

**FINAL REPORT**  
**2018 Economic Roundtable**

***Building a Workforce Pipeline in  
Construction, Logistics & Manufacturing  
for Gallup & McKinley County***

**January 26, 2018**

**La Terraza Room**

**La Fonda on the Plaza**

**Santa Fé, New Mexico**

**co-facilitated and reported by**

**GREATER GALLUP ECONOMIC DEVELOPMENT CORPORATION**

**NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS**



## INTRODUCTION

On January 26<sup>th</sup>, 2018, the Greater Gallup Economic Development Corporation (GGEDC) convened over 50 leaders and colleagues for the 2018 Economic Roundtable, which fostered strategic consultation on the theme: *“Building a Workforce Pipeline in Construction, Logistics and Manufacturing.”*

Held at the Historic La Fonda Hotel in Santa Fé, the Roundtable hosted 56 public and private sector leaders from Gallup and McKinley County, as well as from state, tribal, academic and nonprofit agencies. All were dedicated to identifying action strategies and specific investments of talent and resources to overcome barriers and achieve new breakthroughs in building a high-quality, employable workforce pipeline into the trades and professions of the three core economic-base industries in the Greater Gallup region.

The Roundtable built on a series of well-attended and productive roundtables conducted by GGEDC over the past couple of years, in which workforce was repeatedly identified as a primary issue of concern in the whole economic development equation. This insight was reinforced during a recent visit to northwest New Mexico by **Jeff Finkle**, CEO of the International Economic Development Council (IEDC), a nonprofit membership organization serving 5,000 members in the field of economic development – the largest national and global organization of its kind. In a speech delivered at the *Four Corners Future Forum* held in Farmington in November 2017, Mr. Finkle stated emphatically and unequivocally that, in the US generally, the “number one” obstacle to economic development at this time is the lack of qualified workforce.

A white paper for the Roundtable had been prepared and distributed by GGEDC Deputy Director **Michael Sage**, who also organized the agenda for the event. The Roundtable was further energized by a major report recently produced by Innovate+Educate, Inc. under funding from the WK Kellogg Foundation, entitled *“Education to Employment: New Mexico Pathways Project—Gallup & McKinley County.”* This report drew upon extensive labor research and conversations with dozens of stakeholders in the Gallup-McKinley County area. Emerging from this research was the identification of employment sectors with the highest opportunity for growth in the Greater Gallup region. Among these sectors were three economic-base industries of particular relevance to the economic development mission of GGEDC: construction, logistics and manufacturing. Thus, the focus of this year’s Roundtable.

Appropriately, following welcome remarks and introductions, the Roundtable kicked into gear with a presentation by **Jamai Blivin**, Innovate+Educate CEO and author of the *Pathways* report. She was followed in turn by **Alvin Warren**, a New Mexico Program Officer for the WK Kellogg Foundation, who clearly articulated the Foundation’s long-term commitment to the Gallup-McKinley County area as one of Kellogg’s top three target demographics in the US.

The opening plenary also included comments by education leaders **Mike Hyatt**, Superintendent of Gallup-McKinley County Schools and **Dr. James Malm**, CEO of the University of New Mexico-Gallup Campus, as well as by **Roxanne Gorman**, Manager of the Navajo Department of Self-Reliance, and **Bill Lee**, CEO of Gallup-McKinley County Chamber of Commerce.

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Plenary Session #2 featured topic-specific presentations by experts in the three economic-base industries to be consulted on during the Roundtable:

- For Manufacturing, Manufacturing Extension Partnership Innovation Director **Denise Williams** chaired a panel that included **Mark Lee**, Principal of DMJ-USA; **Kent Wilson**, Owner of Four Corners Welding & Gas Supply in Gallup; and **Ken Knoll**, CEO of Sustainable Housing Associates.
- For Logistics, New Mexico Trucking Association Executive Director **Johnny Johnson** chaired a panel that included **Martin O'Malley**, General Manager of Gallup Land Partners; and **Jerry Pacheco**, President of the Border Industrial Association in Santa Teresa, NM.
- For Construction, Murphy Builders President **Rick Murphy** chaired a panel that included **Mike Puelle**, CEO of Associated General Contractors-New Mexico; **L.D. Lovett**, Workforce Development Director for UNM-Gallup; and **Chris Mortensen**, Owner of Williams Plumbing in Gallup (and Gallup-McKinley County School Board Member).

Key take-aways from these plenary presentations included:

- While there are numerous players in the workforce arena, there is not a coherent, accountable, coordinated system for workforce development that is effectively geared to meeting either the needs of employers or of employment seekers, nor for embracing technology and innovation.
- The need to connect core education with workforce skills needs.
- Infrastructure is key: “equip to win” – using technology to directly support business and employment growth in the top priority areas.
- Workforce development needs to include strong attention to building “soft skills” – those attitudes, habits and character traits needed for successful employment.
- Lack of workforce programs to produce high-skill labor will hurt our chances to grow employment opportunities in manufacturing.

The heart of the Roundtable then proceeded in the form of breakout groups for each of the three industrial sectors:

- The Manufacturing group was facilitated by **Denise Williams**, Innovation Director of Manufacturing Extension Partnership (with a big assist from Jennifer Lazarz, Tourism & Marketing Manager for the City of Gallup).
- The Logistics group was facilitated by **Dr. James Malm**, CEO of UNM-Gallup; and
- The Construction group was facilitated by **Vicki Mora**, CEO of the New Mexico Building Education Foundation.

The Roundtable concluded with report-outs from the industrial sector groups, facilitated by **Jeff Kiely**, Executive Director of Northwest New Mexico Council of Governments, and captured in the form of a logic model identifying Inputs, Outputs and Outcomes for each of the sectors.

## **PROGRAM OBJECTIVES**

The Economic Roundtable brought together key players in workforce development to develop strategies and metrics that will guide implementation of workforce training programs for the construction, logistics and manufacturing sectors. Several fundamental objectives drove the Economic Roundtable on Workforce Development:

- Improve the quality and skills of the workforce
- Help businesses meet their human resource demands
- Provide channels for businesses and workers to connect

Throughout the day, attendees interacted with each other to identify what can be done to augment and enhance current workforce development efforts taking place within McKinley County. To guide the discussion, subject matter experts in each sector presented on new technologies being incorporated into individual sectors and highlighted the skills and requirements needed for gainful employment in those industries.

With an understanding of the future skills employers will be requiring, participants were broken into three working groups. Each group was tasked with developing strategies in three key categories: Policy; Program; and Infrastructure. The goal was to identify practical ways to enhance current workforce capacity in order to produce the required workers of tomorrow. After in-depth group discussion, each group reported on their top strategies that could offer the highest impact on workforce development.

The Economic Roundtable is a valuable resource for building capacity in McKinley County. By bringing together public, private, non-profit, tribal and academic leaders with the common goal of promoting workforce development in McKinley County, the Economic Roundtable makes it possible to generate clear strategies that can be implemented for the economic growth of our county and region. An additional advantage of the Economic Roundtable is the opportunity to network with regional leaders, innovators and organizers.

On the evening of January 25th, a reception was hosted by Innovate+Educate in their Santa Fe office, which provided an opportunity for attendees to network, in addition to meeting the presenters and panelists.

GGEDC would like to extend a warmest gratitude to the sponsors who made this event possible. The financial contributions of Murphy Builders, UPS, and UNM-Gallup were critical to the success of the event. Additionally, thank you to the Northwest New Mexico Council of Governments, who assisted in developing, moderating and documenting this Roundtable.

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#### THE LOGIC MODEL

To help focus input and workshop content into a usable form, the workshop designers employed a “logic model” that provided a simple structure for capturing and summarizing the input.

A logic model provides a picture of how a program or initiative is intended to work. Such a model provides for Baseline, Process and Outcome elements:

<b>Baseline Elements</b>	<b>Assessment Elements</b>
<b>Situational Assessment</b>	<i>Assets, Barriers, Opportunities &amp; Trends</i>
<b>Process Elements</b>	<b>Planning Elements</b>
<b>Inputs</b>	<i>People, Resources &amp; Actions Invested in the Process</i>
<b>Outputs</b>	<i>Milestones &amp; Objectives Achieved, Barriers Breached &amp; New Capacities Built</i>
<b>Outcome Elements</b>	<b>Intended Effects</b>
	<i>System Changes, Products &amp; Results Achieved from Synergy of all Efforts</i>
<b>Short-Term Outcomes</b>	Immediate effects: weeks-months
<b>Intermediate Outcomes</b>	Intended effects that occur over the mid-term: months-years
<b>Long-Term Outcomes</b>	Long-term intended effects: years-decades

It is the hope that this logic model will provide clarity in laying out the resources, tasks, goals and outcomes identified by the Roundtable participants for achieving breakthroughs in workforce preparation for economic-base industries. It can also assist in setting a framework for accountability, i.e., achievable milestones and targets that can be measured along the way.

A schematic showing the basic framework of the logic model is shown on the following page.

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**LOGIC MODEL TEMPLATE**

<b>The 2018 Economic Roundtable WORKSHOP REPORT Employment Sector:</b>			
<b><u>SITUATION</u></b> <i>Baseline Assets, Barriers, Opportunities &amp; Trends</i>	<b><u>INPUTS</u></b> <i>People, Resources &amp; Actions Invested in the Process</i>	<b><u>OUTPUTS</u></b> <i>Milestones Achieved, Barriers Breached &amp; New Capacities Built</i>	<b><u>OUTCOMES</u></b> <i>System Changes, Products &amp; Results Achieved from Synergy of all Efforts</i>

## CONSTRUCTION

To focus participants’ thoughts on the vision and end-goals of a “workforce breakthroughs” initiative, the Construction Working Group was tasked with coming up with a hypothetical future “press release” that would celebrate the community’s success at a point 5 years from now in achieving workforce outcomes in service to the employment needs of the Construction industry. Drawing from this exercise and other consultations within the group, the resulting statement was reported out as follows:

**PRESS RELEASE:**

**June 1, 2023**

***Gallup-McKinley Region Announces Victory in Establishing  
A Responsive Workforce Gateway & Pipeline for Careers in the Construction Industry***

GALLUP, NM – Local leaders in the construction industry joined with the community’s workforce development partners and the Governor of New Mexico in celebrating an important accomplishment with great promise for employers and job seekers in the Greater Gallup region.

Surrounded by workforce partners, public officials and industry trainees, construction industry leaders Jane Doe of Gallup Construction, Inc and Joe Smith of Associated General Contractors-New Mexico, announced the achievement by the Greater Gallup Construction Workforce Consortium of the 5-year goals set by the community in the Spring of 2018.

The press conference was held this morning in the meeting hall of the new Center for Career & Technical Education on the Gallup Campus of the University of New Mexico, which hosted an audience of over 70 people, including members of the press, construction industry representatives and trainees, local education and workforce agencies, and local citizens.

In noting the achievement, the presenters certified that the community now has in place a superbly functioning network of private industry employers and workforce providers that has adopted and implemented a common curriculum and training process for all construction industry workers and professionals – aligned with model curriculum provided by the National Center for Construction Education & Research (NCCER). This training system has produced and employed over 250 qualified workers in the construction field, including a new cadre of middle-management construction professionals – with more to come! The network includes workforce education and training spanning the entire spectrum from pre-K and elementary school up through postsecondary education opportunities.

Additionally, the Greater Gallup Construction Workforce Consortium developed a seamless, coordinated certification of all construction training programs and activities.

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#### NOTES:

For the construction working group, a gateway to careers in the construction industry was the overarching theme when examining the parameters of what constitutes success with regards to workforce development in the construction industry. What does success look like? Success is when there is a gateway to careers in the construction industry. To ensure a pipeline of potential workers, there must be a continual effort to promote the sector/industry as a viable and exciting career track. Exposure to the technology and equipment that will drive the industry of tomorrow is critical in drawing interest, and outreach to high school students is a must. While in the pipeline, the workforce must engage in continual skill development.

The National Center for Construction Education & Research (NCCER) curriculum is one potential gateway for success into the construction industry. The use of established national and industry curriculum increases speed to training, without the delay that accompanies development of new curriculum. For a rural community, there is no need to reinvent the wheel; draw on best practices and methods then tailor a custom approach.

To effectively create a gateway for a career in construction, favorable public policies must be in place to support investments into career readiness. The federal Workforce Investment Opportunity Act (WIOA) program is an example of public policy support for career readiness.

Once the pipeline is full, efforts should be made to maintain velocity. Therefore, institutions of education need to increase rates of retention for students. To achieve higher retention rates, workforce partnerships for certification are needed between employers and UNM-Gallup and Navajo Technical University (NTU). Certifications align with the desire of the workforce to gain meaningful employment in the shortest manner possible. Workers which embrace certifications recognize there will be a need to obtain additional certifications to continue the career pathway.

Additionally, stronger partnerships can result in greater efficiency in targeting certain segments of the population and can help new employees gain trades & work experience. Partnerships can provide a more responsive work training system and can establish career pathways. Partnerships serve as connectors to other providers and resources, and help provide outreach to students. Partnerships should examine the possibility of providing college credit to those who complete workforce training programs, as a means to build the career pathway. Recipients of unemployment insurance would be a good pool to target for entrance into the workforce pipeline.

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**CONSTRUCTION**

**GOAL: Creating an Effective, Accountable & Responsive Workforce Pipeline for the Construction Industry**

<p><b><u>SITUATION</u></b> <i>Baseline Assets, Barriers, Opportunities &amp; Trends</i></p>	<p><b><u>INPUTS</u></b> <i>People, Resources &amp; Actions Invested in the Process</i></p>	<p><b><u>OUTPUTS</u></b> <i>Milestones Achieved, Barriers Breached &amp; New Capacities Built</i></p>	<p><b><u>OUTCOMES</u></b> <i>System Changes, Products &amp; Results Achieved from Synergy of all Efforts</i></p>
<div data-bbox="218 712 464 1044" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p><i>Deferred – to be detailed at a later date based on the Pathways Report &amp; expert analyses.</i></p> </div>	<p>Promote Career Tracks</p> <ul style="list-style-type: none"> <li>• Outreach to High School Students</li> <li>• Outreach to Navajo Workforce Agencies</li> <li>• Outreach to State Workforce Agencies</li> </ul> <p>Career Readiness Prep</p> <ul style="list-style-type: none"> <li>• Soft Skills Training</li> <li>• Trade experience</li> <li>• Work experience</li> </ul> <p>Outline Career Pathways</p> <ul style="list-style-type: none"> <li>• HS Diploma – Certificates – AA/AS – BA/BS</li> </ul> <p>Promote new Industry Technology as an attractive feature of modern Construction</p> <p>State adoption of national / industry-developed curriculum</p>	<p>Higher enrollment rates</p> <p>Higher retention rates Higher graduation rates</p> <p>Visual career map</p> <p>Higher enrollment rates</p> <p>Policy support for public-private partnerships</p>	<div data-bbox="1554 578 2013 743" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>PIPELINE:</b> A steady pipeline of qualified workers &amp; professionals in the construction trades.</p> </div> <div data-bbox="1554 743 2013 909" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>PREPARATION:</b> A well-prepared construction workforce, with soft &amp; hard skill sets &amp; ability to hold &amp; keep a job.</p> </div> <div data-bbox="1554 909 2013 1109" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>PARTNERSHIP:</b> A workforce development network providing an accessible &amp; articulated gateway &amp; pathway to employment in construction occupations.</p> </div> <div data-bbox="1554 1109 2013 1351" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>TRAINING:</b> A curriculum developed in partnership with industry &amp; commonly used &amp; articulated across agencies, including programs for rapid-response training to meet employer needs.</p> </div>

## **LOGISTICS**

To focus participants’ thoughts on the vision and end-goals of a “workforce breakthroughs” initiative, the Logistics Working Group was tasked with coming up with a hypothetical future “press release” that would celebrate the community’s success at a point 5 years from now in achieving workforce outcomes in service to the employment needs of the Transportation & Logistics industry. Drawing from this exercise and other consultations within the group, the resulting statement was reported out as follows:

**PRESS RELEASE:**

**June 1, 2023**

***Gallup–McKinley Region Announces Victory in Establishing a  
FREE TRADE ZONE***

***JOBS, JOBS, JOBS for Gallup, McKinley County and the Zuni and Navajo Nations***

GALLUP, NM – Local leaders in the logistics industry joined with the community’s workforce development partners and the Governor of New Mexico in celebrating an important accomplishment with great promise for employers and job seekers in the Greater Gallup region.

Surrounded by workforce partners, public officials and industry trainees, logistics industry leaders Jane Doe of Gallup Land Partners and Joe Smith of the New Mexico Trucking Association announced the achievement by the Greater Gallup Logistics Workforce Consortium of the 5-year goals set by the community in the Spring of 2018.

The press conference was held this morning in the meeting hall of the new Center for Career & Technical Education on the Gallup Campus of the University of New Mexico, which hosted an audience of over 70 people, including members of the press, logistics industry representatives and trainees, local education and workforce agencies, and local citizens.

In noting the achievement, the presenters announced the creation and certification of a Free Trade Zone associated with the BNSF-certified Site at Gallup Energy Logistics Park and the new Super Trucking Center developed in McKinley County just east of the Arizona border.

They further reported that the Gallup-McKinley County Schools, local universities and colleges, workforce providers, and the private sector had collaborated successfully over the past five years to build a steady pipeline of trained, local workers, technicians, and managers to support the employment needs of the growing logistics industry in the greater Gallup region.

As a result of this partnership, it can now be reported that: 90% of entry-level logistics jobs are filled locally; 75% of logistics technician jobs are filled locally; and 80% of logistics manager positions are filled locally

It can now be said that this generation of workers is able to support their families and their extended families, and to teach the next generation how to be innovative in an ever-changing information & technology world.

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#### NOTES:

There are opportunities for logistics tied to new prospects for manufacturing in McKinley County. Manufacturing company prospects include foreign direct investments and a potential Super Trucking Center. Obtaining a Foreign Trade Zone (FTZ) designation for McKinley County would be a tremendous benefit for efforts tied to growing the logistics sector. Just in time delivery is another opportunity for logistics in McKinley County.

New infrastructure including the Gallup Energy Logistics Park and its recent designation as a BNSF Railway certified site will help to drive demand for logistics. A certified site designation ensures projects move toward construction approximately six to nine months faster. With regards to manufacturing, there may be opportunity to showcase New Mexico as a cluster, leveraging the New Mexico Spaceport and Facebook Data Center.

In the logistics sector, recruitment is difficult for in-demand occupations such as trucking, safety, and transloading. Strategies for workforce development could potentially include pre-certified employee pools as well as soft skills training. Understanding the skill sets of the existing workforce will help to identify the underemployed in the short term and in the long term more accurately align workforce training efforts.

To retain a workforce, availability of housing is a major determinant. One suggestion includes the creating of new housing for employees with a first step including the platting of workforce housing sites.

Successful workforce attraction is tied to communities that provide a quality of life. There is opportunity for a tri-collaborative involving the Zuni Pueblo, McKinley County and the Navajo Nation. Through a formal partnership, efforts can be mashed and woven together.

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**LOGISTICS**

**GOAL: Creating an Effective, Accountable & Responsive Workforce Pipeline for the Logistics Industry**

<p><b><u>SITUATION</u></b> <i>Baseline Assets, Barriers, Opportunities &amp; Trends</i></p>	<p><b><u>INPUTS</u></b> <i>People, Resources &amp; Actions Invested in the Process</i></p>	<p><b><u>OUTPUTS</u></b> <i>Milestones Achieved, Barriers Breached &amp; New Capacities Built</i></p>	<p><b><u>OUTCOMES</u></b> <i>System Changes, Products &amp; Results Achieved from Synergy of all Efforts</i></p>
<div data-bbox="205 755 453 1084" style="border: 1px solid black; padding: 10px; margin: 10px auto; width: 80%;"> <p><i>Deferred – to be detailed at a later date based on the Pathways Report &amp; expert analyses.</i></p> </div>	<p>Support workforce development for logistics</p> <ul style="list-style-type: none"> <li>• Pre-certified Employee Pools</li> <li>• Soft Skills Training</li> <li>• New certificate programs</li> </ul> <p>Advance logistics projects:</p> <ul style="list-style-type: none"> <li>• Gallup Energy Logistics Park BNSF Certified Site</li> </ul> <p>Research national logistics advantages for McKinley County</p> <ul style="list-style-type: none"> <li>• Just in time delivery</li> <li>• FAST Act</li> </ul> <p>Promote logistics infrastructure:</p> <ul style="list-style-type: none"> <li>• Energy Logistics Park</li> </ul> <p>Cultivate economic development partnerships:</p> <ul style="list-style-type: none"> <li>• City of Gallup</li> <li>• Navajo Nation</li> <li>• Zuni Pueblo</li> </ul> <p>Promote housing development</p>	<p>Pipeline of Workers</p> <p>Local sites ready for development</p> <p>Increase business interest in McKinley County</p> <p>Increase business interest for McKinley County</p> <p>Formal partnerships</p> <ul style="list-style-type: none"> <li>• MOU's</li> <li>• MOA's</li> </ul> <p>Land platted for homes</p>	<div data-bbox="1554 571 2011 743" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>LOCATION:</b></p> <p>Logistics companies are locating in McKinley County in response to local guarantees of skilled labor.</p> </div> <div data-bbox="1554 760 2011 954" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>HUB:</b></p> <p>Gallup is recognized as a national logistics hub, facilitating east-west commerce, attracting companies &amp; jobs.</p> </div> <div data-bbox="1554 971 2011 1166" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>FOREIGN TRADE ZONE:</b></p> <p>Greater Gallup has achieved designation as a Free Trade Zone, thus expanding logistics markets &amp; attracting new companies &amp; jobs.</p> </div> <div data-bbox="1554 1182 2011 1386" style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>HOUSING:</b></p> <p>Expanded economic opportunities in Greater Gallup's logistics industry have spiked demand for the construction of single-family homes in Gallup &amp; McKinley County.</p> </div>

## MANUFACTURING

To focus participants’ thoughts on the vision and end-goals of a “workforce breakthroughs” initiative, the Manufacturing Working Group was tasked with coming up with a hypothetical future “press release” that would celebrate the community’s success at a point 5 years from now in achieving workforce outcomes in service to the employment needs of the Manufacturing industry. Drawing from this exercise and other consultations within the group, the resulting statement was lifted out as follows:

**PRESS RELEASE:**

**June 1, 2023**

***Gallup–McKinley Region Announces Victory in Creating a  
Job-Ready Workforce for the Manufacturing Industry in Gallup & McKinley County***

GALLUP, NM – Local leaders in the manufacturing industry joined with the community’s workforce development partners and the Governor of New Mexico in celebrating an important accomplishment with great promise for employers and job seekers in the Greater Gallup region.

Surrounded by workforce partners, public officials and industry trainees, manufacturing industry leaders Jane Doe of Gallup NewTech, LLC and Joe Smith of New Mexico’s Manufacturing Extension Partnership announced the achievement by the Greater Gallup Manufacturing Workforce Consortium of the 5-year goals set by the community in the Spring of 2018.

The press conference was held this morning in the meeting hall of the new Center for Career & Technical Education on the Gallup Campus of the University of New Mexico, which hosted an audience of over 70 people, including members of the press, manufacturing industry representatives and trainees, local education and workforce agencies, and local citizens.

In noting the achievement, the presenters announced the creation and implementation of a superbly functioning network of private industry employers and workforce providers that has adopted and implemented a common curriculum and training process for all manufacturing industry workers and professionals, including the introduction of new technologies and digital infrastructure needed for entry into modern manufacturing industries. This training network has produced a seamless, coordinated certification of all manufacturing training programs, incorporating strong vocational education programs in the trades and resulting in a strong and accountable connection between employers, training agencies and job seekers. In the past year alone, 100 local trainees became certified and employed in local manufacturing operations.

Ms. Doe of Gallup NewTech commented that this well-articulated program had greatly assisted her company in both attracting and retaining work-ready employees.

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#### NOTES:

The working group for the manufacturing sector understands real change in workforce development will require real investment in the infrastructure needed to support the delivery of workforce training programs. Real change in workforce development will require the desire to ensure career pathways for local residents, both current and future. Real change will require capacity to respond and reprioritize pipelines to meet the workforce needs of local employers, plus the capability to develop new pipelines producing new skills sets for morphing existing employment sectors or new employment growth sectors.

New digital infrastructure must be introduced to connect not only employers to the labor pool of McKinley County, but also for residents to see what specific certifications are required for a particular occupation or career pathway. A database of trained workers for manufacturing is envisioned to provide employers with a deep pool of available labor from which to draw. The database is envisioned to also maintain certifications and skill assessments completed by end-users in McKinley County. To achieve maximum use and market penetration efforts must be made to advertise and promote the database.

How to increase private-public partnership between business and educational institutions? Partnerships are needed between manufacturing businesses and educational institutions to identify what training needs currently exist. Mentorships will stir interest in the minds of youth. Internships will help to link educational theory with practical application, a combination that has the potential to greatly enhance workforce training. Partnerships are a way to develop work experience, with the immediate and long-term benefit of providing a critical opportunity for the workforce to develop “soft skill” sets by way of early and onsite exposure. Successful partnerships share common characteristics, chief among which are clear roles, responsibilities, and accountabilities.

Greater alignment and deeper partnership between public-private will generate outputs including a job database to link employers and employees. Greater articulation and an enhanced understanding of the specialty skill sets will result in a fuller understanding of industry needs. Increased frequency in skills assessments will provide confirmation on whether the skill sets of occupational and regional labor force are increasing or decreasing, an important metric for all involved in workforce development. Curriculum development will ensure the needs of existing employers are met but also provide the flexibility to generate a career pathway for individuals. Advertising is needed to link employers and employees. Whatever the mechanism developed for linking employers and employees, advertising must let the public know how to access it.

Increased enrollment in training programs will lead to increased numbers of people obtaining certifications. One way to increase the quality of the labor pool is by implementing additional screening, resulting in candidates with higher qualifications and readiness to enter the workforce. Additionally, efforts could be made to promote Gallup as a good place for families to locate and to start a business, and to generally increase awareness of Greater Gallup’s unlimited potential.

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Regarding public stakeholders in workforce development, the participation of UNM-Gallup is critical to the long term success of any effort. UNM-Gallup stands to benefit by addressing the needs of the local community with respect to workforce development. Programs recommended for inclusion and expansion, with UNM-Gallup at the helm include job shadowing and increase emphasis on vocational training. Job shadowing provides opportunity to students to develop soft skills by exposing them on site work environments. A strong vocational program will ensure career pathways for individuals looking to move up the career ladder. A strong vocational program should offer stackable credentials in support of career pathways.

When people think of manufacturing their immediate thought is old manufacturing – dangerous and dirty. As a result, those entering the labor force are encouraged to go into “sexier” fields. Despite preconceived notions about manufacturing, it is still a viable industry. Mentorship programs are needed to help generate interest in the profession. Mentorship programs are a critical element to any workforce development effort. Former or part-time Gallupians should be targeted to return home as part of workforce strategy.

Create partnerships including representatives from business, public education, higher education, tribal, partners, and public bodies both local and state to flesh out key questions such as who is project lead and how long a workforce development initiative will last? Cheat sheets on workforce training programs are needed. Partnerships can help foster training and new curriculum on critical areas such as entry-level management in which the need cuts across government, education and business. Partnerships allow for development of one stop shops.

Models for collaboration include the Gallup Executive Directors Alliance (GEDA). Partners will need to strategize. Collaboration will help with regard to workforce development and in particular identifying what training programs are needed now and what training programs are needed in the near future. Additionally, workforce development should strive to tailor education programs to the needs of employers. Any new initiative at some point must be able to demonstrate a return on investment not only on cost but also with program and policy. to link education with business.

Resources needed to support a proactive strategy include local resources such as a workforce pool from which employers can draw but also land to house new programs and training space. Entrepreneurs are returning to Gallup and they bring with them a unique set of skills and capacities. Resources are needed to support this budding entrepreneurial environment. Successful cultivation of this sector could result in more entrepreneurial businesses, leading to greater opportunities for local employment.

The needs are many and cut across various community sectors. Housing is a strong definite need. Soft skills development is another identified need. Entrepreneurial skill is a reoccurring need. Native culture is a stated need. Customer service registers high as a need. More options for education and training are a highlighted need. A good work place is a desired need. A need is amenities which cater to family and lifestyles.

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<b>MANUFACTURING</b>			
<b>GOAL: Creating an Effective, Accountable &amp; Responsive Workforce Pipeline for the Manufacturing Industry</b>			
<b><u>SITUATION</u></b> <i>Baseline Assets, Barriers, Opportunities &amp; Trends</i>	<b><u>INPUTS</u></b> <i>People, Resources &amp; Actions Invested in the Process</i>	<b><u>OUTPUTS</u></b> <i>Milestones Achieved, Barriers Breached &amp; New Capacities Built</i>	<b><u>OUTCOMES</u></b> <i>System Changes, Products &amp; Results Achieved from Synergy of all Efforts</i>
<div style="border: 1px solid black; padding: 10px; width: fit-content; margin: auto;"> <p><i>Deferred – to be detailed at a later date based on the Pathways Report &amp; expert analyses.</i></p> </div>	<p>Introduce digital tech for workforce development</p> <ul style="list-style-type: none"> <li> Cell Phone Jobs App</li> <li> Cloud Storage</li> </ul> <p>Formal public-private partnerships:</p> <ul style="list-style-type: none"> <li>• MOU's</li> <li>• MOA's</li> </ul> <p>Formal public-private partnerships:</p> <ul style="list-style-type: none"> <li>• MOU's</li> <li>• MOA's</li> </ul> <p>Increase enrollment in certifications programs</p> <p>Launch Media Campaigns</p> <ul style="list-style-type: none"> <li>• Career Tracks</li> <li>• Community Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs Database</li> <li>• Certification Database</li> </ul> <ul style="list-style-type: none"> <li>• Internships</li> <li>• Mentorships</li> <li>• Work Experience</li> <li>• Apprenticeships</li> </ul> <ul style="list-style-type: none"> <li>• Reprioritized workforce pipelines</li> <li>• New workforce pipelines</li> </ul> <p>Higher number of individuals obtaining certifications</p> <ul style="list-style-type: none"> <li>• Increased enrollment</li> <li>• Quality of Life</li> </ul>	<div style="border: 1px solid black; border-radius: 10px; padding: 10px; margin-bottom: 10px;"> <p><b>THE JOB CONNECTION:</b> A dynamic and coordinated connection has been established between education/training agencies and the local and regional labor market.</p> </div> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; margin-bottom: 10px;"> <p><b>TRAINED LABOR FORCE:</b> The community now offers a trained labor force, available to work in the manufacturing industry.</p> </div> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; margin-bottom: 10px;"> <p><b>VOCATIONAL PROGRAMS:</b> There is a strong system of vocational training programs in the trades, from K-12 through post-secondary education &amp; training opportunities.</p> </div> <div style="border: 1px solid black; border-radius: 10px; padding: 10px;"> <p><b>SUSTAINED WORKFORCE:</b> Our employer-workforce partnerships have created a way to attract &amp; retain a work-ready labor force for manufacturing employers</p> </div>

## **RECOMMENDED WORKFORCE STRATEGIES**

### **Construction**

1. Achieve a pipeline of workers by increasing enrollment rates in certification programs, to be achieved by promoting career tracks to future employees and partners.
2. Achieve a pipeline of workers by increasing enrollment rates in certification programs, to be achieved by promotion of industry technology.
3. Develop a prepared workforce by increasing retention and graduation rates, to be achieved by allocating greater resources to career readiness preparation.
4. Offer a Gateway to Careers by developing visual career maps, to be achieved by mapping career pathways.
5. Provide industry-developed curriculum and develop capacity to undertake rapid response workforce training by increasing policy support for public-private partnerships, to be achieved by state adoption of NCCER curriculum.

### **Logistics**

1. Develop new workforce training programs for the logistics industry to establish a pipeline of workers needed to successfully locate logistics companies in McKinley County.
2. Establish McKinley County as a national hub for readying sites for development in the Energy Logistics Park.
3. Successfully recruit logistics companies to McKinley County by increasing business interest in McKinley County, to be achieved by researching and publishing data highlighting the national logistical advantages of locating in McKinley County.
4. Successfully recruit logistics companies to McKinley County by increasing business interest in McKinley County, to be achieved by promoting new infrastructure including Energy Logistics Park.
5. Secure federal designation for McKinley County communities to enhance capital investment and inflows by formalizing collaborative partnership between local governing entities.
6. Promote new housing development including construction of single family homes by increasing availability of platted parcels for development.

## **Manufacturing**

1. Introduce and adopt digital technology to establish an accessible jobs database and certification repository to increase connections between employers and potential employees.
2. Formalize public-private partnerships to increase opportunities for internships, mentorships, on the job training, and apprenticeships, which will lead to a trained labor force.
3. Formalize public-private partnerships to reprioritize and develop new workforce pipelines, which will lead to a trained labor force.
4. Develop strong vocational programs by increasing the number of individuals obtaining certifications, to be achieved through increased student enrollment.
5. Ensure workforce retention and attraction by promoting quality of life, to be achieved by targeted marketing campaigns focused on community.