



NEW MEXICO LEGISLATIVE JOBS COUNCIL FINAL REPORT

DECEMBER 2014

EXECUTIVE SUMMARY

In 2013, the Speaker of the House Ken Martinez and Senate Pro Tem Mary Kay Papen asked the Legislative Council of the New Mexico State Legislature to authorize a new interim legislative committee to focus on developing a framework and a process to help state and local leaders develop clarity and consensus on what it will take to get the state back to full employment by 2024.

The Interim Legislative Jobs Council, referred to herein as the Jobs Council or the Council, is the first legislative committee in state history to include members of the Governor's Cabinet and private sector stakeholders as official committee members.

A return to full employment by 2024 comes down to one simple parameter; create enough new economic base jobs each year to replace those that were lost, plus enough to close the current unemployment gap and support any new population growth.

Economic base jobs are the key to any economic development strategy. They are essential jobs from which the products and services being produced are paid for with revenue from out of state, thereby bringing new money into the economy. For every economic base job created or destroyed, one to two service sector jobs are added or lost.

Recent efforts by state and local leaders have helped spur private sector economic base job creation but it is not enough to replace the economic base jobs lost every year. More must be done if the state is to return to pre-recession employment levels.

Since its inception in June of 2013, the Council and its contract staff have conducted over thirty deliberative sessions around the state where local stakeholders were asked to reach unanimous consensus on four basic questions:

1. How many economic base jobs must the state create in the next ten years to get to full employment by 2024?
2. In which industry sectors would these new jobs likely come?
3. What factor of production gaps or barriers would have to be cured for the new jobs in each sector to materialize?
4. What specific programs, projects and policy changes are indicated and how are they to be accomplished and measured?

EXECUTIVE SUMMARY

In 2014 and 2015 to date, the Council has held six public hearings and conducted sixteen county/region job assessment deliberations around the state to refine the 2013 consensus estimates.

The consensus estimates and findings from these local deliberations have been loaded into an on-line job creation assessment database with a dashboard to display aggregated consensus estimates at the county, region and state level.

*The Jobs Council Dashboard can be found at
<http://nmdashboard.thecelab.org/>*

The first round of consensus deliberations in 2013 determined that the state would have to create 160,000 new economic base jobs to reach full employment by 2024.

During the latest round of consensus deliberations, the economic base job creation number were refined using county level deliberations and resulted in an estimate of 126,682 total jobs, or 12,600 per year for ten years. However, this round included only five of the seven economic districts and 24 of 33 counties representing only 84% of the state's population.

For the planned third round of consensus deliberations of 2015, the contract staff aim to gather the missing data from the nine remaining counties. This data will increase the number of economic base jobs needed from the current partial estimate of 126,682 but will likely still fall below the 2013 number of 160,000.

2014-2015 COUNTY/REGION ASSESSMENT

(with only 24 of 33 counties reporting)

NEW ECONOMIC BASE JOBS NEEDED	TEN YEARS	ANNUAL
To lose the unemployment gap and new population growth	52,818	5,282
To replace attrition	73,864	7,386
Total new economic base jobs needed	126, 682	12,682

NEW ECONOMIC BASE JOBS POTENTIAL	TEN YEARS	ANNUAL
Total number of new economic base jobs that could be created	159,940	15,994

EXECUTIVE SUMMARY

The good news is that the counties and regions that reported in 2014 believe they can create 159,946 new economic base jobs, well above the 126,682 they say they need in the next ten years. That assumes that they receive a reasonable amount of support from their public and private sector stakeholders to solve factor of production barriers.

Participants were also asked to estimate which factor of production gaps, if not cured, would prevent the new economic base jobs in each sector from being created and how many of the estimated new jobs were at risk. The top five factor of production gaps were 1.capital, 2.workforce, 3.bandwidth, 4.tax and regulatory and 5. marketing and sales. Each were estimated to have over 40,000 jobs at risk.

During the six hearings held by the Interim Jobs Council in 2014-2015 forty-one topics were heard and thirteen legislative initiatives were recommended including \$73,000,000 in new appropriations. Of the initiatives advanced by the Jobs Council to date, five have been passed into law including \$ 47,000,000 in appropriations. Most notable of these was the Local Economic Development Act (LEDA) appropriation for \$37,500,000.

Another Council initiative that advanced was the Middle School Physics program, which has the potential to help cure the shortage of technical talent currently constraining job creation in most communities around the state. It passed the house 65-0 but could not get through the Senate this year.

In the 2014 legislative session, a staff augmentation bill, which creates a state matching fund to local job creation programs to hire additional marketing and sales professionals, passed both houses and was signed into law by the governor but did not receive an appropriation.

The most important contribution of the Job Council may turn out to be the process that has been created. For the first time, there is a framework and process in place that brings the clarity, consensus, and accountability to state and local economic development discussions needed to move the state's economy forward.

2014 INTERIM JOBS COUNCIL MEMBERS

VOTING MEMBERS

Rep. W. Ken Martinez, *Co-Chair*
Sen. Mary Kay Papen, *Co-Chair*
Rep. Donald E. Bratton
Rep. Stephanie Garcia Richard
Sen. Phil A. Griego
Sen. Stuart Ingle
Rep. Rick Miera
Rep. Debbie A. Rodella
Sen. Michael S. Sanchez
Sen. Pat Woods

ADVISORY MEMBERS

Sen. William F. Burt
Rep. Mary Helen Garcia
Rep. Patricia A. Lundstrom
Sen. Howie C. Morales
Sen. George K. Munoz
Sen. Steven P. Neville
Sen. Michael Padilla
Sen. John C. Ryan
Rep. Thomas C. Taylor
Rep. Don L. Tripp
Rep. James P. White

EXECUTIVE MEMBERS

Secretary Jon Barela*
Secretary Monique Jacobson*
Secretary Tom Clifford*
Secretary Jose Z. Garcia*
Secretary Celina C. Bussey*

PUBLIC MEMBERS

Ray M. Baca, *New Mexico Building and Construction Trades Council*
Terry Brunner, *USDA*
Beverlee McClure, *ACI*
Alex O. Romero*, *Albuquerque Hispano Chamber of Commerce & NMED Commission Chair*

THE CONTRACT TEAM

Mark Lautman, *Lautman Economic Architecture, LLC*
Steve Howe, *Steven Howe Consulting*
Charles Lehman, *Employment Information Center of NM, LLC*
Tim Karpoff, *Karpoff and Associates*

* *New members*

INTRODUCTION

This report describes the results of two years of work by the Legislative Jobs Council. The Jobs Council was established as a bi-partisan effort to develop a framework/process that would help develop the clarity and consensus needed for a state-wide job creation agenda.

The Jobs Council's formal mission is to determine what it will take to get the state economy back to pre-recession employment levels by 2024.

In its first meeting the Council made several important process decisions that proved to be instrumental:

FIRST

They decided the Council would focus on answering the core assessment questions for any job creation agenda;

1. How many jobs must be created?
2. How many in which economic sectors?
3. What factor of production gaps must be cured in order for those jobs to materialize?
4. What specific programs, projects, policy changes, and initiatives need to be executed to make them happen?

SECOND

They determined that concerted action could only come if a diverse group of engaged public and private stakeholders could reach consensus on what specific actions would be essential to reaching full employment.

INTRODUCTION

During the first year, the Council conducted six full-day work sessions producing a first of its kind assessment framework and process for calculating the job creation needs of the state and unanimous consensus on each of the clarity questions.

The process resulted in broad consensus on:

1. A common language, framework and process for dealing with economic development issues.
2. How many economic base jobs the state and each COG district must create in the next 10 years to be healthy.
3. Which industry sectors these new jobs would most likely come from.
4. Which factor of production gaps would have to be addressed for those new jobs to materialize.

*The final 2013 report can be found at:
http://www.nmlegis.gov/lcs/fileExists/interimreports/JOBS13_2.pdf or www.marklautman.com*

In year two, the 2014-2015 Jobs Council was tasked to pursue the following work:

task 1: Expand Council's membership to include key members of the Governor's Executive Cabinet and private sector constituent groups.

task 2: Develop county level job creation assessments in order to help refine and validate the previous year's conclusions and provide a more nuanced understanding of specific problems and solutions needed to write prescriptive legislation.

task 3: Build an on-line dashboard system to summarize aggregated real-time job assessment data developed at the local, regional and state levels.

task 4: Refine the Council's legislative recommendations for introduction in the 2014-2015 legislative session and identify the critical legislative, executive and constituent support.

TASK 1: EXPAND COUNCIL MEMBERSHIP

The primary changes in the make up of the IJC from 2013 to 2014 include the expansion of council membership to include key cabinet level leadership. Added were Cabinet Secretaries from the Departments of Economic Development, Tourism, Finance and Administration, Workforce Solutions, and Higher Education.

The addition of executive leadership was intended to improve the probability of success of proposed legislation by securing input and obtaining buy-in from those charged with implementation.

In an effort to keep the Council focused on issues and actions that would have a high probability of being passed by a closely divided legislature and implemented by the executive branch and corresponding public and private constituencies, the council adopted a unanimous consensus standard for making decisions.

This expanded structure has, thus far, resulted in unanimous consensus at all stages of the process, including a package of initiated legislative measures for consideration by the 2015 Legislature.

ADVANTAGE OF THIS PROCESS

This process and framework is unique in its ability to move a diverse group of community stakeholders with a range of often conflicting interests and world views through the convoluted and ever changing civic endeavor that economic development has become and emerge with a practical agenda that:

- Results in a common intellectual framework for thinking through, planning and executing a job creation strategy.
- Creates a critical mass of support for concerted action from those who will needed to plan and execute implementation of the strategy.
- Accommodates includes and binds the outlier stakeholder interests now required for job creation strategies to the process and its outcomes.
- Allows consensus to be reached on any of the dozens of data points in the assessment.
- Allows data points to be reviewed and changed at will as understanding becomes more refined or conditions change.
- Creates an assessment needed for planning and conditions for concerted action.
- Creates a framework and a basis for prioritization and decision making.
- Creates a common language and data set for understanding and processing discussions and concerns about job creation.

TASK 2: JOB CREATION ASSESSMENTS

At the conclusion of the 2013-2014 IJC program, the Council formally recognized that the path to economic recovery would require a much higher and sustained level of investment. The Council also realized that the level of understanding required to prescribe actionable job creation recommendations requires much more nuanced assessment that can only be developed from this process being conducted at the local level.

To ensure effective investment and to achieve greater clarity on the state's economic predicament, and to validate the assumptions, the IJC authorized a the contract staff second year to repeat the assessment process utilized by the IJC in 2013, but this time at the county level.

The Contract team, with support from several COGs and local economic and workforce development organizations, conducted sixteen assessment sessions following the same process and methodology utilized by the Jobs Council in year one.

All seven of New Mexico's COGs districts were invited to participate in the 2014-2015 assessment process. Of the seven, five COG district assessments were completed. These completed districts were the Mid-Region, North Central, Northwest, South Central and Eastern Plains. While the Southeast and Southwest regions elected not to participate in the process, the Jobs Council was able to develop consensus estimates for twenty four of New Mexico's thirty-three counties accounting for over 84% of the state's population.

2014 JOBS COUNCIL MEETING SCHEDULE

DATE	MEETING	LOCATION	AGENDA
Jun 10 - Full Day	1st Council meeting*	Santa Fe	Program of Work and New Members
Jun 23 - Full Day	2nd Council Meeting*	Albuquerque	Legislative Agenda Preparation
Aug 7 - Half Day	Mid Region COG**	Albuquerque	Econ 101
Aug 20 - Full Day	Mid region COG**	Albuquerque	Coherence & Predicament
Aug 21 - Full Day	North Central COG**	Okewingeh	Coherence & Predicament
Aug 28 - Full Day	3rd Council Meeting*	Santa Fe	Procurement Reform, Metrics
Sept 15 - Full Day	4th Council Meeting*	Las Cruces	Metrics, Border
Sept 17 - Full Day	Mid Region COG**	Albuquerque	Sectors and Factors of Production
Sept 18 - Full Day	North Central COG**	Santa Fe	Sectors and Factors of Production
Oct 15 - Full Day	Cibola County	Grants	Coherence thru Factors of Production
Oct 16 - Full Day	5th Council meeting*	Santa Fe	Workforce Innovation
Oct 21 - Full Day	Eastern Plains COG**	Tucumcari	Coherence and Predicament
Oct 22 - Full Day	Eastern Plains COG**	Tucumcari	Sectors and Factors of Production
Oct 22 - Full Day	North Central COG**	Tucumcari	Sectors and Factors of Production
Oct 27 - Full Day	South Central Region	Las Cruces	Coherence and Predicament
Nov 3 - Full Day	McKinley County	Gallup	Coherence thru Factors of Production
Nov 6 - Half Day	NMIEDA	Socorro	Legislative Agenda Support
Nov 7 - Half Day	FORUNM	Albuquerque	Review of Process and Methodology
Nov 9 - Half day	South Central Region	Las Cruces	Sectors and Factors of Production
Nov 12 - Full Day	6th Council Meeting*	Santa Fe	Legislative Proposals
Nov 13 - Full Day	North Central COG**	Espanola	Workforce Development

* *The six formal meetings of the Jobs Council*
 ** *County/region level assessment sessions*

FRAMEWORK AND PROCESS

FOCUS ON ECONOMIC BASE JOBS

The council used “economic base” job creation as its primary metric. “Economic base” refers to jobs that yield goods or services that are sold outside of the state or, in the case of some federal jobs, that are mostly paid for by taxpayers in other states. Economic base job creation is the primary goal of most economic development strategies because economic base jobs attract “new” money needed for the state economy to grow. In other words, economic base jobs grow the “economic pie”. It is widely held that one economic base job creates the demand for one to two new service sector jobs.

Each of the 7 COGS were invited and encouraged to lead the process for the counties in their respective districts. The format for the assessment process was a series of full to half-day sessions facilitated by a combination of IJC Contract Team, COG leaders, and others familiar with the process.

OPEN PARTICIPATION

This process requires that a truly diverse group of stakeholders participate in the deliberative sessions and be party to the consensus process. A broad spectrum of stakeholders and subject matter experts who know and care about the region were invited to participate.

Attendees included, but were not limited to:

- Employers - representatives of the region’s economic base and services employers
- HR managers – specifically healthcare and manufacturing
- Economic development organizations
- Directors and Professionals
- Chambers of Commerce
- Workforce Development Professionals
- Education (P-20)
- Social Services
- Home Builders and Residential Developers
- Commercial Developers
- Banks and Financiers
- Utility Providers: power, gas, broadband, water & sewer
- Local Government, professional managers & elected officials, and
- Local Media

FRAMEWORK AND PROCESS

THE CLINICAL CONSENSUS APPROACH

Participants were asked to come up with answers for each assessment question. The process relies on the development of consensus estimates by knowledgeable local stakeholders in place of exhaustive third party research. The process works on the Wisdom of Crowds theory, which holds that a large enough group containing participants that are reasonably familiar and/or educated in the subject at hand, will provide answers with a higher level of accuracy than a single or small group of professional analysts.

For each question, individuals are asked to offer a best guess estimate for the answer, and through dialogue with other participants at their table, reach consensus on a number or a finding. After groups at each table have reached consensus, the question is posed for a plenary discussion where the larger group is asked to reach consensus.

An effort is made to reach unanimous consensus. In cases where unanimity is not reached, the statistical mean of the group's estimates can be used. In each of the 30 deliberative sessions held around the state in the last two years, the participants were able to reach unanimity on every question.

The clinical consensus approach is believed by the Contract Team to provide, not only the greatest accuracy, but the highest level of buy-in by local stakeholders.

It is important to note that all numbers, assumptions, and solutions were provided by the participants, not the Contract Team or analysts.

EXPERT VALIDATION AND REFINEMENT

Once consensus is reached, answers will then be verified and validated by professional analysts. Any estimates deemed unrealistic by the experts are brought back to the group for validation and refinement in what is called a validation-refinement session.

Each of the 7 COGS were invited and encouraged to lead the process for the counties in their respective districts. The format for the assessment process was a series of full to half-day sessions facilitated by a combination of IJC Contract Team, COG leaders, and others familiar with the process.

FRAMEWORK AND PROCESS

INQUIRY LOGIC STRING

The two most important elements of a strategic planning process for economic development are the crafting of the right questions to ask and the order in which they are asked. If the right questions are not asked or if they are asked in the wrong order the process almost always breaks down and fails to deliver the clarity and consensus needed to develop and execute an effective plan.

THINK → PLAN → DO

The process used by the Jobs Council in this case assumes that stakeholder groups in each county and region navigates three sequential steps or phases of deliberation and decision making in order to be successful:

1. The Assessment
2. Strategy and Planning
3. Organization and Implementation

The Assessment phase is the primary focus of the Jobs Council. The Council in its current configuration is an interim legislative committee of the New Mexico State Legislature and is not missioned or staffed to do planning work. There are already multiple organizations and institutions chartered at every level to develop and execute plans.

JOB CREATION ASSESSMENT PROCESS STEPS/SESSIONS

The questions posed during the job creation assessment are divided into five sessions:

1. COHERENCE (*order to the deliberations*)
Establish the goals, process, methodology, theoretical framework and nomenclature to be used to determine actionable economic and workforce development priorities.
2. ECONOMIC PREDICAMENT (*the job growth needs*)
Identify the number of new, economic base jobs that must be created in the next 10 years to remain prosperous.
3. ECONOMIC SECTOR SELECTION: (*best industry sectors for success*)
Create a ranked list of the economic sectors with the highest potential for generating the economic base jobs goal. Estimate the number of economic base jobs to be created in each economic sectors and the average number of transactions required.

FRAMEWORK AND PROCESS

4. FACTORS OF PRODUCTION GAPS (*roadblocks to success*)
Identify the major factor of production gaps that must be overcome, in your region, if the jobs in that sector are to be developed.
5. POLICY AND PROGRAM IMPLICATIONS
Determine what specific programs, projects, policy changes or initiatives are indicated and who should lead them.

SESSION DESCRIPTIONS

SESSION 1: COHERENCE

Each assessment begins with a review of the process and the critical framework parameters needed to narrow the focus and provide the order needed to lead to actionable consensus conclusions. To that end, participants deliberate and affirm a series of Coherence questions.

Unanimous consensus on these questions provides a common intellectual framework, process and nomenclature to keep subsequent deliberations focused and on track. During the county and regional level deliberations, participants were asked to intellectualize and unanimously affirm each of the coherence decisions of the 2013 Council and agree to apply them to their local deliberations. This also helps ensure that the data developed at the local and regional level remains consistent.

Each participating county and region deliberated on and reached unanimous consensus on the following Coherence questions;

1. WHAT IS THE CENTRAL GOAL OF THE IJC?
Develop a framework and a process to help state and local leaders get clarity and consensus on a job creation agenda.
2. WHAT JURISDICTION ARE WE DOING THIS JOB CREATION ASSESSMENT FOR?
In each case, attendees were asked to affirm that they were conducting their deliberations as representatives of a specific county and region of the state of New Mexico.
3. WHAT IS OUR LEVEL OF ASPIRATION?
Utopian greatness, incremental improvement or getting back to some previous level? The primary directive of the IJC is to answer the question “What will it take for the state to get back to recession employment levels by the end of 2024?”

FRAMEWORK AND PROCESS

4. IS THIS AN ASSESSMENT OR A PLAN?

This is only an assessment. An assessment, done right, provides those who must do the planning the framework, the performance metrics and the consensus support they need to do their planning. The dozens of institutions and organizations active in the economic development and their allied agencies are internally tasked to do strategic plans. The IJC does not intend for this assessment process to usurp, replace or compete with their efforts. The IJC intended that this assessment provide the state and its communities a common framework and a platform for reaching consensus.

5. WHAT LEVEL OF INFLUENCE SHOULD WE ASSUME TO HAVE OVER THE RATE OF JOB CREATION IN THE DECADE AHEAD?

Participants agreed to adopt a design or predictive mind set when deliberating on the future of their local economies.

6. WHAT IS THE PRIMARY METRIC: MONEY OR JOBS?

The IJC was formed specifically to focus on job creation. It is important to differentiate a focus one or the other early in the process in order to keep participants who are concerned with tax revenue, new worth, poverty or local business revenue aspirations.

7. WILL PARTICIPANTS FOCUS ON ALL JOBS OR ECONOMIC BASE JOBS?

The council decided to focus on economic base jobs to the state. This decision means that many local economic development projects and programs especially for small rural communities will not be considered germane that may be economic base to the community or region not germane for this process.(economic base jobs defined above.)

8. WILL WE FOCUS ON ALL ECONOMIC BASE SECTORS OR SELECT SECTORS OR PROGRAM AREAS?

The Council decided to focus on all major sectors of economic base activity - with the lone exception of recruiting affluent retirees which was omitted because it did not conform with the council's focus on jobs.

9. WHAT IS THE TIME HORIZON FOR THIS ASSESSMENT?

The Council adopted a 10 year time frame 2014 to 2024 as did each regional and local participant group.

FRAMEWORK AND PROCESS

10. WHAT PROCESS METHODOLOGY AND FRAMEWORK WILL WE USE?

The process steps; 1. Coherence, 2. Predicament, 3. Sector estimates, 4. Factor of production gaps, 5. Prescriptive solutions. The council adopted a clinical consensus methodology that calls for a diverse group of stakeholders to deliberate in a series of workshop sessions to reach consensus estimates on dozens of assessment questions.

11. WHEN DO WE DEAL WITH OTHER ASPECTS OF ECONOMIC DEVELOPMENT?

There is wide range of issues, topics and concerns either critical “factors of production” required for job creation or they are areas of community development that require the community to be successful at job creation if they are to improve. These include; poverty, homelessness, decaying infrastructure, tax revenue, capital formation, income disparity, crime and public safety, school dropout rates, teen pregnancy, low graduation rates, environment, education, workforce development, community development, water, housing, retail development, behavior health, transportation, bandwidth, tax and regulatory issues, real estate development, branding etc... Discussions of these issues are dealt with in the 4th and 5th sessions focused on critical factor of production gaps and the programs, projects, policy changes and initiatives required to cure them.

12. WHO SHOULD PARTICIPATE?

In each session, participants were asked to think about which stakeholders not present or involved should be included.

SESSION 2: ECONOMIC PREDICAMENT

The groups were assembled by county, where able, and were asked to deliberate on a series of Predicament questions. Based on the deliberations, the group provided estimates on current and future population, workforce participation, unemployment rate, the number of economic base jobs needed, and the expected attrition rate of economic base jobs for their respective counties. The objective was to complete a Predicament Matrix in order to determine the total number of economic base jobs needed in their respective regions. Upon completing the matrix, a plenary session commenced to review findings and reach consensus and unanimity on the results.

The Predicament questions were as follows:

1. POPULATION

How many people will be living in your county in ten years?

2. WORKFORCE PARTICIPATION

How many people in your county are currently willing and able to work?

In ten years, how many people in your county will be willing and able to work?

FRAMEWORK AND PROCESS

3. UNEMPLOYMENT RATE
What is your county's current unemployment rate?
4. *What is your county's structural unemployment rate (Full Employment)?* FULL EMPLOYMENT RATE
How many jobs in your county are needed for full employment now?
5. ECONOMIC BASE JOBS RATE
What % of all jobs in the region must be economic base?
6. ECONOMIC BASE ATTRITION NEEDS
How many economic base jobs will you lose in the region over ten years?
7. TOTAL ECONOMIC BASE NEEDS
How many economic base jobs must be created in the region in ten years?
8. ANNUAL ECONOMIC BASE NEEDS
How many economic base jobs in the region need to be created each year?

SESSION 3: ECONOMIC SECTOR ESTIMATES

The group was then assembled by industry sector and asked to deliberate on the following steps:

1. Identify how many jobs could be created in each major economic base sector, given a reasonable amount of public and private support and removable barriers lifted.
2. Identify the number of transactions needed to create the number of new economic base jobs in each sector.

NM JOB CREATION ASSESSMENT MATRIX *see attached*

2013-2014 NM JOB CREATION ASSESSMENT MATRIX

		NM Total	NW Region	Eastern Planes	Mid-Region	NC Region	SE Region	SW Region	SC Region
Growth/Unemployment	(Jobs needed to accommodate population growth and unemployed work force)	52,818	3,245	1,378	32,996	7,445			7,754
Attrition	(Economic Base Jobs leaving the state)	73,864	2,549	3,388	49,767	10,171			7,989
Total E-Base needed	(Sum of Growth/Unemployment and Attrition)	126,682	5,794	4,766	82,763	17,616	-	-	15,743
Annual jobs needed	(Number of jobs needed per year to meet the goal)	12,668	579	477	8,276	1,762			1,547
Total Job Estimate	(Sum of total jobs in every sector for the region)	159,946	6,855	2,330	90,450	26,780	-	-	16,205
Back Office Services	(Call Centers, Sales, Accounting, Procurement, and Payroll Services)	14,363	150	173	12,000	830			720
Exported Services	Financial Services, Research, Writing, Editing, and Publishing, Exported Information Services (Broadcasters, Webmasters, Public Relations, Marketing, Social Media, Tele-Services, Online), Environmental Services, Construction Management Services, Philanthropic Services	10,506	125	21	7,200	1,920			240
Solo-Independent Work	(Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.)	12,160	400	40	8,500	2,130			430
Integrated IT & Cyber (Non-Gov't)	(Commercial Transaction Security, Software Engineering, Server Farms, Data Storage, etc)	6,030	175	15	4,700	870			170
Digital Media	(Film, TV, Video Gaming & Testing, Modeling & Simulation)	11,301	70	16	10,000	810			325
Visitor Driven	(Cultural, Business – Conferences and Meetings, Space, Destination Entertainment, Ecotourism, Retirement Living, Transportation, Hospitality, Gaming, Exported Art and Craft)	20,245	750	445	7,000	7,700			3,000
Emerging Technology (Non-Gov't)	(Optics/Photonics, Sensors, Biomedical, Water and Environmental Technologies, Bio-tech, Nano-Tech, Energy, Cyber-security)	13,255	200	30	10,000	1,230			1,620
Manufacturing	(Construction materials, Equipment, Aircraft Manufacturing and Repair, Electronics, Micro Electronics, Energy, Optics), Transport, Warehouse, and Logistics (Export)	15,108	1,400	433	8,250	560			3,620
Extractives	Energy and Extraction (Energy Production Facilities, Natural Gas, Coal, Wind, Solar, Geothermal, Biomass, Nuclear, Other), Oil and Gas (Production, Transport, and Refinement), Mining, Uranium Processing	14,322	1,500	226	1,500	800			510
Agriculture, Food, & Forestry	(Farming and Ranching, Vineyards & Productions, Production Greenhousing, FS, Processing and Packaging, Value-added Exported Services, Water, Arid Agriculture, Genetics, Food Security)	4,698	575	283	600	2,200			350
Government	Federal Government (USFS, Defense, Health and Social Services, Energy, Homeland Security, Education, Interior, Transportation, Commerce, Agriculture, HUD, Treasury, Environment, Justice), Aerospace and Defense (Unmanned Aerial Vehicles, Commercial Space Flight, Aircraft Modification, Aviation), Public Emerging Technologies (Federal Labs-related, Research and Development), State Government, Federal Government Contract Services (Staff Augmentation, System Integrators)	9,421	200	541	3,400	2,565			1,850
Health & Social Services	(Federal Windfall, Hospitals, Home Health Care, Assisted Living, Dentistry)	26,340	1,150	70	15,800	5,045			3,150
Education Services	Higher Education	2,197	160	37	1,500	120			220
Total Job Estimate	(Sum of total jobs in every sector for the region)	159,946	6,855	2,330	90,450	26,780	-	-	16,205

FRAMEWORK AND PROCESS

SESSION 4: FACTORS OF PRODUCTION GAPS (ROADBLOCKS TO SUCCESS)

The groups were then asked to deliberate on the major missing factors of production, resource gaps or competitiveness issues that must be cured in order for the jobs estimated in each sector to be created. Factors of production include a wide ranging list of capacity and competitiveness categories needed for job creation to take place in a particular region.

Participants were asked to name the top three factor of production gaps threatening the creation of the estimated jobs in each sector. They were also asked to estimate how many of the economic base jobs estimated were at risk.

2014 FACTORS OF PRODUCTION MATRIX *see attached*

TOP FIVE FACTOR OF PRODUCTION GAPS

Capital	48,950	Jobs at Stake
Workforce	46,950	Jobs at Stake
Bandwidth	43,600	Jobs at Stake
Tax & Regulatory	43,350	Jobs at Stake
Marketing and sales	41,000	Jobs at Stake
Land and Building inventory	21,750	Jobs at Stake

2014 FACTORS OF PRODUCTION GAPS MATRIX

General Industry Sectors:		Back Office Services	Exported Services	Solo-Independent Work	Integrated IT & Cyber (Non-Gov't)	Digital Media	Visitor Driven	Emerging Technology (Non-Gov't)	Manufacturing	Extractives	Agriculture, Food, & Forestry	Government	Health & Social Services	Education Services	TOTALS
Total State Jobs	14,323	9,556	11,625	5,705	11,271	19,145	13,380	15,463	5,236	4,258	8,556	25,840	2,092	146,450.00	
Total State Transactions	141	1,022	7,385	402	221	1,412	876	470	181	621	653	701	783	14,868.00	
Capital	720	5,802	565	45	30,048	24,435	18,820	2,113	3,678	7,449	10,200	31,740	926		
Infrastructure: Water & Sewer	0	0	0	0	810	0	0	0	800	2,475	0	0	0		
Infrastructure: Bandwidth and Data Storage	26,260	18,720	7,125	17,070	23,645	5,000	23,740	6,220	0	0	0	9,850	420		
Infrastructure: Transmission	0	0	0	250	0	0	0	0	1,020	0	0	15,800	0		
Infrastructure: Roads & Drainage	0	175	0	0	0	0	0	0	1,500	0	0	0	0		
Infrastructure: Power & Gas	0	0	0	0	0	0	0	0	0	0	0	0	0		
Infrastructure: Public Safety	0	0	0	0	0	0	0	0	0	0	0	0	0		
Transportation	0	240	0	0	0	22,000	0	0	6,700	1,650	0	0	0		
Qualified Workforce	3,586	588	8,580	10,725	10,392	445	6,400	28,209	9,226	4,683	6,612	77,380	704		
Tax and Regulatory Issues	36,830	22,320	2,130	4,400	0	0	30,000	17,620	9,030	1,391	6,465	3,150	220		
Land Inventory	0	0	0	0	0	0	0	0	0	350	0	0	0		
Building Inventory	15,879	350	120	340	16	0	30	38,056	0	2,200	0	5,045	1,500		
Marketing and Lead Generation	0	9,141	18,910	1,370	445	16,700	60	0	0	700	5,250	0	3,785		
Sales and Deal Structuring	0	0	25,500	0	1,620	14,000	0	0	0	0	6,800	0	4,500		
Leadership	2,663	0	0	30	650	32,290	1,230	560	452	1,050	15,468	210	497		
Housing	0	0	430	0	0	0	0	0	0	0	541	11,865	0		

OVERALL TOP SCORES

Sector	FOP	Jobs at Stake
Health and Social Services	Qualified Workforce	25,840
Manufacturing	Building Inventory	15,463
Back Office	Tax and Regulatory	14,323
Total		55,626
% of total jobs		21%

TASK 3: DATABASE AND DASHBOARD

Consensus estimates and findings gathered from each of the county/regional assessment sessions have been entered into a state-wide data base and dashboard system.

This system is designed to receive data and findings from any future validation and refinement sessions held by any county or region in the state. The ability of any county or region to refine or revise their estimates or findings is crucial since economic conditions, opportunities and capacity issues are constantly changing. Developing and imputing key data points from the county and state level deliberations will allow assessments at every level to become current, increasingly accurate and more credible.

In the end, the aggregated real-time data displayed in the data base system will give stakeholders, policymakers and program managers a way to see quantitative job creation needs, opportunities and factor of production issues for every region of the state, every major economic sector and every program theater.

It is important to remember that these entries are only best guessed estimates from the latest deliberation of stakeholders in each county/region. There is no perfect knowledge for predicting or planning any aspect of a state or local economy. A consensus estimate by a local stakeholder group that has thought deeply about these questions and had them then reviewed by experts produces as strong a basis for planning as one will ever find.

TASK 3: DATABASE AND DASHBOARD

New Mexico Job Creation Assessment



Legislative Interim Job Council

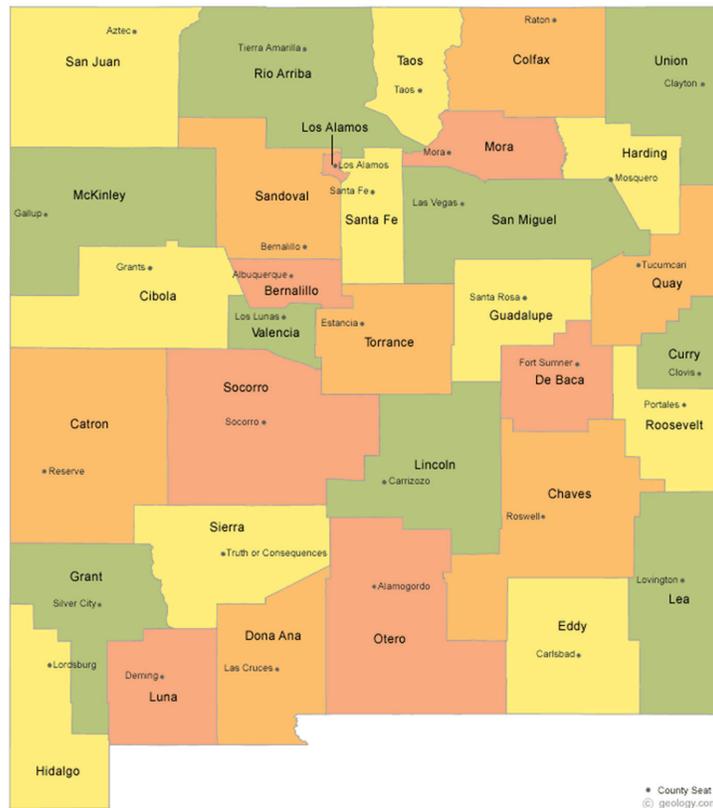
The Interim Jobs Council of the 2013 New Mexico Legislature was formed to:

- Develop a framework for identifying job-creation priorities;
- Ascertain: (1) the estimated number of jobs that would have to be created in order to return to pre-recession employment levels; (2) the economic sectors those jobs could come from; and (3) the regions in the state where they would likely be created; and
- Provide bipartisan consensus on legislative measures that could "move the needle" on job-creation in the next five to seven years.

View data for:

[New Mexico](#)

Or select region/county:



Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

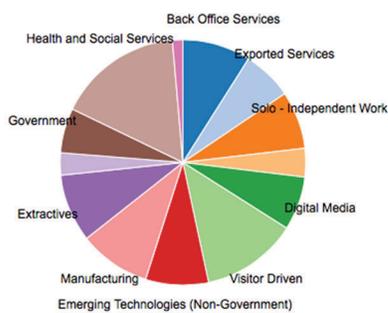
New Mexico Job Creation Assessment



New Mexico Job Creation Potential

See individual regions and counties for collection method and date.

Predicament (2014 - 2024)	
Anticipated Population Growth	241,049
Total Jobs Needed To:	
Support Population Growth	119,754
Close Unemployment Gap	39,789
Total	159,543
Economic Base Jobs Needed For:	
Population Growth and Unemployment Gap	52,818
Anticipated Attrition of Economic Base Jobs	73,864
Total Economic Base Jobs	126,682
Annual	12,668



Sector	Economic Sector Selection		Factor of Production Gaps	Procured Jobs	Remaining Jobs
	Potential Jobs	Transactions			
Back Office Services	14,363	139	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Building Inventory	0	14,363
Exported Services	10,506	1,021	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Marketing and Lead Generation	0	10,506
Solo - Independent Work	12,160	7,260	Sales and Deal Structuring, Marketing and Lead Generation, Qualified Workforce	0	12,160
Integrated IT & Cyber (Non-Government)	6,030	399	Infrastructure: Bandwidth & Data Storage, Qualified Workforce, Marketing and Lead Generation	0	6,030
Digital Media	11,301	219	Capital, Infrastructure: Bandwidth & Data Storage, Qualified Workforce	0	11,301
Visitor Driven	20,245	1,410	Leadership, Capital, Transportation	0	20,245
Emerging Technologies (Non-Government)	13,255	864	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Capital	0	13,255
Manufacturing	15,108	467	Building Inventory, Qualified Workforce, Tax and Regulatory Issues	0	15,108
Extractives	14,322	179	Qualified Workforce, Tax and Regulatory Issues, Transportation	0	14,322
Agriculture, Food, and Forestry	4,698	521	Capital, Qualified Workforce, Infrastructure: Water & Sewer	0	4,698
Government	9,421	653	Leadership, Capital, Qualified Workforce	0	9,421
Health and Social Services	26,340	693	Qualified Workforce, Capital, Infrastructure: Transmission	0	26,340
Education Services	2,197	782	Sales and Deal Structuring, Marketing and Lead Generation, Building Inventory	0	2,197

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

runaa by the new Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

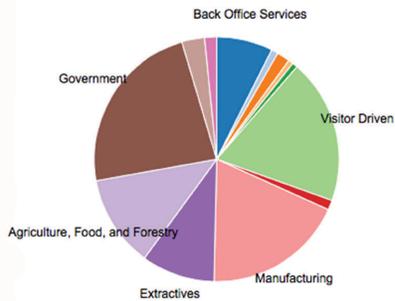
New Mexico Job Creation Assessment



Eastern Plains Job Creation Potential

This data was collected by *Community Assessment* in 2014.

Predicament (2014 - 2024)	
Anticipated Population Growth	6,888
Total Jobs Needed To:	
Support Population Growth	3,125
Close Unemployment Gap	272
Total	3,397
Economic Base Jobs Needed For:	
Population Growth and Unemployment Gap	1,378
Anticipated Attrition of Economic Base Jobs	3,388
Total Economic Base Jobs	4,766
Annual	477



Economic Sector Selection

Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Back Office Services	173	NR	Leadership, Qualified Workforce, Building Inventory	0	173
Exported Services	21	NR	Marketing and Lead Generation, Capital, Qualified Workforce	0	21
Solo - Independent Work	40	NR	Capital, Qualified Workforce, Building Inventory	0	40
Integrated IT & Cyber (Non-Government)	15	NR	Qualified Workforce, Leadership, Capital	0	15
Digital Media	16	NR	Building Inventory, Qualified Workforce, Capital	0	16
Visitor Driven	445	NR	Qualified Workforce, Leadership, Capital	0	445
Emerging Technologies (Non-Government)	30	NR	Building Inventory, Marketing and Lead Generation, Qualified Workforce	0	30
Manufacturing	433	NR	Capital, Building Inventory, Qualified Workforce	0	433
Extractives	226	NR	Qualified Workforce, Leadership, Capital	0	226
Agriculture, Food, and Forestry	283	NR	Qualified Workforce, Tax and Regulatory Issues, Capital	0	283
Government	541	NR	Housing, Qualified Workforce, Leadership	0	541
Health and Social Services	70	NR	Qualified Workforce, Capital, Leadership	0	70
Education Services	37	NR	Leadership, Qualified Workforce, Capital	0	37

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

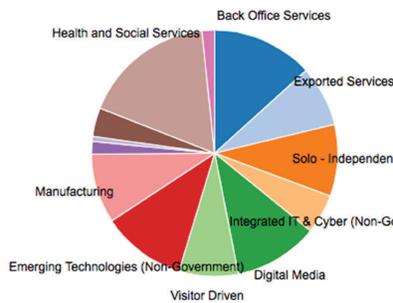


New Mexico Job Creation Assessment

Mid-Region Job Creation Potential

This data was collected by *Community Assessment* in 2014.

Predicament (2014 - 2024)	
Anticipated Population Growth	167,226
Total Jobs Needed To:	
Support Population Growth	78,235
Close Unemployment Gap	17,998
Total	96,233
Economic Base Jobs Needed For:	
Population Growth and Unemployment Gap	32,996
Anticipated Attrition of Economic Base Jobs	49,767
Total Economic Base Jobs	82,763
Annual	8,276



Economic Sector Selection					
Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Back Office Services	12,000	30	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Building Inventory	0	12,000
Exported Services	7,200	400	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Marketing and Lead Generation	0	7,200
Solo - Independent Work	8,500	4,300	Sales and Deal Structuring, Marketing and Lead Generation, Qualified Workforce	0	8,500
Integrated IT & Cyber (Non-Government)	4,700	200	Infrastructure: Bandwidth & Data Storage, Qualified Workforce, Tax and Regulatory Issues	0	4,700
Digital Media	10,000	150	Capital, Infrastructure: Bandwidth & Data Storage, Qualified Workforce	0	10,000
Visitor Driven	7,000	0	Transportation, Sales and Deal Structuring, Leadership	0	7,000
Emerging Technologies (Non-Government)	10,000	600	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Capital	0	10,000
Manufacturing	8,250	300	Building Inventory, Qualified Workforce, Tax and Regulatory Issues	0	8,250
Extractives	1,500	60	Transportation, Capital, Infrastructure: Roads & Drainage	0	1,500
Agriculture, Food, and Forestry	600	0	NR	0	600
Government	3,400	100	Capital, Sales and Deal Structuring, Marketing and Lead Generation	0	3,400
Health and Social Services	15,700	150	Qualified Workforce, Capital, Infrastructure: Transmission	0	15,700
Education Services	1,500	750	Sales and Deal Structuring, Marketing and Lead Generation, Building Inventory	0	1,500

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

New Mexico Job Creation Assessment



Northwest Job Creation Potential

This data was collected by **Community Assessment** in 2014.

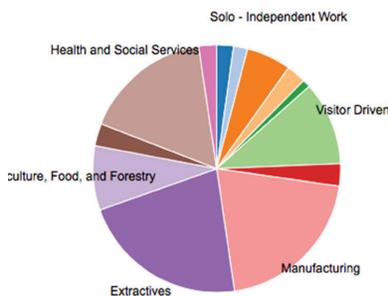
Predicament (2014 - 2024)

Anticipated Population Growth	8,500
Total Jobs Needed To:	
Support Population Growth	7,425
Close Unemployment Gap	1,961
Total	9,386

Economic Base Jobs Needed For:

Population Growth and Unemployment Gap	3,245
Anticipated Attrition of Economic Base Jobs	2,549
Total Economic Base Jobs	5,794
Annual	579

Data for San Juan County is not available yet.



Economic Sector Selection

Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Back Office Services	150	NR	0	150	
Exported Services	125	NR	0	125	
Solo - Independent Work	400	NR	0	400	
Integrated IT & Cyber (Non-Government)	175	NR	0	175	
Digital Media	70	2	0	70	
Visitor Driven	750	NR	0	750	
Emerging Technologies (Non-Government)	200	NR	0	200	
Manufacturing	1,400	NR	0	1,400	
Extractives	1,500	NR	0	1,500	
Agriculture, Food, and Forestry	575	NR	0	575	
Government	200	NR	0	200	
Health and Social Services	1,150	NR	0	1,150	
Education Services	160	NR	0	160	

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

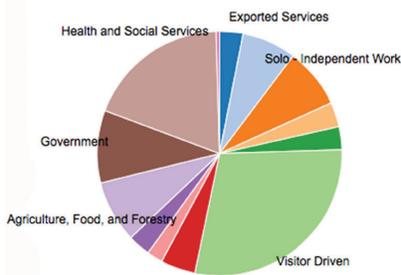


New Mexico Job Creation Assessment

North-Central Job Creation Potential

This data was collected by *Community Assessment* in 2014.

Predicament (2014 - 2024)	
Anticipated Population Growth	23,101
Total Jobs Needed To:	
Support Population Growth	14,595
Close Unemployment Gap	5,677
Total	20,272
Economic Base Jobs Needed For:	
Population Growth and Unemployment Gap	7,445
Anticipated Attrition of Economic Base Jobs	10,171
Total Economic Base Jobs	17,616
Annual	1,762



Economic Sector Selection					
Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Back Office Services	830	103	Leadership, Infrastructure: Bandwidth & Data Storage, Tax and Regulatory Issues	0	830
Exported Services	1,920	540	Capital, Infrastructure: Bandwidth & Data Storage, Marketing and Lead Generation	0	1,920
Solo - Independent Work	2,130	2,130	Infrastructure: Bandwidth & Data Storage, Qualified Workforce,	0	2,130
Integrated IT & Cyber (Non-Government)	870	163	Infrastructure: Bandwidth & Data Storage, Qualified Workforce, Marketing and Lead Generation	0	870
Digital Media	810	52	Infrastructure: Bandwidth & Data Storage, Sales and Deal Structuring, Infrastructure: Water & Sewer	0	810
Visitor Driven	7,700	770	Capital, Leadership, Marketing and Lead Generation	0	7,700
Emerging Technologies (Non-Government)	1,230	122	Qualified Workforce, Capital, Leadership	0	1,230
Manufacturing	560	50	Capital, Tax and Regulatory Issues, Leadership	0	560
Extractives	800	77	Qualified Workforce, Tax and Regulatory Issues, Infrastructure: Water & Sewer	0	800
Agriculture, Food, and Forestry	2,200	484	Capital, Qualified Workforce, Building Inventory	0	2,200
Government	2,565	105	Leadership, Qualified Workforce, Tax and Regulatory Issues	0	2,565
Health and Social Services	5,045	258	Qualified Workforce, Housing, Building Inventory	0	5,045
Education Services	120	15	Capital, Leadership, Marketing and Lead Generation	0	120

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

New Mexico Job Creation Assessment



Southeast Job Creation Potential

Predicament (2014 - 2024)		Economic Sector Selection					
		Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Anticipated Population Growth	0	Back Office Services		NR		0	
Total Jobs Needed To:		Exported Services		NR		0	
Support Population Growth	0	Solo - Independent Work		NR		0	
Close Unemployment Gap	0	Integrated IT & Cyber (Non-Government)		NR		0	
Total	0	Digital Media		NR		0	
Economic Base Jobs Needed For:		Visitor Driven		NR		0	
Population Growth and Unemployment Gap	NR	Emerging Technologies (Non-Government)		NR		0	
Anticipated Attrition of Economic Base Jobs	NR	Manufacturing		NR		0	
Total Economic Base Jobs	NR	Extractives		NR		0	
Annual	NR	Agriculture, Food, and Forestry		NR		0	
		Government		NR		0	
		Health and Social Services		NR		0	
		Education Services		NR		0	

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

New Mexico Job Creation Assessment



Southwest Job Creation Potential

Predicament (2014 - 2024)		Economic Sector Selection					
		Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Anticipated Population Growth	0	Back Office Services		NR		0	
Total Jobs Needed To:		Exported Services		NR		0	
Support Population Growth	0	Solo - Independent Work		NR		0	
Close Unemployment Gap	0	Integrated IT & Cyber (Non-Government)		NR		0	
Total	0	Digital Media		NR		0	
Economic Base Jobs Needed For:		Visitor Driven		NR		0	
Population Growth and Unemployment Gap	NR	Emerging Technologies (Non-Government)		NR		0	
Anticipated Attrition of Economic Base Jobs	NR	Manufacturing		NR		0	
Total Economic Base Jobs	NR	Extractives		NR		0	
Annual	NR	Agriculture, Food, and Forestry		NR		0	
		Government		NR		0	
		Health and Social Services		NR		0	
		Education Services		NR		0	

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 3: DATABASE AND DASHBOARD

New Mexico Job Creation Assessment



South-Central Job Creation Potential

This data was collected by **Community Assessment** in 2014.

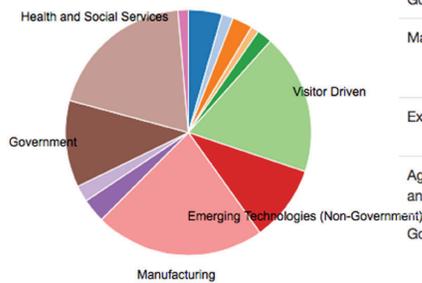
Predicament (2014 - 2024)

Anticipated Population Growth	35,334
Total Jobs Needed To:	
Support Population Growth	16,374
Close Unemployment Gap	13,881
Total	30,255

Economic Base Jobs Needed For:

Population Growth and Unemployment Gap	7,754
Anticipated Attrition of Economic Base Jobs	7,989
Total Economic Base Jobs	15,743
Annual	1,574

Data for Socorro County is not available yet.



Economic Sector Selection

Sector	Potential Jobs	Transactions	Factor of Production Gaps	Procured Jobs	Remaining Jobs
Back Office Services	720	5	Building Inventory, Qualified Workforce, Capital	0	720
Exported Services	240	65	Tax and Regulatory Issues, Infrastructure: Bandwidth & Data Storage, Transportation	0	240
Solo - Independent Work	430	430	Infrastructure: Bandwidth & Data Storage, Marketing and Lead Generation, Housing	0	430
Integrated IT & Cyber (Non-Government)	170	19	Infrastructure: Bandwidth & Data Storage, Building Inventory, Qualified Workforce	0	170
Digital Media	325	15	Infrastructure: Bandwidth & Data Storage, Leadership, Marketing and Lead Generation	0	325
Visitor Driven	3,000	600	Leadership, Marketing and Lead Generation, Infrastructure: Bandwidth & Data Storage	0	3,000
Emerging Technologies (Non-Government)	1,620	102	Capital, Infrastructure: Bandwidth & Data Storage, Qualified Workforce	0	1,620
Manufacturing	3,620	72	Qualified Workforce, Building Inventory, Infrastructure: Bandwidth & Data Storage	0	3,620
Extractives	510	13	Tax and Regulatory Issues, Infrastructure: Transmission,	0	510
Agriculture, Food, and Forestry	350	14	Leadership, Marketing and Lead Generation, Land Inventory	0	350
Government	1,850	440	Leadership, Tax and Regulatory Issues, Marketing and Lead Generation	0	1,850
Health and Social Services	3,150	220	Qualified Workforce, Infrastructure: Bandwidth & Data Storage, Tax and Regulatory Issues	0	3,150
Education Services	220	5	Marketing and Lead Generation, Capital, Tax and Regulatory Issues	0	220

* NR (Not Reported) indicates that the county or region has not provided the appropriate data yet

Funded by the New Mexico Legislature

TASK 4: REFINE LEGISLATIVE RECOMMENDATIONS

INITIATED LEGISLATIVE MEASURES FOR THE 2015 SESSION

It is important to point out here that the legislative recommendations produced by Council at this point in the process should not be presented as a job creation strategy or plan. The unanimous recommendations of the Council first two years are merely a first cut or test of the process. Much more work is required at the local/regional level before a comprehensive agenda can begin to take form.

The following is a summary of the recommendations of the 2014 Legislative Jobs Council. These recommendations were derived from a series of measures proposed and approved by the 2013 Council designed to improve the factors of production and improve the overall economic development ecosystem in the state to aid in job creation efforts.

2014 LEGISLATIVE RECOMMENDATIONS DIGEST *see attached*

Using the 2013 measures as a framework, the 2014 Council deliberated in a series of public meetings, which included expert testimony on each subject, and unanimously approved thirteen legislative initiatives.

It must be noted that the intent of these initiatives is to serve as a “first cut” for planning and funding discussions, and do not represent a comprehensive economic development agenda. These initiatives reflect priorities for planning but are not the plan itself.

The basis for all discussion throughout the assessment process was the premise of “Think. Plan. Do.” The activities engaged in by the 2014 Council represents the “Think” stage of the overall process. Due to the advance timing and preparation required to obtain approval and subsequent legislative funding for initiatives, and in order to formalize planning priorities and begin in earnest the necessary economic recovery, it was decided that some activities that would normally come after planning, were to be addressed immediately. In other words, in order to maintain momentum, it was decided to bypass “Plan” and move directly to “Do” for a few vital measures.

However, for long term success and sustainability of efforts, the “Plan” component must not be ignored. The efforts by the 2014 assessment process and the initiated legislation represent merely the groundwork for a long-term, comprehensive, economic recovery plan.

2014 LEGISLATIVE RECOMMENDATIONS DIGEST

INITIATIVE	DESCRIPTION / PURPOSE	LEGISLATION	OUTCOME
<p>Local Economic Development Act funding \$50 million nonreverting appropriation</p>	<p>Increase scale of closing resources for major economic base job creation projects Increase funding of the existing LEDA program to keep New Mexico competitive in terms of available closing funds to land major economic development projects. Current funding of LEDA at \$15 million falls significantly short of similar programs in New Mexico's competitor states of Arizona, Texas, and California, leaving the state at a distinct disadvantage. The recommended funds will continue to be administered through the existing LEDA program and can only be used for buildings, land, and infrastructure, and only for qualified jobs.</p>	<p>HB 312; SB 160</p>	<p>Both bills died in committee.</p> <p>Measure partially enacted as a special appropriation in HB 2:</p> <ul style="list-style-type: none"> • \$37.5 million for spending in FY 2015 and FY 2016; • \$27 million from the General Fund; • \$10.5 million from the NMFA's portion of unobligated FY 2015 GGR rev. • At least \$2.5 million for rural areas; • Reporting to the LFC and DFA required; • Partial veto ("quarterly" struck from reporting requirement) • Nonreverting <p>Provision in HB 2 extends through FY 2016 spending FY 2015 \$10 million appropriation to FY 2016.</p>
<p>Job Training Incentive Program funding \$12 million nonreverting appropriation</p>	<p>Expand the scope of the existing training program; Enhance current on-the-job training programs for newly hired New Mexico residents to better supply the needs of the target sectors of the New Mexico economy. The existing JTIP program has been successful in training 1,000 workers whose resulting average wages were double that of the average entry-level wages of New Mexico workers (\$9.22 for entry-level compared to \$17.32-\$24.14 for JTIP trained workers).</p>	<p>HB 309; SB 164</p>	<p>Both bills died in committee.</p> <p>Measure partially enacted in HB 2 as:</p> <ul style="list-style-type: none"> • a special appropriation of \$5.5 million for spending in FY 2015 and FY 2016. • \$2 million in recurring funding.

<p>New Mexico Partnership funding \$2 million appropriation</p>	<p><i>Increase marketing and case management for major economic base job creation projects. Provide additional funding of the New Mexico Economic Development Corporation (New Mexico Partnership) in order to increase marketing and business development of the state to attract and expand additional economic base employers. It is recommended the Partnership receive funding through the New Mexico Economic Development Department to improve the Partnership's multifaceted marketing program, which has been developed and carried out in a cooperative effort with community and regional economic development organizations throughout the state.</i></p>	<p>HB 306; SB 166</p>	<p>Both bills died in committee.</p> <p>Measure partially enacted as a special appropriation in HB 2:</p> <ul style="list-style-type: none"> • \$1.18 million.
<p>Co-op advertising/market ing funding \$2 million appropriation</p>	<p><i>Re-build the pipeline of prospective economic base job creation project opportunities. Funds the New Mexico Economic Development Department to match regional and local efforts to generate qualified economic base business leads for target industries. Administered through the Certified Cities Program, any community with a viable strategy and procuring agent for generating economic base jobs is eligible for matching funds.</i></p>	<p>HB 305; SB 163</p>	<p>Both bills died in committee.</p>
<p>Solo work program Establish program and \$500,000 appropriation</p>	<p><i>Develop a new statewide program approach for creating economic base job. Establishes a new economic base job creation program focused on solo and independent workers. The matching fund would be used to create a minimum of two local pilot programs, one rural and one urban or suburban. Solo and independent work, aside from being one of the fastest growing sectors in the New Mexico economy, may be the only opportunity available to many of the state's rural communities to create economic base jobs.</i></p>	<p>HB 450; SB 530</p>	<p>Both bills died in committee.</p>

<p>NMSU STEM program funding \$475,000 appropriation</p>	<p>Support a STEM entrepreneurship and diversity outreach and retention program</p>	<p>HB 60</p>	<p>Died in committee.</p>
<p>Middle school physics pilot program Establish program and \$250,000 appropriation</p>	<p>Better prepare students for the future New Mexico workforce. The bill appropriates \$250,000 to fund a pilot for a middle school physics program developed by See the Change USA a 501 (c) (3) to conduct a three-year pilot program in five of the poorest performing middle schools around the state. The program requires a one time \$50,000 fee for the curriculum modules and teacher training. This program will assist New Mexico communities in helping them produce local workforce with the skillsets needed to sustain their economies in the future.</p>	<p>HB 310; SB 161</p>	<p>HB 310 passed the House and died in the Senate. SB 161 died in committee.</p>
<p>Work force gap analysis funding \$125,000 appropriation</p>	<p>Analyze statewide workforce needs Conduct analysis of current and future workforce needs through the study of job openings, employer surveys and focus groups, WorkKeys and O*Net data, as well as from data in available forecasting models. Workforce being the key factor of production in advancing New Mexico's economy, understanding of areas of worker and skill shortages will be vital.</p>	<p>HB 311; SB 162</p>	<p>Both bills died in committee.</p>
<p>WorkKeys program funding \$35,000 appropriation</p>	<p>Allow high school graduation test requirements in mathematics and reading to be alternatively met by satisfactory completion of the ACT WorkKeys basic skills assessment system</p>	<p>HB 308; SB 157</p>	<p>Both bills died in committee.</p>

<p>Broadband infrastructure needs and solutions funding \$300,000 appropriation</p>	<p><i>Identify technology gap. Conduct a comprehensive study and report on available assets, capabilities and gaps, design and engineering needs, gap solutions, necessary funding sources, etc., needed to erase the competitive disadvantage of current broadband inadequacies across the state.</i></p>	<p>HB 304; SB 165</p>	<p>Both bills died in committee.</p>
<p>Tourism Department marketing funding \$3.5 million appropriation</p>	<p><i>Expand the marketing and promotion of New Mexico as a tourism destination</i></p>	<p>HB 307; SB 166</p>	<p>Both bills died in committee. Measure partially enacted in HB 2 as \$1.5 million more in the department's recurring appropriation than in the prior fiscal year. (total: \$10.1 million)</p>
<p>Economic Development Grant Fund finding \$4.5 million appropriation for FYs 2016-18</p>	<p><i>Fund provides matching state grant funds to regional and local economic development organizations to hire professionals to expand job creation in their area</i></p>	<p>HB 313; SB 167</p>	<p>Both bills died in committee.</p>

TASK 4: REFINE LEGISLATIVE RECOMMENDATIONS

DECISION MAKING CRITERIA

As in 2013, the 2014 Council utilized the following criteria for choosing and recommending the proposed initiatives:

1. Does it move the needle on job creation?
2. How many economic base jobs are at stake?
3. Is there a special impact on a local community?
4. Is it needed to survive or is it a stabilizing measure?
5. What will be the return on investment?
6. Accountability: Is there a proven program and procuring agent in place with clear targets and realistic performance metrics.
7. What other resources are being leveraged, such as matching local or private investment?
8. How soon does it move the needle on economic base job creation?

In addition to considering the above guidelines, prior to recommendation, the Council determined that each initiative must also possess the following:

1. Unanimous approval of the public and private members of the Council.
2. A private sector constituency willing to support the initiative through the legislative process.
3. Support of the Cabinet member who's department will be charged with executing the legislative initiative.
4. Formal sponsorship from legislative leaders from both parties in both chambers of the legislature including leaders of their respective finance committees.

CONCLUSION

The state of New Mexico is well on its way to having a credible framework and process in place for thinking through and sorting out job creation priorities at the state, regional and local levels.

If the Jobs Council played a role in passing significant job creation legislation last year, it was because a politically and geographically diverse group of Council members were able to see a quantifiable causal connection between the number of new economic base jobs they agreed must be created each year, and the number of new jobs that would be directly enabled by the proposed legislation.

It is important to point out though, that the assessment work and legislative proposals developed through the Jobs Council process to date, do not come close to constituting a comprehensive statewide job creation plan that can do the job.

Reaching consensus on 1) how many economic base jobs one needs to create, 2) which economic sectors they could come from and 3) the specific factor of production issues that must be addressed is important work. But it is not a plan - and plans are not action.

For this process to have an impact on getting the state back to pre-recession employment levels by 2024, the energy from county and regional level consensus assessments must translate into actionable plans with practical performance metrics. And then they still have to be implemented.