

WORKFORCE INNOVATION & OPPORTUNITY ACT - 2017 STATE OF NEW MEXICO ANNUAL REPORT



PROGRAM YEAR 2017/FISCAL YEAR 2018

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State of New Mexico

Workforce Innovation & Opportunity Act

Annual Report - Program Year 2017 Fiscal Year 2018

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INTRODUCTION LETTER

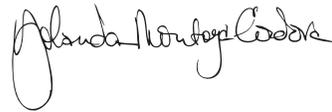
Each year the New Mexico Department of Workforce Solutions (NMDWS) prepares an Annual Report that includes a summary and highlights of key activities and accomplishments related to the efforts of the State Workforce Development Board and the four workforce development regions. This report focuses on effectiveness in serving employers and job seekers, progress made in achieving the state's strategic vision and goals as described in our combined state plan, developments in sector strategies and career pathways, rapid response activities and layoff aversion strategies, as well as an overview of continuous quality improvement strategies and performance management. The report also includes customer success stories, best and promising practices, and highlights of key challenges as New Mexico moves forward in its implementation of the Workforce Innovation and Opportunity Act (WIOA).

New Mexico recently elected a new governor and NMDWS anticipates a smooth transition through the upcoming changes. The transition includes new leadership for NMDWS as well as the appointment of a new Chair for the State Workforce Development Board and new board members. The WIOA staff, along with the local workforce development boards, are eager to continue to strengthen and improve efforts to ensure New Mexico's businesses and job seekers have access to quality services to improve the overall outcome for our economy moving forward. Although change is often met with resistance and reluctance, NMDWS is eager to move toward new opportunities with the knowledge our economy is improving and the outlook for quality full employment is possible for all of New Mexico's job seekers and businesses.

Sincerely,



Bill McCamley, Cabinet Secretary Designate
New Mexico Department of Workforce Solutions



Yolanda Montoya-Cordova
WIOA Administrator

PROGRESS ON THE ONE-STOP DELIVERY SYSTEM

The twenty-one New Mexico Workforce Connection Centers (NMWCCs) are facilitated by four Local Workforce development Boards (LWDBs) in partnership with key agencies and core workforce development partners to promote and align workforce readiness activities for adults, dislocated workers, and individuals with disabilities, youth, and senior workers. Efforts are focused on strategies to engage local agencies and partners who deliver similar activities and identify opportunities to link these activities in the NMWCCs. Examples include offering adult education courses, coordinating business outreach activities to include vocational rehabilitation, collocating programs, and developing integrated case management and referral systems which promote co-enrollment of customers across programs. Each of the four LWDBs have an entity responsible for the coordination and collaboration among all partners, functionally described as the One-Stop Operator. The Operator is responsible for the organization of day-to-day operations to ensure coordination across all programs and to develop and communicate systems and strategies to improve outcomes for customers and business ensuring the needs of all partners, customers, and businesses are met.

The integration of core partners at the state and local level is one of the greatest accomplishments since the inception of WIOA. NMDWS hosts a monthly meeting with core partners that includes participation from Vocational Rehabilitation, TANF/SNAP, Senior Employment, Carl Perkins, Adult Education, and Wagner Peyser. The primary focus of the meeting is on policy and program development and cross coordination of projects and activities to encourage

integration of services for businesses and job seekers. Major accomplishments during Program Year 2017 included a statewide Workforce Conference, review of co-enrollment strategies for vocational rehabilitation, joint development of a request for proposal for TANF workforce development programs that included an emphasis on WIOA, and a negotiation of requirements for the Infrastructure Funding Agreements with the local boards. As a result of the state leadership, partnership engagement at the local level was enhanced – which resulted in specialized training efforts in all the local regions to create greater awareness among agencies and organizations of their eligibility requirements and processes used to meet the needs of job seekers. The Eastern Board hosted an event that included training for all partners that focused on human centered design approaches, co-enrollment strategies, and opportunities to enhance the one-stop delivery system in all its centers. Additionally, the Central Board began hosting partner meetings to address system design with an eye on improving effectiveness in serving



PROGRESS ON THE ONE-STOP DELIVERY SYSTEM

customers and businesses. All LWDBs reported improvements in partnership development noting an increase in customer satisfaction, as well as improvements in business outreach and coordination of events such as rapid response and layoff aversion. Improvements in communication across the system is occurring and partners all report enhanced understanding of their role/responsibility to the workforce system, as well as increased support for the inclusion and integration of their services in the one-stop centers .

Roughly one of every 15 people in New Mexico’s labor force received the help they needed through the New Mexico Workforce Connection Centers located throughout the state. The NMWCCs have become a cornerstone of the public workforce system and the broad range of services offered has enhanced and improved the overall experience.

Where we are on Customer and Business Satisfaction

On a quarterly basis, 10% of all job seekers are randomly contacted for a customer service survey to gauge the effectiveness of the depth of service received as well as the outcome of job seekers’ efforts. Afterwards, the data is compiled and analyzed to see if any specific issues regarding individual staff or NMWCCs are present and those are addressed immediately. Next, the data is examined to see if there are any deficiencies in the processes or procedures that might indicate Wagner Peyser staff might need more training. The feedback solicited from all customers drives the training needs of the NMWCC staff.

Employers who have used the workforce connection system are also contacted quarterly and queried on the quality of service they received and whether they are happy with the outcomes. The goal is to meet all of their business needs and drive repeat use of the system. That data is also analyzed for effectiveness of services provided and feedback is used to improve outreach and outcomes. An internal auditor reviews the customer surveys for completeness and thoroughness and the numbers are tracked for successful placements and satisfaction or dissatisfactions levels. Annual managerial recognition awards are given each year to NMWCCs that exceed quality expectations and best practices are promoted at all locations.

Where we are on access to the Workforce System

The state is proud of the online portal to the New Mexico Workforce Connection Online System that provides virtual job matching services, labor market information, employment resources, career development information, access to the Unemployment Insurance system and more with system availability at no cost to users. Additionally, software developed specifically for young or inexperienced job seekers entitled, *Career Solutions* and *Why I Work*, provide access to tools that guide individuals through career exploration, access to labor market information in a user friendly format, as well as career planning tools and curriculum designed for youth serving organizations and schools. All of these online resources have created a “virtual one-stop workforce system” and are proving to be significant contributors to improving access that is especially helpful to system impacted individuals such as youth in foster care or juvenile justice, adults leaving correctional facilities, individuals with disabilities, social justice and re-entry programs, and adult education programs. Once an individual or business is registered into the Workforce Connection Online System, they can access information from home, cell phones, public libraries or schools; as well as in other human service delivery agencies or in one of the twenty-one NMWCCs located throughout the state. The goal at NMDWS is to expand awareness and utilization of the system statewide. The following table depicts the total number and type of users currently registered and utilizing the Workforce Connection Online System.

User Type	Count
Total Individuals	93,014
New Individuals	27,906
Returned Individuals	65,108
Total Employers	5,116
New Employers	3,285
Return Employers	1,831
Job Orders	37,496

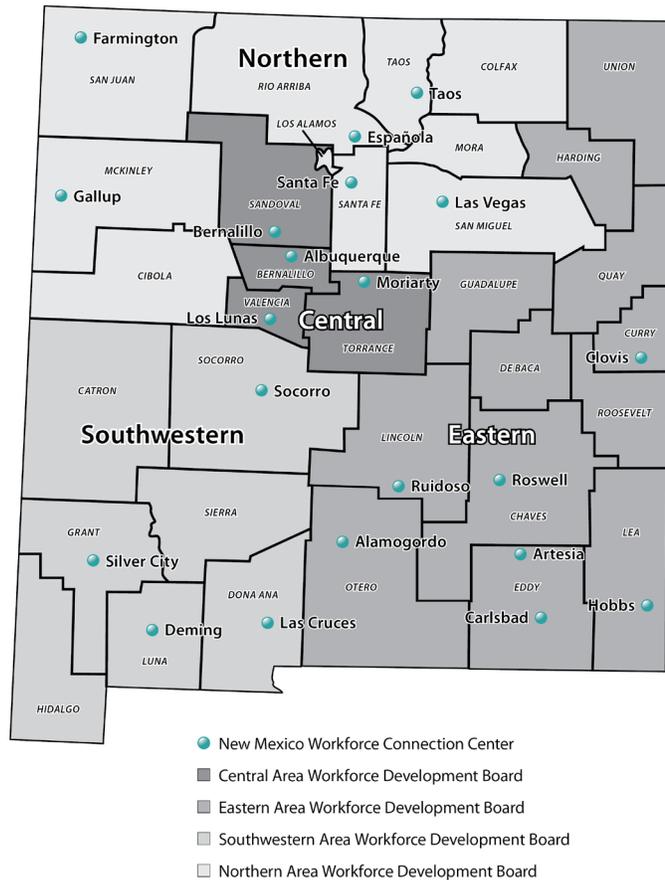
SECTOR STRATEGIES AND CAREER PATHWAY DEVELOPMENT

Improving New Mexico's workforce talent is a key focus for all four Local Workforce Development Boards (LWDBs). Over the year, New Mexico's total nonagricultural employment grew by 23,100 jobs, or 2.8 percent. Most of the gains came from the private sector, which was up by 22,600 jobs, and the public sector was increased by 5,000 jobs. Growth was reported in both components of the private sector, with private service-providing industries up by 18,300 jobs, and goods-producing up by 4,300. Eight private supersector-level industries added jobs, and one lost jobs.

Leisure and hospitality employment increased by 7,400 jobs, or 7.7 percent, reporting the largest numeric and percentage increase among all supersector-level industries. Professional and business services employment was up 5,500 jobs, or 5.2 percent, over the year. Mining and construction employment grew by 3,800 jobs, or 5.5 percent. Within this supersector, construction increased by 3,300 jobs, or 7.0 percent, and mining reported a gain of 500 jobs, or 2.3 percent. Trade, transportation, and utilities were up 2,900 jobs, or 2.1 percent. Within this supersector, employment in transportation, warehousing, and utilities was up 1,400 jobs, or 5.7 percent; wholesale trade was up 1,000 jobs, or 4.8 percent; and retail trade reported a gain of 500 jobs, or 0.6 percent. Employment in education and health services increased by 1,500 jobs, or 1.1 percent. Within the supersector, health care and social assistance employment were up 1,100 jobs, or 0.9 percent, and educational services employment was up 400 jobs, or 1.8 percent. Employment in financial activities grew by 1,000 jobs, or 2.9 percent. Manufacturing employment grew by 500 jobs, or 1.8 percent. All growth occurred in non-durable goods manufacturing, which was up 900 jobs, or 7.6 percent, over the year. Durable goods manufacturing employment was down 400 jobs, or 2.6 percent, from October 2017. Employment in miscellaneous other services was up 300 jobs, or 1.1 percent.

Efforts to Build Industry Focused Strategies

A shared vision among the core workforce partners is to grow targeted approaches with industry sectors and to coordinate efforts to meet mutual goals. NMDWS is scheduled to launch additional training which will include all partner agencies and the four LWDBs focusing on implementing best and promising practices to effectively target efforts on key industry sectors. NMDWS plans to enhance quality improvement and



evaluation activities with a goal of increasing the number of job seekers enrolled and participating in training and job preparation related to identified industries. To date, each of the boards has initiated conversations with their partners to support key industries and some activities are already being implemented with specific sectors. The following are highlights from each of the LWDBs on their sector strategy efforts:

Northern Area Board

The board has engaged with Los Alamos National Laboratories (LANL) to prepare a strategy to address a project to hire 2,000 employees by 2020. The initial discussions are focused on identification of skills and credentials that are required to fill the positions focused in the following sectors: information technology, accounting, human resources, construction, machinists, and engineers.

SECTOR STRATEGIES AND CAREER PATHWAY DEVELOPMENT

Southwestern Area Board

Currently involved in a partnership with the Mesilla Valley Economic Development Association to address training opportunities for employers moving into the region. The board is also working with the Santa Teresa community to address the border industrial area that is filled with warehouses, a Union Pacific railyard, and projected to employ over 4,000 individuals. Efforts will include addressing sector specific approaches to fill jobs as they are developed.

Eastern Area Board

Continuing to focus on two specific sectors, healthcare and retail trade. The board is currently using retail jobs for entry level workforce skill development and work readiness, noting this has been a very successful strategy to upskill job seekers with little to no work history in preparation for managerial and other professional jobs in the region. The overall strategy is proving to be a “win-win” for both job seekers and businesses in the area. Healthcare remains the most targeted area for their WIOA post-secondary training services, with a majority of their individual training accounts funding education preparation in a range of health professions, such as nursing and radiologic technology.

Central Area Board

The Board has been the most aggressive in sector strategy and career pathway development. They have identified and developed Tier 1 and Tier 2 Industries based on “Job openings by industry for all sectors in the Central Region” and “Industry projection (long-term) for multiple industries in the Central Region in 2014 - 2024” which addresses employer needs in Bernalillo, Sandoval, Tarrant, and Valencia counties. Based on this data and antecedent factors, first and second tier for priority industries have been identified. Businesses identified as being first tier industries include industries in “Construction (Commercial)”, “Healthcare/Social Services” and “Professional, Scientific, and Technical Services”. Second tier industries are identified in the table above.

The Central Board is also administering a grant entitled “TechHire” focused on developing an Information Technology (IT) sector strategy that brings together employers, economic development, the public workforce system, and the community college to meet the workforce needs and the business demand of the region. A key component of the IT sector strategy has been the TechHire New Mexico Advisory

2 nd Tier Industries
Accommodations/Hospitality & Tourism/Arts, Entertainment, and Recreation
Agriculture, Forestry, Fishing and Hunting
Call Center
Educational Services
Government
Green Energy
Manufacturing
Retail Trade/Service

Committee which is composed of education, business, and IT experts who offer innovative advice and dynamic perspectives on employer needs to guide the program, inform curriculum development, and training for employer support and participant needs. The TechHire New Mexico Advisory Committee meets quarterly.

An additional partnership necessary for the IT sector strategy has been with the New Mexico Technology Council (NMTC) who assists with Tech/IT employer engagement and outreach. NMTC is a member-driven association of businesses, organizations and tech professionals working together to promote the growth and success of New Mexico’s technology business sectors. NMTC’s vision and mission are a perfect match for the TechHire New Mexico program, and NMTC promotes TechHire New Mexico as a routine part of their daily Tech/IT employer outreach. Finally, a partnership with the Central New Mexico (CNM) Community College, CNM Ingenuity, Inc., and other training providers and education opportunities have been critical for connecting participants with employers by creating market-responsive training pipelines. An example of the successful education partnerships has been with the CNM Ingenuity, Inc. Deep Dive Coding Bootcamps that provide flexible options for individuals to attend the short-term, accelerated trainings full or part-time while at the same time also provide a trained workforce based on the IT industry demand. In PY17 and continuing in PY18, the IT sector strategy will not only leverage the resources and program elements of TechHire New Mexico, but will incorporate all paid training opportunities for Tech/IT careers and job placement from the entire partner network within the New Mexico Workforce Connection Center in the Central Region.

YOUTH SERVICES

The commitment to reforms under the WIOA Youth Program for in-school and out-of-school youth are evident by high priority activities at the state and local level in New Mexico. NMDWS expanded its vision by hiring a Statewide Youth Engagement Coordinator who is tasked with ensuring compliance with state and federal statute, regulation and policy requirements for the implementation of services and programs specifically designed for youth. This position also provides technical assistance and training to the LWDBs and their WIOA funded youth programs and Wagner-Peyser staff on the best and promising practices in youth engagement, strategies for strengthening coordination with youth agencies and organizations, including secondary and post-secondary programs, in an effort to promote statewide awareness of the unique workforce needs of youth.

Targeted goals include:

- Develop a toolkit of best and promising practices in youth engagement linked to positive youth development principals and youth activities under Title I of the WIOA, based on New Mexico's available resources and needs.
- Enhance awareness and improve NMDWS tools and resources designed for youth created to enhance general awareness of the unique workforce needs of youth. Tools include **Career Solutions** and **Why I Work**; both tools are online and readily accessible for schools and youth service organizations. NMDWS' goal includes increased utilization of both tools in all public and charter schools statewide. .
- Develop and facilitate partnerships with statewide youth organizations and agencies to promote unique needs of system impacted youth and to identify opportunities for engagement and partnership with youth serving organizations at both state and local levels. Activities include partnerships with homeless agencies, programs designed for youth involved in foster care and juvenile justice, and drop-out prevention or credit recovery programs.
- Interpret and understand one-stop service delivery components and partners and identify opportunities to enhance and improve youth access and utilization of the workforce system.

The following are descriptions of two major youth tools and resources used to meet goals:

Why I Work

Why I Work



Why I Work (www.dws.state.nm.us/WhyIWork) is a financial budgeting tool that estimates the minimum income needed for a person to cover their monthly living costs. Developed specifically with New Mexico's youth in mind, but available and helpful for all New Mexicans, Why I Work helps users understand the basics of budgeting and educates them on realistic income expectations as they undertake the task of exploring career options and planning for the future.

In Why I Work, each user walks through a simple process of selecting monthly expenditures using standard costs specific to their area or using customized amounts they input themselves. Based on those expenditures, an annual income is calculated to show how much the user would need to earn in order to cover their living costs. The tool then guides them towards the Career Solutions website (www.NMCareerSolutions.com) where they can learn more about occupations that pay a similar annual wage to the one calculated by the Why I Work tool.

Financial awareness goes hand-in-hand with career exploration. By understanding basic budgeting and aligning that understanding with data for occupations, New Mexicans are more equipped to make responsible and sustainable career and employment decisions for themselves and their families.

Why I Work debuted in the summer of 2017. It is based off the computer code that runs Louisiana's My Life, My Way, but with some minor changes; which was completed by Cultivating Coders. Cultivating Coders is an Albuquerque-based nonprofit organization that provides an 8-week coding

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boot camp for young adults. The camp is especially targeted to minorities that live in under-served communities.

Why I Work has had over 2,500 page views from October 1, 2017 to September 30, 2018.

Career Solutions



Career Solutions (www.NMCareerSolutions.com) is a tool for anyone who is exploring career options as well as young people and students preparing for the world of work. The website provides a comprehensive set of interactive tools to assist users in accessing a wide variety of information, such as job demand by individual industry and average salaries for specific job categories, as well as education levels required to pursue certain careers. Additionally, it features a tool which engages young people to determine how much they need to earn in order to pay for basic necessities as well as recreational, entertainment and leisure activities, based on their feedback and inputs. Since the site debuted in 2016, it has been a popular and heavily used tool for educators, students, and individuals throughout New Mexico and beyond.

The reception from counselors and educators on Career Solutions has been overwhelmingly positive. They were elated to have a resource that allowed for ongoing career and employment activities. They applauded the interactive tools. Early fans of Career Solutions included the University of New Mexico's (UNM) Office of Career Services (UNM is New Mexico's largest postsecondary institution) and Albuquerque Public Schools (the state's largest public school district). Career Solutions was showcased at counselor forums and continuing education events, with many individual schools adopting the site as their go-to resource for working with students on career exploration. Local Workforce Connection Center Staff around New Mexico were also excited to have a new resource when working with job seekers. Feedback we hear frequently is that adults are using Career Solutions in

addition to the Workforce Connection Online System because its tools are so engaging, and the information and resources are so easy to navigate and use.

The number of institutions and groups adopting Career Solutions as a resource for career exploration and workforce readiness has expanded over time to include the New Mexico Children, Youth, and Families Department (CYFD) and the New Mexico Public Education Department (NMPED).

Career Solutions has had over 500,000 page views and about 55,000 visits from October 1, 2017 to September 30, 2018.

Other examples of activities supporting best and promising practices in youth engagement both in and out of school include the following:

- Wagner-Peyser staff at the New Mexico Workforce Connection Center in Carlsbad, a part of the Eastern Region Workforce Development Board, partnered with the Carlsbad Early College High School to engage juniors and seniors around workplace skill development with WorkKeys assessments. All juniors and seniors were required by the Principal to take WorkKeys assessments. 95 of the 112 students completed the three assessments required for the National Career Readiness Certificate. Of those 95 students, all but 6 are receiving their credential resulting in a 94 percent success rate.
- NMDWS partnered with the New Mexico Out-of-School Time Network (NMOST), a statewide non-profit that brings together policymakers, educators, childcare providers, youth development workers, and other stakeholders interested in ensuring positive youth development opportunities and outcomes through out-of-school time programs. NMOST is a part of the national Afterschool Network and has invited NMDWS to participate as a member of a state team at its annual meeting as a part of the collaboration to enhance New Mexico out-of-school youth programs with career pathway development resources to build workforce skills.
- NMDWS is strengthening its one-stop service delivery by connecting local schools with basic career services and subsidized youth services to support career pathway development. Staff from local Workforce Connection Centers are coordinating, hosting, or participating in career fairs held at middle and high schools. Workplace skill development, job shadow experiences, and youth

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employment success strategies and presentations are provided to schools and agencies upon request. An example includes the South Valley Career Exploration Project in Albuquerque, NM. Both NMDWS and New Mexico Workforce Connection partners are working together with the project facilitator, Mission: Graduate of United Way, to link both middle and high school students with career pathway development resources and opportunities that include a united curriculum around career experiences. Students have participated in career interest inventories; an annual career fair linking local employers and their interest inventories; job shadowing and internship experiences; mock interviews; and have had presentations from featured employer speakers during available classroom time.

- NMDWS is facilitating a stronger partnership with New Mexico Carl Perkins programs through the Public Education Department College and Career Readiness Bureau. Local boards are participating in annual meetings to provide guidance on available resources for students engaged in Career Technical Education (CTE). NMDWS is also a member of the New Mexico Career Technical Leadership Project (CTLP) Advisory Board to better assist in employer engagement with CTE programs.
- NMDWS also hosted a well-received Youth Summit for all the LWDB youth case managers. The summit included presentations on youth engagement strategies, policy and practice updates, case management strategies, and best practices in business outreach and job placement for youth and young adults.

Local Workforce Development Boards have developed Youth Workforce Development Committees that include participation from local youth-serving organizations and board members. Success in meeting the needs of youth both in and out of school is found in each of the following success stories from the LWDBs:

Central Area

PY17 was another great year for the Workforce Connection of Central New Mexico (WCCNM) Youth Program and its participants. Services afforded to the youth of the Region consisted of activities such as work based learning experience, occupational skills training, on the job training, and mentorship opportunities. These services not only

provided suitable educational advancement prospects for youth, but also provided great motivation for future accomplishments.

The WCCNM Youth Program enrolled over 354 new youth into the program, and carried over 592 (active case load and/or in follow up) youth from the previous year. A total of 220 youth participated in the work based learning experience program, for a total of 328 individual youth in training services (including 65 youth receiving Individual Training Accounts) and an additional 281 youth receiving Supportive Services. Overall, 946 youth received WIOA services in PY17.

The Youth Program recruitment process consisted of meetings, presentations, and community events. The staff attended 64 outreach events and conducted 51 presentations to new and potential partners and agencies. The WCCNM youth staff recruited participants from local high schools, community colleges, and other local organizations that work directly with youth. The Youth Program outreached to approximately 2500 individuals within the Central Region.

WCCNM implemented a strategic approach to working with the diverse populations of the New Mexico Central Area youth. To enhance the services of the WIOA youth program, the Central Region supported the initiation of many programs to positively impact the lives of the youth in our region. For example, WCCNM works closely with its Youth Provider who also administers the YouthBuild program in Bernalillo County. YouthBuild provides a comprehensive program with an emphasis on education, job training, counseling, mentoring, leadership development, and service to the community. YouthBuild participants (through co-enrollment with WCCNM) learn important on-site construction and leadership skills while working toward their High School Equivalency Diploma.

WCCNM also collaborated with the Division for Vocational Rehabilitation (DVR) and Partners for Employment to pilot a Career Pathway Project for Sandoval and Valencia Counties. The pilot project engaged youth with disabilities into job training and paid work experiences. Students received support services and assistance while on the job and also worked toward their completion of their High School



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Equivalency. The collaboration enhanced opportunities for integrated services between all agencies and supported awareness and knowledge among partners about the unique challenges and needs for youth with disabilities.

The Central Area Youth Program also partnered with the Division of Vocational Rehabilitation (DVR) and the University of New Mexico Partners for Employment to offer a career opportunity for youth with disabilities. The Youth Program allocated 4 slots in Valencia and Sandoval Counties specifically for individuals with disabilities. The Youth Program staff and DVR Job Coaches collaborated to create and ensure individuals with disabilities were supported in order to be successful in the workforce. A total of 31 individuals (11 Valencia and 20 Sandoval) with disabilities were enrolled in the program. The Pilot Project created an avenue for Torrance and Bernalillo Counties to implement the collaboration in their county.

Central Area Youth Success Story: Elena

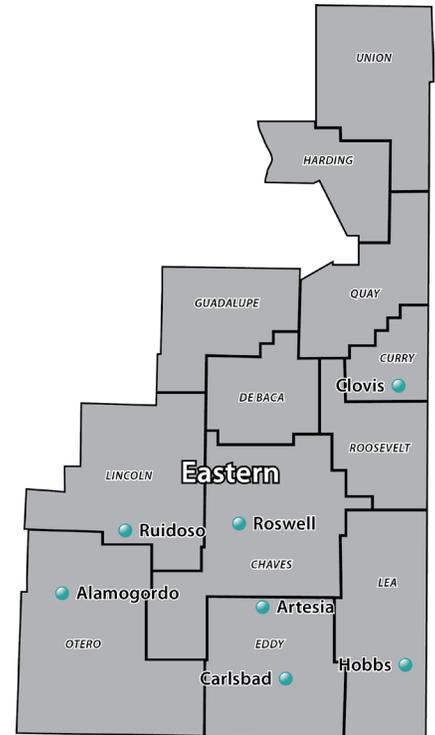
Elena was just days away from being homeless when a Youth Development Practitioner in Valencia County reached out to her and connected her to another young adult who had been homeless and had overcome his status by successfully completing a WIOA job training program. Jonathan was employed full time with the Midwest NM Community Action Program (CAP) and after meeting with Elena he set out to help her by enlisting assistance through the Midwest CAP office to get her rent and utilities paid. Elena, inspired by Johnathan's own accomplishments, set a goal for herself to become self-sufficient.

She was placed as an office clerk with the City Manager's office for the City of Belen for her WIOA work experience. Elena excelled at her job and also studied and completed her High School Equivalency diploma. After completing her work experience, she was hired by the City of Belen in the Recreation Department. "The program changed my life for the better, she said, "I am on track for a great career."

Elena is currently enrolled in a dental assistant program at the New Mexico Institute of Dental Assisting and plans on working at her position with the City of Belen and attending the dental program at night. The WIOA program continues to assist her with tuition and provide mileage reimbursement. Follow-up contact shows she is on track with her goals and thriving.

Eastern Area

The Eastern Area has focused on increasing the outreach and recruitment of eligible youth. The outcome is a doubling of the enrollment numbers from the previous year – going from 50 to 103 total youth. Emphasis has been on the implementation of grouped services; which included meetings with youth on a variety of topics. The youth program also fully met and exceeded



expenditure requirements for the program year. The youth service provider for the Eastern board completed the year with a ninety-five percent (95.7%) out-of-school expenditure rate with thirty three percent (33%) expended on work activities. The program nearly doubled the participant numbers from PY 16 to PY 17 and another doubling of enrollment is projected for PY 18. Programmatic changes implemented to reach these goals included collaboration with post-secondary institutions, participation in local community events and organizations such as Job Corps Advisory Council. There has also been increased communication and coordination with local school districts to implement referral processes for youth dropping out of school and linking them immediately with WIOA Youth Services.

Eastern Area Youth Success Story: Elizabeth

Elizabeth was a 17-year-old out of school youth. She had been home schooled but did not complete the 12th grade even though she had two full semesters of dual credit from the local community college. She enrolled in classes through adult education to obtain her high school equivalency (HSE) and was referred to the WIOA youth program for assistance with work

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preparation activities and HSE testing fees. She was very interested in law enforcement and thought she might want to make a career of it. She requested assistance with test preparation, emotional support, career guidance and exploration, employment preparation, and coaching and mentoring. After much hard work, she passed her tests and received her HSE. Upon completion, she was invited as the guest speaker for the adult education graduation ceremony. She delivered an amazing and inspiring speech!

The youth provider worked with the police department to develop a work experience opportunity for her. The career coach felt this would be the best way to really determine if law enforcement was an area she wanted to pursue in college. The police chief agreed and she was placed in a work experience at the police department. She excelled and blossomed. She gained confidence daily. She observed all aspects of the police department and the more she learned, the more excited she became. At the end of the work experience she was certain that a career in law enforcement was exactly what she wanted to do.

She is enrolled at a local college and is pursuing a degree in Criminal Justice. She continues to receive transition services from the program. She has applied for an internship with the Federal Bureau of Investigation and her resume is quite strong because of her work experience with the police department. She is excited and is excelling. In her graduation speech, she reported that if it had not been for WIOA, her future would look very different.

Northern Area

The Northern Area Board and its Youth Committee are committed to the provision of traditional employment and

youth development programs that engage participants to help them build and maintain positive relationships with responsible adults and peers, explore opportunities for careers and community service, and develop leadership skills. As part of the WIOA program, each young person assesses their skills and participates in a program that is designed to address their individual needs. The youth program works with schools, businesses, community organizations, and other local partners to provide support and leverage funding for our youth program.

The Northern Area youth provider focuses on collaborations with core workforce partners through job fairs, onsite information sessions/orientations, staff coordination with local youth organizations, and other places where youth are known to reach out for resources. Recently, the City of Santa Fe hosted a Youth Day. Staff from the Workforce Connection Center in Santa Fe, the youth provider program, and other partner agencies participated to connect local employers and the city with youth seeking jobs.

Northern Area Out-of-School Youth Success Story: Jose

Jose enrolled in the WIOA program in April, 2018. He was an out of school youth with no diploma. He was met by staff at a local Job Fair Expo in Santa Fe. Jose mentioned he had always enjoyed doing construction, landscaping, and gardening. He enjoyed the satisfaction of a day of good hard work and stated he “didn’t mind getting his hands dirty.” He worked with his uncle doing landscaping, but the work was sporadic. After meeting with a local business, Payne’s Nursery, a placement for Jose was negotiated and Jose was hired as a nursery worker.

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The paid work experience and training turned out to be a successful experience for both the employer and Jose. Jose's work ethic, personality, and strong motivation resulted in a full-time placement. When the employer was contacted to discuss Jose's permanent placement, his exact words were, "Keeping Jose on our team is a no-brainer." Jose has a long term goal of becoming a local farmer or an owner of his own plant nursery one day.

Northern Area In-School Youth Success Story: Jonah

Jonah, is a 19-year-old recent graduate from Peñasco High School. He was enrolled as an in-school youth and received a paid work experience with the Information Technology Department for the Peñasco Independent School District. He excelled in the placement and his experience helped Jonah find his career pathway. Jonah was offered a full-time IT position with the Peñasco Independent School District upon completion of his work experience. Jonah also plans to enroll in the WIOA Adult program to obtain an associate's degree in computer science at Northern New Mexico College.

Southwestern Area



The Southwestern Area Workforce Development Board focuses its delivery of youth services in accordance with its four-year plan. The Southwestern Board is proud of the youth's accomplishments in the program, as well as those who serve them. The youth participants received individual career services, financial literacy, pre-vocational activities,

as well as work experience activities, and other services available under the 14 program elements.

In PY17, the youth program enrolled 214 youth and exited 176, of which, 129 were new participants. Exactly 162 participants were out-of-school and 51 were in-school youth. Eighty of those were high school dropouts. Two-hundred of

the youth were found deficient in basic literacy skills and 41 were pregnant or parenting.

The Southwestern Board also engaged with their Youth Committee to review programming and outreach activities. One specific initiative launched was the "Summer Youth Initiative". It focused on recruiting youth and assisting them with a paid work experience and mentoring in a field of their interest. Twenty-three youth were enrolled in the program and seventeen successfully completed it and transitioned to the Youth Program as part of their individual employment plan. This pilot project led to the development of another project, the Youth Career Academy. The academy's goals include targeted outreach and career exploration as well as job readiness preparation. Youth are engaged in workshops and are given tours through local colleges, universities, and other training programs to see what piques their interest.

One of our service providers for the youth program, Help – NM, Inc. reported notable gains in various areas. They saw an increase in diploma incentives expenditures. This increased incentive (\$9,600 in total) resulted in an increase of 32 participants who exited the program successfully as a result of the incentive goals. In PY16, 144 participants were served with \$421,791 for an average cost of \$2,929.10 per participant. In comparison to PY17 where 162 participants were served with an average cost of \$2,716.23 per participant, approximately a 7.62% decrease in cost. This was achieved through an improved service delivery model and more experienced staff.

The Southwestern Board continually examines methods to improve outreach and services to youth. Specific to out-of-school youth, are the partnerships that are developed and maintained with the TANF program, juvenile justice system, high school administrators, and other community-based organizations that serve those who are homeless. Working together with these organizations to create wrap-around services is key to the success of the youth served.

Southwestern Area Out-of-School Youth Success Story: Christina

Christina dropped out of high school when she became pregnant. At age 23, she began the Youth Program and her work experience was at a lodging business where she worked a range of positions including front desk, housekeeping,

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laundry, and as a breakfast attendant. Her mentor helped her think about the future and work toward the goal of attending college. With persistence, Christina studied hard, passed all her GED classes on the first try, and moved to Silver City where she is making plans to attend Western New Mexico University.

Southwestern Area In-School Youth Success

Story: Mark

Mark was a senior in high school when he decided he wanted to start working. A friend's mother referred him to New

Mexico Workforce Connection Center where he enrolled into the Youth Program. As a dual-enrolled student, not only was Mark working on his high school diploma, but he was also working on an Associate's Degree in welding. He needed income to help pay for some items required for his welding classes. Nearing graduation, Mark discovered he would need additional funds to pay for his welding certificate and did not see how he could afford it. His case manager at the New Mexico Workforce Connection Center informed him that he would get an incentive for finishing high school and receiving his diploma. That incentive was exactly what he needed to pay for his welding certification.

The following tables detail the top ten occupations funded statewide with WIOA dollars to support paid on-the-job training and paid work experiences for youth.

On-the-Job Training for Youth Participants Statewide	Count
Dental Assistants	42
Medical Assistants	19
Postsecondary Teachers, All Other	5
Emergency Medical Technicians and Paramedics	5
Pharmacy Technicians	3
Biological Scientists, All other	3
Licensed Practical and Licensed Vocational Nurses	2
Light Truck or Delivery Services Drivers	2

Paid Work Experience for Youth Participants Statewide	Count
Office Clerks, General	102
Stock Clerks, Sales Floor	19
Recreation Workers	18
Teacher Assistants	17
Grounds Maintenance Workers, All Other	15
Receptionists and Information Clerks	14
Retail Salespersons	14
Customer Service Representatives	11
Childcare Workers	10
Dental Assistants	9

BUSINESS SERVICES

NMDWS has established a highly effective business services model. Employers' cases are managed similarly to participant case management. Staff document and note employer contact in the management information system for universal one-staff accessibility, which diminishes the chance of multiple contacts to the same employer. Employer services are coordinated with all one-stop partners via meetings which provides a more holistic customer service approach. Staff conducts outreach to New Mexico businesses to build relationships and support other business related programs. This helps foster a comprehensive approach to all employer services offered.

NMDWS also established a corporate trainer position, a business services trainings and development specialist, to assist employers. This corporate trainer provides targeted technical assistance and professional development designed to assist with turnover reduction and overall employee retention for businesses. The trainer develops and conducts quarterly events for businesses in each local area. Business services staff are in contact with employers to determine topics and to ascertain their needs. Examples of workshops, training events and other presentations offered included topics such as promoting your business, promoting employees, customer service and professional etiquette, overcoming challenges community with customers, and conflict management. The current focus is to move toward offering more employer "mini-summits" which includes speakers from Unemployment Insurance, appeals, employment services, wage and hour, and apprenticeship.

In addition to the basic employer service of filling jobs, NMDWS offers process evaluation such as on-boarding, skill assessments, and follow-up services. As a service and for their convenience, NMDWS provides employers with required posters such as, but not limited to, The Fair Migrant and Season Agricultural Worker Protection Act Notice.

NMDWS has established internal measures to regularly evaluate the effectiveness of this model. Employers complete satisfaction surveys reviewed by NMDWS staff. NMDWS uses feedback to improve services. This level of employer engagement has been critical to the success of finding high quality work and developing a highly skilled workforce.

Business Outreach Success Story:

U.S. Forestry

A pressing need to retain employees for the US Forest Service has led to a mutually beneficial partnership between the US Forest Service and the State of New Mexico Department of Workforce Solutions.



In 2016 James Duran, a supervisor for the Carson National Forest, reached out to the NMDWS Business Training Department seeking help with employee retention and showcasing career paths. The US Forest Service was having a hard time retaining staff once trained. NMDWS quickly realized there was a lot of opportunity for New Mexican workers by assisting this federal employer.

US Forest Service hiring process can be a lengthy and complicated process and traditionally scared away many local residents from applying for the jobs, even the seasonal ones. Since New Mexico is blessed with five large national parks as well a US Forest Service accounting office located in Albuquerque, there are a large number of good paying jobs covering a range of diverse skills available with that employer.

The Carson Forest (Taos) office collaborated with the New Mexico Department of Workforce Solutions (NMDWS) training team and Wagner Peyser staff to assist local residents in overcoming the barriers to the Forestry application process. Workforce Connection staff were given a day long tour of the Forestry operations and on boarding process so they could thoroughly understand the needs of the agency. Some of the NMDWS recruitment strategies applied included evening and weekend workshops set-up at different state wide workforce connection locations on how to apply for jobs using the USA.gov website. Job descriptions were explained in less technical

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language, and NMDWS put its mobile van on the road and held workshops and recruitment events at local community colleges and universities targeting agricultural students. Additionally the US Forest Service has reached out to NMDWS when they have had “special hiring authority” events to recruit for veterans and people with disability status. “They know we are connected to those populations,” says Marcos Martinez, NMDWS Employment Services Division Director.

In 2018 a new recruitment initiative led to the NMDWS mobile van “bus tour” which cruised up and down the Interstate 1-25 corridor visiting small and large towns alike, holding job fair events for the US Forest Service. Job seekers were guided on how to be fully prepared in advance so they could apply when the opportune job opening was posted. Again more workshops were held on how to navigate and apply for forest service jobs on USA.gov. Mutual marketing efforts between the two agencies has resulted in a two year partnership which resulted in a recent recruitment effort of 600 applicants that can be directly attributed to NMDWS efforts according to the US Forest Service.

Recently the Taos and NMDWS Training Staff were surprised by an award given to them at a post-recruitment gathering where the US Forest Service Human Resources Supervisor for Arizona, NM and Colorado held up their efforts as a best practice for recruitment efforts in the other states. The plaque presented by the US Forest Service states “In appreciation for your dedication and support recruiting future land steward across New Mexico. Thank you for our partnership.”

Rapid Response and Layoff Aversion

Rapid Response is typically initiated when the state Dislocated Worker Unit or Rapid Response team learns of impending layoffs. Companies contact the Rapid Response team to notify them of a layoff and invite them to come on site to provide information and resources to the dislocated workers. In accordance with the Worker Adjustment and Retraining (WARN) Act, a WARN notice is required when a business with 100 or more full-time workers is laying off at least 50 people at a single site of employment or employs 100 or more workers who work at least a combined 4,000 hours per week, and is a private for-profit business, private non-profit organization, or quasi-public entity separately organized from regular government.

State Rapid Response teams respond within 12 to 24 hours of notification of a layoff by coordinating with the employer to provide on-site information to the workers and employers about employment and retraining services that are designed to help participants find new jobs. In cases of natural disaster, response teams will also coordinate with FEMA and other entities. Rapid Response services may include information on Unemployment Insurance, job search and placement assistance, labor market information (occupational information and economic trends), on-the-job training, classroom training; and/or referral to basic and remedial education. Teams also address at-risk companies and workers by educating employers about layoff aversion strategies. Additionally, the Rapid Response Team coordinated with the local New Mexico Workforce Connection Centers in the following ways:

- Deployment of the NMDWS mobile unit to conduct partial and full registrations on-site; the Eastern Area LWDB is initiating co-enrollment immediately effective in 2019.
- Coordination of program orientations in partnership with local/regional LWDB staff and partners;
- Partnership with local Chambers of Commerce, Economic Development, and Training Programs to host on-site training, targeted hiring events, and tailored job development and job searching strategies.
- WARN Notices are also posted on the NMDWS public website.

Layoff aversion strategies employed during the reporting period included:

- Employer and employee assessment such as *WorkKeys* and *Prove It* to determine skills gaps and work ready capacity; and,
- Business outreach staff review business reports for indicators such as declining sales, adverse industry or market trends, changes in management, and workers lacking in-demand skills to identify business at risk of downsizing or closing. These businesses are also identified by the NMDWS Training Unit to find opportunities for additional services and support. This

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includes training and resources such as incumbent and customized training to enhance employee skills, training on available credits or exemptions through tax incentives, and assistance with recruitment and job placement.

- Rate of repeat business services to employers; and
- Employer market penetration rate.

Upon review of data, a total of 8,026 employers were served over the last three years and of those, 3,865 returned for services during PY17 for a repeat business service rate of 48.2%. In market penetration, the workforce system services impacted 14.7% of all employers within the state.

Effectiveness In Serving Employers

States were given the options by the United States Department of Labor (USDOL) of selecting two of three proposed methodology to calculate the state's effectiveness in serving employers. The two methods New Mexico has selected to calculate the effectiveness in service to employers are:

All four LWDBs are utilizing WIOA funds earmarked for adults and dislocated workers to support training and on-the-job training to help businesses in the recruitment and hiring of employees to meet their needs. The response to their needs and the effectiveness in meeting their demands can be seen in the types of occupations supported statewide.

The following tables depict the top ten occupations supported through Individual Training Accounts, On-the-Job Training, and Customized Training with WIOA Funds.

Individual Training Accounts Statewide	Count
Registered Nurses	332
Heavy and Tractor-Trailer Truck Drivers	272
Medical Assistants	172
Dental Assistants	71
Nursing Assistants	65
Medical Records and Health Information Technicians	58
General and Operations Managers	49
Computer and Information Systems Managers	37
Administrative Services Managers	37

On-the-Job Training Statewide	Count
General and Operations Managers	20
First-Line Supervisors of Construction Trades and Extraction Workers	19
Construction Laborers	18
First-Line Supervisors of Office and Administrative Support Workers	15
Customer Service Representatives	14
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	14
Insurance Sales Agents	13
Marketing Managers	10
First-Line Supervisors of Retail Sales Workers	10
Software Developers, Systems Software	10

QUALITY IMPROVEMENT AND EVALUATION ACTIVITIES

NMDWS initiated an ongoing process of communication between the state and local staff that takes place during bi-weekly meetings throughout the year. The purpose of the meetings is to engage in conversation about the status of WIOA implementation statewide, as well as a focus on continuous quality improvement. The goal of the bi-weekly meetings is to encourage cross learning and networking between the LWDB staff and one-stop operators. Quality improvement was seen in two specific areas over the reporting period, including youth services and the identification and recruitment of dislocated workers.

- Youth Services CQI:** NMDWS reviewed reporting and status of the 14 youth program elements and created a spreadsheet outlining the percentage of youth receiving each of the services in each region. A noted absence of reporting was found in adult mentoring, leadership development and financial literacy. Challenges identified included a lack of understanding of how to document the element, as well as, a misunderstanding of the types of appropriate activities for mentoring and leadership development. NMDWS worked in partnership with each of the LWDBs to coordinate and facilitate a Youth Summit and invited all the youth case managers statewide to attend. Each element was highlighted during the training and all elements are now successfully being documented.
- Dislocated Worker Services CQI:** NMDWS compiled a report of current records to identify the number of adults with a dislocation dates and service entry points. The data revealed 151 served in the Adult population, 11 co-enrolled as Adult/Dislocated Worker, 24,397 in Basic Career services (Wagner-Peyser), and 0 from Rapid Response. Discussion included strategies being used to identify/recruit dislocated workers noting the data was indicating low efforts or ineffectiveness in outreach. Each LWDB was provided specific numbers for their region and, as a result, discussions were held with their adult/dislocated worker provider. Increased numbers for dislocated workers are found in each of the LWDBs, with the Eastern Board reporting a 45% increase. Additionally, each of the LWDBs are changing their performance metric and expectations with their provider to ensure targets are being met. Although the increase in enrollment did not rise significantly in PY2017, a small gain of almost 2% was seen in 2

quarters. NMDWS continues monitoring and gains in PY2018 are expected to be significant.

NMDWS is kicking off an evaluation study that will determine whether there is selection bias when choosing persons to participate in specific Title 1 training programs. Demographic variables that will be considered include gender, race, ethnicity, and age. Other items that will be considered include education level, occupation, and location of the participant and training center. The evaluation study is being conducted by NMDWS' Economic Research and Analysis (ER&A) Bureau, which also produces Labor Market Information. The analysis will follow the format and strict adherence of statistical and econometric methods that can be found in any empirical economic paper. Below is the proposed timeline.

Task	Due Date
Data gathering, cleaning, analysis	March 31, 2019
Literature review	March 31, 2019
Run descriptive statistics	May 31, 2019
Econometric model, regression analysis	July 31, 2019
Write report, distribute to partners & boards	September 31, 2019

Finally, NMDWS plans to implement a new software entitled "Future Works" to assist with practice management. The system will offer each LWDB real time analytics to monitor performance for each New Mexico Workforce Connection Center and case managers; with an overarching goal of embedding CQI practice that can be independently led by each LWDB. The upcoming 2019 Workforce Conference will also include presentations on best and promising practices in quality improvement and performance management.

PROMISING PRACTICE-

“ABC INTEGRATED EDUCATION TRAINING PROJECT”

In April of 2018, the Adult Education Division of the New Mexico Higher Education Department participated in a statewide Town Hall on the subject of challenges New Mexico faces--along with the rest of the nation--in higher education and workforce development, especially with respect to skills gaps. This Town Hall was sponsored by New Mexico First, a public policy organization that engages people in important issues facing New Mexico by hosting public forums that create concrete, actionable recommendations for policymakers and the public.

At the time of the Town Hall meeting, Carla Kugler was the Education and Training Director for the New Mexico Chapter of the Associated Builders and Contractors Association (NM ABC), which offers registered apprenticeship training. Before participating in the New Mexico First Town Hall, NM ABC had been automatically turning away any applicant for their registered apprenticeship program who didn't have a high school diploma or equivalent, since having this credential was required for participation by national ABC policy. After participating in the Town Hall, Kugler reached out to two core WIOA partners who had also participated, New Mexico Higher Education Adult Education (NMHED-AE) and the New Mexico Department of Workforce Solutions (NMDWS). Kugler asked: Do you think there's something we could do to help bridge that gap? Is there a way we could partner and create an entry pipeline for some of the people we've been turning away - one that would maintain the intended purpose of ABC's policy but ultimately serve everyone's purposes better?

As a direct result of participating in this Town Hall and discussing core issues, one of our state workforce development board members, Carla Kugler, had an epiphany. In May of 2018, representatives from NMHED-AE and NMDWS met with representatives from ABC to explore ways they might partner and create a career pathway pipeline. In that meeting, it was agreed that NMHED-AE would recruit one of the local adult education programs to explore creating a pilot Integrated Education Training (IET) project with ABC. An effectively designed pilot project needed to be sustainable. NMDWS WIOA Administrator Yolanda Montoya-Cordova pledged to help explore and secure WIOA funding for the pilot project run.

In July of 2018, NMHED-AE recruited local Adult Education program Albuquerque Adult Learning Center (ABQ-ALC) to work with the ABC partner to develop this pilot IET program.

Over the next several months' strategic planning meetings culminated in an all-party plan to launch a full-blown Integrated Education and Training program on site at NM ABC in May of 2019, with a planning and curriculum development phase scheduled to begin in January 2019. NM ABC and ABQ-ALC are in the process of drafting an MOU to formalize the partnership in this IET project, with the support of the state Adult Education Division office. ABQ-ALC has drafted a budget for this pilot, which will be submitted to NMDWS for review so formal arrangements for pilot funding can be arranged. Below is a summary of key IET pilot specifications and timeline.

- Pilot design phase: January - early May 2019
- Pilot IET “Core Curriculum” course launch: Mid-May 2019
- Duration/Intensity: 14 weeks, 2 night classes per week (2.5 hours each) with additional Saturday tutoring time
- Projected total enrollment: 50
- Target enrollment for participants without a HSD or HSE: 15-20
- Sustainability goal: Repeat same Core Curriculum course with IET model 3x/year (summer, fall semester, spring semester). This would equal 150+ participants annually, with approximately one-third of the competitive apprenticeship training slots awarded to students accepted *without a high school diploma or equivalent*. Before the launch of the IET project, this career pathway with ABC would have been closed to such individuals.

Integrated Education and Training (IET) is **a research-based best practice in Adult Education and a key career pathways strategy supported and defined by Workforce Innovation and Opportunity Act legislation**. Perhaps the best-known version of IET is the Washington IBEST model, which began with 10 pilot classrooms in 2004. The IBEST model successfully challenged a traditional belief that students must sequentially advance through all levels of basic education and achieve a Higher Secondary Education before they could benefit from targeted workforce training. As defined in WIOA Section 203(11), Integrated Education and Training is a service approach that provides adult education and literacy activities

PROMISING PRACTICE-

“ABC INTEGRATED EDUCATION TRAINING PROJECT”

concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purposes of educational and career advancement. Everyone in the IET class works toward the same professional goal (whether or not they have a high school diploma or equivalent), which includes earning an industry-recognized credential. Through IET programs, participants acquire goal-oriented, relevant, practical knowledge and skills while receiving career coaching and other support services that are crucial for both education and employment success - especially for individuals with multiple barriers to employment and/or educational advancement. In short, by participating in an IET program, students can work on the academic skills they need to advance their educations and earn a high school equivalency credential at the same time that they are engaging in targeted workforce training. This allows individuals to move more quickly and effectively along their chosen career pathway, often with the added benefit of significant long-run cost savings for themselves and their families.

CHALLENGES AND OPPORTUNITIES

Looking forward, the vision, mission and goals of NMDWS and the four LWDBs remain focused on enhancing the workforce system for the citizens of New Mexico. Challenges that will be addressed in the upcoming year include:

- Facility constraints, including aging infrastructure and Workforce Connection Centers that are too small to fully accommodate partners interested in co-locating to provide integrated services. Efforts are underway to obtain additional capital outlay funds to renovate structures and or relocate to newer facilities that can accommodate more customers, expand business services and fully support individuals with disabilities.
- Broadband connectivity remains a concern, especially for customers and businesses in remote and frontier areas of the state. Many of our businesses in rural areas find themselves relying on outdated technology and an investment in local communications infrastructure is needed bring broadband technologies. Additionally, job seekers are often at a disadvantage due to poor accessibility to our on-line resources and tools that require consistent and adequate connectivity. Advocacy and partnership at the legislative level is ongoing to ensure workforce development concerns are included as the state moves forward.
- Recruitment for State and Local Workforce Development Board participation is also a challenge, especially for strong and consistent representation and leadership from the business sector. Additional attention is needed to grow interest and general awareness of the importance and function of the members at both the state and local level. NMDWS looks forward to working with the new administration in the identification, recruitment and orientation of new members at both the state and local level.

Challenges also present opportunities and NMDWS is eager to continue efforts focused on increasing partnerships with organizations and agencies interested in becoming associated with the twenty-one Workforce Connection Centers statewide; and conversely, our Workforce Connection Center staff moving outward to meet job seekers and businesses in places where they naturally meet. The movement toward these efforts presents several opportunities to expand services beyond the walls of Workforce Connection Centers and into locations hosted by community colleges, public

schools, libraries, reintegration centers, homeless shelters, etc.

All four LWDBs are finding new avenues to include workforce activities and the need to be “in the community” has never been more relevant. Opportunities to address when and where to deliver our services are being assessed and strategies to expand hours, delivery locations, and referral and follow up strategies are changing.

The current partnership with the Public Education Department has expanded the utilization of NMDWS tools and resources as part of a school day. School counselors are using our tools to support their career readiness and exploration activities. NMDWS and local boards are also working closely with school districts to inform and guide career technical education with efforts underway to grow work-based learning and pre-apprenticeship opportunities for youth.

Finally, the newly elected Governor has made economic development a high priority and the opportunity to fully engage with our economic development partners at both the state and local level is required. Opportunities to deploy activities with focused industries is a priority and efforts already begun with information technology and healthcare are expected to expand to new industries such as film and manufacturing. Fortunately, the New Mexico economy is improving and the overall morale and enthusiasm is high. New Mexico’s workforce future is bright and the momentum to meet our challenges and address our opportunities is optimistic.



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