrals to be accessible by all partners. The ACM Institute facilitated the initial deliverables for the project charter, requirements, and wireframes. The NMDWS evaluated technical alternatives and is working on selecting and implementing a solution with the project team.
3. **Other support work:** NMDWS in collaboration with NM Human Services Department (HSD) is continuing to develop an ACM solution for the Temporary Assistance for Needy Families (TANF) Workpath Salesforce. HSD is working on their Closed Loop Referral system, and engagement with WITSC continues to provide oversight for the two projects above, and to ensure the ACM system stays true to addressing the needs of front-line staff and customers.



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WCCNM service providers have actively participated in the development and implementation of the ACM system. WCCNM will continue to be an integral part of the ACM system through its successful implementation.

To further support the NMDWS goals to improve shared communication, the WCCNM provides Business Career Center (BCC) services through its NMWC One-Stop centers in Bernalillo, Sandoval, Valencia and Tarrant Counties. The Business Service Consultants are both NMDWS and WCCNM employees and are responsible for the following:

- Establishing linkages with employers and local businesses;
- Marketing the BCC services to employers to create job opportunities and job placements for Central Region participants.

The Business Service Consultants are specialized in community-based socioeconomic development; possess a knowledge of local needs and trends in workforce development and establish linkages with business leaders.

The Business Service Consultants serve as liaisons between employers and the NMDWS, WCCNM, and the Central Region BCC and promote the services of the BCC to local employers in need of hiring qualified employees, including the employer and workforce programs listed above.

In addition, the consultants are responsible for:

- Working with area chambers of commerce;
- Working with higher education institutions, and all local employers, regarding economic and employment trends;
- Coordination, development, recruitment, maintenance, and outreach activities to prospective employers;
- Representing WCCNM at local/regional Job Fairs;
- Conducting outreach and job search workshops for customers and community civic groups, and
- Working with WCCNM staff to facilitate the identification of mentors or job coaches for hard-to-serve clients.

The NMDWS and WCCNM BCC staff play an integral role in facilitating sector strategy and career pathway strategy implementation in the Central Region and work closely with the NMDWS and WCCNM program managers responsible for developing and implementing sector strategy and career pathway goals in the Central Region. Sector Strategy and Career Pathway development and implementation go together and as stated in the U.S. Department of Labor, Social Policy Research Associates Career Pathways Toolkit, the process begins by engaging employers, identifying their industry sector, and then developing the career pathway that meets the employer's staffing needs.



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In addition to the BCC services above, and as discussed under Section B. Strategic Planning Elements, all employers have identified the lack of soft skills as a major barrier to employers finding and retaining qualified talent.

Throughout the State Plan there are references to employers citing the lack of job seeker soft skills as a major barrier to hiring. To facilitate programs available to employers in priority sectors and support them with finding and retaining qualified talent who possess the soft skills needed by employers, the NMDWS has partnered with New Mexico State University (NMSU) and developed the following 4-hour online Microlearning courses:

The Department of Workforce Solutions has partnered with the New Mexico State University (NMSU) Global Campus. Two (2) FREE online courses are available:

- 1) Soft Skills: Mastering Personal and Professional Success (4-hour course)
- 2) Management: Leadership for Success (4-hour course)

Soft Skills: Mastering Personal and Professional Success

The course will cover a variety of important skills and concepts. You'll learn about things like how to be proactive, plan strategically, manage stress, and solve problems. We'll also focus on effective communication, working well in teams, and continuously improving ourselves. By the end of the course, you'll have a better grasp of these areas and be able to apply them in practical situations.

Upon completion, learners will receive a digital badge that serves as proof of the individual's competencies.

Management: Leadership for Success

Created for Managers and Supervisors. Its purpose is to provide you with practical knowledge, skills, and competencies to effectively lead your team to their full potential. Upon completion, participants will receive a digital badge that serves as proof of the individual's competencies.

In addition, the NMDWS training department is available to provide in person training upon request for a variety of different trainings. Training does need to be requested ahead of time to ensure proper time to prepare. The NMDWS Training Department is prepared to deliver soft-skills training upon request.

In addition, Central New Mexico Community College (CNM) is responding to recent employer surveys that highlight the need for graduates to possess both technical skills and durable skills, such as communication, critical thinking, and teamwork. To address this, CNM is exploring micro-credentialing and badging opportunities to formally recognize these skills in both academic and workforce training programs. There is significant potential for incorporating and highlighting durable skills provided through liberal arts curriculum and general education requirements,



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ensuring that students gain valuable, well-rounded competencies alongside their technical training. This will also include exploring current programs and offerings such as CNM Ingenuity’s “Professional Skills Academy” and incorporating into the larger CNM cross-enterprise strategy.

Through the WCCNM’s H-1B Pathways to Infrastructure Jobs grant, employers needed soft and hard skills will be identified as part of the programs development of Sector Strategy and Career Pathways Development process. Appropriate trainings to facilitate participant success will be recommended to the participants.

C. Operational Elements

1. Local Workforce System Structure

a. 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 (§679.550(c)).

WCCNM is the local Workforce Development Board in the four-county region of Central New Mexico (which includes Bernalillo, Sandoval, Torrance and Valencia Counties). WCCNM was established July 1, 2000, under the authority of the New Mexico Workforce Development Act.¹ The local Workforce Development Boards in New Mexico are governmental entities, and therefore are placed under greater scrutiny than nongovernmental workforce boards in other states. With over 40% of the state’s population residing in the central region, WCCNM is the largest workforce development board in New Mexico.

The Central New Mexico region is also referred to as the Albuquerque Metropolitan Statistical Area (MSA). In the center of this region is Albuquerque, the largest city in the state. The top seven major communities in Central New Mexico are:

1. Albuquerque
2. Rio Rancho
3. Los Lunas
4. Bernalillo
5. Socorro
6. Corrales
7. Belen

The largest municipalities among the 18 incorporated communities within the Central Region are Albuquerque, Rio Rancho, Los Lunas, Bernalillo, Corrales, and Belen. The area also includes eight

¹ Chapter 50, Article 14 NMSA 1978; and the federal Workforce Investment Act of 1998 and currently the 2014 reauthorized Workforce Innovation Opportunity Act (WIOA)



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Indian pueblos - Sandia, Isleta, Cochiti, Jemez, San Felipe, Santa Ana, Santo Domingo, and Zia - as well as portions of the Navajo, Jicarilla, and Laguna Pueblo Indian reservations.

The Albuquerque Metropolitan Statistical Area (MSA) has many large employers, including government, education, healthcare, and manufacturing companies. The Albuquerque MSA is also home to Sandia National Laboratories, Kirtland Air Force Base, and the NM Veterans Affairs Healthcare System.

In addition, Albuquerque's economy includes television and film production, which has been growing due to tax incentives and the city's scenic landscapes.

The Albuquerque MSA largest employers by county are as follows (**Source: New Mexico Partnership <https://nmpartnership.com/incentives-data/new-mexico-largest-employers/>**):

10 Largest Bernalillo County Employers	Number of Employees
Presbyterian Healthcare Services	13,456
Sandia National Laboratory	12,206
Albuquerque Public Schools	10,297
University of New Mexico Hospital	6,772
City of Albuquerque	5,800
University of New Mexico	4,210
Lovelace Hospital	3,589
Bernalillo County	2,494
Walmart	2,200
Central New Mexico College (CNM)	2,111

10 Largest Sandoval County Employers	Number of Employees
Rio Rancho Schools	1,960
Sandia Pueblo Casino	1,800
Intel	1,200
Safelite Autoglass	800
Hewlett Packard	750
Convergys	684
Santa Ana Casino	606
City of Rio Rancho	600
Sandoval County	495
US Government	362



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10 Largest Valencia County Employers	Number of Employees
State of New Mexico	1,097
Los Lunas Schools	868
Belen Schools	455
Zuni Schools	417
Clarionet Packaging	300
Walmart	275
Valencia County	265
Smith’s Foods	100-249
Albertsons	100-249
Town of Los Lunas	181

10 Largest Torrance County Employers	Number of Employees
Moriarty Schools	294
County of Torrance	105
State of New Mexico	94
US Government	62
Clines Corners Travel Center	50-99
Travel Center of America	50-99
Central New Mexico Electric Co-Op	50-99
Mountainair Schools	37
Town of Moriarty	32
Town of Estancia	14

The Albuquerque MSA is home to the best training and educational institutions (technical and community colleges, universities, etc.) in New Mexico:

Technical Schools (include but are not limited to the following):

- Albuquerque Job Corps
- Pima
- Carrington
- IntelliTec
- UNM Continuing Ed
- CNM Ingenuity
- Phoenix Truck Driving School
- ABQ Truck Driving School
- JB CDL Training School
- American Institute of Dental Assisting
- New Mexico Institute of Dental Assisting
- Adult Learning Center



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4-Year Universities

UNM – Albuquerque

The main campus of UNM has more than 29,000 students with major schools of engineering, education, business, medicine, and law. More than 130 undergraduate degrees are offered, along with master's degrees in 94 fields and doctoral degrees in 44 areas. UNM is a nationally recognized Class I research institution. UNM's Continued Learning program drives a culture of lifelong education in the area.

2-year Community Colleges

CNM Albuquerque

CNM is the largest higher education institution in New Mexico in terms of undergraduate enrollment. Representatives from local businesses and industries help CNM develop programs to ensure that students acquire skills needed for success in the workplace. The college has many transfer articulation agreements with four-year institutions around the state, including the University of New Mexico.

Authorized by the New Mexico Legislature in 1963, CNM was approved by district voters in 1964 to provide adults with the skills necessary to gain employment and succeed in the workforce. Accredited by the North Central Association of Colleges and Schools in 1978, degree-granting power was approved for CNM by the State Legislature in 1986, signaling the college's transformation into a full-fledged community college.

Since its inception, CNM's career-technical programs in business, health, technologies, and trades have continually been redesigned to provide students with the most current and relevant skills needed by local employers.

2-Year Branch Community Colleges

UNM - Valencia

UNM Valencia is considered a key partner in the workforce development system. The Workforce Training Center (WTC) effectively trains the local workforce to meet the demands of the economic development in Valencia County. Non-degree programs and credential-focused course offerings will focus on building soft skills and enhancing work readiness.

Tribal Colleges

Southwestern Indian Polytechnic Institute (SIPI) – Albuquerque

SIPI is a proud participant of the American Indian Higher Education Consortium (AIHEC). SIPI is one of 37 Tribal Colleges and Universities in the nation that are part of the AIHEC family. SIPI students represent Alaskan Native Communities and American Indian tribes from across the United States.



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SIPI first opened its doors in 1971 and embarked on a journey of changing lives through the power of education. To this day, SIPI is a trail blazer, pushing the envelope and raising the bar in higher education. SIPI's motto is EXPECT SUCCESS, that along with STUDENT SUCCESS is paramount to our mission and vision.

Diversity of the Population

The Albuquerque, NM Metropolitan Statistical Area (MSA) exhibits significant ethnic diversity, with distinct variations across its counties. As shown in *Exhibit 28* below, the Central Region is predominantly White, with 60.6% of the population identifying as such. This percentage is slightly above the New Mexico state average but below the national average of 65.9%. Notably, the area also has a substantial Hispanic or Latino population, accounting for nearly half (49.9%) of the Central Region's population. This reflects New Mexico's broader demographic trends, where the Hispanic or Latino community represents 49.8% of the state's population, a figure significantly higher than the national average of 18.7%, where White remains the predominant group.

Exhibit 29 2018-2022 Racial & Ethnic Composition of the United States, New Mexico, & Central Region Counties

Summary ¹							
Ethnicity	Bernalillo County	Sandoval County	Torrance County	Valencia County	Central Region	NM	USA
Percent							
White	60.30%	60.30%	66.10%	63.10%	60.6%	59.2%	65.9%
Black or African American	2.90%	2.30%	2.20%	1.50%	2.6%	2.1%	12.5%
American Indian and Alaska Native	4.90%	12.20%	2.30%	4.10%	6.0%	9.4%	0.8%
Asian	2.70%	1.60%	0.80%	0.80%	2.4%	1.6%	5.8%
Native Hawaiian and Other Pacific Islander	0.10%	0.20%	0.00%	0.00%	0.1%	0.1%	0.2%
Some Other Race	10.50%	7.20%	14.90%	10.70%	10.1%	11.1%	6.0%
Two or More Races	18.60%	16.20%	13.70%	19.80%	18.2%	16.5%	8.8%
Hispanic or Latino (of any race)	50.70%	40.60%	44.70%	61.10%	49.9%	49.8%	18.7%
Value							
White	406,649	90,123.00	10,047.00	48,321	555,140	1,250,614	218,123,424
Black or African American	19,377	3,391.00	340.00	1,121	24,229	44,894	41,288,572
American Indian and Alaska Native	33,180	18,214.00	357.00	3,121	54,872	198,140	2,786,431
Asian	18,517	2,369.00	115.00	589	21,590	34,400	19,112,979



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Summary ¹							
Ethnicity	Bernalillo County	Sandoval County	Torrance County	Valencia County	Central Region	NM	USA
Native Hawaiian and Other Pacific Islander	597	357.00	-	30	984	1,849	624,863
Some Other Race	70,948	10,830.00	2,265.00	8,234	92,277	233,978	20,018,544
Two or More Races	125,424	24,176.00	2,079.00	15,197	166,876	348,588	29,142,780
Hispanic or Latino (of any race)	342,361	60,690.00	6,800.00	46,825	456,676	1,051,626	61,755,866
Total Population	1,071,053	210,150	22,003	123,438	1,372,644	3,164,089	

Exhibit 29: 2018-2022 Racial & Ethnic Composition of the United States, New Mexico, & Central Region Counties

Exported on: Wednesday, September 4, 2024

Source: JobsEQ - American Community Survey 2018-2022

Among the counties within the MSA, Bernalillo County is the most populous, with a total population of 1,017,053, where the White race is predominant. Sandoval County follows with a population of 210,150, with 60.3% identifying as White. Valencia County ranks third in population with 123,438 residents, where 63.1% are White. Torrance County, the least populated with 22,003 residents, has the highest percentage of White individuals at 66.1%. In all four counties, the White population is predominant, which is consistent with the overall 60.6% White population in the Central Region.

Across the Albuquerque MSA, other racial groups such as Black or African American (2.6%) and Asian (2.4%) are represented in smaller proportions compared to national figures, highlighting the unique ethnic composition of this region. The Native Hawaiian and Other Pacific Islander population remains minimal across the MSA, particularly in Torrance and Valencia Counties where it is not represented at all, reflecting broader trends within New Mexico.

In terms of absolute numbers, the White population remains the largest demographic group across the MSA, with over 555,000 individuals (60.6%), followed by the Hispanic or Latino population, which totals approximately 456,000 individuals (49.9%).

Statewide, the percentages shift slightly, but the White race maintains its predominance, followed closely by the Hispanic or Latino population, reflecting similar trends to those observed nationally.

Exhibit 30 Population Projections, All Ages, Both Genders



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Population Projections, All Ages, Both Genders					
Year	Albuquerque, NM MSA	Bernalillo County, New Mexico	Sandoval County, New Mexico	Torrance County, New Mexico	Valencia County, New Mexico
2024	925,858	671,398	158,235	15,991	80,234
2025	928,769	670,670	160,542	16,255	81,302
2026	931,459	669,800	162,797	16,516	82,346
2027	933,923	668,769	165,011	16,774	83,369
2028	936,188	667,597	167,186	17,032	84,373
2029	938,208	666,264	169,312	17,283	85,348
2030	939,980	664,757	171,396	17,531	86,296
2031	941,506	663,077	173,422	17,775	87,232
2032	942,764	661,219	175,396	18,012	88,137
2033	943,786	659,201	177,325	18,247	89,015
2034	944,580	657,030	179,211	18,476	89,863

Exhibit 30: Population Projections, All Ages, Both Genders.

Source: JobsEQ - Data Explorer Exported on: Wednesday, September 4, 2024

The Central Region is expected to experience slow population growth over the next decade, with the total population increasing from 925,858 in 2024 to 944,580 by 2034 increasing 1.98% in a decade. This slow rise reflects the overall trend of expansion in the region, though the growth is not uniform across all counties within the Central Region.

Bernalillo County, the most populous county within the Central Region, is projected to see a slight decline in population over the decade, dropping from 671,398 in 2024 to 657,030 in 2034. This decrease, while modest, indicates a potential shift in population dynamics, possibly due to urban outmigration or other socio-economic factors that may be influencing the county's growth.

In contrast, Sandoval County is expected to experience significant growth, with its population increasing from 158,235 in 2024 to 179,211 in 2034. This growth rate of approximately 13% makes Sandoval County the fastest-growing area within the MSA, reflecting its increasing attractiveness, possibly due to factors such as more affordable housing, expanding infrastructure, and economic opportunities.

Valencia County is also projected to see steady growth, with its population rising from 80,234 in 2024 to 89,863 in 2034, an increase of about 12%. Like Sandoval, Valencia County may be benefiting from suburbanization trends, with more residents choosing to live outside the more densely populated urban centers.

Torrance County, while the least populous, is anticipated to grow modestly from 15,991 in 2024 to 18,476 in 2034. This steady growth, though smaller in absolute numbers, reflects the consistent, population increase in the more rural areas of the MSA.



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Overall, the Albuquerque MSA is expected to continue expanding, with notable growth in Sandoval and Valencia counties, while Bernalillo County, despite being the largest, may see a slight population decline. This shifting demographic landscape highlights the evolving nature of the region, with suburban and rural areas gaining more prominence as attractive places to live and work. See also population data Exhibits above.

b. Provide a full roster of local board membership, including the group each member represents (see Attachment B). Include a list of all standing committees, along with a description of the purpose of each committee (§679.550(c)).

The WCCNM Board currently has 31 members and represents Bernalillo, Sandoval, Valencia and Torrance Counties. These four counties comprise the Central Region of New Mexico, which is also known as the Albuquerque Metropolitan Statistical Area (MSA). Please see Attachment B for the current WCCNM Board Roster.

The WCCNM maintains the following Standing Committees:

- **WCCNM Executive Standing 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 serves as the Board of Finance for the WCCNM, acting on all financial matters including the budget, lease and contracts.
- **WCCNM Disability Standing Committee**
The Disability Committee reviews, advocates, and make recommendations for New Mexicans with Disabilities to the WCCNM Full Board and or Executive Committee on matters related to WCCNM's operations.
- **WCCNM Finance Standing Committee**
The WCCNM Finance Standing Committee assists the WCCNM Board in fulfilling its oversight responsibilities related to funding, expenses, and procurement consistent with the WCCNM's fiscal policies, vision, mission, and goals.
- **WCCNM Operations Standing Committee**
The Operations Standing Committee reviews and makes recommendations to the WCCNM Full Board and or Executive Committee on service delivery, and all workforce partner matters related to WCCNM's Regional One-Stop services, performance, monitoring activities, training provider approvals and related activities.
- **WCCNM Youth Standing Committee**
The Youth Council reviews and makes recommendations to the WCCNM Full Board and or Executive Committee on matters related to WCCNM's youth provider program.



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c. Describe 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 Attachment C provide a list 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 one-stop partners physically located at each of the one-stop centers in the local board area, and the services provided by each of these partners).

The local workforce development system in the Central Region is designed to address the needs of both job seekers and employers by offering a comprehensive suite of programs and services. The system is strategically aligned with regional economic and workforce analyses to ensure that it effectively meets the current and future needs of the local labor market.

Programs Included in the WCCNM Workforce Development System

WIOA Title I Programs:

- **Adult and Dislocated Worker Services:** These services provide job training, career counseling, and employment assistance to adults and dislocated workers.
- **Youth Services:** Programs aimed at providing educational support, career exploration, and skill development for youth.

WIOA Title II Adult Education and Literacy:

- Programs offering basic education, literacy training, and GED preparation to help individuals improve their academic skills and attain secondary credentials.

WIOA Title III Wagner-Peyser Act Services:

- Employment services, including job placement assistance, career counseling, and labor market information.

WIOA Title IV Vocational Rehabilitation:

- Services provided by the New Mexico Division of Vocational Rehabilitation (NMDVR) to support individuals with disabilities in obtaining and maintaining employment.

Trade Adjustment Assistance (TAA):

- Programs designed to assist workers who have lost their jobs due to foreign trade. Services include training, job search assistance, and income support.

TANF and SNAP Employment and Training:

- Programs aimed at helping individuals receiving public assistance to gain employment and achieve economic self-sufficiency.

Veterans Services:

- Services for veterans, including job placement assistance, career counseling, and training opportunities.



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Senior Community Service Employment Program (SCSEP):

- Provides job training and placement for older workers, helping them gain new skills and secure employment.

CHANCES Reentry Grant Program:

- Provides pre- and post-release job readiness, occupational training, supportive services and incentives to incarcerated individuals.

Pathways to Infrastructure Jobs Grant (H-1B)

Alignment with Regional Economic and Workforce Analysis

The programs within the local workforce development system are aligned with regional economic needs and workforce analysis through several strategies:

- **Regional Economic Analysis:** The workforce system integrates findings from regional economic analyses to identify key industries and sectors with growth potential, ensuring that training programs and services are targeted toward these areas. Please see Emerging Industries section above.
- **Labor Market Information:** By using labor market information (LMI), the WCCNM tailors its training and employment services to address skills gaps and meet the demand for specific occupations. To develop data-driven solutions, the WCCNM utilizes LMI and other data from multiple reputable sources including NMDWS, JobsEQ, the U.S. Census Bureau, and the Bureau of Labor Statistics just to mention a few.
- **Sector Partnerships:** Collaboration with industry leaders and employers helps in developing sector-specific training programs and ensuring that the skills taught are relevant to current job market needs. Please see Cross-Goals X on page XX for more information.
- **Career Pathways:** The system supports career pathways initiatives that help individuals progress from entry-level jobs to higher-skilled positions within targeted industries.

d. Describe how the LWDB supports 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.

WCCNM is working to develop stronger collaboration with the NM Public Education Department (NMPED), the New Mexico Higher Education Department (NMHED), and CNM to find ways to increase the engagement of in-school youth in its Career Technical Education (CTE) programs.

The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) was reauthorized by the United States Congress in 2018 and is now named the Strengthening Career and Technical Education for the 21st Century Act (Perkins V). Like Perkins IV, Perkins V supports the expansion of Career and Technical Education (CTE). It challenges students with rigorous academic and CTE



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instruction, a method that prepares students for high-skill, living-wage or in-demand and emerging professions.

Perkins incorporates national research and information to continuously improve CTE programs and activities, while providing services such as professional development for educators at the State and local levels. This full circle framework also advocates for strong partnerships between secondary schools, postsecondary institutions and the local workforce.

With the use of resources such as the [Career Cluster Guide Book](#) and [New Mexico Career Pathways](#), schools and institutions can guide students to a successful career path within New Mexico. Career Clusters and recommended programs of study help students of all backgrounds find a career path that not only meets their interests, but also ensures a sustainable living.

WCCNM will continue to strengthen program relations and continue to include 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. WCCNM plans to strengthen its service alignment through continued coordination and planning with Carl D. Perkins staff and program leadership, as well as utilizing results from the Perkins V - Comprehensive Local Needs Assessments.

2. Local Workforce Development System Alignment

a. 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 (§679.560(b)(2)(i)).

The WCCNM utilized data analysis, policy analysis, and program evaluation to continue to drive strategies to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. These strategies include:

- Assessment of the geographic coverage of existing service delivery system;
- Evaluation of current training strategies and best practices from other regions across the country, especially as integrated with sector strategies;
- Review of existing business engagement strategies; and
- Operational evaluation of ongoing efforts to integrate service delivery with all WIOA core partners, including Adult Basic Education and the NMDVR.

A critical component of the WCCNM Continuous Quality Improvement Plan (CQI) is to evaluate and analyze existing service strategies for priority populations and ensure ongoing work supports continued participant access to needed programs and resources. WIOA funded and other partner programs focus on serving low income and disadvantaged populations. The NMWC partners in Central Region operate within the integrated system, complete with co-located partners, procured service providers, and shared resource leveraging.



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b. 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 (§679.560(b)(2)(ii)).

The New Mexico Workforce Connection (NMWC) plays a pivotal role in fostering career pathways and promoting co-enrollments through a collaborative, data-driven, and customer-centric approach. Currently, NMWC strengthens partnerships with educational institutions, employers, community organizations, and government agencies to build a successful workforce development system. Key sector strategies focus on high-demand industries like healthcare and IT, engaging industry leaders to align training programs with real-world skill requirements. NMWC is also developing a regional career pathways system aimed at connecting individuals with relevant education and training opportunities in these sectors. Work-based learning, including internships, apprenticeships, and on-the-job training, further supports participants by providing practical experience to hone industry-specific skills.

Co-enrollment is another essential strategy, allowing individuals to participate in multiple workforce programs simultaneously to better address their diverse needs, ultimately improving outcomes. Additionally, NMWC ensures access to supportive services such as transportation, childcare, and financial assistance, removing barriers to successful participation in training and career advancement programs.

Looking ahead, NMWC plans to enhance its services by integrating technology and expanding online job search capabilities. Continuous data analysis will drive program improvement, while efforts to strengthen partnerships with stakeholders will ensure a collaborative approach. NMWC will also expand outreach to underserved communities, leveraging social media, community events, and local partnerships. Overall, NMWC remains committed to creating an efficient and responsive workforce development system that meets the evolving needs of job seekers and employers in New Mexico.

Please see above section B. Strategic Planning Elements. This section details WCCNM activities to facilitate the development of career pathways and co-enrollments in the Central Region.

c. 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) (§679.560(b)(2)(iii)).

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 gatherings facilitate the transfer of knowledge between the core partners, enhanced training and a basic understanding of programs, services and responsibilities of all partners. Furthermore, governance of the workforce system service delivery methods and strategies are consistent with



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the local workforce board's Objective and Operational Goals. 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 enhance and promotes the development of career pathways and opportunities for co-enrollment for eligible participants.

In addition to quarterly gatherings, the NMWC Centers Operations Manager will work with partners carrying out core programs to improve access to activities leading to recognized postsecondary credentials through a variety of strategic initiatives, coordination efforts, and service integration practices.

The NMWC One-Stop Centers facilitate **collaborative case management** across partner agencies to ensure participants can access multiple services concurrently. Through **co-enrollment**, individuals can participate in multiple programs simultaneously (e.g., WIOA Title I, Adult Education, and Vocational Rehabilitation), allowing them to receive workforce training while completing educational courses that lead to recognized postsecondary credentials. This coordinated effort reduces service duplication and accelerates credential attainment.

To support credential attainment, the NMWC collaborates with core program partners and employers to develop and expand **work-based learning opportunities**, such as apprenticeships and on-the-job training (OJT). These programs provide participants with hands-on experience while earning credentials. The OSO helps coordinate these efforts by connecting participants to employers offering credential-linked training opportunities, ensuring that participants gain both practical skills and recognized qualifications.

The WCCNM's My Hub Intranet is an advanced intranet platform designed to enhance communication, collaboration, and efficiency within organizations. It provides a central hub for NMWC staff and partners to access essential information, resources, and tools, fostering a connected and informed workplace.

The MyHub Intranet plays a critical role in improving access to activities that serve as a centralized platform for information, resources, and collaboration. All partners have access to MyHub as requested. Co-located partners utilize this platform in many ways such as requests for services like ASL interpretation, Event Kit Requests, and trainings on other programs. Non-co-located partners also have the ability to take part in all of these functions but mostly use MyHub for referrals to another partner in our network and to request social media promotions of events that are taking place. Partners and staff have access to information about all partner programs in our region to properly refer customers. Outreach and marketing services are also available upon request to promote events and programs in our region.

Partners, both co-located or non-co-located, are invited to take part in the WCCNM bi-weekly partner meetings as well as the Bi-Weekly Event Sub Committee meetings. Minutes of the meetings are recorded and will be sent out to all Central partners for review. Due to a finding on



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the most recent One Stop Operator monitoring, meeting minutes were not being sent as required. Monthly WCCNM all staff meetings occur where partners educate staff by discussing their specific programs.

3. Local Strategy Implementation

The plan must include local strategies and the implementation of initiatives to support those strategies relative to the elements below. Strategies may include incumbent worker training programs, OJT programs, Registered Apprenticeships, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers.

a. 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 (§679.560(b)(3)(i)).

To effectively support local workforce development strategies, the plan incorporates a range of initiatives designed to address the needs of both job seekers and employers in the region. The strategies outlined below are implemented to enhance workforce development and align with regional economic demands:

The New Mexico Workforce Connection (NMWC) works closely with local businesses to address workforce needs through various collaborative strategies. Partnerships with employers are strengthened by one-on-one meetings, business inquiries, job fairs, and virtual informational sessions, which help identify skill gaps and develop targeted training programs that enhance industry competitiveness. Customized training solutions are tailored to specific industries, with training modules developed in collaboration with industry experts, regular sessions scheduled for convenience, and feedback collected via surveys available on all staff workstations and resource rooms.

For On-the-Job Training (OJT), NMWC continues to engage employers to design programs that address specific job requirements while offering subsidies to cover training costs. These programs are developed through meetings with the Workforce Innovation and Opportunity Act (WIOA) business team, with trainee progress tracked and employer feedback used to refine the programs. Registered Apprenticeships are also a key component, focusing on high-demand industries such as healthcare and manufacturing. NMWC collaborates with educational institutions and promotes apprenticeships through outreach events and social media; while monitoring programs to ensure they meet industry standards.

Finally, Customized Training Programs are designed to meet the unique needs of businesses, based on assessments and one-on-one meetings between employers and the WIOA business teams. These



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flexible training solutions can be delivered on-site or online, and the effectiveness of these programs is continually evaluated to ensure they align with business objectives. By working closely with local employers and economic agencies, NMWC ensures that business services are responsive to employer needs and contribute to the region's overall economic growth.

As stated above under Cross Goal Strategy 1, the WCCNM plans to expand its H1-B sector strategy and career pathway development strategies to include additional in-demand industries as more Sector Strategy guidance becomes available from NMDWS. Please see S.M.A.R.T. goals and action plans as described above in section B. Strategic Planning Elements, 3. Strategic Vision and Goals.

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

The NMWC One-Stop centers are focused on fostering regional economic growth and workforce development through **industry and sector strategies** that target key industries like technology and healthcare. NMWC builds **partnerships with industry leaders** to identify workforce needs, while collaborating with **regional economic development agencies** to ensure alignment between workforce strategies and regional goals. NMWC works with stakeholders to develop **industry-specific strategies**, coordinate sector-based initiatives, and continuously monitor industry trends to adapt to emerging opportunities.

Through **career pathways initiatives**, NMWC creates clear paths for individuals to advance their careers via education, training, and work experience. In collaboration with **educational institutions and employers**, they design **career pathways** that outline steps for career progression in key industries. NMWC provides **career counseling services** to support job seekers in navigating these pathways, regularly evaluating their effectiveness based on feedback and outcomes.

To further enhance workforce development, NMWC utilizes **business intermediaries** to connect job seekers with employers. They partner with these intermediaries to share resources like job leads and training opportunities, developing programs that meet specific workforce needs. By coordinating efforts and monitoring the impact of these partnerships, NMWC ensures that intermediary activities align with regional workforce goals.

NMWC also offers a variety of **business services** such as recruitment assistance, job fairs, and workforce planning support. Through **training programs and workshops**, they help businesses develop a skilled workforce, while supporting **economic development projects** that create new job opportunities. Through these strategies, NMWC supports the development of a skilled workforce tailored to the specific needs of the local economy.



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These strategies, in conjunction with the WCCNM Sector Strategy and Career Pathway Policy and service provider guidance as described above under Cross Goal Strategy 1, the local workforce development system will effectively support regional employers and job seekers, fostering economic growth and ensuring a skilled and prepared workforce.

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

Please see Emerging Industries above section B. Strategic Planning Elements, 1. Economic and Workforce Analysis, Emerging Industries for an overview on how the WCCNM and the NMWC is working to coordinate development programs with emerging industries.

d. Describe strategies and services that will be used in the local area to strengthen linkages between the one-stop delivery system and the unemployment insurance programs (§679.560(b)(3)(iv)).

To ensure a strong and customer focused linkage with the Unemployment Insurance (UI) program, the WCCNM has considered the partnership with the NMDWS program to be critical. The Reemployment Services and Eligibility Assessment (RESEA) program staff in the centers provide the Adult & Dislocated Worker Program with the needed connection to the front line of unemployment services. The Adult & Dislocated Worker Program continues to expand outreach efforts and explore strategies to engage more dislocated workers including strengthening the partnership with the RESEA program, utilizing reporting via the UI Tax & Claims System, developing more tailored and measurable marketing efforts and initiating needs-related-payments for dislocated workers that remain in training after exhausting Unemployment Insurance benefit payments.

To create a seamless, integrated system that supports job seekers and maximizes employment opportunities, strengthening the linkages between the one-stop delivery system and Unemployment Insurance (UI) programs is essential. The following strategies and services are implemented in the local area to ensure effective coordination and support for individuals receiving UI benefits as they transition back into the workforce:

The NMWC collaborates with UI programs to increase engagement in the **Reemployment Services and Eligibility Assessment (RESEA)** program, which is specifically designed to assist UI claimants at risk of long-term unemployment. UI claimants participating in RESEA receive enhanced services, including one-on-one career counseling, job search planning, and enrollment in training programs that lead to in-demand credentials. Strengthening the integration of RESEA within the one-stop delivery system ensures UI claimants receive targeted, individualized assistance aimed at reducing the duration of unemployment.



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The NMWCs offer **enhanced job matching** and **work search assistance** for UI recipients, ensuring they have access to tailored job leads and employment opportunities. **Labor market information** and **skills assessments** help claimants understand the local demand for specific skills and occupations, guiding them toward high-demand industries and jobs that match their experience. The one-stop system also offers **resume building** and **interview preparation** workshops, ensuring that UI claimants are well-prepared for the job market.

For UI claimants in need of additional skills or education to reenter the workforce, the NMWC provides access to **training programs** and **postsecondary credential opportunities**. UI claimants are assessed for eligibility for programs like **WIOA Adult and Dislocated Worker** training funds, which can be used to support participation in short-term training programs or apprenticeships in high-demand fields. By connecting UI recipients with training and education, the NMWC enhances their employability and reduce their likelihood of long-term unemployment.

e. 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 (§679.560(b)(4)).

The Workforce Connection of Central New Mexico (WCCNM) coordinates local workforce investment activities with regional economic development by actively collaborating with local economic development agencies, chambers of commerce, and business associations. This partnership ensures that workforce initiatives are aligned with the region's economic goals, focusing on industry growth and job creation. WCCNM integrates **entrepreneurial skills training** into its services by offering workshops, mentorship programs, and access to resources that support aspiring entrepreneurs and small business owners. Additionally, WCCNM promotes **small business services** by providing tailored support such as recruitment assistance, customized training programs, and connections to local financial and business development resources. This coordination fosters a strong local economy by equipping individuals with the skills needed to start or grow businesses, thereby contributing to regional economic development efforts.

f. 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 (§679.550(c)).

The Workforce Connection of Central New Mexico (WCCNM) implements a coordinated training approach across systems to ensure all core partners, including vocational rehabilitation, are aligned in service delivery. Through regular cross-training sessions, WCCNM equips staff from all partner organizations with the knowledge and skills necessary to understand each other's programs, policies, and services. These training sessions focus on fostering a unified approach to service delivery, enhancing collaboration between workforce partners and vocational rehabilitation. By utilizing shared systems like My Hub and participating in bi-weekly coordination meetings,



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partners can streamline referrals, co-enrollment processes, and case management. This integrated approach ensures that individuals with disabilities and other job seekers receive comprehensive, seamless services tailored to their needs, ultimately improving access to employment and training opportunities across the region.

Training across all workforce systems is integral to ensuring all service providers and case managers understand the critical nature of adherence to WIOA, NMDWS and WCCNM regulations and policies.

NMWC Center Sector Strategy and Career Pathway Training:

The WCCNM sector strategy initiatives are built around close collaboration with local employers, industry leaders, and economic development organizations to identify high-growth sectors critical to the region's economy. These sectors typically include industries such as healthcare, advanced manufacturing, information technology, energy, and construction.

WCCNM's WIOA service providers maintain program quality control programs and procedure manuals and ensure their staff receive program specific training at regular intervals.

Adult/Dislocated Worker: The Team and Program Analyst regularly review/monitor the Title I Adult and Dislocated Worker Program files within the WCOS to assure clean data entry and uploading of required supporting documentation. This process aids in identifying areas of weakness and general systemic or individual needs for training. Any identified issues become the training/update topic during our bi-monthly, in-person staff meetings. In addition, if individual patterns surface during file review, an Employee Improvement Plan is established with that individual inclusive of an intensive training plan with timelines and on-line learning tools for topics such as Time Management and Customer Service. This helps give that Team member the "jump start" they need to get back on track with service provision. In most cases, it is customary to continue to review their files for two subsequent quarters to assure that healthy work patterns have been well incorporated into their work requirements. Additionally, as new TEGLs/TEINs emerge, with or without State and Local policy guidance, our Team takes a proactive approach and begins to address potential modification to service provision to assure compliance and eliminate future concerns for quick implementation. It is our experience that staff are more receptive when they fully understand the requirement, participate in the solution and have ample time for implementation.

Youth Program: The Youth Program has implemented a training strategy to help ensure quality control and continuous improvement. Every new staff member participates in a 45-day onboarding training working one-on-one with the Quality Assurance and Training Practitioner to review and learn all aspects of the program including WIOA eligibility and services, policies and procedures, as well as their own job duties, contributions to the team, and service to youth participants. The training incorporates activities for practice to promote less errors in data entry and file management and includes job shadowing peers in similar positions. Ongoing training is also provided to all staff through group training sessions that occur annually and quarterly. Quarterly trainings include



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program and policy updates and changes, best practices in working with youth, and other topics based on trends or issues identified during monthly internal monitoring or requested by staff. The Quality Assurance and Training Practitioner conducts the monthly monitoring on a 10% sample of the total number of youth participants. This practice helps identify any trends and needs for training. Staff have opportunity to request and recommend trainings that will aid in their work via a survey administered by the Quality Assurance and Training Practitioner or on their monthly performance plans reviewed and discussed with the Program Manager. Annual training provides a refresh of the entire program reviewing the program procedure manual and any new or updated policies. All these strategies allow the Youth program to implement additional small group and individual trainings as needed. Furthermore, the Youth program also requires staff to take part in additional professional development trainings throughout the year in topics related to their work and position. The Quality Assurance and Training Provider consistently distributes training opportunities to support this activity from a variety of sources. One source is WorkforceGPS allowing staff knowledge of trainings related to WIOA policies and practices. Staff also participate in monthly Wednesday Wellness sessions with topics focused solely on overall staff health and well-being.

4. One-Stop Delivery System

a. Describe how 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 (§679.560(b)(5)(i)).

The WCCNM maintains a **Continuous Quality Improvement (CQI) Plan** that ensures all workforce providers, including state one-stop staff, are fully informed and aligned with WCCNM policies and requirements. The CQI plan is integral to meeting the employment needs of local employers, workers, and job seekers by promoting excellence, efficiency, and responsiveness across the workforce system.

WCCNM ensures that all policies, operational guidelines, and requirements are disseminated promptly to providers and staff through regular communication channels, including email updates, intranet postings (such as on My Hub), and staff meetings. This guarantees that one-stop staff and all partner providers are aware of the latest developments in policies and compliance requirements that impact service delivery.

The CQI process fosters a collaborative approach to problem-solving by engaging all providers and one-stop staff in identifying challenges and developing solutions. Quarterly meetings, workshops, and cross-functional teams bring together providers, WCCNM leadership, and local employers to discuss how to better meet the needs of the workforce community. This collaboration ensures that policies and services remain relevant and effective.



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WCCNM ensures that all providers, including state one-stop staff, are consistently informed and aligned with the organization’s policies and performance requirements. This structured approach enhances the ability to meet the evolving needs of employers, workers, and job seekers, fostering a dynamic and effective workforce development system.

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 jobseekers in our area have the opportunity to gain and maintain the skills they need for successful careers. The workforce development system established under WIOA emphasizes informed consumer choice, job- driven training, provider performance, and continuous improvement.

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b. Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means (§679.560(b)(5)(ii)).

The WCCNM is committed to facilitating broad and equitable access to services through the one-stop delivery system, ensuring that individuals in both urban and remote areas can effectively connect with the resources they need. To achieve this, the board has implemented a multifaceted approach that leverages technology and other innovative methods.

WCCNM will continue to utilize all of our social media platforms to engage and inform rural populations, promoting events within the communities where these residents reside. We continue to participate in outreach and hiring events throughout the region as well as promote these events within the community.

- **Online Platforms:** The WCCNM utilizes user-friendly online platforms that allow individuals to access a wide range of services, including job search tools, career counseling, and training resources, from any location. These platforms are designed to be accessible via computers, tablets, and smartphones, ensuring flexibility for users.
- **Community Engagement Events:** Regular community events, such as job fairs and information sessions, are held in remote locations to raise awareness of available services and provide direct support to those who may not have regular access to the one-stop centers.



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- **Resource Distribution:** The WCCNM distributes guides and resources that explain how to navigate the one-stop system’s online tools, making it easier for individuals with limited tech experience to engage with services.

c. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with the 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 (§679.560(b)(5)(iii)).

Compliance with WIOA Section 188 and Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) (ADA)

Section 188 of the Workforce Innovation and Opportunity Act (WIOA) prohibits discrimination in programs and activities that receive financial assistance under WIOA Title I. The section prohibits discrimination based on race, color, religion, sex, national origin, age, disability, political affiliation or belief, and citizenship status for beneficiaries. It also requires covered entities to take positive actions to assist qualified individuals with disabilities, including providing reasonable accommodations.

The WCCNM One-Stops utilize the U.S. Department of Labor’s WIA Section 188 Disability Checklist that helps organizations comply with the law. The checklist covers topics such as registration, universal access, and service delivery and coordination. It also references specific CFR sections, such as those that cover definitions, remedial action, and designation of responsible employees as described below:

Nondiscrimination and Equal Opportunity:

- **Policies and Procedures:** One-stop operators and partners adhere to the nondiscrimination and equal opportunity policies outlined in WIOA Section 188, ensuring that all services are accessible to individuals regardless of race, color, religion, sex, national origin, age, disability, or political affiliation.
- **Monitoring and Compliance:** Regular audits and compliance reviews are conducted to ensure adherence to these policies. Non-compliance issues are addressed promptly through corrective action plans and adjustments.

Physical and Programmatic Accessibility:

- **Facility Accessibility:** All one-stop centers are maintained to meet ADA standards for physical accessibility. This includes providing ramps, elevators, accessible restrooms, and designated parking for individuals with disabilities.
- **Programmatic Accessibility:** Services are designed to be accessible to all individuals, including those with disabilities. This involves adapting program delivery methods to

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accommodate various needs, such as offering materials in alternative formats (e.g., large print, Braille) and ensuring that assistive technology is available.

Technology and Materials:

- **Accessible Technology:** All technology used within the one-stop system, including websites and online resources, is designed to be accessible according to WCAG (Web Content Accessibility Guidelines). This ensures that individuals with visual impairments or other disabilities can effectively use online services.
- **Assistive Devices:** One-stop centers provide assistive devices and technologies, such as screen readers and adaptive keyboards, to facilitate access to services for individuals with disabilities.

Staff Training and Support:

- **Training Programs:** All staff receive mandatory training on ADA requirements, disability awareness, and best practices for serving individuals with disabilities. This training is updated regularly to reflect new developments and practices.
- **Support Systems:** A dedicated team or individual within each one-stop center is responsible for addressing specific needs related to disability accommodations. This role includes providing guidance to staff on how to effectively support individuals with disabilities and ensuring that all resources are used appropriately.

Collaboration with Disability Organizations:

- **Partnerships:** The one-stop system partners with local disability advocacy groups and organizations to enhance service delivery and ensure that the needs of individuals with disabilities are met. This collaboration includes joint training sessions and shared resources.

Feedback and Improvement:

- **Feedback Mechanisms:** A process is in place for individuals to provide feedback on the accessibility of services and facilities. This feedback is used to make continuous improvements and address any barriers or issues.
- **Regular Reviews:** Accessibility and nondiscrimination practices are reviewed periodically to ensure compliance with legal requirements and to incorporate best practices.

Documentation and Reporting:

- **Record Keeping:** Documentation related to compliance with ADA and WIOA Section 188 is maintained, including records of accessibility improvements, training sessions, and any incidents of non-compliance.
- **Reporting:** Reports on accessibility and nondiscrimination efforts are prepared and submitted as required by WIOA and ADA regulations. These reports help track progress and highlight areas for further improvement.



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This comprehensive approach ensures that the WCCNM One-Stop delivery system is compliant with nondiscrimination requirements and provides a fully accessible environment for all individuals, including those with disabilities.

d. 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 WIOA. If any of these documents have already been updated or are even still in draft form, please provide copies as part of Attachment D (§679.560(b)(5)(iv)).

Roles and Resource Contributions of WCCNM Partners

New Mexico Division of Vocational Rehabilitation (NMDVR):

- **Roles:** Provides technical assistance to workforce partners and individuals with disabilities, offers career counseling, and delivers employment and training services tailored for individuals with disabilities.
- **Resources:** Contributes expertise in disability services and participates in cross-training. NMDVR staff are actively involved in job fairs, training on disability awareness, and collaborative case management efforts.

WIOA Title I Providers:

- **Roles:** Deliver career services, training, and job placement assistance to eligible individuals. They also manage on-the-job training (OJT) and other work-based learning opportunities.
- **Resources:** Provide funding and resources for training programs, career services, and other workforce development activities. They collaborate with other partners to ensure comprehensive service delivery and avoid duplication.

TANF Program:

- **Roles:** Refers recipients to workforce services, provides support through work experience programs, and offers wage subsidies.
- **Resources:** Facilitates access to financial assistance, childcare, and other supportive services. TANF funds and services are integrated with WIOA programs to enhance employment outcomes for low-income individuals.

Adult Education Providers:

- **Roles:** Offer basic literacy, GED preparation, and ESL classes. They support individuals in obtaining secondary credentials and transitioning to postsecondary education or employment.
- **Resources:** Provide educational materials, instructors, and curriculum aligned with the College and Career Readiness Standards (CCRS) and Common Core. They also participate in joint-enrollment and cross-training initiatives with WIOA programs.



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SCSEP Program:

- **Roles:** Refers recipients to workforce services, provides support through additional training services and employment opportunities in the community.
- **Resources:** SCSEP offers job readiness training to low-income older adults 55+ ensuring they have basic workplace skills and are prepared for employment.

Economic Development Agencies:

- **Roles:** Assist in aligning workforce development with local economic needs, support business engagement, and facilitate job creation.
- **Resources:** Contribute data on labor market trends, provide business connections, and collaborate on workforce planning and development strategies.

Process for Updating Agreements

Review and Update Cycle:

- **Frequency:** Agreements are reviewed annually, or as needed, to ensure they remain current with WIOA requirements and local workforce needs.
- **Process:** Each agreement undergoes a review process involving relevant stakeholders, including one-stop partners, to assess effectiveness and make necessary updates.

Updating Cooperative Agreements and MOUs:

- **Drafting:** Revisions are drafted based on feedback from partner meetings, performance reviews, and changes in regulatory requirements.
- **Approval:** Updated documents are circulated for approval among all partners and then formally adopted by the local workforce development board (LWDB).

Documentation:

- **Attachments:** Copies of updated agreements, resource-sharing agreements, and MOUs are provided as part of Attachment D. If any documents are still in draft form, they are included for review with notes on expected completion dates.

Communication:

- **Sharing:** Updated documents and changes are communicated to all partners through formal channels such as meetings, emails, and shared platforms to ensure transparency and alignment.

This systematic approach ensures that all WCCNM One-Stop partners are aligned in their roles and contributions, and that cooperative agreements are consistently updated to reflect current needs and compliance with WIOA regulations. **Please see Attachment D for cooperative agreements, resource sharing agreements, and memoranda of understanding.**



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e. Describe how the entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will provide Accessibility for English Language Learners (ELL) (§679. 560(c)).

English Language Learners have access to multiple programs and classes through the WCCNM partner network. Partners such as Catholic Charities and CNM provide ESL classes. These programs are publicized on a WCCNM flyer as well as the WCCNM website.

English Language Learners are connected to other Central Region partners through the referral system in MyHub. These referrals are submitted by a partner and are communicated to the ELL partner via email by the operations staff. Referrals are tracked and updated in MyHub to ensure follow up and services are completed.

5. Service Implementation for Indicated Populations

Youth

a. 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 (§679.560(b)(8)).

Youth workforce activities include access to the 14 Youth Elements under WIOA, including support services to assist youth in achieving their education and employment goals. The 14 Youth Elements 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, childcare, 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; and
14. Follow-up Services

Additional activities that support the WIOA 14 Youth Elements include but are not limited to the following:



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- Comprehensive work readiness training and career exploration;
- Development of quality work experience sites to provide meaningful work experience and skill development;
- Co-enrollment with WIOA Title II and Title IV programs to provide secondary education and support services for youth with disabilities; and
- 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: 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 these populations, 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, AE 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;
- Enrollment in occupational skills training in a demand field for certification and credential and career pathways; and



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- Quarterly follow-up services for up to one year after program completion to offer support services and obtain performance outcome information.

b. Describe how the local board is planning or working to fulfill specific Youth requirements as laid out in the WIOA including (§679.560(c):

1. How the board is providing for the 14 required youth service elements;

The 14 youth elements are made available to youth participants through direct service or partnerships. Half of the youth elements are provided directly including paid work experiences, financial literacy, labor market research, post-secondary transition, supportive services, and follow-up. For elements that are not provided directly by the program, partnerships are developed with other programs and providers for referrals. Referral systems are in place to ensure youth receive the services and coordinated planning with partners provides effective communication and sharing of progress and achievements.

2. Approach towards meeting the 20% work experience, including the use of Registered Apprenticeships as a service strategy;

The Youth Business Practitioner has a consistent presence in the business community engaging employers as worksites for work experience placements. The program maintains a job bank of worksites for placements or employment opportunities. Twenty percent (20%) of the total youth budget is allocated for work experience activities, which include wages for youth work experience hours and staff time for all activities related to work experience. These activities include the delivery of work readiness training, development of worksites, placement, and monitoring of the worksite throughout the authorized hours.

3. Approaches toward meeting the 75% OSY minimum expenditure;

Effective approaches in meeting the OSY requirement include developing partnerships, community presence, and use of technology and social media. Partnerships are developed with other youth serving agencies, primarily those serving out-of-school youth. These partners include the Juvenile Justice Probation/Parole, Teen court programs, adult education programs, foster care programs and other community organizations working with out-of-school. Youth staff engage in presentations and attend staff meetings to provide program information for recruitment.

Community presence is essential in reaching out of school youth. Recruitment is conducted at community events, job fairs, and community centers where out-of-school youth are more likely to be. Lastly, the use of technology and social media are powerful methods to reach and recruit out of school youth. These platforms are ideal for advertising, communication and provide the opportunity for peer-to-peer recruitment through the sharing of content. The Youth provider also a large applicant pool of out of school youth through its various internal programs to include behavioral health, transitional living, violence intervention, reentry, and home visiting programs.



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4. A description of changes in the youth provider's service delivery models;

The youth programs service delivery is individualized and tailored to meet the needs of youth participants by maintaining two best practice service delivery models that assist youth in effectively addressing barriers, meeting goals, and remaining engaged. The client-centered approach places the youth at the forefront of their care and ensures they are involved in their plan and control of their progress and success from the beginning. The Positive Youth Development (PYD) framework is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive. PYD recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths. Involving youth in the planning, implementation and accountability efforts to achieve meaningful change is essential. Youth engagement is a central principle of PYD as young people are agents of their own development and deserve the right to represent their interests.

5. A description of any changes in outreach activities around Youth;

The youth program utilizes two powerful methods of outreach activities; the use of technology and social media and community-based outreach. The use of social media platforms that youth actively use like Facebook, Tik Tok, YouTube, and Instagram has the ability to reach a larger number of youth and foster engagement through interactive content while providing the opportunity for communication and the ability for peer-to-peer outreach by sharing the information with friends and family. The use of technology also allows for targeted messaging and feedback. Community-based outreach takes staff and services outside of the center and into the community where interaction and engagement with youth are more likely to occur. Youth staff participate in various community and school events to recruit and engage with youth and families.

6. Any changes in Youth case management approach, including the use of supportive services (§679.560(c)).

Case management is an essential service that is ongoing throughout the program. Case management identifies barriers and service needs and creates education and employment goals for effective progression through the program elements. Partnerships are developed with other programs and providers for referrals and are monitored by youth staff to ensure receipt of services. Youth staff utilize the DAP (Data, Assessment, Plan) format to ensure delivery of and documentation of all case management services. DAP is a best practice method that is client-centered and ensures youth receive the best care possible. Case management is provided at a minimum of once per month but as often as needed by the youth. A tiered case management model is utilized to ensure the occurrence of case management is aligned to the needs of the youth.



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Adult and Dislocated Worker

a. 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-offender, single parents and pregnant women, and/or long-term unemployed (§679.560(b)(6) and (c).

The basis for the development of a training plan leading to employment goal attainment begins with assessment, both initial and intensive. Based on results, inclusive of one-to-one discussion with our customers to ascertain their talents, hobbies and basic needs, a training plan is developed to outline the path required. Some targeted populations, such as those listed in this section, often have multiple barriers to employment and in many cases lack work experience or have outdated skill sets that make it difficult to compete in today's labor market. Some just need a little help to get back to work. In these cases, it may be determined that the use of our Transitional Jobs Programming can be the best plan for movement back to self-sufficiency.

Transitional jobs are a type of work-based training that is allowed under WIOA. Transitional jobs are time-limited and provide a work experience that is subsidized in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history. This service is always combined with comprehensive career and supportive services. The goal of transitional jobs is to establish a work history for the individual that demonstrates success in the workplace and develops the skills that lead to entry into and retention in unsubsidized employment.

Unlike OJT, there is no assumption that the individual will be retained in their transitional job at its completion, however, that is always the desired outcome. However, this program can also transition into an OJT contract to enable further training in the given occupation leading to permanent unsubsidized employment. Under section 134(d)(5) of WIOA, local boards may use up to 10 percent of their adult and dislocated worker funds to provide transitional jobs to individuals.

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 provision to the needs of each customer inclusive of those with multiple barriers to employment. In an effort to reach community members with multiple barriers, outreach is conducted to local and nearby correction facilities, Metropolitan Detention Center, Fathers Building Futures, Pueblos within the region, Healthcare for the Homeless, Veterans Integration Center, VA Medical Center, CABQ Community Safety Department, Albuquerque Housing Authority, HELP NM, Regional Development Corporation, Diersen Charities, State Probation and Parole, Federal Probation and Parole, Gordon Bernell Charter School, Goodwill, Roadrunner Foodbank, TANF (Career Link),



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Lutheran Family Services, Catholic Charities, and Crossroads Services geared toward women (pregnant, substance abuse, and/or incarceration). The Dislocated Worker population is also targeted through Department of Workforce Solution's UI Bureau and Re-employment 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 childcare and 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 Temporary Assistance for Needy



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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.

Adult/Dislocated Worker 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 non-funded service and now has become Board policy.



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Training Services

In addition to the three categories of career services offered, Training services can be used to upgrade the current skill sets of eligible adults and dislocated workers. Training service can be critical to the employment success of many adults and dislocated workers assuring that their skills are competitive with those required of the respective industry.

There is no longer a sequence of service requirement for “career services” and training. This means that WCCNM workforce center staff may determine training is appropriate regardless of whether the individual has received basic or individualized career services first. Under WIOA, training services may be provided if Title I, WIOA staff determine, after an interview, evaluation or assessment, and career planning that determines the individual:

- ✓ Is unlikely or unable to obtain or retain employment, which leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- ✓ Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
- ✓ Has the skills and qualifications to successfully participate in the selected program of training services.

Training services must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the adult or dislocated worker is willing to commute or relocate. The selection of training services should be conducted in a manner that maximizes customer choice, is linked to in-demand occupations, informed by the performance of relevant training providers, and coordinated to the extent possible with other sources of assistance (see WIOA sec. 134(c)(3)).

Registered Apprenticeship (RA) Training Programs

These programs are made up of employers and unions. They have an apprenticeship training school where the instructional portion of the apprenticeship program is delivered. The training schools are usually administered by the union, in which case the union would be the Eligible Training Provider.

Given the unique nature of RA, there are several ways in which training services may be used in conjunction with these programs:

- An ITA may be developed for a participant to receive RA training;
- An OJT contract may be developed with a RA program for training participants. OJT contracts are made with the employer, and RA generally involves both classroom and on-the-job instruction. The OJT contract may be made to support some or all of the OJT portion of the RA program;
- A combination of an ITA to cover the classroom instruction along with an OJT contract to cover on-the-job portions of the RA is allowed; and



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- Incumbent worker training may be used for upskilling apprentices who already have an established working/training relationship with the RA program.

On-the-Job Training

OJT continues to be a key method of delivering training services to adults and dislocated workers. WIOA provides for States and local Areas to provide up to 50 percent of the wage rate of the participant to employers for the costs of training while the participant is in the program. Additionally, State and local areas have the flexibility under WIOA to increase the reimbursement level to up to 75 percent taking into account the various factors established within local policy.

Individual Training Accounts (ITAs)

ITA's are the primary method used for procuring training services under WIOA and are primarily used to increase the skill levels of eligible participants as deemed appropriate by WCCNM WIOA-Title I Staff. ITAs must be linked to in-demand employment opportunities in the local area or planning region or in a geographic area in which the adult or dislocated worker is willing to commute or relocate. It should maximize customer choice, linked to in-demand occupations, on the Eligible Training Provider Listing (ETPL), and coordinated to the extent possible with other sources of assistance

Transitional Jobs

Transitional jobs are a newer type of work-based training that is allowed under WIOA. Transitional jobs are time-limited work experiences that are subsidized and are in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history and are combined with comprehensive career and supportive services. The goal of transitional jobs is to establish a work history for the individual that demonstrates success in the workplace and develops the skills that lead to entry into and retention in unsubsidized employment. Unlike OJT, there is no assumption that the individual will be retained in their transitional job after the experience is over, though that would be a successful experience and outcome. Under section 134(d)(5) of WIOA, local boards may use up to 10 percent of their adult and dislocated worker funds to provide transitional jobs to individuals.

Incumbent Worker Training

Incumbent Worker training provides both workers and employers with the opportunity to build and maintain a quality workforce. Incumbent Worker training can be used to help avert potential layoffs of employees, or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers. Under section 134(d)(4) of WIOA, local boards can use up to 20 percent of their adult and dislocated worker funds to provide for the federal share of the cost of providing Incumbent Worker training.

Supportive Services and Needs-Related Payments.

A key principle in WIOA is to provide local areas with the flexibility to tailor the workforce system to the needs of the local community. To ensure maximum flexibility, this guidance provides local



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areas the discretion to provide the supportive services they deem appropriate, subject to the limited conditions prescribed by WIOA.

Supportive services may be made available to anyone participating in Title I career or training services. Supportive Services may include, but are not limited to:

- Transportation;
- Child Care;
- Dependent Care;
- Housing; and
- Needs-Related Payments (available only to individuals enrolled in training services).

Individuals with Disabilities

a. Describe how individuals with disabilities will be served through the one-stop center system in the local area, including copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the LWDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (The Division of Vocational Rehabilitation within the NM Public Education Department and the Commission for the Blind) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information and resources, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination, such as improving or creating referral processes, joint enrollment and case management. §679.560(b)(13) and §679.560(c)

All partners in the WCCNM network are bound by MOUs that mandate the integration and accessibility of the full range of services available within the local one-stop delivery system in the Central Region. This includes a concerted effort to enhance the inclusion of individuals with disabilities across all programs.

Under the MOU, partners collaborate on capacity-building activities aimed at improving the effectiveness and performance of workforce programs serving individuals with disabilities. This includes the following:



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- **Technical Assistance:** The New Mexico Division of Vocational Rehabilitation (NMDVR) offers technical assistance to both workforce partners and individuals with disabilities, supporting employment, training, and career opportunities.
- **Cross-Training:** NMDVR, along with other partners, engages in cross-training on all workforce programs, which fosters cross-referrals and collaborative case management. This ongoing training is supported by bi-weekly Team Coordination Meetings and Quarterly Gatherings with workforce partners, facilitating the sharing of assessment tools, employment leads, job fairs, and hiring events.
- **Disability Committee Participation:** NMDVR has representation on the WCCNM Disability Committee, which meets bimonthly to provide recommendations for improving employment outcomes for persons with disabilities.
- **Online Referral Process:** The NMDVR's online referral system has been effectively utilized by Metro DVR offices to refer individuals to WCCNM, streamlining the referral process.
- **Training and Awareness:** NMDVR collaborates with WCCNM to deliver training on disability awareness and ADA resources. They have also worked to introduce training on performance measures and shared exit measures.
- **Job Fairs and Initiatives:** NMDVR actively participates in job fairs and other WCCNM initiatives and supports promotional efforts through NMDVR's social media platforms.

Overall, these coordinated efforts ensure that individuals with disabilities receive comprehensive support and increased opportunities for employment and career advancement within the WCCNM network.

Veterans

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

The One-Stop Centers in the Central Region have enhanced their screening and assessment process to ensure that veterans receive the full range of services and benefits to which they are entitled. This process is designed to address each veteran's individual needs through thorough assessment and case management. At every point of entry—whether in-person or remote—NMWC Center staff actively encourage veterans and eligible spouses to self-identify. Once a customer self-identifies as a veteran or eligible spouse, they are immediately referred to a Career Services Team member (Wagner-Peyser) for further screening. The customer is then informed that they may qualify for additional, specialized services from a Disabled Veteran Outreach Program (DVOP) Specialist within the Veterans Services Team.

The notification provided to veterans and eligible spouses includes the following key points:

- As a veteran or eligible spouse, they are entitled to receive Priority of Service.
- They may be eligible for personalized employment services from a DVOP Specialist.
- DVOP Specialist services may be available in addition to other standard services.



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If the veteran or eligible spouse expresses interest in DVOP services, they will complete the screening process with the Career Services Team member. If they choose not to pursue DVOP services, staff will continue to provide all other appropriate services and programs, ensuring compliance with Priority of Service requirements.

Veteran's priority and related issues are further outlined in the WCCNM Veterans & Priority of Service Policy and the Veterans Services Program manual/SOP. The WCCNM adheres to the Jobs for Veterans Act Public Law 107-288 of 2002, Title 38 of the U.S. Code 4215, which mandates that veterans be given priority of service over non-veterans for employment, training, and placement services under any covered program, provided they meet the program's eligibility requirements. This priority of service includes a 24-hour hold on job postings for veteran applicants.

In addition to the current process and customer flow for veterans, WCCNM is committed to increasing outreach efforts through its website, community partners, organizations that serve veterans and their families, and targeted social media campaigns. These efforts will also extend to employers, highlighting the valuable skills that veterans bring to the workplace. Special outreach strategies will continue to focus on veterans who face significant challenges in accessing services, such as those who are incarcerated or homeless. Through these initiatives, WCCNM aims to ensure that veterans receive the comprehensive support they deserve.

Migrant Seasonal Farmworkers

a. 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 (679.560(c, Parts 653 and 685).

The Workforce Connection of Central New Mexico (WCCNM) shares a strong commitment to helping migrant seasonal farmworkers (MSFW) and their families achieve greater economic stability. As part of this commitment, WCCNM partners with Motivation, Education, and Training New Mexico Inc. (METNM), the provider of the National Farmworker Jobs Program (NFJP), which has successfully delivered MSFW services through a competitive grant for several years.

The NFJP plays a crucial role in helping farmworkers develop new skills to pursue careers with higher wages and more stable employment prospects. This partnership adopts a comprehensive three-fold approach to support MSFWs:

1. **Basic Career Services:** MSFWs receive an initial assessment of their skill levels, including literacy, numeracy, and English language proficiency, as well as an evaluation of their aptitudes, abilities, skills gaps, and supportive service needs.
2. **Individualized Career and Training Services:** Participants work with staff to develop an Individual Employment Plan (IEP), identifying employment goals, achievement



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objectives, and the necessary services to reach those goals. This includes providing information about and access to eligible training providers.

3. **Related Assistance:** The program offers short-term assistance to help MSFWs overcome barriers. This may include emergency assistance, remedial education, and Pesticide Safety Training.

In addition to these services, the NFJP provides supportive services that help farmworkers retain and stabilize their current agricultural jobs and enable them to participate in training programs that can lead to new career opportunities. While these programs are operated by METNM, the coordination of services through WCCNM offices ensures that individuals can access the full range of resources available within the Central Region's workforce system.

WCCNM will continue its partnership with the NFJP grantee for New Mexico, recognizing the importance of clearly defined roles and responsibilities to enhance education and employment opportunities for MSFWs in the Central Area service delivery counties. To formalize this collaboration, WCCNM has entered into a Memorandum of Understanding (MOU) with the grantee, who is also co-located in the Torrance County Workforce Center. This MOU outlines the shared efforts to increase educational and employment opportunities for migrant and seasonal farmworkers, ensuring they receive comprehensive support to achieve economic stability and career growth.

Native Americans

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

In New Mexico, 31% of the Native American population live in poverty, highlighting significant economic challenges within these communities. Other measures of economic security, such as savings, interest from investments, and rental income, are inaccessible to most tribal families. To better serve the Central Region's Native American population, the National Indian Council on Aging (NICOA) recommends the WCCNM implement the following activities:

Cultural Competency and Sensitivity

- **Cultural Competency Training:** Provide ongoing cultural competency training for workforce board members, staff, and partners to ensure understanding and respect for Native American traditions, values, and social structures.
- **Culturally Appropriate Services:** Design services and programs that are culturally appropriate and respect Native American customs, languages, and practices.

Building Trust and Relationships

- **Engage Tribal Leaders:** Establish and maintain strong relationships with tribal leaders and councils. Regularly consult with them to understand the community's needs, priorities, and receive their guidance and support.



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- **Consistent Presence:** Maintain a consistent and visible presence in Native American communities through regular visits, participation in community events, and continuous engagement.

Education Initiatives

- **Early Childhood Education Support:** Invest in early childhood education programs that incorporate Native languages and cultural teachings to foster a strong sense of identity and community.
- **Support for K-12 Education:** Provide resources and support for K-12 education, including tutoring, after-school programs, and culturally relevant curriculum development.
- **Higher Education Scholarships:** Offer scholarships and financial aid for Native American students pursuing higher education. Work with colleges and universities to provide additional support services and mentorship programs.
- **Vocational Training and Apprenticeships:** Develop vocational training and apprenticeship programs that provide hands-on experience and skills development in high-demand fields.

Employment Services and Workforce Development

- **Job Training Programs:** Develop job training programs tailored to the specific needs and skills of Native American job seekers, focusing on both traditional skills and modern job market demands.
- **Career Counseling and Job Placement:** Provide career counseling and job placement services to help Native Americans navigate the job market and secure meaningful employment.
- **Entrepreneurship Support:** Offer training, grants, and low-interest loans to support Native American entrepreneurs and small business owners in starting and growing their businesses.

Holistic Support Services

- **Wraparound Services:** Provide comprehensive support services such as transportation assistance, childcare, healthcare access, and financial literacy programs to address barriers to education and employment.
- **Personalized Case Management:** Assign dedicated case managers to work closely with individuals, providing personalized support and guidance throughout their education and employment journey.

Community Engagement and Participation

- **Feedback Mechanisms:** Establish regular feedback mechanisms such as surveys, focus groups, and town hall meetings to understand community needs and preferences and adjust programs accordingly.
- **Community-Led Initiatives:** Support community-led initiatives and projects that align with the workforce board's goals of increasing education and employment.

Partnerships and Collaborations

- **Local and Tribal Organizations:** Partner with local Native American organizations, non-profits, and tribal governments to leverage existing resources and networks.



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- **Educational Institutions:** Collaborate with schools, colleges, and universities to provide educational opportunities and support services tailored to Native American students.
- **Government and Private Sector:** Work with government agencies and private sector employers to create job opportunities and promote inclusive hiring practices.

Monitoring and Evaluation

- **Performance Metrics:** Establish clear performance metrics to monitor the effectiveness of education and employment programs. Use data to inform decision-making and program adjustments.
- **Regular Reporting:** Provide regular reports on the progress and impact of initiatives to stakeholders, including tribal leaders and community members.

Examples of Outreach Activities

- **Job Fairs and Career Workshops:** Organize job fairs and career workshops specifically for Native American job seekers, featuring local employers and offering on-the-spot interviews and job readiness training.
- **Education and Training Programs:** Offer education and training programs in high-demand industries such as healthcare, technology, construction, and environmental conservation.
- **Mentorship and Internship Programs:** Develop mentorship and internship programs that connect Native American students and job seekers with professionals in their fields of interest, providing guidance and hands-on experience.

Individuals with Low Income

a. Describe how the board will identify and work with low-income individuals including any plans to coordinate locally with the TANF program to serve this population, as well as to serve individuals no longer eligible for TANF (§679.560(c) and §680, Subpart E).

The WCCNM One-Stops actively collaborate and partner with TANF, Creative Work Solutions, and other agencies to serve low-income individuals. This interagency partnership focuses on transitioning TANF recipients into sustainable employment through a variety of targeted WCCNM WIOA and other partner programs and services.

Referral and Transition Services

WCCNM receives referrals from TANF, Creative Work Solutions, and similar agencies that focus on assisting low-income individuals. Within the TANF program, WCCNM works closely with the Career Link program to transition recipients from paid work experience into WIOA On-the-Job Training (OJT) or direct work placements. This process supports the move to permanent, full-time employment while allowing participants to continue receiving childcare and other essential support services.



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Wage Subsidy Program

WCCNM also participates in a Wage Subsidy program that enables TANF participants to work 40 hours a week in paid positions, providing them with valuable experience and training. These positions are available across various state agencies and businesses, helping TANF participants gain the skills needed for long-term employment.

Skill Assessment and Job Matching

The Workforce Connection Centers collaborate with local businesses to identify job openings and assess the skill levels required for these positions. All participants, including those referred by Creative Work Solutions, undergo WorkKeys testing to determine their occupational skill levels. The test scores are then matched against the job criteria provided by employers to identify suitable employment opportunities. If a participant does not meet the necessary WorkKeys skill level, they can access Career Ready 101, an online skills remediation program designed to help them reach the required proficiency. Additionally, Creative Work Solutions offers an in-person job readiness curriculum, providing classroom training for participants needing more hands-on guidance to prepare for their careers.

Intensive Services and Training Programs

Participants may be referred to other intensive services, including adult basic education programs or vocational training through workforce system partners. These services aim to enhance participants' skills, making them more competitive in the job market and helping them secure meaningful employment, ultimately reducing their reliance on public assistance.

ACCE Program Collaboration

WCCNM partners with Adult Education programs and the Human Services Department (HSD) to serve TANF clients through the Accelerated College & Career Education (ACCE) program. ACCE classes focus on strengthening core academic and workplace readiness skills, helping participants work toward earning a secondary credential. The HSD/Title II partnership in New Mexico is formalized through an agreement with UNM Valencia and other local Adult Education programs statewide. ACCE classes are available at the Albuquerque center, where UNM Valencia provides both the curriculum and instructors. These services are also accessible to older individuals.

Enhanced Job Matching Capabilities

In collaboration with the New Mexico Department of Workforce Solutions (NMDWS), the TANF program is improving the ability to match TANF clients with online job vacancies. TANF staff are provided access to the New Mexico Workforce Connection Online System, enhancing the effectiveness of job placement efforts and ensuring that TANF clients are matched with suitable employment opportunities.

Through these coordinated efforts, WCCNM and its partners are working to provide comprehensive support to low-income individuals, particularly TANF recipients. By leveraging programs like Career Link, the Wage Subsidy program, and the ACCE partnership, WCCNM is



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committed to helping participants develop the skills needed for sustainable employment and reducing their dependence on public assistance. This approach not only empowers individuals but also strengthens the workforce and contributes to the overall economic well-being of the region.

Older Individuals

a. Provide description of how the board will coordinate WIOA Title I workforce investment activities the SCSEP Program (Title V of the Older Americans Act of 1965) to serve the employment needs of older individuals (§679.560(c)).

The WCCNM maintains a strong partnership with the Senior Community Service Employment Program (SCSEP), which is administered in our state through Goodwill New Mexico, the New Mexico Aging and Long-Term Services Department, and the National Indian Council on Aging. Recognizing the potential changes in SCSEP contractors due to a recently released USDOL funding opportunity, WCCNM is committed to facilitating a smooth transition, should such changes occur.

Program Participation and Support

WCCNM hosts SCSEP participants in our offices, offering them valuable skills training and access to job placement services. Through our collaboration with the New Mexico Department of Workforce Solutions (NMDWS) and service providers, we ensure that SCSEP participants receive the support they need to enhance their employability. Many participants are successfully hired into permanent positions within our offices as opportunities arise, while others are placed with local employers who benefit from their experience and training.

Board Engagement and Advocacy

The State Director of the SCSEP program actively participates as a member of our local workforce development board. This involvement ensures that the needs and challenges of older workers are consistently represented and addressed in our workforce planning and decision-making processes.

Commitment to a Smooth Transition

WCCNM is fully prepared to collaborate with new contractors and partners to ensure continuity of services for SCSEP participants in the event of a transition. Our priority is to maintain the high level of support and opportunities that older workers have come to expect from the program, minimizing any disruption to their training and employment pathways.

In summary, WCCNM's ongoing commitment to the SCSEP program reflects our broader mission of providing inclusive, comprehensive workforce development services to all members of our community, including older workers. We will continue to support and advocate for the success of SCSEP participants, ensuring they have the resources and opportunities needed to thrive in the workforce.



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Individuals with Low Literacy Levels

a. Provide a description of how 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.sec. §679.560(b)(12)

The Workforce Connection of Central New Mexico (WCCNM) is committed to enhancing the integration and delivery of Adult Education services within the Central Region, focusing on improving literacy, workforce preparation, and educational advancement for individuals seeking to increase their employability and economic stability.

Central Region Adult Education Programs including Youth Development Inc. (YDI), Gordon Bernell, Catholic Charities, Albuquerque Adult Learning Center (community-based organizations), CNM, Southwestern Indian Polytechnic Institute and UNM Valencia are available programs in the Central Region and funded by WIOA Title II. As specified in section 231(e) of WIOA, each eligible provider establishes or operates programs that provide adult education and literacy activities as identified in section 203 of WIOA including:

Adult Education and Literacy Services

- **Adult Education Academic Instruction:** WCCNM works closely with local Adult Education providers to offer instruction and educational services below the postsecondary level. These services aim to improve individuals' abilities to read, write, speak English, perform mathematical tasks, and attain a secondary school diploma or its equivalent. The goal is to facilitate transitions to postsecondary education and training, as well as to secure employment.
- **Literacy:** The region's focus on literacy encompasses the ability to read, write, and speak English, along with the skills needed to function effectively on the job, within the family, and in society.

Workplace and Family Literacy

- **Workplace Adult Education and Literacy Activities:** Collaborating with employers, WCCNM facilitates Adult Education and literacy activities designed to improve workforce productivity. These activities can be conducted at the workplace or an offsite location, providing a practical approach to workforce development.



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- **Family Literacy Activities:** WCCNM supports family literacy programs that integrate Adult Education, interactive literacy activities between parents and children, training for parents to be primary educators, and age-appropriate education for children. These programs are designed to enhance economic prospects for families and support children’s educational needs.

English Language Acquisition and Civics Education

- **English Language Acquisition Activities:** WCCNM supports programs aimed at helping English language learners achieve competence in reading, writing, speaking, and comprehension of English. These programs also prepare individuals to attain a secondary school diploma or its equivalent and transition to further education, training, or employment.
- **Integrated English Literacy and Civics Education:** WCCNM partners with local Title II-funded programs to ensure that English language learners, including professionals with degrees from their native countries, receive education services that include literacy and English language acquisition, alongside instruction on citizenship rights and civic participation. These services are crucial for enabling participants to function effectively as parents, workers, and citizens.

Workforce Preparation and Integrated Education

- **Workforce Preparation Activities:** WCCNM provides activities, programs, and services to help individuals acquire basic academic, critical thinking, digital literacy, and self-management skills. These competencies are essential for transitioning into and completing postsecondary education or training, and for successful employment.
- **Integrated Education and Training (IET):** WCCNM promotes a service approach that concurrently and contextually combines Adult Education and literacy activities with workforce preparation and training for specific occupations. This approach involves collaboration with postsecondary institutions, employers, and/or trade associations offering courses that are team-taught by Adult Education and Career and Technical Education instructors. Several adult education programs just had IETs approved by New Mexico Higher Education Department (NMHED). For example, the Adult Learning Center just launched a solar training program. Additionally, Gordon Bernell has two applications with NMHED pending. WCCNM regularly checks for updates on NMHED IET approvals in the Central Region.

Participants of IET programs are working towards secondary credentials while earning industry recognized certifications and focusing on employment readiness (soft skill development).



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Coordination and Integration

- **Identification and Referral:** WCCNM, through its Operator, identifies students in need of basic literacy skills through tools like WorkKeys testing. Those lacking high school equivalency diplomas or credentials are referred to Adult Education providers for basic skills training.
- **Co-Enrollment:** WCCNM aims to improve the co-enrollment process for WIOA-eligible clients in Career Services and Adult Education programs, addressing the current gap where many adult education clients are not co-enrolled until they are referred for WIOA services. Efforts to integrate Title II services within the WCOS system are ongoing, with cross-training among staff to avoid duplication and enhance service delivery.
- **Technical Assistance and Resource Sharing:** WCCNM and its partners are equipped to provide technical assistance through web-based learning and assessment tools like WorkKeys and Key Train. Resource sharing ensures that all clients are served efficiently at both the workforce centers and Adult Education locations.
- **Review and Evaluation:** During the RFP cycle, WCCNM will conduct a review process of Adult Education local applications consistent with WIOA regulations. This will involve forming an Ad Hoc Committee from the Local Board Membership with relevant expertise to ensure a thorough and informed evaluation process.

Through the above coordinated efforts, WCCNM is dedicated to supporting the educational and career advancement of individuals Adult Education in the Central Region, enabling all participants to enter the workforce well-prepared to achieve long-term economic self-sufficiency.

6. Coordination of Services Across Programs

Coordination with Wagner Peyser Services

a. Provide 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. §679.560(b)(11)

The WCCNM is committed to ensuring seamless coordination between Wagner-Peyser services and other services provided through the one-stop delivery system. This approach is designed to maximize service delivery, improve outcomes for job seekers and employers, and avoid duplication of efforts. Below is a description of the plans, assurances, and strategies WCCNM employs to achieve these goals:

Integrated Service Delivery

- **Co-Location of Services:** Wagner-Peyser staff are co-located at Workforce Connection Centers throughout the Central Region. This physical integration ensures that job seekers have access to a comprehensive array of services in one location, including job search assistance, resume workshops, career counseling, and labor market information. Co-location fosters close



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collaboration between Wagner-Peyser staff and other service providers, allowing for streamlined referrals and enhanced coordination.

- **Cross-Training of Staff:** WCCNM ensures that all front-line staff, including those from Wagner-Peyser, WIOA, and other partner programs, are cross-trained in the services available through the one-stop system. This training equips staff with the knowledge needed to provide accurate information and make appropriate referrals, thereby enhancing service delivery and reducing redundancy.

Collaborative Case Management

- **Shared Case Management Systems:** WCCNM utilizes shared case management systems that allow Wagner-Peyser staff and other service providers to access and update client records in real-time. This integrated approach ensures that all service providers are informed of the client's progress and any services they have already received, reducing the likelihood of duplication and enabling a more personalized service experience.
- **Joint Planning and Service Delivery:** WCCNM promotes the development of individualized service plans that involve multiple programs, including Wagner-Peyser, WIOA Title I, Adult Education, and others. By coordinating efforts across these programs, WCCNM can ensure that clients receive comprehensive support that addresses their specific needs without unnecessary overlap.

Strategic Partnerships

- **Employer Engagement:** Wagner-Peyser staff work closely with WCCNM's business services team to engage local employers and understand their workforce needs. By coordinating employer outreach efforts, the one-stop system can offer a unified approach to connecting job seekers with employment opportunities, job fairs, and recruitment events. This collaboration also helps to avoid duplicative contact with employers and enhances the overall responsiveness of the one-stop system to labor market demands.
- **Collaboration with Other Workforce Programs:** WCCNM fosters partnerships between Wagner-Peyser and other workforce programs, including Trade Adjustment Assistance (TAA), Veterans Services, Adult and Dislocated Worker programs, and Youth programs. These partnerships facilitate the sharing of resources and expertise, ensuring that clients receive the full spectrum of services they need to achieve their employment goals.

Technology Integration

- **Use of New Mexico Workforce Connection Online System (WCOS):** WCCNM leverages the New Mexico Workforce Connection Online System to integrate services, track client progress, and facilitate communication among service providers. The system allows Wagner-Peyser and WIOA staff to schedule appointments, share case notes, and monitor outcomes, thereby improving coordination and avoiding duplication of services.



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Continuous Improvement and Accountability

- **Performance Monitoring and Evaluation:** WCCNM regularly monitors the performance of its one-stop system, including the coordination of Wagner-Peyser services. This includes tracking key performance indicators, conducting customer satisfaction surveys, and analyzing service delivery data to identify areas for improvement. Feedback from clients and partners is used to refine processes and ensure that services are delivered efficiently and effectively.
- **Compliance with Federal and State Guidelines:** WCCNM is committed to complying with all federal and state guidelines regarding the provision of Wagner-Peyser services. This includes adhering to the requirements set forth in the Wagner-Peyser Act and ensuring that services are delivered in a manner that is equitable, accessible, and aligned with the broader goals of the one-stop system.

Avoiding Duplication of Services

- **Coordinated Service Delivery:** WCCNM ensures that all services provided through the one-stop system are coordinated to avoid duplication. This is achieved through regular communication between program staff, joint planning sessions, and the use of shared data systems that provide a comprehensive view of client interactions across programs.
- **Streamlined Referrals:** WCCNM has established streamlined referral processes between Wagner-Peyser and other programs to ensure that clients are directed to the appropriate services without redundancy. This approach helps to maximize the impact of available resources and provides clients with a cohesive service experience.

WCCNM is dedicated to fostering a well-coordinated and efficient one-stop delivery system that effectively integrates Wagner-Peyser services with other workforce programs. Through strategic planning, partnership development, technology integration, and continuous improvement, WCCNM ensures that job seekers and employers receive high-quality, non-duplicative services that meet their needs and support the economic growth of the Central Region.

Coordination with Rapid Response Activities

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

The WCCNM is committed to effectively coordinating local workforce investment activities with statewide rapid response efforts. The goal is to provide timely and comprehensive support to workers affected by layoffs or business closures, helping them transition to new employment opportunities as quickly as possible. Below is a detailed description of how the local board will achieve this coordination:

Collaboration with Statewide Rapid Response Teams

- **Active Participation in Statewide Rapid Response Efforts:** WCCNM collaborates closely with the New Mexico Department of Workforce Solutions (NMDWS) Rapid



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Response Team to ensure that local workforce activities are aligned with statewide rapid response initiatives. The local board actively participates in planning and coordination meetings to discuss upcoming layoffs, business closures, and the deployment of rapid response services across the state.

- **Shared Information and Resources:** WCCNM ensures that there is a seamless exchange of information and resources between the local area and statewide rapid response teams. This includes sharing data on at-risk businesses, workforce trends, and potential layoffs to enable proactive planning and resource allocation.

Rapid Response Team Deployment

- **Immediate Response to Layoffs and Closures:** When a business in the Central Region announces layoffs or closures, WCCNM, in partnership with NMDWS, deploys a Rapid Response Team to the affected site. The team typically includes representatives from WCCNM, NMDWS, and other relevant agencies such as the New Mexico Department of Vocational Rehabilitation (NMDVR) and the New Mexico Human Services Department (HSD).
- **Customized Services for Affected Workers:** The Rapid Response Team provides on-site or virtual services tailored to the specific needs of affected workers. These services include career counseling, job search assistance, resume preparation, interview skills workshops, and information on unemployment insurance benefits. The team also offers guidance on training and retraining opportunities available through the Workforce Innovation and Opportunity Act (WIOA) programs and other local resources.

Coordination with Employers

- **Employer Engagement and Support:** WCCNM works directly with employers facing the prospect of layoffs or closures to coordinate rapid response activities. This includes helping employers understand their obligations under the Worker Adjustment and Retraining Notification (WARN) Act and offering guidance on how to support their workforce during transitions.
- **Layoff Aversion Strategies:** In collaboration with the statewide rapid response team, WCCNM offers layoff aversion services to employers. These strategies might include identifying training programs that could upskill existing employees, connecting businesses with state incentives for workforce retention, or exploring potential partnerships with other local businesses that could mitigate the need for layoffs.

Integration with Local Workforce Services

- **Seamless Transition to WIOA Programs:** WCCNM ensures that workers affected by layoffs are smoothly transitioned into WIOA Adult, Dislocated Worker, and Youth programs as appropriate. The Rapid Response Team facilitates direct referrals to these programs, ensuring that affected workers can quickly access training, education, and supportive services needed to re-enter the workforce.



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- **Utilization of Workforce Connection Centers:** WCCNM leverages its network of Workforce Connection Centers to provide displaced workers with ongoing support. These centers offer access to job postings, career workshops, occupational skills training, and other resources designed to help workers find new employment. The centers also provide connections to community resources that can address any additional needs workers may have during their transition, such as housing, childcare, and transportation assistance.

Follow-Up and Continuous Improvement

- **Monitoring and Follow-Up:** WCCNM, in coordination with the statewide rapid response team, conducts follow-up with affected workers to monitor their progress and provide additional support as needed. This follow-up ensures that workers are successfully transitioning to new employment or training opportunities and that any barriers to re-employment are promptly addressed.
- **Continuous Improvement through Feedback:** WCCNM gathers feedback from both employers and affected workers on the effectiveness of rapid response services. This feedback is used to continually refine and improve the coordination between local workforce activities and statewide rapid response efforts. Lessons learned from each rapid response event are integrated into future planning and service delivery.

Communication and Outreach

- **Proactive Communication Strategy:** WCCNM implements a proactive communication strategy to ensure that all stakeholders, including businesses, workers, and community partners, are aware of available rapid response services. This strategy includes the use of social media, newsletters, and partnerships with local chambers of commerce and economic development organizations to disseminate information about rapid response resources.
- **Outreach to At-Risk Industries:** WCCNM, in partnership with NMDWS, identifies industries and businesses that may be at risk of layoffs due to economic downturns, technological changes, or other factors. Targeted outreach is conducted to these businesses to offer support and resources that could prevent layoffs or mitigate their impact on workers.

The WCCNM is dedicated to effectively coordinating local workforce investment activities with statewide rapid response efforts to ensure that workers affected by layoffs or business closures receive timely and comprehensive support. Through collaboration with NMDWS, customized services for affected workers, employer engagement, integration with local workforce services, continuous improvement, and proactive communication, WCCNM aims to minimize the impact of layoffs and help workers transition smoothly to new employment opportunities.



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Coordination with Secondary and Post Secondary Education System

a. 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. §679.560(b)(9)

New Mexico has embraced the Common Core Standards for its K-12 education system, and this commitment extends to adult education through the adoption of the College and Career Readiness Standards (CCRS) by the New Mexico Higher Education Department (NMHED). All Curriculum and courseware used by Adult Education programs statewide must align with CCRS, ensuring consistency with Common Core. This alignment supports the development of high-quality educational programs that prepare students for high school equivalency tests, postsecondary education, and workforce demands.

Professional Development and Standards Alignment

NMHED emphasizes quality professional development for educators, focusing on standards-based curriculum and instruction to enhance efficacy. The statewide professional learning system, Propel, offers an approach to professional development that incorporates input from adult education practitioners in its selection of priorities and provision of services.

Funding and Program Support

NMHED provides funding to eligible providers for establishing or operating programs that offer various adult education and literacy activities as outlined in Section 203 of the Workforce Innovation and Opportunity Act (WIOA). These activities include:

- **Adult Education:** Instructional services that improve basic skills.
- **Literacy:** Proficiency in reading, writing, and speaking English, and solving problems.
- **Workplace Adult Education and Literacy Activities:** Training to enhance workforce productivity.
- **Family Literacy Activities:** Services that improve economic prospects and support children's learning.
- **English Language Acquisition Activities:** Programs helping English language learners achieve proficiency.
- **Integrated English Literacy and Civics Education:** Education services for English learners, including civic education and workforce training.
- **Workforce Preparation Activities:** Programs to develop basic academic, critical thinking, digital literacy, and self-management skills.
- **Integrated Education and Training:** Concurrent provision of adult education, workforce preparation, and training for specific occupations.



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Coordination and Collaboration

To ensure effective coordination and avoid duplication of efforts, the WCCNM has established a Training and Service Provider Committee. This committee includes representatives from postsecondary institutions, NMHED, economic development organizations, and the Board's Administrative Entity. This collaborative body works together to align education programs, strategies, and resources.

Additionally, there is a Title II representative on the WCCNM Board with voting privileges. The local Title II providers sign an MOU addendum each year with WCCNM to further lay out the roles and responsibilities of the partnership with Adult Education programs. The core partnership priorities include expanding Integrated Education and Training (IET) programs and encouraging co-enrollment and cross-referrals.

New Mexico's approach to adult education, driven by CCRS and supported by NMHED's funding and the Propel professional development system, ensures that adult learners are well-prepared for high school equivalency tests, postsecondary education, and employment. By fostering coordination through the Training and Service Provider Committee, New Mexico is working to integrate educational and workforce services effectively, avoiding duplication and enhancing overall program effectiveness.

b. Describe how the local board will work with entities carrying out core programs to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). §679.560(b)(2)(iii)

To enhance access to activities leading to recognized postsecondary credentials, including industry-recognized certifications that are portable and stackable, the local board will implement a comprehensive strategy that involves collaboration with core program entities and alignment of educational and workforce development efforts. Following is a detailed description of the approach:

The Workforce Connection of Central New Mexico (WCCNM) drives strategic partnerships and coordination by collaborating with key entities such as Adult Education, Wagner-Peyser Services, and vocational rehabilitation programs to ensure seamless service delivery. These partnerships enable individuals to access a continuum of support from education to employment. WCCNM also works closely with industry leaders, employers, and education providers to align training programs with industry standards and workforce demands, incorporating employer feedback to ensure relevant skills and credentials are prioritized.

To enhance education and career readiness, WCCNM supports the development of **Integrated Education and Training (IET) programs**, which combine adult education, workforce preparation, and occupational skills training, allowing individuals to earn industry-recognized



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credentials while gaining practical work experience. Emphasis is placed on creating **stackable credential pathways**, enabling individuals to build progressively from foundational certifications to more specialized qualifications. NMHED is placing an emphasis on designing IET programs as pre-apprenticeships to support learner' access to registered apprenticeships.

The **development of career pathways** is achieved in collaboration with educational institutions, outlining clear steps for obtaining recognized credentials, while **support services**, such as career counseling, financial aid, and academic advising, are provided to assist individuals throughout their journey. WCCNM further promotes training and certification opportunities by offering workshops, seminars, and targeted programs in partnership with industry experts. **Job placement, internships, and on-the-job training** opportunities are coordinated with local businesses, helping individuals gain real-world experience.

To ensure **data-driven decision making**, WCCNM tracks program outcomes, such as credential attainment and employment rates, adjusting services based on feedback from participants, employers, and educators. **Public awareness and outreach** efforts, including informational sessions and success stories shared via social media, further promote the value and availability of postsecondary credentials to the community.

Through these strategies, the WCCNM aims to improve access to activities leading to recognized postsecondary credentials, ensuring that individuals are well-prepared for successful careers and can meet the demands of the modern workforce.

Coordination of Supportive Services

a. 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. §679.560(b)(10)

The Workforce Connection of Central New Mexico (WCCNM) coordinates WIOA Title I workforce investment activities with the provision of transportation and other supportive services by collaborating with local service providers and community organizations to address the diverse needs of job seekers. WCCNM ensures that individuals participating in workforce programs have access to transportation assistance, including bus passes or mileage reimbursements, enabling them to attend training, interviews, and employment opportunities. Additionally, WCCNM offers supportive services such as childcare, housing assistance, and financial literacy training to reduce barriers that may hinder job seekers' ability to fully engage in workforce development activities. These services are integrated into individualized plans, ensuring that participants receive the comprehensive support they need to succeed in their career pathways.



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Coordination of Follow-up Services

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

The WCCNM Follow-Up Services Policy transmits guidance for provided follow up services to customers accessing services through the New Mexico Workforce Connection in the Central Region. The Workforce Innovation and Opportunity Act (WIOA) final rules for Follow-Up activity for Adult, Dislocated Workers and Youth are defined and identified. To see Operational Policy NO. OP- 416, Change 6, Follow Up Services, please go to <https://www.wccnm.org/wccnm-board/> and scroll down to Board Policies.

Coordination of Service Priorities

a. Describe the direction given by the Governor (NMDWS) and the LWDB to the one-stop operation 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. §679.560(b)(21)

The New Mexico Department of Workforce Solutions (NMDWS) provides clear direction to the WCCNM to prioritize adult career and training services for recipients of public assistance, low-income individuals, and those who are basic skills deficient, in accordance with WIOA requirements. This guidance ensures that these populations receive precedence when accessing services such as job training, career counseling, and support for credential attainment. WCCNM implements this priority through targeted outreach, intake processes, and eligibility assessments to ensure that the most vulnerable individuals in the community receive the necessary resources and support to advance in their careers and achieve self-sufficiency.

By implementing these strategies, the NMDWS and WCCNM ensure that priority for adult career and training services is effectively given to public assistance recipients, low-income individuals, and those who are basic skills deficient, thereby enhancing equity and access within the workforce development system.

Coordination of Outreach Efforts

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

The Workforce Connection of Central New Mexico (WCCNM) coordinates outreach efforts across partner programs by adopting strong collaboration and communication among all service providers, including vocational rehabilitation (DVR), adult education partners, Department of Workforce Solutions (DWS), and many other partners in our network. These efforts are aimed at



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ensuring shared customers and target populations, such as individuals with disabilities, low-income individuals, and those receiving public assistance, receive comprehensive support. WCCNM utilizes joint marketing materials, co-hosted informational sessions. Regular coordination meetings and cross-training sessions help partners align messaging, share resources, and streamline referrals, ensuring that individuals are connected to the appropriate services, regardless of their entry point into the system. This integrated approach enhances access to services and improves outcomes for shared customers. Through these strategies, the WCCNM ensures that outreach efforts across partner programs are well-coordinated, effective, and aligned with the needs of shared customers and target populations. This approach maximizes the impact of outreach activities and enhances access to services for those who need them most.

Through these strategies, the WCCNM ensures that outreach efforts across partner programs are well-coordinated, effective, and aligned with the needs of shared customers and target populations. This approach maximizes the impact of outreach activities and enhances access to services for those who need them most.

Coordination of Professional Development Activities

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

The WCCNM and New Mexico Workforce Connection Training Strategy launched at the beginning of PY18 to bolster cross-training opportunities and to ensure more consistency in pre-screening and partner referrals. The strategy includes three levels: LEVEL 1 (Training covering all “core” WIOA programs and legally required/mandated training); LEVEL 2 (Training covering all “participating” partners programs and system training such as the NM Workforce Connection online system); and LEVEL 3 (Professional development, additional partner and program trainings, Active Shooter Training). Trainings are provided during the new employee on-boarding process, as requested, and online. The One Stop Operator maintains a training database to record all completed training for all Central Region staff. In an effort to reduce our carbon footprint, we have updated the Training Acknowledgement Form to be completed online. Records can be exported at any time to validate staff training. Region wide staff meeting are also held for all staff to discuss new trainings and efforts put forth to improve our services.

Coordination of Referrals

a. Describe how the board will coordinate customer referrals across partner programs. §679.560(c)

To effectively coordinate customer referrals across partner programs, the WCCNM has enhanced the referral system within MyHub Intranet. All partners, both co-located and non-located, have the ability to refer customers to partners across the whole network. The Workforce Connection of Central New Mexico (WCCNM) uses **standardized referral procedures** across all partner



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programs through the MyHub Intranet to ensure a consistent and clear process. These procedures outline the steps for initiating referrals, tracking their progress, and following up to ensure proper service delivery. **Standardized referral forms** and a unified tracking system within MyHub allow for seamless data sharing and communication between partner programs, ensuring that all relevant customer information is effectively shared. The **Operations team** oversees the referral process, acting as referral coordinators to ensure that referrals are managed efficiently and that communication between programs remains clear and responsive. This system ensures timely, coordinated support for customers across all services.

Coordination with Other Partner Programs

a. 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, YouthBuild, Mission: Graduation, Innovate Educate, etc. §679.560(c)

The Workforce Connection of Central New Mexico (WCCNM) offers a variety of services to support the local workforce development system and its customers, including partnerships with programs like JobCorps, and YouthBuild. These collaborations provide additional opportunities for job seekers, particularly youth and underserved populations, to access education, training, and community service programs that build valuable skills and work experience. WCCNM coordinates with these partners through joint outreach efforts, MyHub referral system, and regular communication to ensure that individuals benefit from a full spectrum of services. Additionally, WCCNM offers job fairs, career counseling, skills assessments, and supportive services like transportation and childcare, ensuring that customers receive comprehensive support as they pursue employment and career advancement. We also provide Job Experience for JobCorps participants locally in our One-Stop comprehensive center to gain work experience before obtaining employment.

D. Administrative Elements

1. Fiscal and Performance Management

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

The Mid Region Council of Governments (MRCOG) is designated as the Administrative Entity for the New Mexico Central Region or WCCNM's WIOA program. MRCOG is the 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).



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The WCCNM provides oversight of WIOA programs by contracting with two service providers to provide job training and employment services. MRCOG serves the Adult & Dislocated Worker program & YDI serves the youth participants. YDI in serving the youth pays the youth Work Experience wages and all youth transportation support 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. While WIOA and other federal funds are utilized, Perkins and NextGen (Legislative State Funding, NMAC 22-1-12) funds are offered to Local Education Agencies that support Career Technical Education. These funds can work in conjunction with the efforts of the Central Workforce Region. For example, NextGen, state funds are offered to strengthen CTE in public schools, districts and state charter schools. Funds from NextGen are used to leverage federal Perkins funding and aligns with statewide labor market priority sections.

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.

b. Provide detailed description of the competitive process that will be used to award the subgrants and contracts for the 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. §679.560(b)(15)

The WCCNM Procurement Policy reflects WIOA requirements and was approved October 19, 2020 by the WCCNM Full Board.

1. 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 subgrantee to the



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WCCNM. All entities involved in procuring items of tangible personal property, services or construction shall adhere to the Workforce Innovative Opportunity Act (WIOA), 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 WIOA funds.

2. Authority & References

The Workforce Innovative Opportunity Act of 2014; 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; WIOA Procurement and Contracting Activities Guidelines, 11.2.28 NMAC; WIOA 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.

3. Objective

- a. To establish minimum WCCNM requirements for procurements and contracting conducted under the Workforce Innovative Opportunity Act (WIOA). The purpose of the WIOA 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 WIOA funds, and to provide safeguards to ensure the integrity of all WIOA procurements through the maintenance of a quality procurement system (11.2.28.6 NMAC).
- b. The WCCNM and its contractor or subgrantees must comply with any requirement imposed by federal and state law and regulations, WCCNM policy, and the terms of the federally funded WIOA grant.
- c. Compliance with the standards promulgated in the WIOA, OMB Circulars and the Code and this policy that governs procurement will ensure that procurement practices are acceptable.
- d. 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.

A Complete copy of the WCCNM Procurement Policy may be found in Attachment A.

To see Monitoring and Oversight Policy No. MP-301, Change 2, Code of Conduct (Including Conflict of Interest), please go to <https://www.wccnm.org/wccnm-board/> and scroll down to Board Policies.



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c. 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. §679.560(b)(16)

Consistent with WIOA sec. 16(c), the WCCNM has negotiated with NMDWS and the Chief Elected Officials the agreed-upon negotiated performance levels for the Workforce Innovation and Opportunity Act (WIOA) Title I programs for Program Year (PY) 2024 and PY 2025. Please see Attachment E for the goals chart and negotiated performance levels.

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

Helpful Resource: Strategic Board Toolkit

https://ion.workforcegps.org/resources/2016/06/27/09/30/Strategic_Board_Toolkit_Vision §679.560(b)(17)

The WCCNM will continue to structure Strategic Planning sessions for its Board Members to review and update the Vision, Mission Statement, Goals and Objectives in relationship to WCCNM Board initiatives and to promote efforts for economic strength and recovery. The intent is to provide guidance and establish procedures regarding the preparation the Central Region's strategic plan and to promote individual county plans to fulfill the requirements of the Workforce Innovation and Opportunity Act (WIOA). In addition to WCCNM Workforce Board members, planning sessions will also include input from New Mexico Department of Workforce Solutions, New Mexico Economic Development, Chambers of Commerce, Community Based Organizations, One Stop Workforce Partners and Elected Officials.

Furthermore, the results of these efforts will include a framework to guide the workforce system for continued improvements and methods to measure performance.

WCCNM Goals:

To increase the competitiveness, productivity and growth of our workforce and businesses, WCCNM will coordinate with business to develop a skilled workforce to build talent pipelines that fulfill the needs of area businesses.

1. Strategic Goals

- Connection to high growth Industry/Employers.
- Review and consider adopting best practice, effective strategies and tactics from successes of other boards and workforce related initiatives.
- Continue with quality improvements of the Central Regions Talent Pipeline Infrastructure.



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- Integration with area Economic Development organizations
- Improved visibility of WCCNM programs.
- Guidance Driven by Data and Economic Analysis.
- Promote work and learn opportunities, and education for individuals that lead to a career path for self-sufficiency.
- Partner with key community-based organization to reduce barriers to employment and promote career opportunities.

2. Key Objectives:

To achieve our vision, WCCNM will focus on these key objectives:

- Augment one-stop operation's processes and administrative support with continued quality improvements to increase efficiency, productivity, performance and improved customer experience.
- Leverage technology to include use of Artificial Intelligence to increase service delivery options and reduce manual efforts where appropriate. Further examine use of technology for enhancement to the Business Connector and to find areas for leveraging the WCOS system to address current and future programs and services.
- Leverage the Central Region's resources within Education, Economic Development and local public bodies to meet the strategic goals and objectives and collaborate across workforce programs to meet employer's workforce needs.
- Develop career technical education program(s) and events that will bring employers and youth together.
- Reduce and/or eliminate barriers for youth entering workforce and engage at-risk or non-participating (within the workforce) youth to enroll in career-based training and provide the knowledge and increase skills to ensure active workforce participation.
- Develop a trained workforce to meet industry needs.
- Continue to expand and improve outreach efforts to employers, participants and workforce partners via social media, internet-based products and on-the-ground efforts with community-based organizations and business/industry associations.

e. Describe how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts (ITAs), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs, and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services may be provided. §679.560(b)(18)

WIOA funding for training is limited to participants who are either unable to obtain grant assistance from other sources to pay the costs of their training; or require assistance beyond that available under other grant assistance. Each local board, through the workforce center, must



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consider the availability of other sources of grants to pay for training costs so that WIOA funds are used to supplement other funding sources. They must coordinate funding for ITAs with funding from other Federal, State, local, or private job training programs or sources, including Federal Pell grants, to assist the individual in obtaining training services. In making the funding determination, WCCNM should take into account the full cost of participating in training services, including the cost of support services and other appropriate costs. A WIOA participant may enroll in WIOA funded training while an application for a Pell Grant is pending as long as the workforce center has made arrangements with the training provider and the WIOA participant regarding allocation of the Pell Grant, if it is subsequently awarded. To see Operational Policy NO. OP- 419, Change 9, Individual Training Accounts, please go to <https://www.wccnm.org/wccnm-board/> and scroll down to Board Policies.

ITAs in Conjunction with On-the-Job Training (OJT) and Apprenticeship

ITAs may be provided to individuals in conjunction with On-the-Job Training funds when appropriate, and the ITA may be used before, during, or after an OJT.

- ITAs can be used to support participants enrolled in apprenticeship programs by providing services listed:
- Pre-apprenticeship training- Basic skills preparation; under WIOA funds can be used to fund pre- apprenticeship programs that provide basic skills, work experiences, and other support to help participants obtain the skills needed to be placed into an apprenticeship.
- Related Instruction - Related classroom instruction component of an apprenticeship program, as long as the apprenticeship program or the education/training provider is on the ETPL. Under WIOA, all Registered Apprenticeship programs sponsors are automatically eligible to be on the ETPL.

ITA Requirements and Limits - 5680.310

The WCCNM imposes requirements and limits on ITAs such as:

- Individual needs based on the individual's employment plan, such as the participant's occupational choice or goal and the level of training needed to succeed in that goal;
- A limit on the maximum amount of an ITA in a five (5) year period: shall be limited for up to \$9,000 per participant or up to \$15,000 per participant for programs offering stackable credentials and approved by the WCCNM's Training and Service Provider Standing Committee;
- Customers entering into and/or continuing an ITA must maintain a 2.0 grade point average or demonstrate progress to ensure a timely completion of training;
- Customers must apply each year/or semester for Student Financial Aid/Pell Grant;
- Customer must maintain a course load sufficient to complete the program within the standard time frame (at least 6 semester hours), barring unusual circumstances which must be approved by the WCCNM Administrative Entity.
- WCCNM-funded ITA training cannot be duplicated; therefore, for any individual, a class cannot be paid for more than once with WIOA funding.



WCCNM Local Workforce Development Plan Program Years 2024-2027

- An individual may select training that costs more than the maximum amount available for ITAs under a State or local board policy when other sources of funds are available to supplement the ITA. These other sources may include Pell Grants; scholarships; severance pay; and other sources.
- Requirement for Online/Distance Courses:
- All Service Provider staff and customers must follow all the requirements noted above pertaining to the ITA process.

All Service Provider 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 and placed on the Eligible Training Provider List, with all costs outlined. WIOA service providers must ensure that participants have sufficient access (hardware, software and network, etc.) to ensure a successful training outcome. WIOA Support Services may be provided to ensure sufficient access on a case by-case basis.

Exceptions to the ITA Contract for service may be used instead of ITAs, only when one or more of the following five exceptions apply and the local area has fulfilled the consumer choice requirements:

- When the services provided are on-the-job training (OJT), customized training, incumbent worker training or transitional jobs.
- Where WCCNM determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of an ITA.

The determination process must include a public comment period for interested providers of at least 30 days when the WCCNM determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment. The WCCNM must develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to the individuals with barriers to employment to be served.

The criteria may include:

- Financial stability of the organization;
- Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate; attainment of skills, certificates or degrees the program is designed to provide; placement after training in unsubsidized employment; and retention in employment; and
- How the specific program relates to the workforce investment needs identified in the local plan.
- When WCCM determines that it would be most appropriate to contract with an institution of higher education (see WIOA sec. 3(28)) or other provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract doesn't not limit consumer choice;



WCCNM Local Workforce Development Plan Program Years 2024-2027

- When the WCCNM is considering entering into a Pay-for Performance contract, and the local board ensures that the contract is consistent with 5683.510.

f. Boards may implement 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 expectation to service providers. §679.560(c)

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

g. The local board grant agreements require boards to achieve or exceed a Minimum Training Expenditure Requirements of 60%. Local boards should obligate a minimum of 80% and expend a minimum of 40% of current year funding by the end of the third quarter of the program year. Please report on the local board's expected obligations and expenditure rates for [PY 2023]. §679.560(c)

The WCCNM budgets for its two contractors (Adult/Dislocated Worker and Youth programs), five of the board's discretionary expenses and the Central Regions four NMWC One-Stop Centers each year. The Board also carves out an amount from each funding stream such as Adult, Dislocated Worker, Youth and Administration for planned carry in for year two of each annual allocation. Once these are calculated, contractors' figures are inserted into the budget template, business centers costs net infrastructure reimbursements, all remaining dollars granted to WCCNM fall into one of two training expenditure categories; the Adult/Dislocated Worker and Youth. Since all granted NMDWS formula monies available are placed into the budget in full each year & contractors cannot exceed their contracted amounts there is a Board Contingency fund that can subsidize as a cushion in the event any overages or the overages occurring will be taken from the participant training expenditure activities. Further these training activities are monitored by the Administrative Entity throughout the program year including meetings with staff who manage at the service level of each contract and monitoring reviews.

PY24 (7-1-24 to 6-30-25) has a Formula budget of \$11,443,221 of its current year total \$15,163,518. There are other grants besides NMDWS's.

The two PY24 budgeted client or participants training expense categories of NMDWS formula granted monies to WCCNM are \$4,494,142 in Adult/DW and \$691,314 Youth. WCCNM reserved \$855,000 in addition for participant training to cover for 2nd year (PY25) expenses July 1, 2025, to October 31, 2025. Of this \$700,000 are Adult/DW and \$75,000 are youth, \$80,000 Administrative. Total budgeted training expenses for PY24 are \$5,185,456 or 45% of the NMDWS's formula budget of \$11,443,221. The \$5,185,456 in PY24's training budget is considerably lower than prior years PY23's \$5,880,624 & PY22's \$6,445,889.



WCCNM Local Workforce Development Plan Program Years 2024-2027

There is a formal requirement of 40% of training is based on the Adult / DW Participant training dollars of \$4,494,142 of total Adult DW dollars available, in this case \$7,816,102 or meeting at 57%.

At the end of PY23 (7-1-23 to 6-30-24), WCCNM expended \$4,392,885 Adult/DW training and \$940,479 youth dollars totaling \$5,333,364 or 91% of their available budget of \$5,880,624. Note this results in a lower carry-in (2nd Year) amount for PY24 year listed above.

At the end of PY22 (7-1-22 to 6-30-23), WCCNM expended \$4,516,396 Adult /DW training and \$1,399,957 youth dollars totaling \$5,916,353 or 92% of their available budget of \$6,445,889.

h. Describe how the 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. §679.560(b)(20)

To effectively implement or transition to an integrated, technology-enabled intake and case management information system for programs under WIOA, NMWC is developing a comprehensive plan that aligns with the both the NMDWS Aligned Case Management (ACM) and the **Common Intake and Referral Initiative**. The NMWC's focus is on ensuring seamless integration, improved data management, and enhanced service delivery.

Needs Assessment: NMWC is conducting a thorough needs assessment to identify the requirements of various WIOA programs and one-stop partners. This includes understanding current systems, data management needs, and integration requirements.

Interoperability: NMWC is implementing interoperability standards to facilitate seamless data exchange between different programs and partners. This ensures that information can be shared efficiently and accurately across programs.

Staff Training: NMEC is developing training plans to deliver comprehensive training programs for staff to ensure they are proficient in using the processes including both Aligned Case Management and Common Intake and Referral procedures. This includes training on system functionality, data entry, and case management processes.

By implementing these strategies, the one-stop centers aim to establish an integrated, technology-enabled intake and case management system that enhances efficiency, improves service delivery, and supports the effective management of WIOA programs and partner services.

2. Definitions

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



WCCNM Local Workforce Development Plan Program Years 2024-2027

a. The state does not 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.

The WCCNM defines “additional assistance” as it relates to Youth participants to ensure eligibility of those youth using the additional assistance barrier. WCCNM establishes parameters for documentation that is acceptable to verify the barrier in Operational Policy NO. OP-428, Definition of Additional Assistance Barrier for Youth Eligibility.

This policy provides Youth Service Providers contracted by WCCNM, guidance regarding the additional assistance youth barrier, “an individual (including youth who is gifted) who requires additional assistance to complete an educational program or secure and hold employment.” To see WCCNM Operational Policy NO. OP-428, Definition of Additional Assistance Barrier for Youth Eligibility, please go to <https://www.wccnm.org/wccnm-board/> and scroll down to Board Policies.

b. The state defines “basic skills deficient” for Adults and Youths as follows:

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

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

Basic Skills Deficient (BSD) is determined if an individual computes or solves problems, reads, writes, or speaks English at or below the eighth-grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.



WCCNM Local Workforce Development Plan Program Years 2024-2027

The WCCNM has developed and defined a local Basic Skills Deficient (BSD) definition per regulations for the Workforce Innovation and Opportunity Act (WIOA) and input from Adult Basic Education. The WCCNM BSD definitions are as follows:

1. A youth who has English reading, writing, or computing skills at or below the 8th grade level on generally accepted standardized test. For the Central Region, “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).

Adult-Priority of Service with respect to funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of WIOA section 133(b), 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 described in paragraph WIOA Section 134(b)(2)(A)(xii) and training services.

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 the Central Region, it has been determined, based on WorkKeys Crosswalks and Conversion Tables, that the Basic Skills determination/definition for Adults will be at or below a Four (4) in Reading for Information or Applied Mathematics or both.

The BSD definitions will ensure that the WCCNM adheres to all federal and state directives regarding Adult and Youth priorities of service in the Central Region.

1. Note on Regional Planning

The Workforce Innovation and Opportunity Act identifies specific requirements for any planning that will occur across local areas, i.e. “regional areas.” This requirement does not apply in New Mexico as the New Mexico WIOA State Combined State Plan designates our existing four local areas as the regional planning areas; however, LWDB’s are encouraged to **describe regional economies in their local area and provide strategies of how unique regional economies will be addressed.**

The WCCNM works with the Albuquerque MSA and State Economic Development entities and routinely collaborates on numerous initiatives throughout the region. Please see Emerging Industries above.



WCCNM Local Workforce Development Plan Program Years 2024-2027

4. 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 class of officials that the member represents, and procedures to resolve such conflicts.	Yes
3.	The LWDB has established a policy to provide to the public (including individuals with disabilities) access to meetings of local boards and local boards, and information regarding activities of local boards, such as data on board membership and minutes.	Yes
4.	The LWDB has established fiscal control and fund accounting procedures necessary to ensure the proper accounting for funds paid to the local boards for adult, dislocated worker, and youth programs to carry out workforce investment activities under chapters 2 and 3 of subtitle B.	Yes
5.	The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program.	Yes
6.	Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate.	Yes
7.	The LWDB has implemented a policy to ensure a process is in place for referring veterans with significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist.	Yes
8.	The LWDB established procedures that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	Yes
9.	Priority of Service for covered persons is provided for each of the Title I programs; and	Yes



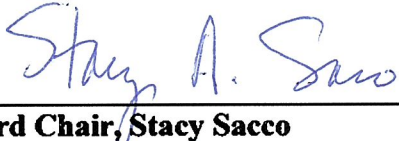
WCCNM Local Workforce Development Plan Program Years 2024-2027

#	Assurance	Indicate Yes or No
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

Signatures:


11.4.24

Chief Elected Official, Gregg Hull Date


11/4/24

Local Board Chair, Stacy Sacco Date



WCCNM Local Workforce Development Plan Program Years 2024-2027

5. Attachments

Attachment A: WCCNM Policies relevant to the implementation of WIOA (as listed in the local board grant agreement in Exhibit F, Statement of Work, Section VII, Required LWDB Policies). Please go to <https://www.wccnm.org/wccnm-board/> and scroll down to Board Policies section to see the WCCNM policies.



WCCNM Local Workforce Development Plan Program Years 2024-2027

Attachment B: See following pages for full roster of WCCNM board membership including the group each member represents.



WCCNM Full Board Roster

- Carl Adams** – Albuquerque Job Corps
- Marvis Aragon** – American Indian Chamber of Commerce New Mexico
- Karla Causey** – African American Greater Albuquerque Chamber of Commerce
- Danielle Casey** - Albuquerque Economic Development
- Robert Chavez** – Youth Development Inc.
- Vaadra Chavez** – Cyber Security Works
- Troy Clark** – New Mexico Hospital Association
- Bobby Getts** - *NM JATC for the Electrical Industry.*
- Marni Goodrich** - Yearout Mechanical Inc.
- Tracy Hartzler** – Central New Mexico Community College
- Antoinette Holmes** - NM Department of Vocational Rehabilitation
- Justin Hilliard** – City of Albuquerque, Economic Development
- Gregg Hull** – City of Rio Rancho
- Robert Leming** – New Mexico Chamber of Commerce
- Roxanne Luna** - New Mexico Human Services Department
- John Mierzwa** – Ingenuity Software Labs, Inc
- Leslie Munoz**, Maxeon
- Debbie Ortiz**, RDO Enterprises
- Stacy Sacco, Chair-Elect** – SACCO Connections
- James Salas** – New Mexico Commission for the Blind
- Waldy Salazar** – New Mexico Department of Workforce Solutions
- Leslie Sanchez** – Dual Language Education of New Mexico
- Diane Saya** – Bottom Line Funding NM, LLC
- Jerry Schalow**– Rancho Regional Chamber of Commerce
- Tom Schuch**– New Mexico Restaurant Association
- Jennifer Sinsabaugh** – New Mexico MEP
- Elisha Torres-Saavedra** – PNM
- Raymond Trujillo** – Southwest Piping Institute (Local 412)
- David Valdes** – Central New Mexico Community College
- David Vadera** – Women’s Economic Self Sufficiency Team (WESST)
- Susan YaSenka** - University of New Mexico Valencia Campus

PY24 – 10/08/24



WCCNM Local Workforce Development Plan Program Years 2024-2027

Attachment C: See following pages for list of the one-stop centers in the Central Region, 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 one-stop partners physically located at each of the one-stop centers in the local board area, and the services provided by each of these partners).

Attachment C – WCCNM partners by office

Valencia County NMWCC Los Lunas 121 Don Diego St SE Los Lunas, NM 87031	Bernalillo County NMWCC Albuquerque 501 Mountain Rd NE Albuquerque, NM 87102	Torrance County NMWCC Moriarity 777 Central AVE Moriarity, NM 87035	Sandoval County NMWCC Rio Rancho 4061 Ridge Rock Rd SE Rio Rancho, NM 87124
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Email	Name	Org	Role	Co-Located or Non Co-Located
Marcos.martinez@dws.nm.gov	Marcos Martinez	Wagner Peysen IT Unemployment Insurance RESEA NMWorks TANF Rapid Response TAA Veteran Services Apprenticeship	DWS Deputy Secretary	Co-located
vasenka@nmdelt.org	Susan Yasenka	UNM ACCE - Adult Ed specifically designed for TANF participants. Main goal is to help achieve a HSE and find a pathway to a career.	Director	Non-colocated

cabrera@metin.org	Victor Cabrera	National Farmworker - MET The National Farmworker Jobs Program (NFJP) is a nationally- directed, locally- administered program of services for migrant and seasonal farmworkers and their dependents. Career Services and Training grant recipients help farmworkers and their dependents acquire necessary skills to either stabilize or advance in their agricultural jobs or obtain employment in new industries.	Director	Co-located
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doug.calderwood@state.nm.us	Doug Calderwood	NM Aging and Long Term Services Is a federally funded program that enrolls trainees who are paid minimum wage for twenty hours per week. These trainees are placed in not-for-profit or governmental organizations, known as host agencies. Host agencies work with their assigned trainees to prepare them for transition into unsubsidized employment.	Chief	Non-colocated
Adams.carl@jobcorps.org	Carl Adams	Job Corps	Director	Non-colocated
gloria@abqalc.org	Gloria Real	ABQ Learning Center - Adult Ed	Executive Director	Non-colocated
beth@gordonbernell.org	Beth Dorado	Gordon Bernell - Adult Ed	Director	Non-colocated

<u>rchavez@ydinm.org</u> – Robert Chavez	Robert Chavez	YDI WIOA Youth, Youth Build, Reentry Services Youth and Adult	CEO	Co-located
<u>dvaldes1@cnm.edu</u>	David Valdez	CNM - Adult Education	Associate Dean	Non- colocated
<u>lmaly@nicoa.org</u>	Larry Curley	National Indian Counsel On Aging (SCSEP) SCSEP is an on-the-job training and employment program designed to help those age 55 and older update their jobs skills, build work experience and confidence, and continue to have economic security and well-being.	Executuve Director	Non- colocated

<u>Annaliza.gourneau@helpnm.com</u>	Annaliza Gourneau	HELPM - HELP New Mexico's Community Services Block Grant (CSBG) is designed to assist limited-income individuals on their journeys to achieve their educational and employment goals. This happens through an individualized array of supportive services and emergency assistance, so families will have their needs met while education and/or job training is ongoing. HELPM provides services to individuals and families, youth, veterans, migrant and seasonal farm	Vice Presidnet	Non-colocated
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		workers and seniors.		
dhomanick@goodwillnm.org	David Homanick	Goodwill The Senior Community Service Employment Program provides low-income seniors 55+ with work experience and training in order to assist them in securing permanent community-based employment.	Support Manager	Non-colocated
kswilliams@goadelante.org	Ken Williams	Adelante Ticket-To-Work (TTW) Ticket to Work Connects People with Disabilities to Jobs in the Community	Program Manager	Non-colocated
jforehand1@cnm.edu	Joy Forehand	CNM - Workforce and	Vice President	Non-colocated

		Community Success		
<u>Stephanie.wilson@isletapueblo.com</u>	Stephanie Wilson Max Zuni	Pueblo Of Isleta	HR/Recruiter Pueblo Governor	Non-colocated
<u>valenciat@fsipinc.org</u> <u>jmadalena@fsipinc.org</u>	Valencia Tsosie Daniel Madalena	Five Sandoval County	WIOA Program Director Executive Director	Non-colocated
<u>nunezd@ccasfnm.org</u>	Dolores Nunez	Catholic Charities Adult education and literacy WIOA Title II seeks to ensure that state and local service providers offer adult education and skills development programs that accelerate achievement of diplomas and credentials among American workers, including immigrants and individuals with limited English language skills. The Title II funds can be used	CEO	Non-colocated

		for activities assisting eligible adults (16 years and older) with obtaining postsecondary education, training, or employment. Specifically, the funds serve people with barriers to employment, including English language learners, low-income individuals, and immigrants.		
pcastillon@cnm.edu	Pedro Castillon	Carl Perkins Grant	Director	Non-colocated
rgonzales@mrcog-nm.gov	Robert Gonzales	Rio Metro - Transportation (Central Region)	Director of Operation	Non-colocated
Nash.sisneros@state.nm.us	Nash Sisneros	DVR	Deputy Director	Non-colocated
Antoinette.holmes@dvr.nm.gov	Antionette Holmes	DVR	Field Operations Director	Non-colocated
Amber.gallup@hed.nm.gov	Amber Gallup	HED Catholic Charities CNM- AE UNM Valencia SIPI ABQ Learning Center	Director	Non-colocated

		Gordon Bernell Charter School YDI Adult Ed		
<u>lbridge@abqha.org</u>	Linda Bridge	Albuquerque Housing Authority	Director	Non- colocated



WCCNM Local Workforce Development Plan Program Years 2024-2027

Attachment D: See following WCCNM Partner MOU including any cooperative agreements, resource sharing agreements, and memoranda of understanding relevant to the WIOA. If any of these documents have already been updated or are even still in draft form, please provide copies as part of Attachment D.

Memorandum of Understanding (MOU)

Between

Workforce Connection of Central New Mexico (WCCNM)

And

New Mexico Workforce Connection (American Job Centers)

Partners

July 1, 2023 – June 30, 2026



New Mexico
Workforce Connection

A Proud Partner of the American Job Center Network

LEGAL AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with this agreement of the Chief Elected Officials (CEO's), to develop and enter into a Memorandum of Understanding (MOU) and the One-Stop Partners consistent with WIOA Sec. 121(c)(2) concerning the operation of the one-stop delivery system in a local area. This requirement is further described in the WIOA; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500 and 34 CFR 463.500 and in Federal guidance.

Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), it is implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative requirement, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) ant 2 CFR part 200.

PURPOSE

The primary purpose of this Memorandum of Understanding (MOU) is to create a partnership between the Workforce Connection of Central New Mexico (WCCNM) and the New Mexico Workforce Connection Center (American Job Center) Partners within the counties of Bernalillo, Sandoval, Torrance, and Valencia Counties.

The development and implementation of a comprehensive workforce system requires teamwork between the Partners and the WCCNM. The Partners and the WCCNM agree to work together to establish shared goals, operating strategies, and procedures for the effective integration of workforce services.

The Workforce Connection of Central New Mexico (WCCNM) oversees the workforce partner network and federally funded employment and training programs and services in the four-county region including Bernalillo, Sandoval, Torrance, and Valencia counties. The WCCNM directs the planning, oversight, policy guidance, and design of services in five New Mexico Workforce Connection Centers (American Job Centers) located across the region. The programs and services help job seekers gain sustainable employment and connect businesses with a qualified and accessible workforce.

Vision

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

Mission

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

SYSTEM STRUCTURE

WCCNM New Mexico Workforce Connection Centers (American Job Centers)



Four Convenient Centers to Serve the Central Region		
Bernalillo County Center 501 Mountain Road NE Albuquerque, NM 87102 Phone: (505) 843-1900	Torrance County Center 712 Old US Route 66 Moriarty, NM 87035 Phone: (505) 832-6774	Valencia County Center 121 SE Don Diego St. Los Lunas, NM 87031 Phone: (505) 588-1571
Sandoval County Center 4061 Ridge Rock Rd SE Rio Rancho, NM 87124 Phone: (505) 771-2160		

Within the Central Region, there is one WIOA comprehensive one-stop center in Bernalillo County, and four affiliate centers in Sandoval, Valencia and Torrance counties. These centers were established under the Workforce Investment Act of 1998 and continued by the Workforce Innovation and Opportunity Act. All centers offer WIOA Title I.B Adult, Dislocated Worker, and Youth Services, Title III Wagner-Peyser services, and provide for both staff assisted and self-directed services and access to Unemployment Insurance via the telephone or through the resource center facilities with staff assistance available.

Resources available at each WCCNM New Mexico Workforce Connection Center (American Job Center) includes, but are not limited to: computers with internet access, 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 career services are available to customers who require some staff assistance to include job referral, job development, workshops, resume review, and other reemployment services support.

Office hours for all New Mexico Workforce Connection Centers (American Job Centers) within the Central Region are Monday through Friday 8:00 AM to 5:00 PM. In addition to the business hours in the centers, customers, including individuals and businesses, can contact the New Mexico Workforce Connection Centers (American Job Centers) by phone or by email (nmworkforceconnection@wccnm.org). The WCCNM also has a social media presence on Facebook, Instagram, Twitter, and YouTube.

WCCNM PARTNERS

Below is also a list of all partners within Central Region's New Mexico Workforce Connection (American Job Center) system pursuant to the Workforce Innovation and Opportunity Act (WIOA) of 2014.

Co-located partners in the New Mexico Workforce Connection Centers (American Job Centers) across the four-county region:

1. WIOA Title I.B Adult & Dislocated Worker
2. WIOA Title I.B Youth (YDI)
3. WIOA Title II (UNM Valencia Accelerated College & Career Education-Adult Education Program)
4. WIOA Title III (NM Department of Workforce Solutions)
5. WIOA Title IV (NM Division of Vocational Rehabilitation)
6. Trade Adjustment Assistance (TAA) Program (NM Department of Workforce Solutions)
7. Reemployment Services and Eligibility Assessments (RESEA) Program (NM Department of Workforce Solutions)
8. Veterans' Services Program (NM Department of Workforce Solutions)
9. Job Corps
10. Gordon Bernell Charter School
11. New Mexico Works WS & CL

Required External Partners

1. WIOA Title II (Albuquerque Adult Learning Center)
2. WIOA Title II (Catholic Charities)
3. WIOA Title II (CNM Adult Basic Education Program)
4. CNM Carl D. Perkins Grant
5. Five Sandoval Pueblos Inc. WIOA Program
6. SCSEP (Goodwill)
7. Help NM-Community Based Service Grant
8. Help NM - HELP NM-National Farmworker Jobs Program-Employment and Training Grant
9. TANF Program (NM Human Services Department)
10. Isleta Pueblo WIOA Program
11. SCSEP (NICOA)
12. NM Aging and Long-Term Services Department
13. Unemployment Insurance Program (NM Department of Workforce Solutions)
14. Santo Domingo Pueblo WIOA Program
15. Southwestern Indian Polytechnic Institute
16. National Indian Youth Council WIOA Program

Additional external community partners

- CNM – Workforce and Community Success
- Santa Fe Community College
- HopeWorks LLC

TERMS AND CONDITIONS

Services

Partners will make services available as described below, when applicable to the program, consistent with and coordinated via the WCCNM’s New Mexico Workforce Connection Centers (American Job Centers). Additional services may be provided on a case-by-case basis and with the approval of the WCCNM.

Business Services		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information of services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system’s services and products	Conduct on-site / off-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment, and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct and or assist with job fairs and hiring events	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources & Business Development issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

Job Seeker Services		
<i>Basic Career Services</i>	<i>Individualized Career Services</i>	<i>Training</i>
Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system	Comprehensive and specialized assessments of skills levels and service needs	Occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill level(s), aptitudes, abilities and supportive service needs	Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals	Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
Job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment	Referral to training services	On-the-Job Training (OJT)
Access to employment opportunity and labor market information	Group career counseling	Incumbent Worker Training
Performance information and program costs for eligible providers of training, education, and workforce services	Literacy activities related to work readiness	Programs that combine workplace training with related instruction which may include cooperative education
Information on performance of the local workforce system	Individual counseling and career planning	Training programs operated by the public and private sector
Information on the availability of supportive services and referral to such, as appropriate	Case management for customers seeking training services; individual in and out of area job search, referral, and placement assistance	Skill upgrading and retraining
Information for Unemployment Insurance claim filing	Work experience, transitional jobs, registered apprenticeships, and internships	Entrepreneurial training
Determination of potential eligibility for workforce Partner services, programs, and referral(s)	Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
Information and assistance in applying for financial aid for training and education programs not provided under WIOA		Other training services as determined by the workforce partner's governing rules
		Post-employment follow-up services and support

Youth Services	
Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential	Alternative secondary school services, or dropout recovery services, as appropriate
Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities	Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate
Supportive services	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months
Follow-up services for not less than 12 months after the completion of participation, as appropriate	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
Financial literacy education	Entrepreneurial skills training
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services	Activities that help youth prepare for and transition to postsecondary education and training

Roles Responsibilities

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016);
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352);
- Section 504 of the Rehabilitation Act of 1973, as amended;
- The Americans with Disabilities Act of 1990 (Public Law 101-336);
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor;

- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188;
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99);
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38);
- The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603);
- all amendments to each; and
- all requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

Additionally, all Parties shall:

- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above;
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers; and
- Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Chief Elected Official (CEO)

The CEO's for the WCCNM will:

- In Partnership with the WCCNM and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by the WCCNM and their Partners;

- Approve the WCCNM’s budget and workforce center cost allocation plan;
- Approve the selection of the one-stop operator following the competitive procurement process; and
- Coordinate with the WCCNM to oversee the operations of the Central Region’s New Mexico Workforce Connection Center (American Job Center) network.

Workforce Connection of Central New Mexico

The Workforce Connection of Central New Mexico (WCCNM) Workforce Development Board ensures the workforce-related needs of employers, workers, and job seekers in the Central Region are met, to the maximum extent possible with available resources.

The WCCNM will:

- In Partnership with the CEO’s and other applicable Partners within the Central Region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by WCCNM and their Partners;
- In collaboration and Partnership with the CEO’s and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies;
- In cooperation with the Local CEO’s design and approve the WCCNM - New Mexico Workforce Connection Centers (American Job Centers) network structure. This includes, but is not limited to:
 - Adequate, sufficient, and accessible one-stop center locations and facilities;
 - Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities);
 - A holistic system of supporting services; and
 - A competitively procured one-stop operator.

In collaboration with the CEO’s, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s);

- Determine the role and day-to-day duties of the one-stop operator;
- Approve annual budget allocations for operation of the New Mexico Workforce Connection Centers (American Job Centers) network;
- Assist the one-stop operator recruit operational Partners and negotiate MOUs with new Partners;
- Leverage additional funding for the WCCNM’s New Mexico Workforce Connection Centers (American Job Centers) network to operate and expand one-stop customer activities and resources; and
- Review and evaluate performance of the WCCNM and one-stop operator.

One-Stop Operator

The role of the One-Stop Operator is equivalent to a managing partner of the workforce system. In this role, the Operator facilitates the identification of opportunities, challenges, and issues to be addressed at the local level to ensure effective and quality service delivery. The Operator works with all partners working with the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) to coordinate effective strategies and systems necessary to build and sustain a cohesive, seamless service delivery system that engages all agencies and organizations at a systems level. Partners, including state staff, are fully integrated into the framework and everyone participates in planning, goal setting and implementation of activities necessary to ensure a seamless operation. The Operator is primarily responsible for developing these partnerships, engaging in system approaches focused on shared decision making, collaborative problem solving, and collective impact approaches.

Responsibilities may include:

1. Community and Partnership Development
2. Establish and sustain relationships with WCCNM's New Mexico Workforce Connection Centers (American Job Centers) partners with a focus on creating opportunities to engage in shared planning, visioning, continuous improvement, and program outcomes and evaluation.
3. Ongoing identification and development of community partners to engage in workforce systems activities that lead to improvements in community awareness or engagement in workforce development strategies; and enhanced interest in organizations and businesses to use WCCNM's New Mexico Workforce Connection Centers (American Job Centers) services.
4. Support the implementation of continuous quality improvement approaches and methodologies to enhance the system effectiveness. Examples include, but are not limited to: adoption of change principles to directly enhance flow of service delivery, improve customer, and staff satisfaction; increased administrative efficiencies or improved funding leverage, youth friendly and youth engaged approaches, and inclusion of individuals with disabilities across all programs.
5. Identify and coordinate capacity-building activities to improve the effectiveness and performance of partners working with and within the WCCNM's New Mexico Workforce Connection Centers (American Job Centers); including youth services and programs for individuals with disabilities.
6. Facilitate opportunities for shared learning and training.
7. Promote the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) programs broadly; educate local community, agencies, and organizations about the partners and programs available.
8. Convene regular meetings of all partner agencies and organizations to support full engagement and share leadership in the organizing and developing of ongoing activities and processes; including youth services and programs for individuals with disabilities.
9. Actively engage in opportunities to share leadership with all partners by creating opportunities to report, present, and share activities, such as through local board and committee meetings, community forums, and other appropriate settings.

10. Provide for conflict management and dispute resolution when issues arise between partner organizations.

Implementation and Compliance

1. Provide guidance and leadership to ensure WCCNM's New Mexico Workforce Connection Centers (American Job Centers) policies and procedures are clearly communicated and followed.
2. Provide guidance and leadership to ensure compliance with all Federal regulations related to WIOA, state and local policies are implemented accordingly. Additionally, ensure provisions of the U. S. Department of Labor Statement 29 CFR 38 Implementation of Nondiscrimination and Equal Opportunity are understood and followed.
3. Provide guidance and leadership to partners and staff to ensure full coordination of services across all programs are implemented effectively; with quality and assurances necessary to eliminate or minimize duplication.
4. Provide guidance and leadership to partners and staff to ensure services and programs are accessible for people with disabilities; create opportunities to engage in learning about best practices and approaches to serve people with disabilities.
5. Provide guidance and leadership to all partners and staff to ensure services and programs for youth follow best practices in youth engagement and positive youth development.
6. Create a systemic process that supports partner ownership and adoption of effective shared practices necessary to support customers and businesses, including but not limited to co-enrollment, common intake, referral, case management, client performance, and business services.
7. Works collaboratively with WCCNM's New Mexico Workforce Connection Centers (New Mexico Workforce Connection Centers (American Job Centers) partners to develop a robust system of training to support staff and seeks opportunities for shared learning and training; Assures WCCNM's New Mexico Workforce Connection Centers (American Job Center) partners receive training in all services available through the workforce system, including UI.

Business Services

1. Coordinate with partner agencies/organizations on strategies to develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
2. Address immediate and long-term skilled workforce needs of in-demand industries and critical skill gaps within and across industries.
3. Provide oversight for the job posting information from businesses to the statewide employment database and assist employers who prefer to enter data directly.
4. Coordinate a process with WCCNM's New Mexico Workforce Connection Centers (American Job Centers) staff on best practices to support effective screening and recruiting of candidates for job openings for area employers.
5. Implement effective activities to respond to employers' requests including the coordination of activities such as interview space, job fairs, and other services available within the WCCNM's New Mexico Workforce Connection Centers (American Job Centers).

6. Coordinate with partners to organize and implement local Rapid Response services for workers who have or will be dislocated from their jobs due to a business or plant closure, a major employer downsizing, or natural disasters.
7. Collaborate with system partners to facilitate and collectively participate in special projects such as job fairs, business driven workshops, and be responsible for communicating employers' needs to the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) partners.

Specific activities include:

1. Facilitate the daily operations of the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) by coordinating service delivery among partners and staff;
2. Manage partner responsibilities as defined in MOUs;
3. Facilitate WCCNM's New Mexico Workforce Connection Centers (American Job Centers) staff/partner development;
4. Oversee and ensure performance and continuous quality improvement activities;
5. Handle EEO responsibilities, customer complaints, and ensure accessibility as outlined in local, state and federal guidance;
6. Implement board policy;
7. Facilitate the development of reports and presentations to WCCNM focused on partnership engagement, workforce development operations, performance accountability, and continuous improvements and other reports as required;
8. Coordinate the integration and collaboration of all WCCNM's New Mexico Workforce Connection Centers (American Job Centers) partners/staff to ensure a seamless and streamlined system for customers and businesses;
9. Collaborate with WCCNM, partners, and staff to ensure businesses and the public are aware of all services available through the career centers and information is provided for accessing these services;
10. Assure the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) comply with all required customer support and information as required under local, state and federal regulations;
11. Collaborate with partners to facilitate and participate in special projects such as job fairs, business driven workshops, and be responsible for communicating employers' needs to the New Mexico Workforce Connection Centers (American Job Centers) partners;
12. Convene regular meetings of the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) staff and partners as required by local, state and federal regulations; and
13. Other duties as outlined by local, state and federal regulations for the One-Stop Operator.

The One-Stop operator will not assist in the development, preparation and submission of Local plans. They cannot manage or assist in future competitive processes for selecting operators or select or terminate one-stop operators, career services providers, or Youth providers. The operator cannot negotiate local performance accountability measures or develop and submit budgets for activities of the WCCNM. WCCNM is responsible for the negotiated performance measures, strategic planning, budgets, and one-stop operator oversight (including monitoring).

Partners

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement and to pursue acquiring Certified Workforce Development Professional (CWDP) certification for partner staff.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator;
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures;
- The design of assessment, referral, and case management processes,
- The use of data sharing methods, as appropriate;
- Leveraging of resources, including other public agency and non-profit organization services;
- Participation in a continuous improvement process designed to enhance outcomes and increase customer satisfaction; and
- Participation in regularly scheduled Partner and coordination meetings to exchange information in support of the above and promote program and staff integration.

Data Sharing

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers.

Partners further agree that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy these requirements.

All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- Customer PII will be properly secured in accordance with the WCCNM's policies and procedures regarding the safeguarding of PII;
- The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws;
- All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603;
- All personal information contained in Vocational Rehabilitation records must be protected in accordance with the requirements set forth in 34 CFR 361.38;

- Customer data may be shared with other programs, for those programs' purposes, within the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) network only after the informed written consent of the individual has been obtained, where required;
- Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations; and.
- All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

All New Mexico Workforce Connection Center (American Job Center) and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

Confidentiality

All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of the other Parties.

Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.

Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.

To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.

With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

Referrals

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the WCCNM New Mexico Workforce Connection Centers (American Job Centers) network;
- Develop materials summarizing their program requirements and making them available for Partners and customers;
- Develop and utilize eligibility determination, assessment, and registration forms / processes;
- Provide substantive referrals – in accordance with the WCCNM Referral Policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs;
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
- Commit to robust and ongoing communication required for an effective referral process; and
- Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

Accessibility

Accessibility to the services provided by the WCCNM New Mexico Workforce Connection Centers (American Job Centers) and all Partner agencies is essential to meeting the requirements and goals of the WCCNM network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

Physical Accessibility

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services are available in a convenient and accessible location, and include adequate parking (including parking

clearly marked for individuals with disabilities). Indoor space is designed in an “equal and meaningful” manner providing access for individuals with disabilities.

Virtual Accessibility

The WCCNM will work with all appropriate parties to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

Partners should either have their own web presence via a website and/or the use of social media and must collaborate with the WCCNM to post content through its website and social media sites.

Communication Accessibility

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

Programmatic Accessibility

All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

All Partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all WCCNM’s New Mexico Workforce Connection Centers (American Job Centers) programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs and assistive listening devices must be available to ensure physical and programmatic accessibility within WCCNM’s New Mexico Workforce Connection Centers (American Job Centers). The WCCNM utilizes the Governor’s Commission on Disability and the WCCNM Disability Standing

Committee for recommendations and assistance to define the best methods and products regarding assistive technology and compliance.

Outreach

The WCCNM and its Partners will develop and implement a strategic outreach plan that will include, at a minimum:

- Specific steps to be taken by each partner;
- An outreach plan to the region’s human resources professionals;
- An outreach and recruitment plan to the region’s job seekers, including targeted efforts for populations most at-risk or most in need;
- An outreach and recruitment plan for out-of-school youth;
- Sector strategies and career pathways;
- Connections to registered apprenticeship;
- A plan for messaging to internal audiences;
- An outreach tool kit for Partners;
- Regular use of social media;
- Clear objectives and expected outcomes; and
- Leveraging of any statewide outreach materials relevant to the region.

Dispute Resolution

The following section details the dispute resolution process designed for use by the Partners when unable to successfully reach an agreement necessary to execute the MOU. A disagreement is considered to have reached the level of dispute resolution when an issue arises out of the development and negotiation of an MOU that is not easily coming to a point of resolution. It is the responsibility of the WCCNM Board Chair (or designee) to coordinate the MOU dispute resolution to ensure that issues are being resolved appropriately. Any party to the MOU may seek resolution under this process:

- All Parties are advised to actively participate in local negotiations in a good faith effort to reach an agreement. Any disputes shall first be attempted to be resolved informally;
- Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the WCCNM Board Chair (or designee) and all Parties to the MOU regarding the conflict within 10 business days;
- The WCCNM Board Chair (or designee) shall place the dispute on the agenda of a special meeting of the Local WDB’s Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved by a two-thirds majority consent of the Executive Committee members present;

- The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies;
- The right of appeal no longer exists when a decision is final. Additionally, final decisions will not be precedent-setting or binding on future conflict resolutions unless they are officially stated in this procedure;
- The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties of the MOU; and
- The WCCNM Board Chair (or designee) will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution.

Monitoring

The WCCNM, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:

- Federal awards are used for authorized purposes in compliance with law regulations, and State policies;
- Those laws, regulations, and policies are enforced properly;
- Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
- Outcomes are assessed and analyzed periodically to ensure that performance goals are met;
- Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
- All MOU terms and conditions are fulfilled.

All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

Non-Discrimination and Equal Opportunity

All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.

The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional

Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

Indemnification

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the WCCNM and the one-stop operator have no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the Parties have no responsibility and/or liability for any actions of the WCCNM or the one-stop operator.

Severability

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

Drug and Alcohol-Free Workplace

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

Certification Regarding Lobbying

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

Debarment and Suspension

All Parties shall comply with the debarment and suspension requirements (E.O. 12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

Priority of Service

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

Buy American Provision

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the “Buy American Act.”) and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

Salary Compensation and Bonus Limitations

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments for the Wagner-Peyser Act Employment Service (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

Non-Assignment

Except as otherwise indicated herein, no Party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

Governing Law

This MOU will be construed, interpreted, and enforced according to the laws of the State of New Mexico. All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

Steps to Reach Consensus

1. Notification of Partners

The WCCNM Board Chair (or designee) must notify all Parties in writing that it is necessary to renew and execute the MOU and provide all applicable policies and preceding MOU documents, as applicable.

2. Kickoff Meeting

The WCCNM Board Chair (or designee) is responsible for convening all required and optional New Mexico Workforce Connection Centers (American Job Centers) Partners to formally kick-off negotiations, and to ensure that, at a minimum, all New Mexico Workforce Connection Centers (American Job Centers) Partners from all counties within the Central Region are appropriately represented. The kickoff meeting should take place no later than within four (4) weeks of notification as it must be hosted in a timely manner to allow for all steps to be conducted in good faith and in an open and transparent environment.

At the kickoff meeting, the WCCNM Board Chair (or designee) must provide a detailed review of all relevant documents, facts, and information and ensure all Parties have sufficient time to ask questions or voice concerns and are fully aware of expectations and the overall process.

3. Negotiations

Over the course of the four (4) weeks following the formal kickoff meeting, Partners must submit all relevant documents to the WCCNM Board Chair (or designee) to begin the drafting of the MOU. During this time period, additional formal or informal meetings (informational and negotiation sessions) may take place, so long as they are conducted in an open and transparent manner, with pertinent information provided to all Parties.

4. Draft MOU

WCCNM Board Chair (or designee) must email a complete draft of the MOU to all Parties once all Partners have reviewed and agree to the MOU.

5. Review and Comment

Within three (3) weeks of receipt of the draft MOU, all Parties must review and return feedback to the WCCNM Board Chair (or designee). It is advised that each Party also use this time to allow their respective Legal Departments to review the MOU for legal sufficiency. It is the responsibility of the WCCNM Board Chair (or designee) to ensure all New Mexico Workforce Connection Centers (American Job Centers) Partners to the MOU are aware of the comments and revisions that are needed.

6. Finalized Draft

The WCCNM Board Chair (or designee) must circulate the finalized MOU and secure Partner signatures within four (4) weeks of receipt of feedback. The WIOA MOU will be considered fully executed once all signatories have reviewed and signed, and a signed copy has been returned to all Parties.

If determined that a Partner is unwilling to sign the MOU, then the WCCNM Board Chair (or designee) must ensure that the dispute resolution process is followed.

MOU Modification Process

1. Notification

When a Partner wishes to modify the MOU, the Partner must first provide written notification to all signatories of the existing MOU and outline the proposed modification(s).

2. Discussion/Negotiation

Upon notification, the WCCNM Board Chair (or designee) must ensure that discussions and negotiations related to the proposed modification take place with Partners in a timely manner and as appropriate.

Depending upon the type of modification, this can be accomplished through email communications of all the Parties. If the proposed modification is extensive and is met with opposition, the WCCNM Board Chair (or designee) may call a meeting of the Parties to resolve the issue. Upon agreement of all Parties, a modification will be processed.

If the modification involves substitution of a party that will not impact any of the terms of the agreement, it can be accomplished by the original party and the new party entering into an MOU that includes the WCCNM, wherein the new party assumes all of the rights and obligations of the original party. Upon execution, the WCCNM Board Chair (or designee) presents the agreement as a proposed modification to the MOU, and the remaining steps are followed.

If determined that a Partner is unwilling to agree to the MOU modification, the WCCNM Board Chair (or designee) must ensure that the process in the Dispute Resolution section is followed.

3. Signatures

The WCCNM Board Chair (or designee) must immediately circulate the MOU modification and secure Partner signatures within four (4) weeks. The modified MOU will be considered fully executed once all signatories have reviewed and signed.

The modification may be signed in counterparts, meaning each signatory can sign a separate document as long as the WCCNM Board Chair (or designee) acquires signatures of each party and provides a complete copy of the modification with each party's signature to all the other Parties.

Termination

This MOU will remain in effect until the end date specified in the *Effective Period* section below, unless:

- All Parties mutually agree to terminate this MOU prior to the end date;
- Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU;
- WIOA is repealed or superseded by subsequent federal law;
- Local area designation is changed under WIOA; and
- A party breaches any provision of this MOU and such breach is not cured within thirty (30) days¹⁵ after receiving written notice from the WCCNM Board Chair (or designee) specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.

In the event of termination, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

Any party may request to terminate its inclusion in this MOU by following the modification process identified in the *Modification Process* section above.

All Parties agree that this MOU shall be reviewed and renewed not less than once every 3-year period to ensure appropriate funding and delivery of services.

Effective Period

This MOU will become effective as of the date of signing by the final signatory below and must terminate on June 30, 2026, unless any of the reasons in the Termination section above apply.

One-Stop Operating Budget

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the WCCNM's New Mexico Workforce Connection Centers (American Job Center) network. The Parties to this MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the operating budget is to develop a funding mechanism that:

- Establishes and maintains the Local workforce delivery system at a level that meets the needs of the job seekers and businesses in the local area;
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs; and
- Ensures that costs are appropriately shared by WCCNM's New Mexico Workforce Connection Centers (American Job Centers) Partners by determining contributions based on the proportionate use of the one-stop centers and relative benefits received. This requires that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partners consider this one-stop operating budget the master budget that is necessary to maintain the WCCNM's New Mexico Workforce Connection Centers (American Job Centers) network. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA),
- Career services, and
- Shared services.

All costs must be included in the MOU, allocated according to Partners' proportionate use and relative benefits received, and reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The one-stop operating budget is expected to be transparent and negotiated among Partners on an equitable basis to ensure costs are shared appropriately. All Partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

The annual Operating Budget estimated costs will be developed on an annual basis and distributed to all partners for review and planning prior and to the beginning of each Program Year.



WCCNM Local Workforce Development Plan Program Years 2024-2027

Attachment E: Please see following WCCNM 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.



MICHELLE LUJAN GRISHAM
GOVERNOR

SARITA NAIR
SECRETARY

HOWIE MORALES
LT. GOVERNOR

STATE OF NEW MEXICO
DEPARTMENT OF WORKFORCE SOLUTIONS
401 Broadway, NE
PO Box 1928
Albuquerque, NM 87103
(505) 841-8405/ FAX (505) 841-8491

October 1, 2024

Ms. Krista Kelley,
Board Chair
Central Area Workforce Development Board
809 Copper Ave. NW
Albuquerque, NM 87102


Dear Ms. Kelley:

This letter finalizes the agreed-upon negotiated performance levels for the Workforce Innovation and Opportunity Act (WIOA) Title I programs for Program Year (PY) 2024 and PY 2025. Following a review of the statistical adjustment model outcomes, consideration of the local area narrative explanation of its proposed goals, and subsequent discussion with your staff, the enclosed chart summarizes the negotiated performance levels.

The PY 2024 grant agreements will be amended to reflect the negotiated performance levels and will be included in the PY 2025 grant agreement.

If you have any questions, please contact your WIOA Performance Manager, Michael Yang at (505) 225-6615.

Sincerely,

DocuSigned by:

3054306802DA418
Marcos Martinez
NMDWS Deputy Secretary

cc: Waldy Salazar
Veronica Alonzo
Arthur Martinez

Central - 35025

Adult	
Employment Rate 2nd Quarter Exit	80.00%
Employment Rate 4th Quarter Exit	78.50%
Median Earnings 2nd Quarter Exit	\$9200.00
Credential Attainment Rate	70.00%
Measurable Skill Gains	75.00%
Adult Participant Threshold	670
Dislocated Worker	
Employment Rate 2nd Quarter Exit	73.50%
Employment Rate 4th Quarter Exit	72.00%
Median Earnings 2nd Quarter Exit	\$8500.00
Credential Attainment Rate	69.00%
Measurable Skill Gains	74.00%
DW Participant Threshold	200
Youth	
Employment Rate 2nd Quarter Exit	70.00%
Employment Rate 4th Quarter Exit	69.00%
Median Earnings 2nd Quarter Exit	\$4855.00
Credential Attainment Rate	50.25%
Measurable Skill Gains	54.00%
Youth Participant Threshold	619
Wagner-Peyser	
Employment Rate 2nd Quarter Exit	63.00%
Employment Rate 4th Quarter Exit	63.00%
Median Earnings 2nd Quarter Exit	\$7170.00