

**SPACEPORT AMERICA  
ECONOMIC DEVELOPMENT PLAN**

**2013**



**Prepared by  
New Mexico Spaceport Authority\***

\*NMSA acknowledges and thanks Lautman Economic Architecture Partners for contributions to this plan

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## INTRODUCTION AND BACKGROUND

Spaceport America in Sierra County, New Mexico is poised to become the premier spaceport in the world. When operational, the facility will draw new companies and jobs to New Mexico, increase tourism statewide, and brand New Mexico as the best place in America to experience the future.

The New Mexico Spaceport Authority (NMSA) developed this plan, with input from Lautman Economic Architecture Partners, to maximize the return on investment of Spaceport America to New Mexico taxpayers and transform the economy of southern New Mexico. To this end, this plan identifies the process that will enable NMSA and the region's industry, education and economic development leaders to meet the local infrastructure demands of a successful spaceport and all that that entails.

Spaceport America is becoming a viable enterprise. Two of the largest and most respected commercial space companies are now tenants. The spaceport has supported 20 successful launches to date. Since 2011, the NMSA has paid the majority of its operational costs through revenue.

### Background

The development of Spaceport America can be described in four stages.

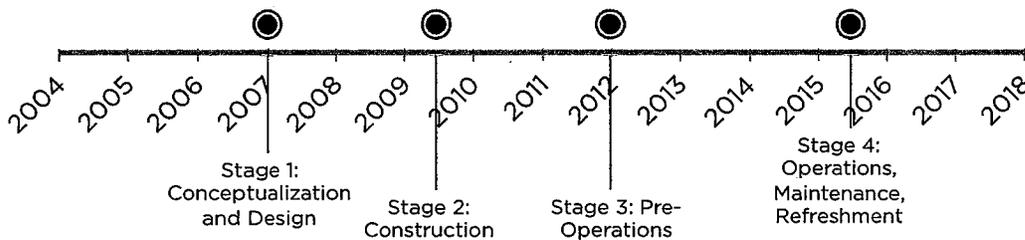
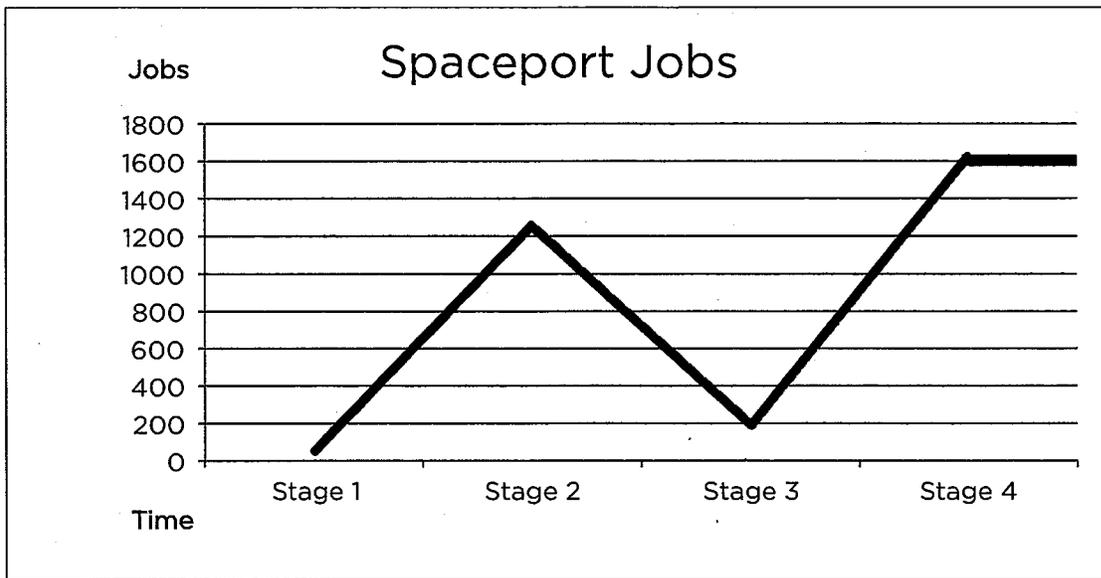
Stage 1 – Conceptualization and design (2007 – 2009)

Stage 2 – Construction (2010 – 2012)

Stage 3 – Pre-operations (2013 – 2014)

Stage 4 – Full operations, maintenance and refreshment (2015 – 2018)

These stages somewhat overlap. For example some construction will still be occurring in Stage 3. Jobs have already been created in the first three stages; for example 53 jobs in Stage 1, 1258 jobs in Stage 2 and 192 jobs in Stage 3. See Appendix A for more information. This plan focuses on Stage 4 and the long-term sustainment of a successful enterprise for the state of New Mexico and the generation of many stable jobs.



As the time nears for the spaceport’s anchor tenant to begin flying and the site’s visitor complex to open, it is time for NMSA, educators and economic development leaders to identify gaps in satisfying aerospace support, hospitality and tourism requirements, and mobilize the local community to help fill those gaps.

### The Framework for Action

The framework for action focuses on two workforce targets: Aerospace Support Services and Infrastructure (e.g., supply chain, equipment, technical support services) and Tourism and Hospitality Support Services and Infrastructure (e.g., roads, hotels, restaurants etc.). The framework process will consist of four steps:

1. Requirements Identification. Develop the requirements for the support services and infrastructure needed by Spaceport launch tenants and customers and Spaceport visitors. These requirements will inform and guide the second step.

2. Gap Analysis. Perform a Gap Analysis comparing the needed services and infrastructure from the first step to those services and infrastructure available in the local area and in the state at large. The gaps identified will inform and guide the third step.
3. Implementation. Select the “highest pay-off” businesses and infrastructure identified in the second step. Prepare recruitment packages to attract these businesses to New Mexico and also promote existing ones to Spaceport customers.
4. Workforce Development. Develop complimentary educational programs/courses at the four year and two year educational institutions that will enhance the workforce for the needed Spaceport support services.

Many key aspects of the Spaceport's commercial evolution, including the emerging commercial space industry timeline and the future health of the nation's economy are outside the control of Spaceport region policymakers. Thus, forecasting the Spaceport's economic future is challenging and requires vision.

The economic development plan presented here is, by necessity, quite broad. It is organized around one primary tenet:

- Enable economic growth and jobs in New Mexico by taking advantage of the emerging commercial space industry in and around Spaceport America.

### Focus On Developing The Regional Economic Base

#### **Definition of Economic Base**

"Economic base" industries are industries that bring money into a local economy from outside. They are traditionally defined as industries that export at least 50% of their production. Manufacturing is the classic economic base industry because typically a very small share of a particular plant's production is consumed in the region immediately surrounding the plant. Most of the output is instead exported, often to other states or countries. Thus, the revenue that pays the salaries of the plant's workers comes from outside the community and infuses the local economy with new cash. Spaceport America revenues from its tourism business are also economic base as they are mostly from out of state. There are numerous, non-economic base businesses that cater to local residents. These non-economic base businesses include retail goods and services that are supported by the wages earned by the employees of economic base businesses.

The traditional model of economic development emphasizes the recruitment and retention of economic base businesses, rationalizing that when economic base businesses come, retail businesses that cater to their employees will follow. This approach is generally the right one. However, a certain baseline level of retail outlets, including grocery stores, financial services,

healthcare providers and other basic goods and services, is often necessary to make an area attractive to economic base businesses and their employees.

The region immediately adjacent to the Spaceport is remote and under-developed. Thus, a regional, economic development strategy must, to some degree, put the cart before the horse, and consider recruiting certain businesses to set the stage for attracting the economic base industries that will ultimately underpin the region's economy. Broadening the region's business base will also enhance the local tax base by enabling area residents to shop closer to home rather than in neighboring communities. Plugging these "leakages" of taxable transactions will provide Sierra County and Doña Ana County, in general, with the additional tax revenue necessary to support strategic infrastructure and quality of life improvements.

In the case of the emerging Spaceport economy, much of the eventual tourist-targeted retail businesses will actually be economic base because the majority of the clientele is likely to come to the region from outside the state. When the receipts of these retail businesses are from buyers from out of state, the businesses are said to be economic base to the extent that their revenues are. If 50% of their receipts are from out of state, they are acting like economic base businesses. This is illustrative of the value of tourism to the State of New Mexico.

## Building Infrastructure

New Mexico must be well prepared to fully capitalize on the major economic event that is Spaceport America. There is only one chance to make a first impression. For New Mexico, that opportunity will be the Spaceport's grand opening, which will draw the attention of trend setters in technology, industry and tourism, world-wide. This moment may actually determine the region's economic future.

The State must accurately forecast the increased demand for infrastructure and services that is generated when the Spaceport becomes operational, and strategically invest its scarce resources to ensure that prospective tenants and customers are not deterred from coming to New Mexico by a readily apparent lack of infrastructure, qualified workforce, government and business services. To identify the areas in which investment will be most beneficial, a needs assessment, or "gap analysis", must be undertaken at three levels of geographic specificity. These are:

- Primary (within 25 miles of the site including Sierra and Northern Doña Ana Counties and the communities of Truth of Consequences, Elephant Butte and Hatch);

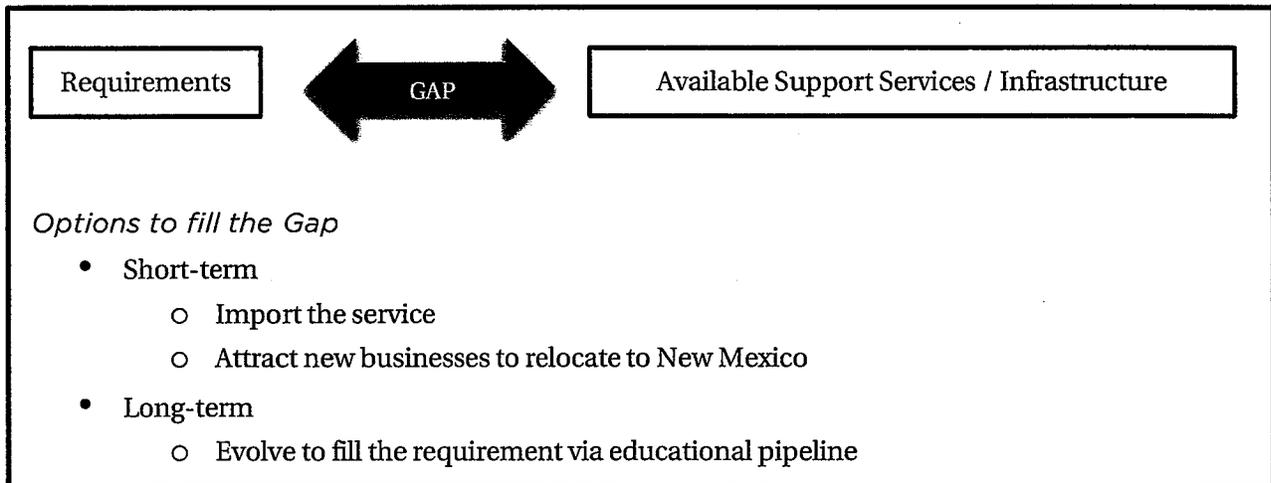
- Secondary (no more than 90 miles from the site and including Las Cruces, Socorro and Alamogordo); and
- Tertiary (the entire state of New Mexico).

The gap analysis should include an assessment of the requirements for aerospace support services and infrastructure necessary to support the initial spaceport tenants; an assessment of the requirements for tourism and hospitality support services and infrastructure necessary to support projected visitors to the spaceport; and a detailed assessment of the local businesses and workforce as it relates to satisfying the requirements. See Appendices B, C and D.

### Region Gap Analysis

In order to quantify the potential opportunity for New Mexico contractors, sub-contractors and potential employees, it will be necessary to profile, as accurately as current information permits, the mix of businesses and facilities that need to be developed to accommodate the Spaceport needs. Also in the long term it will be necessary to develop a pipeline of trained personnel to fill the needed positions.

#### *Spaceport Jobs / Infrastructure Gap*



### Demand Assessment

A demand assessment will analyze the local communities' ability to meet the required demands in the following categories based on the requirements.

- Aerospace Support Services and Infrastructure. Aerospace support service companies will be needed to provide space and air vehicle support services, equipment, and supply chain support. Available workforce and the pipeline for producing the workforce needed via New Mexico educational institutions should also be addressed.
- Tourism and Hospitality Support Services and Infrastructure. Tourism and hospitality companies will be needed to provide lodging and experiences for space vehicle passengers and their families and guests who accompany them to witness their flight, as well as for the expected increase in “terrestrial space tourists” who want to enjoy Spaceport America and learn more about commercial space without ever leaving the earth. Available workforce and the pipeline for producing the workforce via New Mexico educational institutions should be addressed as well.

## An Inventory of Existing Physical Infrastructure

Simultaneous to the supply chain demand assessment, an inventory of current, existing physical infrastructure in the region should be undertaken based on requirements. This will provide a baseline against which to measure the demand in order to complete the gap analysis and determine what will need to be financed and built. Inventories will be conducted of:

- Land by ownership type and relevant existing buildings including hotels;
- Energy resources including: power generation and, transmission and distribution;
- Transportation including roads, rail, airports, multi-modal facilities and public transportation;
- Water and water rights;
- Sanitation and waste water disposal;
- Communication including cell towers and broadband.

## An Assessment of the Area’s Existing Workforce

An adequate supply of appropriately skilled workers is the underpinning of any healthy economy. In a similar fashion to Cocoa Beach, Florida in the 1950’s, the Spaceport region, particularly the area within 25 miles of the site, is very sparsely populated and inhabited primarily by retirees. The area’s workforce cannot support economic growth without enhancement, not to mention the highly skilled workforce needed for aerospace support services, or the specialized skill set to support the tourism and hospitality needs. See Appendix D for more local workforce information.

Under current state and national economic conditions, New Mexico has no more pressing need than for jobs. The critical work to be undertaken in this assessment is to determine the characteristics of the existing workforce that lives near enough to Upham to be able to get to work every day. This assessment will address:

- The demographic profiling for the counties (Sierra, Doña Ana, Socorro and Otero) most impacted by the site;
- Workforce mapping of the area. This shows where workers are employed and live, profiles them by age, earnings, job category, and where the jobs are currently located and where they are in relation to housing, etc.
- The skills of the workforce that lives close enough to Spaceport to be able to get to work; and finally,
- Their training needs in order to address deficiencies they have qualifying for the jobs that are coming to the Spaceport and the area.

The studies described above will facilitate an analysis of the gaps that exist in supplying the needs of Spaceport America and its tenants. They will indicate what needs to be developed in terms of infrastructure, land and buildings, workforce, housing, and healthcare facilities, as well as the financing sources required to assure that these facilities, infrastructure and personnel are available when needed.

Defining the industries' needs over time will provide the data required by community institutions and jurisdictions to calculate the gaps in transportation, infrastructure, energy, delivery systems, etc. These fall under the purview of the State, City and Counties' public works departments.

The results of the gap analysis will provide a roadmap for the investment in infrastructure, land, facilities, workforce development, housing, healthcare, community services necessary to ensure that Spaceport America achieves its potential as a major driver of New Mexico's future economy.

Spaceport America will be an economic boon to the region to the extent that it provides jobs, creates prosperity for local residents, and increases the tax base for local, public institutions. Thus, a primary objective of the economic development plan is to maximize the extent to which spaceport tenants obtain goods and services locally. This means maximizing the number of local contractors performing services for Spaceport America, Spaceport tenants and operators such as Virgin Galactic and third party subcontractors and maximizing the number of local residents employed by Spaceport contractors.

NMSA will continue to perform the following tasks to ensure that the State of New Mexico is doing everything possible to assist New Mexico companies to get a fair share of local contracting opportunities that flow from the Spaceport.

1. Maintain a web-based calendar of all upcoming RFPs, ITBs and RFIs
2. Design and develop a web-based registry of local contractors.
3. Hold “Supplier Meet the Buyer” Conferences at which local contractors can connect in person with Spaceport tenants, operators and subcontractors including Virgin Galactic.
4. Publish a monthly newsletter that includes: Outreach and informational meetings and Public Service Announcements.
5. Support state legislation that enhances New Mexico preferences in contracting.
6. Enhance awareness and enforcement of New Mexico contractor licensing requirements.
7. Develop and track metrics that measure program effectiveness by the number and percentage of contractors, sub-contractors and employees from New Mexico that have Spaceport work. Use these metrics to communicate Spaceport’s value to New Mexico and enhance the effectiveness of the program.

## Assessment of Tourism and Hospitality Industry Assets

Tourism and Hospitality Support Services have the potential to be the single largest component of the Spaceport region’s economic base. However, in order to realize the full economic potential of this economic event, Spaceport leadership must commit significant resources to the development of tourist experience assets in and around the site. Maximizing the benefits of tourism will entail recruiting, retaining and growing major tourism facilities that cater to the broader visiting public and space passengers by recruiting, expanding and starting up new enterprises that expand the spectrum of experiences for all spaceport visitors. Following is a list of the steps to be undertaken in this process:

1. Develop a comprehensive, regional, hospitality plan as a roadmap for smart growth that encompasses, at least, the counties most impacted by the Spaceport.
2. Recruit or enhance hotel(s) to accommodate the surge of visitors.
3. Identify and prioritize the major investments in physical infrastructure including roads, public transportation, recreational facilities and communications necessary to support the tourism industry.
4. Explore public financing options for infrastructure investment including bonding, federal grants and tax increment financing districts.

5. Recruit and/or incubate service businesses that expand the visitor experience and enhance the region's tourism appeal.
6. Research and create a service quality improvement assurance program for hospitality companies that enter the Spaceport region hospitality universe.

Development of the hospitality industry around Spaceport America should adhere to a comprehensive, regional hospitality plan developed by representatives of the counties closest to the site and most invested in the project. Plan developers should continue to collaborate with local experts, including the New Mexico State University hospitality program and representatives of Virgin Galactic. At the same time, an effort should be made to enlist the input from hospitality experts throughout the southwest and from international travel destinations with similar characteristics. Travel destinations with characteristics similar to those of the Spaceport region include less-developed regions of the U.S., Canada, Australia and New Zealand, many of which have tourism industries that have successfully capitalized on their rustic attributes and ancestral heritage.

See Appendix C for additional requirements. Publicizing these opportunities within and outside the State is part of the overall economic development process.

## Spaceport Economic Development Mission

*To pool and coordinate stakeholder resources to maximize the economic benefit of Spaceport America and the emerging commercial space industry to the State of New Mexico.*

Developing and effectively implementing a comprehensive economic development plan for an area with as much diversity and multi-faceted growth potential as the Spaceport region is an enormous, ongoing task that should be undertaken in a carefully considered, systematic fashion. Fortunately, there are existing groups already organized that can play a vital role in performing the gap analysis and developing a community implementation plan.

**Aerospace Support Services and Infrastructure Group**

- oSTEP 1- Requirements Identification
  - oNIMSA
  - oSpaceport Tenants/Customers
- oSTEP 2 - Gap Analysis
- oSTEP 3 - Implementation
  - oMesilla Valley Economic Development
  - oNM Partnerships
  - oChambers of Commerce
  - oAdvisors
- oSTEP 4 - Workforce Development
  - oEducators
  - oWorkforce Organizations

**Tourism and Hospitality Support Services and Infrastructure Group**

- oSTEP 1 - Requirements Identification
  - oNIMSA
  - oNM Tourism Department
  - oSpaceport Tenants/Customers
- oSTEP 2 - Gap Analysis
- oSTEP 3 - Implementation
  - oLas Cruces Convention Visitors Bureau
  - oSierra County Tourism Board
  - oNMSU Arrowhead Center
  - oChambers of Commerce
  - oAdvisors
- oSTEP 4 - Workforce Development
  - oEducators
  - oWorkforce Organizations

The Process will involve of the leadership and staff of the New Mexico Spaceport Authority, local leaders of economic development organizations, tourism entities, and educational institutions, as well as local business leaders. The Process is a collaborative, all-volunteer effort, reliant on the financial, intellectual and human resources of its participants. The Process will be coordinated by a

NMSA staff person, Aaron Prescott, and a NM Economic Development Department staff person, Christine Logan.

## Schedule

Requirements Refinement	November 2013 – January 2014
Gap Analysis	February 2014 – May 2014
Implementation	June 2014 – October 2014
Workforce Development	June 2014 – October 2014

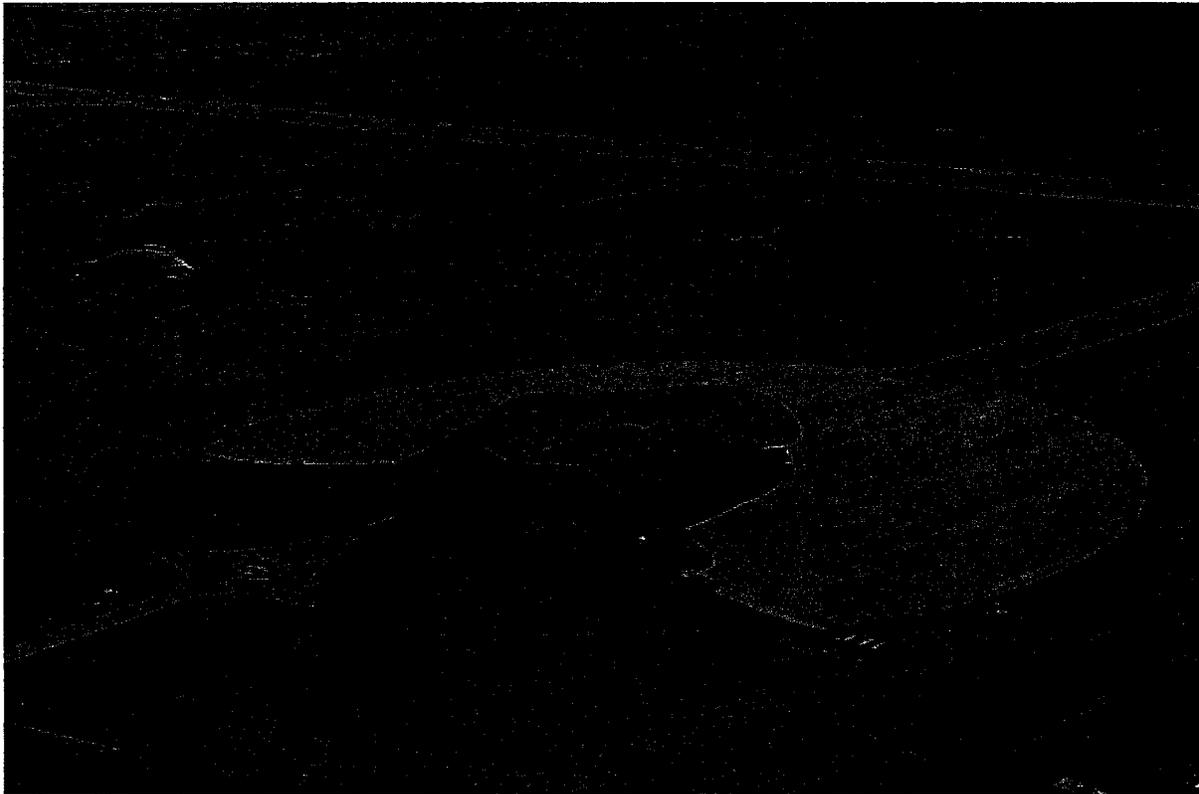
The Process is structured to capitalize on the strengths and subject matter expertise of the region's diverse stakeholders and mobilize these stakeholders toward the common goal of recruiting, retaining and expanding Spaceport-related businesses that will fortify the region's economic base.

It is hoped that, from these modest beginnings, the Process will eventually come to coordinate a full spectrum of planning, public investment and promotion for aerospace service providers, as well as the development of the tourism, workforce and infrastructure needed to support the new industry.

## CONCLUSION

Spaceport may well be the region's biggest economic opportunity in history. Unfortunately, it is apparent that the Spaceport regional economy is not well positioned to easily accommodate the economic needs of Spaceport, and thus take full advantage of this economic opportunity.

The Spaceport Economic Development Coalition is a good start in preparing the region to transition to a community that can accommodate the change that is coming and, more importantly, thrive. It is anticipated that the coalition will grow and evolve as the spaceport matures.



**APPENDIX A - SPACEPORT AMERICA JOBS**

Stage 1 Jobs (2007 - 2009)

NMSA - 7

Professional Services - 46

Stage 2 Jobs (2010 - 2012)

NMSA - 7

Professional Services - 194

Construction Services - 1064

Stage 3 Jobs (2013 - 2014)

Category	Direct Jobs	Indirect Jobs	Indirect-2 Jobs	Total
NMSA	9	13	6	28
Protective Services	20	30	12	62
General Services	5	7	3	16
Technical Services	6	9	4	19
Hospitality Management	7	10	4	22
Other Support Service Contracts	10	15	6	31
Virgin Galactic	5	7	3	16
<b>TOTALS</b>	<b>62</b>	<b>92</b>	<b>38</b>	<b>192</b>

Stage 4 Jobs (2015 - 2018)

Category	Direct Jobs	Indirect Jobs	Indirect-2 Jobs	Total
NMSA	18	27	11	56
Protective Services	25	37	16	78
Hospitality Management	60	89	37	186
Other Support Service Contracts	30	44	19	93
Virgin Galactic	150	222	93	465
SpaceX	50	74	31	155
Other Tenant	25	37	16	78
Additional Indirect Tourism		514		514
<b>TOTALS</b>	<b>358</b>	<b>1044</b>	<b>222</b>	<b>1624</b>

Indirect jobs are created within supply chain and vendor companies and induced jobs are created by the spend of direct and indirect incomes. These projections are based on U.S. Bureau of Economic Analysis Regional Input-Output Modeling System and use the NM Tourism Travel Economic Impact Model.

## APPENDIX B - PRELIMINARY AEROSPACE SUPPORT SERVICES AND INFRASTRUCTURE REQUIREMENTS

- **Manufacturing:** It is often easier to outsource than to try to build the specialty in house. When possible, there is a strong preference to outsource to local businesses for reasons of time and cost (think time, weight, shipping & supervision). Under test & evaluation conditions, the ability to make non-standard parts is critical. Under “steady state manufacturing” conditions, it is often easier and more cost effective to use a supply chain for many parts (think plant floor space, certification, etc.)
  - **Specialized Machining Companies:** Aerospace companies require specialized machining capabilities that are significantly different than standard machine shops; e.g., ability to work with unusual or uncommon alloys, heat treatments
  - Fabrication & modification facilities for composites
  - Large Autoclaves
  - Ability to handle special resins and bonding agents
  - 3-D lithography, especially metals
  - Plastics Engineering: fabrication & molding
  - Aerospace vehicle interiors
- **Offline Testing Facilities**
  - Specialized stress and failure testing (e.g., parts, components)
  - Specialized environment testing (shake & bake, radiation, etc.)
  - Pressure vessel certification
  - Seat-track testing
  - Wind tunnel, shock tube testing
  - Engine test stand
- **Quality control testing capabilities**
  - Propellant quality analysis
  - Expendables testing
- **Test Support Capabilities**
  - Instrumentation & instrumentation support skills
  - Meteorological support
  - Security
  - Flight Operations for part-running, surveillance, recovery
  - Explosive Ordnance Disposal (EOD)
- **Technical & Analytical Support:** Like manufacturing, some analytical areas are very niche and are often outsourced
  - Finite Element Analysis (FEA), Computational Fluid Dynamics (CFD), Trajectory, Safety, etc.
  - Aviation planning software, e.g. FAA TARGETS package
  - Software Development & Support, not only of the technical
  - Computer-Aided Design (CAD)
  - Geographic Information Systems (GIS)

- Education & Training
  - There is a huge need for non-academic courses of study, i.e., in specialized “trades” such in the aforementioned manufacturing areas
    - Machining
    - Plastics
    - Composites
    - Electronics
    - CAD, Computer-Aided Manufacturing (CAM) and other Drafting skills (which may be taught at higher levels as well)
    - Aviation fields, e.g. power plant and airframe mechanics, advanced avionics maintenance
    - National Instruments LabView and Data Acquisition
    - Fluids ground systems
  - Initially, four year and higher degrees;
    - STEM: Engineering areas should emphasize strong hands-on emphasis for immediate application in T&E environments; regulatory environment
    - Industrial Engineering
    - Supply chain management
    - Other academic follow as infrastructure grows, e.g., specialized accounting, HR, etc.
    - Air traffic control training
    - Air crew training
    - RF engineering (operating/maintaining telemetry and tracing systems)
    - Civil engineering (pad/infrastructure construction)
    - Safety engineering (focused on aerospace)
    - Space physics
    - Space medicine
  - Internship programs between universities and businesses
- Start a “Research Institute” directed at a niche not presently covered, perhaps “Commercial Space.” This is a difficult thing to do and requires a lot of vision from key players inside a university, politicians, etc.

## APPENDIX C - PRELIMINARY TOURISM AND HOSPITALITY SUPPORT SERVICES AND INFRASTRUCTURE REQUIREMENTS

- Support Services
  - Car rental & limousine services
  - Real estate
  - Food service equipment/appliances
  - Ground transportation
  - Fixed wing and rotary charter operators
  - Tour Operators & Ground Handlers (non-airfield)
  - Childcare services
  - Fitness, wellness & beauty (gym, spa, salon etc.)
  - Food & beverage suppliers
  - Translators & interpreters
  - Wholesaler of New Mexico-made products that makes available “one-stop shopping” for retailers of locally made goods such as packaged foods, crafts and music
  - Event management services to coordinate special events in and around the site
  - A regional co-op marketing program that includes signage, advertising, social media and packaging
- Infrastructure
  - Hotel accommodation
    - 3-4 star boutique hotel (non-flag hotel i.e. not Marriott, Hilton, etc.)
    - 200 rooms or less
    - Within 30-45 minutes of Visitor Center parking lot
    - Full service restaurant, pool, fitness center, small business center, wi-fi
    - Meeting spaces
  - Restaurants, cafes
  - Attractions, activities & entertainment
  - Shopping and dining districts with boutique shops, restaurants, small park or garden/sculpture
  - Tourist information center
  - Southern road improvements
  - Large tourism signs at Albuquerque and El Paso airports
  - Upham Interstate-25 Exit 32 interchange improvements
  - Truth or Consequences downtown roadway improvements in hot springs district to increase capacity/parking

- Hatch Interstate-25 Exit 41 utilities across highway
- Las Cruces airport improvements to accept commercial service
- Truth or Consequences community shuttle infrastructure. Shuttle busses and Bus stops etc.
- NM51 Ash Canyon road improvements

**APPENDIX D - SPACEPORT REGION WORKFORCE AND ECONOMY**

Labor Shortage

There are roughly 5,000 people living within 25 miles of the Spaceport over the age of 16 who are either employed or seeking employment (Table 1). They constitute roughly 45% of the area’s population, a labor force participation rate roughly one third lower than that of New Mexico and the US overall. Educational attainment in the region is also below statewide and national averages. Broadening the scope of analysis to include all counties neighboring the Spaceport continues to yield both below-average rates of labor force participation and educational attainment.

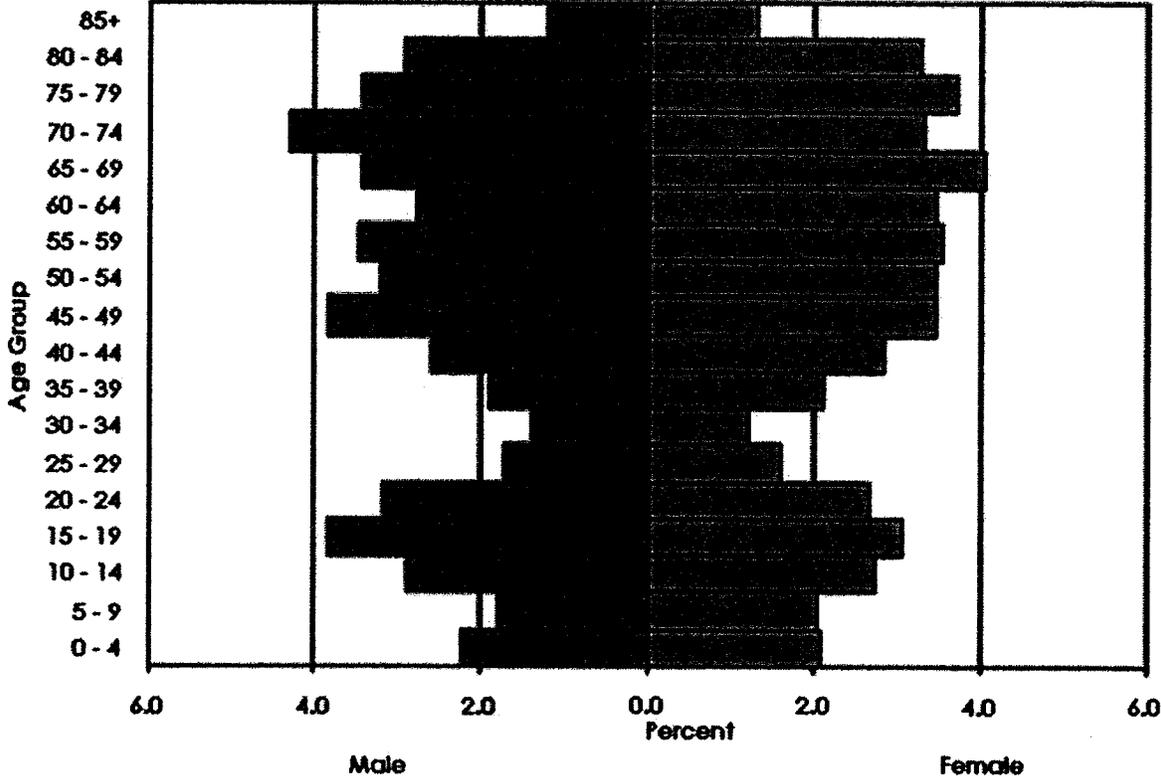
*Table 1: Spaceport Region Labor Force*

	Labor Force	Labor Force participation	High school Graduates	College Graduates
Within 25 miles of Spaceport America <sup>1</sup>	4,971	45%	79%	17%
Sierra and all adjacent counties <sup>2</sup>	168,054	59%	78%	22%
New Mexico	949,425	65%	82%	28%
US	197,440,772	65%	85%	28%

1. Sierra and Northern Doña Ana. 2. Sierra, Doña Ana, Catron, Luna, Grant, Otero, Socorro and Lincoln

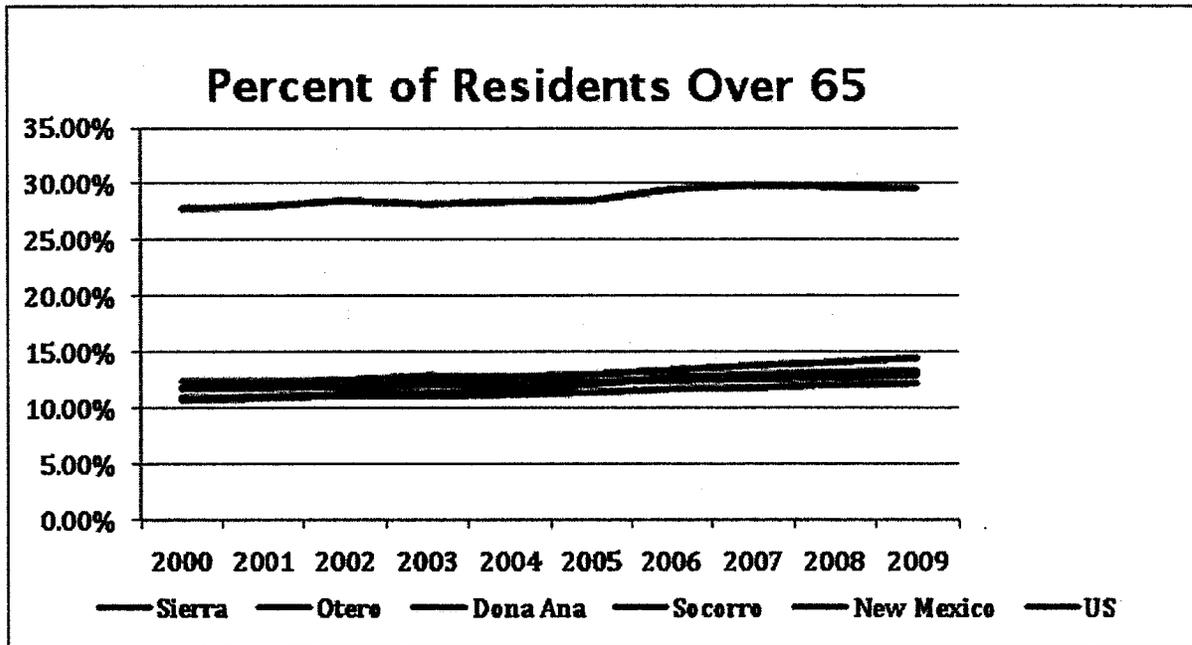
Analysis of age dynamics also points to an imminent shortage of skilled labor in the Spaceport region. As is the case for the nation as a whole, the region’s youth population is shrinking while the percent of population over the age of sixty-five continues to grow. This disparity is particularly evident in Sierra County, where fewer than one in five residents are under 18 and almost one in three residents is over 65.

*Exhibit 1: Sierra County Population Pyramid, 2010*



Unless aggressively and immediately addressed by developing the resident labor force and attracting new workers from outside the region and perhaps the state, the worsening shortage of available labor in the Spaceport region could severely impede the region's growth potential.

*Exhibit 2: Percent of Residents Over 65*



The eight counties immediately adjacent to the Spaceport are home to 17.5% of New Mexico's workforce, but only 15.9% of the state's private business establishments, and even more striking, 13% of the state's private sector employees. These statistics reflect above average unemployment in some counties and a relatively heavy reliance on the public sector for employment. A relatively large share of New Mexico's forestry, fishing and agricultural support establishments are located in the Spaceport region. Also well represented in the region are construction, real estate, utility and hospitality establishments.

Table 2: Private, Non-Farm Business Establishments, 2011

	NM	Catron	Doña Ana	Grant	Lincoln	Luna	Otero	Sierra	Socorro	NMSA Region	
										Total	% of NM
Mining	713	3	6	7	2	1	4	2	2	27	3.80%
Wholesale	1946	1	119	16	6	18	25	0	1	186	9.60%
Management	224	0	9	3	1	1	4	0	0	18	8.00%
Professional and Scientific	4707	3	350	44	55	20	81	15	26	594	12.60%
Education	595	1	40	8	4	2	6	0	1	62	10.40%
Remediation & waste services	1858	2	167	20	20	12	40	4	7	272	14.60%
Information	750	0	51	18	10	5	14	4	3	105	14.00%
Finance & Insurance	2734	1	235	34	38	23	54	15	20	420	15.40%
Manufacturing	1392	5	127	13	19	12	28	6	7	217	15.60%
Arts & Entertainment	670	2	39	7	21	6	17	5	2	99	14.80%
Other Services	4065	4	320	72	67	38	109	75	19	704	17.30%
Retail	6719	12	510	106	135	77	184	43	39	1106	16.50%
Health & Social Assistance	4891	5	488	89	48	48	107	20	30	835	17.10%
Transportation	1332	1	139	13	14	19	25	2	6	219	16.40%
Accommodation & Food Svc	4076	13	320	72	104	60	108	45	41	763	18.70%
Real estate	2301	1	206	36	58	25	55	9	13	403	17.50%
Construction	4490	3	466	87	94	37	126	27	20	860	19.20%
Utilities	241	3	24	5	7	2	13	2	2	58	24.10%
Forestry, Fishing, Hunting & Ag Support	99	1	12	4	5	2	1	1	2	28	28.30%
Not Classified	57	0	2	0	0	2	2	0	2	8	14.00%
Total	43860	61	3630	654	708	410	1003	275	243	6984	15.90%

