

..... *The*

—= **GALLUP** =—

SOLUTION

2017

Prepared by Alison Benton, CEcD

Aliquantus Consulting

July 11, 2017

HOUSING/WORKFORCE

OBJECTIVE:

Spark our community to make strong and trackable advances in available Housing and prepare a ready Workforce for genuine growth.

BACKGROUND:

During a series of bi-annual Economic Roundtables sponsored by the Greater Gallup Economic Development Corporation and the Gallup Executive Directors Alliance, discussions among local employers, civic leaders and allied organizations often returned to Housing and Workforce challenges in unusually high numbers.

At the end of the February 2017 event in Santa Fe, civic leaders emphasized ACTION to fix the combined issues of Housing and Workforce. The Gallup Solution is our community effort to modify existing conditions and substitute new workable ideas, resulting in significant, notable changes.

OVERVIEW:

The goal is to maximize our community's economic assets by advancing local labor into better paying jobs without needing to attract a substantial number of workers from outside of the region. Current regional companies and development of new ones will not emerge unless our residents are sufficiently trained and ready to move into better jobs that create openings for younger people, since that is a critical component of sustainability and growth. Creating

The entrepreneur behind Gallup Land Partners (the area's largest property acquisition in recent history), revealed a critical factor many of our competitive cities have already discovered. In order to win investment and job creation expansions, they *INVEST IN THEIR OWN SOLUTIONS*. He disclosed that businesses increasingly demand locations where many active citizens are bettering their community with innovative solutions to clear barriers, like affordable housing and an available, trained workforce.



HOUSING/WORKFORCE

Previous Roundtable Discussions as a Frame of Reference

In the May 19th, 2017 meeting, 50 participants focused on creating ACTION solutions to the two identified challenges. The group divided in half to focus on either Housing or Workforce ACTION strategies. The following information was the springboard:

HOUSING:

There is already a high regional demand for housing due to limited existing stock and little new housing development starts to meet the demand. If there is to be new economic development – with new jobs and businesses – there’s going to be an even greater need for housing at different price points.

From the Roundtable and recent research on business retention and expansion, we have learned the following:

- ❖ Housing Stock – There is a general housing stock shortage, existing stock is aging, rental properties are often unfurnished, and lease agreements tend to be inflexible.
- ❖ Prices – Home ownership and rental prices are above-average compared to other regions.
- ❖ Data – There is insufficient data on actual demand for student housing, high-quality rentals and median-income housing.
- ❖ Coordination – Partnerships and cooperative solutions need to be formed to address housing initiatives in the most effective and consistent way.

Several recommendations have emerged, such as:

- ❖ forming a community-wide housing collaborative, to reduce fragmentation caused by the “siloeing” of programs and to increase coordination and joint action;
- ❖ investing in housing innovations, such as new affordable and energy-efficient technologies, which can be brought to scale, greatly improving housing stock – not only in Gallup but on the Reservations, as well, and which can even support local manufacturing enterprises;
- ❖ developing student housing for UNM-Gallup, thus eliminating a key barrier to educational access;
- ❖ strengthening relationships and partnerships between education/training institutions and the area’s employers, with real impact on curricula, career path counseling and school-to-work connections.

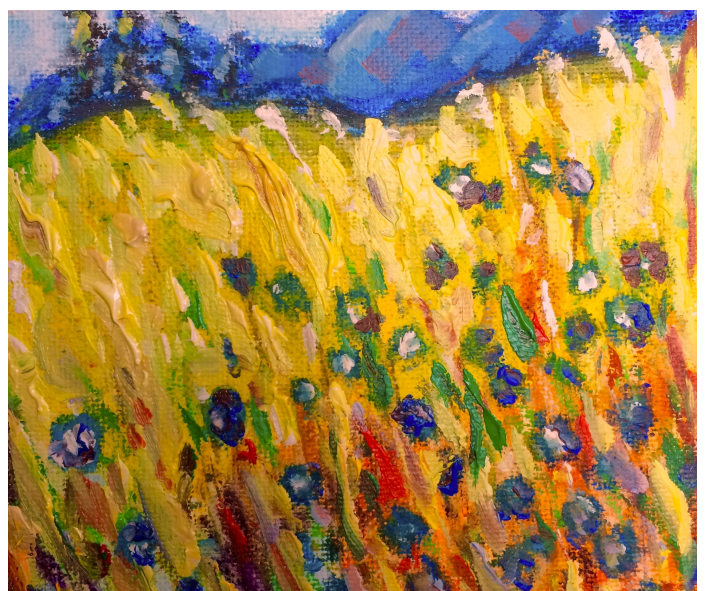
WORKFORCE:

Employers continue to note that they are unable to find job applicants with the requisite skills (literacy skills, technical skills, and “soft” skills) for posted job vacancies. They experience difficulties in attracting and retaining college-educated talent. Top area employers report limited interaction with local education, colleges and workforce programs, feeling that they are unresponsive to the real-time training needs of business, compelling these companies to conduct training in-house.

Employment is changing dramatically, an aging workforce (possessing decades of institutional knowledge) is close to retirement, emerging technology is displacing familiar forms of labor, and technological and international market forces are altering the economic landscape at a dizzying pace. Indeed, it was observed, we’re now pressed to train a future workforce for jobs that don’t yet exist!

Several recommended strategies have come forward, including:

- ❖ forging direct and responsive connections between workforce training resources and economic-base 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;
- ❖ increasing creative deployment of effective STEM education courses; and
- ❖ development of specialized incentives for employees.



HOUSING CAMPAIGN

Citizen Action Solutions from May 19th Roundtable Session on Housing

1. **Action Title: Revise regulations and policies to promote housing development/redevelopment**
 - a. Goal/Intended Impact: Update the City of Gallup Planning & Zoning Master Plan regulations
Challenge Addressed:
 - i. Some regulations appear to keep developers from building due to higher costs
 - ii. P&Z rules do not reflect technological advances that could lower costs and solve issues previously more difficult
 - iii. Not enough housing stock/variety to serve the community
 - b. Action Strategy:
 - i. Ensure local Realtors in discussions
 - ii. Suggest policy changes to allow the City to have greater zoning influence in the Extra-Territorial Zone (ETZ), which is a 3 mile radius outside the city limits
 - iii. Revise P&Z codes to promote in-fill development
 - iv. Research best practices in other municipalities for infrastructure cost reduction
 - i. Consider policy change to assess impact fees to recoup costs for infrastructure extensions
 - ii. Increase landlord accountability, which would decrease the number of substandard housing units by increasing power of the City to pursue legal recourse
 - c. Responsible Team:
 - i. Champion: City of Gallup
 - ii. Lead/Support Agency: City; MFA
 - iii. Resources: Local Realtors
 - d. Timeline
 - i. May 31, 2017 - May 31, 2018
2. **Action Title: Affordable Housing Finance Plan**
 - a. Goal/Intended Impact: Develop a wide-reaching affordable housing finance plan
Challenge Addressed:
 - i. Low percentage of home ownership in McKinley County
 - ii. More home ownership creates a more stable community
 - iii. Housing financing rates are low in comparison to the rest of New Mexico
 - iv. Considerable amount of substandard housing
 - v. Public servants, like police/fire and teachers, are unable to find suitable housing
 - b. Action Strategy:
 - i. Make City available for housing incentives through the State of New Mexico
 - ii. Secure financing for housing development by identifying housing investors
 - iii. Present argument for policy change, allowing Slum & Blight as an allowable use under NM CDBG to address substandard housing
 - c. Responsible Team:
 - i. Champion: City, County
 - ii. Lead/Support Agency: MFA, COG, CARE 66, YES Housing
 - iii. Resources: Local contractors
 - d. Timeline
 - i. May 31, 2017 - May 31, 2018

HOUSING CAMPAIGN

Citizen Action Solutions from May 19th Roundtable Session on Housing

3. **Action Title: Increase Home Ownership Education**

- a. Goal/Intended Impact: Establish an education/marketing campaign for home ownership
Challenge Addressed:
 - i. Low percentage of home ownership in McKinley County
 - ii. More home ownership creates a more stable community
 - iii. Housing financing rates are low in comparison to the rest of New Mexico
 - iv. Considerable amount of substandard housing
 - v. Public servants, like police/fire and teachers, are unable to find suitable housing
- b. Action Strategy:
 - i. Host a Housing Summit: A public event to kick-start education/community/legal/policy/research action items
 - ii. Train local lenders to increase use of MFA mortgage products
 - iii. Increase the number of rehabilitation workshops for seniors, improving conditions by promoting innovative financing for homeowner maintenance
 - iv. Market to apartment dwellers to move to ownership, thus creating apartment options
- c. Responsible Team:
 - i. Champion: Gallup Housing Authority
 - ii. Lead/Support Agency: Navajo Partnership for Housing, Local Realtors
 - iii. Resources: Online, media outlets
- d. Timeline
 - i. May 31, 2017 - March 30, 2018

4. **Action Title: Create Diverse Housing Options**

- a. Goal/Intended Impact: Increase community actions to create mixed housing options
Challenge Addressed:
 - i. Not enough housing options to cater to all tastes
 - ii. Low percentage of home ownership in McKinley County
 - iii. More home ownership creates a more stable community
 - iv. Considerable amount of substandard housing
 - v. Public servants, like police/fire and teachers, are unable to find suitable, affordable housing
- b. Action Strategy:
 - i. Create a housing coordination group to include governmental agencies, not-profit organizations, Realtors
 - ii. Gather community leaders to communicate across established education and business silos to determine best strategies
 - iii. Strategy to develop an increased supply of apartments, to include 2nd story housing in downtown, millennial/pet friendly/high-speed internet
- c. Responsible Team:
 - i. Champion: Home Builders
 - ii. Lead/Support Agency: GEDA, Employers, RMCH, GMCS, UNM-Gallup
 - iii. Resources: GEDA, Realtors, home builders, MFA, Lenders
- d. Timeline
 - i. May 31, 2017 - May 31, 2018

HOUSING SAMPLE REPORT

HOUSING CAMPAIGN ACTION REPORT				
ACTION TITLE:	Revise Policies & Guidelines to Spur Housing Stock, New and Rehab			
GOAL/INTENDED IMPACT:	Remove barriers to new development and create incentive to rehabilitate existing housing stock to increase availability			
CHALLENGE ADDRESSED:	<ul style="list-style-type: none"> New middle income families/individuals (teachers, police, fire) do not have affordable choices in housing, causing them not to stay S&B is not an allowable use under NM CDBG to address substandard housing Revise P&Z codes to promote in-fill development 			
ACTION TEAM:	Champion:		Lead/Support Agency:	City of Gallup, MFA
TEAM MEMBERS				
NAME	REPRESENTING	NAME	REPRESENTING	
	MFA		Main Street	
	McKinley County			
	CARE 66			
	YES Housing			
ACTION STRATEGY				
ACTION	LEAD	ASSIST	TIMELINE	RESOURCES
Research best practices collaboration for infrastructure cost reduction	City of Gallup	MFA	5.31.17-5.31.18	
Promote legislative changes for slum & blight to be funded with CDBG dollars	GGEDC	NWNMCOG	5.31.17-5.31.18	
Prepare policy change requests for P&Z code revisions	City of Gallup	MFA	5.31.17-5.31.18	
6-MONTH MILESTONE/VICTORY:				
GREATER GALLUP ECONOMIC ROUNDTABLE ON HOUSING AND WORKFORCE 2017				

WORKFORCE CAMPAIGN

Citizen Action Solutions from May 19th Roundtable Session on Workforce

1. **Action Title: Robust Vocational Education 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:

- i. Introduce specialized curriculum into area High Schools
- ii. Establish accessible Vocational Schools

- c. Responsible Team:

- i. Champion: Mike Hyatt, GMCS
- ii. Lead/Support Agency: UNM-Gallup
- iii. Resources: AGC-NM

- d. Timeline

- i. May 31, 2017 - May 31, 2018

2. **Action Title: Bridge Funding for Employment Transition**

- a. Goal/Intended Impact: Solve the problem of economic dependency 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

- c. Responsible Team:

- i. Champion: NM DWS
- ii. Lead/Support Agency: UNM-Gallup
- iii. Resources: Kellogg Foundation

- d. Timeline

- i. May 31, 2017 - January 31, 2018

3. **Action Title: 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 or at least a

WORKFORCE CAMPAIGN

Citizen Action Solutions from May 19th Roundtable Session on Workforce

- a. 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 potential job seekers to one database
 - b. Responsible Team:
 - i. Champion: Bill Lee, Gallup Chamber of Commerce
 - ii. Lead/Support Agency: Ina Burmeister, RMCHCS; Cindy Jarvison, SBDC
 - iii. Resources: Workforce Solutions, NALWDB, SBDC
 - c. Timeline
 - i. May 31, 2017 - February 27, 2018
- 4. Action Title: 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 currently available
 - iii. Difficult to nearly impossible to attract prospective businesses to the region without current available labor or a future pipeline of workers industry needs
 - b. 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
 - c. Responsible Team:
 - i. Champion: UNM-Gallup Local Advisory Board
 - ii. Lead/Support Agency: GLP; Liz/GMSACD; Jason Valentine, Gallup Realtor; Carrie House, NWNMCOG; Vicki Mora/AGC-NM; Mike Hyatt/GMCS; Sammia DeJolie/NTU
 - iii. Resources: Francis Bee/BID; SBDC; GLP; BNSF
 - d. Timeline
 - i. May 31, 2017 - May 31, 2018
- 5. Action Title: Internship & 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 grow our own skilled labor force
 - iii. Recruiting for available jobs is difficult without allowing for On the Job training options
 - b. Action Strategy:
 - i. Establish a robust community wide internship & mentorship program with businesses and educational entities
 - ii. Create a measurable program that will be meaningful and assist both the employer and job seeker

WORKFORCE CAMPAIGN

Citizen Action Solutions from May 19th Roundtable Session on Workforce

- a. Responsible Team:
 - i. Champion: Vicki Mora/AGC-NM
 - ii. Lead/Support Agency: Alice Perez/Gallup Pantry; Jeff Condrey/COG; Rose Eason/Gallup Arts; Linda Garcia/Gallup City Council
 - iii. Resources: Francis B/BID; Ina Burmeister/RMCH; SBDC; NTU; College
 - b. Timeline
 - i. May 31, 2017 - May 31, 2018
- 6. Action Title: Family-centric Education**
- a. Goal/Intended Impact: Establish a family-centric program within educational institutions throughout the community
 - Challenge Addressed:
 - i. Parents who have not completed education programs are not as involved in their children's success in school, perpetuating high drop out rates
 - ii. Cannot find qualified people for current job openings
 - iii. Cannot grow our own skilled labor force
 - iv. Unschooled parents are unable to procure higher paying jobs
 - b. Action Strategy:
 - i. Introduce specialized curriculum into area schools, allowing for parents, grandparents, siblings to learn computer skills together with their children, allowing for certificates to be issued to them
 - ii. Establish accessible STEM education programs for this purpose
 - c. Responsible Team:
 - i. Champion: GMCS
 - ii. Lead/Support Agency: UNM-Gallup, NTU
 - iii. Resources: Kellogg Foundation
 - d. Timeline
 - i. May 31, 2017 - May 31, 2018



WORKFORCE SAMPLE REPORT

WORKFORCE CAMPAIGN ACTION REPORT				
ACTION TITLE:	Robust Vocational Education System			
GOAL/INTENDED IMPACT:	Establish a strong vocational training system within the community			
CHALLENGE ADDRESSED:	<ul style="list-style-type: none"> • Cannot find qualified people for current job openings • Cannot grow our own skilled labor force • Recruiting new or former residents for available jobs is difficult • Can't land businesses to move to the region without available labor or at least a future pipeline of workers 			
ACTION TEAM:	Champion:	Mike H, John Ortiz	Lead/Support Agency:	Sammia, NTU
TEAM MEMBERS				
NAME	REPRESENTING	NAME	REPRESENTING	
ACTION STRATEGY				
ACTION	LEAD	ASSIST	TIMELINE	RESOURCES
Introduce specialized curriculum into area High Schools	Mike H	John Ortiz	TBD	SBDC
Establish Vocational Schools	Mike H	John Ortiz	TBD	
6-MONTH MILESTONE/VICTORY:				
GREATER GALLUP ECONOMIC ROUNDTABLE ON HOUSING AND WORKFORCE 2017				

THE
WAY
THIS WILL
WORK

PROCESS IN A NUTSHELL:

Who

1. Identified *Champions* will be responsible for sharing the story, recruiting resources to assist with achieving goals, and coordinating with other Champions
2. Identified *Leads* are pledged to align community volunteers with the action objectives, keep teams on task and on target

What & How

1. Champions and Leads will call together their respective groups to:
 - i. Review action objectives
 - ii. Set tasks & the names of who will do them
 - iii. Create milestone dates
2. Sharing progress
 - i. Report to their own group and the larger community through the Executive Pulse online database (Note: Instructions for using the database will be sent separately)
 - ii. Details on progress will be available to other working groups, moving similar goals together
 - iii. Summary reports will be issued at least quarterly to the GEDA, or more often as necessary
 - iv. A meeting of all groups will be held at least once a year, or more often as required to maintain momentum and celebrate success

When

1. Milestones and dates for completing a task will be determined by each small group and have timing matched with similar tasks of the other groups
2. Significant progress will be reported in May, 2018

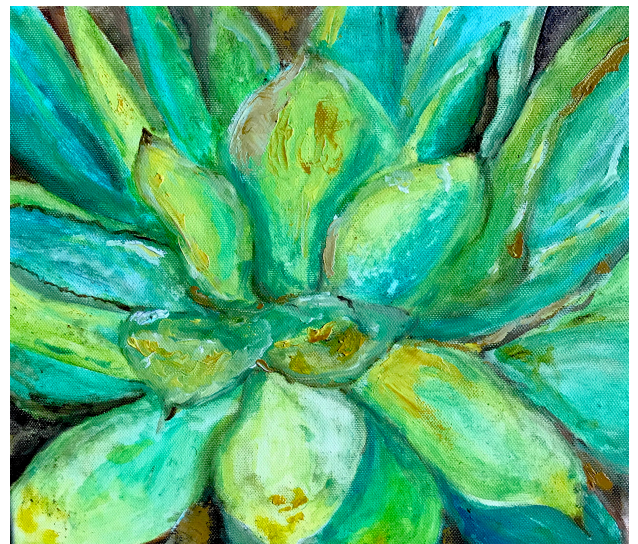
Where

1. Collaboration and coordination can be achieved in person meetings, by phone, or by electronic means, including: email; placing documentation, meeting notes and research on the Executive Pulse site; and when presenting progress to the GEDA

Why

1. Pride in our community
2. Opportunity to “Raise all boats” and help all of our regional community to be prosperous
3. Because It Takes a Village to Maintain a Village

**REVIVE
DRIVE
THRIVE**



ACTION STARTS WITH YOU!



**The Economic Roundtable is a Greater Gallup
Economic Development Corporation Event**

For More Information, please visit:

www.GallupEDC.com

505.722.2980

Or contact Patty Lundstrom, GGEDC
Executive Director
patty@gallupedc.com