

FAST TRACK ECONOMIC DEVELOPMENT STRATEGIC PLANNING

NEW MEXICO
LEGISLATURE
INTERIM JOBS COUNCIL

Session 5
**Factors of Production Gaps
and Procuring Agents**
October 9th, 2013
Silver City, NM

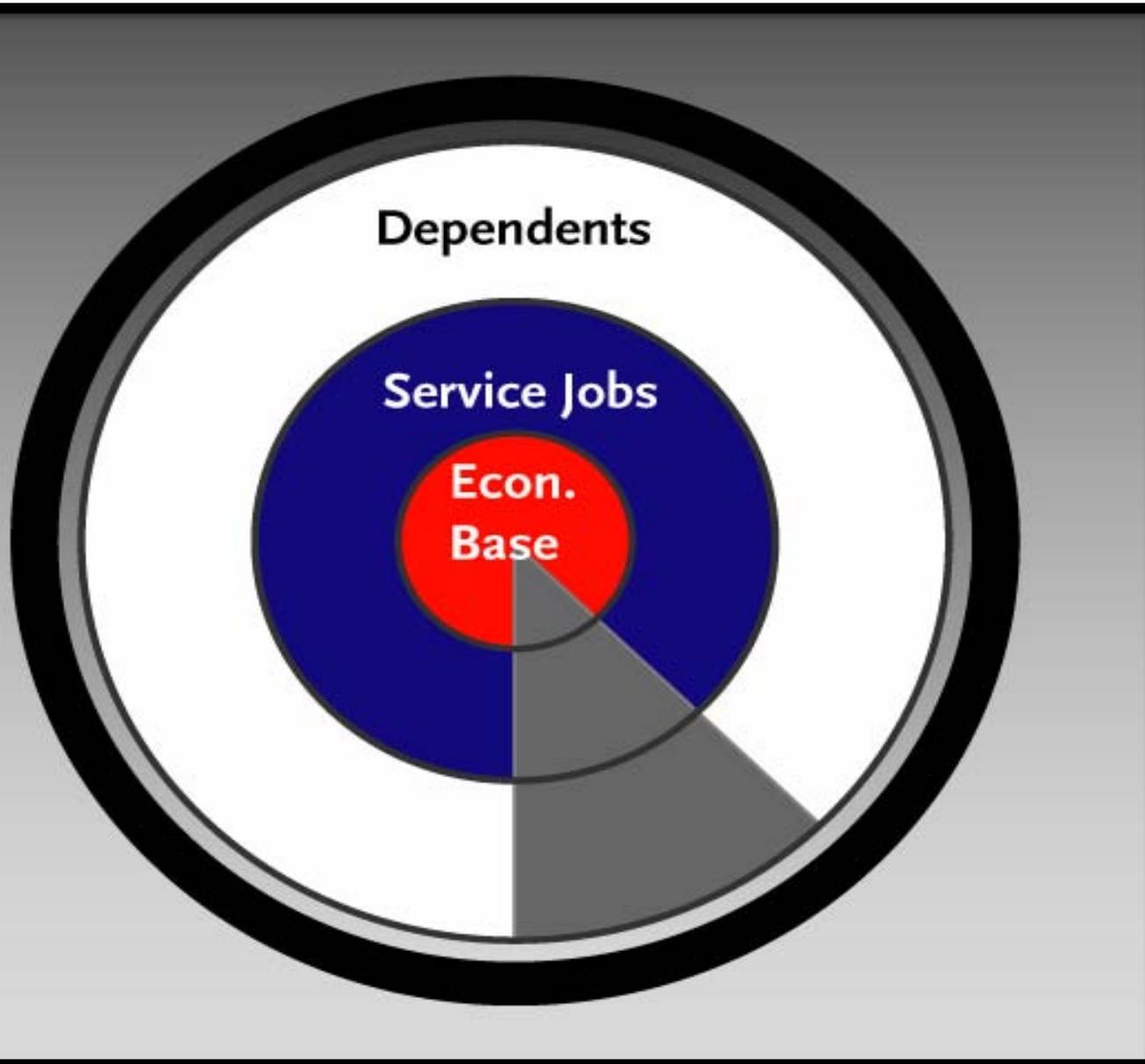
Session 5 Agenda

1. Review of previous sessions (30 min)
 2. Identify Lead Procuring Agents for each economic base sector (60 min)
 3. Estimate gaps in transaction capacity for each lead procuring agent (60 min)
 4. Combine gaps in procuring agents and factors of production gaps for each economic base sector (60 min)
 5. Develop criteria for ranking programs, projects and policies (60 min)
 6. Preview of Session 6 agenda – Santa Fe, November 8th (60 min)
 7. Public Comment (30 min)
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Process And Scope Decisions – Session 1

1. Purpose: *A framework for developing economic development priorities*
 2. Define economic development: *Economy grows faster than population ($E > P$)*
 3. Primary Planning Metric: *Measurable Economic base jobs*
 4. Predicament driven: *Work from “the number” of new jobs for recovery*
 5. The rationale for planning: *Planning for the unpredictable – not a plan*
 6. Planning Horizon: *10 years with priority for what moves the needle in 3-5*
 7. Clinical Intuitive: *Local player’s WAGs checked by statistical analytics*
 8. Geographic Focus: *Statewide and Regional Planning Districts*
 9. Comprehensive: *Include outlier economic base sectors*
 10. Inclusive: *NMEDD, Councils of Governments, Counties, State Workforce Boards*
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Economic Base



$$E > P$$

The Process

Coherence:

Agree on the theoretical construct, nomenclature and process

Economic Predicament:

Agree on the number of new, economic-base jobs that must be created

Economic Sector Selection:

Agree on a ranked list of the sectors with the highest potential for generating the economic-base jobs

Geographic Distribution and Resource Gaps:

Agree on areas of the state in which the new, economic-base jobs are most likely to be created

Policy and Program Implications:

Agree on job creation program and policy initiatives needed to deliver the job numbers

Logic Model

Worksheet 10 - Predicament Matrix - Aggregated COG Estimates

	2013	2023	Calculus Used (2013)	Calculus Used (2023)	Decade Deltas (Δ)	Descriptions
Population Growth	2,113,179	2,315,704		8.75%	202,525	Change in New Population
Workforce Participation	1,003,760	1,099,960	48%	48%	96,200	Change in Jobs for Population Growth
Unemployment Rate	86,512	43,998	8.6%	4%	42,514	Jobs to reach Goal Unemployment Rate
Employment Rate	917,248	1,055,961	91.4%	96%	138,713	Total Jobs Needed at Goal Employment Rate
E-base Jobs Rate	321,037	369,586	35%	35%	48,550	E-base needed for full employment
E-base Attrition Rate		103,089		27.9%	103,089	To replace E-base jobs lost
Total E-base Needs					151,639	Total E-base jobs needed
Annual E-base					15,164	Average needed per Year
Program Reliant						How many are procured by programs vs automatically?

Economic Base Jobs Calculus – Session 2

Support new population growth 34,763

Employ those currently unemployed + 15,991

Replace jobs that will be lost + 110,129

Total Economic base jobs needed = 160,883

Economic Base Sectors - Session 3

List of Economic Base Industry Sectors:

1. Back Office Services (Call Centers)
2. Exported Services
3. Solo - Independent Work
4. Integrated IT & Cyber (Non-Government)
5. Digital Media
6. Visitor Driven
7. Emerging Technologies (Non-Government)
8. Manufacturing
9. Extractives
10. Agriculture, Food, and Forestry
11. Government
12. Health and Social Services
13. Education Services

State-wide Economic Base Jobs per Industry WAG

Legislative Jobs Council Session 3 | Taos, NM | Aug. 8th 2013 10am

List of General Industry Sectors:	Jobs	Transactions
Back Office Services (Call Centers)	25,000	70
Exported Services	15,000	1,500
Solo - Independent Work	12,000	12,000
Integrated IT & Cyber (Non-Government)	16,000	1600
Digital Media	9,100	160
Visitor Driven	22,400	228
Emerging Technologies (Non-Government)	1,000	200
Manufacturing	15,000	506
Extractives	10,000	250 7
Agriculture, Food, and Forestry	3,000	186
Government	8,100	?
Health and Social Services	23,000	15,000
Education Services	2,500	25
Total	162,100	31,732

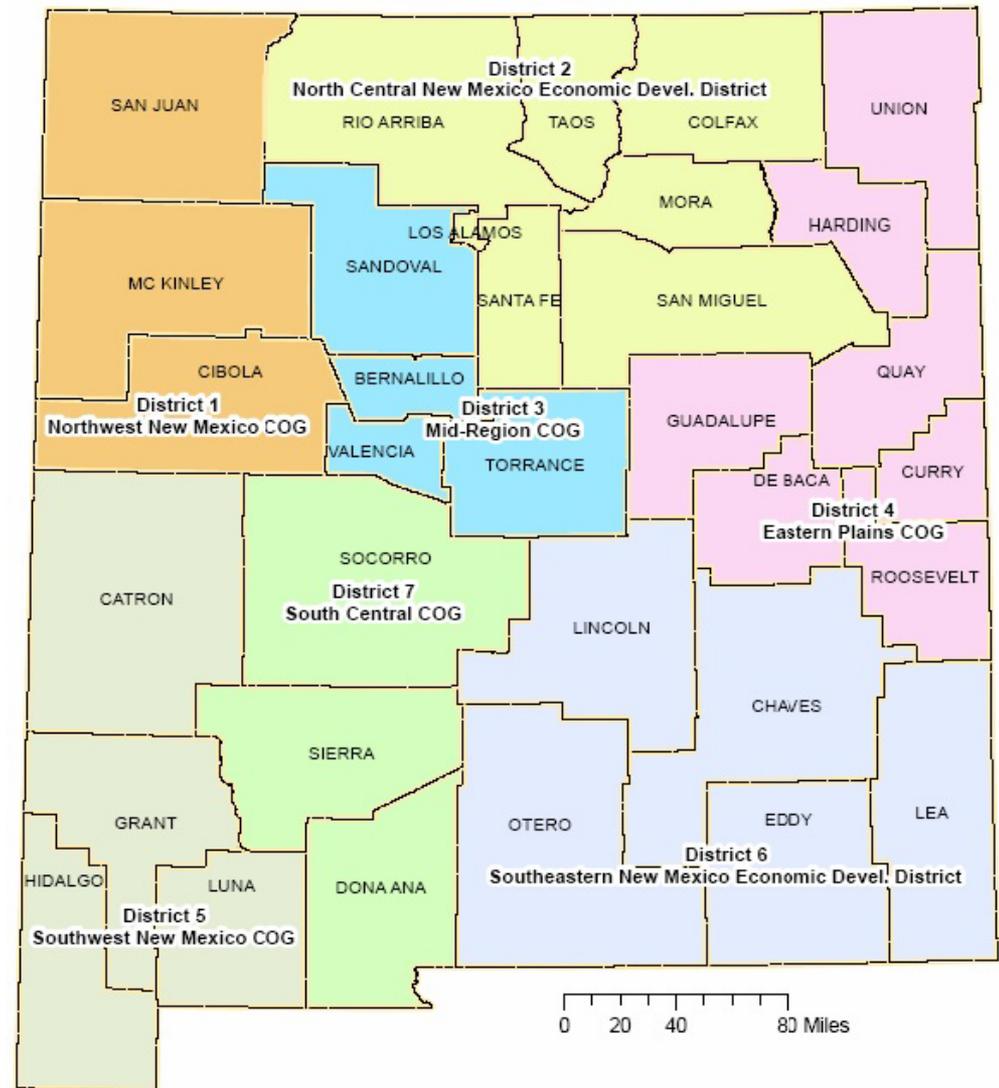
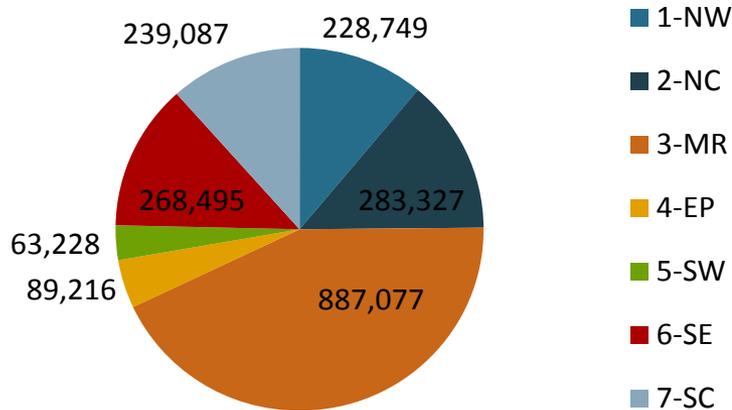
Regions – Session 4

Why Regions?

Rationale

- Council of Government
- Economic Development Districts
- Workforce Districts

Population of Individual COG



State Planning and Development Districts
in New Mexico

Worksheet 9

Legislative Jobs Council - Session 3 and 4 Results

COG Estimates vs. Statewide Estimates

	<i>Individual COG Estimated Total</i>	<i>Statewide Session Estimate Total</i>	<i>Difference between State and COG Estimates</i>
Back Office Services (Call Centers)	13,790	25,000	-11,210
Exported Services	12,750	15,000	-2,250
Solo - Independent Work	11,240	12,000	-760
Integrated IT & Cyber (Non-Government)	16,100	16,000	100
Digital Media	7,280	9,100	-1,820
Visitor Driven	26,120	22,400	3,720
Emerging Technologies (Non-Government)	2,095	1,000	1,095
Manufacturing	20,995	15,000	5,995
Extractives	17,806	10,000	7,806
Agriculture, Food, and Forestry	5,740	3,000	2,740
Government	10,425	8,100	2,325
Health and Social Services	27,375	23,000	4,375
Education Services	2,560	2,500	60
Total	174,276	162,100	12,176

Interim Jobs Council - September 11th - Roswell, NM			
Factors of Production Review			
COG	Sectors Chosen	Estimated Jobs	FoP Gaps and Barriers
Northwest COG	Integrated IT & Cyber	4,900	Broadband
	Manufacturing	5,500	Broadband, Roads, Qualified Workforce
	Extractives	6,100	Tax and Regulatory, Qualified Workforce, Leadership
North Central COG	Health and Social Services	4,000	Qualified Workforce, Facilities, Leadership
	Exported Services	2,050	Bandwidth and Data Storage, Capital, Qualified Workforce
	Solo-Independent Work	1,750	Tax and Regulatory, Bandwidth and Data Storage, Facilities
Mid-Region COG	Integrated IT & Cyber	8,800	Qualified Workforce, Bandwidth and Data Storage, Sales
	Visitor Driven	13,200	Facilities, Marketing, Qualified Workforce
	Health and Social Services	13,800	Qualified Workforce, Building Inventory, Tax and Regulatory
Eastern Plains COG	Solo-Independent Work	70	Broadband, Qualified Workforce, Housing
	Emerging Technologies	100	Broadband, Qualified Workforce, Sales
	Manufacturing	200	Sales, Qualified Workforce, Water
Southwest COG			
Southeastern COG	Visitor Driven	1,050	Qualified Workforce, Facilities, Leadership
	Manufacturing	545	Transportation, Qualified Workforce, Housing
	Extractives	9,686	Housing, Qualified Workforce, Roads and Drainage
South Central COG	Manufacturing	545	Water, Tax and Regulatory, Land and Building Inventory, Marketing and Sales
	Government	2,000	Qualified Workforce
	Health and Social Services	5,000	Facilities, Qualified Workforce, Tax and Regulatory, Land and Building Inventory, Marketing and Sales

Highest Priority Economic Sectors

Econ Sector	Priority	Jobs	Transactions	Transactions/yr
Manufacturing	4	15,000	506	50
Health & Social Services	3	23,000	1500	150
Integrated IT and Cyber	3	16,600	1600	160
Extractives	2	10,000	250	25
Solo Independent	2	12,000	12,000	120
Visitor Driven	2	22,400	228	23
Emerging Technology	1	1000	200	20
Federal Government	1	8,100	?	?
Back office	0	25,000	70	7
Education services	0	2,500	25	3
Agriculture	0	3,000	186	19
Digital media	0	9,100	160	16
Exported Services	0	15,000	1500	150

Factor Of Production Gaps Results – Session 4

Qualified Workforce 10

Infrastructure: Bandwidth and Data Storage 5

Sales and Deal Structuring (procuring agents) 3

Leadership (procuring agents) 2

Tax and Regulatory Issues 2

Building Inventory 2

Capital 1

Transportation 1

Infrastructure: Roads & Drainage 1

Infrastructure: Water & Sewer 1

Infrastructure: Transmission

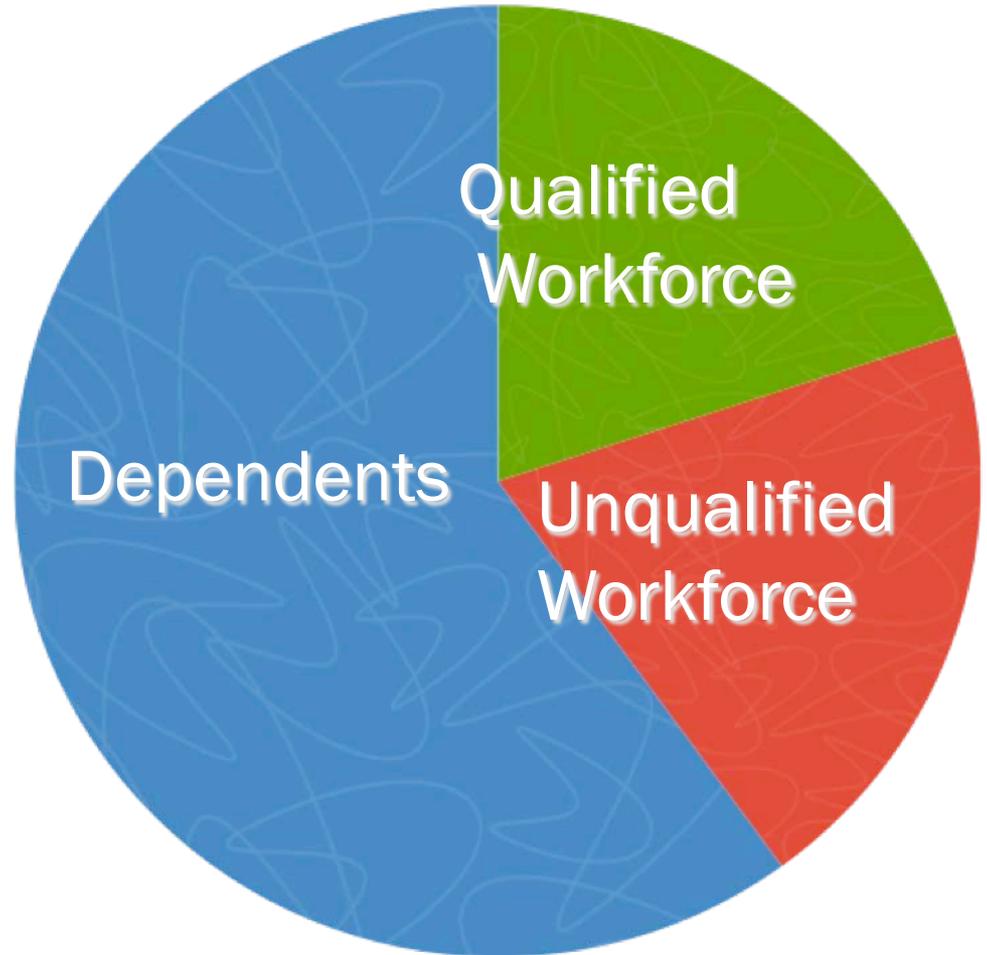
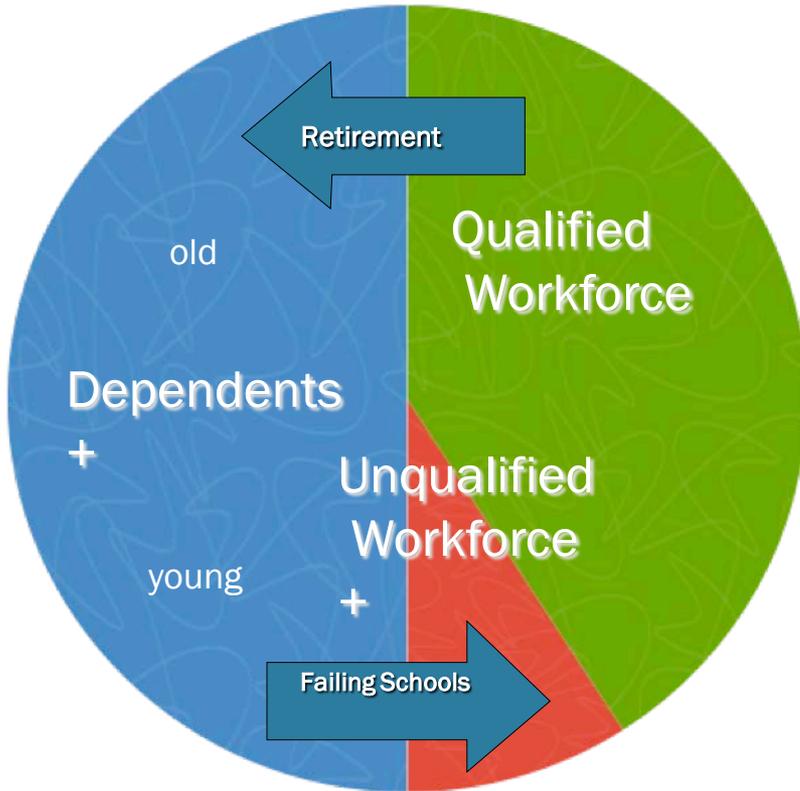
Infrastructure: Power and Gas

Infrastructure: Public Safety

Land Inventory

Marketing and Lead Generation (procuring agents)

Labor Starvation Scenario



Major Takeaways Heard So Far

1. We need way more economic base jobs than anyone thought.
 2. We may be under investing in job creation by an order of magnitude.
 3. We are not in a position to be selective – its going to take executing on everything.
 4. We are going to have to innovate
 5. The most pervasive factors of production gap is a lack of qualified workers.
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Listing The Procuring Agents

- 1. Which organizations are currently on the hook for creating the new economic base jobs in each sector?***
- 2. In sectors for which there is no lead procuring agent who could or should be?***
- 3. Which state, regional and local entities are engaged in and funded directly to create economic base jobs?*
- 4. Which qualify as a lead procuring agent? Or have the potential to become lead procuring agents?*
- 5. Which economic base sectors require a new program development and lead agent commissioned for the work?*
- 6. Are there any sectors that defy a programmatic approach?*
- 7. How many sectors does each major lead procuring agent have direct influence or responsibility for?*
- 8. How many new economic base jobs in each sector should each lead agent bear responsibility for?*

What Is A Lead Procuring Agent?

- Has economic base job creation as a primary mission
- Has identified specific economic base sector targets
- Has numerical job creation goals and transaction metrics
- Has substantial financial and professional resources focused on two or more of the following activities:
 1. Marketing and lead generation
 2. Sales, deal structuring and completion
 3. Product development - curing critical factor of production gaps and improving competitiveness.

Procuring Agents – Lead Procuring Agents

A **lead procuring agent** is the primary or lead organization in the state or region tasked to procure and measure *new* job creation transactions in a particular economic sector or group of sectors.

It is acknowledged that not every economic base sector will have procuring agents or a lead procuring agent.

Some economic base sectors, such as health and social services and independent work, are new economic base sectors where the program efforts and procuring agents are yet to be developed

Others, such as the extractive sector, federal government, and exported educational services may not have obvious procuring agents.

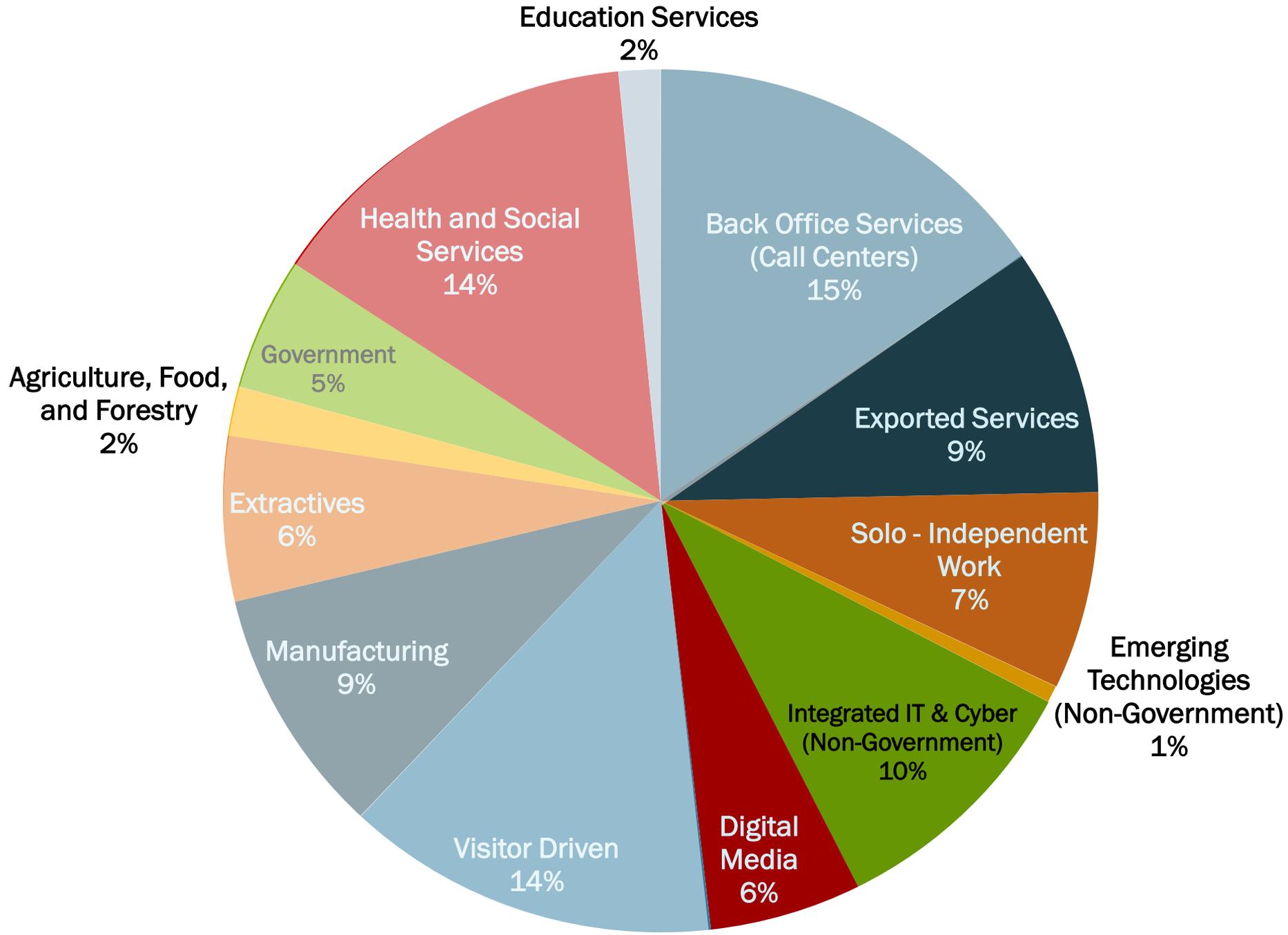
There may be some economic base sectors that prove too difficult or too costly to pursue with a traditional transaction focused program effort that deliver measured results.

These are all issues that the Council may want to include in the criteria used to prioritize state program and policy making in the future.

Sample List of Potential Procuring Agents

			Has economic base job creation as a primary mission	Has identified specific economic base sector targets	Has numerical job creation goals and transaction metrics	Has substantial financial and professional resources focused on two or more of the following activities		
Area	Organization	Region				Marketing and lead generation	Sales, deal structuring and completion	Product development
EDD	New Mexico EDD	State						
EDP's	NM Partnership	State						
EDP's	Department of Agriculture	State						
EDP's	Department of Tourism	State						

10-Year Job Creation by Industry Sector



Worksheet 12 - List of Procuring Agents

Leg. Jobs Council Session 5 | Silver City, NM | Oct. 9th 9:30am

List of General Industry Sectors:	Estimated State 10-Year Job Estimates	Lead Procurement Agents	Region/Local Procurement Agents	Factors of Production Gaps						
				Marketing	Infrastructure	Land and Facilities	Capital	Labor	Housing	Competitiveness
Back Office Services (Call Centers)	25,000									
Exported Services	15,000									
Solo - Independent Work	12,000									
Integrated IT & Cyber (Non-Government)	16,000									
Digital Media	9,100									
Visitor Driven	22,400									
Emerging Technologies (Non-Government)	1,000									
Manufacturing	15,000									
Extractives	10,000									
Agriculture, Food, and Forestry	3,000									
Government	8,100									
Health and Social Services	23,000									
Education Services	2,500									

Which economic sectors lack a procuring agent?

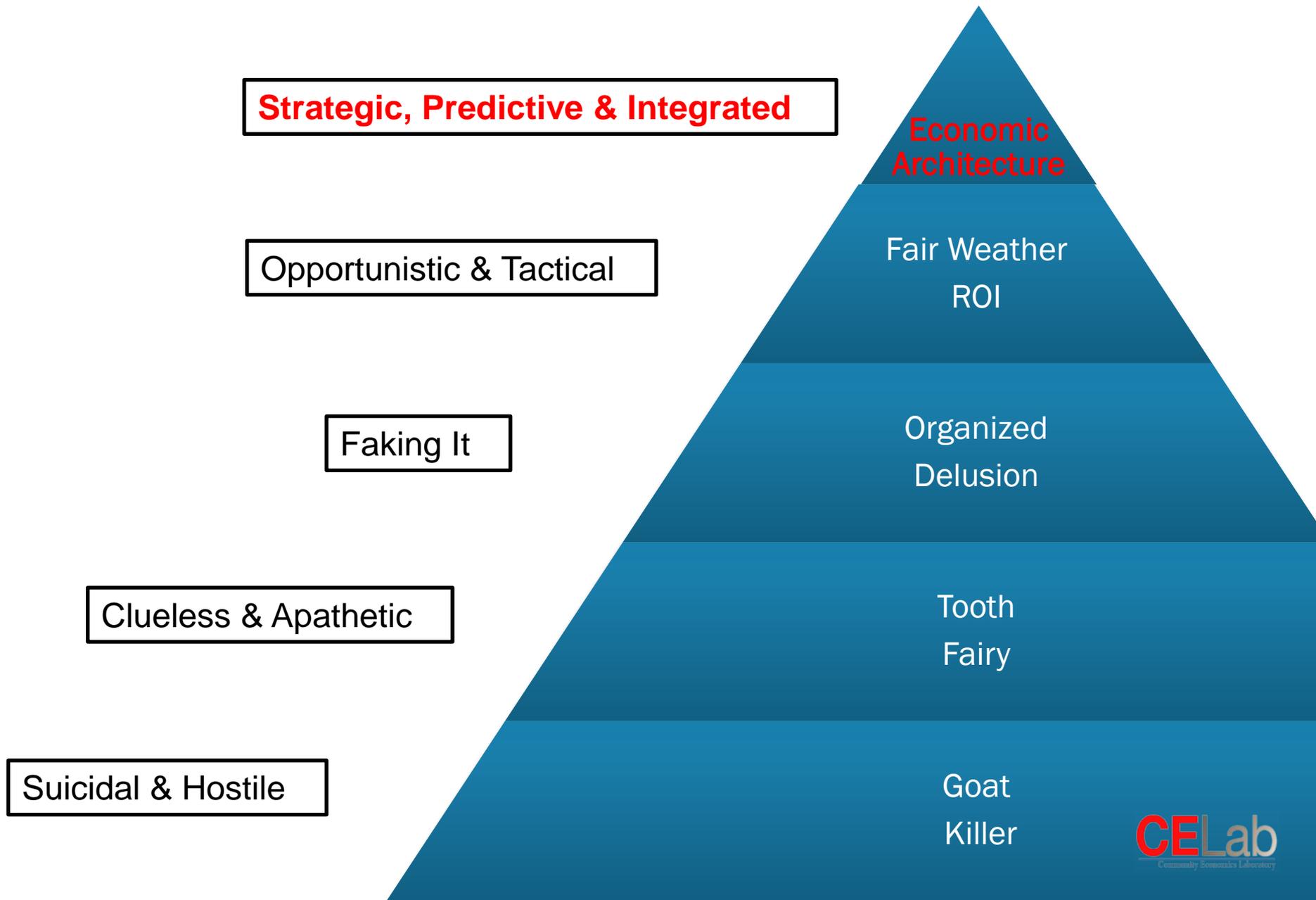
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Procuring Agent Gaps – Session 5

- 1. Which organizations are currently on the hook for new economic base jobs in each sector?*
- 2. In sectors for which there is no lead procuring agent who could or should be?*
- 3. Which entities are funded directly to create economic base jobs?*
- 4. Which qualify as a lead procuring agent? Or potential?*
- 5. Which economic base sectors require a new program development and lead agent commissioned for the work?*
- 6. Are there any sectors that defy a programmatic approach?*
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Procuring Agent Program Levels



Strategic, Predictive & Integrated

Economic
Architecture

Opportunistic & Tactical

Fair Weather
ROI

Faking It

Organized
Delusion

Clueless & Apathetic

Tooth
Fairy

Suicidal & Hostile

Goat
Killer

County Wide

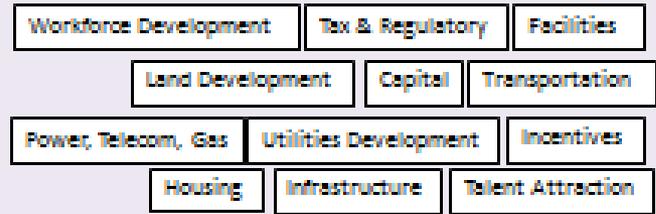
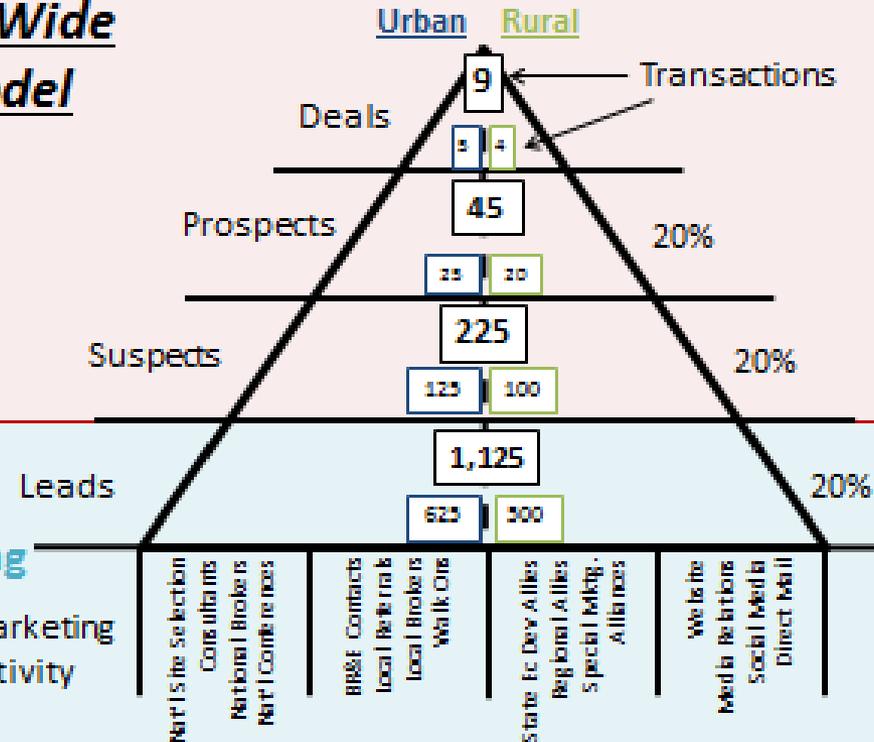
EDC Model

Sales

Marketing

Product Development and Competitiveness

Organization Development



Staff

- CEO Marketing
- VP Product Dev.
- EDP Webmaster
- EDP Administration
- EDP
- Research
- Fundraising

Operational Burdens

- 225 cases = ~1 Proposal per day
- ~1 Site Visit per day
- 1,125 leads = ~4 per day
- 1 EDP = ~50 Cases per year

Sandoval County Jobs and Transactions Needed

Urbanizing			Transactions			
	<i>Jobs</i>	<i>Transactions</i>		<i>Recruitment</i>	<i>Expand</i>	<i>Innovate</i>
Back Office	3,500	5		4	1	
Health and Social Services	2,200	22		17	5	
Manufacturing (Intel)	2,500	10		5	5	
Integrated IT Cyber	200	5		2	1	2
Digital Media	200	5		3		2
Energy/Extractives	200	1		1		
Transportation and Warehousing	<u>100</u>	<u>2</u>		<u>2</u>		
Total	8,900	50		34	12	4
<i>Solo Workers</i>	<i>800</i>	<i>800</i>				
Rural						
Health and Social Services	300	15		5	5	5
Agriculture: Reforestation	300	3		3		
Agriculture: Greenhouse	300	3		3		
Visitor Driven: Destination Tourism	50	10			5	5
Visitor Driven: Transit Services	50	2			1	1
Energy and Extraction	50	5		1	4	
Transportation and Warehousing	<u>50</u>	<u>10</u>		<u>5</u>	<u>5</u>	
Total	1,100	48		17	20	11

Sandoval County Product Development and Competitiveness								
Resource Gap: Needs								
	% of Sector Growth in New Facilities	Total Facility Acreage	Number of Buildings	Infrastructure Sq Ft	Horizontal Infrastructure	Price	Qualified Workers	Regulatory Changes
Back Office and Tele-Service Center	20%	50,000/8 acres	2	100,000	Bandwidth	\$50m	600	
Health and Social Services	80%	10,000/5 acres	10	200,000		\$30m	850	Environmental Permitting
Manufacturing	20%	20,000/5 acres	5	250,000		\$4.6b	2850	
Agriculture	100%						N/A	
Integrated IT and Cyber	50%	10,000	3	30,000		\$6m	75	
Digital Media	80%	5,000	5	25,000		\$5m	75	
Energy and Extractives	80%						150	
Visitor Driven Services	20%						0	
Transportation and Warehousing	100%						0	
Total			35	1.25m sqft		\$4.82b	4600	
	% of Sector Growth in New Facilities	Qualified Workers	Number of Homes					
Solo-Workers	20%	160	160					

Sandoval County Organizational Platforms

Employer Development County-Wide EDC

- 1.1 Marketing and Lead Generation
- 1.2 Sales and Completion Activities
- 1.3 Product Development and Competitiveness
- 1.4 Organization Development

Rural Special Programs

- 2.1 Innovation to Enterprise Incubator (El Zocalo)
- 2.2-3 Agriculture: Reforestation and Greenhouses
- 2.4-5 Visitor Driven: Destination Tourism and Transit Services
- 2.6 Solo Work Pilot
- 2.7 Worker Directed Pilot

Urban New-Era Programs

- 3.1 Health and Social Services Initiative
- 3.2 Visitor Driven: Urban Destination Tourism
- 3.3 Innovation and Enterprise Acceleration
- 3.4 Talent Attraction

Sandoval County Phase Matrix

Program Module	Agenda Description	Economic Sectors	Jobs/Transactions	County Role	County Budget	Partners Allocation	Geographic Focus	Resource Gaps
1.1 County Wide Recruitment: Urban/Rural	Enhance economic base employment through research, inventory development, business climate improvement, marketing, sales and deal structuring activities related to helping economic base employers create jobs. / Program efforts are focused on recruiting industries from out of the region, and encouraging the organic growth of value added business.	Back Office and Tele- service centers, Allied Health, Light and High-Tech Manufacturing, Integrated IT and Cyber, Digital Media, Energy and Extractives, Innovation to Enterprise, Commercial greenhouses, Volume, Art & Craft Items, Small and light manufacturing, Digital Media, Transportation and Warehousing Distribution, Energy and Extractives	TBD	Supporting	\$500,000	City of Rio Rancho, Cities and other Sandoval County Municipalities, Sandoval County, Private	Rural	Funding
1.2 BR&E: Urban/Rural	Program to encourage existing companies to expand by exposing them to programs available, serving as their go to source on growth issues and provide a conduit to professional resources available to the region./Bring resources and training to small E-Base businesses throughout the county.	All economic sectors, rural and urban, are communicated with a minimum of twice per year.	TBD	Supporting	\$375,000		Urban	
1.3 Capacity Building: Urban/Rural	Identify job centers, work with city and private sector partners to preposition tracts of land and infrastructure for job location. Create and fund a collaborative marketing effort to highlight the assets of the region/Work collaboratively with each community to survey assets, both physical and human capital, to determine appropriate targets and create marketing tools that highlight the capacity of each area.	Companies that do not require access to rail or interstate and who use a minimum amount of water.		Supporting			Rural	
2.1 Innovation > Enterprise Incubator (El Zocalo)	Innovation to Enterprise helps community members who have business ideas turn them into businesses. This development of businesses eventually leads to Economic Development. Incubators play an important part of this sector by helping people collaborate with others and use other services provided.	Ideas to Enterprise to EcD, Incubators and accelerators, Tech transfer, Business Development	1000/15	Initiate with Sub Contractor	\$100,000		WESST, State, Local Government, Grants	Rural
2.2 Agriculture: Reforestation	Climate wise, New Mexico is one of the least risk averse states in the United States. New Mexico does not see tornadoes, earthquakes, hurricanes, torrential rain, etc. Although, during the hot summer months, wildfires plague the landscape and New Mexico's forests burn to the ground. A reforestation initiative would thin the forests and allow these wildfires to spread less rapidly and in turn, become easier to control.	Agriculture, Forest Services	300/3	Initiate to Lead Role	\$50,000	SFNF, SBDC, Rio Grande Water Association, Nature Conservancy	Rural	Water, Transportation Services
2.3 Agriculture: Greenhouses	Growers in Canada have identified a specific area of New Mexico as the most effective place to grow vine grown vegetables in the United States. A square surrounding Albuquerque, including Sandoval County, contains a special combination of climactic factors including sunshine, altitude, and humidity. This area has a comparative advantage over other places, specifically Canada, due to the consistent sunshine. Growers would be able to produce throughout the whole year, instead of solely during the summer or spring. As well, the low humidity means that growers will not have to worry about pests or other insects that inhibit vegetable growth.	Agriculture, Produce	300/3	Initiate to Lead Role	\$50,000	EDC, County, SBDC, JC Fresh Farms	Rural	Water, Transportation Services
2.4 Visitor Driven: Destination Tourism	Develop a tourism, sports and entertainment corporation focused on increasing rural tourism traffic from outside the county.	Tourism	100/10	Initiate to Supporting	County and City Funding	SVCCOC, RRCOC, CVB, County	Rural	Infrastructure, Facilities
2.5 Visitor Driven: Transit Services	Development of travel centers, service centers, and rail stops designed to accommodate greater amounts of tourism traffic.	Transit, Airport	50/10	Supporting Role	County Funding	Pueblo Governments and Business Development Arms, Local Governments, Local Developers	Rural	Infrastructure, Facilities
2.6 Solo Work Pilot	A support platform addressing the needs of third bedroom workers. Design a "shared services platform" that would bring together a package of core services that third bedroom workers can access for a fixed monthly fee (perhaps based on a membership model), combined with negotiated discounts with specific service providers who are interested in gaining access to a targeted "bulk" market for their services (TMTI).	Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.	800/800	Initiate under 10E	\$50,000	State, UNM, CNM, MRCOG, City of ABQ, NMDWS, NMEDD, Grants	Rural	Housing for 3rd bedroom workers
2.7 Worker Directed Pilot	Develop a Worker Prescribed Economic-base Job Strategy intended to build more economic base jobs in the community through matching the unemployed with employers. Many members of the community have skills and experience, but are either not prepared for the workforce or do not know where to search. The Worker Prescribed Strategy seeks to develop the community through job creation. Employing those who are skilled is necessary to grow the economy.	Healthcare, Extraction, Warehousing and Transportation, Tourism	200/200	Lead	\$50,000	State, County, UNM, CNM, Workforce Boards, Foundations, Educational Institutions, Grants	Rural	
3.1 Health and Social Services Initiative (Complex)	Develop a Health and Social Services Complex at Rio Rancho's City Center to provide New Mexico and surrounding states with a platform from which to provide the education, training, innovation and enterprise development that will be needed to respond to the rapid expansion of demand for health and social services in the decades ahead.	Healthcare, Social Services	2500/35, some rural	Supporting	N/A	UNM, CNM, Hospitals, Rio Rancho Schools, Local Healthcare Institutions,	Urban	Training and qualified workers, Facilities
3.2 Visitor Driven: Urban Destination Tourism	Develop a tourism, sports and entertainment corporation focused on increasing urban tourism traffic from outside the county.	Tourism and Transit Services, Airport	50/5	Lead	\$100,000	COC Organizations, CVB, Pueblos, Local Governments, Lodging and Tourism Associations	Urban	Infrastructure, Facilities
3.3 Innovation & Enterprise Acceleration	Phase 2 development under the Urban New Era Program Platform. Accelerator program designed to accelerate the growth of existing small to medium size businesses in Sandoval County. The accelerator has three main purposes: (1) attempt to convert local service businesses into e base exporters by getting them to expand their marketing and service territories outside the state, (2) place where the community would diagnose what kind of businesses it needs to either round out services to prevent leakage, and (3) identify local services and amenities required to make the community attractive to talent.	Cyber/IT, Digital Media, Health, Social Services, Back Office	TBD	Supporting		UNM, MRCOG, City of ABQ, NMDWS, NMEDD, RRCOC, WESST	Urban	
3.4 Talent Attraction	The County's economic future may depend on whether it can muster the political will to solve the community's economic problems. Solving it will help unlock the potential, making local employers more competitive, and will provide significant saving to local residents in cost of living expenses. Allowing the shortage to persist will rob the community of the ability to manage its own destiny and put the community at risk of protracted economic and social decline.							

Procuring Agent Capacity – Session 5

- 1. Which organizations are currently on the hook for new economic base jobs in each sector?***
- 2. In sectors for which there is no lead procuring agent who could or should be?***
- 3. Which entities are funded directly to create economic base jobs?***
- 4. Which qualify as a lead procuring agent? Or the potential?***
- 5. Which economic base sectors require a new program development and lead agent commissioned for the work?***
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4. Combine gaps in procuring agents and factors of production gaps for each economic base sector (60 min)
5. Develop criteria for ranking programs, projects and policies (60 min)
6. Preview of Session 6 agenda – Santa Fe, November 8th (60 min)
7. Public Comment (30 min)

5 General Categories Of Legislative Action

Consensus on a job creation agenda inevitably requires legislative attention in five general areas:

Legislative Jobs Council - Session 6 - Santa Fe 5 General Categories for Legislative Action					
	Procuring Agent Programs	Factor of Production Programs	Capital Projects	New Program Initiatives	Rule Changes - Tax and Regulatory Policy
Back Office Services (Call Centers)					
Exported Services					
Solo - Independent Work					
Integrated IT & Cyber (Non-Government)					
Digital Media					
Visitor Driven					
Emerging Technologies (Non-Government)					
Manufacturing					
Extractives					
Agriculture, Food, and Forestry					
Government					
Health and Social Services					
Education Services					

Initiatives, Programs, Projects And Policies

Capital Outlay,

Governors Closing Fund,

EB5 Regional Centers

NM water Collaborative,

NMFA

LEDA

Higher Ed funding, Physics in 5th

JTPA

NM Partnership, NMEDD, (matching)

Tourism budget

Rural Economic Development

Leadership NM

Economic Development Plan Process

Solo Work Program

Regional Reforestation program

The Process

Coherence:

Agree on the theoretical construct, nomenclature and process

Economic Predicament:

Agree on the number of new, economic-base jobs that must be created

Economic Sector Selection:

Agree on a ranked list of the sectors with the highest potential for generating the economic-base jobs

Geographic Distribution and Resource Gaps:

Agree on areas of the state in which the new, economic-base jobs are most likely to be created

Policy and Program Implications:

Agree on job creation program and policy initiatives needed to deliver the job numbers

Logic Model

Sample Criteria For Selection / Ranking Of Priorities

1. Number of potential economic base jobs
2. Rural impact multiplier
3. Job quality:
 - *Productivity – wages*
 - *Matches surplus skill and education levels*
 - *Eco friendly*
 - *Culturally reinforcing*
 - *Metaphysical value*
4. Existing competitive advantage w/growth potential
5. Existing cluster efficiencies local champions
6. Limited factor of production gaps
7. Procuring agents in place and able to scale
8. Measurability – Longitudinal, attribution and ROI
9. High job return on investment - JROI
10. Resistant to transient advantage - foreign competition

Next Steps

1. Factors of production > Priorities
 2. Criteria for valuing job creation needs – options
 3. Crosswalk jobs sector goals and related factors of production priorities into program, project and policy agenda
 4. Choose process pilot economic sectors
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Council Goals

- 1.) Achieve consensus on a **general framework** that state legislators can use to value and prioritize the initiatives, programs and policies needed to return the state to full employment.
 - 2.) Consensus on the minimum number of economic base jobs the state must create to get back to pre-recession employment levels by 2023: **160,880 new economic base jobs required or 16,088 per year.**
 - 3.) Consensus on the specific economic sectors the new jobs could come from: See worksheet 6 (attached)
 - 4.) The likely regional distribution of the new jobs by economic sector: See worksheet 6 (attached)
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Session 5 Agenda

1. Review of previous sessions (30 min)
2. Identify Lead Procuring Agents for each economic base sector (60 min)
3. Estimate gaps in transaction capacity for each lead procuring agent (60 min)
4. Combine gaps in procuring agents and factors of production gaps for each economic base sector (60 min)
5. Develop criteria for ranking programs, projects and policies (60 min)
6. Preview of Session 6 agenda – Santa Fe, November 8th (60 min)
7. **Public Comment** (30 min)