

## Jobs Council – Session 5 Backgrounder

### Factors of Resource Gaps and Policy and Program Implications

### October 9th, 2013

### Silver City, New Mexico

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This backgrounder is intended to help council members and session participants prepare for the fifth Legislative Jobs Council session, scheduled for October 9<sup>th</sup>, in Silver City from 9:30am to 4pm.

The central goal of the Interim Legislative Jobs Council is to develop a framework that legislators can use to sort out job creation priorities for initiatives, programs and policies related to job creation.

In the four previous sessions, the council reached consensus on four of the most important, but often unasked, questions: How many jobs must be created? What economic or industry sectors could we get them from? Where would they be created? What factor of production gaps will have to be cured for the jobs to be created?

The primary objective and process for the Interim Jobs Council deliberations have focused on:

- 1.) achieving 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.) 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.) 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 \(attached\)](#)

The fifth session, in Silver City, will focus on identifying and qualifying the major “procuring agents” and factor of production gaps with the greatest impact on economic base job creation in each target economic sector.

Consensus on a job creation agenda inevitably requires making decisions in three general areas: 1.) program funding, 2.) capital investment, and 3.) tax and regulatory policy.

Deciding which programs to fund for maximum job creation impact begins with identifying and qualifying the state, regional and local “job procuring agents”, which are organizations formally tasked, funded and staffed to create new economic base jobs in a particular economic sector or region of the state.

Decisions on capital expenditures and tax and regulatory changes require understanding which factors of production gaps, if not cured, will prevent jobs from being created. These critical gaps might include: a lack of land and building inventory, infrastructure, qualified workforce, capital or business climate competitiveness.

The council’s deliberations in this fifth session will focus on developing a practical framework for evaluating and ranking programs, projects, and tax and regulatory changes for their relative impact on making the state’s job creation numbers.

## **Session 5 Agenda - Process – Methodology**

### **Agenda**

Welcome and Introduction - Speaker Martinez and Senate Pro Tem Papen

- I. Review the work of previous sessions and align regional and state consensus conclusions for predicament and job target estimates **(30 min)**
- II. Develop a working list of state and local Procuring Agents for each economic base sector **(60 min)**
- III. Estimate the E-base job and transaction capacity for each lead procuring agent and their allies **(60 min)**
- IV. Identify the major gaps in state-wide procuring agents and factor of production gaps for each economic base sector **(60 min)**
- V. Develop criteria for evaluating and ranking job creation programs, projects and policies **(60 min)**
- VI. Preview of Session 6 agenda – Santa Fe, November 8<sup>th</sup> **(60 min)**
- VII. Public Comment **(30 min)**

### **I. Review the work of previous sessions and align regional and state consensus conclusions for predicament and job target estimates (30 minutes)**

This session will begin with a review of the previous sessions and a tightening up of minor disparities between state and regional consensus estimates. Participants are strongly encouraged to review the background material and minutes of the previous sessions in preparation for the next two sessions.

**Session One** convened in Santa Fe and the council deliberated and reached consensus on ten critical elements defining the purpose, scope, process, nomenclature and outcomes. The process focused on a framework for developing a statewide job creation agenda: the number of economic base jobs needed for full employment in 10 years, the economic sectors most likely to yield the jobs, the geographic distribution of those jobs, the major gaps in factors of production and the program and policy implications. The process, focused on economic base jobs (to the state), is comprehensive, including all economic base sectors, clinical vs. statistical, consensus driven, and focused on isolating those economic sectors that can move the needle on job creation in the next 5-7 years.

**Session Two** convened in Albuquerque and focused on reaching consensus on the number of economic base jobs the state will need to create in order to reach full employment and regain economic health by 2023 (10 years). The calculus involved adding three numbers: 1.) the number of economic base jobs needed for the new population expected, 2.) the number needed to close the current unemployment gap and 3.) the number needed to replace those jobs expected to be lost during the decade. The council reached consensus on **160,880** for the 10 year economic base job number. Those are jobs where the money used to pay for the goods and services produced come from outside of the state. This means the state must average **16,880** economic base jobs **per year** to achieve economic recovery by 2023.

**Session Three** convened in Taos with 50 plus legislators, economic developers, workforce developers, COG directors, and subject matter experts to deliberate over which economic base sectors the state had the most potential for creating new economic base jobs and the number of jobs that could be potentially created in each. Participants assembled in an open café style format. A mix of legislators, department representatives, economic and workforce developers and industry subject matter experts were seated at five tables each assigned to deliberate on the state-wide job creation potential of three or four of the 13 target economic base sectors. Each table developed their consensus estimates and loaded them into a spreadsheet. When totaled and voted on in a plenary session at the end, the unanimous consensus amounted to a potential 162,100 jobs – very close to the 160,883 consensus estimate for the total number of economic base jobs the state will need for recovery (Albuquerque meeting).

Participants were then asked to choose an average number of transactions (employer expansions, recruits, or start ups) required for each industry sector to reach the estimated job number. These estimates will be needed later in the process when the council attempts to scale the programs and policies required to enable the creation of economic base jobs in each sector.

**Session Four** convened in Roswell with more council members, economic developers, regional stakeholders and subject matter experts. The session's deliberations centered around developing economic base sector expectations for each of the seven Council of Government Districts (COGs). Deliberations focused on developing guestimates for how many economic base jobs could be created in each district, in the decade ahead, provided they could receive a reasonable level of strategic support from the major state, local and private sector institutions. After these guestimates were iterated and vetted, they were totaled and compared to the state-wide estimates developed in the previous session. The number of economic base jobs derived from individual COG district guesstimates totaled **174,276** – still very close to the two previous session consensus numbers of **162,880**.

***Worksheet 9: IJC COG vs State Estimates (Attached)***

Next, each COG district table was asked to identify the three most important economic sectors for their region. They were then asked to assess the top three factors of production, resource gaps or competitiveness issues threatening the creation of jobs in the district's top 3 economic sectors. Factors of production include a wide ranging list of resources or conditions needed for job creation to take place in a particular region: marketing and sales capacity, infrastructure, debt and equity capital, water, qualified workers, tax and regulatory issues, land inventory, and facilities.

***Worksheet 8: IJC Factors of Production Review (Attached)***

In pursuit of a statewide model, we would like to begin developing a ten year job predicament estimate for each COG region that feeds the state-wide calculus. This will require each COG to estimate their population growth, employable workforce percentage, unemployment gap, economic base factor, and an economic base attrition rate.

The purpose of this exercise is to begin developing a bottom up model that would feed consensus estimate data developed in each county up to their COG district calculus and up to a statewide calculation of economic base job creation needs. Eventually, if each of New Mexico's 33 counties were able to provide consensus estimate numbers for each of the model's metrics, we would have real time statewide economic base job creation calculation that might prove quite useful.

During the review of previous session, council members will try to reconcile variations between the statewide and regional consensus estimates developed in previous sessions for population, employable workforce, unemployment, economic base jobs required and economic base jobs by sector.

***Worksheet 10: Predicament Matrix – COG (Attached)***

***Worksheet 6: Job Sector Estimates – COG (Attached)***

**II. Develop a working list of state and local procuring agents for each economic base sector (60 minutes)**

During this part of session 5, participants will be asked to generate a working list of procuring agents for each of the 13 economic base sectors. A procuring agent is defined as an organization or entity directly responsible for job creation in a particular economic base sector or set of sectors.

*Session questions:*

1. Which organizations are currently on the hook for creating the new economic base jobs in each sector?
2. For sectors where there is no lead procuring agent, who could or should fill the role?

**A procuring agent:**

- Has economic base job creation as a primary mission
- Has 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.

**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.

**Worksheet 11: Procuring Agent Working List (Attached)**

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 a 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?

**Worksheet 12: List of Procuring Agents – Economic Sectors (Attached)**

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?

**III. Estimate the economic base job and transaction capacity for each of the lead procuring agents and their allies (60 minutes)****Worksheet 13: County-wide EDC Model (Attached)**

1. How many leads, suspects, prospects and deals must the lead agent procure and manage each year?
2. What is a rule of thumb for professional staffing or funding per transaction for each lead procuring agent or group?
3. At what level are professional staffing and funding levels required to generate, procure and service the estimated number of transactions?

**IV. Identify the major gaps in statewide procuring agents and factor of production gaps for each economic base sector (60 minutes)**

4. Aside from procuring agent capacity, what are the major factor of production gaps limiting the estimated number of jobs to be created in each sector?
5. Which state and regional organizations or entities would have lead responsibility for curing these gaps?

**Refer back to Worksheet 12**

## V. Develop criteria for evaluating and ranking job creation programs, projects and policies.

6. *By what criteria should we judge the relative value of economic sectors, lead agent programs, and factor of production initiatives, programs and policies?*

**Worksheet 14: Sample Working Criteria List (Attached)**

## VI. Preview of Session 6 agenda - Santa Fe November 8<sup>th</sup> (60 minutes)

## VII. Public Comments (30 minutes)

### Background Information

#### Estimating Transactions

Determining the number of transactions required to create the estimated number of jobs in each sector is another best guess exercise in which participants try to estimate the number of transactions or hiring events where an economic base employer is recruited, started up or expanded. For example, someone might expect two transactions to be needed to generate 600 jobs in the call center sector, while it might take 10 transactions to create just 100 jobs recruiting, expanding and starting up machine shops. It is important to choose an average transaction estimate for most sectors because one will be needed to scale marketing and other critical factor of production requirements later in the process.

#### Dealing with Independent or Solo Work

Independent or Solo Work will be treated as its own sector in this exercise, even though it is not a true economic sector. It is a different modality of work and will be important to differentiate from employer driven economic base job sources later in the process. The number of transactions required to create 100 independent economic base jobs might require 100 transactions since starting, expanding or recruiting them will happen one at a time

#### Factors of Production and Competitiveness

During this part of the process, each table will be asked to deliberate on each of the major economic sectors for missing critical factors of production. Factor of production in this case are any physical, financial, organizational or regulatory elements that are missing and must be cured in order for those respective jobs to be created. A matrix of sectors and potential factors of production will be used to track these deliberations. Following is a list of factors of productions with examples of potential ways to close resource gaps:

**Marketing:** For example, the most common factor of production/resource gap includes a lack of adequate marketing and sales apparatus (Budget and boots on the ground). For this factor, one would estimate the percentage gap in budget and personnel required to generate the leads and work the prospective employment projects to fruition. An answer in this category could be expressed as 2-times, 4-times, or 6-times the current budget and staffing level for the Economic Development program, or even 2-,4-, or 6-times the tourism budget.

**Infrastructure:** The lack of adequate bandwidth, transportation and logistics depots, water, power, etc, could be expressed as a marginal increase of bandwidth that would be required along with a unit measure of capacity or a ballpark budget number. These would be the total budgets of what one might expect from the legislature.

**Land and Facilities:** Here one might try to estimate the number of acres and buildings that would have to be built new. One would have to be careful not to presume all job creation numbers estimated will require new facilities since most jobs in the calculation are required just to meet attrition, which presumes that the physical assets already exist.

**Capital:** Where major gaps and availability of debt and equity capital for funding the specific projects themselves (not infrastructure) are inadequate, this could be iterated as a single number prorated to the number of jobs. In this case, if one presumes that 10 transactions of 20,000 square foot facilities are required to meet the potential economic base sectors, one could make a ballpark estimate of the equity and mortgage capital required and the prevailing gap might be 30 to 40% of the investment stack (Most banks don't loan 80 to 90% LTV anymore).

**Labor:** If labor is known to be a major impediment to job creation, such as the oil field communities, try to estimate the number of people that will have to be educated, trained, or recruited in the next 10 years.

**Housing:** As is the case in many southeastern oil field communities, the ability to meet the demand for qualified workers depends on the development of adequate housing stock and the right product ranges to rent and buy.

**Competitiveness:** For any tax and regulatory obstacles or incentive issues, deemed to be crucial for achieving the job numbers, be realistic. For example, don't assume New Mexico becomes a right to work state. Stretch goals, not impossible ones.

## Roles

Invitees to session five will include council members, advisory members, legislators, economic and workforce developers, community stakeholders and subject matter experts.

1. COG Directors as program/table leaders – A blanket email is in the process of being distributed to a master list of Council of Government personnel, Economic Development Professionals, and Subject Matter Experts.
2. State Economic Development Commissioners, State Economic Development and Tourism officials – if willing and able, we would like to invite economic development, tourism cabinet secretaries and department personnel to participate.
3. Economic development and workforce development program officers and their board members – we would ask the attending economic development professionals from each region to lead the deliberations on transactions since they would be expected to have the best insight into those estimates.
4. Subject Matter Experts- Each economic sector and factors of production areas will require special professional knowledge and insight. Each COG district should try to have subject matter experts for their most important economic base sectors. Subject matter experts will be encouraged to roam to other COG tables to help with deliberations especially for those districts that do not have subject matter experts for each area.

## State vs Local *Economic Base* Differentiation

For this process, it is important to differentiate state *economic base* jobs apart from those that may be *economic base* for a region or a community. Many *economic base* job targets set by local and regional economic development groups include economic activity that is *economic base* activity to their region, but not to the state at large. For example, a small employer in Socorro, that designs websites and provides social media services, would be a state *economic base* employer if the majority of their customers are based out of state. If the majority of their customers are in Albuquerque, it is not *economic base* employment for the state, but could be considered *economic base* for the community of Socorro since the firm is pulling its revenue from outside the community. It's important in this exercise to adjust *economic base* sector estimates for their ability to grow the *economic base* of the state.

## **Economic Sector Taxonomy Issues**

In the previous sessions, we worked through a taxonomy of potential *economic base* sectors asking respondents and the Jobs Council to come up with best guess estimates on the number of jobs they think could be created in that industry statewide, if certain factors of production gaps could be cured in the near future.

In order to simplify this part of the process and make it easier to develop an efficient and comprehensive architecture covering a wide range of strategies and program, three initiatives must be identified. The taxonomy used to identify promising economic sectors includes:

1. An unorthodox mix of formal industry categories, such as back office and manufacturing
2. Occupation modalities, such as independent work
3. Outlier *economic base* sectors, such as tourism and agriculture
4. New categories, such as health and social services, which are usually not considered economic base

If you have any questions, concerns or insights about the taxonomy being used you may contact [sal@marklautman.com](mailto:sal@marklautman.com) or call Mark Lautman directly at (505) 818-8218.

## **Economic base sectors that can move the needle in the next 5 years**

We are especially interested in economic base sectors that can move the job creation needle statewide in 3-5 years.

## **Special Cases**

We also want to identify economic base sectors that may not make a major contribution to the 160,000 state-wide job needs, but will be crucial to stabilize rural communities. For example, agriculture, tourism, and independent work might not move the needle on gross numbers at the state level, but will be crucial in many impacted rural communities, so they will thrive and prosper.

## **We are looking for Quantity not Quality**

At this point in the process, we are looking for any sectors capable of generating a significant number of economic base jobs. Also, try not to be too discerning about the quality or desirability of candidate sectors at this point. For example, do not discount lower paying call center or agriculture job sectors. Generating 160,000 new economic base jobs in ten years will be difficult enough. This is not the time in the process to be qualitatively selective.

## **Be Optimistic About Curing Gaps**

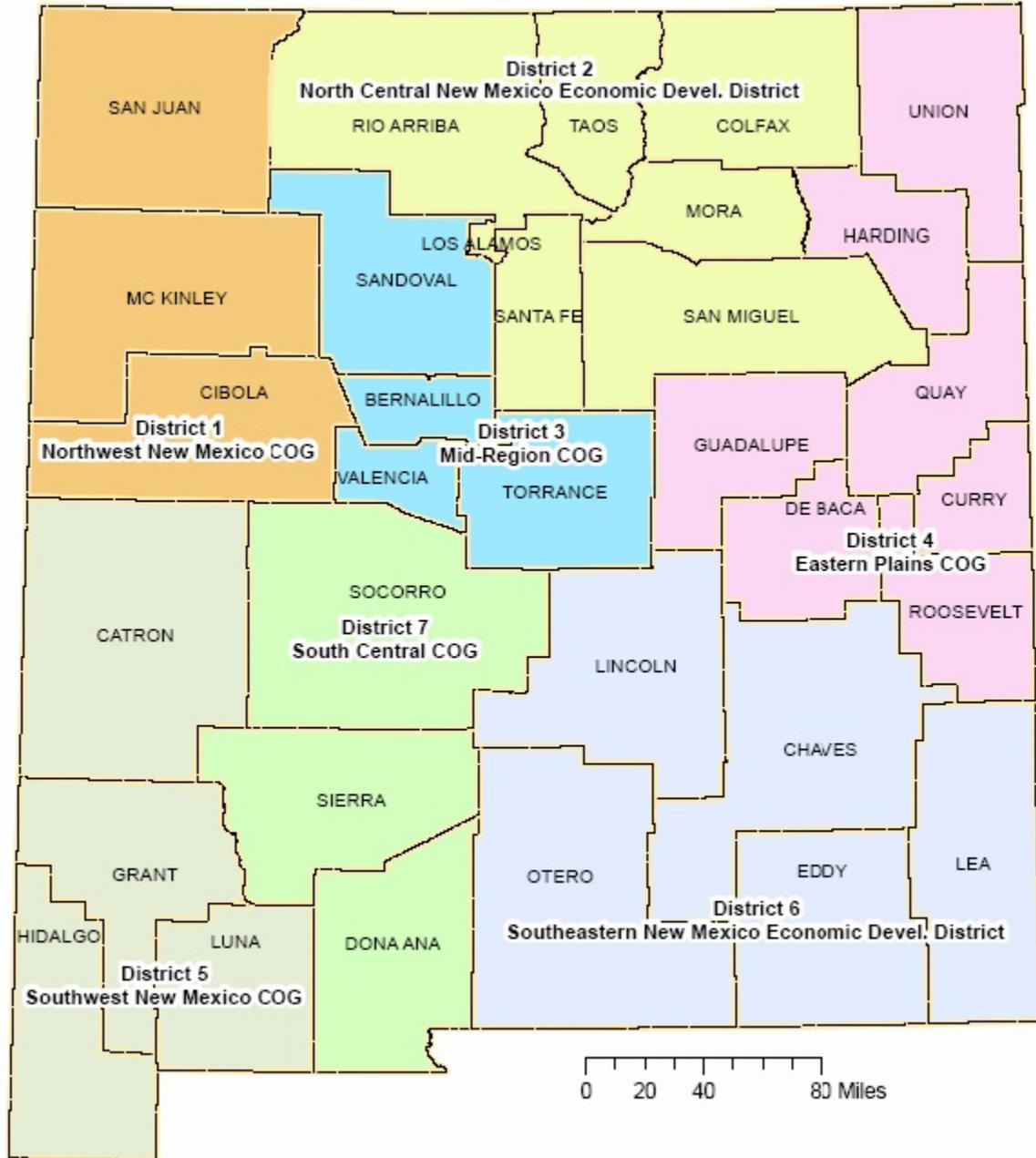
Estimates should be realistic, but on the upper end. Try to resist hedging the job creation potential of any particular sector because of resource gaps that may be known to you. If the gaps or barriers to job creation in a particular sector can be reasonably resolved with strategic investment in time for the jobs to be created this decade, include them. We will identify the major barriers in the next step and try to translate the respective remedies into the programs and policies at the end of the process.

| Predicament Matrix From Session 2 |           |           |                      |                      |                            |   |
|-----------------------------------|-----------|-----------|----------------------|----------------------|----------------------------|---|
|                                   | 2013      | 2023      | Calculus Used (2013) | Calculus Used (2023) | Decade Deltas ( $\Delta$ ) | Descriptions  |
| Population Growth                 | 2,091,000 | 2,300,100 |                      | 10%                  | 209,100                    | Change in New Population                            |
| Workforce Participation           | 993,225   | 1,092,548 | 48%                  | 48%                  | 99,323                     | Change in Jobs for Population Growth                |
| Unemployment Rate                 | 89,390    | 43,702    | 9%                   | 4%                   | 45,688                     | Jobs to reach Goal Unemployment Rate                |
| Employment Rate                   | 903,835   | 1,048,846 | 91%                  | 96%                  | 145,011                    | Total Jobs Needed at Goal Employment Rate           |
| E-base Jobs Rate                  | 316,342   | 367,096   | 35%                  | 35%                  | 50,754                     | E-base needed for full employment                   |
| E-base Attrition Rate             |           | 110,129   |                      | 30%                  | 110,129                    | To replace E-base jobs lost                         |
| Total E-base Needs                |           |           |                      |                      | 160,883                    | Total E-base jobs needed                            |
| Annual E-base                     |           |           |                      |                      | 16088                      | Average needed per Year                             |
| Program Reliant                   |           |           |                      |                      |                            | How many are procured by programs vs automatically? |

| <b>Potential Economic Base Sectors for the State</b>               |   |                |                |                     |
|--|---|----------------|----------------|---------------------|
| Legislative Jobs Council Session 3   Taos, NM   Aug. 8th 2013 10am |   |                |                |                     |
| <b>List of General Industry Sectors:</b>                           | <b>Sub-Sectors:</b>   | <b>Taos 1</b>  | <b>Taos 2</b>  | <b>Transactions</b> |
| Back Office Services<br>(Call Centers)                             | (Call Centers, Sales, Accounting, Procurement, and Payroll Services)  | 5,000          | 25,000         | 70                  |
| Exported Services  | Financial Services  | 25,000         | 15,000         | 1,500               |
|  | Research, Writing, Editing, and Publishing  |                |                |                     |
|  | Exported Information Services<br>(Broadcasters, Webmasters, Public Relations, Marketing, Social Media, Tele-Services, Online)   |                |                |                     |
|  | Environmental Services  |                |                |                     |
|  | Construction Management Services<br>Philanthropic Services  |                |                |                     |
| Solo - Independent Work  | (Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.)   | 12,400         | 12,000         | 12,000              |
| Integrated IT & Cyber<br>(Non-Government)                          | (Commercial Transaction Security, Software Engineering, Server Farms, Data Storage, etc)  | 16,000         | 16,000         | 1600                |
| Digital Media  | (Film, TV, Video Gaming & Testing, Modeling & Simulation)   | 9,600          | 9,100          | 160                 |
| Visitor Driven   | (Cultural, Business – Conferences and Meetings, Space, Destination Entertainment, Ecotourism, Retirement Living, Transportation, Hospitality, Gaming, Exported Art and Craft)                 | 32,747         | 22,400         | 228                 |
| Emerging Technologies<br>(Non-Government)                          | (Optics/Photonics, Sensors, Biomedical, Water and Environmental Technologies, Bio-tech, Nano-Tech, Energy, Cyber-security)  | 1,000          | 1,000          | 200                 |
| Manufacturing  | (Construction materials, Equipment, Aircraft Manufacturing and Repair, Electronics, Micro Electronics, Energy, Optics)<br>Transport, Warehouse, and Logistics (Export)                        | 15,000         | 15,000         | 506                 |
| Extractives  | Energy and Extraction<br>(Energy Production Facilities, Natural Gas, Coal, Wind, Solar, Geothermal, Biomass, Nuclear, Other)  | 10,000         | 10,000         | 250                 |
|  | Oil and Gas<br>(Production, Transport, and Refinement)  |                |                |                     |
|  | Mining  |                |                |                     |
|  | Uranium Processing  |                |                | 7                   |
| Agriculture, Food, and Forestry                                    | (Farming and Ranching, Vineyards & Productions, Production Greenhousing, FS, Processing and Packaging, Value-added Exported Services, Water, Arid Agriculture, Genetics, Food Security)       | 3,000          | 3,000          | 186                 |
| Government   | Federal Government<br>(USFS, Defense, Health and Social Services, Energy, Homeland Security, Education, Interior, Transportation, Commerce, Agriculture, HUD, Treasury, Environment, Justice) | 8,100          | 8,100          | ?                   |
|  | Aerospace and Defense<br>(Unmanned Aerial Vehicles, Commercial Space Flight, Aircraft Modification, Aviation)   |                |                |                     |
|  | Emerging Technologies (Public)<br>(Federal Labs-related, Research and Development)  |                |                |                     |
|  | State Government  |                |                |                     |
|  | Federal Government Contract Services<br>(Staff Augmentation, System Integrators)  |                |                |                     |
| Health and Social Services   | (Federal Windfall, Hospitals, Home Health Care, Assisted Living, Dentistry)   | 23,000         | 23,000         | 15,000              |
| Education Services   | Higher Education  | 2,500          | 2,500          | 25                  |
| <b>Total</b>   |   | <b>163,347</b> | <b>162,100</b> | <b>31,732</b>       |
| Difference   | 160,883   | <b>2,464</b>   | <b>1,217</b>   |                     |

### Geographic Distribution and Capacity Gaps

During the fourth session in Roswell, the Council used the *economic base* sector list from the third session and conducted the same exercise, except broken down at the each of state's seven planning districts.



State Planning and Development Districts  
in New Mexico

**Potential Economic Base Sectors for the State - Jobs By Region**

Legislative Jobs Council Session 4 | Roswell, NM | Sept. 11th, 2013 | 9:30am

| List of General Industry Sectors:                 | Sub-Sectors:   | Northwest      | North                  | Mid-          | Eastern      | Southwest      | Southeastern   | South         | Individual          | Statewide              | Difference                  | Statewide             |
|---|--|----------------|------------------------|---------------|--------------|----------------|----------------|---------------|---------------------|------------------------|-----------------------------|-----------------------|
|   |  | New Mexico COG | Central New Mexico EDD | Region COG    | Plains COG   | New Mexico COG | New Mexico EDD | Central COG   | COG Estimated Total | Session Estimate Total | b/w State and COG Estimates | Transaction Estimates |
|   | <b>Total District Population:</b>  | 228,749        | 283,327                | 887,077       | 89,216       | 63,228         | 268,495        | 239,087       | 2,059,179           |                        |                             |                       |
|   | <b>Percent of New Mexico Population:</b>   | 11%            | 14%                    | 43%           | 4%           | 3%             | 13%            | 12%           | 100%                |                        |                             |                       |
|   | <b>Estimated Workforce Population:</b>   | 108,656        | 134,580                | 421,362       | 42,378       | 30,033         | 127,535        | 113,566       | 978,110             |                        |                             |                       |
|   | <b>Estimated Economic Base Jobs:</b>   | 17,872         | 22,136                 | 69,307        | 6,970        | 4,940          | 20,977         | 18,680        | 160,883             |                        |                             |                       |
| <b>Back Office Services (Call Centers)</b>        | (Call Centers, Sales, Accounting, Procurement, and Payroll Services)   | 0              | 700                    | 12,000        | 100          | 100            | 390            | 500           | 13,790              | 25,000                 | 11,210                      | 70                    |
| <b>Exported Services</b>                          | <b>Financial Services</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Research, Writing, Editing, and Publishing</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Exported Information Services</b><br>(Broadcasters, Webmasters, Public Relations, Marketing, Social Media, Tele-Services, Online)   | 300            | 2,050                  | 7,200         | 200          | 450            | 550            | 2,000         | 12,750              | 15,000                 | 2,250                       | 1,500                 |
|   | <b>Environmental Services</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Construction Management Services</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Philanthropic Services</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
| <b>Solo - Independent Work</b>                    | (Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.)  | 1,600          | 1,750                  | 5,160         | 70           | 500            | 160            | 2,000         | 11,240              | 12,000                 | 760                         | 12,000                |
| <b>Integrated IT &amp; Cyber (Non-Government)</b> | (Commercial Transaction Security, Software Engineering, Server Farms, Data Storage, etc)   | 4,900          | 800                    | 8,800         | 0            | 100            | 0              | 1,500         | 16,100              | 16,000                 | -100                        | 1,600                 |
| <b>Digital Media</b>                              | (Film, TV, Video Gaming & Testing, Modeling & Simulation)  | 0              | 1,500                  | 5,400         | 0            | 50             | 30             | 300           | 7,280               | 9,100                  | 1,820                       | 160                   |
| <b>Visitor Driven</b>                             | (Cultural, Business – Conferences and Meetings, Space, Destination Entertainment, Ecotourism, Retirement Living, Transportation, Hospitality, Gaming, Exported Art and Craft)                        | 1,500          | 7,000                  | 13,200        | 70           | 300            | 1,050          | 3,000         | 26,120              | 22,400                 | -3,720                      | 228                   |
| <b>Emerging Technologies (Non-Government)</b>     | (Optics/Photonics, Sensors, Biomedical, Water and Environmental Technologies, Bio-tech, Nano-Tech, Energy, Cyber-security)   | 300            | 600                    | 800           | 100          | 30             | 145            | 120           | 2,095               | 1,000                  | -1,095                      | 200                   |
| <b>Manufacturing</b>                              | (Construction materials, Equipment, Aircraft Manufacturing and Repair, Electronics, Micro Electronics, Energy, Optics)   | 5,500          | 200                    | 8,250         | 200          | 300            | 545            | 6,000         | 20,995              | 15,000                 | -5,995                      | 506                   |
|   | <b>Transport, Warehouse, and Logistics (Export)</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
| <b>Extractives</b>                                | <b>Energy and Extraction</b><br>(Energy Production Facilities, Natural Gas, Coal, Wind, Solar, Geothermal, Biomass, Nuclear, Other)  | 6,100          | 400                    | 1,000         | 20           | 100            | 9,686          | 500           | 17,806              | 10,000                 | -7,806                      | 257                   |
|   | <b>Oil and Gas</b><br>(Production, Transport, and  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Mining</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Uranium Processing</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
| <b>Agriculture, Food, and Forestry</b>            | (Farming and Ranching, Vineyards & Productions, Production Greenhousing, FS, Processing and Packaging, Value-added Exported Services, Water, Arid Agriculture, Genetics, Food Security)              | 2,700          | 1,000                  | 600           | 350          | 90             | 600            | 400           | 5,740               | 3,000                  | -2,740                      | 186                   |
| <b>Government</b>                                 | <b>Federal Government</b><br>(USFS, Defense, Health and Social Services, Energy, Homeland Security, Education, Interior, Transportation, Commerce, Agriculture, HUD, Treasury, Environment, Justice) |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Aerospace and Defense</b><br>(Unmanned Aerial Vehicles, Commercial Space Flight, Aircraft Modification, Aviation)   | 300            | 1,800                  | 4,860         | 600          | 400            | 465            | 2,000         | 10,425              | 8,100                  | -2,325                      | ?                     |
|   | <b>Emerging Technologies (Public)</b><br>(Federal Labs-related, Research and Development)  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>State Government</b>  |                |                        |               |              |                |                |               |                     |                        |                             |                       |
|   | <b>Federal Government Contract Services</b><br>(Staff Augmentation, System   |                |                        |               |              |                |                |               |                     |                        |                             |                       |
| <b>Health and Social Services</b>                 | (Federal Windfall, Hospitals, Home Health Care, Assisted Living, Dentistry)  | 3,150          | 4,000                  | 13,800        | 200          | 1,000          | 225            | 5,000         | 27,375              | 23,000                 | -4,375                      | 15,000                |
| <b>Education Services</b>                         | Higher Education   | 300            | 200                    | 1,500         | 100          | 75             | 85             | 300           | 2,560               | 2,500                  | -60                         | 25                    |
| <b>Total</b>                                      |  | <b>26,650</b>  | <b>22,000</b>          | <b>82,570</b> | <b>2,010</b> | <b>3,495</b>   | <b>13,931</b>  | <b>23,620</b> | <b>174,276</b>      | <b>162,100</b>         | <b>-12,176</b>              | <b>31,732</b>         |
| <b>Percent of Total Jobs</b>                      |  | <b>15%</b>     | <b>13%</b>             | <b>47%</b>    | <b>1%</b>    | <b>2%</b>      | <b>8%</b>      | <b>14%</b>    |                     |                        |                             |                       |
| <b>Percent of Total NM Population</b>             |  | <b>11%</b>     | <b>14%</b>             | <b>43%</b>    | <b>4%</b>    | <b>3%</b>      | <b>13%</b>     | <b>12%</b>    |                     |                        |                             |                       |

How many Economic Base jobs can your region create in the next ten years in each of the 14 economic base industry sectors?

Instructions: (1) The economic base job number should reflect economic base to the state, not to your region. (2) It is important to note that these numbers are gross, they already account for attrition. (3)

Consider all of the sectors where you will get jobs, understand that some sectors in your region may be blank. (4) These numbers are guestimates, we can always adjust them later. (5) At the top of the spreadsheet, you will see the percent of the total New Mexico workforce located in your region. This is to help give you an idea of the share of the job creation pie that lies in your region. (6) Definition of an Economic Base Job:

Jobs where the products and services being produced are sold out of state or the revenue used to pay the employee comes from out of state.

**Interim Jobs Council - September 11th - Roswell, NM**

**Factors of Production Review**

| <b>COG</b>         | <b>Sectors Chosen</b>      | <b>FoP Gaps and Barriers</b>  |
|--------------------|----------------------------|---|
| Northwest COG      | Integrated IT & Cyber      | Broadband   |
|                    | Manufacturing              | Broadband, Roads, Qualified Workforce   |
|                    | Extractives                | Tax and Regulatory, Qualified Workforce, Leadership   |
| North Central COG  | Health and Social Services | Qualified Workforce, Facilities, Leadership   |
|                    | Exported Services          | Bandwidth and Data Storage, Capital, Qualified Workforce  |
|                    | Solo-Independent Work      | Tax and Regulatory, Bandwidth and Data Storage, Facilities  |
| Mid-Region COG     | Integrated IT & Cyber      | Qualified Workforce, Bandwidth and Data Storage, Sales  |
|                    | Visitor Driven             | Facilities, Marketing, Qualified Workforce  |
|                    | Health and Social Services | Qualified Workforce, Building Inventory, Tax and Regulatory   |
| Eastern Plains COG | Solo-Independent Work      | Broadband, Qualified Workforce, Housing   |
|                    | Emerging Technologies      | Broadband, Qualified Workforce, Sales   |
|                    | Manufacturing              | Sales, Qualified Workforce, Water   |
| Southwest COG      |                            |   |
| Southeastern COG   | Visitor Driven             | Qualified Workforce, Facilities, Leadership   |
|                    | Manufacturing              | Transportation, Qualified Workforce, Housing  |
|                    | Extractives                | Housing, Qualified Workforce, Roads and Drainage  |
| South Central COG  | Manufacturing              | Water, Tax and Regulatory, Land and Building Inventory, Marketing and Sales                           |
|                    | Government                 | Qualified Workforce   |
|                    | Health and Social Services | Facilities, Qualified Workforce, Tax and Regulatory, Land and Building Inventory, Marketing and Sales |

## Legislative Jobs Council - Session 3 and 4 Results

### COG Estimates vs. Statewide Estimates

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

## Predicament Matrix - Aggregated COG Estimates

|                         | 2013      | 2023      | Calculus Used (2013) | Calculus Used (2023) | Decade Deltas ( $\Delta$ ) | 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           |           |           |                      |                      | 15164                      | Average needed per Year                             |
| Program Reliant         |           |           |                      |                      |                            | How many are procured by programs vs automatically? |

## Working List of New Mexico Job Procuring Agents

| Area        | Organization                                | Region |
|-------------|---|--------|
| EDD         | New Mexico EDD                              | State  |
| EDP's       | NM Partnership                              | State  |
| EDP's       | New Mexico Rural Alliance                   | State  |
| EDP's       | Western New Mexico University               | State  |
| EDP's       | New Mexico State University                 | State  |
| EDP's       | University of New Mexico                    | State  |
| EDP's       | Department of Tourism                       | State  |
| EDP's       | Department of Agriculture                   | State  |
| EDP's       | Department of Health and Social Services    | State  |
| EDP's       | Department of Energy and Minerals           | State  |
| EDP's       | Los Alamos National Labs                    | State  |
| EDP's       | Sandia National Labs                        | State  |
| EDP's       | Manufacturing Extension Partnership         | State  |
| EDP's       | Technology Ventures Corporation             | State  |
| Pueblo      | Acoma Business Enterprise                   | 1 NW   |
| EDP's       | Canoncito EDC                               | 1 NW   |
| EDP's       | Cibola ED                                   | 1 NW   |
| EDP's       | City of Aztec                               | 1 NW   |
| Main Street | Farmington Downtown, Assoc                  | 1 NW   |
| EDP's       | Four Corners ED                             | 1 NW   |
| Main Street | Grants MainStreet Project                   | 1 NW   |
| EDP's       | Greater Gallup EDC                          | 1 NW   |
| Pueblo      | Laguna Development Corporation              | 1 NW   |
| EDP's       | McKinley County                             | 1 NW   |
| Pueblo      | Navajo Nation                               | 1 NW   |
| COG         | Northwest New Mexico GOG                    | 1 NW   |
| Pueblo      | Pueblo of Acoma                             | 1 NW   |
| Pueblo      | Pueblo of Laguna                            | 1 NW   |
| Pueblo      | Pueblo of Zuni                              | 1 NW   |
| EDP's       | City of Raton ED                            | 2 NC   |
| EDP's       | City of Santa Fe Ec Development             | 2 NC   |
| EDP's       | Colfax County                               | 2 NC   |
| EDP's       | County of Santa Fe Ec Develop               | 2 NC   |
| EDP's       | Greater Espanola Ec Development             | 2 NC   |
| Pueblo      | Jicarilla Apache                            | 2 NC   |
| EDP's       | Las Vegas/San Miguel EDC                    | 2 NC   |
| EDP's       | Los Alamos Co Ec. Development               | 2 NC   |
| Main Street | Los Alamos Commerce & Dev Corp              | 2 NC   |
| Main Street | MainStreet de Las Vegas                     | 2 NC   |
| EDP's       | Mora County ED Committee                    | 2 NC   |
| EDP's       | Mora County Manager                         | 2 NC   |
| Pueblo      | Nambe Pueblo                                | 2 NC   |
| Pueblo      | Navajo Nation Dept of ED                    | 2 NC   |
| Pueblo      | Navajo Nation Eastern RBDO                  | 2 NC   |
| COG         | North Central NMEDD                         | 2 NC   |
| Pueblo      | Okay Owingeh                                | 2 NC   |
| Pueblo      | Picuris Pueblo                              | 2 NC   |
| Pueblo      | Pojoaque Pueblo                             | 2 NC   |
| Main Street | Raton MainStreet                            | 2 NC   |
| EDP's       | Regional Development Corporation New Mexicc | 2 NC   |
| Pueblo      | San Ildefonso Pueblo                        | 2 NC   |
| Pueblo      | Santa Clara Pueblo                          | 2 NC   |

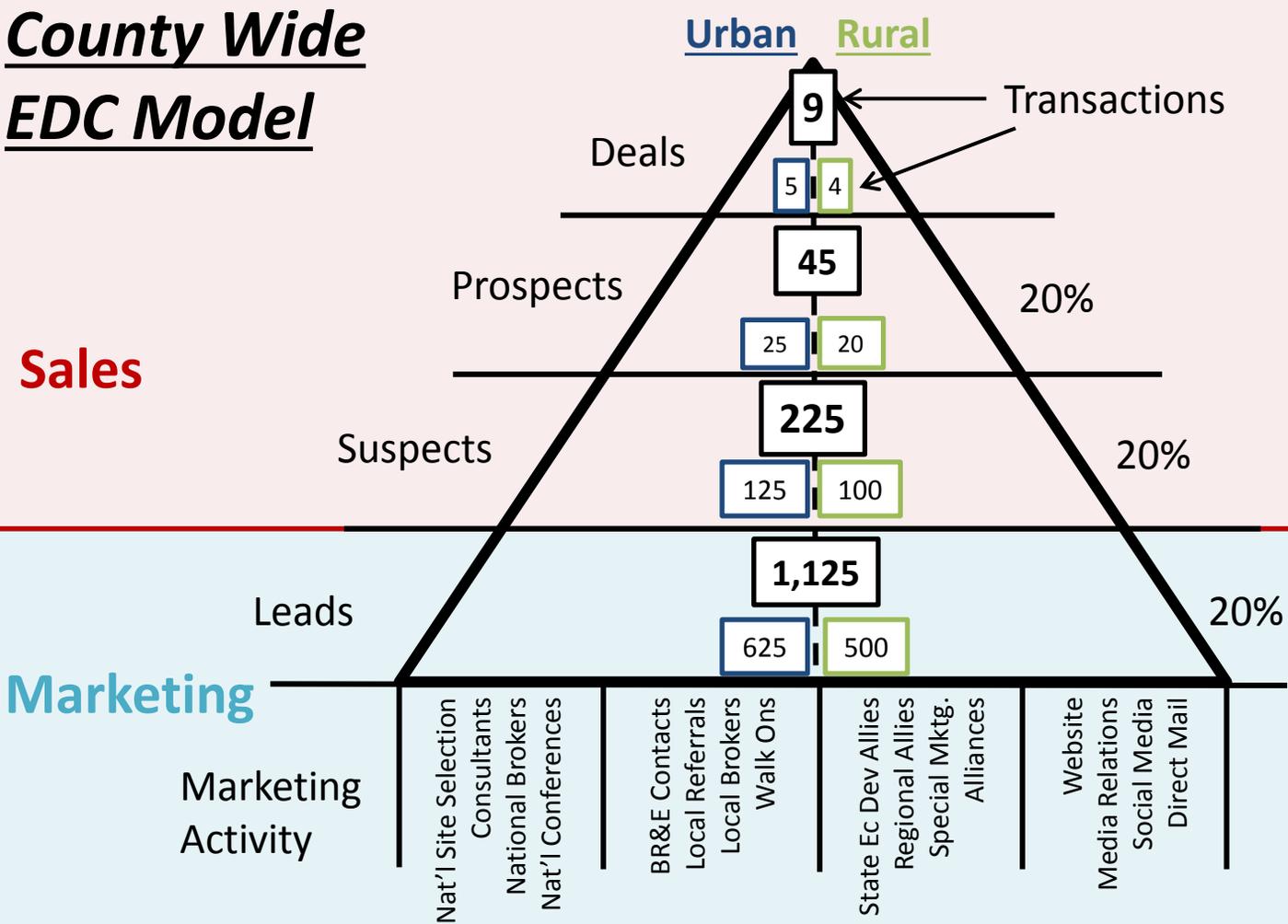
|             |                                       |      |
|-------------|---------------------------------------|------|
| EDP's       | Santa Fe Business Incubator           | 2 NC |
| Pueblo      | Taos Pueblo                           | 2 NC |
| Pueblo      | Tesuque Pueblo                        | 2 NC |
| EDP's       | Town of Red River                     | 2 NC |
| EDP's       | Town of Taos                          | 2 NC |
| EDP's       | Village of Angel Fire Admin/ED        | 2 NC |
| EDP's       | Village of Angel Fire Comm Devel      | 2 NC |
| EDP's       | Village of Questa                     | 2 NC |
| EDP's       | Albuquerque Econ Development          | 3 MR |
| EDP's       | Bernalillo County                     | 3 MR |
| Main Street | Bernalillo MainStreet Project         | 3 MR |
| EDP's       | Bosque Farms Ec Develop Corp          | 3 MR |
| EDP's       | City of Albuquerque Ec Dev Department | 3 MR |
| Pueblo      | Cochiti Pueblo                        | 3 MR |
| Main Street | Corrales MainStreet, Inc              | 3 MR |
| EDP's       | Cuba Regional Ec Develop Org          | 3 MR |
| Main Street | Downtown Action Team MS Project       | 3 MR |
| EDP's       | Estancia Valley Ec Develop Assoc      | 3 MR |
| Pueblo      | Isleta Pueblo                         | 3 MR |
| Pueblo      | Jemez Pueblo                          | 3 MR |
| EDP's       | Los Lunas                             | 3 MR |
| COG         | Mid-Region Council of Governors       | 3 MR |
| EDP's       | PNM                                   | 3 MR |
| EDP's       | Rio Rancho Ec Develop Corp            | 3 MR |
| Pueblo      | San Felipe Pueblo                     | 3 MR |
| Pueblo      | Sandia Pueblo                         | 3 MR |
| EDP's       | Sandoval Co Ec Development Foundation | 3 MR |
| Pueblo      | Santa Ana Pueblo                      | 3 MR |
| Pueblo      | Santo Domingo Pueblo                  | 3 MR |
| EDP's       | Town of Bernalillo                    | 3 MR |
| EDP's       | Town of Estancia                      | 3 MR |
| EDP's       | Village of Corrales                   | 3 MR |
| EDP's       | Village of Encino                     | 3 MR |
| EDP's       | Village of Jemez Springs              | 3 MR |
| EDP's       | Village of Los Lunas                  | 3 MR |
| EDP's       | Village of Los Ranchos de Albuquerque | 3 MR |
| EDP's       | Village of San Ysidro                 | 3 MR |
| EDP's       | Village of Tijeras                    | 3 MR |
| EDP's       | Village of Willard                    | 3 MR |
| Pueblo      | Zia Pueblo                            | 3 MR |
| EDP's       | City of Santa Rosa                    | 4 EP |
| Main Street | Clayton MainStreet                    | 4 EP |
| EDP's       | Clovis Industrial Development Corp    | 4 EP |
| Main Street | Clovis MainStreet                     | 4 EP |
| COG         | Eastern Plains COG                    | 4 EP |
| EDP's       | Fort Sumner Comm Dev Corp             | 4 EP |
| EDP's       | Greater Tucumcari E D C               | 4 EP |
| EDP's       | Harding County                        | 4 EP |
| Main Street | Portales MainStreet Program           | 4 EP |
| EDP's       | Roosevelt County CDC                  | 4 EP |
| Main Street | Santa Rosa MainStreet                 | 4 EP |
| Main Street | Tucumcari MainStreet                  | 4 EP |
| EDP's       | Union Co Econ Development             | 4 EP |
| EDP's       | Catron County ED                      | 5 SW |
| Main Street | Deming MainStreet Project             | 5 SW |

|                    |   |      |
|--------------------|---|------|
| <b>EDP's</b>       | Deming-Luna Co Ec Development             | 5 SW |
| <b>EDP's</b>       | Hidalgo Co Ec Development Corp            | 5 SW |
| <b>Main Street</b> | Silver City MainStreet Project            | 5 SW |
| <b>EDP's</b>       | SilverCity/GrantCounty Ec Dev Corp        | 5 SW |
| <b>COG</b>         | Southwest NM COG                          | 5 SW |
| <b>EDP's</b>       | Town of Silver City                       | 5 SW |
| <b>EDP's</b>       | Artesia EDC                               | 6 SE |
| <b>Main Street</b> | Artesia MainStreet, Inc.                  | 6 SE |
| <b>EDP's</b>       | Carlsbad Dept of Development              | 6 SE |
| <b>Main Street</b> | Carlsbad MainStreet Project               | 6 SE |
| <b>EDP's</b>       | Carrizozo Works                           | 6 SE |
| <b>EDP's</b>       | Chaves Co Dev Foundation                  | 6 SE |
| <b>EDP's</b>       | City of Eunice                            | 6 SE |
| <b>EDP's</b>       | City of Jal                               | 6 SE |
| <b>EDP's</b>       | City of Ruidoso Downs                     | 6 SE |
| <b>EDP's</b>       | Cloudcroft Bus Investment Comm            | 6 SE |
| <b>EDP's</b>       | E D C of Lea County                       | 6 SE |
| <b>EDP's</b>       | Eunice Community Develop Corp             | 6 SE |
| <b>EDP's</b>       | Lovington Ec Development Corp             | 6 SE |
| <b>Main Street</b> | Lovington MainStreet                      | 6 SE |
| <b>Main Street</b> | MainStreet Hobbs, Inc                     | 6 SE |
| <b>Main Street</b> | MainStreet Roswell                        | 6 SE |
| <b>Pueblo</b>      | Mescalero Apache                          | 6 SE |
| <b>EDP's</b>       | Otero Co Ec Development Corp              | 6 SE |
| <b>EDP's</b>       | Ruidoso Ec Develop Committee              | 6 SE |
| <b>COG</b>         | Southeastern NMEDD                        | 6 SE |
| <b>EDP's</b>       | ABED                                      | 7 SC |
| <b>Main Street</b> | Las Cruces Downtown                       | 7 SC |
| <b>EDP's</b>       | LUED Board                                | 7 SC |
| <b>EDP's</b>       | Magdalena Comm Dev Corp                   | 7 SC |
| <b>EDP's</b>       | Mesilla Valley Ec Develop Assoc           | 7 SC |
| <b>EDP's</b>       | Mesilla Valley Economic Development       | 7 SC |
| <b>EDP's</b>       | Sierra County Economic Development        | 7 SC |
| <b>EDP's</b>       | Socorro Co Chamber of Commerce            | 7 SC |
| <b>COG</b>         | South Central COG                         | 7 SC |
| <b>EDP's</b>       | Village of Hatch                          | 7 SC |
| <b>EDP's</b>       | Santa Teresa - Intl. Business Accelerator | 7 SC |
|                    |   |      |

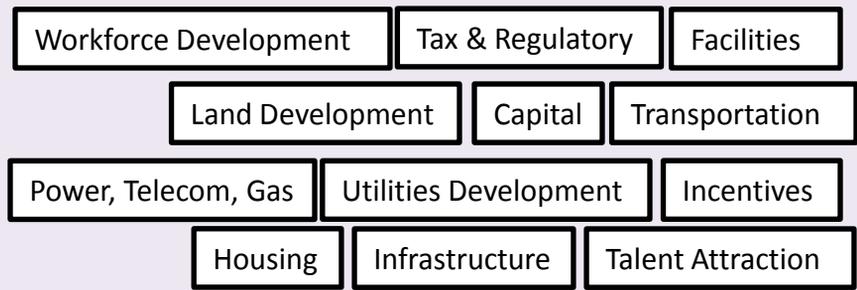
| List of Procuring Agents<br>Leg. Jobs Council Session 5   Silver City, NM   Oct. 9th 9:30am |  |                                       |                           |                                   |                       |                |                     |         |       |         |                 |
|---|--|---------------------------------------|---------------------------|-----------------------------------|-----------------------|----------------|---------------------|---------|-------|---------|-----------------|
| List of General Industry Sectors:   | Sub-Sectors:   | Estimated State 10-Year Job Estimates | Lead Procurement Agencies | Region/Local Procurement Agencies | Factors of Production |                |                     |         |       |         |                 |
|   |  |                                       |                           |                                   | Marketing             | Infrastructure | Land and Facilities | Capital | Labor | Housing | Competitiveness |
| Back Office Services (Call Centers)   | (Call Centers, Sales, Accounting, Procurement, and Payroll Services)   | 25,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Exported Services   | Financial Services<br>Research, Writing, Editing, and Publishing<br>Exported Information Services<br>(Broadcasters, Webmasters, Public Relations, Marketing, Social Media, Tele-Services, Online)<br>Environmental Services<br>Construction Management Services<br>Philanthropic Services  | 15,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Solo - Independent Work   | (Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.)  | 12,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Integrated IT & Cyber (Non-Government)  | (Commercial Transaction Security, Software Engineering, Server Farms, Data Storage, etc)   | 16,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Digital Media   | (Film, TV, Video Gaming & Testing, Modeling & Simulation)  | 9,100                                 |                           |                                   |                       |                |                     |         |       |         |                 |
| Visitor Driven  | (Cultural, Business – Conferences and Meetings, Space, Destination Entertainment, Ecotourism, Retirement Living, Transportation, Hospitality, Gaming, Exported Art and Craft)  | 22,400                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Emerging Technologies (Non-Government)  | (Optics/Photonics, Sensors, Biomedical, Water and Environmental Technologies, Bio-tech, Nano-Tech, Energy, Cyber-security)   | 1,000                                 |                           |                                   |                       |                |                     |         |       |         |                 |
| Manufacturing   | (Construction materials, Equipment, Aircraft Manufacturing and Repair, Electronics, Micro Electronics, Energy, Optics)<br>Transport, Warehouse, and Logistics (Export)   | 15,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Extractives   | Energy and Extraction<br>(Energy Production Facilities, Natural Gas, Coal, Wind, Solar, Geothermal, Biomass, Nuclear, Other)<br>Oil and Gas<br>(Production, Transport, and Refinement)<br>Mining<br>Uranium Processing   | 10,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Agriculture, Food, and Forestry   | (Farming and Ranching, Vineyards & Productions, Production Greenhousing, FS, Processing and Packaging, Value-added Exported Services, Water, Arid Agriculture, Genetics, Food Security)  | 3,000                                 |                           |                                   |                       |                |                     |         |       |         |                 |
| Government  | Federal Government<br>(USFS, Defense, Health and Social Services, Energy, Homeland Security, Education, Interior, Transportation, Commerce, Agriculture, HUD, Treasury, Environment, Justice)<br>Aerospace and Defense<br>(Unmanned Aerial Vehicles, Commercial Space Flight, Aircraft Modification, Aviation)<br>Emerging Technologies (Public)<br>(Federal Labs-related, Research and Development)<br>State Government<br>Federal Government Contract Services<br>(Staff Augmentation, System Integrators) | 8,100                                 |                           |                                   |                       |                |                     |         |       |         |                 |
| Health and Social Services  | (Federal Windfall, Hospitals, Home Health Care, Assisted Living, Dentistry)  | 23,000                                |                           |                                   |                       |                |                     |         |       |         |                 |
| Education Services  | Higher Education   | 2,500                                 |                           |                                   |                       |                |                     |         |       |         |                 |

A procuring agent is defined as an organization or entity directly responsible for job creation in a particular economic base sector or set of sectors. A procuring agent will have job creation as a primary mission and substantial financial and professional resources focused on coordinating one of the following activities: (1) Marketing and Lead Generation, (2) Sales and Deal Structuring, and (3) Product Development and Competitiveness. **List of Procuring Agents:** Economic Development Organizations, Film and Tourism Department, COG's, City, County, State, Innovation, Incubators, Tech Parks, Solo-Work, Main Street, Utility Companies, Brokers, Contractors, Financers

# County Wide EDC Model



## 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

**Worksheet 14 – Sample Working Criteria List  
Legislative Jobs Council Session 5 – Silver City**

Straw criteria for the decision framework:

1. Number of potential economic base job
2. High quality of job sector high wages, eco-friendly, cultural affinity
3. Procuring agent in place and able to scale
4. Measureable, longitudinal and attribution metrics in place
5. Favorable return on investment
6. Low barrier to entry - low factor of production issues
7. Rural or special district impact
8. Competitive advantage - existing and/or future
9. Matches qualifications of surplus regional workforce
10. Achievability high