

Education to Employment

NM Pathways Project Gallup-McKinley County



Acknowledgments

Innovate+Educate acknowledges the community and region of Gallup-McKinley County for their commitment and collaboration in creating and developing their three-year plan for NM Pathways.

The citizens of the community are passionate about their land, their people and their future. The region has shown the desire for the region to have a well-developed plan for workforce strategies leading many citizens to full employment.

Innovate+Educate and the Gallup-McKinley community thanks the W. K. Kellogg Foundation for their commitment to New Mexico, Gallup-McKinley County and the citizens across the State that benefit greatly from the Foundation's efforts.

New Mexico is truly the land of enchantment. There is no other State that carries the beauty, the culture, and the history with such passion. The Foundation's commitment to serve the families and children in New Mexico is appreciated by so many.

We believe that the Foundation's commitment to this plan will continue to serve the Gallup-McKinley Region for years to come.

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Pathways to Success

In a close community like this in a rural area, we understand that communication is crucial, but we have so many years trying to operate together with little success, (...) maybe now that we have a community plan and we are sharing the same goals we will advance more on communication and collaborative efforts and break down the barriers that have long existed.

— PARTICIPANT OF FOCUS GROUP, CITIZEN OF GALLUP-MCKINLEY COUNTY



Introduction

What's our path?

About the NM Pathways Project

The purpose of the NM Pathways Project, funded by the W. K. Kellogg Foundation, is to design and create a three-year plan (2018-2020) for four counties in New Mexico (Bernalillo County, Dona Ana County, Gallup-McKinley County and San Juan County) and a self-selected Pueblo community. Each plan will leverage real-time labor data, predictive analytics, demographics, economic data and critical input from the community to develop a three-year plan. The NM Pathways Project is a custom-designed, regional implementation plan designed to develop an effective, collaborative Community of Progress (COP). The goal is to unify economic and workforce development, ensure competency-based and soft skills training, and credentials while propelling workers in areas of employment tied to community needs. The plans that are developed by the communities harness the invaluable wisdom and experience of the region that include working with families, medical experts, economic development representatives, and business and workforce leaders.

Each plans' focus is through a lens of sustained economic mobility and security for single-parent families, displaced workers, job seekers that include young workers and men ages 24-34, and those underemployed living below 200 percent of federal poverty level (FPL). This also includes households with varying members and incomes, and addressing poverty is crucial. 61 percent of McKinley County's population live below 200 percent FPL.

This plan addresses barriers within the region and seeks to drive decisions that include funding, the economy, workforce, education and policy. The recommendations in this plan have come from the community, and it leverages data and analytics that serve as key indicators of weaknesses that must be addressed in the region for citizens to have economic prosperity long-term. The plan includes key data and findings as follows. The plan includes:

- The approach and methodologies used to develop the Plan
- Findings and feedback from phase I to move into phase II
- Key demographic, unemployment and poverty data for the region
- Alignment with other efforts in the County and in New Mexico assuring that the work is not duplicated
- Alignment and leveraging of funds to include WIOA (Workforce Innovation Opportunity Act), SBDA (Small Business Development Act) and other training funds
- Specific target industries identified by the labor data as well as the region
- Training/credentials recognized and used by industries in the region
- Job skills/industry needs for future growth
- Tools to address the job skills/industry needs for future growth
- Alignment of career and technical education to the plan
- Alignment of state and workforce plan/policies to the plan
- List of partner institutions and training organizations in the Region



Executive Summary

Gallup (Navajo: Na'nízhoozhí), New Mexico sits as the most populous city between Albuquerque and Flagstaff, serving as a commercial and employment hub for northwest New Mexico, a stop or destination for thousands of travelers along Interstate 40, and serves as McKinley County's seat and only incorporated municipality. Rich culture and diversity define the area: in Gallup, 44 percent of its 22,670 residents are Native American, an increase from a low of 15 percent in the 1970s. Native Americans represent 75 percent of McKinley County's population of 74,098.

The increase in Native Americans in Gallup has been accompanied by decreases in Hispanics and other ethnicities. Meanwhile, Hispanics in nearby Cibola County have grown by 21 percent since 2000.

Native Americans who move to Gallup come from within McKinley County, not from outside counties, and these numbers are expected to grow. The reason is likely tied to decreased employment opportunities in rural areas of McKinley County: jobs declined some 20,000 between 2007 and 2010 and the county's median household income is \$28,772, well below Gallup's median of \$46,467.

Gallup-McKinley County's per capital income is the state's lowest and it has the state's fifth-highest county unemployment rate, 8.4 percent. Gallup, too, has an unemployment rate of 8.4 percent, but unemployment rates in some areas of the Navajo Nation, which crosses the border of McKinley County, range from 50 to 70 percent.

Hoping to leave poverty is likely drawing incomers to Gallup. The Navajo Nation's 43 percent poverty rate is higher than McKinley County's rate of 37.5 percent and much higher than Gallup's rate of 25.5 percent. Nearby Zuni Pueblo, located less than 40 miles from Gallup, experiences a poverty rate of 54.2%. (<http://www.city-data.com/poverty/poverty-Zuni-Pueblo-New-Mexico.html>). Throughout the county, average commute times to work is 22 minutes. Transportation is a key consideration in the County, with much of the employment in Gallup, requiring long commutes with limited public transportation options. Some residents commute to Albuquerque, more than 140 miles to the southeast. Housing is another key consideration, and is currently being addressed separately (not in this plan) by the Greater Gallup Economic Development Council.

In this NM Pathways Project, we focus on strategies that will address Gallup-McKinley County's education, employment and economic challenges. We also focus on the need to assist citizens at or below the 200 percent FPL. The Plan seeks to develop strategies for employment that will assure a more unified workforce with access to education, training and employment. Multiple resources provided the data for this plan to include Labor Insights Burning Glass, Bureau of Labor Statistics, (BLS), U.S. Department of Labor Occupational Network (O-NET), Chmura Economics Analysis and National Center for Education Statistics. Job databases were leveraged to analyze the past five years of labor data and analyze projections out to 2027 for the region. While labor data can only be predictive based on current policy and economic situations, this report leverages the available licensing sources to facilitate regional conversations and to prepare the Plan.

Key to the work was the input and recognition early on that there is a twin crisis in Gallup-McKinley County – a shortage of skilled workforce and a mismatch of job requirements based on the region's

labor force. This gap has created a deficiency in the region that came up time and time again – **a need for understanding which skills are required for employment, how to prepare the labor force (current and future) for employment, and what practices and programs currently exist in the region to assure productive citizens and employees.**

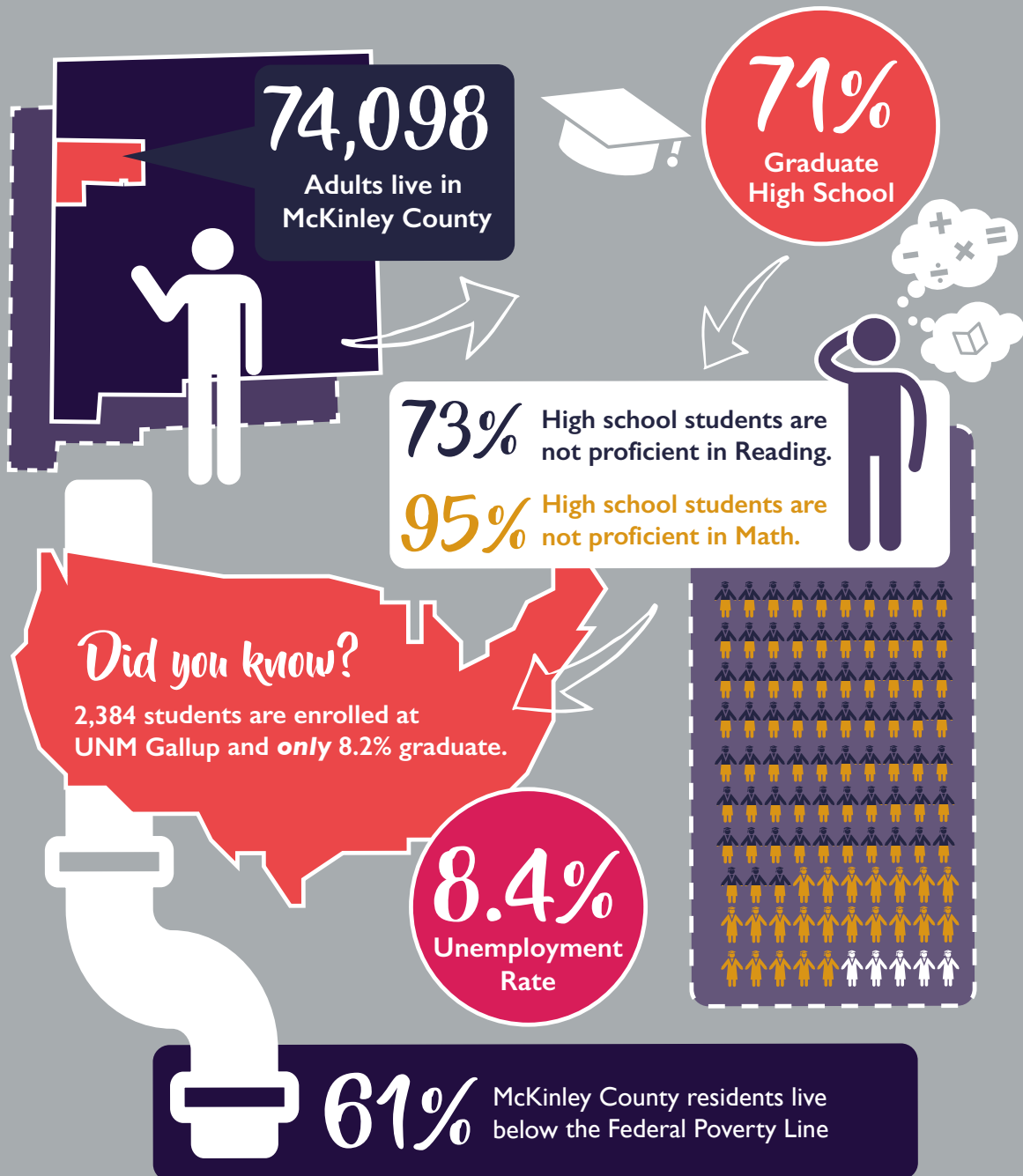
This plan calls for a shift in the way education and training providers at every level must adjust, and strategies for both workers and employers that must happen to rapidly adapt to the changing realities of workforce demand. Employers must work to establish and clearly communicate the skills and competencies they expect (and demand) for their roles. The plan calls for an in-depth understanding and consistent accountability and monitoring of the dynamic nature of the labor market. The region must continue to expand innovation and growth of high-skill roles, and it needs to aggressively focus its efforts to address the lack of skills and workforce needs of residents who are not currently on pathways to high wage jobs.

The state of Gallup-McKinley County's economy requires a new system for education-to-employment. This plan brings together the community's vision for launching this new system. We believe the passion and power sits in the community, and this report leading to implementation strategies will help support the region for years to come.

- **55.4% of citizens in Gallup-McKinley County are 33 or younger**
- **71% of students in Gallup-McKinley County graduate high school**
- **73% of those high school students are not proficient in reading; 95% are not proficient in math**
- **Employers say a lack of skills and competencies is the main reason for entry-level and mid-skill vacancies**
- **38% of Gallup-McKinley County residents live at or below the FPL poverty line**
- **Unemployment is at 8.4%**
- **18% of citizens have an associate's degree or higher**

Gallup-McKinley County

Innovate+Educate's 2017-2020 NM Pathways Project



The Big Question

How can we support this community of residents and connect them to the resources, training opportunities, and career pathways that will benefit their families and the community?

Gallup-McKinley County Demographics

Source: JobsEQ*, Census 2016

Summary ¹						
	Percent			Value		
	Mckinley County, New Mexico	New Mexico	USA	Mckinley County, New Mexico	New Mexico	USA
Demographics						
Population ⁵	—	—	—	74,923	2,081,015	323,127,513
Population Annual Average Growth ⁶	0.6%	0.6%	0.8%	438	11,888	2,474,760
Median Age ^{2,4}	—	—	—	30.7	36.7	37.2
Under 18 Years ⁴	31.3%	25.2%	24.0%	22,373	518,672	74,181,467
18 to 24 Years ⁴	11.5%	9.9%	9.9%	8,199	203,539	30,672,088
25 to 34 Years ⁴	12.4%	13.0%	13.3%	8,843	267,245	41,063,948
35 to 44 Years ⁴	11.9%	12.1%	13.3%	8,516	248,523	41,070,606
45 to 54 Years ⁴	13.4%	14.2%	14.6%	9,599	292,009	45,006,716
55 to 64 Years ⁴	10.0%	12.5%	11.8%	7,149	256,936	36,482,729
65 to 74 Years ⁴	5.5%	7.5%	7.0%	3,963	153,794	21,713,429
75 Years, and Over ⁴	4.0%	5.8%	6.0%	2,850	118,461	18,554,555
Race: White ⁴	15.2%	68.4%	72.4%	10,834	1,407,876	223,553,265
Race: Black or African American ⁴	0.5%	2.1%	12.6%	360	42,550	38,929,319
Race: American Indian and Alaska Native ⁴	75.5%	9.4%	0.9%	53,988	193,222	2,932,248
Race: Asian ⁴	0.8%	1.4%	4.8%	568	28,208	14,674,252
Race: Native Hawaiian and Other Pacific Islander ⁴	0.0%	0.1%	0.2%	23	1,810	540,013
Race: Some Other Race ⁴	4.9%	15.0%	6.2%	3,522	308,503	19,107,368
Race: Two or More Races ⁴	3.1%	3.7%	2.9%	2,197	77,010	9,009,073
Hispanic or Latino (of any race) ⁴	13.3%	46.3%	16.3%	9,473	953,403	50,477,594
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	50.2%	59.1%	63.3%	27,065	964,959	158,897,824
Armed Forces Labor Force	0.0%	0.5%	0.4%	3	8,932	1,015,464
Veterans, Age 18-64	3.9%	7.2%	5.5%	1,727	90,995	10,750,884
Median Household Income ²	—	—	—	\$28,772	\$44,963	\$53,889
Per Capita Income	—	—	—	\$12,614	\$24,012	\$28,930
Poverty Level (of all people)	37.5%	21.0%	15.5%	27,493	429,361	47,749,043
Households Receiving Food Stamps	25.4%	16.2%	13.2%	4,685	123,918	15,399,651
Mean Commute Time (minutes)	—	—	—	22.1	21.6	25.9
Commute via Public Transportation	0.4%	1.1%	5.1%	80	9,671	7,362,038
Union Membership ³	6.1%	6.0%	10.7%	—	—	—
Educational Attainment, Age 25-64						
No High School Diploma	21.8%	14.5%	11.8%	7,717	153,607	19,736,243
High School Graduate	35.3%	26.5%	26.4%	12,524	280,856	43,982,863
Some College, No Degree	24.5%	24.4%	21.7%	8,689	259,273	36,187,232
Associate's Degree	7.1%	8.7%	8.8%	2,532	92,855	14,742,654
Bachelor's Degree	7.2%	15.2%	19.9%	2,559	161,107	33,245,950

Postgraduate Degree	4.0%	10.7%	11.4%	1,426	113,646	18,952,103
Social						
Enrolled in Grade 12 (% of total population)	2.1%	1.5%	1.4%	1,573	31,628	4,451,334
Disconnected Youth ⁵	7.0%	5.1%	3.0%	347	5,826	518,859
Children in Single Parent Families (% of all children)	52.8%	42.0%	34.8%	11,089	201,462	24,408,909
With a Disability, Age 18-64	13.8%	12.7%	10.3%	6,015	157,804	19,985,588
With a Disability, Age 18-64, Labor Force Participation Rate and Size	31.0%	38.7%	41.0%	1,863	61,141	8,185,456
Foreign Born	2.3%	9.8%	13.2%	1,677	203,704	41,717,420
Speak English Less Than Very Well (population 5 yrs and over)	11.7%	9.3%	8.6%	7,946	181,430	25,410,756

Phase 1

Community Input and Process



The most important issue facing local growth and the ability for companies to grow is a trained workforce. For the economic development community, delivering high quality workers is essential for a community to be competitive. And without the delivery systems of workforce development and workforce being aligned and working together, many communities will miss their ability to win in the race for jobs and improved standards of living.

**— JEFF FINKLE, PRESIDENT/CEO -
THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL**

The Process:



Phase 1 (May 2016 – February 2017) identified key direction and desires of the region through facilitated sessions. Key to the work was assuring that a diverse group of community members were brought into the work and that all members of the community felt involved and part of the process. Special thanks to community members Jeff Kiely of Northwest NM Council on Governments, City of Gallup, Greater Gallup Economic Development Corporation, Rehoboth Christian Medical Center, Zuni Pueblo and others for continuing to support the outreach in the early months and through completion.

What was the Driving Question?

The driving question was developed through facilitated sessions and the community focused on this question to form recommendations in phase 1:

How can we as members of Gallup-McKinley County unify economic and workforce development and deliver a custom-designed, regional implementation plan that supports education and employment leading to training, credentials and jobs while developing workers in multiple pathways....so that we can improve our economy while developing employment above minimum wage of those in our community?

Key issues addressed through the NM Pathways Project:

This study utilized a range of data sources and analytic approaches including traditional BLS data, job postings analysis on skills and credentials in demand, and in-depth focus groups to provide robust contextualization to the quantitative indicators. This report focuses on the industry sectors identified through the planning process as well as the underlying occupations (actual jobs) in the region. Phase I facilitation focused on some plan positioning as follows:

What will make this project successful?

- Examining data from the region for decision-making
- Pursuing more resources to help with the statistics and data
- Leveraging the region's synergy and desire to create a coherent movement
- Communicating clearly across stakeholders
- Breaking down barriers
- Getting the entire community on board

What we must know about the project for success:

- An understanding of what careers and pathways are available
- What to do with the lack of available resources
- Assure outreach to the populations we will serve
- Connect the dots - avoid working in isolation
- Tension and stress amongst members of the community must be addressed
- Distrust from managers and supervisors of employees (perception of workforce)
- Reach out to leaders and people in the tribal and reservation community

What do we already know about Gallup-McKinley County's education and workforce?

- It is the hub to many surrounding communities
- The region's graduation rate is one of the lowest in the State and U.S.
- There is an inadequate number of base industries and base industry jobs
- There is an exaggerated fragmentation from urban and incorporated community to rural – from haves to have-nots
- There is assets in transportation – railroad, airport
- There is a sizable tourism industry
- There is rich cultural and linguistic diversity
- Navajo Gallup water pipeline will bring in resources
- The service industry (hospitality, tourism, retail) is important
- The region is historically dependent on extractive industry which is both an asset and a vulnerability
- There must be a good solid workforce to build on for success
- Employers are critical to engage once the plan has been developed

- The artificial state-line barrier provides challenges for economic and workforce development - Window Rock and the Navajo Nation are not counted in state or county data
- The plan needs to consider transitions happening across industries
- The economic factors of Navajo Nation also need to be considered in the full plan

What industry or career cluster should be the focus of our Project Plan to provide more economic opportunity to the Region?

- A focus on getting folks into existing jobs
- Consider ways to expand locally based industry
- Every single manufacturing job created opens three new service jobs
- There are many health care (wellness care) job openings at Gallup Indian Medical Center and the expansion of region's healthcare community offering multiple career pathways
- Navajo Nation is growing rapidly and will create demand within the healthcare industry (Complicated issues exist and effect the healthcare sector in the region)
- Self-employment is a growth area
- Hospitality and tourism (not just entry-level) offer current and future openings
- Clerical, administrative, accounting jobs offer opportunity in the region
- Gaming
- Enterprise arts and crafts
- Construction
- Education
- Skilled trades and utility support the new water development in Gallup and Native Communities
- IT is critical requiring an expansion of broadband

What do we need to know about future job needs?

- Calls for employer surveys - direct feedback and technical assistance
- What are the expected short- and long-term job needs?
- What are the technical and soft skill requirements?
- Multilingualism needs to be supported for the workforce and developed for economic expansion

What do we already know about Gallup-McKinley County's workforce data?

- Aligning community with employers is still new to the region
- There is a large under-employed population
- Lack of college degree is a barrier to entry
- Single parent households are a growing number
- There is a strong need to build basic skills in reading, writing and math
- Decrease in the dependence on governmental benefits is critical
- Generational poverty
- City employees – 70 percent drive in to work
- Exaggerated economic fragmentation – 75 percent unemployment in some of the outlying areas of the city

- Transportation is a big piece of the puzzle
- Transportation to and from Gallup and the immediately surrounding communities may be lacking - focus on this area makes sense due to infrastructure already in place
- Transportation may be inadequate to get people to work from rural communities (A large percent of workers commute to Gallup from surrounding areas. The majority of law enforcement and firefighting professionals live outside the area)
- Gallup has unique access to transportation infrastructure (I-40 and vast railway systems)
- Lack of affordable housing causes people to drive long distances to work
- Childcare is a challenge - cost is out of balance with wages and space for children is limited
- Complex social issues exist including; drug and alcohol and emotional and psychological abuse
- Low communication and literacy skills even of high school graduates
- Limited broadband access

What are the barriers in Gallup-McKinley County?

- Commute to work – distance, cost and time
- Childcare
- Limited employment outside of Gallup in the 77 rural communities – unable to work near home
- Broadband Internet access - connectivity issues for rural communities and access to technology that can facilitate distance learners
- Cell phone service limited or poor
- Financial literacy – a must and should be addressed
- Social ills – alcohol and drug dependency
- Job search skills - communication and literacy
- Dependency on government assistance programs as well as the generational dependency on these programs

What is our target population that the Plan can work to improve employability?

- Underemployed and unemployed/displaced workers
- Workers with higher qualifications than current job requires
- Graduates from high school and college that need preparation for the workforce
- High school drop-outs
- Incumbents - workforce readiness and advancement
- Single mothers
- Graduates of college/certifications that have more skills needed for current job are settling for lower paying jobs and do not have opportunity for advancement

What strategies are missing?

- Job seeker interest exploration
- WorkKeys in person and a one “stop” shop for more assessments and ways to certify
- Certifications for employers to recognize skills

- Alternate funding for short-term training
- In-office staff to create connections for job seekers and actual jobs
- A map of services and resources for the region
- Data map
- Self-employment/solo workers – expand the model of self-employed artisans
- Adequate rural broadband
- Find ways unite job seekers with job training
- Stakeholders to address adaptability of systems
- Commitment to outcomes with stakeholders (not just meetings)
- Explore business mentor/mentee program as well as pipelines for students into the programs
- Look at the state of incubators of small businesses
- Community connections to Navajo Nation Department for Self-Reliance that provides:
 - Career and education preparation
 - Training and skill development
 - Support services to meet goals

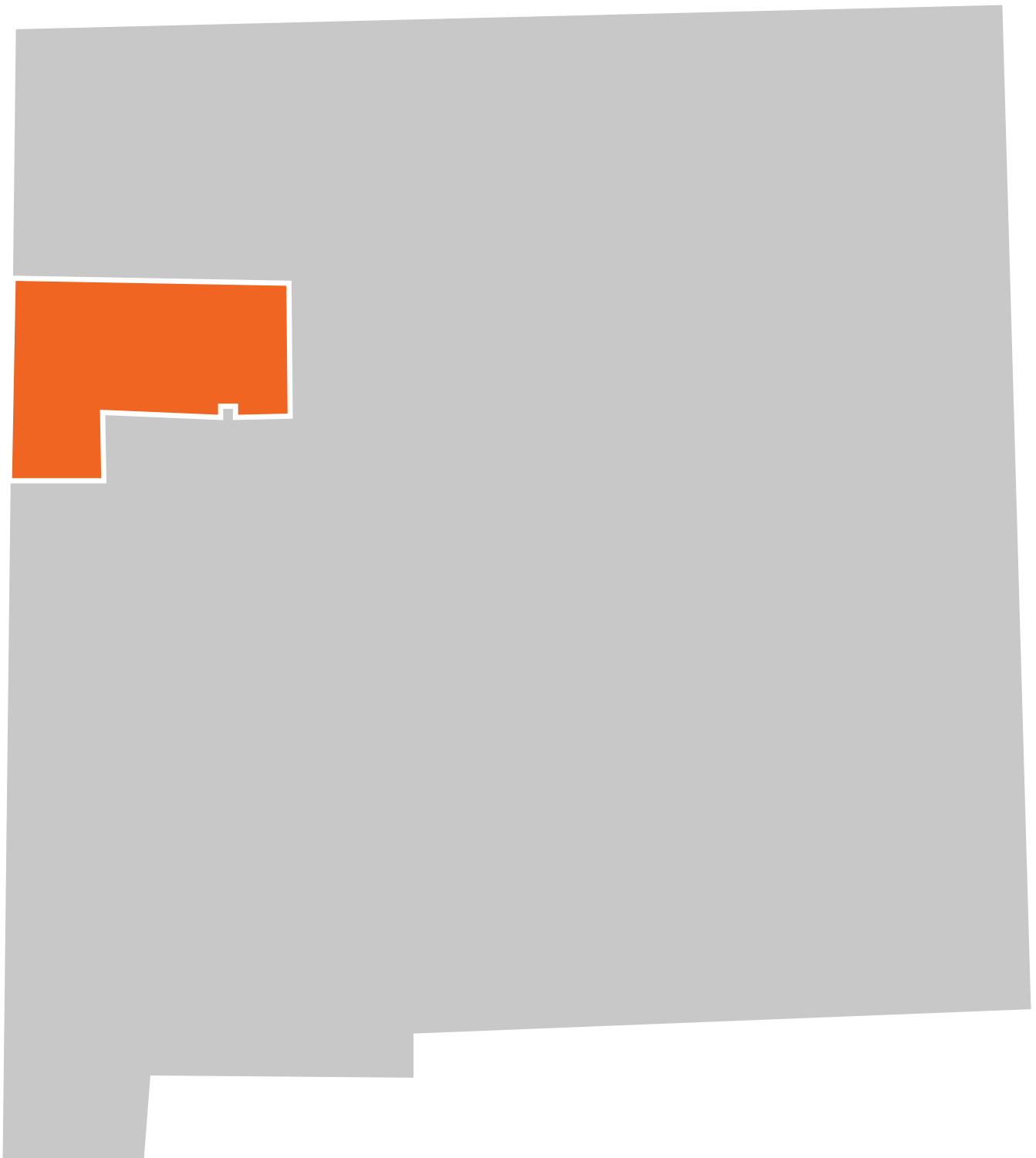
Generational poverty is real. There must be a new system that assures that all citizens have access to learning and training that will lead to employment. Too many of our county residents are left out.

— PARTICIPANT OF FOCUS GROUP, CITIZEN OF GALLUP-MCKINLEY COUNTY

*The future
is now.*

Gallup-McKinley County

NM Pathways Project



The NM Pathways Project goal was to develop a three-year plan for Gallup-McKinley County that will serve to connect the ecosystem of education, workforce, training and industry to better serve those families and citizens living at or below 200 percent the FPL. The process was through our COP methodology, which is based on the concept of the Community of Practice. This concept has been around for over two decades and was built on the foundation that learning occurs in social contexts that emerge and evolve when people who have common goals interact as they strive towards those goals. This project brought together different groups from across the County to lay out the goals for the future of the region (for reference of meetings and input - see appendices).

Through the COP process, the NM Pathways Project analyzed over 400 data sources to assure as much national, regional, and local data was aligned to the plan, and it was the center of the conversation to drive to the vision. Throughout the process there was tremendous agreement around one strong concept – ***there must be a vision and a plan for more workforce training aligned to employer needs, as well as training for those that do not have the necessary credentials/degrees to be recognized through traditional hiring strategies.***

Three major themes emerged throughout the analysis of data, focus groups and interviews. These themes apply across multiple industries and occupations, and are examined in further detail in the recommendations section of the report.

Theme One: Aligning Supply and Demand

Changing skill sets across virtually all jobs means that there must be a tighter education and employer connection beginning in K-12. This includes continuous training and meeting “just-in-time” demand from employers. It includes a better way of tracking the skill sets of citizens to assure economic development is prosperous and allows the attracting of new companies and industries to the region. It requires a culture of “lifelong and continuous” learning with new methods of reaching those that have lack of access to training resources.

Theme Two: A Changing Workforce

Technology is increasing in demand, with digital skills being critical to the future of workforce. Front-line (entry-level) workers must gain these skills to assure they are adequately prepared for roles in the future. Customer service continues to be a critical skill in a range of occupations and assuring that citizens have this skill is critical.

Theme Three: Up skilling and Up Credentialing: Employers Demand “Demonstrated” Skills

The changing nature of jobs means that many occupations require digital skills as well as soft skills (critical thinking, communication, teamwork, etc). Employers are increasingly seeking verification of these skills, constraining upward mobility for front-line workers. Employers must invest in their front-line workers. There is also a need for hot spots that will assist in the lack of connectivity in the region. Hot spots are listed as a budgetary item in the recommendations.

Alignment with Regional Plans

On May 19, 2017, the Greater Gallup Economic Development Council and the Gallup Executive Directors Alliance convened stakeholders from across the region to create the “Gallup Solution,” a report on findings for action and implementation to advance housing, economic and workforce in Gallup-McKinley County. The roundtable included local employers, civic leaders and allied organizations. Several recommendations came forward including:

- Forging direct and responsive connection between workforce training resources and economic-based employers
- Implementing a certified business training program
- Providing college credit to workers who complete company-accredited certification programs
- Recruiting skilled and educated “native Gallupians” to return home to fill and/or create high-wage jobs
- Development of specialized incentives for employees

The time line for executing the “Gallup Solutions” was May 31, 2017 - May 31, 2018. Out of this roundtable, multiple areas were identified for moving the region ahead. Each of these are directly aligned to the findings of the NM Pathways’ recommendations as follows:

1. Establish a robust vocation educational system

a. Goal/Intended Impact: Establish a strong vocational educational training system within the community

Challenge Addressed:

- i. Cannot find qualified people for current job openings
- ii. Cannot grow our own skilled labor force
- iii. Recruiting new or former residents for available jobs is difficult
- iv. Can’t land businesses to move to the region without available labor or at least a future pipeline of workers

b. Action Strategy:

Introduce specialized curriculum and vocational schools into area high schools

2. Bridge Funding for Employment Transition

a. Goal/Intendant Impact: Solve the problem of economic dependence in terms of benefits vs. employment

Challenge Addressed:

- i. Potential unemployed worker cannot financially give up public benefits they are receiving to take an entry-level job
- ii. stagnate unskilled labor force

b. Action Strategy:

- i. Locate programs that offer this type of transitional structure
- ii. Guide residents on how to utilize this program to re-enter the workforce

3. Job Seeker/Employer Matching Program

a. Goal/Intended Impact: Establish an accessible connection for employers to potential employees and vice-versa

Challenge Addressed:

- i. Employers cannot find qualified people for current job openings
- ii. There is not a central location or depository for matching jobs with workers
- iii. Underemployed and unemployed workers may not know where to make application; businesses don't know where to get the word out
- iv. Can't land businesses to move to the region without available labor pool

Action Strategy:

- i. Establish a database program that connects employers to a potential matching worker
- ii. Get the word out in every way possible to quickly lead both employers and job seekers to one-stop-shop (database)

4. Industry/Workforce Civic Action Team

a. Goal/Intended Impact: Establish a group that connects industry needs with educational offerings

Challenge Addressed:

- i. Cannot find qualified people for current job openings
- ii. Cannot grow our own skilled labor force with the training that currently exists
- iii. Difficult to nearly impossible to attract prospective businesses to the region without current available labor or a future pipeline of workers industry needs

Action Strategy:

- i. Identify individuals, programs and employers that could form a civic action team
- ii. Gather community leaders to communicate across established education and business silos to determine best strategies

5. Internship and Mentorship Opportunities

a. Goal/Intended Impact: Establish a community participated internship and mentorship program

Challenge Addressed:

- i. Cannot find qualified people for current job openings
- ii. Cannot grown our own skilled labor force
- iii. Recruiting for available jobs is difficult without allowing for on-the-job training options

Action Strategy:

- i. Establish a robust community-wide internship and mentoring program with businesses
- ii. Create a measurable program that will have the ability to scale

6. Family-Centric Education

a. Goal/Intended Impact -Establish a family-centric program with educational institutions throughout the community

Challenge Addressed:

- i. Parents who have not completed education programs perpetuating high drop out rates
- ii. Unschooled parents are unable to procure higher paying jobs

Many of these above findings from “Gallup Solutions” show direct alignment with NM Pathways’ findings and recommendations. Both support the vision and mission for future workforce supporting a more robust education-to-employment system.

Proposals for outcomes-based funding and proposals for the adoption of outcomes measures focused on employment and earnings will intensify in the years ahead. More than ever, community colleges will need to ensure that programs of study align with labor market demands and produce graduates with the skills and qualifications that employers need.

— JOHN DORRER

GEORGETOWN UNIVERSITY, CENTER ON EDUCATION AND THE WORKFORCE

Data Analytics for the NM Pathways Project

Key to the project was not just getting the data and industry analytics, but understanding the story that the data was telling. In a June 2016 study, provided by the Lumina Foundation in partnership with Georgetown University's Center on Education and Workforce, there was a national call for better use of labor data information for driving economic and workforce decisions. According to the study, "understanding complex labor markets including the demand for skills is key to guiding our investments in education and training. This is especially true for community colleges responsible for preparing a significant portion of the nation's workers. These institutions are being increasingly challenged to better align their programs of study with entire economies undergoing restructuring and with most workplaces escalating their skill requirements. Policy questions surrounding higher education funding formulas, measures of performance and institutional rating systems are all seeking more focus on labor market outcomes." The report goes on to state exactly what this project focused on accomplishing, "Effective use of labor market information and research is one of the means that community colleges (and communities) have to achieve better employment outcomes for their graduates. Yet too often, the labor market information available is not timely and lacking in specifics to guide program development. The growing digitization of labor markets—including Internet job postings and resumes, social media sites, and social networks—also serves up a constant source of data in real time. These new sources of labor market information and innovative analytics provide a more penetrating look into how the labor market works and the skills employers seek when filling positions." The analytics provided in this Plan are state-of-the-art and leverages the best national resources. The aggregation of this data provided the region information that will guide the work and will continue to be reviewed so it is "real-time" and not stagnant.

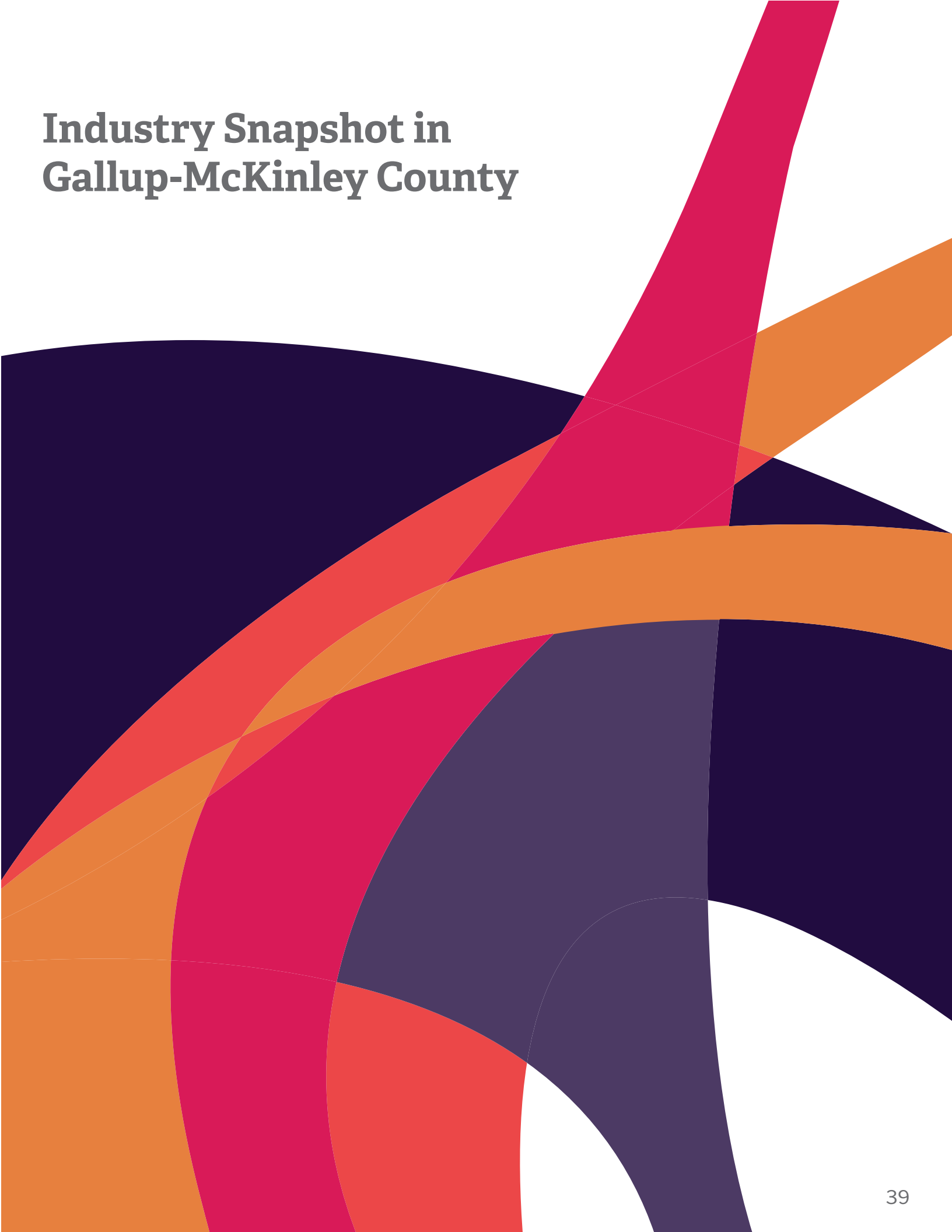
Key to the NM Pathways Project work looks at how to impact those living in poverty with a goal of creating pathways to success for those citizens and families currently at or above 200 percent of the FPL. This requires a living salary of \$24,120 for an individual, or a family income of \$40,840 for a family of three. The goal of building pathways leading to these income levels is a goal of the Plan.

2017 Federal Poverty Guidelines

Household Size	100%	133%	150%	200%	250%	300%	400%
1	\$12,060	\$16,040	\$18,090	\$24,120	\$30,150	\$36,180	\$48,240
2	\$16,240	\$21,599	\$24,360	\$32,480	\$40,600	\$48,720	\$64,960
3	\$20,420	\$27,159	\$30,630	\$40,840	\$51,050	\$61,260	\$81,680
4	\$24,600	\$32,718	\$36,900	\$49,200	\$61,500	\$73,800	\$98,400
5	\$28,780	\$38,277	\$43,170	\$57,560	\$71,950	\$86,340	\$115,120

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Industry Snapshot in Gallup-McKinley County



The process of analyzing the workforce supply and demand data focused on the following critical factors:

1. What sectors project the highest demand in the next ten years for Gallup-McKinley County, and what sectors were identified by the region based on this data and community focus groups for the focus of the three-year plan?
2. What jobs/occupations are identified as the highest demand occupations within those sectors?
3. How does training and education align to the high demand jobs/occupations?
4. Using the data, how then does the region develop a three-year action plan that is implementable, actionable and measurable?

What sectors project the highest demand in the next ten years for Gallup-McKinley County?

Key to the work that occurred across the County was facilitation around sector, industry and occupation needs. Using labor data, sectors were discussed from both an economic development as well as workforce perspectives.

The graph below shows the current sector breakdown in Gallup-McKinley County as of October 1, 2017. The largest sector in Gallup-McKinley County is Health Care and Social Assistance, employing 5,508 workers. The next-largest sectors in the region are Retail Trade (3,356 workers) and Accommodation and Food Services (2,983 workers). High Location Quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Agriculture, Forestry, Fishing and Hunting (LQ = 2.76), Public Administration (LQ = 1.75), and Health Care and Social Assistance (LQ = 1.63).

Total Workers for Gallup-McKinley by Industry

The seasonally adjusted unemployment rate for Gallup-McKinley County was 9.0 percent as of August 2017 BLS. The regional unemployment rate was higher than the national rate of 4.5 percent. The average worker in Gallup-McKinley County earned annual wages of \$31,060 as of 2017 second quarter. Average annual wages per worker increased by 1.4 percent in the region during the preceding four quarters. For comparison purposes, annual average wages were \$53,284 in the nation as of the same period. The Cost of Living Index estimates the relative price levels for consumer goods and services, and when applied to wages and salaries, the result measures of relative purchasing power. The cost of living is 16.8 percent lower in Gallup-McKinley County than in New Mexico and the U.S. The highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$87,945), Utilities (\$74,814), and Transportation and Warehousing (\$51,647). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Accommodation and Food Services (+270 jobs), Health Care and Social Assistance (+205), and Retail Trade (+70).

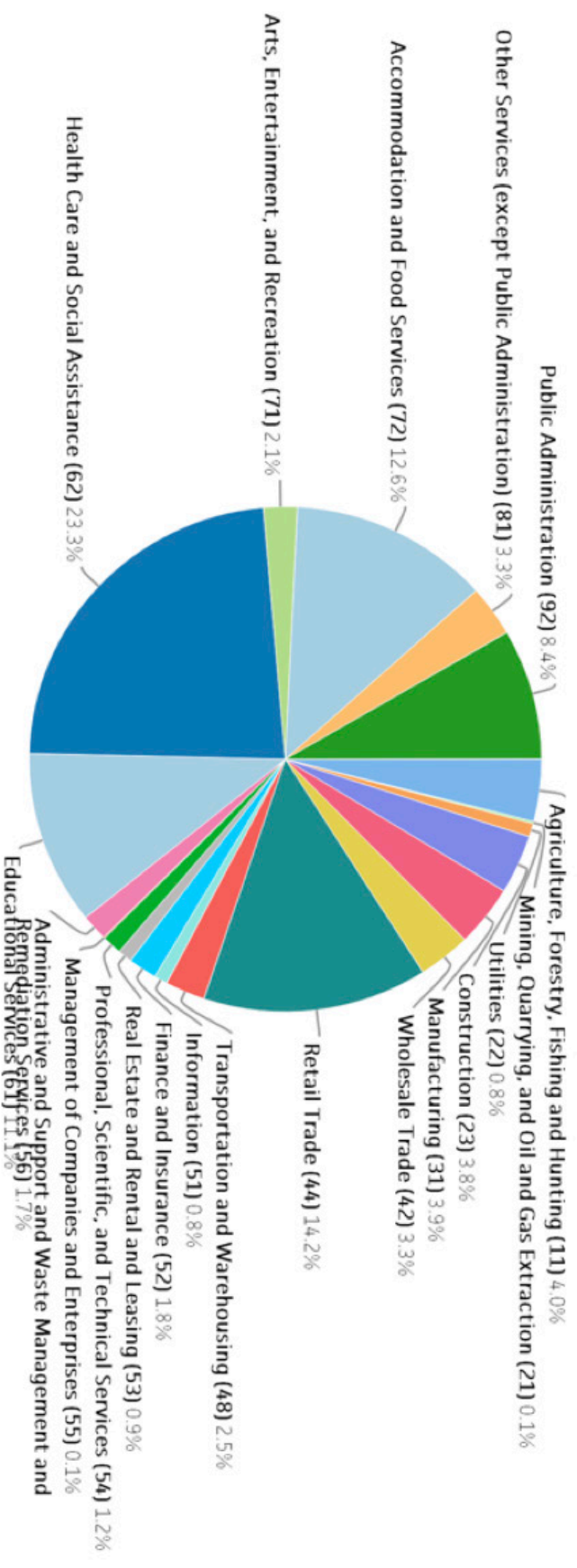
Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Gallup-McKinley County	\$31,060	83.2	\$37,339
New Mexico	\$42,231	94.8	\$44,568
USA	\$53,284	100.0	\$53,284

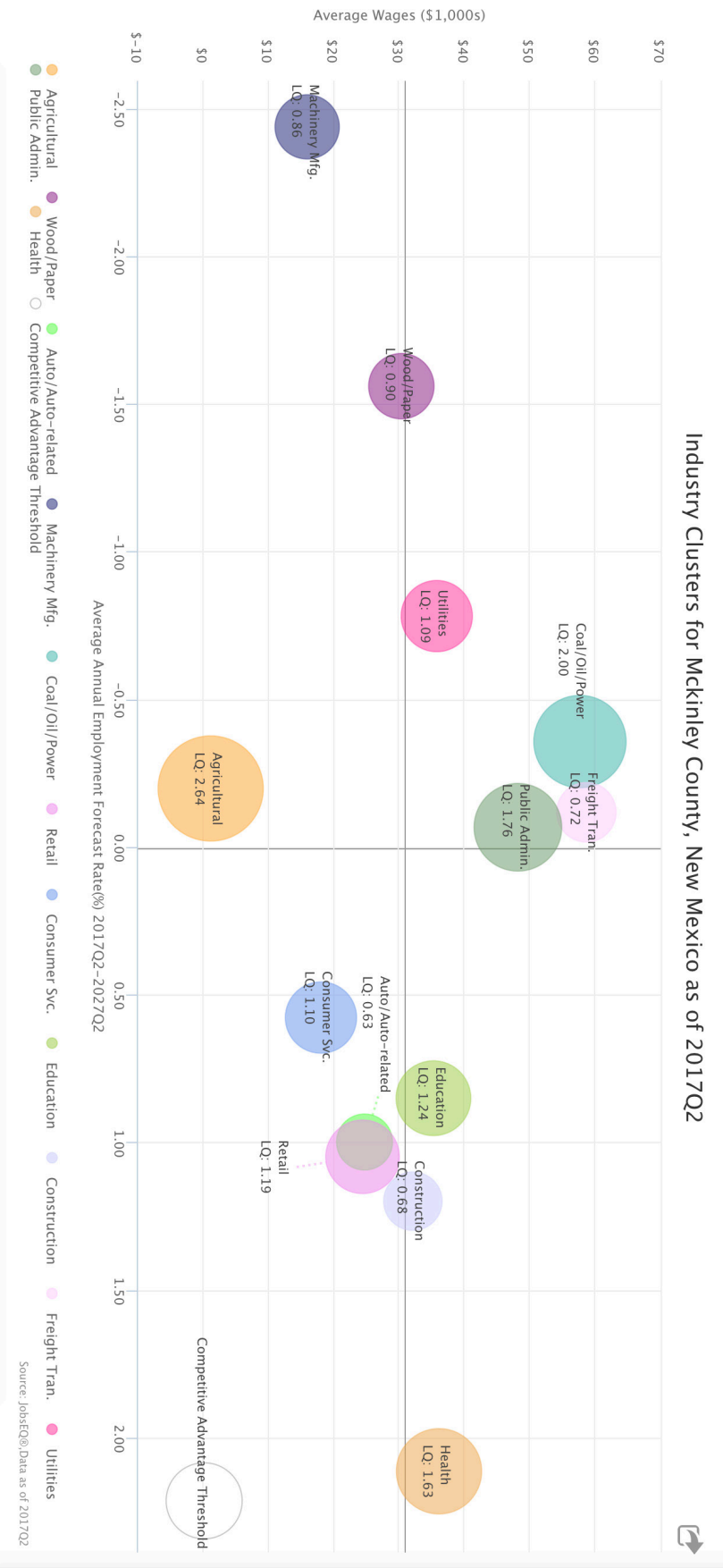
Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise.

Over the next 10 years, employment in Gallup-McKinley County is projected to expand by 2,246 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a 2.1 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+1,279 jobs), Retail Trade (+349), and Educational Services (+246). Hospitality and Tourism also show growth.

Total Workers for Gallup, NM μSA by Industry



Source: JobSEQ®. Data as of 2017Q2 unless noted otherwise.



Source: JobSEQ®. Data as of 2017Q2 unless noted otherwise.

Industry Snapshots In Gallup-McKinley County. Priority Sectors Highlighted

NAICS	Industry	Empl	Avg. Annual Wages	Location Quotient	Empl
11	Agriculture, Forestry, Fishing and Hunting	942	\$1,208	2.76	-24
21	Mining, Quarrying, and Oil and Gas Extraction	30	\$87,945	0.32	-85
22	Utilities	201	\$74,814	1.59	-10
23	Construction	895	\$31,891	0.69	3
31	Manufacturing	930	\$28,902	0.48	31
42	Wholesale Trade	782	\$23,061	0.85	-187
44	Retail Trade	3,356	\$24,664	1.31	70
48	Transportation and Warehousing	597	\$51,647	0.60	-110
51	Information	197	\$28,408	0.42	-44
52	Finance and Insurance	430	\$32,022	0.46	36
53	Real Estate and Rental and Leasing	218	\$31,523	0.54	29
54	Professional, Scientific, and Technical Services	292	\$37,707	0.19	-8
55	Management of Companies and Enterprises	21	\$49,356	0.06	-17
56	Administrative and Support and Waste Management and Remediation Services	394	\$26,381	0.26	26
61	Educational Services	2,636	\$37,421	1.35	-302
62	Health Care and Social Assistance	5,508	\$38,019	1.63	205
71	Arts, Entertainment, and Recreation	501	\$36,830	1.07	4
72	Accommodation and Food Services	2,983	\$14,169	1.41	270
81	Other Services (except Public Administration)	775	\$20,033	0.74	-72
92	Public Administration	1,978	\$47,921	1.75	-208
99	Unclassified	0	n/a	0.00	-1
	Total - All Industries	23,665	\$31,060	1.00	-394

Historical	Forecast
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Average Annual % Change in Employment 2012 Q2-2017 Q2			Over the Next 10 Years		
Gallup-McKinley County	New Mexico	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth %
-0.5%	0.8%	0.8%	327	-20	-0.2%
-23.4%	-3.3%	-4.9%	8	3	1.0%
-1.0%	0.5%	0.1%	50	-13	-0.7%
0.1%	0.7%	3.2%	185	115	1.2%
0.7%	-2.3%	0.8%	201	-122	-1.4%
-4.2%	-0.1%	0.9%	182	104	1.3%
0.4%	0.4%	1.3%	1,086	349	1.0%
-3.3%	0.7%	2.7%	152	-21	-0.4%
-3.9%	0.1%	0.8%	45	-23	-1.2%
1.7%	1.4%	1.1%	104	30	0.7%
2.9%	0.1%	1.9%	48	0	0.0%
-0.6%	0.5%	2.4%	62	26	0.8%
-11.3%	1.0%	2.9%	4	1	0.5%
1.4%	0.2%	2.6%	89	13	0.3%
-2.1%	-0.7%	0.7%	573	246	0.9%
0.8%	2.0%	2.5%	1,164	1,279	2.1%
0.2%	0.5%	2.3%	158	40	0.8%
1.9%	2.4%	3.0%	1,073	205	0.7%
-1.8%	-0.6%	-0.2%	199	48	0.6%
-2.0%	0.0%	0.1%	475	-14	-0.1%
n/a	n/a	13.2%	0	0	
-0.3%	0.5%	1.7%	5,990	2,246	0.9%

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Throughout the process, community citizens and stakeholders continued to focus on what they saw as priority industries as highlighted on previous graphs. At the final completion of the community process, the following sectors identified as priority for the NM Pathways Plan:

1. Construction and Trades (NAICS 23)
2. Manufacturing (NAICS 31)
3. Transportation/Logistics/Warehousing (NAICS 48)
4. Educational Services (NAICS 61)
5. Service Sector (includes Hospitality, Tourism, Food Services, Retail Trade) (NAICS 71 & 72)
6. Health Care and Social Assistance (NAICS 62)
7. Small Business Development (No NAICS code)

The process also identified those jobs/occupations in each sector with the highest projected job growth. This was mapped against existing education requirements and certifications/degrees being provided in the region currently.

In the digital appendices there is further data that will assure facilitation across each sector in the implementation phase of the work.

Example: Construction Industry, Occupation Detail and Awards in Gallup-McKinley County

(see additional details in appendices)

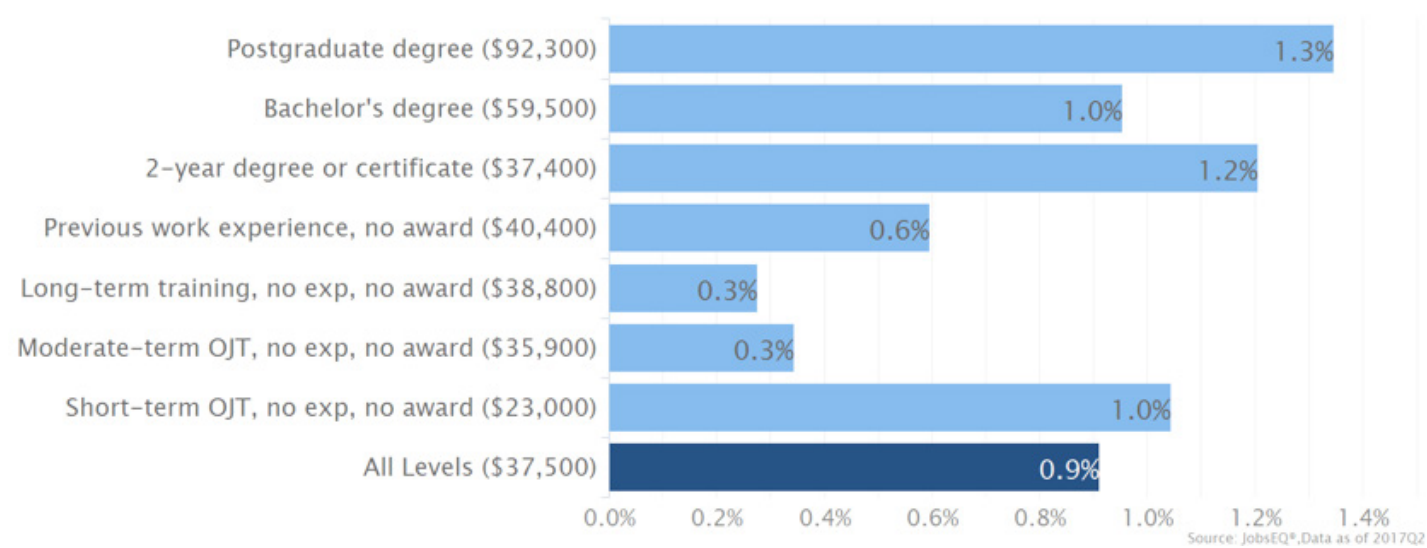
Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Construction Laborers	129	\$27,000	High School, Some College	21	2
Carpenters	109	\$39,300	High School, Some College	26	0
Supervisors of Construction and Extraction	58	\$44,500	High School, Some College	21	0
Operating Engineers, Equipment Operators	44	\$49,800	High School, Some College	0	0
Secretary and Administrative	43	\$30,700	High School, Some College, AA, BA	18	2
Electricians	42	\$46,900	Certification, AA	11	2
Plumbers, Pipefitters, Steamfitters	40	\$47,000	Certification, AA	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

How does training and education align to the high demand jobs/occupations?

Expected growth rates for occupations in Gallup-McKinley County vary by the education and training required. While all employment in Gallup-McKinley County is projected to grow 0.9 percent over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.3 percent per year, those requiring a bachelor’s degree are forecast to grow 1.0 percent per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.2 percent per year.

Annual Average Projected Job Growth for Gallup-McKinley County



Employment by occupation data are estimates as of 2017Q2. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Understanding the projected positions and skills sets needed across many of the positions that will be filled in the next decade helped to identify the skills gaps in Gallup-McKinley County. The work of NM Pathways Project identifies what skills are relevant to certain sectors. These sectors require less to no formal education, credentials, or training while others need moderate to extensive education, credentials, and/or training. The skills categories can be separated into three distinct descriptions: low skill, middle skill, and high skill that is detailed below. These definitions may be somewhat antiquated and have the implication of lack of education correlating to the value of a person. Although we feel that people of all educational attainment backgrounds add value to an organization, it is still effective to look at what is being asked for in job ads in comparison to what the population can reasonably qualify for.

The general definitions and what industries have commonly perceived as skill sets in relation to educational attainment:

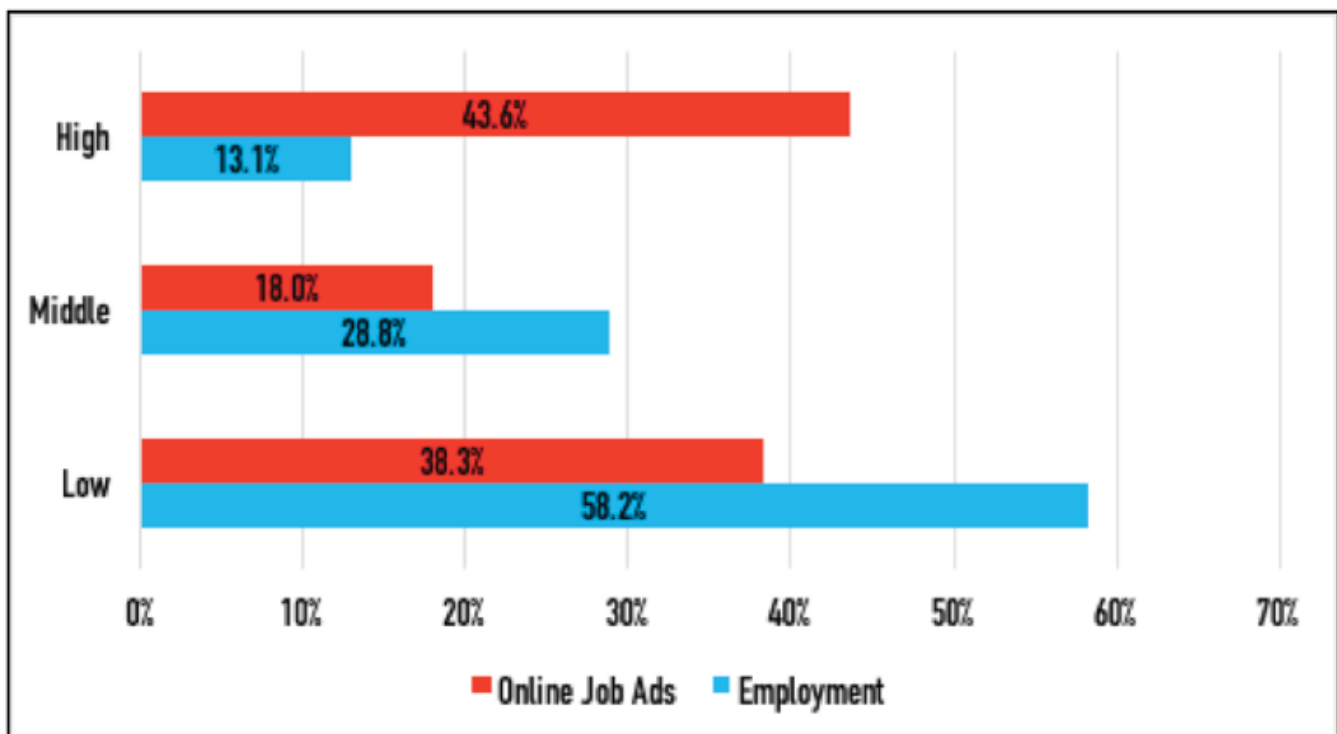
1. **Low skill jobs** – Positions that require a high school diploma, but less formal education may be acceptable
2. **Middle skill jobs** – Positions that generally require some significant education and/or training beyond high school but less than a bachelor's degree
3. **High skill jobs** – Positions that require a minimum of a four-year degree, and may require graduate school or specialized certifications and credentials

With this in mind, we analyzed the skill sets of Gallup-McKinley County residents and compared them to job postings in the region.

Conclusion: There is a significant gap in supply/demand from a job posting scenario.

43.6 percent of jobs ads require a Bachelor's degree or higher while only 13.1 percent of the population have the educational attainment to meet this requirement. However, 18 percent of jobs have middle skill requirements and 28.8 percent of the population has middle skill qualifications. Finally, there is a much larger percentage of citizens with low skills relative to the number of jobs open looking for this level of skill.

Gallup-McKinley County Job Openings and Workforce Populations by Skill Levels



Source: JobsEQ Workforce Characteristics (2014Q3); Burning Glass Minimum Advertised Education (Dec 2007-Dec 2016)

This graph represents a dramatic misalignment in what employers are requesting from online job advertisements versus what the population has to offer. As the graph below shows, the number of degrees and certifications in the County are falling short and are not aligned to industry demand. With many of the jobs asking for four-year

degrees, there is a significant gap in employer expectation and what the region can produce. This presents an opportunity to work with employers in understanding the true needs of positions while simultaneously helping the population get the skills, training, certifications, and education needed to be competitive in the workforce and getting disadvantaged populations on a financially and economically sustainable pathway.

This plan calls for a realignment of job criteria to align more directly with the region's available skill sets.

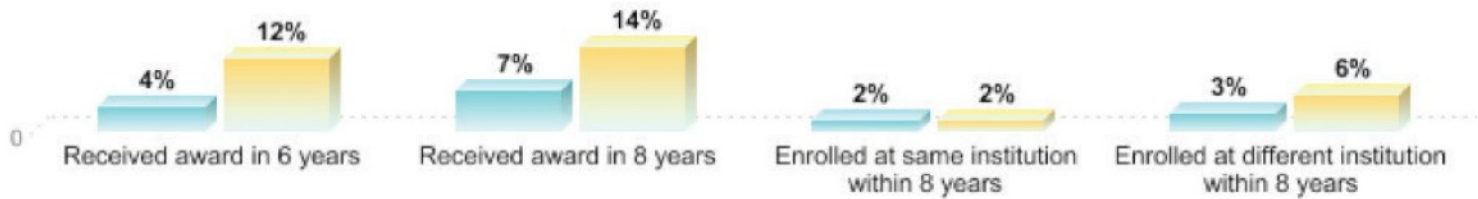
The Plan identifies gaps that will require a “system shift” with employers and job seekers across the County. If this doesn't occur, employers will continue to have critical issues filling jobs and citizens will remain unemployed.

There is also a need for more certifications and credentials that will be recognized by industry in the region. This includes more pipeline being built for Health Care, Business, Construction, Education and the Trades. The two leading institutions in the region, UNM Gallup and Navajo Technical University (NTU), both have an opportunity to provide remediation for the candidates seeking training and employment. Their programs can be aligned to the demand in the field with a focus on certifications and two-year degrees. The region has some of the lowest retention and completion rates in the Country and it's likely due to a need for remediation and less time to completion. Short-term certifications and the ability to complete education and training while working full-time are recommendations in the Plan.

Gallup-McKinley County Degrees and Certifications Conferred (July 1, 2014 - June 30, 2015)

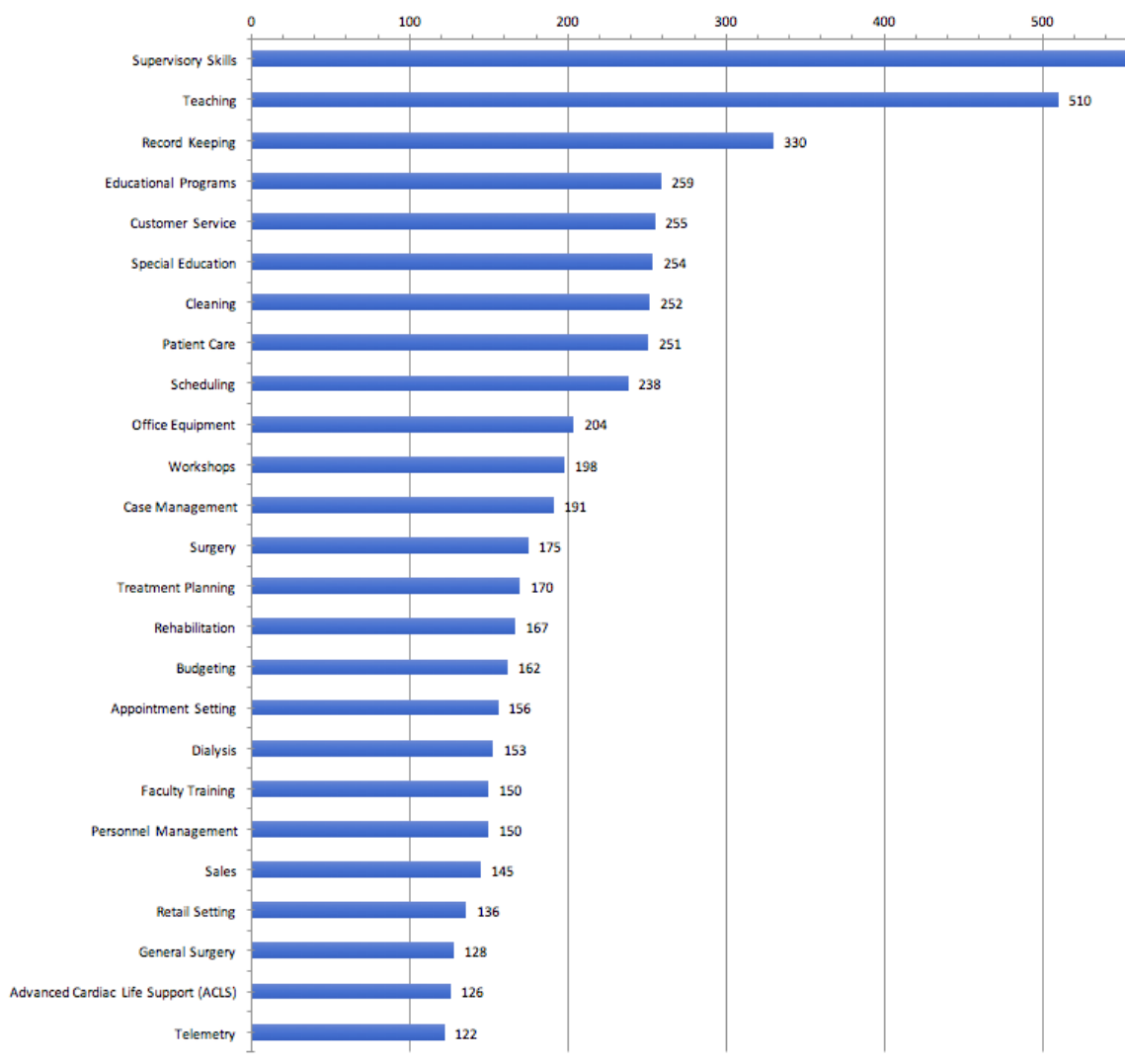
Program	Certificates Below Bachelor's	Associate's	Bachelor's	Totals:
Health Professions and Related Programs	58	54	0	112
Business, Management, Marketing, and Related Support Services	28	54	0	82
Construction Trades	57	3	0	60
Liberal Arts and Sciences, General Studies and Humanities	0	39	0	39
Education	9	25	0	34
Personal and Culinary Services	12	16	0	28
Engineering Technologies and Engineering-related Fields	10	6	0	16
Computer and Information Sciences and Support Services	2	3	9	14
Legal Professions and Studies	4	9	0	13
Public Administration and Social Service Professions	4	8	0	12
Precision Production	9	0	0	9
Homeland Security, Law Enforcement, Firefighting, and Related Protective Service	0	8	0	8
Mechanic and Repair Technologies/Technicians	0	4	0	4
Natural Resources and Conservation	2	1	1	4
Physical Sciences	0	4	0	4
Communications Technologies/Technicians and Support Services	0	3	0	3
Psychology	0	3	0	3
Visual and Performing Arts	0	3	0	3
Social Sciences	0	2	0	2
Grand Total	195	245	10	450

Source: IPEDS Data Center – UNM Gallup and Navajo Technical University



Source: IPEDS Data Center - Completion Rates Gallup-McKinley County

The NM Pathways Project analyzed the skills needed across thousands of current job postings to identify what short-term training and certifications were in highest demand for the region. The below graph shows the need for core skills including supervisory, teaching, record keeping, scheduling, customer service and others. While these seem to be part of a larger program, the Plan calls for introducing new courses/certificates in the region through national providers while the regional institutions build the training and certification necessary to fill the demand from industry.



Source: Labor Insight Jobs (Burning Glass Technologies)

Top Certifications in Gallup-McKinley County by Job Postings

Gallup-McKinley County is suffering from a lack of higher education resources aligned to the industry needs. UNM Gallup is the main educational institution in the Gallup-McKinley County area, but serves few residents, with a graduation rate of approximately 8.2 percent. The number of students is relatively low, hovering at 2,500. UNM Gallup includes the Adult Education Learning Center on Gallup's north side, which provides instruction in GED preparation, basic skills, English as a second language, life skills, work place skills, and citizenship preparation. However, the administration believes they must reach more students to assure remediation is expanded for the region.

NTU has a campus in Crownpoint, McKinley County with 1,675 students (2016), and offers a variety of courses, programs, services, and projects. All students learn about the Navajo heritage and the unique Diné philosophy by taking language, culture, history, and government classes. Offered at NTU are vocational certificate programs, including a 33-credit counseling program and 31-32 credit pre-nursing program. Associate and Bachelor degree programs include early childhood multicultural education; courses are also offered online.

This Plan calls for more education and training resources that are aligned to business needs, and includes both UNM Gallup and NTU as education providers or the work.

Alignment of Career and Technical Education and State Policies in Plans

The development of this three-year Plan is timely and critical. The Northern Area Local Workforce Development Board's 2016 - 2019 WIOA plan has identified the need for coordination of efforts by education, workforce, and employers to connect individuals seeking jobs to appropriate training pathways and middle and high-paying positions that remain unfilled within the region. The Board has identified the skills gap and lack of training opportunities as challenges that prevent high-growth occupations like those in health care from being filled. NM Public Education (NM PED) has released their pathways and sector focuses, which are also used to identify the sector pathways for this Plan.

These pathways and the NM PED Career Cluster Guide were used in the final recommendations in the Plan. Due to the lack of proficiency in the region, students must have a pathway they can envision. Career and technical education and certification should be a strong focus in the region.

Finally, digital skills are in demand across occupations. Across the labor market, employers are expressing demand for technical skills. This is apparent for office work as well as for work in the field, manufacturing, transportation, and other areas. Digital skills are increasingly becoming a foundational required skill, as well as customer service. Customer service is one skill set that is very difficult to automate, and it is also a very teachable, trainable skill. These two skills are key throughout all industries and occupations as the region advances the work.

High School Students not Graduating with Proficiency

The graph below outlines the percentages of students not proficient in the Gallup-McKinley County Public Schools' for school year 2015-2016. This information provided by the NM PED, is by grade and academic area:

Third grade	Reading, 88 percent not proficient	Mathematics, 81 percent not proficient
Fourth grade	Reading, 87 percent not proficient	Mathematics, 83 percent not proficient
Fifth grade	Reading, 85 percent not proficient	Mathematics, 81 percent not proficient
Sixth grade	Reading, 83 percent not proficient	Mathematics, 88 percent not proficient
Seventh grade	Reading, 84 percent not proficient	Mathematics, 92 percent not proficient
Eighth grade	Reading, 79 percent not proficient	Mathematics, 88 percent not proficient
Ninth grade	Reading, 82 percent not proficient	Mathematics, 87 percent not proficient
Tenth grade	Reading, 77 percent not proficient	Mathematics, 92 percent not proficient
Eleventh grade	Reading, 73 percent not proficient	Mathematics, 95 percent not proficient

Employers' reports of low communication and literacy skills, despite employees being high school graduates, is likely due to a lack of proficiency in reading outlined in the above graph.

In 2016, thirty Gallup-McKinley County Schools' high school students graduated from high school with college credits, twenty of them with associate degrees. UNM Gallup's Middle College Charter High School, which received a B grade in 2016 from the NM PED, provides one-hundred high school students with the ability to enroll in college courses for credit.

UNM Gallup's Center for Career and Technical Education has a vision to draw students from local high schools to dually enroll in high school and college classes in a variety of career technical education areas. The Center, however, has not been fully deployed due to funding and leadership changes.

Adult learning literacy and GED programs are also available at The Community Pantry, New Life Learning Center, and the GED testing center. In addition, the Navajo Nation for Self-Reliance has approximately two-hundred students per year in their remediation and workforce training. But, overall the need for remediation is tremendous in the region, and the Plan calls for this.

Other Community Challenges: Lingering Issues Addressed in the Plan

Significant community challenges continue to surface around poverty, addiction, transportation, and childcare. The 2016 Health Needs Assessment for Gallup-McKinley County and surrounding areas reported that the County and surrounding communities are served by over sixty non-profit and governmental human service agencies deeply committed to serving disadvantaged populations. Rehoboth said, in its culminating report to the health needs assessment, "a coalescing of human service agencies around (...) issues to create a stronger seamless network of care is needed (...) data and outcomes suggest that the lack of collaboration and silos of resources seem to only provide solutions for acute needs but fail to address the ongoing, chronic needs of individuals and families living in the community."

The community's needs are numerous. Those identified in the needs assessment are well aligned to the Plan recommendations:

- Limited (but significant) professional class or employment opportunities for lateral and upward career moves (incumbent mobility efforts)
- Limited higher education and specialty education, including the lack of nearby medical schools/courses
- Limited skilled, experienced, seasoned, and motivated workforce
- Limited fiber optics, Internet providers, and digital infrastructure
- Early childhood education, said Navajo Self-Reliance, "is expensive and not always available. Many...clients try to share babysitting with each other to help out"
- According to New Mexico Voices for Children, in 28 percent of families in Gallup-McKinley County the head of household lacks a high school diploma, 46 percent of families lack secure employment, and 15 percent of teens ages 16-19 are not in school and not working
- On the Navajo Nation, 60 percent of people speak a language other than English at home. Skilled Diné translators are essential to outreach in the community
- Health related issues including alcoholism, early childhood care and hunger.

The McKinley Community Health Alliance, based in Gallup, describes itself as a working partnership of more than one-hundred citizen activists, educators, human service providers, and health care workers throughout Gallup-McKinley County and the neighboring region. Members include the Navajo Nation and the Zuni Pueblo. The alliance addresses the social and economic determinants of health disparities. They have the opportunity to support the Plan by serving as the integrator to many of the providers in the region.

Single Parent Households and a Need for Childcare for Workers

Single parent households, which are growing in Gallup-McKinley County, are a concern. According to the New Mexico Department of Health, single parenthood is associated with adverse effects on children's achievement in school, emotional, psychological and physical health, and future economic success. 46 percent of children in Gallup-McKinley County households are in single-parent families.

The total for all single parent families in Gallup-McKinley County is 52.8 percent, compared to 42 percent in NM and 34.8 percent nationally. Single-female headed households are 20 percent of all households in Gallup-McKinley County.

The Southwest Women's Law Center reports that New Mexico does not have enough spots for children at licensed childcare facilities. "Families in New Mexico need adequate childcare to pursue employment. If the county does not have the capacity to provide for the majority of children needing childcare, families are left to find other childcare elsewhere. Some families can leave their children with a trusted family member or friend. Many families do not have that option. Without childcare, some parents are unable to find or remain employed."

In interviews with the Navajo Nation of Self-Reliance, childcare was identified as a critical area of need for those needing remediation and/or workforce training. Childcare is offered on site as much as possible, but there is also a trust issue on who keeps the child while that mother (or parent) is in training.

Transportation Impacts Employment in a Big Way

Transportation has also impacted employment. Most county residents travel 25.2 to 49.2 minutes to work each day. A significant number of employees travel nearly an hour or more. Transportation to and from the Navajo Nation as well as Zuni is difficult, and can equate to a 12-14-hour day for the full-time worker commuting to Gallup.

According to the Navajo Transit System (NTS), it provides public transportation services to forty-one out of a hundred and ten Navajo Chapter communities. Many routes operate along the state highway, with NTS buses picking up passengers at designated stops. “The demand for services exceeds the number of buses and routes because the Navajo Nation occupies a substantial land area with a large population, long driving distances between destinations. With the limited number of routes available now, and the confinements of buses to major highways, many people who want services are not able to reach locations where buses normally pick up passengers.”

Gallup-McKinley County

Priority Industries



Construction



North American Industry Classification System (NAICS) is the system used to standardize collecting, analyzing, and publishing statistical data related to the business in the US.

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Construction Laborers
2. Carpenters
3. Supervisors of Construction and Extraction Workers
4. Operating Engineers and Other Construction Equipment Operators
5. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
6. Electricians
7. Plumbers, Pipefitters, and Steamfitters
8. Construction Managers
9. Heating, Air Conditioning, and Refrigeration Mechanics and Installers

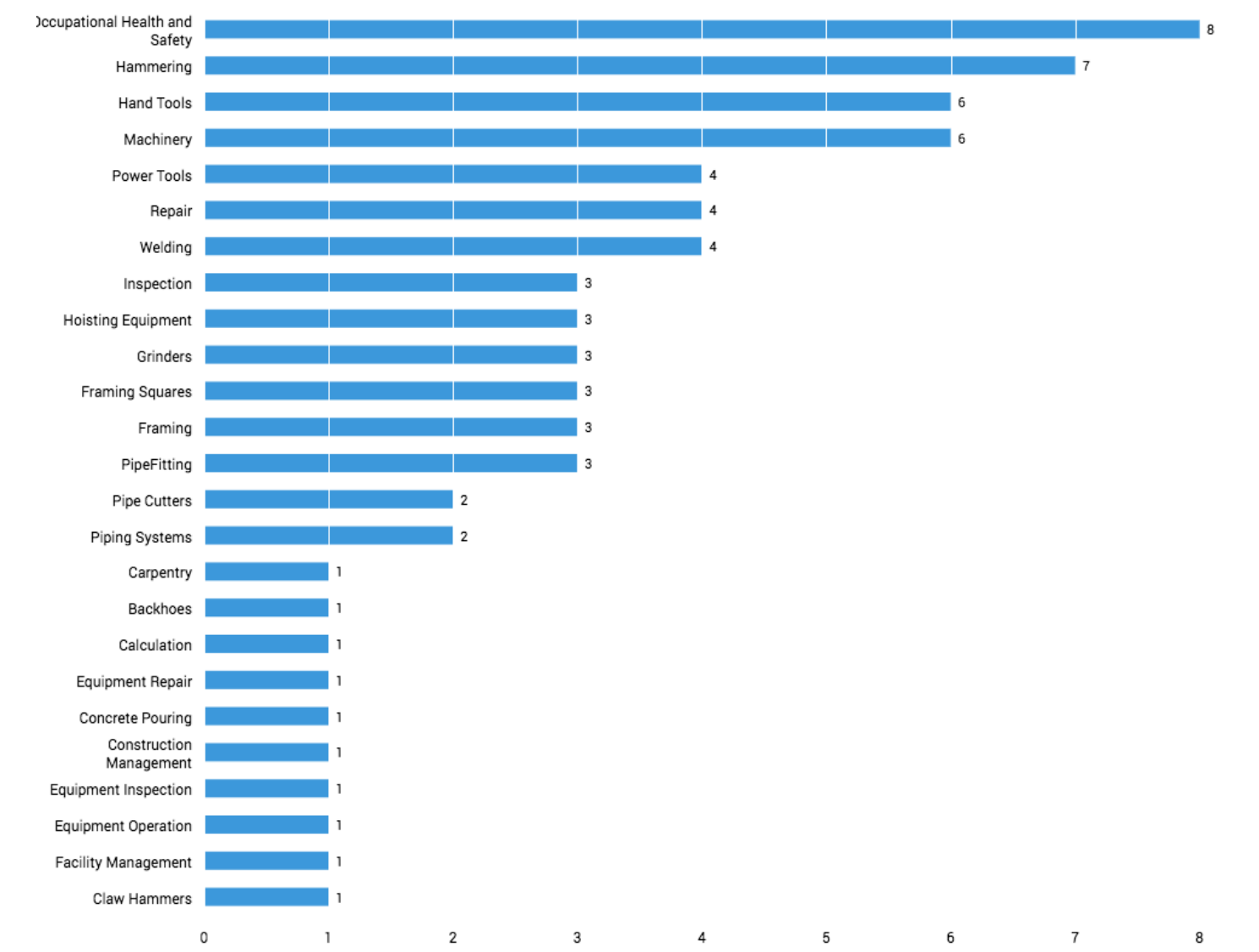
Construction Industry, Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Construction Laborers	129	\$27,000	High School, Some College	21	2
Carpenters	109	\$39,300	High School, Some College	26	0
Supervisors of Construction and Extraction	58	\$44,500	High School, Some College	21	0
Operating Engineers, Equipment Operators	44	\$49,800	High School, Some College	0	0
Secretary and Administrative	43	\$30,700	High School, Some College, AA, BA	18	2
Electricians	42	\$46,900	Certification, AA	11	2
Plumbers, Pipefitters, Steamfitters	40	\$47,000	Certification, AA	0	0
Construction Managers	38	\$79,900	Certification, AA, Bachelors	0	0
Heating, Air Conditions, Refrigeration, Mechanics	26	\$38,800	Certification, AA	0	0
Helpers	23	\$27,300	High School	0	0
Construction Managers	38	\$79,900	Certification, AA, Bachelors	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Educational Services



(NAICS 61)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Elementary School Teachers, Except Special Education
2. Secondary School Teachers, Except Special and Career/Technical Education
3. Teacher Assistants
4. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
5. Middle School Teachers, Except Special and Career/Technical Education
6. Substitute Teachers
7. Janitors and Cleaners, Except Maids and Housekeeping Cleaners
8. Teachers and Instructors, All Other
9. Postsecondary Teachers, All Other
10. Education Administrators, Elementary and Secondary School

Educational Services, Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

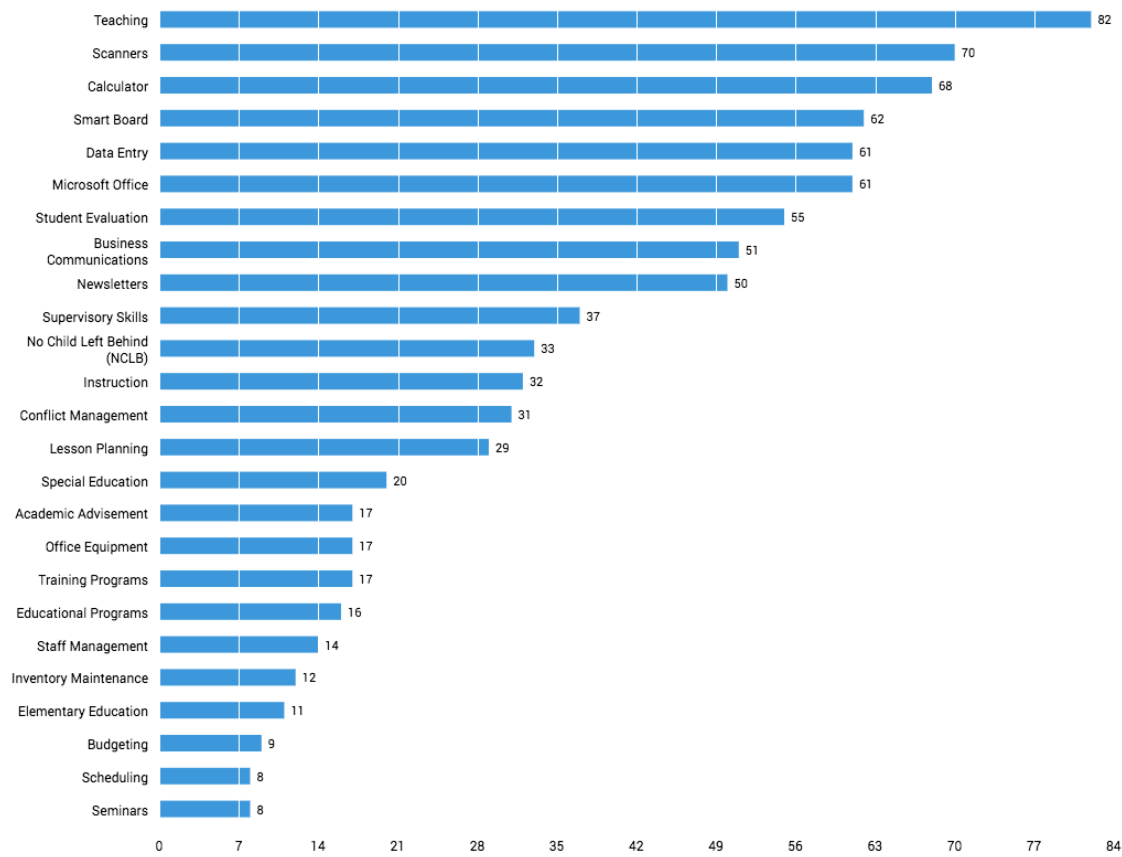
Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Elementary School Teachers	329	\$52,300	Bachelors	0	*4
Teacher Assistants	243	\$22,400	Some College, no Degree	0	0
Secondary Teachers	237	\$59,100	Bachelors	1	8
Secretaries and Admin Assistants	175	\$30,700	High School, Some College	18	2
Middle School Teachers	149	\$59,100	Bachelors	0	*Same 4 as above
Substitute Teachers	143	\$22,600	Bachelors	0	0
Janitors, Cleaners	110	\$22,300	No formal, HS degree	0	0
Bus Drivers	75	\$22,200	HS Diploma or equivalent	0	0
Teachers and Instructors Other	72	\$52,000	Bachelors	0	*Same 4 as above
Education Administrators	62	\$80,100	Bachelors	0	*Same 4 as above

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

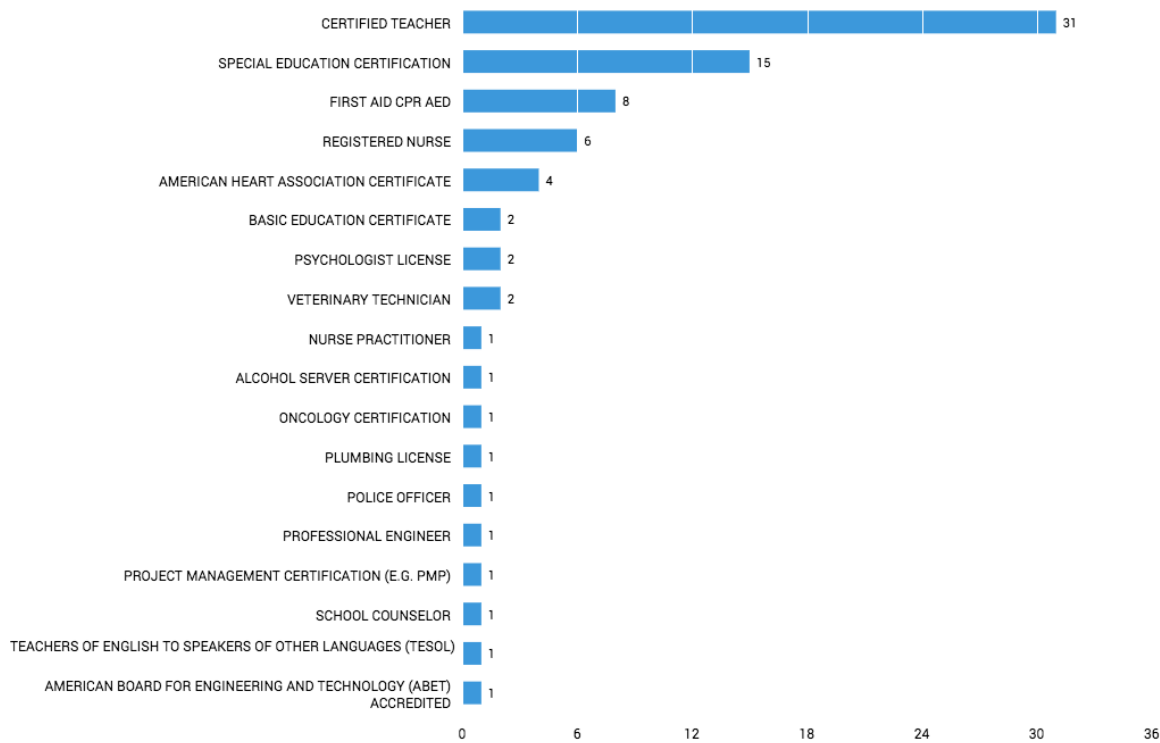
*In the 2015-2016 academic year, it is estimated that post secondary schools in Gallup-McKinley County granted awards for a potential five new secondary school teachers. Given the size of this occupation in the region, this award output is below the national norm of thirty-four awards per year, this is at 13 percent of the national average.

Training concentrations above the national average can indicate that the region is an exporter of graduates for this occupation. In other words, some students may come from outside the region for this education and subsequently leave after the award to work outside the region. Training concentrations below the national average can indicate that the region is an importer of graduates for this occupation. In other words, some employers within the region who hire this occupation may need to hire workers who received this training outside of the region.

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Hospitality and Tourism



Accommodation and Food Services (NAICS 72)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

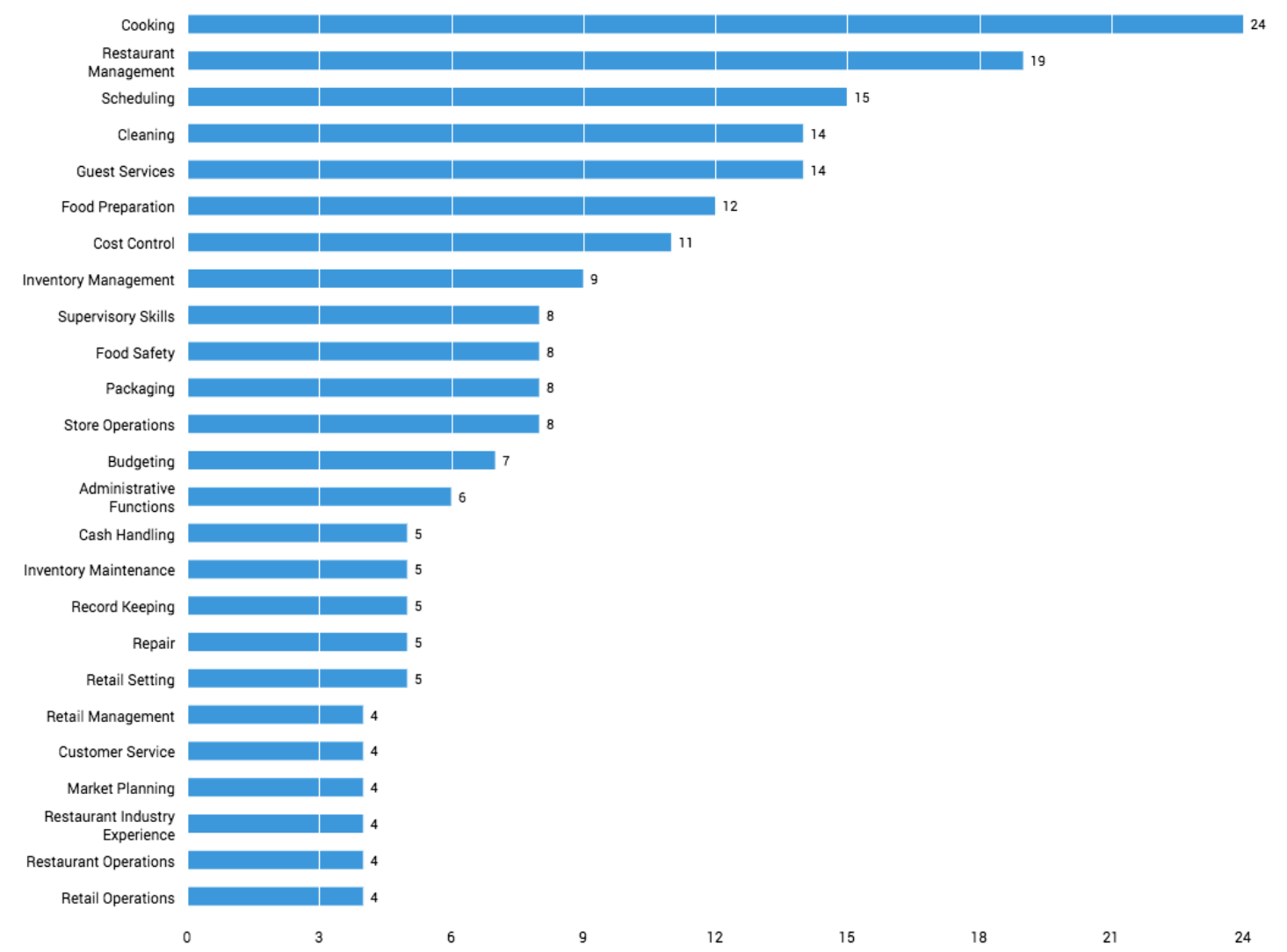
1. Combined Food Preparation and Serving Workers, Including Fast Food
2. Waiters and Waitresses
3. Cooks, Restaurant
4. First-Line Supervisors of Food Preparation and Serving Workers
5. Maids and Housekeeping Cleaners
6. Cooks, Fast Food
7. Food Preparation Workers
8. Cashiers
9. Dishwashers
10. Bartenders

Hospitality and Tourism: Accommodation and Food Services, Occupation Detail in Gallup-McKinley County (see additional details in appendices)

Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Food Prep and Serving Workers	711	\$17,800	Less than High School	0	0
Waiters and Waitresses	459	\$18,000	Less than High School	0	0
First Line Supervisors of Food Prep and Serving Workers	201	\$26,100	High School	14	0
Cooks, Restaurant	199	\$21,000	Less than High School	14	0
Maids, Housekeeping	141	\$20,400	Less than High School	0	0
Cooks, Fast Food	128	\$17,300	Less than High School	0	0
Food Preparation Workers	112	\$19,500	Less than High School	0	0
Cashiers	104	\$19,800	High School	0	0
Hotel, Motel and Resort Desk Clerk	87	\$19,900	High School Diploma or equivalent	0	0
Food Service Managers	72	\$45,600	High School Diploma or equivalent	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Hospitality Continued...



Arts, Entertainment, and Recreation (NAICS 71) top 9

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

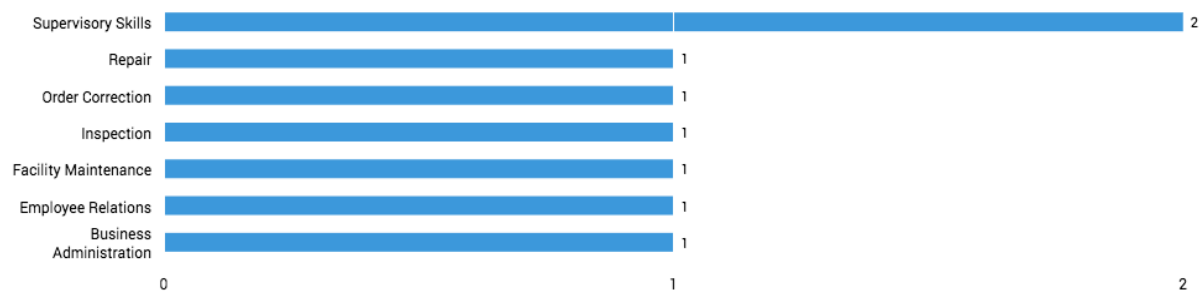
1. Gaming Dealers
2. Security Guards
3. Waiters and Waitresses
4. Janitors and Cleaners
5. Gaming and Booth Cashier
6. Cashiers
7. Landscape/Grounds
8. Gaming Supervisors
9. Maintenance and Repair

Hospitality and Tourism - Arts, Entertainment, and Recreation, Occupation Detail in Gallup-McKinley County (see additional details in appendices)

Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Gaming Dealer	37	\$18,800	High School or equivalent	0	0
Security Guards	24	\$25,700	High school or equivalent	0	2
Waiters and Waitresses	24	\$18,000	Less than High School	0	0
Janitors and Cleaners	23	\$22,300	Less than High School	0	0
Gaming and Booth Cashier	18	\$20,700	High School or equivalent	0	0
Cashiers	16	\$19,800	Less than High School	0	0
Landscaping/ Groundskeeper	14	\$26,500	Less than high school	0	0
Gaming Supervisors	12	\$42,900	High School or Equivalent	0	0
Maintenance and Repair	12	\$30,700	High School or Equivalent	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Health Care and Social Assistance



(NAICS 62)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Personal Care Aides
2. Registered Nurses
3. Nursing Assistants
4. Home Health Aides
5. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
6. Childcare Workers
7. Medical Secretaries
8. Medical and Health Services Managers
9. Medical Records and Health Information Technicians
10. First-Line Supervisors of Office and Administrative Support Workers

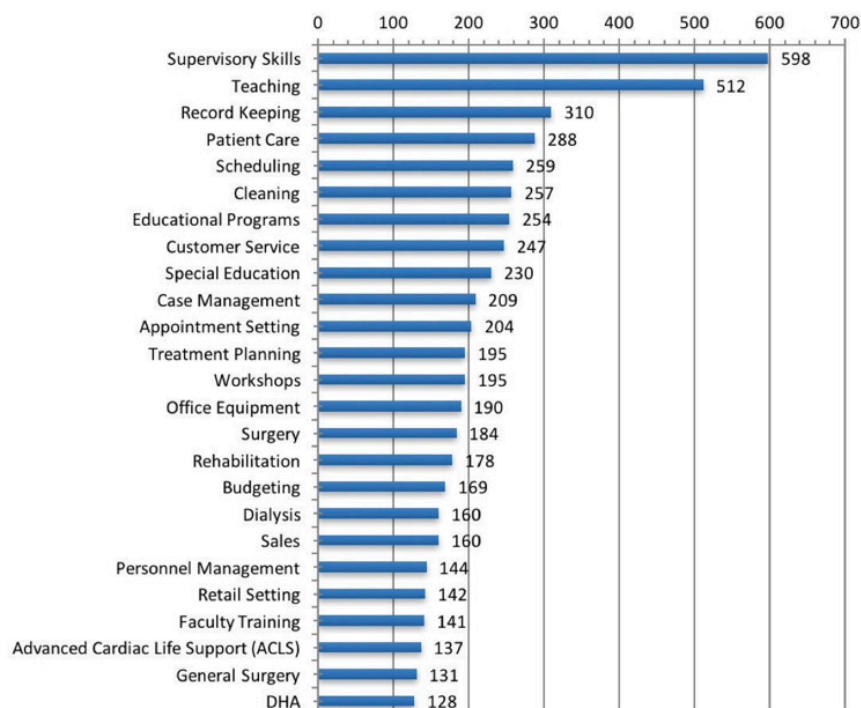
Health Care and Social Assistance, Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards - Navajo Tech	Number of Annual Awards - UNM Gallup
Personal Care Aides	1342	\$20,300	High School or equivalent	0	0
Registered Nurses	629	\$64,200	Bachelors Degree	0	33
Nursing Assistants	290	\$27,200	Certificate	0	0
Home Health Aides	254	\$22,400	Less than High School	0	0
Secretaries and Administrative Assistants	132	\$30,700	High School, Some College	18	2
Childcare Workers	120	\$22,400	High School or equivalent	0	0
Medical Secretaries	87	\$31,800	High School or equivalent	0	0
Medical and Health Service Managers	76	\$94,000	Bachelors	0	0
Medical Records	76	\$36,000	Certificate	0	21
First Line Supervisors of Office and Admin Workers	72	\$32,000	Certificate	0	0

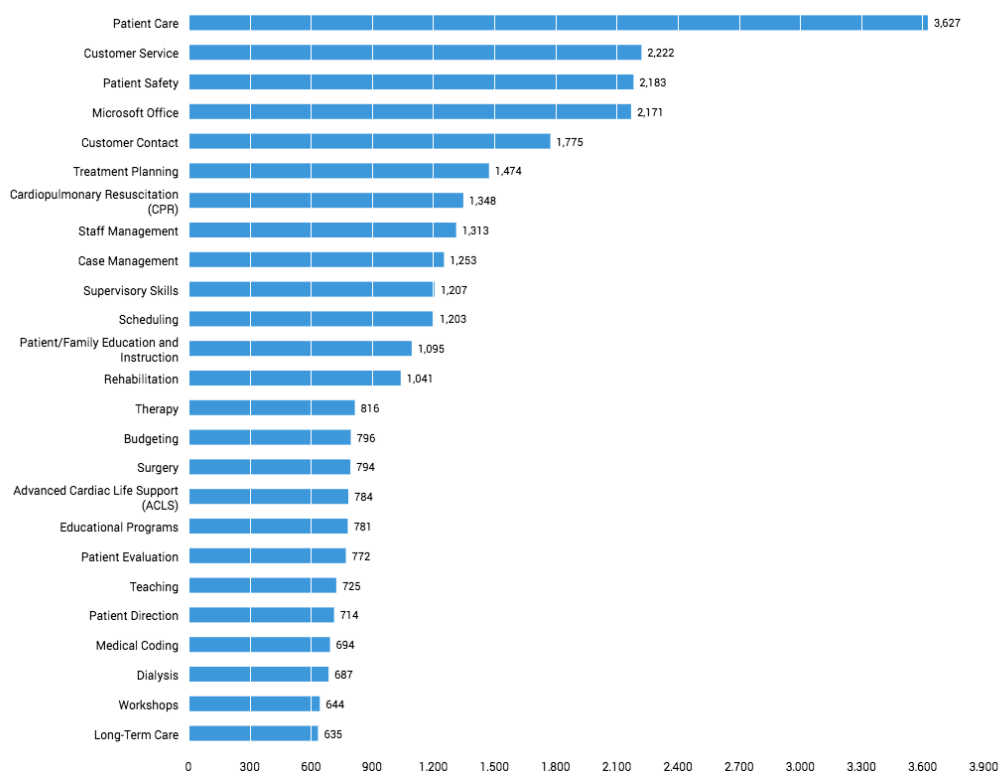
Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills Needed for Current Job Postings

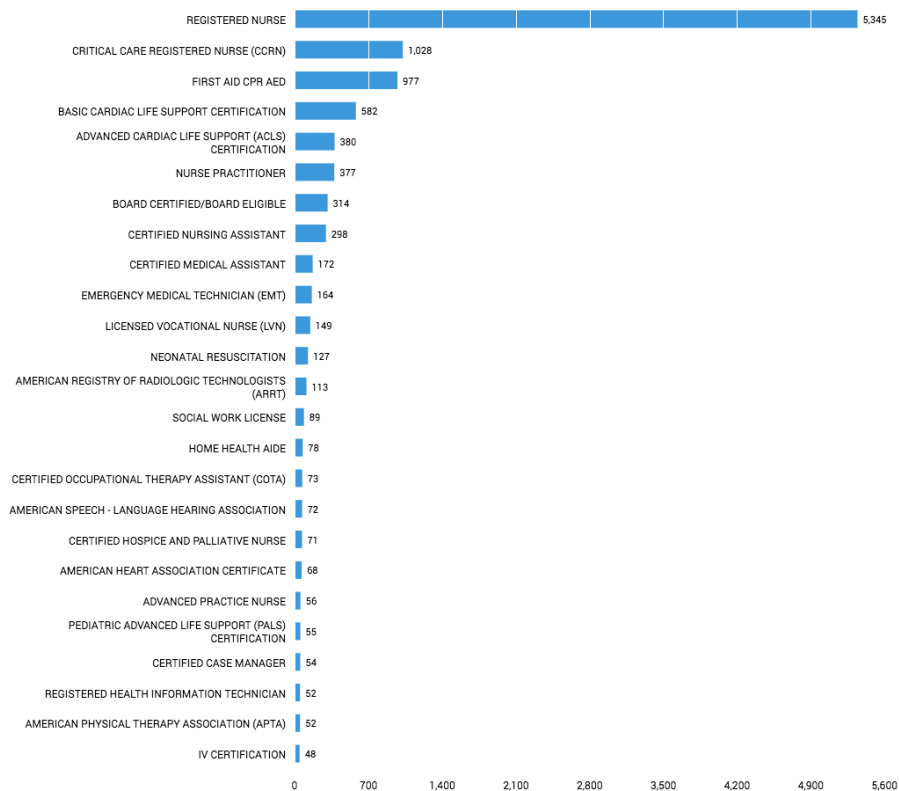


Source: Labor Insight Jobs (Burning Glass Technologies)

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Manufacturing



(NAICS 31)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Jewelers
2. Managers
3. Welders, Cutters, Solderers
4. First-Line Supervisors of Production and Operating Workers
5. Petroleum Pump Operators
6. Machinists
7. Molders, Shapers, Casters
8. Machine Operators
9. Industrial Machinery Mechanics

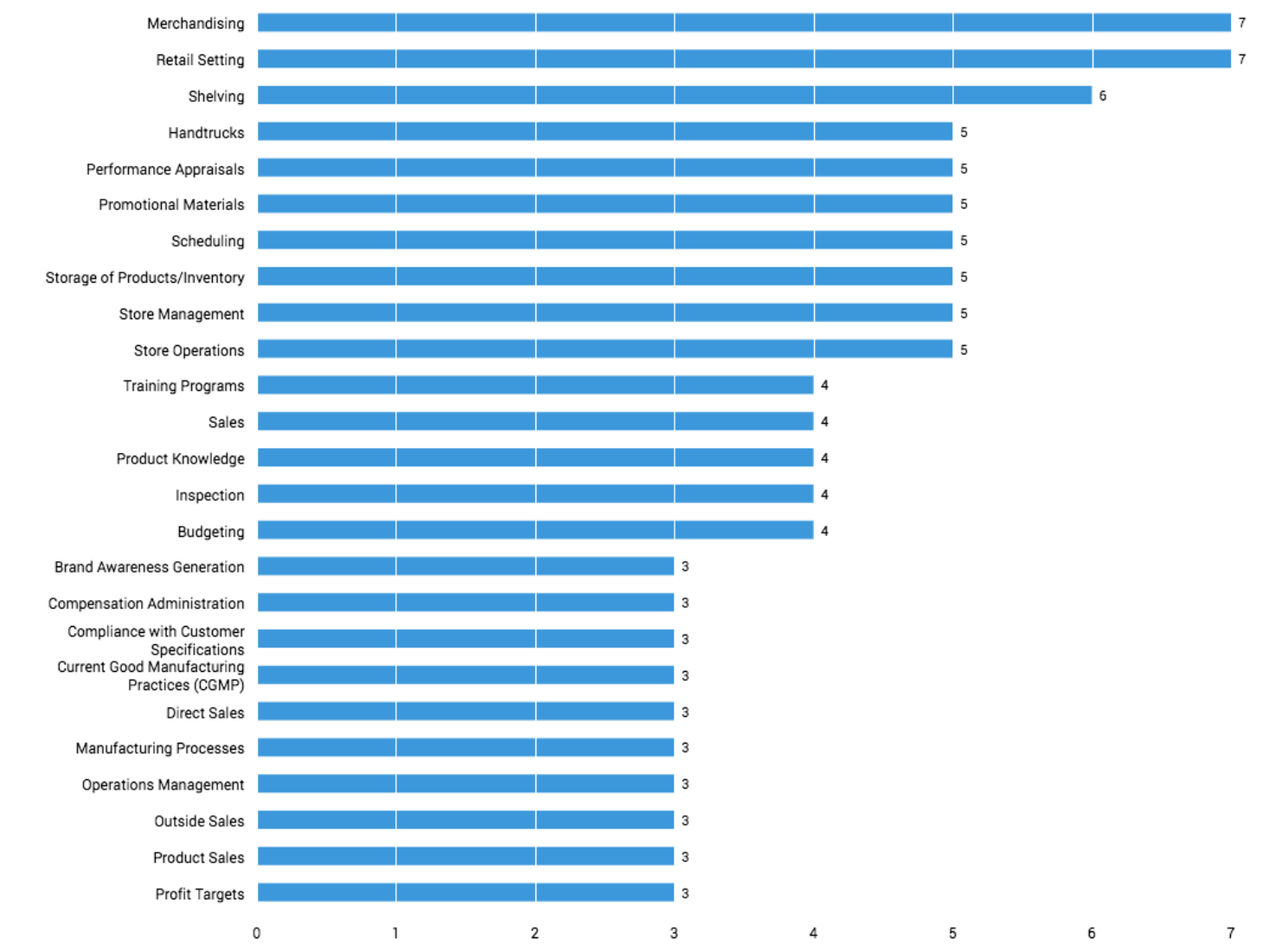
Manufacturing Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

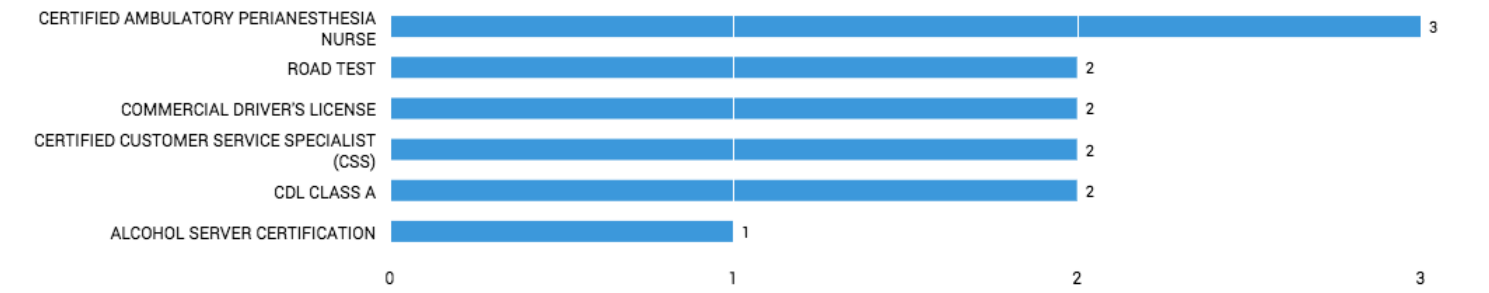
Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Jewelers and Precious Stone/ Metal Workers	88	\$25,100	Less than High School	0	0
Managers	63	\$62,900	Bachelors	13	23
Welders, Cutters, Solderers	51	\$45,200	High School or equivalent	0	7
First Line Supervisors of Production and Operating	42	\$55,000	High School or equivalent	0	0
Petroleum Pump Operators, Refinery Operators	35	\$59,700	High School or equivalent	0	0
Machinists	29	\$42,800	High School or equivalent	0	0
Molders, Shapers, Casters	29	\$30,200	High School or equivalent	0	0
Paper Goods Machine Operators, Setters	26	\$28,200	High School or equivalent	0	0
Industrial Machinery Mechanics	23	\$48,100	High School or equivalent	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Retail Trade



(NAICS 44)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Retail Salespersons
2. Cashiers
3. First-Line Supervisors of Retail Sales Workers
4. Stock Clerks and Order Fillers
5. Automotive Service Technicians and Mechanics
6. General and Operations Managers
7. Customer Service Representatives
8. Laborers and Freight, Stock, and Material Movers, Hand

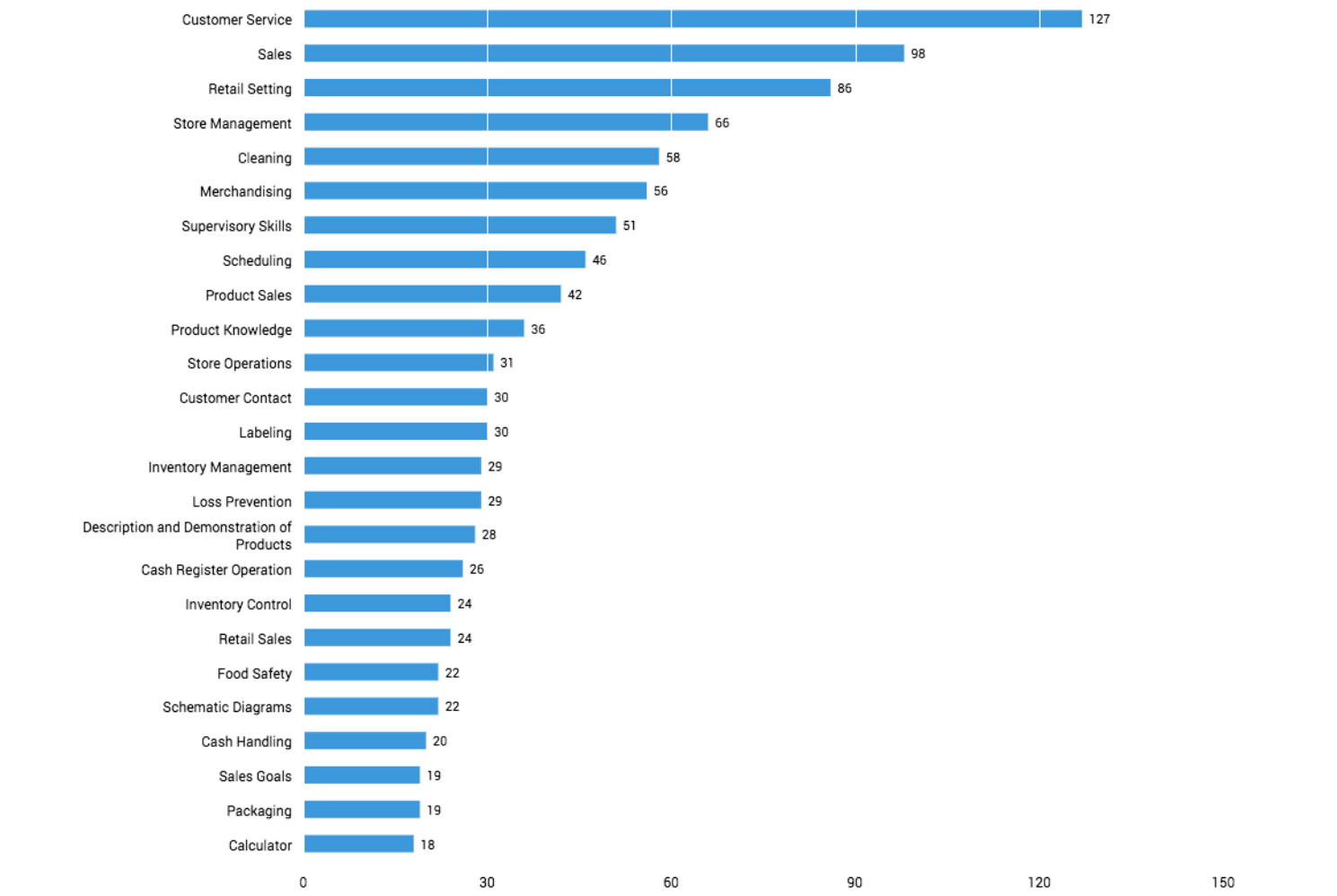
Retail Trade Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

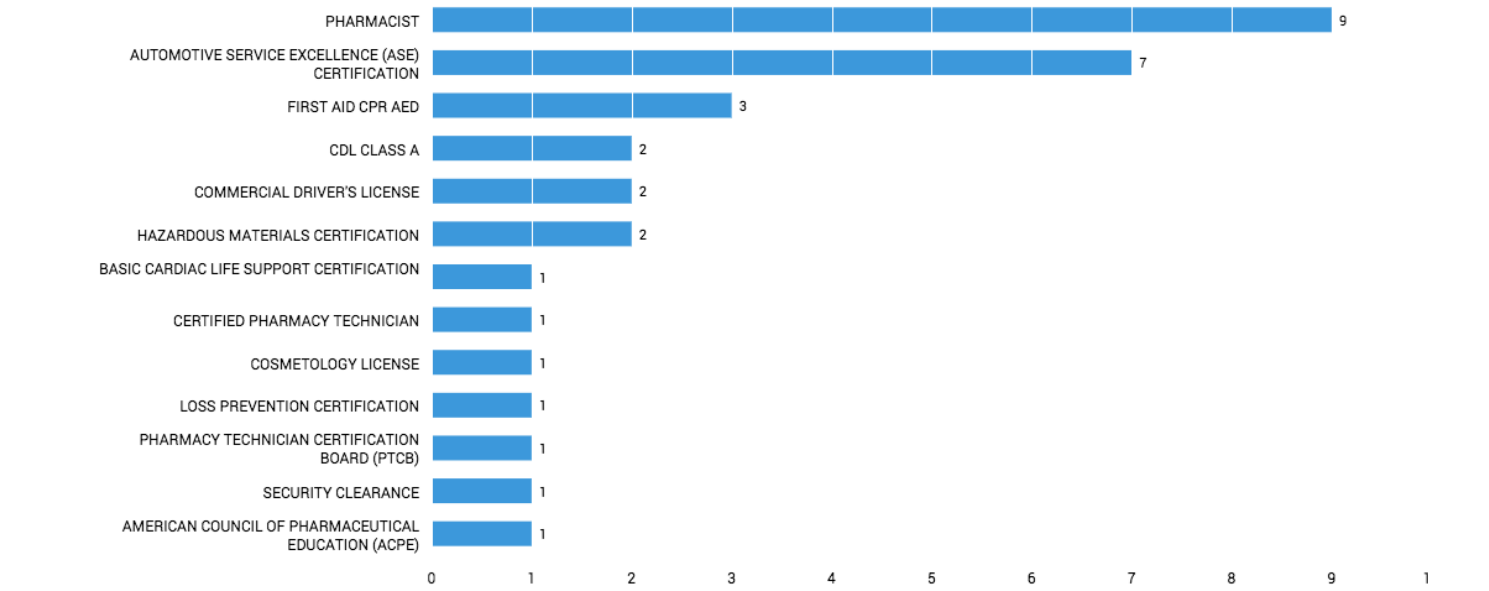
Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Retail Salespersons	707	\$23,600	High School or equivalent	0	0
Cashiers	640	\$29,800	High school or equivalent	0	0
First Line Supervisory Retail Sales Workers	314	\$35,400	High School, some Certification	0	0
Stock Clerks	281	\$22,800	Less than High School	0	0
Automotive Service Techs and Mechanics	111	\$32,600	High School or equivalent	0	0
General and Operations Mgs	65	\$76,900	High School	0	0
Customer Service Reps	64	\$25,700	High School	0	0
Laborers and Freight, Stock and Material	51	\$25,400	Less than High School	0	0

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Transportation and Warehousing



(NAICS 48)

4 Digit NAICS Code Industry Snapshot

2 Digit Industry Occupation Mix in Order of Demand Top 10

1. Heavy and Tractor-Trailer Truck Drivers
2. Laborers and Freight, Stock, and Material Movers, Hand
3. Postal Service Mail Carriers
4. Bus Drivers, School or Special Client
5. Light Truck or Delivery Services Drivers
6. Postal Service Clerks
7. Postal Service Mail Sorters, Processors, and Processing Machine Operators
8. Bus Drivers, Transit and Intercity
9. Bus and Truck Mechanics and Diesel Engine Specialists
10. Taxi Drivers and Chauffeurs

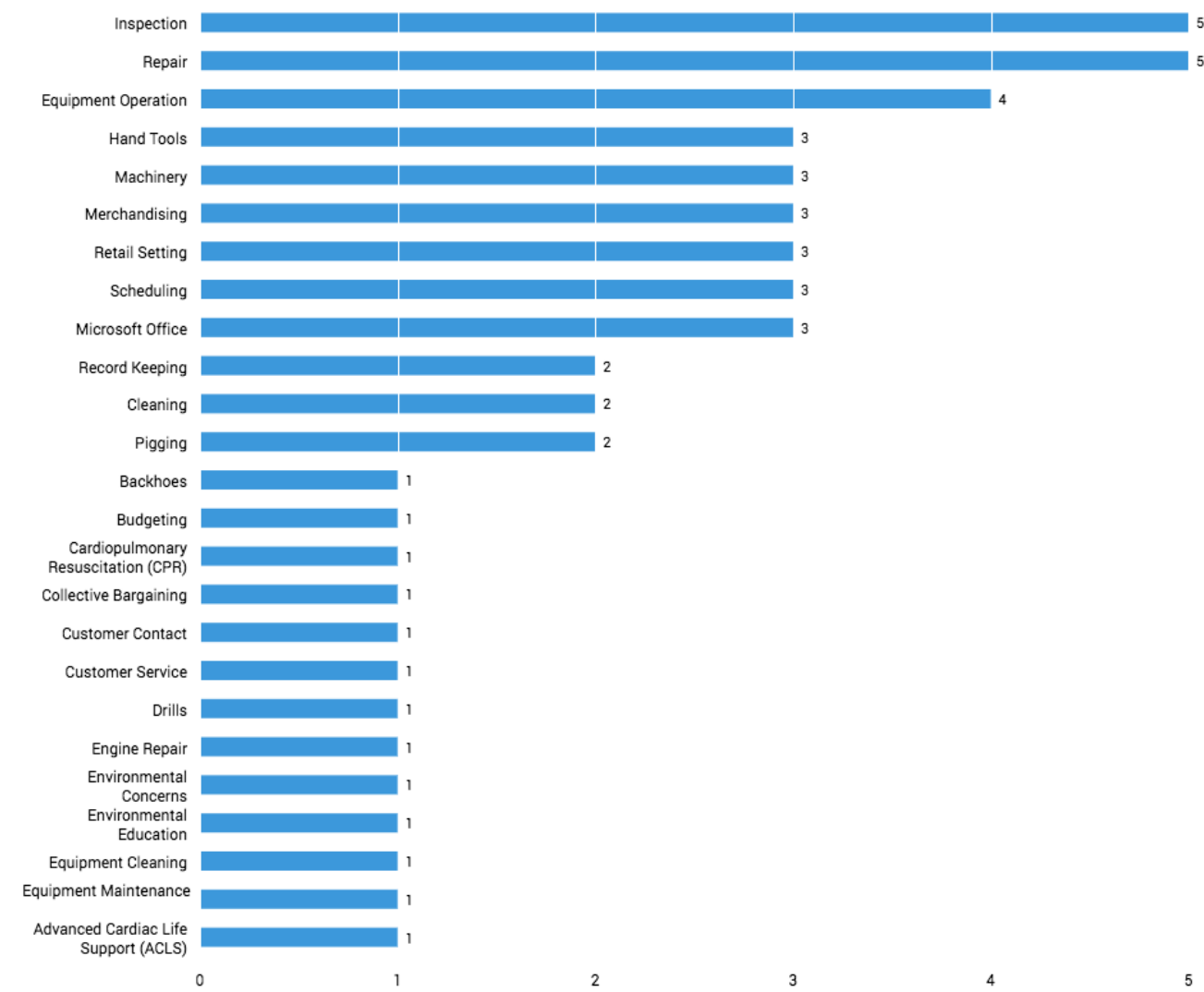
Transportation and Warehousing, Occupation Detail in Gallup-McKinley County

(see additional details in appendices)

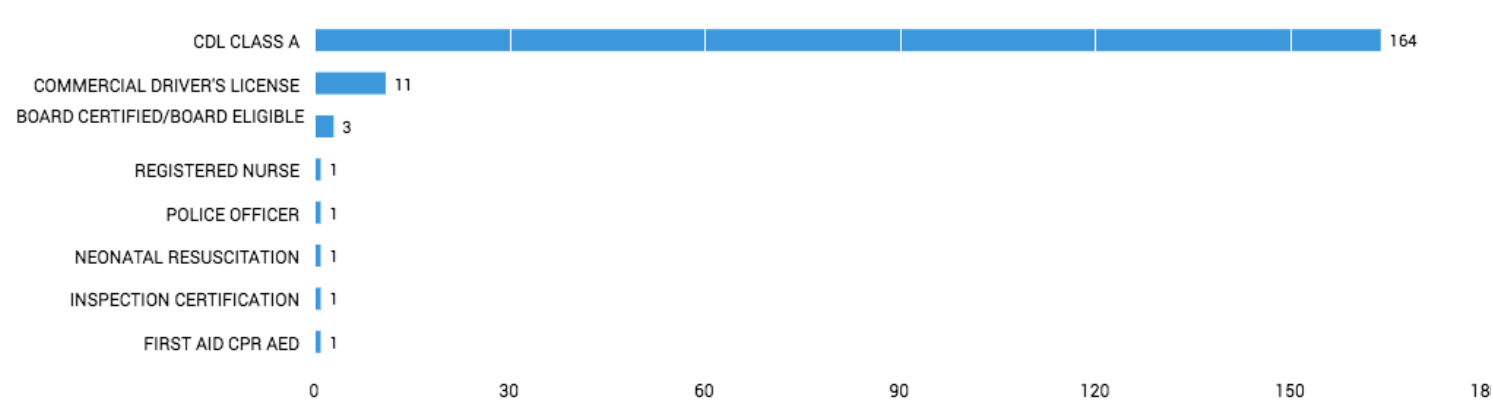
Title	Current Employment	Regional Average Wage	Education Requirements - National	Number of Annual Awards – Navajo Tech	Number of Annual Awards – UNM Gallup
Heavy and Tractor-Trailer Truck Drivers	94	\$42,100	Certificate	0	0
Taxi Drivers and Chauffeurs	48	\$25,300	High School or Equivalent	0	0
Bus Drivers, School or special Clients	43	\$22,200	High School, some Certification	0	0
Railroad Conductors/ Yardmasters	33	\$51,400	High School or Equivalent	0	0
Locomotive Engineers	30	\$106,000	High School or Equivalent	0	0
Laborers and Freight	30	\$25,400	High School or Equivalent	0	0
Light Truck or Delivery Service	17	\$29,400	High School or Equivalent	0	0
Railroad Brake, Signal and Switch Operators	14	\$53,800	High School or Equivalent	0	0
Secretaries and Administrative Assistants	11	\$30,700	High School, some College	18	2

Source: JobsEQ®. Data as of 2017Q2 unless noted otherwise. Note: Figures may not sum due to rounding. 1. Occupation wages are as of 2016 and represent the average for all Covered Employment across all industries

Skills in Greatest Demand



Certifications in Greatest Demand



Source: Labor Insight Jobs (Burning Glass Technologies)

Recommendations



This section has summarized the work that has led to the recommendations for Gallup-McKinley's NM Pathways Projects' three-year plan. The work has reached hundreds of citizens, analyzed national, state and regional data and reports, and has been aligned to other regional and state plans that were identified through the COP process. What follows are the recommendations defined by the region and its citizens to develop the NM Pathways Project that will create new education and employment pathways for the future of the region.

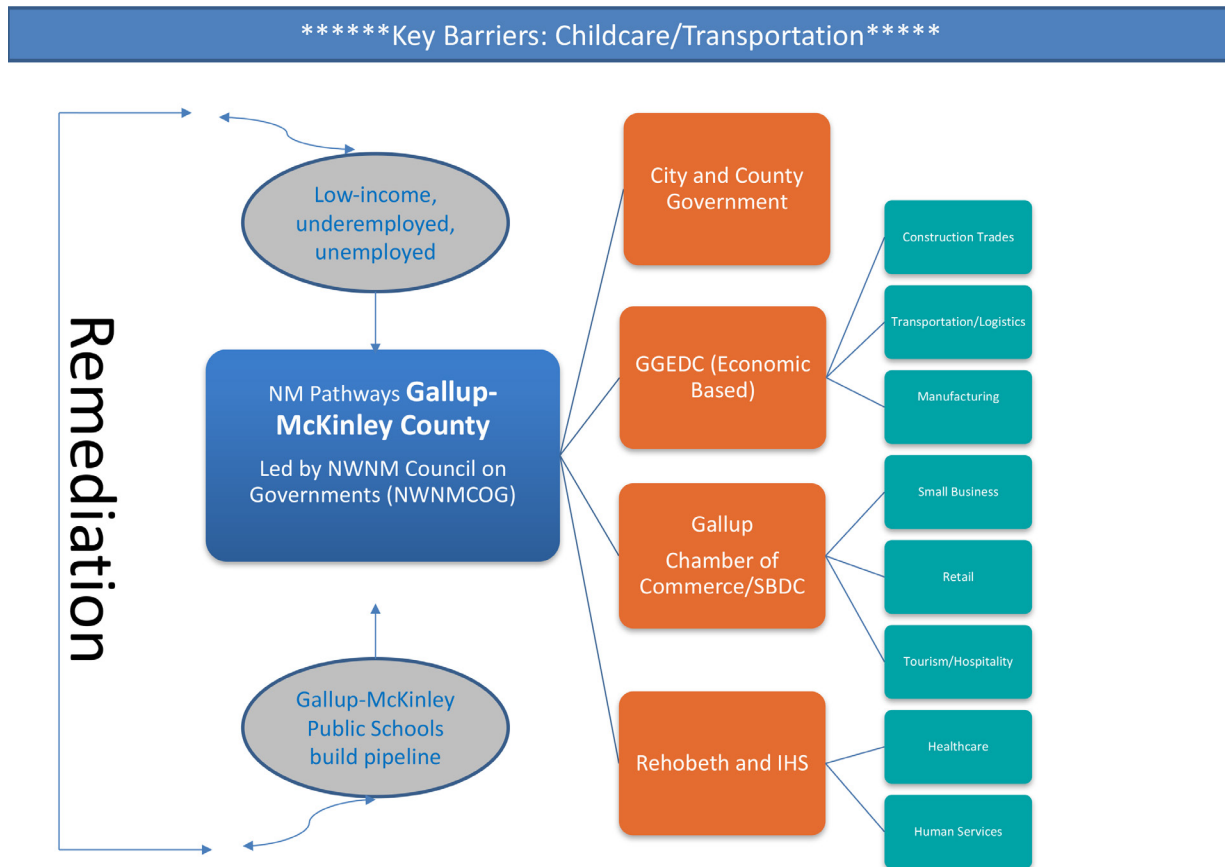
The following recommendations come from the region's stakeholders and citizens envisioning a plan that will support employment for single parent families, displaced workers, job seekers, including young workers, and those underemployed living below 200 percent of FPL.

At a High Level the Plan Seeks to Accomplish:

The NM Pathways Project Gallup-McKinley Plan (NMPP) seeks to develop and deploy pathways from education-to-employment for high demand fields including Construction, Health Care, Manufacturing, Transportation/Logistics, Retail, Hospitality/Tourism and small business. The Plan seeks to increase employment across the region, and advance at a minimum fifty front-line workers to middle skill employment and living wages over the next three years. The Plan also seeks to expand access to training opportunities for a minimum of three-hundred citizens within three years, with a focus on entry- and mid-level training leading to employment. It seeks to reduce remediation in the County by 5 percent annually and open pathways to accelerating training leading to certificates and degrees in high demand fields.

- 1. Support more resources for Gallup-McKinley County's overall training system, including both remediation and workforce training programs, to close the skills gaps**
- 2. Strategically align efforts in the County amongst nonprofit and social service supports, economic development, education and workforce to address the challenges and opportunities of the target population**
- 3. Provide strategy to build out workforce pathways in the selected high demand sectors in Gallup-McKinley County as identified by the NM Pathways Project**
- 4. Assure childcare and transportation are key components of the overall plan**
- 5. Assure that roles and responsibilities allow for a collaborative problem-solving process in responding to the implementation of the work**
- 6. Assure that there are leads for each piece of the work and an overarching reporting and accountability methodology to assure outcomes**

Overarching Recommendation: An Infrastructure that Assures implementation. Year 1



The Plan identifies the above infrastructure for execution and implementation. The work will be overseen by the Northwest New Mexico Council on Governments (“COG”). The recommendation is for the COG to have two positions for the NMPP first quarter of 2018 to include a Project Director and a Project Administrator. They would be in charge of assuring the execution and implementation of the Plan. There will be three key industry alliances as part of the Plan as follows:

- There will be a focus on city and county government jobs
- The Greater Gallup Economic Development Council (GGEDC) will be lead industry alliance over economic based jobs to include Construction Trades, Transportation/Logistics and Manufacturing. They will also lead the employer network for all NM Pathways industry sectors. They will work with UNM Gallup, NTU and Gallup-McKinley County Public Schools on strategies related to these fields. The NM Building Education Foundation will connect to this work through their “Connected Instruction” project, assuring completion and training through the NCCER. The Budget: 2 Full-Time Employees (FTEs) to oversee competency identification in each industry working with the employers in Construction Trades, Transportation/Logistics and Manufacturing, and oversee the NM Pathways Plan employer council for the region.
- The Gallup-McKinley County Chamber of Commerce will be the lead in launching a

technology platform that will connect job seekers and employers across the region. The platform will include maps to childcare, transportation lines and training. The Chamber will also oversee employer outreach to members in small business, retail and tourism/hospitality sectors. Included in the platform will be resources developed by UNM Gallup Small Business Development Center (SBDC). Director Cindy Jarvison identified a need to expand access and resources for the SBDC that includes online training and virtual support for small business start-ups. NM SBDC will partner with select sites to explore early childcare home centers and will be able to provide funding through SBDC allocations.

- Rehoboth and Gallup Indian Medical Center will lead the Health Care and Social Services sector, working directly with Gallup-McKinley Public Schools, UNM Gallup and other providers to ensure a proper pipeline of health care workers for the rapidly growing industry. A focus on building the pipeline for health care in the region is essential to assuring success and health of the community. There will also be recommendations around behavioral health separately identified in the Plan.
- Other identified partners will include:
 - Gallup Express will oversee the transportation effort for Gallup-McKinley County. This includes a partnership with Navajo Transit (which has been established). Gallup Express will seek to pilot a new program in partnership or similar to the model of Liberty Mobility Now to fill the gap of existing public transportation. This pilot seeks to improve mobility in the rural areas of Gallup-McKinley County by connecting the public transportation with a rural Uber version of transportation. Liberty Mobility Now has a unique model scaling across states currently, with a focus on forming public/private partnerships with cities and rural areas. Besides adding capacity for transportation, this recommendation will also lead to more jobs in the region. This includes drivers, training leaders and managers.
 - Childcare is an incredible barrier to employment in the region. There will be a group identified to oversee a childcare licensing procedure. This will assure that high quality childcare facilities are established. A partnership with CYFD is critical for alignment and success.
 - NTU and UNM Gallup will work directly with Gallup-McKinley County Schools to develop workforce readiness and career pathways for the region, connecting those work-ready to certifications, skills and degree programs for the selected industries. This includes remediation efforts across the County (see Recommendation #2 and #3 for further information).
 - NM SBDC - Innovate+Educate met with Director Russell Wyrick about exploring a partnership for expanding small business training to early childcare home facilities. CYFD funding can be leveraged from SBDC for the curriculum and training for these home childcare facilities once approved by CYFD.
 - Zuni Pueblo will provide support for local Zuni artisans to develop entrepreneur skills, and establish the Zuni Pueblo online artisan marketplace, where artists and crafts people may include and sell their work, expanding market access and making the work available to customers and collectors world wide.

Recommendation #1: Aligning Education to Training, Credentials and High Demand Areas

Strategy #1: UNM Gallup will formalize the launch of the Center for Career Technology Education and Innovation (CCTEI). Currently UNM Gallup has not been equipped with faculty nor has it had the adequate alignment with the industry partners to train the workforce with a focus on certificates and credentials leading to full employment. This has been due to a lack of training space for construction, welding, EMS, health care, automotive, commercial driver's license and other high demand areas. UNM Gallup will work with established partnerships in the region to secure training facilities and provide programs that lead to direct employment on completion. The goal of the Center will be to provide both face-to-face training as well as online training with coaching to County residents. The Center will serve as the vehicle to close the employment and training gap that currently exists in the region. The Center will also offer Penn Foster high school diplomas and EdReady online training as well as the Core Score assessment and other certifications leading to full employment.

Establish a strong career and technical (vocational) educational training system within the community. (Note: this is also a recommendation from the Citizen Action Solutions May 2017 report).

This recommendation addresses the challenges identified by the community as follows:

- A mismatch in jobs and qualified people – this will not be resolved unless employers change their own hiring strategies due to the lack of formal education/credentials currently in Gallup-McKinley County
- A lack of skilled labor force in the region – this requires remediation to be increased as a large percentage of the working population lack foundational literacy, math and workplace skills. This requires adding remediation at the high schools as well as expanding access to remediation via the ACE Curriculum (San Juan College)
- Lack of interested companies moving into the region due to shortage of skilled workforce. A strong recommendation is to be able to show the skill set of the region based on skills, rather than formalized education. This will allow the region to identify those with skills via WorkKeys and Core Score assessments and being identifying those workers that have core foundational skills for employment

The CCTEI will also pilot a Career Aspiration project with populations ages 14-30 across the Navajo Nation's chapter houses. The CCTEI will develop the Career Aspiration Survey in the first year-one and deploy the survey by June 2018. This will help inform desired pathways for residents of the Navajo Nation, to include young Navajo citizens that will be seeking future employment opportunities.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Establish first cohort of 50 students Fall 2018 Launch Career Aspiration Surveys with Chapter Houses – Navajo Nation	Employ first cohort of students 30 by May 2019 Results and action based on Career Aspiration Surveys
Year 2	Establish second cohort of students aligned to multiple industries – 100 students	Graduate a minimum of 75 students with credential/certificates
Year 3	Finalize year 3 plans with sustainability of training funds/ State funding/outcomes and results	By end of year 3, a minimum of 200 students have gone through training/certification/education and have been employed part- or full-time

Budget Requirements to Include:

Two FTEs - one Director and one Administrator, operating costs, equipment costs, training stipends for learners, certification costs.

Strategy #2: Gallup-McKinley County Schools will develop career pathways based on NM Pathways Project labor data for a minimum of three industries by the end of year three. Currently, GMCS has a partnership with AGC-NM working on developing a career pathways plan for construction in the County. The Plan calls to work on additional pathways' plans to assure a pipeline in the high demand fields. Specifically, building a health care pathway is critical for the region, and it is the top priority. It will work to develop a plan in year-one that will roll out in years 2 and 3 for Construction, Health Care and entrepreneurship that assures the young adults in the region will have the required skill sets to fill the jobs that will be available in the region. Other sectors include Educational/Manufacturing.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Appoint task force to identify career pathways and outline the Plan for a minimum of three sectors including dual credit opportunities with NTU and UNM Gallup	Plans for the three sectors are established and ready for implementation
Year 2	Fall 2019 – first cohort of students enrolled into three career pathways established	Metrics reported on first-year students
Year 3	Fall 2020 – expand reach and number of students	Metrics defined, plans in place for full rollout leveraging state FTE and CTE funding

Budget Requirements to include:

NM Pathways' Liaison will be provided

Recommendation #2 – Connecting Candidates to Employment and Employers to Candidates via SEEK Platform – “GET Gallup”

Establish a technology platform that connects employers to candidates, allow candidates to find jobs in the County, and assures a system that encourages companies to post jobs in the region.

This recommendation addresses the challenges identified by the community as follows:

- Employers cannot find candidates for employment and jobs go unfilled for extended time periods, causing an impact on company bottom line
- There is no one-stop-shop that connects candidates to assessments, training, transportation, childcare and jobs
- There is no marketing or outreach in the County other than through the American Jobs Centers (one-stops), and their reach is not impacting the numbers necessary to reach the underemployed and unemployed workers. Marketing is a critical component under this recommendation
- Companies can not move to the region without available labor data and a better understanding of the workforce in the County

Strategy #1: The Gallup-McKinley County Chamber of Commerce will deploy a job seeker/ employer matching program that is powered by the SEEK™ technology developed and owned by Innovate+Educate (I+E). The name of the platform will be “GET Gallup.” This platform is state-of-the-art and was built with funding from Walmart Foundation in partnership with the ACT Foundation in 2015. The initial technology launched in Albuquerque in 2014 and continues to be refined. I+E is donating this technology to the County. The platform will include competency mapping and pathways in the high demand sectors, and will include training mapping to those sectors. The platform will also allow candidates to search for jobs in the region, connect to training, find transportation, and locate health care within the region. Employers will be able to upload job postings to the platform. Job seekers will be able to register online to take the WorkKeys assessment. This assessment is provided to job seekers in New Mexico by the NM Department of Workforce Solutions (NMDWS). Currently, NMDWS is negotiating an additional three-year license that will provide the assessments free of charge to candidates in New Mexico through 2020 via the States’ one-stop centers. As part of the donation, I+E will provide an unlimited license to the Core Score assessment technology. Core Score measures job readiness for soft skills that includes the skills most recognized by employers across the U.S. There will be analytics and data on both the WorkKeys and Core Score assessments reported on a monthly basis to the Chamber.

ENTRY AND ADVANCED COMPETENCIES

Communication

Listening; Non-verbal; Reading; Signaling; Speaking; Writing / **Advanced only:** Presentation; Professional Presence; OJT/Development; Knowledge Transfer; Mentoring; Feedback Interactions; Influencing; Willingness to Share Information

Customer Service

Anticipate Needs; Appreciate; Assist; Closing; Customer Needs; Customer Resolution; Problem-Solving Questions; Service Recovery; Sales/Selling; Customize the Customer Experience; Identify Root Causes; Basic Product Knowledge / **Advanced only:** Handle Difficult Customers and Situations; Deep Product and Technical Knowledge

Critical Thinking

Cause & Consequence; Locating Information; Mathematics; Observation; Problem Solving; Prioritization; Task/Service Balance / **Advanced only:** Decision-Making; Identify Trends and Patterns

Drive for Results

Appropriate Appearance; Brand Awareness; Compliance; Consistency; Dependability; Health & Safety; Industry Standards & Practices; Initiative; Organizational Awareness; Policies & Procedures; Proactive; Task Completion; Business Ethics; Conscientious; Honesty; Respectful of Diversity; Cultural Intelligence; Integrity; Personal Development; Accountable for One's Actions / **Advanced only:** Creativity; Collaboration; Accountable for Other's Actions; Fair; Moral Principles

Adaptability

Accepting of Change; Continuous Learning; Cooperating; Flexibility; Persisting; Supporting; Teamwork; Valuing Differences / **Advanced only:** Customizable Solutions; Define Solutions/Offers; Embracing Change; Deal With New Situations

Leads People (Advanced)

Advanced only: Coaching; Mentoring; Supporting and Cooperating; Compassion and Empathy; Leads Through Influence; Leads by Example; Motivates Others

Source: Innovate+Educate

In addition to hosting workforce readiness, the UNM Gallup SBDC would like to leverage the platform to host classes and opportunities for entrepreneurs. Currently, all development and training is done face-to-face with the UNM Gallup SBDC. This leverages the technology to reach more seeking entrepreneurship and small business training. The SBDC and Gallup Chamber are located in the same building, allowing even greater synergies via the technology solution.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Design site, link to live job feeds, launch full site June 2018. Begin development of SBDC Courses for online delivery	Full marketing campaign to include outreach to Navajo Nation, schools, learning providers, trainers, employers. Goal of 500 enrolled on site by Dec. 31, 2018 Minimum of 15 employers using site actively and posting jobs, hiring based on skills 2 courses launch for UNM Gallup SBDC
Year 2	Continued refinement of site, linking site to pathways that are developing. Gallup Chamber Employer Summit on NM Pathways in the region to elevate the opportunity for companies.	Continued marketing, outreach, and refinement of pathways, skills, training, and credentials
Year 3	Begin transitioning to sustainability model in which employers advertise and provide sponsorship of the platform. This could include advertising and highlighting jobs.	Platform and technology has outcomes that are measurable and provide sustainability to secure funding from State, WIOA or other sources. Integration with NM VOSS

Budget Requirements:

Gallup Chamber of Commerce – one FTE for Business Services and NM Pathways Project outreach, one FTE marketing support for the platform. Years 1-3

UNM Gallup SBDC – Funding for developing online content for a minimum of two courses year-one and two courses years two/three.

Metrics/analytics for platform and performance on monthly basis to report back to Chamber of Commerce activity of employers as well as job seekers.

Recommendation #3 – Address Remediation Needs in the County by Expanding Resources and Access

Establish a county-wide remediation plan that leverages NTU and the Zuni Public Schools and expands remediation as early as middle school.

This recommendation addresses the challenges identified by the community as follows:

- The majority of students graduating from high school in Gallup-McKinley County graduate needing remediation in both reading and mathematics
- Unemployed workers can't find employment due to their lack of core foundational skills including reading, math, and soft skills
- There has been a lack of focus on remediation in the County, leading to further frustration amongst employers in the community

Strategy #1: Establish a remediation center at NTU to include face-to-face as well as online delivery.

NTU will be the lead institution to establish the “Center for Workforce Readiness” (CWR) that works with students to assure they are job-ready and have foundational skills in literacy and mathematics as well as core skills. Their target will be serving the Eastern Navajo area of McKinley County. The CWR will also focus on providing certificates and credentials in the high demand sectors and work collaboratively with UNM Gallup and the surrounding school districts including a focus on high schools that NTU is working directly with on dual credit. This expands the work NTU has been doing with summer remediation for students at no cost. The CWR will also deploy the same technology as the Chamber but with a focus on how their curriculum maps to pathways available within the region. Perspective students will connect through the “GET Gallup” platform with remediation resources as well as learning about education and employment opportunities through NTU.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Plan developed for the CWR Licenses' signed for delivering online and blended curriculum for remediation	Full outreach plan developed for the CWR Marketing and outreach begins Summer 2018 Full launch of platform linking to Chamber platform.
Year 2	Fall 2018 first pilot of Workforce Readiness Cohort -50 students in an online model and 50 students in a blended model	Metrics reported on first year of students
Year 3	Fall 2019 – expand reach and number of students	Metrics defined, plans in place for further rollout with high schools, certifications, credentials

Budget Requirements to Include:

Two FTEs annually, a Director of CWR and an Administrative Associate.

Support for students includes training on blended learning, coaching, resume building, transportation stipends, childcare stipends. Average per student \$1,000 provided via scholarships/support. Analysis on use of Temporary Assistance for Needy Families and WIOA funds required before use of scholarship funding. Year 2/3 will be based on Year 1 planning.

Strategy #2: Expand remediation efforts at Gallup-McKinley County Schools to assure student preparedness for college and career.

It is recommended that Gallup-McKinley County Schools (GMCS) provide remediation much earlier to students in need. This will require a new infrastructure on identifying those needing remediation as early as middle school and putting them through a program that will assure they can graduate without additional remediation. The state currently holds a license in EdReady, a course proven to assist in getting students out of remediation. The state also holds a license in KeyTrain, another resource that supports individualized learning in reading and math aligned to the WorkKeys assessment. This will require a one-year planning period for GMCS to work with schools and determine the best avenues to deliver curriculum and assuring students have access and coaching. It will also involve a research period in which GMCS identifies the best remediation curriculum in the Country to provide to their students.

For middle school students that do not score proficient on the 7th grade reading and math exams, GMCS will provide remediation. It is recommended that this remediation is in-school remediation with online access for students via iPads and mobile devices that have loaded curriculum and do not require Internet access.

GMCS will identify the math and reading resources that will be used for the pilots.

For high school students who are not proficient in the end-of-year exams will be placed in remediation courses beginning in summer and to include high school summer credits. Students will be paid \$25.00 per day for attending remediation courses in that time.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Landscape analysis completed on what is being offered in remediation across schools 7-12 grades in the County	Remediation pilot begins June 2018 with a cohort of students in each grade Full remediation plan developed by December 2018 based on the summer pilot
Year 2	Full plan implemented across GMCS	Metrics and analytics reviewed for success of programs.
Year 3	Fall 2019 – expand reach and number of students	Metrics defined, plans in place for further rollout with high schools

Budget requirements to include: Year one, an FTE Planner to work with the GMCS on remediation strategies. Stipends for one-hundred students attending remediation summer of 2018. Need for training and transportation stipend.

Strategy #3: Expand efforts at Zuni Public School District (ZPSD) to assure student preparedness for college and career.

It is recommended that ZPSD provides readiness preparations to students. This will include identifying those needing remediation as early as middle school and putting them through a program that will assure they can graduate without additional remediation. It can also include opportunities to increase digital and soft-skills for future career success. The State currently holds a license in EdReady, a course proven to assist in getting students out of remediation. The State also holds a license in KeyTrain, another resource that supports individualized learning in reading and math aligned to the WorkKeys assessment. Innovate+Edicate has a license to provide no-cost soft skills training. This Plan recommends a one-year planning period for ZPSD to work with schools and determine the best avenues to deliver curriculum and assuring students have access and coaching. It will also involve a research period in which ZPSD identifies the best remediation curriculum in the Country to provide to their students.

For middle school students that do not score proficient on the 7th grade reading and math exams, ZPSD will provide remediation. It is recommended that this remediation is in-school remediation with online access for students via iPads and mobile devices that have loaded curriculum and do not require Internet access.

ZPSD will identify the math and reading resources that will be used for the pilots.

For high school students who are not proficient in the end-of-year exams will be placed in remediation courses beginning in summer and to include high school summer credits. Students will be paid \$25.00 per day for attending remediation courses in that time.

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Landscape analysis completed on what is being offered in remediation across ZPSD schools 7-12 grades	Remediation pilot begins June 2018 with a cohort of students in each grade Full remediation plan developed by December 2018 based on the summer pilot
Year 2	Full plan implemented across ZPSD	Metrics and analytics reviewed for success of programs.
Year 3	Fall 2019 – expand reach and number of students	Metrics defined, plans in place for further roll Budget requirements to include: Year one, an FTE Planner to work with the ZPSD on remediation strategies. Stipends for one-hundred students attending remediation summer of 2018. Need for training and transportation stipend. out with high schools

Budget requirements to include: Year one, an FTE Planner to work with the ZPSD on remediation strategies. Stipends for one-hundred students attending remediation summer of 2018. Need for training and transportation stipend.

Recommendation #4 – A Focus on a Healthcare Ecosystem

Establish a county-wide health care ecosystem that calls for strong articulation of pathways and building pipeline for health care, behavior health, and social services in the region.

This recommendation addresses the challenges identified by the community as follows:

- The tremendous need for building health care pathways for future employment
- The tremendous need for behavior health professionals to serve more citizens in the County with a focus on back-to-work programs, mentorship, and internships for those reentering the workforce
- A need for the leading health care providers (Rehoboth, Gallup Indian Medical Center (GIMC), Presbyterian) to lead the work on competencies required in health care, providing feedback to GMCS for building out health care pathways
- A need to expand behavioral health services in the region, which requires expanding talent in behavioral health and behavioral health education

Strategy #1: Rehoboth Christian Medical Center (RCMC), Gallup Indian Medical Center (GIMC) will each appoint a Project Director for the NM Pathways Health care Project. Each Director will be responsible for representing their institution, the medical community, and its providers. The role of the Directors will be to work specifically to:

1. Identify the skills, competencies, and certifications amongst their own health care institutions that will expand access to employment opportunities for entry- and mid-skill candidates (see Tufts Medical Center and I+E project, September 2017)
2. Develop a health care pathways plan that will develop the region's health care education pathways beginning in 9th grade
3. Develop a health care training and credentials plan that will begin producing health care certifications and credentials aligned to the needs of the region. The Directors will work with NTU and UNM Gallup and develop a three-year plan for producing certifications and credentials, with revisions based on any changes in health care forecasts (not expected to change)
4. Link the new skills, competencies, and certifications to the efforts across both institutions, to including expansion of back-to-work programs for those completing behavioral health programs
5. Expand volunteering, internship, mentorship, and work-based learning opportunities for those completing behavioral health programs

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Completed competency analysis across top 10 positions within each institution, mapping to measurable assessments – advance current work occurring at NTU/UNM Gallup with a Fall pilot in 2018 Summer 2018 – pilot internships with behavioral health to include coaching	Full pathways mapped by institutions to assure development of curriculum/training/certification pilot Increase behavioral health mentorship/internship pilot
Year 2	Spring 2019 – pilot credentials/certifications at NTU/UNM Gallup with first cohort	Pilot 2nd cohort of students
Year 3	TBD	TBD

Budget Requirements to Include:

Two FTEs both Project Directors (Rehoboth/Gallup Indian Medical Center)
 Competency Mapping Funds
 Stipends for back-to-work programs and training/certification
 Funding for transportation and hot spots

Recommendation #5 – Transportation

Transportation is not just an issue in Gallup-McKinley County. In just the past two years, national studies have shown the tremendous impact transportation has on poverty families across the nation. In a large, continuing study of upward mobility based at Harvard, commuting time has emerged as the single strongest factor in the odds of escaping poverty. “The longer an average commute in a given county, the worse the chances of low-income families have of moving up the ladder. The relationship between transportation and social mobility is stronger than that between mobility and several other factors, like crime, elementary school test scores, or the percentage of two-parent families in a community,” said Nathaniel Hendren, a Harvard economist and one of the researchers on the study. A similar study, compared neighborhoods by accessibility to mass transit and the number of jobs within an hour’s commute. It found that residents of those areas least well served by mass transit relied on personal vehicles. The study also found areas in the middle third — those with some, but insufficient, access to transportation — had the highest rates of unemployment and the lowest incomes.

The Plan recommends expanding access to transportation that assures citizens have transportation to training, education, and employment. Potentially establish a partnership with Liberty Mobile Now that connects Gallup Express and Navajo Nation Transportation to a new innovative model for rural areas.

This recommendation addresses the challenges identified by the community as follows:

- Lack of number of buses and transportation opportunities for community to be transported to work or training
- Lack of funding for expanding transportation and buses in both Navajo Nation and Gallup central
- Need for funding to service outlying areas - average commute to work 30 miles or more

Strategy #1 – Planning Phase – year one - finalize maps of transportation in Gallup-McKinley County to identify route times, route locations and shift times are in alignment with largest employers in the region. This will assure that there is alignment between industry needs and workers’ transportation needs. Time: First 120 days of NM Pathways Implementation Plan

Strategy #2 – Contract with Liberty Mobility Now <http://libertymobilitynow.com/new-community-application/for-licensure-in-State-of-New-Mexico-and-specifically-in-Gallup-McKinley-County>. Start up funds needed \$10,000

Strategy #3 – After planning phase, launch partnership with Liberty Mobility Now and with Gallup Express

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Pilot route with Gallup Express to outer County launched. Metrics begin on rider usage. Meetings with Liberty Mobility Now. If advance, registration process begins. (Go, No-Go)	Planning phase completed for Transportation plan in the Gallup-McKinley County. Final agreement completed with Liberty Mobility Now.
Year 2	TBD	TBD
Year 3	TBD	TBD

Budget Requirements to Include:

Planning grant to Gallup Express/Navajo Transit for Liberty Mobility Now includes licensing fee of \$10,000

Recommendation #6 – Childcare

There is an urgent need for more childcare in Gallup-McKinley County. In 2014, a task force from the New Mexico Department of Health, PED, and Children Youth and Families Department (CYFD) used epidemiological data to compare levels of risk and resiliency across New Mexico's communities to rank these geographical areas by levels of risk. Those with the highest aggregated need were identified as Investment Zones. The report identified the large number of children in McKinley County cared for by their grandparents. As of the 2013 census numbers, 44 percent of children in McKinley County lived in single parent families, compared to the New Mexico rate of 36 percent. An estimated 2,950 grandparents live with their grandchildren, and of those, 1,595, or 54 percent, are responsible for their grandchildren.

McKinley County Grandparents Responsible for Grandchildren (2008-2012)

<i>Years Responsible</i>	<i>Estimated Number of Grandparents</i>
< 1	244
1-2	191
3-4	391
5+	769
Total Grandparents	1,595

According to a PEW Research Center 2011 report, *Transforming Public Education: Pathway to a PreK-12 Future*, “Participation in high-quality early education programs not only improves early literacy and math skills, but is also associated with later academic performance in the primary grades and beyond.” In New Mexico, only 40 percent of children attend preschool, and by third grade proficiency in math and reading are the lowest in the State. A 2016 New Mexico Child Care report prepared by CYFD and UNM Center for Education Policy Research identified affordability and availability of high-quality childcare as a significant financial strain amongst poverty families. For many families, it is among their largest monthly expenses, second only to mortgage or rent payments, and for single parent families in New Mexico, an estimated 38 percent of monthly income goes to childcare expenses. The report also indicates that McKinley County has one of the highest percentages of registered home childcare businesses. Assuring affordable high-quality home childcare is critical to the future of the region. Recently, New Mexico’s Head Start program ranked worst in the nation for instructional quality and workforce preparation. Not only is childcare critical, but so is the preparation for workforce within the childcare industry.

This recommendation expands childcare in the region to assure citizens can attend education, training and work responsibly without childcare issues. Assure affordability and the quality of childcare facilities.

Strategy #1 - Planning grant to Gallup-McKinley County Early Childhood Coalition to identify a Lead Project Director responsible for overseeing a plan with of full recommendations for expanding childcare in the region, leveraging resources from the State’s CYFD, and childcare fund. Key considerations in the Plan include launching pilot sites in year two with a home-based model. Planning grant: TBD

Strategy #2 – Initiate an on-site resource navigator model with select employers providing childcare and other services to incumbent workers. This would include three employers willing to pilot the on-site navigator and providing 50 percent match of funds. Companies to consider – Walmart, Rehoboth, other.

Strategy #3 – Develop a Two-Generation strategy with the Northern NM Workforce Board to provide more resources at the one-stop center to families with children under five, leveraging WIOA funding. (Leveraging national work of Two-Gen)

This recommendation addresses the challenges identified by the community as follows:

- Lack of quality early childcare for the County
- Lack of spots available for quality early childcare
- Lack of knowledge of location and availability of quality early childcare facilities
- Lack of trust of others for caring for their children (cultural, etc)

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Recommendation plan draft due August 2018 Identify three employers to provide on-site childcare resource navigator model Two-Gen toolkit provided to one-stop in Gallup-McKinley County	Final plan for childcare completed with licensure and identification of pilots On-site resource model launches with three employers Two-Gen pilot launched at one-stop centers in Gallup-McKinley County
Year 2	TBD on Year 1	TBD on Year 1
Year 3	TBD	TBD

Budget Requirements to Include:

Year 1: within 90 days of plan rollout.

Recommendation #7 – Zuni Pueblo Crafts People Resource Center

The Pueblo of Zuni is located 38 miles from Gallup, New Mexico, and is home to some of the most vibrant artists and crafts people in Gallup-McKinley County. Zuni is unique in many regards, including community member's commitment to their culture and religion. For many residents, their primary income is from the creation of pottery and other traditional arts and crafts. Creating an online marketplace where community members may sell their work would be a tremendous benefit to the community by increasing awareness of the work, as well as providing residents access to worldwide markets. In addition, through this recommendation participants would gain valuable entrepreneur experience and develop critically important digital skills.

Strategy #1 – Establish the Zuni Crafts People Resource (ZCPR) center. The ZCPR would establish an online marketplace for Zuni artists and crafts people. Critical to success is identifying one FTE to establish the online website, coordinate with community members to provide information about the opportunity of featuring their work online for sale, establish the payment distribution system, and coordinate professional photography of the work. Year one would be to establish the ZCPR within the community, year two would focus on skill development and sustainability of the resource within the community, and year three would establish the sustaining business model where artists would collectively provide a small portion of their profits to the management and maintenance of the website and community payment system.

This recommendation addresses the challenges identified by the community as follows:

- Lack of quality employment opportunities within Zuni
- Need for entrepreneur and digital skill training

Timeline:

Year	Within 6 months	Within 12 months
Year 1	Identify FTE to lead work Socialize work within community, secure participation commitments. Establish payments distribution plan.	Launch V1 of website Artwork added to site Market site First sales made
Year 2	Further develop the community model,	Sustaining staffing plan in place
Year 3	Establish sustaining revenue model	Sustaining model to maintain low cost website and staff to provide artist support

Budget Requirements to Include:

- 1 - FTE for two years
- Website development
- Marketing/outreach

Recommendation # 7 – A Community Initiative that Involves all NM Pathways Working Groups Participating in a Diversity and Cultural Workshop to Assure a Trusting Community Working Together on the Plan

Throughout the process, diversity and culture was recognized as a barrier to collaboration in the community. Stakeholders have articulated with this recommendation that the leadership and stakeholders participating in the plan should participate in a diversity and culture workshop or series of workshops to assure success of the plan.



In Closing

The recommendations, when implemented, provide a new opportunity around education-to-employment for citizens in Gallup-McKinley County. Gallup-McKinley County has an opportunity to lead work in New Mexico (and nationally) with a focus on those that have been most disenfranchised from opportunity through traditional solutions. Through the NM Pathways Project, community resources will be leveraged and collective outcomes will be seen through the lens of the NM Pathways Project.

The community thanks the W. K. Kellogg Foundation for their investment in the people of Gallup-McKinley County. The community commits its time and resources to assuring this effort is successful.



Appendix A

Gallup-McKinley Surveys

Over the last year multiple meetings, focus groups, and working sessions were held with the Gallup-McKinley County community. The raw data in this appendix is from anonymous surveys from the last facilitated session that was held during the Fall of 2017 with 18 key stakeholders. It is reflective of individual opinions and supports the information detailed in the report.

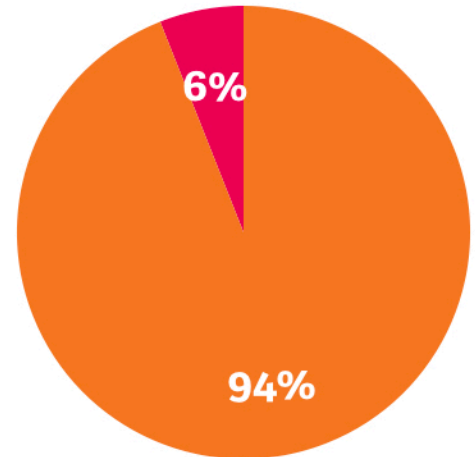
To ensure that the NM Pathways Project continues to meet the needs of the community an open survey will be available at [\(LINK\)](#). Please follow the link to provide additional feedback on the Plan.

Gallup-McKinley Survey Data

Do you agree with the recommendations?

● Yes

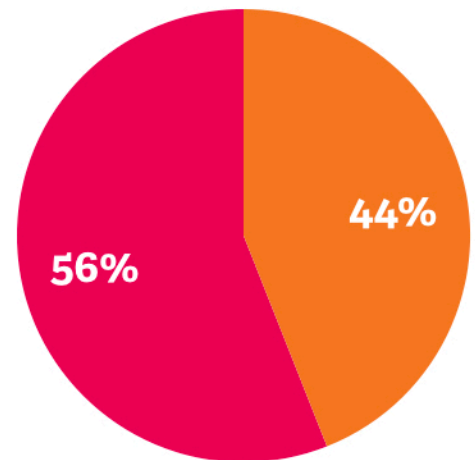
● Not sure



On a scale of 1 to 5 (1 being the lowest ranking and 5 being the highest) How COMPREHENSIVE is the employment pathways report?

● Ranked 5

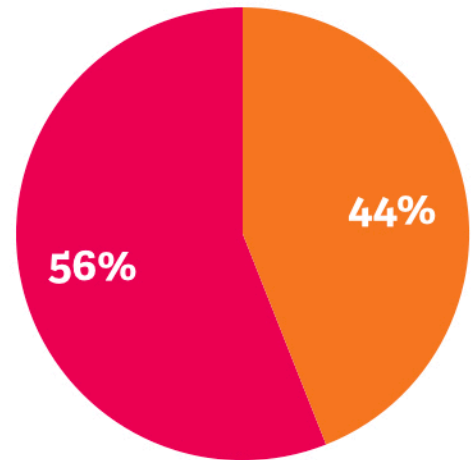
● Ranked 4



On a scale of 1 to 5 (1 being the lowest ranking and 5 being the highest). How accurate is the regional employment pathways report?

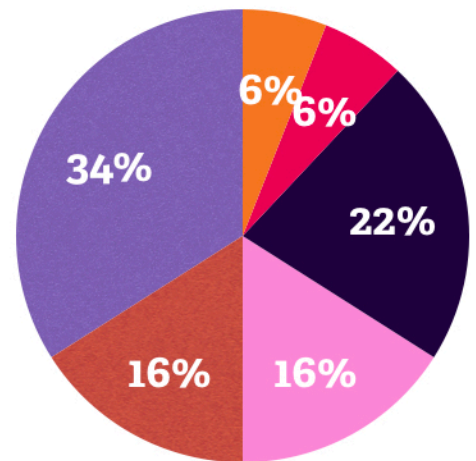
Ranked 5

Ranked 4



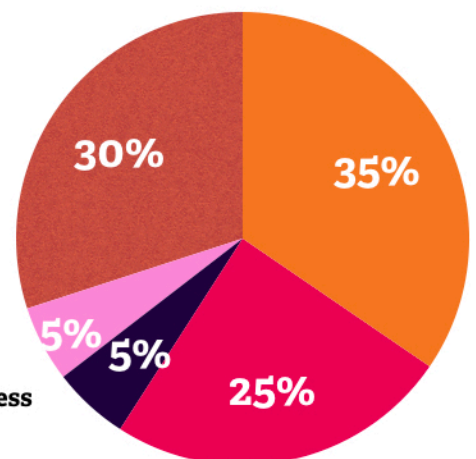
Of the recommendations, which will provide the GREATEST IMPACT?

- Connecting candidates to employment and employers to candidates
- A focus on Healthcare ecosystem
- Aligning education to training, credentials and high demand areas
- Transportation
- Expanding Child care
- Believe all recommendations will have an impact



Of the recommendations, which will be the most SUCCESSFUL?

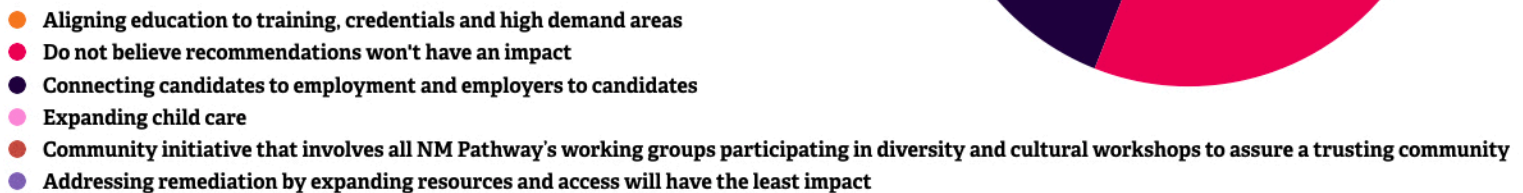
- Aligning education to training, credentials and high demand areas
- A focus on a healthcare ecosystem
- Addressing remediation needs in county by expanding resources and access
- Expanding child care
- Believe all recommendations will be successful



Why will these recommendations be successful?

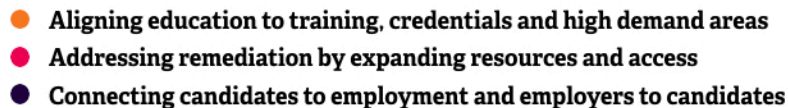
56% of stakeholders believe that clear concise ideas and collaboration developed through the NM Pathways plan and amongst all parties involved will make the recommendations successful.

Which of the recommendations will provide the LEAST IMPACT?



Of the recommendations which will be LEAST LIKELY to be successful?

66% of stakeholders believe all recommendations will be successful



Additional feedback from stakeholders:

- **Need to limit the restrictions of criminal history for employment in county hiring procedures.**
 - **Our challenge will be getting out of silos and overcoming individual desires for the good of all working groups working together. It's hard to get all the healthcare entities to work together.**
 - **Please look at the major underlying problem here that is trauma and brain injuries. Providers, educators, and counselors need a basic understanding on how trauma and brain injuries effect employability. School district employees need to teach mindfulness.**
 - **Want to be kept informed on how the grant is going.**
 - **I am ready to do my best to make this happen.**
 - **Very successful effort of bringing leadership together for input.**
-



Appendix B

Career Pathways

Healthcare and Social Assistance

Gallup-McKinley County Healthcare and Social Assistance Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> Local School Districts Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> UNM, Gallup New Life Learning Center Dine College NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> National Career Readiness Certificate (WorkKeys) CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> Career 101 (KeyTrain) WorkKeys Assessments , Gallup Workforce Center CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Non-Certificate Workforce Training	<ul style="list-style-type: none"> CPR and First Aid 	<ul style="list-style-type: none"> UNM, Gallup 	
Certificate Programs	<ul style="list-style-type: none"> Dental Assisting, 14 Classes, 3 Terms Health Information Technology-Coding Certificate, 10 Classes, 3 Terms Human Services Certificate, 10 Classes, 2 Terms CPR Pro Training, 1 Class, 1Day Public Health Certificate, 4 Classes, 26 Weeks Counseling Certificate, 11 Classes, 3 Semesters Pre-Nursing Certificate, 10 Classes, 3 Semesters Nursing Assistant Certificate, 6 Classes Health Careers Certificate, 10 Classes 	<ul style="list-style-type: none"> UNM, Gallup Dine College Navajo Technical College NMSU, Grants 	
Two-year Degree Programs	<ul style="list-style-type: none"> Associate of Arts in Human Services, Concentration in Family Studies, 23 Classes, 6 Terms Associate of Arts in Human Services, Concentration in Substance Abuse, 22 Classes, 6 Terms Health Information Technology, A.S., 22 Classes, 6 Terms Medical Lab Technology, A.S., 21 Classes, 6 Terms Nursing, A.S., 21 Classes, 5 Terms Science, A.S., 9 Classes, ? Terms Social Work, A.A., 20 Classes Health Occupation, A.S., 19 Classes Public Health, A.S., 21 Classes Veterinary Technology. A.A.S., 28 Classes, 6 Semesters Emergency Medical Services Intermediate, A.A.S., 22 Classes 	<ul style="list-style-type: none"> UNM, Gallup Dine College Navajo Technical University NMSU, Grants 	
Four Year Degree Program			

Education Services

Gallup-McKinley County Education Services Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> Local School Districts Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> UNM, Gallup New Life Learning Center Dine College NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> National Career Readiness Certificate (WorkKeys) CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> Career 101 (KeyTrain) WorkKeys Assessments , Gallup Workforce Center CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem
Certificate Programs	<ul style="list-style-type: none"> Early Childhood Multicultural Education Certificate, 13 Classes, 3 Terms Early Childhood Education, 12 Classes 	<ul style="list-style-type: none"> UNM, Gallup NMSU, Grants 	<ul style="list-style-type: none"> Western NM University (On-Line Certificates)
Two-year Degree Programs	<ul style="list-style-type: none"> Early Childhood Multicultural Education, A.A., 26 Classes, 5 Terms Early Childhood Education, A.A., 19 Classes Education, A.A., 19 Classes Early Childhood Multicultural Education, A.A., 25 Classes, 5 Semesters Early Childhood Education, A.A., 23 Classes Education, A.A., 23 Classes Social Services, A.A., 17 Classes 	<ul style="list-style-type: none"> UNM, Gallup Dine College Dine College Navajo Technical College NMSU, Grants 	
Four Year Degree Program	<ul style="list-style-type: none"> Elementary Education, B.S.Ed., 120 Hours, 4 Years Elementary Education, B.A., 32 Classes, 8 Semesters Secondary Education, Mathematics, B.A., 38 Classes, 8 Semesters Secondary Education, Science, B.A., 39 Classes, 8 Semesters Early Childhood Multicultural Education, B.S., 30 Classes, 8 Semesters 	<ul style="list-style-type: none"> UNM, Gallup Dine College Navajo Technical College 	<ul style="list-style-type: none"> UNM (Transfer Programs) Dine College(Arizona) Western NM University (On-Line Degrees)
Master's Degree Program	<ul style="list-style-type: none"> Elementary Education for Licensed Teachers, M.A. Secondary Education for Licensed Teachers, M.A., 	<ul style="list-style-type: none"> UNM, Gallup 	<ul style="list-style-type: none"> Western NM University (On-Line Degrees)

Retail

Gallup-McKinley County Retail Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> •Local School Districts •Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> •UNM, Gallup •New Life Learning Center •Dine College •NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> •National Career Readiness Certificate (WorkKeys) •CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> •Career 101 (KeyTrain) •WorkKeys Assessments , Gallup Workforce Center •CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Certificate Programs			
Two-year Degree Programs			
Four Year Degree Program			
Master's Degree Program			

Tourism

Gallup-McKinley County Tourism Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> •Local School Districts •Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> •UNM, Gallup •New Life Learning Center •Dine College •NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> •National Career Readiness Certificate (WorkKeys) •CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> •Career 101 (KeyTrain) •WorkKeys Assessments , Gallup Workforce Center •CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Certificate Programs			
Two-year Degree Programs			
Four Year Degree Program			
Master's Degree Program			

Transportation

Gallup-McKinley County Transportation Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> •Local School Districts •Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> •UNM, Gallup •New Life Learning Center •Dine College •NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> •National Career Readiness Certificate (WorkKeys) •CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> •Career 101 (KeyTrain) •WorkKeys Assessments , Gallup Workforce Center •CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Workforce Training Program			
Certificate Programs	<ul style="list-style-type: none"> •CDL Certificate, 8 Weeks •CDL Certificate, 4 Classes, 1 Semester •CDL Certificate, ??? 	<ul style="list-style-type: none"> •UNM, Gallup •Navajo Technical University •Gallup CDL Training Center 	
Two-year Degree Programs			
Four Year Degree Program			
Master's Degree Program			

Logistics-Distribution

Gallup-McKinley County Logistics-Distribution Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> •Local School Districts •Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> •UNM, Gallup •New Life Learning Center •Dine College •NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> •National Career Readiness Certificate (WorkKeys) •CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> •Career 101 (KeyTrain) •WorkKeys Assessments , Gallup Workforce Center •CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Certificate Programs	•Geographic Information Technology, 12 Classes, 3 Semesters	•Navajo Technical University	
Two-year Degree Programs	•Geographic Information Technology, A.A.S., 19 Classes, 4 Semesters	•Navajo Technical College	
Four Year Degree Program			
Master's Degree Program			

Construction

Gallup-McKinley County Construction Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> Local School Districts Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> UNM, Gallup New Life Learning Center Dine College NMSU, Grants 	
Employability Skills	<ul style="list-style-type: none"> National Career Readiness Certificate (WorkKeys) CoreScore Badge (Innovate+Educate, CredHire) Work Ethics, 40 Hours Culture and the Workforce 	<ul style="list-style-type: none"> Career 101 (KeyTrain) WorkKeys Assessments , Gallup Workforce Center CoreScore Badge (Innovate+Educate Soft Skills Assessment) UNM, Gallup 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Workforce Training Programs	<ul style="list-style-type: none"> Workforce OSHA 10 Construction, 10 Hours Workforce OSHA 30 Construction, 30 Hours Welder's Helper, ?? Heavy Equipment Certification, 6 Weeks Work Ethics, 40 Hours Culture and the Workforce 	<ul style="list-style-type: none"> UNM, Gallup 	
Certificate Programs	<ul style="list-style-type: none"> Construction Technology-Construction Certificate, 9 Classes, 2 Terms Construction Technology Certificate, 1 Year 8 Classes Welding Technolog Certificate, 10 Classes, 3 Terms Carpentry Certificate, 12 Classes, 3 Semesters Construction Technology Certificate, 13 Classes, 3 Semesters Electrical Trades Certificate, 12 Classes, 4 Semesters Welding Technology Certificate, 11 Classes, 3 Semesters Welding Technology Certificate, 9 Classes 	<ul style="list-style-type: none"> UNM, Gallup Navajo Technical University NMSU, Grants 	
Two-year Degree Programs	<ul style="list-style-type: none"> Construction Technology, A.A.S., 18 Classes, 5 Terms Building Information Modeling, A.A.S., 21 Classes, 5 Semesters Welding Technology, A.A.S., 16 Classes 	<ul style="list-style-type: none"> UNM, Gallup Navajo Technical College NMSU, Grants 	
Four Year Degree Program			
Master's Degree Program			

Manufacturing

Gallup-McKinley County Manufacturing Career Pathway	Skills/Programs	Local Training Resources	State/ National Training Resources
High School Diploma		<ul style="list-style-type: none"> Local School Districts Middle College High School 	New Mexico Virtual Academy
G.E.D., High School Equivalency	HiSET and GED test preparation classes, as well as the computer-based and paper/pencil exams	<ul style="list-style-type: none"> UNM, Gallup New Life Learning Center Dine College NMSU, Grants 	Job Corps Outreach Center, Gallup
Employability Skills	<ul style="list-style-type: none"> National Career Readiness Certificate (WorkKeys) CoreScore Badge (Innovate+Educate, CredHire) 	<ul style="list-style-type: none"> Career 101 (KeyTrain) WorkKeys Assessments , Gallup Workforce Center CoreScore Badge (Innovate+Educate Soft Skills Assessment) 	Employability Skills: National Network of Business and Industry Associations : APPLIED KNOWLEDGE: Reading, Writing, Mathematics, Science, Technology, Critical Thinking; PERSONAL SKILLS: Integrity, Initiative, Dependability & Reliability, Adaptability, Professionalism; PEOPLE SKILLS: Teamwork, Communication, Respect, WORKPLACE SKILLS: Planning & Organizing, Problem Solving, Decision Making, Business Fundamentals, Customer Focus, Working with Tools & Technology
Certificate Programs	<ul style="list-style-type: none"> Computer-Aided Drafting Certificate, 11 Classes, 3 Semesters Industrial Maintenance and Operations Certificate, 9 Classes, 3 Semesters 	<ul style="list-style-type: none"> Navajo Technical College 	
Two-year Degree Programs			
Four Year Degree Program	<ul style="list-style-type: none"> Electrical Engineering, B.S., 39 Classes, 8 Semesters Industrial Engineering, B.S., 39 Classes, 9 Semesters Advanced Manufacturing Technology, B.A.S., 38 Classes, 8 Semesters 	<ul style="list-style-type: none"> Navajo Technical College 	
Master's Degree Program			

