

SANDOVAL COUNTY ECONOMIC DEVELOPMENT BUSINESS ASSESSMENT AND STRATEGY

**November
2013**

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STAKEHOLDERS

Government: County Government, NMEDD (Tourism, DWS), Local Governments (Rio Rancho, Bernalillo, Corrales, Jemez Springs, San Ysidro, Cuba, the Pueblos, etc), NM Department of Tourism, Lodger's Tax Advisory Board, Congressional and NM Legislature Delegation, MRCOG

Education: UNM, CNM, Rio Rancho, Bernalillo, and Cuba Schools

Business: The Chambers of Commerce, the EDC's, employers, SBDC, ACCION

Agriculture: The Nature Conservatory, NM Parks, Valles Caldera, U.S. Forest Service, USDA

Health: Nacimientto Community Foundation, Hospitals, PMS/Checkerboard Area Health System

Other: NMSU Cooperative Extension Services, Highway Department, Banks, WESST, PNM/NM Gas Co, Step Into Cuba, NM Bed/Breakfast Association, Convention & Visitor's Bureau, NM State Aviation, NM Aviation Aerospace Association, Bernalillo/Corrales Main Street

ECONOMIC DEVELOPMENT

Economic Development is a notoriously unwieldy subject. Even economists and economic development professionals cannot agree on a common operational definition. It means different things to different people and varies wildly from community to community. In current public policy vernacular, the term is used to cover virtually any issue or concern that contributes to or detracts from the quality of life in a particular place.

The scope of this report is limited to the single, most vital part of the County's economy – the economic base. Program elements often included in regional economic development strategies, such as supplier development and retail recruiting, were ignored in this process. Retail recruitment and supplier development programs are futile when the economic base and incomes in a region are contracting.

If long term economic base growth can be restored by the end of the decade, the region will likely have to expand the scope of its strategic economic development efforts to include a suite of talent attraction program efforts.

EXECUTIVE SUMMARY

Sandoval County is at a crossroads. In the last decade, the County's household incomes dropped over 22%. In just the last five years, the County's urbanizing communities lost over a third of their economic base jobs. The economic picture in rural parts of the County are even worse. Recession, drought and a succession of forest fire seasons devastated farming, ranching and tourism and threatened the long term economic and social viability of those communities.

Returning the county to economic stability by 2023 will require the creation of 10,000 or more economic base jobs. County-wide, the program apparatus for job creation is wholly inadequate to deal with the great challenges and opportunities ahead.

Incredibly so, as the need for new job creation across the county grows more desperate, private and public investment in economic development has plunged, leaving the region lacking the required land inventory, infrastructure, capital resources and program assets to systematically create new jobs. There are several significant opportunities on the economic horizon, but these jobs have virtually no chance of being created without strategic systematic support.

Unless the basic recommendations in this strategy are implemented with some urgency, the County's communities, households, businesses and institutions will almost certainly have to endure another, even more debilitating, decade of economic decline.

SUMMARY RECOMMENDATIONS

This strategy recommends that the County, its communities, institutions and private sector business stakeholders unify around 4 broad initiatives:

- Convene a County-wide discussion to understand the economic challenges and opportunities facing the County and unify the County's diverse public and private stakeholder interests around a job creation strategy.
- Establish a new County-wide public-private EDC re-missioned, funded and staffed to manage the marketing, site selection, deal structuring and capacity building activities related to the retention, expansion and recruiting of economic base employers.
- Develop a suite of special program efforts to stabilize the economic base of the County's rural corridors.
- Development of an Urban New Era Program Platform to help create and implement the new program initiatives critical for competing in this new era.

PROCESS AND TASKS

This planning effort centers on 5 tasks:

- Develop a process that helps both public and private stakeholders throughout Sandoval County think through, clarify and unify a comprehensive economic development strategy.
- Understand the economic development predicament of the County's rural and urbanizing communities; specifically the minimum number of economic base jobs needed for economic stability.
- Determine the most promising economic sectors for creation of needed jobs
- Understand where the target jobs and transactions would likely go and any local gaps in factors of production: sites, infrastructure, workforce, capital, etc .
- Recommend a spectrum of program initiatives, organizational structures and roles the County and others might play in the strategy's implementation.

SCOPE

While this process was funded and directed by the Sandoval County Government, it is important to note that the scope of the planning effort extended beyond those economic development activities for which the County might take a lead or major supporting role.

Since most of the economic development program efforts across the county are interdependent and require high levels of coordination between jurisdictions, the planning effort needed to be comprehensive and inclusive if it wanted to be useful.

The frank assessments and recommendations iterated in this report should not be interpreted by other jurisdictions or organizations as an ambition by County Government to take over economic development programming.

The recommendations are meant to give county leaders and management an honest picture of what a County-wide economic development strategy would need to look like and their role in the strategy.

THE PLANNING PROCESS

1. Coherence

What are we trying to do with this exercise and why?

Agree on approach, nomenclature and process?

2. Predicament

How many new economic base jobs are needed for prosperity?

What are the consequences of inaction?

3. Economic Sector Selection

Which employment sectors?

How many transactions will be required?

4. Geographic Location and Capacity Gaps

Where will the jobs likely be created?

What capacity gaps must be addressed?

5. Program Development

What program approaches are indicated?

What is the County's role in each?

KEY PROCESS ASSUMPTIONS

Primary program metric: *Economic base jobs*

Time frame: *Mid term 3-5-10*

Program ambition: *Strategic-predictive*

Economic sector scope: *All economic base sectors and innovations*

Geographic segmentation: *One urbanizing corridor and 3 rural corridors*

Population growth scenario: *1.5%/year*

Workforce % of population: *43%*

Economic base ratio: *35%*

Economic base jobs attrition rate: *30%*

Sandoval County Predicament Matrix

	2013	2023	Calculus Used (2013)	Calculus Used (2023)	Decade Deltas (Δ)	Descriptions
Population Growth	135,558	155,892		15%	20,334	Change in New Population
Workforce Participation	58,290	67,033	43%	43%	8,743	Change in Jobs for Population Growth
Unemployment Rate	5,246	2,681	9%	4%	2,565	Jobs to reach Goal Unemployment Rate
Employment Rate	53,044	64,352	91%	96%	11,308	Total Jobs Needed at Goal Employment Rate
E-base Jobs Rate	18,565	22,523	35%	35%	3,958	E-base needed for full employment
E-base Attrition Rate		6,757		30%	6,757	To replace E-base jobs lost
Total E-base Needs					10,715	Total E-base jobs needed
Annual E-base					1071	Average needed per Year
Program Reliant				70%	750 / 321	How many are procured by programs vs automatically?
Urban/Rural					964 / 107	Program Procured Urban/Rural

ECONOMIC BASE SECTOR SELECTION CRITERIA

High Impact - Important

- But for
- High multiplier
- Critical for one community
- Move the needle 3-5 years

Quality - Desirable

- Environmental impact
- Market growth potential
- Resistance to foreign competition

Achievable, Accountable, ROI

- Environmental impact
- Market growth potential
- Resistance to foreign competition

Economic Base Sector Goals

Sandoval County Overall

<u>Potential Sectors</u>	<u>Jobs/FTEs</u>	<u>Transactions</u>	<u>Urban</u>	<u>Urban Transactions</u>	<u>Rural</u>	<u>Rural Transactions</u>
1. Back Office and Tele-Services	3,500	20	3,500	20		
2. Health and Social Services	2,500	35	2,200	20	300	15
3. Manufacturing	2,500	10	2,500	10		
4. Solo - Independent Work*	800	800	700	700	100	100
5. Agriculture	600	6			600	6
6. Integrated IT & Cyber	200	5	200	5		
7. Digital Media	200	5	200	5		
8. Energy and Extractives	250	3	200	1	50	2
9. Visitor Driven	100	4			100	4
10. Transport and Warehouse	150	12	100	2	50	10
Total	10,000	100	8,900	63	1,100	37
*Solo-Independent Work does not factor into the total number						

Sandoval County Jobs and Transactions Needed

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

Sandoval County Geographic Regions

Sandoval County New Mexico Landuse Map

Cuba/North 550

Population: 2,592

Jobs: 350 (16)

Sectors: Forest, Health,
Extractives

Tourism, Transit Service

**Total Sandoval
Unincorporated
Population : 7,651**

Jemez Valley

Population: 3,285

Jobs: 450 (18)

Sectors: Forest, Health,
Extractives

Tourism, Transit Service

North I-25

Population: 6,958

Jobs: 300 (14)

Sectors: Forest, Health,
Extractives

Tourism, Transit Service

Urbanizing

Population: 107,794

Jobs: 8,900 (50)

Sectors: Back Office and
Tele-Service, Health and
Social Services,
Manufacturing

Municipalities

Sandoval_County_Municipalities_2012

Tribal Land

Canoncito	1484 Acres
Cochiti	46961 Acres
Jemez	89374 Acres
Jicarilla Apache	135988 Acres
Laguna	81891 Acres
Navajo	83213 Acres
San Felipe	48219 Acres
San Ildefonso	491 Acres
Sandia	19561 Acres
Santa Ana	65141 Acres
Santa Clara	15466 Acres
Santo Domingo	64402 Acres
Zia	121524 Acres
San Felipe/Santa Ana	697 Acres
San Felipe/Santo Domingo	790 Acres



RURAL / URBAN SEGMENTATION

<u>Corridor</u>	<u>Population</u>	<u>Jobs</u>	<u>Transactions</u>
Sandoval County Total	128,280		
Rural	20,486 (16% of total)		
North 550 Corridor	2,592	350	16
Jemez Valley Corridor	3,285	450	18
North I-25 Corridor	6,958	300	14
Urban	107,794 (84% of total)		
Urbanizing	107,784	8,900	50
<i>Incorporated Entity Total</i>	<i>120,629</i>		
<i>Unincorporated Population Total</i>	<i>7,651</i>		
<i>*Data Compiled from ACS 2011 5-Year Estimate</i>			

NORTH 550 CORRIDOR (CUBA)

<u>Corridor</u>	<u>Population</u>	<u>Entities</u>	<u>Sector Opportunities</u>	<u>Jobs/Transactions</u>	<u>Critical Gaps</u>
North 550 (Cuba)	2,592*	Cuba, La Jara, Regina, Torreon, San Luis, Zia Pueblo, Counselor	Forest, Health, Extractives Tourism, Transit Service	350/16	Water, Infrastructure, Facilities, Transportation Services
	<i>*Data Compiled from ACS 2011 5- Year Estimate</i>				

JEMEZ VALLEY CORRIDOR (VALLES CALDERA)

<u>Corridor</u>	<u>Population</u>	<u>Entities</u>	<u>Sector Opportunities</u>	<u>Jobs/Transactions</u>	<u>Critical Gaps</u>
Jemez Valley	3,285*	San Ysidro, Jemez Pueblo, Jemez Springs, La Cueva, Ponderosa, Canon	Forest, Health, Extractives Tourism, Travel Service	450/18	Water, Infrastructure, Facilities, Transportation Services
	<i>*Data Compiled from ACS 2011 5-Year Estimate</i>				

NORTH I-25 CORRIDOR

<u>Corridor</u>	<u>Population</u>	<u>Entities</u>	<u>Sector Opportunities</u>	<u>Jobs/Transactions</u>	<u>Critical Gaps</u>
North I-25	6,958*	Algodones, San Felipe Pueblo, Cochiti Lake, Cochiti, Santa Domingo Pueblo, Pena Blanca, Budaghers	Forest, Health, Extractives Tourism, Transit Service	300/14	Water, Infrastructure, Facilities, Transportation Services
	<i>*Data Compiled from ACS 2011 5-Year Estimate</i>				

URBANIZING COMMUNITIES

<u>Corridor</u>	<u>Population</u>	<u>Entities</u>	<u>Sector Opportunities</u>	<u>Jobs/Transactions</u>	<u>Critical Gaps</u>
Urbanizing	107,794*	Rio Rancho, Corrales, Bernalillo, Placitas, Santa Ana Pueblo, Pueblo of Sandia Village, La Madera	Back Office and Tele-Service, Health and Social Services, Manufacturing	8,900/50	Land Inventory, Workforce, \$, Capital
	<i>*Data Compiled from ACS 2011 5-Year Estimate</i>				

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

KEY FINDINGS

- The county has lost a third of its economic base over the past five years.
- Rural areas of the County are on the brink of becoming economically and socially unviable.
- Sandoval County must create over 10,000 new economic base jobs by 2023 to avoid a second decade of economic and social decline.
- Neighboring metro area economies are not likely to generate enough new jobs to help.
- There are economic base sector opportunities on the horizon, but they will require higher levels of leadership, planning, investment and program capability.
- Economic Development is a new game – more complicated, expensive and leadership intensive.
- The County lacks the physical inventory, the business climate and the program assets to compete for the jobs that will be needed.
- Public and private commitment for economic development has evaporated – in effect dismantling the region's economic development apparatus.
- The collapse of the housing market has had a major impact on Sandoval County employment.
- The leadership corps in almost every community is rapidly aging and conspicuously short of young leaders.

Organizational Platforms

Employer Development County-Wide EDC

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

Rural Special Programs

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

Urban New-Era Programs

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

Sandoval County Phase Matrix

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

* This matrix should be attached as a separate document for reading purposes

1.1-3 ECONOMIC BASE EMPLOYER DEVELOPMENT (COUNTY WIDE EDC)

Description: Program efforts are focused on recruiting, retaining and expanding economic base employers. Serves as the region's lead on research, inventory development, business climate improvement, marketing, sales and deal structuring activities related to helping economic base employers create or retain jobs.

Economic Base Sectors: Back office, Healthcare, Manufacturing, Integrated IT, Digital Media, Energy and Extractives, Agriculture, Transport and Warehousing

Job Creation Goal: 10,000

Corridor Focus: Urban and Rural

Organizational Recommendation: Conduct an urban and rural economic base employer under an expanded performance driven, county wide, public-private, Economic Development Corporation staffed with at-risk professionals.

Staffing: 7-12

Budget: \$875,000 minimum

Funding Mix: \$175,000 City of Rio Rancho, \$75,000 from other cities and municipalities, \$100,000 Sandoval County, \$525,000 private sector

Implementation steps: Issue a formal RFP with the program's mission, metrics and funding mix recommendations based on proportional matches from Rio Rancho and the private sector.

COUNTY WIDE EDC

RECRUITING, EXPANSION AND RETENTION

RURAL AND URBAN

Economic Development Corporation					
<i>Past and Present RREDC Funding</i>			<i>County Wide EDC Finances - Needed</i>		
	<i>Previous</i>	<i>Present</i>		<i>Needed</i>	<i>Gap</i>
City	\$155,000	0		\$175,000	\$175,000
Other Urban and Rural Communities	0	0		\$75,000	\$75,000
County	\$75,000	\$25,000		\$100,000	\$75,000
Private	\$420,000	\$216,000		\$525,000	\$309,000
Total Budget	\$650,000	\$241,000		\$875,000	\$634,000

2.1 INNOVATION TO ENTERPRISE INCUBATOR (EL ZOCALO)

Description: Program efforts are focused on the creation of new economic base jobs by causing the formation of new enterprises. Serves as the county-wide lead for systematically increasing the rate and quality of new economic base enterprises being formed. Program activities fall into three areas: 1.) increasing the rate and quality of ideas, innovation and intellectual property that can be converted into an economic base job creating enterprise, 2.) the conversion of ideas into viable enterprises and 3.) positioning those new enterprises to scale up in the county.

Economic Base Sectors: Healthcare, Manufacturing, Integrated IT and Cyber, Tourism

Job Creation Goal: 1000

Corridor focus: Urban and Rural

Organization Lead: El Zocalo (Sandoval County) – Contract with an existing incubator program such as WESST or the Santa Fe Incubator to provide start up services during a two year pilot phase.

Staffing: 1

Budget: \$100,000

Funding Mix: \$100,000 Sandoval County

Implementation steps: Issue a formal RFP for contract incubation services with the program's mission, metrics and funding mix recommendations based on proportional matches from the state, federal grants and the private sector institutions.

2.2 AGRICULTURE – RESTORATION

Description: Climate wise, New Mexico is one of the least risk averse states in the United States. New Mexico does not see tornadoes, earthquakes, hurricanes, torrential rain, etc. Although, during the hot summer months, wildfires plague the landscape and New Mexico's forests burn to the ground. A restoration initiative would thin the forests and allow these wildfires to spread less rapidly and in turn, become easier to control.

Economic Base Sectors: Agriculture and Forest Services

Job Creation Goal: 300

Corridor focus: Rural

Organization Lead: Sandoval County

Staffing: 1

Budget: \$50,000

Funding Mix: Federal, State, and County

Implementation steps: The County would form and partially fund a restoration and small wood development group consisting of local (Santa Fe) national forest service personnel leaders, Valles Caldera, New Mexico Agricultural extension service, affected rural community leaders and regional financial institutions and business interests.

2.3 AGRICULTURE - GREENHOUSES

Description: Growers in Canada have identified a specific area of New Mexico as the most effective place to grow vine grown vegetables in the United States. A square surrounding Albuquerque, including Sandoval County, contains a special combination of climactic factors including sunshine, altitude, and humidity. This area has a comparative advantage over other places, specifically Canada, due to the consistent sunshine. Growers would be able to produce throughout the whole year, instead of solely during the summer or spring. As well, the low humidity means that growers will not have to worry about pests or other insects that inhibit vegetable growth.

Economic Sectors: Greenhouses

Job Creation Goal: 300

Corridor focus: Rural

Organization Lead: EDC

Staffing: 1

Budget: \$50,000

Funding Mix: Federal, State, and County

Implementation steps: Build a greenhouse program team within a re-missioned EDC, engage initial prospective growers from Canada, and then survey the County for suitable sites and supportive communities.

2.4 VISITOR DRIVEN – DESTINATION TOURISM

Description: Program efforts are focused on creating and preserving economic base jobs derived from goods and services sold to non-County residents. There is a focus on those coming to the county for destination purposes including meetings and conventions, recreation, entertainment, cultural activities, short-term education and business

Economic Base Sectors: Tourism

Job Creation Goal: 100

Corridor Focus: Rural

Organization Lead: Sandoval County

Partners: New Visitor Association, Sandoval County Chamber of Commerce,

Staffing: 2: Project Coordinator, Marketing and Promotion Coordinator

Budget: \$250,000

Funding Mix: \$100,000 County, \$50,000 Rural Communities, \$50,000 Private Sector, \$50,000 state and grants

Implementation steps: Form a Sandoval County Visitor Development Association to help Sandoval County craft and Issue a RFP with the program's mission, metrics and funding mix recommendations based on proportional matches.

2.5 VISITOR DRIVEN - TRANSIT SERVICES

Description: This program is designed to accommodate the increased tourism traffic. This would be accommodated through the development of travel centers, service centers, rail stops, and even an airport.

Economic Base Sectors: Transit, Airport

Job Creation Goal: 50

Corridor focus: Rural

Organization Lead: Sandoval County

Staffing: Existing County Staff

Budget: Existing County Budget

Funding Mix: County and City Funding

Implementation steps: Collaboration with the new Sandoval County Visitor Development Association. Research traffic patterns after new Destination Tourism establishments have been developed or implemented to find the most effective locations for transit driven services.

2.6 SOLO WORK PILOT

Description: Program efforts are focused on creating and expanding economic base jobs among independent or home-based workers.

Economic Base Sectors: Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.

Job Creation Goal: 800

Corridor focus: Urban and Rural

Organizational Approach: Begin with a pilot program in a joint venture with the El Zocalo incubator initiative. Split the program off later and proliferate throughout the county.

Partners: SBDC, Workforce Solutions, CNM, State of NM

Staffing: 1

Budget: \$200,000 pilot > \$300,000

Funding Mix: \$25,000 Sandoval County, \$25,000 Private Sector

Implementation steps: Issue a formal RFP with the program's mission, metrics and funding mix recommendations based on proportional matches from Rio Rancho and the private sector.

2.7 WORKER DIRECTED PILOT

Description: The program focuses on recruiting, assessing and matriculating county residents who are willing, able and qualified to do specific kinds of work into a talent pool that would be used to target economic base employers. The program elements include: 1.) recruiting and assessing of program candidates, 2.) WorkKeys testing and any remedial training and 3.) a placement program where economic development professionals match, target and market program participants to specific employers and 4.) post placement support services to manage program success metrics .

Economic Base Sectors: Healthcare, Energy and Extraction, Warehouse and Transportation, Tourism Services

Job Creation Goal: 200

Corridor focus: Rural Corridors

Organization Lead: Sandoval County

Staffing: 3

Budget: \$100,000 pilot, \$250,000 at full operation

Funding Mix: \$50,000 Sandoval County, Workforce Boards, Foundations, Educational institutions

Implementation steps: Issue a formal RFP with the program's mission, metrics and funding mix recommendations based on proportional matches from .

3.1 HEALTH AND SOCIAL SERVICES INITIATIVE (COMPLEX)

Description: Develop a Health and Human Services Complex at Rio Rancho's City Center to provide New Mexico and surrounding states with a platform from which to provide the education, training, innovation and enterprise development that will be need to respond to the rapid expansion of demand for health and social services in the decades ahead.

Economic Base Sectors: Healthcare and Social Services

Job Creation Goal: 2,500

Corridor focus: Urban

Organization Lead: County-wide EDC

Staffing: 1

Budget: TBD

Funding Mix: Private sector and County

Implementation steps: Leverage existing resources of two new hospitals in Sandoval County. Study the service gaps in the state and determine through recruitment to fill those gaps. Further, through collaboration with the hospitals and national laboratories, encourage the expansion and innovation of the newest technologies in healthcare.

3.2 VISITOR DRIVEN - URBAN DESTINATION TOURISM

Description: The visitor driven sector includes value added activities provided to non-residents traveling through the county and those visiting a destination in the county for entertainment, recreation, education, cultural enrichment, leisure or business. This sector is considered any economic activity that occurs as a result of transit or destination visits from people and organizations from outside the region. This includes but is not limited to sporting events, destination attractions such as theme parks, casinos, museums, recreational, leisure, and conference hotels and facilities, etc. It also includes the full range of services deployed for out of region transit traffic.

Economic Base Sectors: Tourism and Transit Services

Job Creation Goal: 50

Corridor focus: Urban

Organization Lead: Sandoval County

Staffing: 1

Budget: TBD

Funding Mix: \$100,000 Sandoval County

Implementation steps: Build on existing relationships with the state and communities within the county to highlight the must see parts of the county. Encourage the creation of a sports, entertainment, and extreme/active visitor experiences.

3.3 INNOVATION & ENTERPRISE ACCELERATOR

Description: Phase 2 development under the Urban New Era Program Platform. Accelerator program designed to accelerate the growth of existing small to medium size businesses in Sandoval County. The accelerator has three main purposes: (1) attempt to convert local service businesses into e base exporters by getting them to expand their marketing and service territories outside the state, (2) place where the community would diagnose what kind of businesses it needs to either round out services to prevent leakage, and (3) identify local services and amenities required to make the community attractive to talent.

Economic Base Sectors: Cyber/IT, Digital Media, Health, Social Services, Back Office

Job Creation Goal: TBD

Corridor focus: Urban

Organization Lead: County-wide EDC

Staffing: 1

Budget: TBD

Funding Mix: Private, state, and county

Implementation Steps: Work collaboratively with existing Sandoval County, small to medium, businesses to create a digital support community, perhaps co-housed, in one of their facilities that would work from mid-school through college to encourage the development of a workforce and entrepreneurial opportunities for business growth.

3.4 TALENT ATTRACTION

Talent attraction is, simultaneously, Sandoval County's biggest long term threat and its greatest potential advantage .

Design and develop an Integrated Talent and Advancement Program (ITAP) that progressively elevates and integrates the community's civic program efforts:

- Economic Development includes endeavors related directly to growing the local economy.
- Community Development endeavors make the community a more interesting and appealing place for residents and visitors.
- Talent Attraction includes actions related to improving local employers ability to recruit, retain and integrate qualified workers.

SANDOVAL COUNTY GOVERNMENT ROLES

Leadership

Lead Convener: County-wide Agenda and Strategy Development

Program Development and Implementation

- **Program Lead**
 - Sole source - in house or subcontracted
 - Lead with partner support
- **Program Supporter**
- **Program Initiation**
 - To lead
 - To spinoff and support
 - To self funding/self managing spinoff

SUMMARY RECOMMENDATIONS

This strategy recommends that the County, its communities, institutions, and private sector business stakeholders unify around 4 broad initiatives:

- Convene a County-wide discussion to understand the economic challenges and opportunities facing the county and unify the County's diverse public and private stakeholder interests around a job creation strategy.
- Establish a new County-wide public-private EDC re-missioned, funded and staffed to manage the marketing, site selection, deal structuring, and capacity building activities related to the retention, expansion and recruitment of economic base employers.
- Develop a suite of special program efforts to stabilize the economic base of the County's rural corridors.
- Development of an Urban New Era Program Platform to help create and implement the new program initiatives critical for competing in this new era.

NEXT STEPS: PROCESS



NEXT STEPS:

FINALIZING PART 1

- Process inputs from Commissioners
- Final edit to draft
- Get sign off on the final copy
- Publish the strategy

NEXT STEPS:

COMMUNITY AND STAKEHOLDER ENGAGEMENT

- Schedule a series of informative community and stakeholder briefings
 - Community and Stakeholder Meetings
 - Cuba/North 550
 - Jemez Valley
 - North I-25
 - Urbanizing
 - First Phase Program Stakeholders
 - RREDC
 - Chamber of Commerce Boards
 - Rural Stakeholders
 - Municipal Governments
 - Business Owners

NEXT STEPS:

ORGANIZATIONAL PLANNING

- Develop operational plans for each module
 - County-wide EDC
 - Rural Special Programs (El Zocalo)
 - Urban New Era Programs

NEXT STEPS: IMPLEMENTATION

Gantt Chart: Implementation												
	2013				2014				2015			
Program Module	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1 Marketing and Lead Generation												
1.2 Sales and Completion Activities												
1.3 Product Development and Competitiveness												
1.4 Organization Development												
2.1 Innovation > Enterprise Incubator (El Zocalo)												
2.2 Agriculture: Restoration												
2.3 Agriculture: Greenhouses												
2.4 Visitor Driven: Destination Tourism												
2.5 Visitor Driven: Transit Services												
2.6 Solo Work Pilot												
2.7 Worker Directed Pilot												
3.1 Health and Social Services Initiative (Complex)												
3.2 Visitor Driven: Urban Destination Tourism												
3.3 Innovation & Enterprise Acceleration												
3.4 Talent Attraction												