



New Mexico Economic Development Strategic Plan Implementation Review, Protocols, & Operation

June 30, 2022

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Table of Contents

INTRODUCTION	1
SUMMARY	3
RECOMMENDATIONS	8
SET FORCE & SEAC COORDINATION	9
PROTOCOLS	12
METRICS FOR WEBSITE	15
EQUITY FRAMEWORK	15
Draft: Equitable Economic Development Guiding Principles	18
SAMPLE EQUITY ASSESSMENT WORKSHEET	19
STATE PLAN ASSESSMENT	23
PRIORITIES & ACTIONS	24
Priority Drafts	25
Strategy 1: Collaborative New Mexico Modernize New Mexico’s Economic Development Ecosystem	25
Strategy 2: Dynamic New Mexico Strengthen New Mexico’s Communities	31
Strategy 3: Skilled New Mexico Reimagine Education, Training, & Workforce Development	37
Strategy 4: Inclusive New Mexico Promote Equity through Economic Justice	42
Strategy 5: Innovative New Mexico Fuel High Quality Homegrown Innovation	49
Strategy 6: Resilient New Mexico Diversify New Mexico’s Economy by Growing Target Industries	54
Action Outlines	76
REPORT CARD FRAMEWORK	77
COMMUNITY IMPLEMENTATION	79
Strategy Review	80
Plug Into Planning Work	80
Incentives for Adoption	81
Direct Organizational Support	81
Priority Specific Support	81
Assessment & Metrics Tracking	81
STATE PLAN INFORMATION COLLECTION	83

STATE PLAN UPDATE	103
PLAN UPDATES	104
Assessment	104
Updates:	104
Actions:	104
Alignment	104
Updates:	104
Actions:	105
Action	105
Updates:	105
Action:	105
EDITING PLAN	106
URANIUM MITIGATION TARGET INDUSTRY	106

INTRODUCTION

The New Mexico Economic Development Department completed their state economic development strategic plan entitled *Empower and Collaborate - New Mexico's Economic Path Forward* in October 2021. On April 5, 2021 the Governor signed SB112 which created the Sustainable Economy Task Force (SET Force) and the Sustainable Economy Advisory Council (SEAC) both tasked with creating and implementing a strategic plan to transition the state away from reliance on natural resource extraction. Both SET Force and SEAC are administratively attached to the state economic development department.

In April 2022 the New Mexico Economic Development Department released a Call for Proposals entitled : NM State Comprehensive Economic Development Strategy (State Plan) Development and Coordination seeking a contractor to assist the department in organizing and activating the various bodies charged with implementing the strategic plan. On May 4, 2022 HatchForm was awarded a contract with the following scope of work:

Sustainable Economy Task Force and Sustainable Economic Advisory Council Coordination:

- Assist the Sustainable Economy Task Force (SET Force) and Sustainable Economic Advisory Council (SEAC) Chairs to develop administrative protocols for respective meetings (scheduling, setting, and posting agenda, taking minutes, helping to manage communication internally and externally)
- Help Economic Development Department (EDD) identify priorities and an action plan with a timeline for SET Force/SEAC
- Compile and organize stakeholders, other relevant work and planning documents (e.g. Climate Change Task Force, Clean Energy Workforce Development Study)
- Advise EDD of strategy regarding what information should be displayed publicly on website
- Advise SEAC Chair regarding an equity framework, drawing from existing models like the Governor's Climate Change Task Force Equity Principles

State Plan Assessment:

- Identify and compile EDD priorities/actions from the State Plan
- In collaboration with EDD, develop report card framework and methodology for progress tracking
- Develop implementation framework for communities

State Plan Information Collection:

- Compile plan and strategy to engage organizations and stakeholders representing underserved populations, rural and tribal entities to gather input and feedback regarding the state plan.
- Continue to work with EDD and stakeholders to gather input and information to determine the need for updates and changes. Ensure engagement of overly burdened communities/disproportionately impacted communities through focus groups, interviews and surveys that include language access and interpretation. Additionally, ensure all regions of the state and Tribal Communities are represented. Feedback channels could include the following: interviews, roundtables, surveys.
- Other factors to consider:
 - o Maintain database of stakeholders to be interviewed

o The information-gathering shall be coordinated with all interested parties at the regional and state level and guided by EDD in consultation with the SET Force/SEAC and Council of Governments (COGs). The information collected will be made available to EDD, its partner organizations, and the public.

State Plan Update:

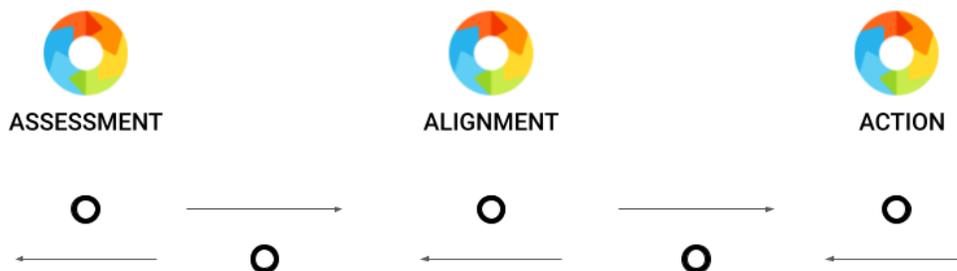
- Develop strategy on state plan update implementation.
- Compile feedback and information for editing the state plan document.
- Include uranium mine clean up as a targeted industry, as per HB164

The following report is presented in fulfillment of HatchForm's contract with the New Mexico Economic Development Department and the outlined scope of work.

SUMMARY

An overarching implementation model was designed for this project that outlines the roles, responsibilities, and relationships that the New Mexico Economic Development Department, the Sustainable Economy Task Force, and the Sustainable Economy Advisory Council all have to one another and to the tasks of implementing the priorities and recommendations contained in the economic development strategic plan. The model outlines an iterative process divided into three stages: Assessment, Alignment, and Action. All of the bodies involved in the implementation of the plan have separate but complementary roles in each stage of the model.

ITERATIVE PROCESS



ASSESSMENT: At this stage metrics are collected by NMEDD (API, dashboard, research, etc.), SET Force (government level) and by SEAC (community level) for projects/action items in progress. The assessment process can take place through a survey distributed to all the organizations and departments involved in a project or action item linked to a priority in the plan. It can also take place in person, over the phone, or over zoom. The important part of this stage is the collection of information on the progress of implementation. An exercise was done with three staff members of NMEDD examining the recommendations made in the plan for Strategy 4: Inclusive New Mexico - Promote Equity through Economic Justice. Each staff member was asked to indicate, in their knowledge and experience, if work had been completed, is currently in process, work is planned to start soon, or this action/recommendation will not be implemented. Another choice of: *is important but work has not started yet* was recommended for inclusion in the survey. The results of this survey were very interesting and even led to learning that one recommendation had essentially been completed without NMEDD being notified.

ALIGNMENT: At this stage NMEDD, SET Force, and SEAC take information gathered from the assessments and work together to design and organize efforts that will lead to implementation. SEAC formed working groups play a critical role in this stage analyzing assessment information from the state government level along with the local, tribal, and community level. SET Force members join the working groups to inform their work and learn what is happening on the ground. New projects and action items are designed to further achieve stated outcomes and new techniques for collecting metrics are crafted. Equity principles drafted by SEAC and adopted by SET Force are the basis for planning work and

developing action items. Initiate comprehensive community outreach and engagement efforts to learn how different actions will fit within existing work and what organization or individual will lead them.

ACTION: NMEDD works within the department and with COGS and other economic development stakeholders across the state; SET Force works at the government administration and leadership level with other cabinet secretaries and directors; and SEAC works at the tribal and community level with leaders and community directed organizations involved in implementation efforts. Data and metrics flow to NMEDD to compile and report. SET Force monitors efforts from within the state government and SEAC monitors efforts from community focused organizations. Information on both is freely available during working group meetings.

In this model actions are worked on continuously and what is learned during their implementation is incorporated into the next wave of action recommendations. This model allows the implementation of the strategic plan to be flexible and iterative while also maintaining a structure that can be used by NMEDD, SET Force, and SEAC to achieve meaningful outcomes for the state. All of the information contained in later sections of this report are designed to be plugged into this model.

ASSESSMENT [July 1, 2022 to August 31, 2022]

recommendations (action items/steps) in the plan are reviewed by SET Force and NMEDD to determine if they have been completed, are in progress, are in the work queue, are important but will not be started in the next 6 months, or will not be implemented at all. SEAC members review the recommendations and provide input on any local initiatives/programs that are in progress or are being planned. recommendations completed or in progress shared with interim committees.



SEAC

- review strategic plan recommendations - specifically ones impacting their community, area, organization, etc.
- provide input on the status of the recommendations
- provide information to EDD about recommendations that have been completed or are currently in the workflow



SET Force

- review strategic plan recommendations highlighting the ones where their departments/divisions/agencies are leads or partners
- provide input on the status of the recommendations
- provide information to EDD about recommendations that have been completed or are currently in the workflow



NMEDD

- develop survey instrument for priorities & recommendations
- administer internally, to SET Force and to SEAC
- gather results and analyse
- create list of recommendations that have been completed - work internally and with SEAC & SET Force to gather information/data
- create list of recommendations that will not be implemented - note why and shelve for future consideration
- create list of recommendations that are important and/or in progress and divide by strategy - recommendations in inclusive NM and resilient NM worked on first per input from SEAC & SET Force

ALIGNMENT

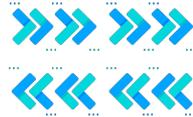
[September 1, 2022 to December 31, 2022]

viable recommendations under key strategies (inclusive NM & resilient NM) are the foundation for working groups formed by SEAC and supported by SET Force members. priority drafts and action outlines completed by working groups. communities impacted by or involved with action implementation consulted with and engaged during the process. policy recommendations created and used for department/agency budget requests during the legislative session



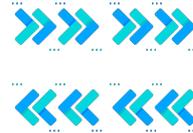
NMEDD

- support SEAC in the development of priority drafts and action outlines based on survey input
- support SEAC in the development of equity principles for the implementation work
- support SEAC working groups on priorities and recommendations pertaining directly to NMEDD



SEAC

- draft equity principles
- form working groups based on recommendations - start with inclusive NM and resilient NM
- work on priority drafts and action outlines for recommendations
- community engagement campaign targeting implementation efforts



SET Force

- vote to approve equity principles or send back for more deliberation
- assign members to join working groups based on position and expertise
- provide input and feedback to SEAC, their departments, NMEDD, and SET Force



ACTION

[January 1, 2023 to June 30, 2023]

metrics collected by NMEDD (API, dashboard, research, etc.), SET Force (government level) and by SEAC (community level) for projects/action items in progress. work with organizations, agencies, departments, community leaders, etc. to mitigate implementation challenges. work with legislature on funding and other programmatic support. measure effectiveness of actions and develop new priorities and actions to fill gaps and address newly identified needs. assessment process starts again with other strategies and new priorities.



NMEDD

- collect, compile, and report out data and metrics on implementation efforts
- direct internal and external implementation efforts with staff and partners



data & metrics



SET Force

- within SEAC working groups develop policy recommendations for legislature and their own departments, etc.
- initiate action items from within departments, etc.
- develop new action items to achieve stated outcomes



SEAC

- work on implementation efforts within local orgs, communities, pueblos, tribes, etc.
- develop new action items to achieve stated outcomes using feedback from on-the-ground work



Equity Principles

- use equity principles in the development and implementation of action items



Equity Practice

- ensure equity principles are put into practice during implementation and creation of new actions or priorities

RECOMMENDATIONS

During the course of our work with NMEDD, SET Force, and SEAC a few things became very clear: 1) NMEDD and the representatives on SET Force are extremely time constrained. The capacity to complete tasks is a precious commodity. 2) As a volunteer committee the capacity of SEAC members is also very limited. Because of these facts we recommend the following steps that will help the state achieve the best results from the proposed implementation model:

- Amend the legislation creating SEAC and SET Force to allow SEAC members to receive a per diem for their service to the state
- Provide/secure funding for SET Force and SEAC to hire a part time stenographer to take and produce meeting minutes and provide guidance on rules of order
- Draft RFPs/Calls for Proposals for consultants to assist NMEDD. Scopes of work include:
 - Community engagement: The three stages of the implementation model rely on sustained and credible community outreach and engagement efforts that are beyond what is reasonable for a capacity constrained NMEDD or a volunteer council like SEAC (even with a per diem). A consultant(s) with experience collecting information and organizing engagement efforts across the state is a necessary element to build needed capacity.
 - Equity Framework Facilitation: A process to develop equity principles and put those principles into practice is outlined in this report. Hiring a consultant to facilitate the development of those principles is recommended.
 - Priority development: A process for continuing to update and build out the state strategic plan is included in this report. Because priority drafts are a key component of the implementation model, having a consultant review the process with NMEDD, SET Force, and SEAC and monitor progress is likely an important role to outsource.
 - Assessment: Having a consultant work with NMEDD on the assessments of the six strategies outlined in the plan will help free up some much needed capacity in the department.
- NMEDD should outsource the development of a dashboard to track metrics associated with the state economic development strategic plan. Companies that would be a good fit include:
 - ClearPoint Strategy: <https://www.clearpointstrategy.com/>
 - mySidewalk: <https://www.mysidewalk.com/>
 - Spider Strategies: <https://www.spiderstrategies.com/industry/government/>

ANTICIPATED BUDGET

Annual Budget (including top tier outreach & engagement work - see CCP budget) estimated to be between \$300,000 and \$350,000 for the first year (FY 23). A simple breakdown of that total includes:

- CCP engagement work (top tier): \$100,000 per year
- Metrics Dashboard
 - \$100,000 first year - development and metrics gathering
 - \$30,000 per year for maintenance and upkeep - after 1st year

- Work with NMEDD, SEAC, and SET Force on assessments, updating the plan and action items, facilitating development of an equity framework, and general assistance as NMEDD, SET Force, and SEAC go through the process outlined in this document: between \$100,000 and \$150,000
 - HatchForm is ready to work with NMEDD, SET Force, and SEAC on these tasks



Sustainable Economy Task Force and Sustainable Economic Advisory Council Coordination:

SET FORCE & SEAC COORDINATION

administrative protocols | metrics & information display on website | equity framework

Facilitated sessions were held separately with SEAC and SET Force during the course of this work. During each meeting the committees were asked to rank their top strategies from the state economic development strategic plan.

SET FORCE



SEAC



As seen in the results there is already incredible alignment between the two bodies about the work they wish to engage in. This alignment can be harnessed as the implementation work gets started. Focusing efforts on the priorities and actions in Strategy 4. Promote Equity Through Economic Justice and Strategy 6. Diversify New Mexico's Economy will generate momentum and inform the implementation efforts for the other priorities down the line.

During the assessment period members of SEAC and of SET Force will be asked to review the progress that has been made on action recommendations in the plan. NMEDD will determine the best method to

collect that information - survey, phone calls, in-person meetings, a combination, etc. Members of SET Force will give their assessments based on work done within their individual departments or the work they know is being done within state government. Members of SEAC will give their assessments based on work they are seeing being done in their communities. Assessments will also be done through community engagement activities. The work does not need to have been initiated by the strategic plan - in fact many of the recommendations in the plan are there because work was already underway. Once the initial assessment has been completed it will be reported to both the SET Force and SEAC. After the assessment period SEAC will form working groups based on the recommended action items in Strategy 4 and Strategy 6. The formation of the working groups will be directed by the SEAC Chair. Working groups should be small both to allow for work outside of the open meetings act requirements and to help facilitate meaningful action. Each working group will have between one and three priorities under its consideration. The breakout of priorities will be determined by the committee Chair and will be based on general interest and experience with the elements of the priority. Each SEAC working group will also include a SET Force member that can provide information about what is being done within the state government on various initiatives. These working groups are instrumental in the ability of SEAC and SET Force to have meaningful contributions to the implementation and updating of the strategic plan.

During the alignment stage working groups will review priority drafts for the priorities they have been assigned. The working groups will:

- Review the outcomes and change as necessary
- Review the recommended actions and classify them based on the assessment
- Review the measures and methods and change or update as necessary
- Review the communications section and review or update as necessary
- Build action outlines for the recommendations

The work done in this stage will be done in coordination with the communities represented by SEAC and impacted by the actions under consideration. Also during this stage SEAC will develop an Equity Framework to guide its own work and the work of SET Force. Once draft the framework will be sent to SET Force where they will vote to approve the framework for both committees.

During the action stage working groups will:

- Continue to refine the action outlines
- Engage with communities across the state on the priorities, actions, and metrics and help them devise implementation efforts
- Work with organizations to incorporate priorities in the state plan into their own strategic plans and initiatives
- Work with communities to collect and report metrics
- SET Force members work within their departments to drive implementation of action items
- Create policy recommendations for state legislature and/or other governing bodies in the state
- Based on feedback from communities and from departments revise outcomes and develop new priorities and actions

PROTOCOLS

In an email from Jesika Ulbarri NMEDD General Counsel dated May 25, 2022 it was determined that both SEC and SET Force should follow the NM Open Meetings Act -

<https://www.nmag.gov/uploads/files/Publications/ComplianceGuides/Open%20Meetings%20Act%20Compliance%20Guide%202015.pdf>

A few items that this decision impacts directly:

1. Having a listserv appears to be in violation of the OMA

“The Act’s requirement for open, public meetings applies to any discussion of public business among a quorum of a public body’s members. Usually, a quorum of a public body’s members meets together to discuss public business or take action. However, a quorum may exist for purposes of the Act even when the members are not physically present together at the same time and place. For example, if three members of a five member board discuss public business in a series of telephone or email conversations, the discussion is a meeting of a quorum. This is sometimes referred to as a “rolling” or “walking” quorum. The use of a rolling quorum to discuss public business or take action violates the Act because it constitutes a meeting of a quorum of the public body’s members outside of a properly noticed, public meeting.” *Open Meetings Act Compliance Guide 2015, p. 7 Section B.1 Rolling Quorums*

2. Working groups must remain small

Working groups should not be large enough to produce a quorum or they are subject to the reporting and notification requirements of the OMA

Below is a sample protocol outline for both committees (SET Force & SEAC)

COMMITTEE OPERATING GUIDELINES

Guidelines for the Chair and Vice Chair

The Committee Chair is the leader of the committee. As leader, the Chair is responsible to guide the committee in its work as outlined in legislation

- The Committee Chair will facilitate all committee meetings. In the absence of the Chair, the Vice Chair will facilitate committee meetings.
- The Committee Chair is the primary communication link with staff concerning the activities of the committee
- The Chair of the committee is the only individual authorized to speak to the press/media on behalf of the committee or about the work of the committee. All media requests will be referred to the Chair.
- The Committee Chair (or in his/her absence the Vice Chair) will:
 - work with the Staff Liaison to develop meeting agendas and ensure that committee work is done between meetings.
 - act as facilitator:
 - Start and end meetings on time.

- Establish mutual ground rules (for example, no cell phones interruptions, periodic breaks).
- Initiate and lead discussion:
 - ask open-ended questions to elicit dialogue.
 - treat all opinions respectfully, foster the same among the members.
 - make sure points are clarified and periodically summarized.
 - seek consensus.
 - be cognizant of those committee members not participating and engage them in the discussion.
 - be cognizant of those members that dominate the discussions and disengage them.
- Designate and utilize a committee member as a timekeeper to help ensure such.
- Keep group focused
- Make sure meeting minutes are taken documenting the discussion.
- Review action items, assignments and set deadlines for completion at the end of the meeting.

Guidelines for Member

- Actively participate in the work of the committee
- Be accessible to staff and other committee members
- Be knowledgeable about the state economic development strategic plan and the work of the committee.
- Read required materials in advance of meetings.
- Attend required meetings.
 - notify the Chair if circumstances prevent participation on the committee.
 - Committee members will notify the committee chair at least 5 days in advance if they are unable to attend a committee meeting
 - Committee members may send a designee in their place if they are unable to attend
 - It is the responsibility of the committee member to appoint a designee and ensure they are able to attend the committee meeting
 - Designees will have the rights, responsibilities, and privileges of a committee member including contributing to quorum and voting.
- Work as part of a team toward fulfilling the committee's goals
- Complete tasks as assigned by the Committee Chair
- Act appropriately at meetings
- Treat others with respect
- Do not speak to the press/media on behalf of the committee All media inquiries are to go through the Committee Chair
- Participate in working groups as time permits

Committee Meeting Guidelines

- Meeting Place

- Meetings will be held over zoom for the foreseeable term of the committee. If an in-person meeting is required the chair will:
 - Select meeting dates and venue in consideration of committee members schedule and location.
 - Let committee members know an in-person meeting or retreat is being scheduled by placing it as an agenda item during a regularly scheduled committee meeting
- Encourage committee members to arrive on time and stay until the conclusion of the meeting.
- Agenda and Meeting Structure
 - Per the NM Open Meetings Act “reasonable notice to the public” shall be given prior to any meeting including posting the agenda to the NMEDD website or other publicly available site prior to the meeting.
 - The committee will set aside time during a regularly scheduled meeting once a year to review and/or determine its notice procedures through a resolution or other announcement
 - The committee will follow Roberts Rules of Order - ensuring that when following these procedures they do not interfere with the NM Open Meetings Act
- Chair will establish the goals and purpose of each meeting and the agenda should work towards completing those goals
- Provide background information on agenda items that may have been carried over from previous meetings or require an explanation.
- Leave time at the end of the agenda for brainstorming or as a forum for the committee to discuss items freely.
- Establish time and action plan for projects and follow-up.
- Close meeting with review of meeting accomplishments.
- Typical Committee meeting structure
 - Call to order
 - Roll call - quorum
 - Approval of last meeting’s minutes
 - Assessment report - Chair
 - Reports from the working groups
 - Requests for information - committee members can request information about the plan or clarification on various sections or actions. Chair will take these requests and answer them during the next meeting or find someone to present to the committee to help answer the question or provide clarification
 - Open discussion
 - Call to adjourn

Communication Guidelines

- The Chair will communicate with committee members by email only when pertaining to the work of the committee
- Additional reading materials or other information will be identified and provided during committee meetings and the location of that material will be posted in the agenda.
 - Additional reading material will not be included in attachments or links in emails to committee members outside of a meeting agenda

- Emails to committee members will be kept brief and the information contained in them should be reasonably digested and acted upon in 5 minutes or less.

METRICS FOR WEBSITE

There are a number of metrics included in the state economic development strategic plan. Most can be divided into two broad categories:

1. Secondary data pulled from outside sources - census, etc.
2. Primary data collected from state departments and partners

The priority drafts contain more information on the metrics associated with each priority. The process to create this report included a facilitated discussion with reps from NMEDD about their preferences and needs for data collection and display. The preference is to have a dashboard on the website that can showcase progress towards achieving the work as outlined in the plan and any updated work added throughout the implementation process.

Instead of trying to create a dashboard in-house it is in the best interest of NMEDD and residents of the state to outsource this work. Considering limited capacity and available funding outsourcing the creation of a dashboard makes the most sense. Here are three companies that create dashboards and work specifically with economic development organizations:

- ClearPoint Strategy: <https://www.clearpointstrategy.com/>
- mySidewalk: <https://www.mysidewalk.com/>
- Spider Strategies: <https://www.spiderstrategies.com/industry/government/>

It will be possible to pull much of the secondary data listed in the state strategic plan directly from outside sources and start to populate the dashboard immediately. Primary data will be more difficult to collect. Work done by SEAC, SEAC working groups, and SET Force to review and update the priority drafts should take a critical look at the proposed metrics for plausibility of collection. Determining ability to collect and report primary data should also be part of the contract with the vendor NMEDD chooses.

EQUITY FRAMEWORK

Overview: Approach and Model to Developing an Equity Framework

Proposal: Develop a two-pronged approach to create an equity framework that is designed to apply an equity lens to projects and priorities within the statewide strategic plan, specifically relating to the Sustainable Economy Task Force initiatives, through the broad adoption of guiding principles and supporting tools/resources.

1. Develop a set of principles to be adopted by the Sustainable Economy Task Force to guide Statewide Strategic Plan projects, priorities, and the development of new initiatives. These principles will outline equity values and how they were determined, as well as the expectations of

their use. They should also have the ability to be revised or amended as intentions evolve and can be used at the decision-making level to advance JEDI and minimize unanticipated adverse consequences of planned projects, as well as inform initiatives moving forward.

2. Develop a tool/kit for project implementation that provides a guide to engage communities and elucidate critical considerations that may have been previously overlooked or not considered closely. This tool is not role-specific and can help determine project timelines, input and communication processes, and other strategies. The goal of this tool is to create measurable actions that mitigate the often unintentional, production of inequitable opportunities and outcomes that might be present in proposed.

Methods to Develop Equity Guiding Principles

Below are proposed actions to develop and operationalize a Guiding Principles document. These actions can be taken all together or broken up to create the best method for stakeholders.

1. Determine workflow for principles finalization: timeline and decision making process, and (persons responsible) for revising/finalizing the principles documents amongst SEAC.
2. Determine if drafting anew or working from an existing document. Provided are two documents that take the Climate Equity Principles as a jumping off point for revisions and changes, and one to inspire a different approach:
 - a. Draft Equity Principles for SEAC/SETF are included in a later section.
 - b. Markup of Climate Equity Principles to guide revisions by SEAC ([link](#))
 - c. Should a different format be desired, recommend using CA4Health Principles Guiding Principles for Health Equity and Justice as an example ([link](#))
3. Collate existing resources and language relevant to the equity principles and committee scope of work; using existing language where possible will reduce workload and help create synergy across efforts/documents.
 - a. Examples: Statewide Strategic Plan (esp. Priority 4 and data/goals around economic diversification); state or department JEDI materials that may be in use/circulation; notes from relevant previous meetings or discussions
4. Once a final draft is in place, schedule a group meeting with SET Force to review.
5. Review with JEDI staff.

Supporting Decision Makers and Engaging Communities

To ensure the above principles guide projects as intended it is recommended to develop a worksheet that can be used for implementing actions. This worksheet will help guide developing metrics, gathering data, engaging the community, and reporting out. A sample worksheet is provided in a later section.

It is recommended that this worksheet be part of a toolkit of resources that help guide folks who are contributing to the worksheet. Components of this toolkit could include:

Glossary	Example: See page 6 here
List of Data Resources + Best Practices	Example: See page 4 here

Additional resources and references:

- Race Forward | Racial Equity Impact Assessment (REIA) ([link](#))
- Government Alliance on Race & Equity | Racial Equity Toolkit ([link](#))
- Government Alliance on Race & Equity | Resource Guide ([link](#))

An Example in Practice

From the Statewide Strategic Plan:

Priority 4.2. Equip entrepreneurs from disadvantaged backgrounds with the knowledge and support necessary for success.

New Mexico benefits from high rates of entrepreneurship, but for many individuals from historically disadvantaged groups, there are barriers that make it harder to start and grow a business. By working with existing entities supporting these entrepreneurs and by creating programs specifically for individuals from SEDI backgrounds, EDD can support more equitable access to venture capital and the financial literacy needed to build a strong business that grows the economy for all New Mexicans.

Recommendation/Action - 2

Work with existing small business incubators, accelerators, and economic development organizations that focus on SEDI groups to increase capacity and expand access to support services.

Lead: NMEDD

Partners: IAD, Nonprofits, incubators, accelerators

Budget: \$1 million +

Timeline: 3 to 5 years

IMPLEMENTATION PROCESS

1. NMEDD/Lead fills out worksheet up to "Community Engagement"
2. NMEDD/Lead meets with SEAC to review and SEAC spearheads "Community Engagement" in collaboration with NMEDD/Lead and contributes to the worksheet responses
3. SEAC then reviews with NMEDD/Project Lead to discuss analysis and strategies

"From the inception of our country, government at the local, regional, state and federal level has played a role in creating and maintaining racial inequity. Local and regional government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Working for racial equity at the local and regional level can allow for meaningful education with community and other institutions that will ensure sustainability."

Source: [Government Alliance on Race & Equity](#)

Draft: Equitable Economic Development Guiding Principles

The New Mexico Sustainable Economy Task Force (SETF) oversees the development of a strategic plan to transition the state economy away from reliance on natural resource extraction and seeks to formally integrate equity priorities into achieving the goals of the statewide strategic plan by adopting the following guiding principles.

The Sustainable Economy Advisory Council (SEAC) developed these principles, its members from across the state represent disproportionately impacted communities or organizations, tribal and local governments, organizations with experience in sustainable economic development planning and workforce development, and industry and business sectors involved in achieving or that may be affected by the goals of the sustainable economy task force. As defined by SEAC, equitable economic development affirms the fundamental right to economic prosperity, wellbeing, and opportunity for all communities.

The SET Force will evaluate proposed and in-progress recommendations of the statewide plan against these principles, working with SEAC to further carry out the principles when implementing local initiatives/programs, measuring progress, and making recommendations.

These principles acknowledge the history, discrimination and systems that have kept overly burdened communities from creating, building, and retaining wealth. In practice, these principles seek to enable trust and partnership to move forward with communities. The principles should guide the use of tools that can bring this work forward to create meaningful change through direct and indirect impact. SETF recognizes these principles as just one step in a long-term commitment to changing structures and relationships often baked into economic development practices. Partnerships and accountability practices are crucial to these principles and their evolution.

Equitable Economic Development Guiding Principles

1. Initiatives and priorities must engage and target overly burdened communities. The SETF must make measurable efforts to prioritize and incorporate the ideas, concerns, and solutions from overly burdened communities¹ and solicit their leadership in implementing statewide strategic plan priorities and developing new priorities/actions. This includes the process of aligning new policy recommendations with these equity principles. Where possible and permitted by law and available funding, the SETF will compensate and recognize communities for their time and intellectual labor.

2. Respect Tribal Sovereignty and Require Collaboration and Consultation. Equitable economic development must respect tribal sovereignty and be created with tribal collaboration, and where appropriate, consultation with New Mexico's Nations, Tribes, and Pueblos. Collaboration and consultation

¹ "Overly burdened communities" as used in these guidelines means: a community or population—especially people of color, women, tribal communities, immigrants, youth, low or no-income earners, rural communities, and communities dependent on extractive industries—for which multiple systemic burdens, including environmental and socioeconomic inequities, negatively affect their health, economic prosperity, and environment. The CCTF may use state or federal datasets e.g. [the CDC's social vulnerability index](#) or data on "distressed communities" as defined by the [Economic Innovation Group](#) to help track progress..

will support indigenous well-being, health, energy independence, traditional knowledge, and cultural sustainability. The SETF recognizes that consultation may not equal consent and will engage early and often with the state’s Nations, Tribes, and Pueblos in this work.

3. Support Cross-Sector Collaboration. SETF recognizes that equity cannot be produced from a singular department or project. Collaborating with different types of stakeholders and across sectors to attain more equitable outcomes for statewide strategic plan priorities and projects. This can include public and private stakeholders, like local lending institutions, housing and real estate stakeholders, EDOs, environmental and public health stakeholders, among others.

4. Apply an Equity Lens to Performance Metrics. When creating performance metrics systems to measure baseline and progress, SETF will work to use data and indicators that provide an authentic understanding of where programs are and are not succeeding in reaching communities or resulting in equitable outcomes. For example, measuring not just the quantity of incentives offered or awarded in a program, but also the outcome of those incentives in target communities. SEAC will work to provide guidance on specific tools to assist project leaders with equity impact assessments.

5. Maintain Accountability and Transparency. SETF initiatives and policies must be measured against these equity principles, including how challenges and solutions were identified in collaboration with overly burdened communities. This will be done by providing publicly available reporting explaining how equity principles were or were not adhered to, including the methodology and the extent to which data collected or used in policymaking represents overly burdened communities.

New Mexico Sustainable Economy Task Force (SETF)

SAMPLE EQUITY ASSESSMENT WORKSHEET

Title of policy, initiative, program, budget issue:	
Description:	
Project Lead:	
Department:	
Connected to statewide strategic plan and how?	

Policy	Program	Initiative	Budget Decision
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OUTCOMES

What are the desired results in the community?	
What are the desired outcomes for your department/program?	
What does this proposal have an ability to impact?	Children and youth • Community engagement • Contracting equity • Criminal justice • Economic development • Education • Environment • Food access and affordability • Government practices Health • Housing • Human services • Jobs • Planning and development • Transportation • Utilities • Workforce equity

DATA

Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?	
What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?	
What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.	
Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?	

COMMUNITY ENGAGEMENT

Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved	
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these community members in the development of this proposal?	
What has your engagement process told you about the burdens or benefits for different groups?	
What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?	

ANALYSIS AND STRATEGIES

Given what you have learned from the data and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?	
What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?	
Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?	
Are the impacts aligned with your community outcomes defined in the first section?	

IMPLEMENTATION

Describe your plan for implementation.	
Is your plan:	<p>realistic? Y/N</p> <p>adequately funded? Y/N</p> <p>adequately resourced with personnel? Y/N</p> <p>adequately resourced with mechanisms to ensure successful implementation and enforcement? Y/N</p> <p>adequately resourced to ensure on-going data collection, public reporting, and community engagement? Y/N</p>

If the answer to any of these questions is no, what resources or actions are needed?	
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ACCOUNTABILITY AND COMMUNICATION

How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having an impact in the community?	
What are your messages and communication strategies that will help advance racial equity?	
How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?	

Date completed:	
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State Plan Assessment

STATE PLAN ASSESSMENT

EDD priorities & actions | report card framework | implementation framework for communities

PRIORITIES & ACTIONS

To best facilitate the implementation process and ensure that NMEDD, SET Force, and SEAC are all working with the same information in the same format, we have used information in the state economic development strategic plan to build priority drafts for each of the six strategies. Priority drafts are simple and effective tools used to design, track, and update strategic priorities. Priority Drafts have nine elements:

1. **Outcome:** The overall benefit that the state hopes to achieve through its priorities
2. **Measures:** How will the achievement of the outcomes be tracked
3. **Methods:** Where will that information be found and/or how will it be collected
4. **Communication:** Who/what needs to know about the achievements and how will it be communicated to them
5. **Actions:** What will be done to achieve the outcomes
6. **Time:** How long will it take to achieve the outcome
7. **Budget:** How much will it cost to achieve the outcome
8. **Lead:** Who is responsible for achieving the outcome
9. **Partners:** Who will help achieve the outcome

For the most part all the elements needed to build the priority drafts were found in the state economic development strategic plan. While outcomes were not expressly used in the strategic plan they were mostly discernible from context or the wording of the priority definition. Outcomes that were not explicitly discernible from the existing plan are highlighted in green. In some instances this creates discrepancies in the stated outcome and the measures and methods used to determine the achievement of that outcome. For instance under *Strategy 1. Collaborate New Mexico* a reasonable outcome for *Priority 1.1 Align state, regional, local, and tribal economic development efforts* is cohesive implementation efforts and metrics tracking among economic development organizations. However the metrics listed in the plan that correspond to this priority are more in line with measuring the outputs from the recommended actions than they are measuring an outcome of the Priority. Areas where this type of discrepancy is present have the outcomes highlighted in blue.

Measurements are taken directly from the state economic development strategic plan section entitled: *Metrics for Determining Strategy Success* (p. 314). The senior economist at the New Mexico Economic Development Department reviewed the metrics provided in the state economic development strategic plan and labeled certain metrics as doable or maybe doable. The ones deemed maybe doable are highlighted in yellow. When necessary new metrics are proposed for the implementation period and those are highlighted in green. Measurements are also taken directly from the state economic development strategic plan. The communication techniques are standard across all priorities. Having to report on progress to the state legislature is a statutory requirement. Since the state strategic plan did not include any information on communication of achievements these sections are largely left open to the interpretation and work of NMEDD, SET Force, and SEAC.

Priority Drafts

Strategy 1. Collaborative New Mexico

Modernize New Mexico’s Economic Development Ecosystem

PRIORITIES

Priority 1.1. Align state, regional, local, and tribal economic development efforts.

Greater alignment between economic development organizations—including state agencies, regional, local, and tribal governments as well as many of the non-profits in New Mexico—is necessary to develop and diversify New Mexico’s economy. Stakeholders throughout New Mexico frequently described a confusing landscape of public, private, and non-profit organizations that address overlapping components of New Mexico’s economic development ecosystem. This overlap oftentimes results in a duplication of effort and inefficient use of resources, contributing to a “scarcity mentality” among stakeholders. As the state’s primary economic development organization, EDD must play a leading role in driving the realignment of economic development organizations in New Mexico to best serve the needs of the state’s communities and industries.

Priority 1.1. Align state, regional, local, and tribal economic development efforts	
OUTCOME(S): 1. Cohesive implementation efforts and metrics tracking among economic development organizations	ACTIONS: 1. Provide dedicated funding to NewMARC to establish organizational leadership and increase collaboration between COGs and state agencies a. Lead: NMEDD b. Partners: COGS c. Budget: \$500,000 to \$1million d. Timeline 1 to 2 years 2. Empower NewMARC to establish industry councils for target industries comprised of businesses, organizations, and state, local, and tribal governments that determine the health of the industry and recommend actions to support the industry’s growth. a. Lead: NMEDD, NewMARK
MEASURE: 1. Number of target industry associations established by NewMARC 2. Number of applications and inquiries initiated through the EDD website 3. Amount of federal and non-profit grants awarded to regional, local, tribal, and non-profit organizations due in part to support from a state-sponsored matching fund	

METHOD:

- 1. Collected by NewMARC - target of nine industry associations established starting in 2021
- 2. Collected through reports from NMEDD web administrator
- 3. NMEDD reporting on matching fund awards

COMMUNICATION:

- 1. New Mexico Legislature: Committee hearings

- b. Partners: DWS, HED, tribal governments, workforce boards
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years
- 3. Repackage the EDD website into a modern, user-friendly information portal that consolidates business development resources, site selection and socioeconomic data, and marketing materials while being accessible to non-English speakers.
 - a. Lead: NMEDD
 - b. Partners: NM Partnership, COGS
 - c. Budget: \$500,000 to \$1million
 - d. Timeline: 3 to 5 years
- 4. Hire of a dedicated grant and proposal writer at EDD who can support applications for federal and non-profit funding opportunities at EDD and economic and community development organizations
 - a. Lead: NMEDD
 - b. Partners: N/A
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years
- 5. Establish a competitive fund for regional, local, tribal, and nonprofit organizations to provide the matching funds required by EDA, USDA, and other similar grants
 - a. Lead: NMEDD, FUNDIT
 - b. Partners: N/A
 - c. Budget: \$500,000 to \$1million
 - d. Timeline: 1 to 2 years
- 6. Establish recurring virtual quarterly meetings between EDD and stakeholders in New Mexico's economic development ecosystem
 - a. Lead: NMEDD
 - b. Partners: Economic Development Orgs
 - c. Budget: \$500,000

	<p>d. Timeline: 1 to 2 years</p> <p>7. Work with the Sustainable Economy Task Force to provide annual updates to the state legislature on this strategic plan and the progress made over the preceding year related to economic diversification, climate change mitigation, and impacts on underserved communities</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: SEAC c. Budget: \$500,000 d. Timeline: N/A
TIME: 2022 to 2027	BUDGET: \$5 million
LEAD: NMEDD	PARTNERS: COGS, DWS, HED, tribal governments, workforce boards, FUNDIT, NM Partnership, Economic Development Organizations, SEAC

Priority 1.2. Streamline and simplify New Mexico’s rules and regulations.

Enabling businesses to better and more easily maintain compliance with New Mexico’s rules and regulations will make the state an easier place to do business. Likewise, identifying superfluous rules and regulations that place an undue burden on businesses is necessary to ensure New Mexico’s regulatory environment does not push businesses to neighboring states with lower compliance costs. Though EDD is not a regulatory agency, it monitors the pulse of industry sentiment in New Mexico and is responsible for ensuring industry is able to succeed in the state while maintaining worker safety and environmental health.

Priority 1.2. Streamline and simplify New Mexico’s rules and regulations.

OUTCOME(S):

1. Increase in net business starts in New Mexico
2. Net decrease in businesses leaving the state

MEASURE:

1. Percent of rules and regulations cut or revised from New Mexico’s permitting, licensing, and incentive approval processes

METHOD:

- 1.

COMMUNICATION:

1. New Mexico Legislature: Committee hearings

ACTIONS:

1. Work with state regulatory agencies to identify bottlenecks and inefficiencies in New Mexico’s permitting, licensing, and incentive approval processes and address these challenges through regulatory reform.
 - a. Lead: NMEDD
 - b. Partners: TRD, Secretary of State, RLD
 - c. Budget: \$500,000
 - d. Timeline 1 to 2 years
2. Design and implement a detailed, rotating, multiyear evaluation cycle for New Mexico’s tax incentives that identifies opportunities to improve incentive efficacy.
 - a. Lead: TRD
 - b. Partners: NMEDD
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: ongoing
3. Create a Governor’s Office of Regulatory Reform, as recommended by the New Mexico Chamber of Commerce and Industry, that is tasked with continuously reviewing and simplifying New Mexico’s current rules and regulations.
 - a. Lead: Governor’s Office
 - b. Partners: NMEDD, RLD
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: ongoing

TIME: ongoing	BUDGET: \$2.5 million
LEAD: NMEDD; Governor's Office, TRD	PARTNERS: RLD, TRD, Secretary of State

Priority 1.3. Strengthen New Mexico's business recruitment and retention efforts.

As states and regions increasingly compete with one another to attract businesses to their jurisdictions, New Mexico will need to clarify its value proposition to businesses in a wide variety of industries. This is particularly true as neighboring states become more aggressive in their attraction of businesses and talent. Ensuring the relocation process is smooth, transparent, and predictable makes New Mexico a more attractive place for businesses to relocate. Additionally, ensuring local communities are positioned to meet the needs of new employers, such as through infrastructure development, enables more communities to participate in the economic development process.

Priority 1.3. Strengthen New Mexico's business recruitment and retention efforts.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increase in net new businesses relocating to New Mexico 2. Net decrease in businesses leaving the state 3. Increase in high wage jobs for New Mexicans 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Publish a digital "relocation roadmap" for businesses looking to relocate to New Mexico that identifies each step of the relocation process, the incentives available, who administers each incentive, and which agency should be contacted for questions on specific topics related to relocation. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: NM Partnership c. Budget: \$500,000 d. Timeline 1 to 2 years 2. Advocate for increased funding for economic development related marketing efforts that
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Number of jobs created through business recruitment efforts 2. Number of candidate shovel-ready sites identified (i.e., sites which can be easily converted to shovel-ready status given future infrastructure investments). 	

<p>3. Annual funding to state government agencies for economic development related marketing activities</p>	<p>allow EDD, NM Partnership, and other business recruitment organizations to attend domestic and international trade shows, conferences, and development-related summits.</p>
<p>METHOD:</p> <ol style="list-style-type: none"> 1. NMEDD collection 2. Review allocations to state agencies for economic development marketing 	<ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: NM Partnership, Chambers c. Budget: \$500,000 to \$1 million d. Timeline: 1 to 2 years
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	<ol style="list-style-type: none"> 3. Create an “industry representative” role in EDD’s Business Retention & Expansion Program (BRE) whose aim is to proactively address business retention challenges in target industries as they arise. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: Chambers, Industry Orgs c. Budget: \$500,000 to \$1 million d. Timeline: 1 to 2 years 4. Work with the New Mexico Partnership and local developers to create an inventory of properties that can be converted into attractive shovel-ready sites with future investments in infrastructure. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: NM Partnership[c. Budget: \$500,000 d. Timeline: 3 to 5 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$3 million</p>

LEAD: NMEDD; Governor's Office, TRD	PARTNERS: NM Partnership, Industry Orgs, Chambers of Commerce
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Strategy 2: Dynamic New Mexico

Strengthen New Mexico's Communities

PRIORITIES

Priority 2.1. Increase community capacity for economic development projects and initiatives.

EDD currently maintains a few different programs that are aimed at supporting community-level capacity for economic development initiatives, most notably FUNDIT, LEADS, and MainStreet. These programs are critical for providing New Mexico's communities with the resources necessary to address challenges facing community members, including infrastructure, business development, and community amenities. However, providing financial resources is only part of the community development equation. Many regional and local economic and community development organizations in New Mexico lack the capacity to manage these funds and plan for their usage in a community. Expanding the funding and scope of some of EDD's community focused initiatives will help to increase the impact of these programs on New Mexico's communities and catalyze further investment by other organizations in the long term.

Priority 2.1. Increase community capacity for economic development projects and initiatives.	
OUTCOME(S): 1. Metrics were not provided for this priority in the plan	ACTIONS: 1. Increase funding for EDD's FUNDIT program to create a grantwriting technical assistance fund for economic and community development organizations. a. Lead: NMEDD/FUNDIT b. Partners: N/A c. Budget: \$500,000 d. Timeline 3 to 5 years 2. Increase overall funding for EDD's LEADS program to enable EDD to better meet the needs of applicant communities and develop a specific carve-out of LEADS funding that is
MEASURE: 1.	
METHOD: 1.	

COMMUNICATION:	reserved for planning efforts related to economic and community development projects.. a. Lead: NMEDD/LEADS b. Partners: N/A c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
TIME: 2022 to 2027	BUDGET: \$1.5 million
LEAD: NMEDD - LEADS & FUNDIT	PARTNERS: N/A

Priority 2.2. Redefine New Mexico’s urban regions.

Revitalizing New Mexico’s urban areas is an important part of attracting and retaining young, educated workers to the state. Younger generations are increasingly interested in living in walkable communities with park space, sports fields, concerts, art shows, and other entertainment opportunities. By supporting localities as they carry out more intentional development projects, Albuquerque, Santa Fe, and other urban areas can hope to see the kind of population growth more like what neighboring Phoenix is currently enjoying. While urban Albuquerque and Santa Fe have taken the spotlight due to their large populations, smaller cities within the state are equally important in terms of economic development. Throughout the United States, small- and medium-sized cities have seen growth over the last decade due to their relative affordability and increasing focus on providing attractive urban amenities similar and equal to large cities. New Mexico cities are generally affordable, but their positive traits are not well known outside the state. The state has a real opportunity to take advantage of its natural beauty in combination with its unique culture to grow and redefine its urban areas and provide the amenities necessary to attract and retain residents

Priority 2.2. Redefine New Mexico’s urban regions.	
OUTCOME(S): 1. Increase in young and educated working age adults moving to or staying in the state’s urban areas	ACTIONS: 1. Provide increased funding on an on-going basis to urban focused MainStreet programs for technical assistance and capital outlays for infrastructure and investigate co-funding opportunities through LEADS and FUNDIT a. Lead: NMEDD / MainStreet
MEASURE:	

<ol style="list-style-type: none"> 1. Percentage growth in the prime working age population (ages 25-54) in New Mexico's urban areas 2. Unemployment and poverty rate in urban New Mexico. 	<ol style="list-style-type: none"> b. Partners: LEADS, FUNDIT c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years
<p>METHOD:</p> <ol style="list-style-type: none"> 1. U.S. Census Bureau - American Community Survey 2. Bureau of Labor Statistics, U.S. Census Bureau - Local Area Unemployment Statistics American Community Survey 	<ol style="list-style-type: none"> 2. Promote and invest in urban outdoor recreation programs, access, and entrepreneurship, especially in SEDI communities, through developments such as bike shops, streeteries, and community gardens <ol style="list-style-type: none"> a. Lead: NMEDD - Outdoor Rec, MainStreet
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	<ol style="list-style-type: none"> b. Partners: NM TD, Local Governments c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years
<p>TIME: 6 to 20 years</p>	<p>BUDGET: \$2 million</p>
<p>LEAD: NMEDD - MainStreet, Outdoor Rec</p>	<p>PARTNERS: LEADS, FUNDIT, NM TD, Local Governments</p>

Priority 2.3. Commit to the economic sustainability of New Mexico's rural and tribal communities.

Most rural New Mexican communities have seen falling populations since the 2010 U.S. Census. Attracting a skilled workforce is important, but rural areas have always aspired to retain local talent. Opportunities for young people to make more money and utilize their skills draw them to Texas, Arizona, and other major metropolitan areas and away from rural areas. With the loss of the working age population and skilled workers, rural New Mexico is often left with a larger senior population without access to plumbers, electricians, healthcare, and childcare workers. To attract and retain a rural and small-town workforce, skilled workers need to make a living wage and support their families. The pandemic and the national move toward flexible and remote work presents an opportunity to this end. Better broadband service and increased access to alternative transit will allow workers to live and work where they prefer. Rural areas in New Mexico struggle with different quality of life issues than nearby cities, and unique solutions must come from residents and stakeholders within these communities.

Priority 2.3. Commit to the economic sustainability of New Mexico’s rural and tribal communities.

<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Decrease the loss of the working age population and skilled workers in rural New Mexico 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Support the hiring of a regional representative dedicated to the development of rural communities in New Mexico. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DFA c. Budget: \$500,000 d. Timeline 3 to 5 years 2. Provide increased, on-going funding for rural-focused MainStreet programs. <ol style="list-style-type: none"> a. Lead: NMEDD/MainStreet b. Partners: SEAC c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years 3. Promote existing microtransit and flexible transit opportunities, such as New Mexico Department of Transportation’s NMGo! partnership with Enterprise Rent-a-Car, among rural small- and medium-sized businesses receiving economic and workforce development incentives. In partnership with employers and NM Department of Transportation, investigate new opportunities for alternative transit options. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: NMDOT c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years 4. Expand access to digital infrastructure in New Mexico’s rural and tribal communities through the implementation of a rural co-working spaces grant program. <ol style="list-style-type: none"> a. Lead: NMEDD
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Percentage of New Mexico’s rural and tribal population with broadband access 2. Unemployment and poverty rate in rural New Mexico 3. Number of healthcare professionals working in rural New Mexico 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. U.S. Census Bureau - American Community Survey 2. Bureau of Labor Statistics, U.S. Census Bureau - Local Area Unemployment Statistics 3. Bureau of Labor Statistics - Occupational Employment and Wage Statistics 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

- b. Partners: COGS, Tribal Governments
- c. Budget: \$500,000 to \$1 million
- d. Timeline: 3 to 5 years

5. Support national, state, and tribal government agencies in expanding broadband access to rural areas

- a. Lead: NM DoIT
- b. Partners: NMEDD, Local & Tribal Governments
- c. Budget: 1 million +
- d. Timeline: 6 to 20 years

6. Adapt housing to realities of changing population and climate by investing in affordable weatherization and accessible housing programs, as well as ongoing outreach to rural communities who use these programs.

- a. Lead: NM MFA
- b. Partners: NMEDD, Local Governments
- c. Budget: \$500,000 to 1 million
- d. Timeline: 6 to 20 years

7. Enhance access to high-quality and sustainably built affordable housing for low-income, first-time homeowners through targeted homeowner financing programs.

- a. Lead: NM MFA
- b. Partners: NMEDD
- c. Budget: \$500,000 to 1 million
- d. Timeline: 3 to 5 years

8. Increase opportunities for behavioral and physical health paraprofessional training in both rural and remote environments.

- a. Lead: HSD, DOH
- b. Partners: NMEDD, DWS
- c. Budget: \$500,000 to 1 million
- d. Timeline: 3 to 5 years

	<p>9. Partner with the Aging and Long-Term Services Department (ALTSD) to expand retiree volunteer programs that train younger workers and undertake economic and community development projects. Investigate stipends for retirees</p> <ul style="list-style-type: none"> a. Lead: ALTSD b. Partners: NMEDD, DWS c. Budget: \$500,000 d. Timeline: 6 to 20 years
<p>TIME: 2022 to 2042</p>	<p>BUDGET: Over \$8 million</p>
<p>LEAD: NMEDD - MainStreet, NM DoIT, NM MFA, ALTSD, HSD, DOH</p>	<p>PARTNERS: DWS, Local Governments, Tribal Governments, SEAC, COGS, NMDOT</p>

Strategy 3: Skilled New Mexico

Reimagine Education, Training, & Workforce Development

PRIORITIES

Priority 3.1. Improve the quality of New Mexico’s higher education and training programs through industry engagement and institutional reform.

Economic development and diversification are dependent upon the presence of a high-quality workforce with the knowledge, skills, and qualifications to meet the needs of industry. Over the last several years, stakeholders have identified a growing disconnect between what is taught at New Mexico’s colleges and universities and what is needed by the state’s most critical industries. Because EDD is tasked with driving New Mexico’s development and diversification agenda, and thus maintains strong connections to the state’s private sector, the department is strongly positioned to connect New Mexico’s colleges and universities with some of the state’s largest employers. EDD should also work with HED to ensure that necessary reforms to the state’s higher education system are carried out so that the system maintains relevancy in the face of a changing economy.

Priority 3.1. Improve the quality of New Mexico’s higher education and training programs through industry engagement and institutional reform.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. New Mexico graduates better prepared with the knowledge, skills, and qualifications needed by the state’s critical industries 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Facilitate productive collaborations between New Mexico’s colleges and universities and industry. <ol style="list-style-type: none"> a. Lead: NMEDD, Higher Ed, DWS b. Partners: HED, Higher Ed, DWS c. Budget: \$500,000 d. Timeline: ongoing 2. Expand the use of industry-certified short-term non-degree certificate programs that connect New Mexico workers with existing and projected employment opportunities in New Mexico’s target industries <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: HED, DWS c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Percentage of university and community college graduates employed in New Mexico six months after graduation 2. Percentage of New Mexico workers in science and engineering occupations 3. Percentage of New Mexico workers who hold a Bachelor’s degree as their highest level of education and are underemployed 	

METHOD:

- 1. Collect from HED and higher education institutions
- 2. National Center for Science and Engineering Statistics - State Indicators
- 3. U.S. Census Bureau - ACS

COMMUNICATION:

- 1. New Mexico Legislature: Committee hearings

- 3. Identify higher education and training institutions throughout New Mexico that can serve as regional hubs of talent development, aligned with regional industrial strengths and opportunities.
 - a. Lead: NMEDD
 - b. Partners: HED, DWS
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years

- 4. Require New Mexico’s higher education and training institutions to conduct and submit annual performance reviews of their courses to the Higher Education Department to identify consistently low-producing programs.
 - a. Lead: HED
 - b. Partners: DWS, NMEDD, Higher Education
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: ongoing

- 5. Require New Mexico’s higher education and training institutions to have their programs recertified by the Higher Education Department every seven years, ensuring courses taught by in-state institutions are current and relevant.
 - a. Lead: HED
 - b. Partners: DWS, Higher Education
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: ongoing

- 6. Empower the Higher Education Department to classify general curriculum courses in the Common Course Numbering System as “similar” to enable greater transferability of credits between in-state institutions.
 - a. Lead: HED
 - b. Partners: Higher Education
 - c. Budget: \$500,000
 - d. Timeline: ongoing

	<p>7. Establish a permanent industry relations office at select New Mexico colleges and universities that seek enduring relationships with industries in New Mexico.</p> <ul style="list-style-type: none"> a. Lead: HED b. Partners: NMEDD, DWS, Higher Education c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years <p>8. Work with the 4-year universities to improve their career services, focusing on preparing freshmen and sophomores for careers with New Mexico industries, in order to strengthen the classroom-to-workforce pipeline.</p> <ul style="list-style-type: none"> a. Lead: HED b. Partners: UNM, NMSU, NM Tech, EDD c. Budget: \$1 million + d. Timeline: 3 to 5 years
TIME: 2022 to 2042	BUDGET: Over \$6.5 million
LEAD: NMEDD, HED, Higher Ed, DWS	PARTNERS: UNM, NMSU, NM Tech, EDD

Priority 3.2. Reform New Mexico’s workforce development ecosystem to align with industry needs.

Curriculum is only one component of workforce development. Other organizations, such as regional workforce development boards, play central roles in the education and training of New Mexico’s workers. Ensuring these boards, as well as other workforce development organizations in New Mexico, have the tools and organizational structure to best meet the needs of a diversifying and expanding economy is paramount. In collaboration with DWS and other stakeholders, EDD should strengthen the institutional frameworks in New Mexico to ensure these stakeholders are working toward the common goal of an industry-relevant workforce.

Priority 3.2. Reform New Mexico’s workforce development ecosystem to align with industry needs.

<p>OUTCOME(S):</p> <ol style="list-style-type: none"> Increase in the industry-relevant workforce 	<p>ACTIONS:</p> <ol style="list-style-type: none"> Support the consolidation of New Mexico’s regional workforce boards into an urban workforce board and rural workforce board to better reflect the needs of employers in New Mexico’s urban and rural regions. <ol style="list-style-type: none"> Lead: NMEDD, DWS Partners: N/A Budget: \$500,000 to \$1 million Timeline: 3 to 5 years Create a taskforce of representatives from the health industry to standardize training, licensing, and certification requirements for health workers to ensure the current framework adequately supports and encourages more individuals to enter the healthcare workforce. <ol style="list-style-type: none"> Lead: DOH, HSD, WSD Partners: NMEDD, HED Budget: \$500,000 Timeline: 1 to 2 years
<p>MEASURE:</p> <ol style="list-style-type: none"> Number of vacant job positions filled with assistance from the urban and rural workforce boards Difference between the Job Opening Rate and the Hires Rate among New Mexico employers 	
<p>METHOD:</p> <ol style="list-style-type: none"> Number of new hires from DWS BLS - Job Openings and Labor Turnover Survey 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> New Mexico Legislature: Committee hearings 	
<p>TIME: 3 to 5 years</p>	
<p>BUDGET: \$1.5 million</p>	
<p>LEAD: NMEDD, DWS, DOH, HSD, WSD</p>	<p>PARTNERS: N/A</p>

Priority 3.3. Prepare New Mexico’s K–12 students for post-high school success.

The quality of New Mexico’s K–12 education system was one of the most frequently cited concerns by stakeholders. Without a strong education system, young adults are less interested in staying in the state to raise children, and employers have a difficult time finding qualified talent. Increasing access to child care and pre-kindergarten programs can prevent students from

disadvantaged communities from getting behind in school at a young age, and establishing partnerships between high schools and employers can develop a stronger pipeline between school and gainful employment.

Priority 3.3. Prepare New Mexico’s K–12 students for post-high school success.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increase in success for New Mexico high school graduates 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Facilitate partnerships between school districts and large regional employers to create P-TECH high schools and other apprenticeship training programs for upper-level high school students. <ol style="list-style-type: none"> a. Lead: NMEDD, Local School Districts b. Partners: PED c. Budget: \$500,000 to \$1 million d. Timeline 3 to 5 years 2. Continue to increase state financial support for prekindergarten programs to expand access for students from low-income families <ol style="list-style-type: none"> a. Lead: State Legislature b. Partners: PED, CYFD, ECECD, NMEDD c. Budget: \$500,000 to \$1 million d. Timeline: 1 to 2 years 3. Work with the Public Education Department and school districts to support more college readiness programs, such as Advancement Via Individual Determination (AVID), and expand dual credit offerings with local community colleges in key economic industries. <ol style="list-style-type: none"> a. Lead: PED, Local School Districts b. Partners: HED, NMEDD c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Percentage of graduating high school seniors who have completed a P-TECH or apprenticeship training program 2. Number of children from low-income families participating in New Mexico PreK 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Collected from PED 2. New Collection from CYFD 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

	<ol style="list-style-type: none"> 4. Work with the Public Education Department to apply the Collaborative for Academic, Social, and Emotional Learning (CASEL) model at the district and school level to support social and emotional development, especially for at risk student groups <ol style="list-style-type: none"> a. Lead: PED, Local School Districts b. Partners: NMEDD c. Budget: \$500,000 d. Timeline: 1 to 2 years 5. Support the expansion of child care accessibility throughout New Mexico by implementing a grant program to subsidize the cost of expenditure on child care facilities and equipment. <ol style="list-style-type: none"> a. Lead: ECECD b. Partners: NMEDD c. Budget: \$500,000 to 1 million d. Timeline: 3 to 5 years
TIME: 2022 to 2027	BUDGET: \$4 million
LEAD: NMEDD, ECECD, PED, Local School Districts, State Legislature	PARTNERS: HED, CYFD

Strategy 4: Inclusive New Mexico

Promote Equity through Economic Justice

PRIORITIES

Priority 4.1. Encourage state, regional, and local organizations to increase collaboration with tribal communities.

In a state in which over 10% of the population consists of native and indigenous individuals who have been historically excluded from many economic opportunities, it is critical that these groups are given a voice in New Mexico’s economic development, especially as the state works to meet goals set by the Energy Transition Act. Economic development organizations should

collaborate with tribal communities to ensure that the impact that their decisions could have on native individuals is fully considered and intentional and to better support entrepreneurs from tribal communities.

Priority 4.1. Encourage state, regional, and local organizations to increase collaboration with tribal communities.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Ensure Tribal communities have a voice in economic development decisions 2. Increase in support for entrepreneurs from tribal communities 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. In partnership with IAD, develop a tribal engagement training program for EDD, NewMARC, and other economic development organization staff that informs outreach staff of the proper protocols for partnerships with tribal communities. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: IAD, NewMARC, economic development organizations c. Budget: \$500,000 d. Timeline: 1 to 2 years 2. Require new EDD, NewMARC, and COG initiatives to consider how the initiative will improve equity and how the organization will conduct outreach for the program to historically marginalized communities <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: IAD, NewMARC, COGs c. Budget: \$500,000 d. Timeline: 1 to 2 years 3. Develop a set of best practices for tribal community engagement, such as those provided by the University of North Carolina American Indian Center,191 to ensure that the voices of Native Americans are considered and supported. <ol style="list-style-type: none"> a. Lead: IAD b. Partners: Tribal governments c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Distressed Communities Index of tribal communities 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. The Economic Innovation Group’s Index of socioeconomic distress - Distressed Communities Index 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

	<ol style="list-style-type: none"> 4. Create procurement preference and certification requirements¹⁹² for New Mexico-based tribal and minority businesses bidding on state government contracts. <ol style="list-style-type: none"> a. Lead: General Services Department b. Partners: NMEDD, Tribal Governments c. Budget: \$500,000 d. Timeline: 1 to 2 years
TIME: 2022 to 2024	BUDGET: \$2 million
LEAD: NMEDD, IAD, General Services	PARTNERS: Tribal Governments, NewMARC, COGS, Economic Development Organizations

Priority 4.2. Equip entrepreneurs from disadvantaged backgrounds with the knowledge and support necessary for success.

New Mexico benefits from high rates of entrepreneurship, but for many individuals from historically disadvantaged groups, there are barriers that make it harder to start and grow a business. By working with existing entities supporting these entrepreneurs and by creating programs specifically for individuals from SEDI backgrounds, EDD can support more equitable access to venture capital and the financial literacy needed to build a strong business that grows the economy for all New Mexicans.

Priority 4.2. Equip entrepreneurs from disadvantaged backgrounds with the knowledge and support necessary for success.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increase in startups founded by entrepreneurs from disadvantaged backgrounds 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Develop and support funding mechanisms that provide credit enhancement specifically for entrepreneurs from SEDI backgrounds that lack access to startup capital. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: U.S. Treasury, NMFA c. Budget: \$1 million +
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Number of jobs created in SEDI-owned businesses 	

<p>2. Difference in share of jobs in SEDI-owned businesses in New Mexico compared to that of the United States</p>	<p>d. Timeline: 1 to 2 years</p>
<p>METHOD:</p> <p>1. U.S. Census Bureau - Annual Business Survey</p>	<p>2. Work with existing small business incubators, accelerators, and economic development organizations that focus on SEDI groups to increase capacity and expand access to support services.</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: IAD, Nonprofits, incubators, accelerators c. Budget: \$1 million + d. Timeline: 3 to 5 years
<p>COMMUNICATION:</p> <p>1. New Mexico Legislature: Committee hearings</p>	<p>3. Establish a fund of funds to invest in community investment funds and technical assistance programs that focus on entrepreneurs from SEDI backgrounds.</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: U.S. Treasury, Community investment funds c. Budget: \$1 million + d. Timeline: 6 to 20 years <p>4. Provide a dedicated ambassador program to partner with tribal economic development entities and provide streamlined access and assistance for potential Native American entrepreneurs.</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: Tribal and regional economic development agencies c. Budget: \$500,000 d. Timeline: 6 to 20 years <p>5. Secure funding to establish a Justice, Equity, Diversity, and Inclusion (JEDI) Office to support entrepreneurs from minority and disadvantaged backgrounds.</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: State Legislature c. Budget: \$500,000 to \$1 million

	<ul style="list-style-type: none"> d. Timeline: 3 to 5 years <ul style="list-style-type: none"> 6. Increase state funding for individual development accounts to help more low-income individuals meet their goals of home or business ownership or further education. <ul style="list-style-type: none"> a. Lead: State Legislature b. Partners: NMEDD, Nonprofits c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years 7. Allocate funding for IAD to hire more staff to support tribal and Native American-owned businesses and work with EDD’s tribal liaison. <ul style="list-style-type: none"> a. Lead: State Legislature b. Partners: IAD, NMEDD c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
TIME: 2022 to 2042	BUDGET: \$6.5 million +
LEAD: NMEDD, State Legislature,	PARTNERS: U.S. Treasury, NMFA, Nonprofits, Incubators, Accelerators, Community Investment Funds, Tribal and Regional Economic Development Agencies, IAD

Priority 4.3. Improve education and workforce outcomes for underserved populations.

Since individuals from rural and tribal communities and historically disadvantaged backgrounds are often less likely to attend college, targeted efforts should be made to ensure these groups can still prosper after high school. By increasing the number and awareness of student and young adult training programs and revising high school curricula to better fit rural communities’ needs, EDD can help narrow the rural-urban divide in student outcomes.

Priority 4.3. Improve education and workforce outcomes for underserved populations.

<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increase in opportunity for individuals from rural, tribal, and/or historically disadvantaged backgrounds 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Identify and promote rural employer training programs locally through high school and community college outreach. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: HED, DWS, PED c. Budget: \$500,000 d. Timeline 1 to 2 years 2. Partner with HED, tribal colleges, and local businesses to expand the DWS internship portal to include micro-internship opportunities that offer part-time, working, and disabled students the ability to gain paid experience and connect local students with local companies. <ol style="list-style-type: none"> a. Lead: NMEDD, DWS b. Partners: HED, tribal colleges, local businesses c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years 3. Increase awareness of the federal Indian Employment Credit and the American Indian Lands Tax Credit among New Mexican employers. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: TRD, IAD c. Budget: \$500,000 d. Timeline: 1 to 2 years 4. Increase STEM participation of underrepresented groups by establishing programs in middle schools that recruit adult volunteers to provide supplemental tutoring in math, improving students' performance and long-term interest in math and other STEM fields. See initiatives run by Austin Partners in Education, a partnership between a local school district and chamber of commerce. <ol style="list-style-type: none"> a. Lead: PED, local school districts
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Unemployment rate, labor force participation, and high school graduation rate of minorities, women, and foreign-born residents 2. Percent of workers in high-wage jobs who are from SEDI backgrounds 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. U.S. Census Bureau - ACS 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

	<ul style="list-style-type: none"> b. Partners: NMEDD c. Budget: \$500,000 d. Timeline: 3 to 5 years <p>5. Work with public high schools to establish courses on managerial and business skills in tribal areas to develop a pipeline of business leaders.</p> <ul style="list-style-type: none"> a. Lead: PED, local school districts b. Partners: NMEDD c. Budget: \$500,000 d. Timeline: 3 to 5 years <p>6. Encourage non-tribal higher education institutions to support Native American students through resource groups, business associations, and tribal management coursework.</p> <ul style="list-style-type: none"> a. Lead: HED b. Partners: NMEDD c. Budget: \$500,000 d. Timeline: 3 to 5 years <p>7. Develop a live map of child care needs in New Mexico’s communities to determine regions of the state that are facing shortages in care.</p> <ul style="list-style-type: none"> a. Lead: ECECD b. Partners: NMEDD c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$4.5 million</p>
<p>LEAD: NMEDD, ECECD, HED, PED, Local School Districts, DWS</p>	<p>PARTNERS: TRD, IAD, Tribal Colleges, Local Businesses</p>

Strategy 5: Innovative New Mexico

Fuel High Quality Homegrown Innovation

PRIORITIES

Priority 5.1. Build capacity among New Mexico’s entrepreneurs.

Data show that New Mexico’s population is highly enterprising. Among regional peers, New Mexico has some of the highest rates of entrepreneurship, with small businesses providing critical income to many New Mexicans. However, stakeholders in New Mexico routinely noted a capacity challenge for many of New Mexico’s small businesses and startups. The challenges were related to two prevailing themes: an understanding of basic business and financial principles and the ability to expand an entrepreneur’s business’s reach outside of the local community. While New Mexico is home to a variety of business support organizations, there is a role for EDD to play in increasing the quality of New Mexico’s small businesses and startups so that they reach larger markets, gain access to necessary funding, and provide prosperity for their proprietors.

Priority 5.1. Build capacity among New Mexico’s entrepreneurs	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> Increase in opportunity and success for new business owners and entrepreneurs 	<p>ACTIONS:</p> <ol style="list-style-type: none"> Collaborate with stakeholders in business and financial communities to develop a standardized, non-degree business and financial literacy training program for small businesses that is taught by business support organizations. <ol style="list-style-type: none"> Lead: NMEDD Partners: Incubators, accelerators, nonprofits Budget: \$500,000 to \$1 million Timeline: 1 to 2 years In partnership with New Mexico Small Business Development Center and New Mexico Minority Business Development Agency’s (MBDA) Business Center, implement a micro-grant program that provides financial support to small businesses looking to
<p>MEASURE:</p> <ol style="list-style-type: none"> Failure rate of small business establishments Percentage of small businesses establishments which added jobs during the year 	
<p>METHOD:</p> <ol style="list-style-type: none"> BLS - Business Employment Dynamics 	

<p>COMMUNICATION:</p> <p>1. New Mexico Legislature: Committee hearings</p>	<p>establish an online presence to reach markets outside of New Mexico.</p> <ul style="list-style-type: none"> a. Lead: NMEDD, MBDA, SBDC b. Partners: Economic development orgs c. Budget: \$500,000 d. Timeline: 3 to 5 years <p>3. In partnership with New Mexico’s existing small business support organizations, design a standardized “digital skills for small businesses” training program that is taught by New Mexico’s incubators, accelerators, and other entrepreneurship-oriented organizations</p> <ul style="list-style-type: none"> a. Lead: NMEDD, MBDA, SBDC b. Partners: Economic development orgs c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years <p>4. Conduct an in-depth analysis of the needs of New Mexico’s advanced technologies industries to determine the role of EDD’s Technology Research Collaborative.</p> <ul style="list-style-type: none"> a. Lead: NMEDD - TRC b. Partners: N/A c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$3 million</p>
<p>LEAD: NMEDD, TRC, MBDA, SBDC</p>	<p>PARTNERS: Incubators, accelerators, nonprofits, economic development orgs,</p>

Priority 5.2. Remove barriers to financial resources for entrepreneurs.

Capital is a necessity for entrepreneurs. Whether accessed through a traditional financial institution, such as a local bank, or raised through a multi-million-dollar venture fund, financial capital ensures entrepreneurs are able to procure the equipment and talent they need to take their business to the next level. In New Mexico, stakeholders shared a general perception of

capital scarcity throughout the state—part of this is due to a lack of knowledge of funding resources offered by public and private institutions. However, data indicate an opportunity for New Mexico to provide capital support for growth-oriented entrepreneurs through targeted investments. Expanding funding opportunities ensures New Mexican entrepreneurs are marketready and best positioned to grow their businesses into the future.

Priority 5.2. Remove barriers to financial resources for entrepreneurs.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Design industry-specific state-sponsored investment funds that provide matching funds up to 49%, catalyzing small business investments in key target industries. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: SIC c. Budget: \$1 million + d. Timeline: 6 to 20 years 2. Support New Mexico’s higher education and training institutions in establishing prototype funds that provide academic researchers access to critical gap funding to advance their technologies to more developed technology readiness levels. <ol style="list-style-type: none"> a. Lead: NMEDD - OST b. Partners: Higher Education c. Budget: \$1 million + d. Timeline: 6 to 20 years 3. Establish a permanent funding stream for incubators and accelerators located in New Mexico <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: State Legislature c. Budget: \$500,000 to \$1 million d. Timeline: 1 to 2 years 4. Work with the New Mexico State Investment Council to identify potential mechanisms that
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Annual venture capital funding disbursed per \$1 million of gross domestic product 2. Number of businesses which received investments that utilized the Angel Investment Tax Credit 3. Total venture capital dollars per year invested in companies headquartered in New Mexico 4. Number of business establishments created in New Mexico annually, by industry 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. National Center for Science and Engineering Statistics - Science and Engineering State Indicators 2. Tax and Rev Department collection/reporting on angel tax credit 3. Pitchbook Deals Database 4. BLS - Business Employment Dynamics 	

<p>COMMUNICATION:</p> <p>1. New Mexico Legislature: Committee hearings</p>	<p>would increase public sector investments in New Mexico Based startups.</p> <p>a. Lead: NMEDD, SIC</p> <p>b. Partners: LFC</p> <p>c. Budget: \$500,000</p> <p>d. Timeline: 1 to 2 years</p>
<p>TIME: 2022 to 2042</p>	<p>BUDGET: \$3.5 million +</p>
<p>LEAD: NMEDD, OST, SIC</p>	<p>PARTNERS: Higher Education, LFC, State Legislature</p>

Priority 5.3. Sustain an entrepreneur-friendly business environment.

Establishing a business can be difficult. Entrepreneurs frequently need to navigate a complex system of state and local rules and regulations in addition to accessing seed funding to start their business. As a state agency that works with businesses every day, EDD is in a competitive position to strengthen New Mexico’s business environment and make it a more attractive place to start and grow a business.

<p>Priority 5.3. Sustain an entrepreneur-friendly business environment.</p>	
<p>OUTCOME(S):</p> <p>1. Increased opportunity to start and grow a business</p>	<p>ACTIONS:</p> <p>1. Establish a New Mexico Incubator and Accelerator Network that coordinates the efforts of various incubator/accelerator programs in New Mexico and supports the emergence of new programs.</p> <p>a. Lead: NMEDD</p> <p>b. Partners: Incubators & Accelerators</p> <p>c. Budget: \$500,000</p> <p>d. Timeline 1 to 2 years</p> <p>2. Fully digitize the business creation process, allowing entrepreneurs to apply for permits and licenses online, submit documentation virtually, and connect with support.</p>
<p>MEASURE:</p> <p>1. Number of business establishments created in New Mexico annually, by industry</p>	
<p>METHOD:</p> <p>1. BLS - Business Employment Dynamics</p>	

<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	<ol style="list-style-type: none"> a. Lead: Secretary of State b. Partners: NMEDD c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$1.5 million</p>
<p>LEAD: NMEDD, Secretary of State</p>	<p>PARTNERS: Business Incubators, Accelerators</p>

Priority 5.4. Connect entrepreneurs and innovators to critical industry knowledge and resources.

Successful innovation requires collaboration between many stakeholders to develop a product or technology that meets a market need. Many innovations fail because they do not clearly address a market need. Connecting entrepreneurs and innovators to industry knowledge and resources ensures that New Mexico’s innovators focus resources on ideas and products that have potential in the marketplace. Increasing the commercialization of home-grown intellectual property will support the emergence of new industries in New Mexico and make the state a more competitive player in an increasingly advanced global economy.

<p>Priority 5.4. Connect entrepreneurs and innovators to critical industry knowledge and resources.</p>	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. More opportunity for innovative technologies and companies to grow and prosper 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. In partnership with HED, design a grant program for academic researchers at New Mexico’s higher education institutions that incentivizes researchers to collaborate with industry partners. <ol style="list-style-type: none"> a. Lead: NMEDD, HED b. Partners: DWS, Higher Education c. Budget: \$500,000 to \$1 million d. Timeline 3 to 5 years 2. Leverage New Mexico’s incubators, accelerators, laboratories, and higher education and training institutions to create a New Mexico Entrepreneur Mentor Network that
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Number of business which originated from or are affiliated with New Mexico’s universities 2. Number of businesses which originated from or are affiliated with New Mexico’s national lab 3. Number of startups graduating from a New Mexico-based incubators and accelerators 4. Occupancy rate of New Mexico-based incubators and accelerators 	

5. Number of full-time employees working at companies that have graduated during the last year from incubators and accelerators	<p>serves as a resource for business knowledge and management support for early-stage startups.</p> <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: Higher Education c. Budget: \$500,000 d. Timeline: 1 to 2 years <p>3. Build a network of accessible and flexible laboratory and maker spaces that are available to innovators throughout New Mexico.</p> <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: N/A c. Budget: \$1 million + d. Timeline: 6 to 20 years
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Association of University Technology Managers - Statistics Access for Technology Transfer Database 2. NMEDD - New Collection 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	
TIME: 2022 to 2042	BUDGET: \$2.5 million +
LEAD: NMEDD, HED	PARTNERS: DWS, Higher Education

Strategy 6: Resilient New Mexico

Diversify New Mexico’s Economy by Growing Target Industries

PRIORITIES

Priority 6.1. Aerospace.

The aerospace industry remains an opportunity for New Mexico, though in recent years competition in this industry from other states—especially in the space sector—has increased significantly. As a result, features of New Mexico’s aerospace ecosystem, such as Spaceport America, do not have the competitive “pull factor” they had a decade ago. However, New Mexico’s role in the “space triangle” in the western United States—defined as the three cities of Albuquerque, NM, Colorado Springs, CO, and Los Angeles, CA—means that the state does, in fact, maintain a competitive edge over many others.

Priority 6.1. Aerospace

<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Aerospace Industry in New Mexico 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. (Institutional Capacity, Institutional Alignment). Prioritize the development of an aerospace industry council that connects stakeholders in New Mexico’s aerospace industry with higher education and training institutions in the state, focusing on the development of industry-relevant curricula at the certificate, 2- and 4- year degree, and graduate degree levels. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: NewSpace New Mexico, DWS, HED c. Budget: \$500,000 d. Timeline: 1 to 2 years 2. (Incentives). Develop a matching fund for aerospace-related infrastructure development critical to New Mexico’s aerospace industry, particularly around Spaceport America. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: Spaceport c. Budget: \$1 million + d. Timeline: 1 to 2 years 3. (Incentives). Attract aerospace entrepreneurs to New Mexico by developing an annual “Spaceport America Space Camp” that showcases New Mexico’s space-related capabilities and provides cash prizes to startup teams that are able to effectively address an emerging challenge for the space industry. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: Spaceport, NM Tourism c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico’s total employment 3. Number of businesses by size 4. Number of jobs created and sustained by Spaceport America 5. Aerospace Manufacturing Attractive Rankings published by PwC 6. Number of private sector or federal tenants at Spaceport America 7. State Incentives & other money paid to companies in the aerospace industry 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages (Measure 1, 2, & 3) 2. Jobs and tenant reporting by Spaceport (Measure 4 & 6) 3. Aerospace Manufacturing Attractive Rankings 4. Overall percentage of state incentive money paid to Aerospace companies 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

	<p>4. (Workforce). Develop an aerospace-focused online workforce portal that connects students, researchers, and employers in the aerospace industry to opportunities in New Mexico.</p> <ul style="list-style-type: none"> a. Lead: NewSpace NM b. Partners: NMEDD, DWS, HED, Higher education c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
TIME: 2022 to 2027	BUDGET: \$3.5 million +
LEAD: NMEDD, NewSpace NM	PARTNERS: DWS, HED, Higher education, Spaceport, NM Tourism

Priority 6.2. Biosciences.

Biosciences is a nascent but growing industry that is well-positioned to become a key driver of economic growth in New Mexico. The state’s national labs and higher education institutions produce a talented bioscience workforce, while its strengths in R&D have supported the formation of numerous bioscience startups. A lack of alignment between institutions in pursuing shared goals, however, remains a challenge that can be addressed through interdisciplinary collaboration. Furthermore, because bioscience is a capital-intensive industry in which many companies require specially designed lab space, establishing adequate lab space infrastructure is critical to the ability of bioscience startups to expand in New Mexico

Priority 6.2. Biosciences.	
<p>OUTCOME(S):</p> <ul style="list-style-type: none"> 1. increased economic activity of the Bioscience Industry in New Mexico 	<p>ACTIONS:</p> <ul style="list-style-type: none"> 1. (Institutional Alignment). Organize a biannual bioscience industry conference aimed at exploring collaboration opportunities between bioscience companies, identifying supply chain complementarities, and strengthening relationships between industry, academia, and national labs. <ul style="list-style-type: none"> a. Lead: NMEDD - OST
<p>MEASURE:</p> <ul style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico’s total employment 	

<ul style="list-style-type: none"> 3. Number of businesses by size 4. Total amount of wet lab space in New Mexico 5. Number of federal and state environmental contracts and subcontracts awarded to New Mexico-based companies 6. State Incentives & other money paid to companies in the bioscience industry 	<ul style="list-style-type: none"> b. Partners: NM Bio c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>METHOD:</p> <ul style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. Overall percentage of state incentive money paid to Aerospace companies 	<ul style="list-style-type: none"> 2. (Institutional Capacity). Establish a specialized resource center for environmental remediation small businesses in partnership with EMNRD with personnel trained in both environmental regulations and federal contracting who can offer technical assistance for securing and maintaining federal contracts <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: EMNRD, NMED c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>COMMUNICATION:</p> <ul style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	<ul style="list-style-type: none"> 3. (Physical Infrastructure). Conduct a feasibility study for the development of a circular clean fuel economy by linking existing bioscience, agriculture, and green energy supply chains with a focus on sustainability, carbon intensity, and the reduction of industrial waste. <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: Industry Councils c. Budget: \$500,000 d. Timeline: 1 to 2 years 4. (Physical Infrastructure). Engage with and assist lifescience focused real estate developers to repurpose suitable vacant properties into wet lab space. <ul style="list-style-type: none"> a. Lead: NM Partnership b. Partners: EDD, NM Bio c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$2.5 million</p>
<p>LEAD: NMEDD, NM Partnership, OST</p>	<p>PARTNERS: NM Bio, Industry Councils, EMNRD, NMED</p>

Priority 6.3. Cybersecurity.

The cybersecurity industry is supported by a strong network of cyber-focused programs at the national labs and higher education institutions and by the Cybersecurity Center of Excellence (CCoE), an organization that coordinates industry development efforts and promotes cybersecurity awareness and training. Demand for cybersecurity services is expected to drastically increase in the next two decades, but the supply and quality of cybersecurity are still lacking in New Mexico. Two barriers to industry growth in the state are a lack of knowledge by cybersecurity entrepreneurs of intellectual property and technology transfer law and a lack of investment by New Mexico companies to improve their cybersecurity capabilities. Addressing both challenges will require EDD to support and closely coordinate with the CCoE.

Priority 6.3. Cybersecurity.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Cyber Security Industry in New Mexico 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. (Institutional Capacity). Provide funding and staffing for the Cybersecurity Center of Excellence to establish business and legal advising services for cybersecurity entrepreneurs. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: CSCoE c. Budget: \$500,000 to \$1 million d. Timeline 3 to 5 years 2. (Institutional Alignment). Provide funding and organizational support for the expansion of the CyberReady program to include regular one-on-one consultations and follow-ups, with the goal of ensuring that New Mexico businesses can pass the Cybersecurity Maturity Model Certification (CMMC). <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: CSCoE c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years 3. (Physical Infrastructure). Incorporate basic cybersecurity training into broadband
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico's total employment 3. Number of businesses by size 4. Number of businesses that have obtained the Cybersecurity Maturity Model Certification (CMMC) 5. Number of new cybersecurity businesses created with assistance from the Cybersecurity Center of Excellence 6. State Incentives & other money paid to companies in the cybersecurity industry 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. Overall percentage of state incentive money paid to Cybersecurity companies 	

<p>COMMUNICATION:</p> <p>1. New Mexico Legislature: Committee hearings</p>	<p>expansion initiatives so that newly connected residents and businesses are properly trained in safe internet practices</p> <p>a. Lead: CSCoE</p> <p>b. Partners: NMEDD</p> <p>c. Budget: \$500,000 to \$1 million</p> <p>d. Timeline: 3 to 5 years</p>
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$3 million</p>
<p>LEAD: NMEDD, CSCoE</p>	<p>PARTNERS: N/A</p>

Priority 6.4. Film & Television.

The film industry has been a strong performer in New Mexico’s economy over the last 20 years. New Mexico is increasingly the home of major motion pictures, award-winning television series, and a growing number of independent films written by home-grown talent. Film industry stakeholders were unanimous in their support for New Mexico’s current slate of film industry incentives and credit these incentives with the emergence and growth of the industry in the state over the last several years. As the film industry diversifies away from its historical roots on the West Coast, however, New Mexico faces competition from a growing number of regions, both in the United States and internationally, that threaten the growth seen in New Mexico in recent years. Maintaining New Mexico’s competitive advantage in film and increasing this advantage over other domestic and foreign competition will require coordinated efforts from EDD and stakeholder organizations. In particular, efforts are needed to strengthen New Mexico’s film workforce, as well as the state’s physical infrastructure for the film industry

<p>Priority 6.4. Film & Television.</p>	
<p>OUTCOME(S):</p> <p>1. Increased economic activity of the Film and Television Industry in New Mexico</p> <p>2.</p>	<p>ACTIONS:</p> <p>1. (Incentives, Physical Infrastructure). Conduct a review of New Mexico’s existing film industry incentives to assess their economic impact on the state and identify opportunities to enhance these incentives and maximize their impact on the state’s film industry.</p> <p>a. Lead: NMEDD - NMFO</p> <p>b. Partners: TRD</p>
<p>MEASURE:</p> <p>1. Employment growth relative to that of the United States</p> <p>2. Share of New Mexico’s total employment</p> <p>3. Number of businesses by size</p>	

- 4. Number of productions filming in New Mexico per year
- 5. Percentage of film graduates from New Mexico higher education institutions employed in the state's film industry
- 6. State Incentives & other money paid to companies in the Film & Television industry

METHOD:

- 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages
- 2. NM Film Office Statistics
- 3. HED & NM Film Office information
- 4. Overall percentage of state incentive money paid to Film and Television companies

COMMUNICATION:

- 1. New Mexico Legislature: Committee hearings

- c. Budget: \$500,000
 - d. Timeline 3 to 5 years
- 2. (Incentives). Develop and implement an ongoing marketing campaign geared toward industry decision makers, state legislators, and the community that will help grow the industry in New Mexico, advocate for the optimization of existing incentives, and advertise the industry as an employment opportunity for New Mexicans.
 - a. Lead: NMEDD - NMFO
 - b. Partners: N/A
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: 1 to 2 years
 - 3. (Workforce). Promote diversity in entertainment by developing a workshop for aspiring film industry workers in New Mexico that connects creators to industry representatives and allows them to strengthen their professional skills.
 - a. Lead: NMEDD, NMFO
 - b. Partners: Higher Education
 - c. Budget: \$500,000
 - d. Timeline: 3 to 5 years
 - 4. (Workforce). Establish a New Mexico Film Academy that serves as a one-stop shop for high quality education and training programs offered in partnership with New Mexico's higher education and training institutions.
 - a. Lead: NMEDD, NMFO
 - b. Partners: HED, Higher Education
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: 3 to 5 years
 - 5. (Workforce). Work with industry to develop certified programs and curricula for post-production, animation, and other film-adjacent specialties.

	<ul style="list-style-type: none"> a. Lead: Higher Education b. Partners: HED, EDD-NMFO, DWS c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
TIME: 2022 to 2027	BUDGET: \$4 million
LEAD: NMEDD - NMFO, Higher Education, HED	PARTNERS: DWS

Priority 6.5. Outdoor Recreation.

New Mexico’s natural and outdoor recreation amenities are widely cited as one of the state’s greatest assets. Outdoor recreation activities have seen rapid growth in popularity, and this trend has only accelerated during the COVID-19 pandemic. Outdoor recreation is primed to play an important role in New Mexico’s economic recovery and diversification. The creation of the Outdoor Recreation Division (ORD) at EDD provides a foundation from which the state can support industry development efforts. However, the industry in New Mexico is still relatively smaller than it is in most of its peer states, and New Mexico’s outdoor recreation assets are less well-known nationally than states such as Colorado. However, greater support for outdoor recreation businesses and increased investment in trail infrastructure can accelerate growth in the industry and contribute to EDD’s goal of making outdoor recreation a key driver of the state’s economic growth.

Priority 6.5. Outdoor Recreation.	
<p>OUTCOME(S):</p> <ul style="list-style-type: none"> 1. Increased economic activity of the Outdoor Recreation Industry in New Mexico 2. 	<p>ACTIONS:</p> <ul style="list-style-type: none"> 1. (Physical Infrastructure). Fund outdoor recreation infrastructure projects by working with rural communities and industry stakeholders to inventory areas for investment and to identify funding sources in addition to the ORD-led Outdoor Recreation Trails+ infrastructure grant <ul style="list-style-type: none"> a. Lead: NMEDD - ORD b. Partners: EMNRD, USDO, USDA c. Budget: \$1 million + d. Timeline 3 to 5 years
<p>MEASURE:</p> <ul style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico’s total employment 3. Number of businesses by size 4. Number of completed capital improvement projects related to trail and park infrastructure 	

<p>5. Number of outdoor recreation businesses that were awarded grant funding or have obtained other forms of financing during the year</p> <p>6. State Incentives & other money paid to companies in the Outdoor Rec industry</p>	<p>2. (Institutional Capacity). Hire a Trails Planner to work with MainStreet districts and other key local stakeholders to inventory priority outdoor recreation infrastructure projects and create the necessary construction documents to get them shovel-ready.</p> <ul style="list-style-type: none"> a. Lead: NMEDD - ORD b. Partners: NMMS c. Budget: \$500,000 d. Timeline: 1 to 2 years <p>3. (Institutional Capacity, Incentives). Enable the Outdoor Recreation Division to assist outdoor recreation entrepreneurs in seeking small business financing through programs such as the U.S. Department of Agriculture’s Rural Business Cooperative Service and a permanent EDD fund.</p> <ul style="list-style-type: none"> a. Lead: NMEDD - ORD b. Partners: USDA c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years <p>4. (Institutional Alignment). Improve marketing of New Mexico’s outdoor recreation opportunities to a national audience through local, regional, and tribal partnerships</p> <ul style="list-style-type: none"> a. Lead: NMEDD - ORD b. Partners: NMTD, EMNRD c. Budget: \$500,000 d. Timeline: 1 to 2 years <p>5. (Institutional Alignment). Serve on the governor’s 30x30 Committee and advocate for the consideration of outdoor recreation opportunities.</p> <ul style="list-style-type: none"> a. Lead: NMEDD - ORD b. Partners: 30x30 Task Force c. Budget: \$500,000 d. Timeline: Ongoing
<p>METHOD:</p> <ul style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. EMNRD and ORD data collections 3. Overall percentage of state incentive money paid to Outdoor Rec companies 	
<p>COMMUNICATION:</p> <ul style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 	

	<p>6. (Physical Infrastructure). Work with local, state, tribal, and federal land managers to identify trails facing threat of overuse or effects of climate change and develop a stewardship plan</p> <ol style="list-style-type: none"> a. Lead: EMNRD, USDOJ b. Partners: NMEDD - ORD c. Budget: \$1 million + d. Timeline: 6 to 20 years
TIME: 2022 to 2027	BUDGET: \$4 million
LEAD: NMEDD - NMFO, Higher Education, EMNRD	PARTNERS: HED, DWS

Priority 6.6. Sustainable & Value-Added Agriculture.

The current agriculture industry in New Mexico is heavily focused on production of raw agricultural goods that are often shipped to other states for processing and refinement. New Mexico misses out on the value-added component of the agriculture industry in which raw agricultural products can be used to develop higher-value products. At the state level, there is also an opportunity to increase the in-state consumption of New Mexico-grown agriculture sustainable growth of agricultural activity as temperatures rise and water becomes less available. Many of the necessary components of a sustainable and high-value-add agriculture industry are already present in New Mexico. New conservation technologies, such as those related to optimized water use, must be deployed at greater rates and utilized across the state to ensure New Mexico remains competitive in its current strengths while providing resources for new growers and ranchers. Increasing food processing capacity in New Mexico will require additional and more stable funding mechanisms for producers in the state. In this area, EDD must act as a partner to the New Mexico Department of Agriculture and industry stakeholders that need assistance accessing incentives and building capacity

Priority 6.6. Sustainable & Value-Added Agriculture	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Sustainable & Value-Added Agriculture Industry in New Mexico 2. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. (Institutional Capacity, Institutional Alignment, Regulatory Environment). Launch a cannabis business office to offer technical support,

MEASURE:

- 1. Employment growth relative to that of the United States
- 2. Share of New Mexico’s total employment
- 3. Number of businesses by size
- 4. Average time required for farmers and ranchers to process raw food products
- 5. Number of patents and publications related to agricultural sustainability and water conservation originating from New Mexico research institutions
- 6. State Incentives & other money paid to companies in the Sustainable & Value-Added Ag industry

METHOD:

- 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages
- 2. Overall percentage of state incentive money paid to Outdoor Rec companies

COMMUNICATION:

- 1. New Mexico Legislature: Committee hearings
- 2.

regulatory compliance assistance, and assistance with securing the capital necessary to begin and maintain a recreational or medicinal marijuana business within the state.

- a. Lead: NMEDD - ORD
- b. Partners: Cannabis Control Division, NM Department of Agriculture, NMED
- c. Budget: \$500,000
- d. Timeline 1 to 2 years

2. (Institutional Capacity, Institutional Alignment). Attract agricultural and water technology innovation conferences and partnerships to promote collaboration and spur local innovation.

- a. Lead: NMEDD
- b. Partners: NM Department of Agriculture, EMNRD, NMSU
- c. Budget: \$500,000 to \$1 million
- d. Timeline: 3 to 5 years

3. (Incentives, Physical Infrastructure). Design an Agriculture Best Management Practices (AgBMP) loan program, similar to that of the Minnesota Department of Agriculture, 204 to promote and support innovative agriculture and aquaculture practices, such as soil protection, water conservation, shortening supply chains, and reducing waste streams among producers

- a. Lead: NM Department of Agriculture
- b. Partners: NMEDD, EDD
- c. Budget: \$1 million +
- d. Timeline: 6 to 20 years

4. (Physical Infrastructure). Increase in-state consumption of locally grown produce through the expansion of farm-to-table and food festival promotions.

- a. Lead: NM Tourism
- b. Partners: NMEDD

	<ul style="list-style-type: none"> c. Budget: \$500,000 d. Timeline: 1 to 2 years <p>5. (Physical Infrastructure, Regulatory Environment). Increase funding and regulatory support to improve and further develop food processing plants in New Mexico.</p> <ul style="list-style-type: none"> a. Lead: NM Dept of Agriculture b. Partners: NMED, EDD, FDA c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years
TIME: 2022 to 2042	BUDGET: \$4 million +
LEAD: NMEDD, NM Dept of Agriculture, NM Tourism	PARTNERS: Cannabis Control Division, NM Department of Agriculture, NMED, NMSU, EDD, FDA, EMNRD

Priority 6.7. Intelligent Manufacturing.

New Mexico has a diverse manufacturing sector that enjoys strong support from state agencies and organizations in the form of incentives, technical assistance, and organizational support. However, a lack of suitable and shovel-ready sites presents a challenge to attracting prospective manufacturers to the state, while existing manufacturers continue to struggle with hiring skilled workers and with making the capital investments necessary to adapt to new technologies and process innovation.

Priority 6.7. Intelligent Manufacturing.	
<p>OUTCOME(S):</p> <ul style="list-style-type: none"> 1. Increased economic activity of the Intelligent Manufacturing Industry in New Mexico 2. 	<p>ACTIONS:</p> <ul style="list-style-type: none"> 1. (Physical Infrastructure). Fund, support, and promote the development of industrial rail parks in both southern and central New Mexico as attractive manufacturing locations with easy rail access. <ul style="list-style-type: none"> a. Lead: NMEDD
<p>MEASURE:</p> <ul style="list-style-type: none"> 1. Employment growth relative to that of the United States 	

- 2. Share of New Mexico’s total employment
- 3. Number of businesses by size
- 4. Number of new manufacturing and industrial operations opened in or within five miles of industrial rail parks
- 5. Number of jobs created by manufacturers successfully recruited through state and local economic development efforts
- 6. Percent increase in JTIP qualifying hours for intelligent manufacturing jobs over a historical baseline in traditional manufacturing jobs
- 7. State Incentives & other money paid to companies in the Intelligent Manufacturing industry

- METHOD:
- 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages
 - 2. NMEDD collection of business establishment count
 - 3. NMEDD collection of jobs created by businesses recruited to the state
 - 4. NMEDD JTIP information
 - 5. Overall percentage of state incentive money paid to Intelligent Manufacturing companies
 - 6.
 - 7.

- COMMUNICATION:
- 1. New Mexico Legislature: Committee hearings
 - 2.

- b. Partners: Rail park developers, NM Partnership
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline 3 to 5 years
- 2. (Institutional Alignment). Conduct a supply chain gap analysis in key manufacturing sectors to identify business recruitment opportunities that align with reshoring and nearshoring trends.
 - a. Lead: NMEDD
 - b. Partners: MEP
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: 1 to 2 years
 - 3. (Institutional Capacity). Establish a state-owned industrial finance corporation, modeled after the Industrial Finance Corporation Act of 2021, which makes long-term loans, equity investments, and purchase guarantees to bridge the financing gap in New Mexico’s high-tech and capital-intensive manufacturing sector.
 - a. Lead: NMEDD
 - b. Partners: TRD, MEP
 - c. Budget: \$1 million +
 - d. Timeline: 3 to 5 years
 - 4. (Physical Infrastructure). Work with the New Mexico Manufactured Housing Association, R&D institutions, and CNM’s FUSE Makerspace to explore the potential of using 3D printed manufactured housing to address challenges in affordable housing and rural development.
 - a. Lead: NMEDD
 - b. Partners: NM Manufactured Housing Association, R&D institutions
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: 6 to 20 years

	<p>5. (Institutional Alignment). Hold negotiation planning sessions with local government stakeholders to craft a compelling business proposition prior to negotiations with prospective manufacturers.</p> <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: MEP, NM Partnership c. Budget: \$500,000 d. Timeline: 1 to 2 years <p>6. (Workforce Development). Create model curricula for career & technical education (CTE) providers geared specifically toward developing skills sought by New Mexico manufacturers</p> <ul style="list-style-type: none"> a. Lead: HED b. Partners: EDD, MEP, DWS c. Budget: \$500,000 d. Timeline: 3 to 5 years <p>7. (Institutional Alignment). Sponsor an advertising campaign of New Mexico MEP's New Mexico Made program, modeled after the New Mexico True Program, to promote national and international awareness about products made by the state's high-tech manufacturers.</p> <ul style="list-style-type: none"> a. Lead: NM True b. Partners: NMEDD, MEP c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years e.
<p>TIME: 2022 to 2042</p>	<p>BUDGET: \$6 million +</p>
<p>LEAD: NMEDD, NM True, HED</p>	<p>PARTNERS: Rail park developers, NM Partnership, TRD, MEP, DWS</p>

Priority 6.8. Global Trade.

Global trade is one of New Mexico’s fastest-growing industries, driven in part by rapid industrial development of the Santa Teresa region and continued infrastructure investments in the Santa Teresa Port of Entry. A key enabler of the industry is the state’s extensive transportation infrastructure, which provides the state with easy access to both domestic and international markets. The Albuquerque region, in particular, is strategically located at the intersection of major cross-country freight corridors, but the region has not fully taken advantage of its locational advantage for economic development. As such, capturing the economic benefits of freight passing through the state, as well as ensuring that growth in the border region is sustainable and equitable, should be key industry priorities for EDD.

Priority 6.8. Global Trade.	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Global Trade Industry in New Mexico 2. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. (Physical Infrastructure). Offer LEDA support to the City of Albuquerque for the creation of a warehouse and distribution district, located at the intersection I-40 and I-25, to capture cross-country freight activity passing through central New Mexico. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: City of Albuquerque c. Budget: \$1 million + d. Timeline 6 to 20 years 2. (Institutional Capacity, Institutional Alignment). Conduct an economic impact analysis of a full expansion of the Santa Teresa Port of Entry with the goal of identifying economic development opportunities and challenges <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: New Mexico Border Authority c. Budget: \$500,000 to \$1 million d. Timeline: 1 to 2 years 3. (Physical Infrastructure). Identify federal grants and other funding sources for the proposed development of an international rail
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico’s total employment 3. Number of businesses by size 4. Value of goods exported from New Mexico to international markets 5. Job growth in the warehouse and distribution industry 6. State Incentives & other money paid to companies in the Global Trade industry 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. U.S. Census Bureau - State Export Data Series 3. Bureau of Labor Statistics - Quarter Census of Employment and Wages 4. Overall percentage of state incentive money paid to Global Trade companies 	

COMMUNICATION:

- 1. New Mexico Legislature: Committee hearings
- 2.

crossing west of the Santa Teresa Port of Entry.

- a. Lead: NMEDD
 - b. Partners: New Mexico Trade Alliance, NMDOT
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years
4. (Physical Infrastructure). Complete Phase 2 of the Santa Teresa International Rail Study to determine funding sources and secure presidential permit approval for a bi-national rail bypass near the Santa Teresa Port of Entry
- a. Lead: NM Border Authority
 - b. Partners: NMEDD, NMDOT
 - c. Budget: \$500,000 to \$1 million
 - d. Timeline: 3 to 5 years
5. (Institutional Capacity; Institutional Alignment). Conduct a “lessons learned” exercise from New Mexico’s success in recruiting Taiwanese manufacturers and strategically plan additional trade missions to high-value international markets.
- a. Lead: New Mexico Trade Alliance
 - b. Partners: NMEDD
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years
6. (Institutional Capacity; Institutional Alignment). Utilize federal resources, such as the Office of the U.S. Trade Representative and congressional representatives, to actively promote the state to an international audience.
- a. Lead: New Mexico Trade Alliance
 - b. Partners: NMEDD
 - c. Budget: \$500,000
 - d. Timeline: 3 to 5 years
7. (Physical Infrastructure). Create an Airport Innovation District at the Sunport to increase

	<p>shipping activity in high-tech and high-value air cargo to and from the national labs, universities, and businesses in central New Mexico.</p> <ul style="list-style-type: none"> a. Lead: City of Albuquerque b. Partners: NMEDD, Innovate ABQ c. Budget: \$1 million+ d. Timeline: 6 to 20 years
TIME: 2022 to 2042	BUDGET: \$5.5 million +
LEAD: NMEDD, NM Trade Alliance, City of Albuquerque, NM Border Authority	PARTNERS: NMDOT, Innovate ABQ

Priority 6.9. Sustainable & Green Energy.

New Mexico’s location and climate make the state a natural home to renewable energy production. A sunny climate with few natural disasters increases the state’s potential for sustainable and green energy development in solar, wind, geothermal, and hydrogen. New Mexico has placed renewables at the forefront of its energy sector through policies such as the 2019 Energy Transition Act, which requires the state to be completely carbon free by 2045 and derive 50% of its energy from renewables by 2030. The creation of the Renewable Energy Transmission Authority (RETA) in 2007 also placed New Mexico in a small group of states that have developed a state-level transmission authority to enable greater integration of renewables within the state’s energy infrastructure. However, according to stakeholders, infrastructure remains a key issue as the lack of adequate transmission capability is a major barrier to the advancements in the industry. The rising demand regionally for renewables and alternative energy sources provide an opportunity for New Mexico to export locally generated sustainable and green energy. The expansion of this industry also creates employment opportunities for the residents of rural counties and tribal areas. Aside from the traditional wind and solar resources, New Mexico is also positioned to lead in the growing hydrogen economy. Not only could New Mexico play an important role in regional energy markets, but it could also take an active role promoting small scale community renewable resources such as community solar and combined heat and power (CHP), which empower local businesses and residents to strengthen and shorten energy supply chains

Priority 6.9. Sustainable & Green Energy.

<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Sustainable & Green Energy Industry in New Mexico 2. 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. (Physical Infrastructure, Incentives). Promote opportunities for employers in the state to operate 100% renewable energy offices through the deployment of a reward system, micro-installations such as Combined Heat and Power, and community renewables like community solar. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: EMNRD, NMSU, MEP, U.S. Department of Energy c. Budget: \$500,000 to \$1 million d. Timeline 1 to 2 years 2. (Workforce). In partnership with HED, DWS, San Juan College, and local energy producers, design more expansive model workforce development programs for the hydrogen industry to expand in northeast and southwest New Mexico. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, HED, Industry partners, EMNRD c. Budget: \$1 million + d. Timeline: 3 to 5 years 3. (Workforce). In partnership with DWS, HED, industry councils, and other stakeholders, identify workforce gaps and needs for solar, wind, and other related alternative energy industries (such as geothermal, carbon capture, and energy storage) within the state. <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, HED, Industry partners, EMNRD c. Budget: \$500,000 to \$1 million d. Timeline: 3 to 5 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico's total employment 3. Number of businesses by size 4. Number of jobs in upstream renewable energy production, such as wind turbine technicians and hydrogen fuel cell assemblers 5. Share of energy sold by New Mexico's investor-owned utilities that originates from a renewable source 6. State Incentives & other money paid to companies in the Sustainable & Green Energy industry 7. 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. Bureau of Labor Statistics - Occupational Employment and Wage Statistics 3. Overall percentage of state incentive money paid to Sustainable & Green Energy companies 	
<p>COMMUNICATION:</p> <ol style="list-style-type: none"> 1. New Mexico Legislature: Committee hearings 2. 	

4. (Institutional Alignment, Regulatory Environment). Investigate the feasibility and implementation of a New Mexico Green Bank to centralize and simplify financing for renewable and green industries within the state.
 - a. Lead: NMEDD, EMNRD
 - b. Partners: NMFA
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years

5. (Physical Infrastructure, Institutional Capacity). Partner with EMNRD as part of an RTO task force to study various market design options for a Regional Transmission Operator to analyze direct and indirect benefits, induced tax revenue, job creation, and transmission development.
 - a. Lead: NMEDD
 - b. Partners: EMNRD, NM SLO
 - c. Budget: \$500,000
 - d. Timeline: 1 to 2 years

6. (Physical Infrastructure). Enable greater integration and diversification of renewables into New Mexico’s electrical grid—particularly for producers in rural areas of the state—by expanding transmission infrastructure in accordance with the findings of the Renewable Energy Transmission Authority’s (RETA) study of New Mexico’s transmission infrastructure.
 - a. Lead: RETA
 - b. Partners: NMEDD, EMNRD
 - c. Budget: \$1 million +
 - d. Timeline: 6 to 20 years

7. (Physical Infrastructure). Pursue USDOT Federal Highway Administration “Alternative Fuel Vehicle Corridor” designations for interstate highways I10, I-25, and I-40.

	<ul style="list-style-type: none"> a. Lead: NMDOT b. Partners: NMEDD, EMNRD c. Budget: \$1 million + d. Timeline: 6 to 20 years <p>8. (Regulatory Environment) Investigate obtaining state primacy for carbon capture permitting from the EPA.</p> <ul style="list-style-type: none"> a. Lead: EMNRD b. Partners: NMEDD c. Budget: \$1 million + d. Timeline: 6 to 20 years <p>9. (Institutional Capacity). Expand staffing capacity at the SLO Office of Renewable Energy in accordance with the findings of Headwaters Economics' recent study on Diversifying Revenue on New Mexico State Trust Lands.</p> <ul style="list-style-type: none"> a. Lead: NM SLO b. Partners: NMEDD, EMNRD c. Budget: \$500,000 to \$1 million d. Timeline: 6 to 20 years <p>10. (Institutional Alignment, Incentives; Workforce). Continue work under the Economic and Energy Diversification program at EMNRD to understand business wants and needs to foster a good business climate. This includes accurately reporting on current incentives, addressing gaps, and developing workforce training as needed.</p> <ul style="list-style-type: none"> a. Lead: EMNRD b. Partners: NMEDD, DWS c. Budget: \$500,000 d. Timeline: ongoing
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TIME: 2022 to 2042

BUDGET: \$8.5 million +

LEAD: NMEDD, EMNRD, NM SLO, NMDOT, RETA

PARTNERS: DWS, HED, Industry partners, NMFA

Priority 6.10. Uranium Mine and Mill Reclamation

During the 2022 regular New Mexico legislative session HB 164 passed the house and senate unanimously and was signed into law by the governor on March 1st. The bill directs the department of environment to coordinate efforts with the energy, minerals and natural resources department; the Indian affairs department; the office of natural resources trustee; the state land office; the department of game and fish; the cultural affairs department; the department of health; the workforce solutions department; the economic development department; and the department of transportation to clean up and reclaim former uranium mine and mill sites. In particular reference to the work of NMEDD the bill states:

work with the economic development department, workforce solutions department and industry to establish uranium mine and mill reclamation as a target economic development industry in New Mexico, including the creation, coordination and promotion of worker training and business development programs for reclamation activities [Section 1.A. 4]

In September 2021 the The University of New Mexico's Bureau of Business and Economic Research (BBER) prepared a research paper entitled The Economic Opportunities and Challenges of Uranium Mine Cleanup in New Mexico (<https://www.nmlegis.gov/handouts/RHMC%20092021%20Item%20%20Economic%20Opportunities%20and%20Challenges%20of%20Uranium%20Mining%20Cleanup.pdf>) and presented it to the Legislative Radioactive & Hazardous Materials Committee. In that research paper BBER outlined a justification for including Environmental Remediation as a state target industry. The points included:

- Prioritization of uranium mining remediation can be leveraged for other remediation opportunities and could create a significant new business sector
- NM already has expertise in nuclear materials, mining, engineering, health, legal, and legislative matters
- NM could develop a skills list for businesses and individuals trained to do uranium mine cleanup work and help grow our educational programs alongside our businesses

BBER's research also found that "Remediation of uranium sites is an economic opportunity for NM and the Native communities – \$1 billion in settlement funds could support more than 1,000 well-paying jobs for 10 years."

Adding Uranium Mine and Mill Reclamation as the 10th target industry for NMEDD means aligning the need for remediation and reclamation efforts with a trained workforce and local prime or contract companies that can perform the work. It also means connecting with the mine remediation industry to begin developing relationships and attracting needed expertise and knowledge into the state.

Priority 6.10. Uranium Mine and Mill Reclamation	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 1. Increased economic activity of the Uranium Mine and Mill Reclamation Industry in New Mexico 2. Safer environment for residents of the State especially those living near former Uranium mines 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. Model a workforce incentive for remediation efforts on the Film Industry incentive to better ensure that local workers are involved in the cleanup projects that come to New Mexico <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, EMNRD, NM Environment Department c. Budget: \$1 million + d. Timeline 1 to 2 years 2. In partnership with HED, DWS, Navajo Technical College, and New Mexico Tech design curriculum and degree tracks for mine reclamation and remediation undergraduate and graduate degrees <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, HED, Industry partners, NM Tech, Navajo Tech c. Budget: \$1 million + d. Timeline: 3 to 5 years 3. Identify areas of workforce needs in the mine reclamation and remediation industry that can be filled through micro-credentials, apprenticeships, and certifications, and associate degrees. Activate the state's community colleges, workforce development programs, and makerspaces to fill those needs <ol style="list-style-type: none"> a. Lead: NMEDD
<p>MEASURE:</p> <ol style="list-style-type: none"> 1. Employment growth relative to that of the United States 2. Share of New Mexico's total employment 3. Number of businesses by size 4. Number of active mine and mill reclamation projects 5. State Incentives & other money paid to companies in the Uranium Mine and Mill Reclamation industry 6. Decrease in cancers, repository illnesses, and other conditions linked with exposure to uranium mines and mills 	
<p>METHOD:</p> <ol style="list-style-type: none"> 1. Bureau of Labor Statistics - Quarter Census of Employment and Wages 2. Information collected through contracts with state and federal agencies- New Mexico Environment Department 3. Overall percentage of state incentive money paid to Uranium Mine and Mill Reclamation companies 	

<p>4. Tracking by NMDOH and Navajo Nation DOH on YoY cases of illnesses related to uranium exposure</p>	<p>b. Partners: DWS, HED, community colleges, Fab Lab Hub, FUSE, QueLab, Navajo Tech</p> <p>c. Budget: \$1 million +</p> <p>d. Timeline: 3 to 5 years</p>
<p>COMMUNICATION:</p> <p>1. New Mexico Legislature: Committee hearings</p>	<p>4. Organize an industry coalition of firms working in the mine reclamation and remediation field inside and outside of the state. Hold semi annual listening sessions with the coalition to learn about trends and development needs in the industry and share opportunities for engagement in the state.</p> <p>a. Lead: NMEDD, NM Partnership</p> <p>b. Partners: EMNRD, NM Environment Department</p> <p>c. Budget: \$500,000</p> <p>d. Timeline: 1 to 2 years</p>
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$3.5 million +</p>
<p>LEAD: NMEDD, NM Partnership, NM Environment</p>	<p>PARTNERS: DWS, HED, EMNRD, Fab Lab Hub, FUSE, QueLab, Navajo Tech, Industry partners, NM Tech, community colleges</p>

Action Outlines

For each action item listed in the priority drafts an action outline can be completed. These outlines organize each action into a typical project management framework. The action outline first lists the priority and the outcomes associated with the action followed by the action's name and brief description. Then the action's anticipated output is listed. The output here is what will be physically or programmatically produced as a result of the action. The output is followed by an anticipated budget and timeline. The *Have* and the *Need* sections refer to the infrastructure, funding, human capital, etc. that is already in existence and accessible that is needed to complete the project - *Have*, and what needs to be created or imported in order to complete the action - *Need*. Finally a lead for the action is identified along with a list of tasks that need to be completed.

To better build out the action outline each Task has its own list of activities, outputs, time, measures, and leads.

Priority:	
OUTCOMES:	
Action Name: Description:	Lead:
Output:	Task 1: Task 2:
Budget:	
Timeline:	
Have:	

Task 1:				
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:
Activity:	Lead:	Time:	Output:	Measure:

REPORT CARD FRAMEWORK

As noted in the opening sections of this report an initial assessment of the priorities and actions/recommendations under *Strategy 4. Inclusive New Mexico* was conducted with three members of NMEDD staff in June, 2022. That process serves as a model for how progress can be tracked and reported by NMEDD, SET Force, and SEAC. The following table uses Strategy 4: Priority 1 as a basis for building an example report card framework. Note that once SEAC working groups are formed and begin the process of reviewing and updating the priority drafts the content of this framework may change but the elements will remain the same.

Each report card lists the strategy, priority, time to anticipated implementation, and outcomes. Under each priority the actions are listed. During the assessment period NMEDD, SET Force, SEAC (and their

community affiliates), and any listed partners not a part of NMEDD, SET Force, or SEAC (ex: Spaceport, incubators, etc) will complete an assessment of the progress implementing each action item. The average of those assessments will be used in this report card. A total score ranking the progress for each action based on input from all the stakeholders will then be determined. This total score can be subjective depending on how the input is weighted.

Strategy 4. Inclusive New Mexico: Promote Equity through Economic Justice						
Time: 2022 to 2024						
Priority 1: Encourage state, regional, and local organizations to increase collaboration with tribal communities.		Outcomes: 1) Ensure Tribal communities have a voice in economic development decisions 2) Increase in support for entrepreneurs from tribal communities				
ACTIONS		completed	in-progress	planned to start soon	Important but work has not started yet	Action will not be implemented
1. Develop a tribal engagement training program						
	SET Force					
	SEAC					
	NMEDD					
	Other Key Partner					
	TOTAL					
2. Equity & outreach						
	SET Force					
	SEAC					
	NMEDD					
	Other Key Partner					
	TOTAL					
3. best practices for tribal community engagement						
	SET Force					
	SEAC					

	NMEDD					
	Other Key Partner					
	TOTAL					
4. tribal and minority business procurement preference						
	SET Force					
	SEAC					
	NMEDD					
	Other Key Partner					
	TOTAL					
MEASURES			reported	collection In-process	Will start collection soon	Can not be collected
1. Distressed Communities Index of tribal communities						
	The Economic Innovation Group's Index of socioeconomic distress - Distressed Communities Index					
Can achieve outcomes in time	yes	no				
Notes:						

This report card framework can be placed into an excel file or google worksheet to make it easy to track implementation. The best workflow will be determined by the NMEDD staff member charged with creating, maintaining, and keeping the report cards up to date.

COMMUNITY IMPLEMENTATION

During the work done for this report we heard numerous times that economic development organizations across the state are interested in implementing the strategies and priorities in the state economic development strategic plan. However, they need more guidance on how to actually incorporate elements

of the plan into their own work. The following four elements: strategy review, plugging into existing or scheduled planning work, creating incentives for adoption, and assessment and metrics tracking - constitute a framework for how NMEDD, SET Force, and SEAC can engage economic development organizations across the state and incorporate priorities from the state plan into regional and local economic development planning activity.

Strategy Review

NMEDD will organize and hold individual meetings with economic development organizations across the state. These organizations include:

- COGS
- Tribal economic development organizations
- County economic development organizations
- Municipal economic development organizations
- private/non-profit economic development organizations (AREA, SEA, MVEDA, etc.)
- Other economic development organizations (NM Partnership, NM Chamber of Commerce, Spaceport, New Mexico Trade Alliance, etc.)

Note that this list is illustrative of the organizations that should be met with during this stage but is not comprehensive.

Existing priority drafts will be the basis for strategy review meetings. These meetings will essentially serve as a way to quickly relay information to economic development stakeholders about the strategies, priorities, and action recommendations contained in the plan. Once the priority drafts are reviewed NMEDD can then learn more about how strategic priorities at the regional and local levels align with what is in the state strategic plan. This is also a great opportunity to learn about regional and local economic development initiatives that are not in the state strategic plan. The end goal of the strategy review is an agreement between NMEDD and the EDO to incorporate priorities and action items from the state strategic plan into the EDO's work.

Plug Into Planning Work

This element of the framework can happen during the strategy review meeting or can happen over a series of meetings between NMEDD and an EDO. The goal here is to have the EDO formally adopt elements from the state strategic plan into their own work. If the EDO is currently working on a new or updated strategic plan this could mean incorporation of priorities and action items from the state strategic plan into the EDO's strategic plan. If there is an existing plan it could mean updating or amending that plan to include priorities and action items from the state strategic plan.

NMEDD will have to work with each EDO to format the priorities and actions in the state strategic plan and the priority drafts to fit the planning outline used by each EDO. For instance many EDOs probably construct their strategic plans to follow EDA guidelines (vision >> goal >> objectives):

EXAMPLE:

Vision - Increase regional prosperity by being a globally competitive, business-friendly region, comprising healthy communities that sustain a high-quality of life.

Goal 1 – Enhance emerging health care cluster

Objective 1 – Expand rural health care workforce development by increasing the percentage of people age 25+ with a completed postsecondary degree by 10% over the next five years

(taken from EDA CEDS guidelines -

<https://eda.gov/ceds/content/action-plan.htm>)

It should be NMEDD's goal to make inclusion and adoption of the priorities and actions in the state plan as easy as possible for EDOs across the state. By working with each EDO to format the applicable elements from the state plan into their own planning and work documents NMEDD can increase adoption - at least on paper.

Incentives for Adoption

The inclusion of priorities and action items from the state strategic plan into individual EDO strategic and work plans does not necessarily mean that those priorities and action items will get implemented. After the adoption period NMEDD will need to incentivise action in order to realize needed gains and better position itself to collect valuable metrics. Incentives will fall into two broad categories: direct organizational support and priority specific support.

Direct Organizational Support

Economic development organizations are provided direct support to implement their strategic plans that contain priorities and actions from the state strategic plan. Support in this instance can be grants from NMEDD to the individual EDOs or technical assistance in implementing elements of the plan.

Priority Specific Support

Certain priorities carry specific incentives if the EDO decides to incorporate them into their work. For instance if an EDO includes Outdoor Recreation as a priority industry sector with specific actions and metric collections it will receive special consideration for grants and other assistance from the Outdoor Recreation Division. Or, if an EDO supports business incubation programs that target underrepresented and historically disadvantaged founders, those incubator programs can be eligible for increased funding from the certified business incubator program.

It is important that incentives are tied not just to adoption but also to action and metrics tracking.

Assessment & Metrics Tracking

Finally, NMEDD will need to collect metrics from the EDOs. The metrics collected will be uniform across all EDOs making collection and analysis easier. Any incentives offered will be directly tied to metrics

reporting. In addition to reporting metrics the EDOs will also be asked to take part in the assessment process. They will be asked about their progress implementing action items in the same format used to assess progress in NMEDD, SET Force, and SEAC.



State Plan Information Collection

STATE PLAN INFORMATION COLLECTION

plan & strategy to engage communities | methodology for engagement

PURPOSE

As outlined in [2021 SB 112](#), the Sustainable Economy Taskforce (SETF) must develop and update a [strategic plan](#) that will help the state transition away from natural resource extraction. The strategic plan should:

- 1) Provide policies to promote:
 - a) Creation of new statewide jobs to replace natural extraction jobs
 - b) Diversification of the state's tax base
 - c) Long term economic growth
 - d) Alignment with New Mexico's climate goals
 - e) Equity in building New Mexico's workforce
 - f) Creation and retention of good jobs with family supporting wages and benefits and career pathways
 - g) Retention of wealth in New Mexico communities
 - h) The health and well-being of New Mexico communities
 - i) Support and protection of impacted workers through the transition
- 2) Follow recommendations based on studies from state agencies, institutions of higher education, national laboratories, or business incubators
- 3) Include communities that will be impacted by the strategic plan.

This civic engagement plan will ensure the SETF will remain committed to gathering community support and input for its strategic plan and processes and work with transparency across the state. This plan will also employ [climate equity principles set forth by the NM Climate Change Task Force](#).

VISION

The Sustainable Economy Taskforce will work with individual community members and community based organizations to gain insight and recommendations for a just transition from New Mexico's reliance on oil and gas (as well as other harmful natural resource extraction) to sustainable and green energy.

GOALS	OUTCOMES	MAIN TARGETS
SET Force will prioritize engaging and partnering with overly burdened communities as identified in the climate equity principles.	Inclusion of overly burdened communities throughout the SETF will allow for input, leadership, and guidance from the people most directly impacted by our state’s just transition work.	<ul style="list-style-type: none"> -Overly burdened communities* as identified in the climate equity principles -Affected workers
Capacity building and education for the general public to understand the importance and implications of creating a sustainable economy for the state.	Ensure all New Mexicans - especially communities of color (BIPOC) - are engaged throughout the SETF strategic planning process to build towards a future designed by the people.	<ul style="list-style-type: none"> -General public -SETF/SEAC members -Overly burdened communities
	Host a series of educational events (virtual + in-person, see timeline below) that build community knowledge about SB 112, SETF & SEAC goals, NM’s climate change task force & the climate equity principles, and how just transition policies will impact them and their communities into the future.	<ul style="list-style-type: none"> -Tribal governments and organizations -Community based organizations -Labor unions and other labor institutions -Civil rights organizations -General public
	Create an educational campaign (digital and physical education pieces) about SETF, SEAC, Power 4 New Mexico’s Future, and just transition.	<ul style="list-style-type: none"> -Tribal governments and organizations -Community based organizations -Labor unions and other labor institutions -Civil rights organizations -General public
Ensure the SETF strategic planning process is transparent, open for public engagement	SETF members gain firsthand knowledge of community input by attending listening sessions and town halls with community members with the option of satellite comment and participation.	<ul style="list-style-type: none"> -SETF & SEAC members
	Open and transparent agendas for regional meetings/town halls and scheduled SETF/SEAC meetings.	<ul style="list-style-type: none"> -SETF & SEAC members
	Public comments at SETF/SEAC meetings are well-documented including digital/virtual comments.	<ul style="list-style-type: none"> -Community based organizations -SETF & SEAC members

Develop policies that will lift up all New Mexico communities, break down inequities within and between rural and urban communities, and create a sustainable future for the state.	Policy ideas generated, informed by main target communities to assure climate equity principle alignment.	-General public -Community based organizations -SETF & SEAC members
	Capacity and a clear, transparent process for the public to provide feedback and guidance on future SETF strategic plans.	
Update NMEDD's strategic plan based on broad-based and diverse community engagement	Policy priorities and details about the direction people want the state to move in regards to a sustainable state economy.	
	SETF/SEAC will have developed a statewide network of organizations and community members to rely on as advisors and partners in future strategic plan updates.	

Timeline	Goals	Activities	Dates	Owners	Collaborators
July 2022 (Assessment Period)	Capacity building and education for the general public to understand the importance and implications of creating a sustainable economy for the state.	Build educational slide deck for engagement webinars: 1) What is SETF & what is its purpose? 2) What is the EDD strategic plan & how was it created? Who was involved? What does it outline? What are its suggestions? 3) How will SETF & state of NM implement the EDD strategic plan?		Center for Civic Policy (CCP)	-SETF/SEAC
	Ensure the SETF strategic planning process is transparent, open for public engagement	-Build calendar for community education webinars		-CCP	-SETF & SEAC
		-Recruit for public comment through community based organizations and stakeholders.	-July 26 3:00pm (SEAC)	-SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
		-Recruit for public comment via social media and paid print and digital advertising.	-July 26 3:00pm (SEAC)	-CCP	
		-SETF/SEAC to review civic engagement plan with EDD and state stakeholders		-SETF/SEAC	
July Topline Messaging	We're beginning the assessment period of the Sustainable Economy Task Force's work for 2022-2023. Educational materials and resources should be created to initiate and launch a meaningful engagement strategy in upcoming months.				

August 2022 (Assessment Period)	Develop capacity for the general public to understand the importance and implications of creating a sustainable economy for the state.	-Launch bi-weekly webinars for community capacity building and education. 1) What is SETF & what is its purpose? 2) What is the EDD strategic plan & how was it created? Who was involved? What does it outline? What are its suggestions? 3) How will SETF & state of NM implement the EDD strategic plan?		-CCP	-SETF & SEAC
		-Op Ed to establish awareness around the SETF to be submitted to publications throughout the state.		-CCP	
	Ensure the SETF strategic planning process is transparent, open for public engagement	-Facilitate one meeting in-person (COVID pending) in a targeted region (SE/SW/NW) in partnership with an identified community based organization.		-SETF	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
	-Recruit for public comment at SETF & SEAC meetings through community based organizations and stakeholders	August 17 9:30am (TF) August 23 3:00pm (AC)		-SETF/SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
August Topline Messaging	August is a time for launching and starting the work of disseminating information and building relationships with communities across the state. SETF & SEAC should start focusing on going to communities and being with those most impacted.				

September 2022 (Alignment Period)	Develop capacity for the general public to understand the importance and implications of creating a sustainable economy for the state.	-Host bi-weekly webinars for community capacity building and education. 1) What is SETF & what is its purpose? 2) What is the EDD strategic plan & how was it created? Who was involved? What does it outline? What are its suggestions? 3) How will SETF & state of NM implement the EDD strategic plan?		-CCP	
	Continue community building throughout the state with various stakeholders to gather feedback and direction on strategic plan	-Facilitate one meeting in-person (COVID pending) in a targeted region (SE/SW/NW) in partnership with an identified community based organization.		-SETF	-Power 4 NM
	Ensure the SETF strategic planning process is transparent, open for public engagement	-Recruit for public comment at SETF & SEAC meetings through community based organizations and stakeholders	September 27 3:00pm (AC)	-SETF/SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
	Further conversations of climate equity principles and obtain community input on strategic plan	-Launch statewide survey to gather comprehensive feedback using social media and digital communications like newsletters.		-SETF	
September Topline Messaging	September really kicks off the alignment period in SETF's work. Working to employ the CCTF's climate equity principles and engaging with overly burdened communities as the Task Force works to establish priorities and gather community input.				

October 2022 (Alignment Period)	Ensure the SETF strategic planning process is transparent, open for public engagement	-Facilitate one meeting in-person (COVID pending) in a targeted region (SE/SW/NW) in partnership with an identified community based organization.		-SETF	-Community based organizations: recruitment & outreach
		-Launch new EDD website including information about SETF, SEAC, and policy priorities for 2023 legislative session		-SETF	
		-Recruit for public comment at SETF & SEAC meetings through community based organizations and stakeholders	-October 19 9:30am (TF) -October 25 3:00pm (AC)	-SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
	Advocate for policies that will lift up all New Mexican communities, break down inequities between rural and urban communities, and create a sustainable future for the state.	-Publish Op Ed on these policies to be submitted to publications across the state.		-Power 4 NM	
		-Earned media around policies, including radio and print.		-Power 4 NM	
	Further conversations of climate equity principles and obtain community input on strategic plan	-Continue recruiting input through statewide survey to gather comprehensive feedback using social media and digital communications like newsletters.		-SETF	-Power 4 NM partners: recruitment & education through memberships
October Topline Messaging	The launch of EDD's new website with SETF's work and priorities outlined thoroughly will bring even more transparency and clarity for communities to understand the direction the Task Force will be heading and allow for deeper feedback and collaboration in communities.				

November 2022 (Alignment Period)	Ensure the SETF strategic planning process is transparent, open for public engagement	-Facilitate one meeting in-person (COVID pending) in a targeted region (SE/SW/NW) in partnership with an identified community based organization.		-SETF	-Community based organizations: recruitment & outreach
		-Recruit for public comment at SETF & SEAC meetings through community based organizations and stakeholders	November 22 3:00pm (AC)	-SETF/SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
	Further conversations of climate equity principles and obtain community input on strategic plan	-Continue recruiting input through statewide survey to gather comprehensive feedback using social media and digital communications like newsletters.		-SETF	-Power 4 NM partners: recruitment & education through memberships
	Advocate for policies that will lift up all New Mexican communities, break down inequities between rural and urban communities, and create a sustainable future for the state.	-Continue earned media opportunities (radio/print) uplifting SETF's policy priorities and possible impact on communities		-Power 4 NM	
November Topline Messaging	November should be focused on reviewing community feedback through events and the survey to ensure the policy priorities for the 2023 legislative session are in line with the climate equity principles and community engagement.				

December 2022 (Alignment Period)	Ensure the SETF strategic planning process is transparent, open for public engagement	-Recruit for public comment at SETF & SEAC meetings through community based organizations and stakeholders	December 21 9:30am (TF) December 27 3:00pm (AC)	-SETF/SEAC	-Community based organizations -Power 4 New Mexico -EDD stakeholder organizations
	Advocate for policies that will lift up all New Mexican communities, break down inequities between rural and urban communities, and create a sustainable future for the state.	-Education and stakeholder meetings with legislators and elected officials for 2023 legislative priorities		-SETF	
December Topline Messaging	Final preparations for 2023 legislative session and terminate alignment period with community based organizations/stakeholders.				

Budgeting Considerations: The below tables break down three budgeting options/levels for the civic engagement work in 2022-2023.

\$100,000 Civic Engagement Implementation Annually	
Language Translation & Accessibility	\$10,000
Paid Media (print, radio, TV, educational materials)	\$20,000
Social & Digital Media	\$15,000
Community Partner Support	\$55,000 <i>~10 organizations at \$5,500 each</i>

\$50,000 Civic Engagement Implementation Annually	
Language Translation & Accessibility	\$10,000
Paid Media (print, radio, TV, educational materials)	\$7,500
Social & Digital Media	\$7,000
Community Partner Support	\$30,000 <i>~10 organizations at \$3,000 each</i>

\$30,000 Civic Engagement Implementation Annually	
Language Translation & Accessibility	\$5,000
Paid Media (print, radio, TV, educational materials)	\$5,000
Social & Digital Media	\$5,000
Community Partner Support	\$15,000 <i>~10 organizations at \$1,500 each</i>

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
Navajo Tribal Utility Authority	Walter Haase	General Manager	928-729-5721	walterh@ntua.com		x	
3D Glass	Mark Popovich	President and CEO	505-916-5590	mark.popovich@3dgsinc.com	x		
ABQ ID	TJ Cook	Director				x	
AED	Dale Dekker					x	
AerSale	Jim Baker			jim.barker@aersale.com	x		
Affordable Solar	Shawn Ricketts	CFO	505-340-6442	shawn.ricketts@affordable-solar.com		x	
Affordable Solar	Rob David		(505) 944-4220	rob.davis@affordable-solar.com		x	
AhShi Beauty	Ahsaki Chachere	Owner	(936) 282-9976	ahsaki.chachere@ahshibeauty.com	x		
AM energy	Peter Page		505.424.1131	peter@amenergynm.com		x	
American Indian Chamber of Commerce	Marvis Aragon, Jr.	Executive Director	(505) 766-9545	marvis.aragon@aiccnm.com	x		
amfab Steel	Mark Mosher					x	
AMM consulting	Amy Miller	owner	505.269.0287	amillernm@gmail.com		x	
Ancestral Land Corps	Chas Robles	Director		chas@conservationlegacy.org		x	
Apex	Carlos M. Romero			c.romero@apexeval.org		x	
Arrowhead	Kathy Hansen	Director				x	
Arrowhead Center	Dana Catron	Director of Strategic Operations	505-469-8411	dderego@nmsu.edu		x	
Arrowhead Innovation Fund	Beto Pallares			beto@josephadvisory.com		x	
Aspen Medical Center	Joanna M. Anaya	Operations Manager		janaya@aspenmedicalcenter.com		x	
Asset Management Services	Bryn Davis	Director		bryn.davist@epelectric.com		x	
AWEA	John Hensley	Vice President, Research & Analytics		jhensley@awea.org		x	
Aztec Well Servicing						x	
BayoTech	Wendy Rollins	CFO	505-379-4539	wendy.rollstin@bayotech.us	x		
Bayway RE	Boaz Soifer	CEO	(505) 216-7834	Boaz.Soifer@baywa-re.com		x	
Bioflyte	Chuck Call	CEO		chuck.call@bioflyte.com	x		
BioScience Authority	Dale Dekker			daled@dpsdesign.org		x	
Boeing	Mark Gaspers		480-748-7602	mark.g.gaspers@boeing.com	x		
BTI Bicycles	Preston Martin	CEO		pmartin@bti-usa.com	x		
Bueno Foods	Lisa Gonzalez					x	
Builds with Robots	Drew Tulchin		505-715-6927	drew.tulchin@buildswithrobots.com		x	
c4 Farms	Tommy Casados					x	
CABQ Economic Development Department						x	
NM CAFé	Arturo Aguila	Executive Director	(575) 524-0897	arturoaguila@organizenm.org			x
NM CAFé	Brenda G. Martinez	Operations Manager	(575) 524-0897	brenda@organizenm.org			
NM CAFé	Reverend Carolyn Wilkins	Clergy Engagement & Donor Development Manager		evcarolyn@organizenm.org			
NM CAFé	Daniel Sanchez	Doña Ana County Community Organizer		daniel@organizenm.org			
NM CAFé	Beatrice Armendariz	Luna County Community Organizer		beatrice@organizenm.org			
NM CAFé	Viviana Arciniega	Doña Ana County Community Organizer		viviana@organizenm.org			
Carlsbad Dept. of Development						x	
CB2 Sandia National Lab	David Kistin			dkistin@sandia.gov	x		

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
Center for Civic Policy	Nena Benavidez	P4NM Coordinator		nena@creciendonm.org			x
Center for Civic Policy	Michael Leon Guerrero	Sustainability Economy Advisor	505-263-4982	michael@civicpolicy.com			x
Center for Civic Policy	Molly Swank	Campaign & Program Director	608-290-9157	molly@civicpolicy.com			x
Center for Civic Policy	Melanie Aranda	COO	505-463-7067	melanie@civicpolicy.com			x
Center for Civic Policy	Lan Sena	Policy Director		lan@civicpolicy.com			x
Central Workforce Development Board	Jerry Scholow	Board Chair	(505)504-4991	jerryabq@gmail.com		x	
Central Workforce One-Stop Operations	Joy Forehand	One Stop Operator	505-697-7279	JForehand@wccnm.org		x	
Circa	Alex Paquin	CEO		alex@circa.co	x		
City of ABQ	Kelsey Rader	City of ABQ Sustainability Officer		krader@cabq.gov		x	
City of Deming/Deming Luna County Economic Development, Inc.						x	
City of Santa FE	Regina Wheeler	Public Works Director	(505) 955-6622	rawheeler@santafenm.gov		x	
City of Sunland Park						x	
Clovis Economic Development						x	
Coalition for Sustainable Communities	Christian Casillas	Director of Policy Development and Research	505 467-8530	cecasillas@gmail.com		x	
Conservation Voters of NM	Ben Shelton	Political & Policy Director	505-467-9480	ben@cvnm.org			x
Conservation Voters of NM	Ragan Matteson	Campaign & Civic Engagement Director	602.821.8947	ragan@cvnm.org			x
Cottonwood Venture Capital					x		
CSI Aviation, Inc.	Timothy Paul	VP Operations	505-362-6564	paul@csiaviation.com	x		
CureDM and ReAlta Sciences	Lorraine Upham	CEO				x	
CVNM	Demis Foster	Executive Director	505.992.8683	info@CVNM.org		x	
Dep't of Workforce Solutions	Yolanda Cordova	Deputy Cabinet Secretary	505-934-8073	YolandaM.Cordova@state.nm.us	x		
DPS Design	Dale Dekker	Principal, Owner		daled@dpsdesign.org			
DWS	Ricky Serna	Acting Secretary	505-273-0293	ricky.serna@state.nm.us	x		
DWS	Yolanda Montoya-Cordova	Deputy Secretary	505-934-8073	yolandam.cordova@state.nm.us	x		
DWW	Marcos Martinez	Director	505-264-0653	marcos.martinez@state.nm.us		x	
Eastern Plains Council of Governments					x		
Eastern Workforce Development Board	Judith Cooper	Board Chair	(505) 207-5993	JCooper@plateautel.net		x	
Eastern Workforce One-Stop Operations	Ben Silvers	One Stop Operator	530-200-5327	BSilvers@nmwcc.com		x	
El Paso Electric	Rico Gonzales	Regional Vice President		rico.gonzales@epelectric.com		x	
Emergent Wave						x	
EMNRD	Sara Cotrell-Propst	Cabinet Secretary		Sarah.Propst@state.nm.us	x		
EMNRD/ECMD						x	
endeavOR NM	Jim Glover	Executive Director		director@endeavornm.org	x		
Engineering Economics	Mathew Davis	Engineer	505-908-8213	matt.davis@eeengineers.com		x	
Entre. Gov. Council?	David Bliven			dave@cottonwoodtechnologyfund.com	x		
EOG	Patrick Padilla	Director, Regulatory and Gov't relations	(713) 651-7000			x	
Excel Energy	Frank Novachek			frank.novachek@xcelenergy.com		x	
EXHIB-IT! Tradeshow Marketing Experts, LLC	Debra (DJ) Heckes	Founder		dj@exhib-it.com		x	

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
Governors Office	Daniel Schlegel			Daniel.Schlegel@state.nm.us	x		
Greater Gallup Economic Development Corp						x	
Greater Las Cruces Chamber of Commerce	Deborah L. Moore	CEO		dmoore@lascruces.org		x	
Greater Raton Economic Development Corporation dba GrowRaton!						x	
Greater Tucumcari EDC						x	
HED	Stephanie Rodriguez	Cabinet Secretary		Stephanie.M.Rodriguez@state.nm.us	x		
Hewlett Packard	Brian Brichford	Head of US Sales		brian.brichford@hp.com	x		
High PLains Processing	Chip Meston			chipmeston@earthlink.net		x	
High Plains Processing Company, LLC						x	
High Water Mark	Phoebe Suina	Owner, Project Manager, Hydrologist		phoebe@high-watermark.com	x		
IAD	Lynn Trujillo	Cabinet Secretary		Lynn.Trujillo@state.nm.us	x		
iCAST	Ravi Malhotra	founder/president	(303) 462-4100 x301	ravim@icasta.org		x	
Indian Chamber	Marvis Aragon	Director		marvis.aragon@aiccnm.com	x		
Ingram Professional Services, Inc						x	
Intel					x		
Interwest Energy Alliance	Rikki Seguin	Executive Director		rikki@interwest.org		x	
Inverse Medical, Inc.	Johannius Chemweno	CEO		jchemweno@inversed.com		x	
IPS	Philip Ingram	President		p.ingram@ipsaecorp.com		x	
Jack's Plastic Welding	Errol Baade	CEO		ebaade.jpwinc@gmail.com	x		
Jicarilla Apache Nation	Daryl Vigil	Infrastructure Lead		janwaterguy@gmail.com	x		
Kit Carson	Erin Sanborn	Business and Organization development Manager		esanborn@kitcarson.com		x	
Kit Carson	Luis Reyes	CEO	(575) 758-2258	lreyes@kitcarson.com		x	
Laguna Economic Advancement						x	
LANL	George Guthrie	Deputy Director	505-695-8329 or 505-667-2996	geo@lanl.gov	x		
Las Cruces / Nuestra Tierra	Gabe Vasquez	Councilor		gabe.vasqueznm@gmail.com		x	
Living Earth Art + Design							
Los Alamos National Laboratory	Nancy N. Sauer	Senior Director of Partnerships		nsauer@lanl.gov	x		
Los Poblanos	Matt Rembe		505-938-2185	mrembe@lospoblanos.com		x	
Marty's Meals, Inc	Sandy Bosben		505-670-3754	info@martysmeals.com		x	
MBDA	Gabriella Marques	Director		gmarques@cabqmbdacenter.com		x	
Meow Wolf						x	
MEP	Jennifer Sinsabaugh	Director		jennifers@newmexicomep.org	x		
Mesalands Community College	Andy Swapp	Academic Affairs - Wind Energy Technology		andys@mesalands.edu		x	
Mescalero Apache Tribe	Gabe Aguilar	President	(575) 464-4494	Clester@mescaleroapachetribe.com	x		
Mid-Region Council of Governments					x		
Middle Rio Grande Economic Development Association						x	

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
Montech, Inc.	Monica Jojola	President	(505) 681-5928	monica@montech-inc.com	x		
Mount Taylor Organic	Keegan King	Owner	(505) 910-0712	keegan@atsaya.com	x		
Native Women Lead	Alicia Ortega	Co-Director		alicia@nativewomenlead.org	x		
NAVA Education Project	Ahtza Chavez	Executive Director		ahtza@navaeducationproject.org		x	x
NAVA Education Project	Joseph Hernandez	Dine Energy Organizer		joseph@navaeducationproject.org			x
NAVA Education Project	Austin Weahkee		505-400-2584	austin@NAVAEducationProject.org			x
Navajo Nation	J.T. Willie	Division Director	(928) 871-6544	jtwillie@navajo-nsn.gov	x		
Navajo Nation	Ahsaki Chachere	Owner	(936) 282-9976	ahsaki.chachere@ahshibeauty.com	x		
Navajo Nation	Raquel Bahe	Film Liaison	(928) 871-7826	raquelbahe@navajo-nsn.gov	x		
Navajo Power	Brett Isaac	Co-CEO		brett.isaac@navajopower.com		x	
Navajo Power	Dan Rosen	Founder and Co-CEO		dan.rosen@navajopower.com		x	
Navajo Tribal Utility Authority	Srinivasa Venigalla	Deputy General Manager	928-729-5721	srinivasav@ntua.com		x	
NBCUniversal	Brian O'Leary	SVP, Tax Counsel		Brian.OLeary@nbcuni.com	x		
Netflix	Rajiv Dalal	Head of Global Production and Investment Policy		rdalal@netflix.com	x		
Netflix	Amy Lemisch	Production Policy		alemisch@netflix.com		x	
New Mexico Angels					x		
New Mexico Biotechnology & Biomedical Association (NMBio)						x	
New Mexico Chamber of Commerce					x		
New Mexico Consortium	Dick Sayre		505.412.4400	rsayre@newmexicoconsortium.org		x	
New Mexico Consortium	Steve Buelow	Director		buelow@newmexicoconsortium.org		x	
New Mexico Department of Workforce Solutions					x		
New Mexico Economic Development Department					x		
New Mexico Economic Development Department Outdoor Recreation Division					x		
New Mexico Economic Development Department Science & Technology Division					x		
New Mexico Energy, Minerals, and Natural Resources Department					x		
New Mexico Film Office					x		
New Mexico Higher Education Department					x		
New Mexico Indian Affairs Department					x		
New Mexico Innovation Triangle	John Rizzo	CEO and Co-founder				x	
New Mexico Manufacturing Extension Partnership					x		
New Mexico Partnership					x		
New Mexico State Investment Council					x		
New Mexico State University Arrowhead Center					x		

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
New Mexico Tech					x		
New Mexico Trade Alliance					x		
New Mexico Workforce Connection						x	
New Space New Mexico	Casey deraad	Director		casey@newspacenm.org		x	
NM Angels	Drew Tulchin	Director		drew@upspringassociates.com	x		
NM Border Authority	Marco Grajeda					x	
NM Chamber of Commerce	Rob Black	Director		rblack@nmchamber.org	x		
NM Community Capital	Liz Gamboa	Executive Director		liz@nmccap.org	x		
NM Energy Manufacturing	Bobbie Williams	Executive Director	505.688.0898	bobbie@nmenergymanufacturing.com		x	
NM Energy, Minerals, and Natural Resource Department						x	
NM Fresh Foods	Kelly Egolf			kelly@verdefood.com	x		
NM Green Chamber	Glenn Schiffbauer		505-501-0222	glenn@nmgreenchamber.com		x	
NM House of Representatives District 35	Angelica Rubio	Representative	(575) 616-1151	angelica.rubio@nmlegis.gov		x	
NM Legislature	Nathan Small	Representative	(575) 496-9540	nathan.small@nmlegis.gov		x	
NM Renewable Energy Transmission Authority						x	
NM Rural Electric Coop	Kevin Groenewald	CEO	(888) 644-5367	kgroenewald@nmelectric.coop		x	
NM SBDC	Russell Wyrick	Director		russell.wyrick@sfcc.edu	x		
NM SBIC	Russell Cummins	Director		russ.cummins@nmsbic.org		x	
NM Voices for Children	Amber Wallin	Executive Director		AWallin@nmvoices.org		x	
NM Voices for Children Action Fund	James Jimenez	Executive Director		Jjimenez@nmvoices.org		x	
NM Wineries	Rebecca Lescombes			rlescombes@lescombeswinery.com		x	
NMBIO	Greg Byrnes			greg@nmbio.org		x	
NMED	Jim Kenney	Cabinet Secretary		James.Kenney@state.nm.us	x		
NMSU	Sherry Kollman			kollman@nmsu.edu		x	
NMT	Douglas Wells			douglas.wells@nmt.edu		x	
North American Intelligent Manufacturing Initiative	Thomas Bowles	Executive Director		thomas.bowles@naimi.us		x	
North Central New Mexico Economic Development District					x		
North Central New Mexico Economic Development District						x	
Northern Workforce Development Board	Joseph "JD" Weathers	Board Chair	(505)-426-5150	JDWeathers62@gmail.com		x	
Northern Workforce One-Stop Operations	Eric Vasquez	One Stop Operator	505-500-2096	Eric.vasquez@cplc.org		x	
Northwest Council of Governments					x		
NRDC	Noah Long	Director		nlong@nrdc.org		x	
Ntx	Steve Batista			sjb@anzupartners.com	x		
NWNMCOG						x	
Ol Gringo Chile Co.	Rachel Schnieder	Owner	575.525.1542	olgringo@lascruces.com		x	
Old Wood	David Old	Owner	505.454.6007	david@oldwood.us		x	

Organization	Name	Title	Phone Number	Email Address	EDD Interviewee: Strategic Plan Development	EDD Survey Respondents: Strategic Plan Development	Center for Civic Policy & Coalition Partners
Olé Education Fund	Matthew Henderson	Executive Director		mhenderson@olenm.org			x
OMBPS	Greg Myers	Director	505-699-7790	GregA.Myers@state.nm.us		x	
Paradise Power Company	Marti McDonald	Admin. Director		marti@ppcsolar.com		x	
Pattern Energy	Jeremy Turner	Director of NM project development	505 699 6532	jeremy@foreverenergyconsulting.com	x		
Picuris Pueblo	Craig Quanchello	Governor		governor@picurispueblo.org	x		
Picurus Pueblo	Les Rubin	Director of Finance	(575) 587-2519	financedirector@picurispueblo.org	x	x	
Pivotal New Mexico						x	
Pivotal NM	Terry Brunner	Director		terry@pivotalnm.org	x		
PNM	Ron Darnell	Senior Vice President of Public Policy		ron.darnell@pnmresources.com		x	
Positive Energy Solar	Taiyoko Sadewic		(505) 596-3837	Taiyoko.Sadewic@positiveenergysolar.com		x	
PPC solar	Daniel Weinman		(505) 395-2244	dan@ppcsolar.com		x	
PRC	Cynthia Hall	Commissioner	(505) 235-8013	Cynthia.Hall@state.nm.us		x	
Prent	Adam Case		608-373-7169	acase@prent.com	x		
Prent Manufacturing					x		
Process Equipment & Service Company, Inc. (PESCO)	John Byrom	President	(505) 327-0222	johnbyrom@pescoinc.biz	x		
Prosperity Works	Ona Porter	Former Director/Founder	(505) 217-2747			x	
Pueblo of Laguna	Maxine Velasquez	President, CEO	(505) 352-7866	MVelasquez@POLDC.com	x		
Pueblo of Tesuque			(505) 955-0217	query@camelrockstudios.com	x		
Pueblo of Zuni	Mario Hooee	Executive Director	(505) 782-7237	info@zunipueblomainstreet.org	x		
Questa Economic Development Fund						x	
RCAC	Ramon Lucero		505-819-7342	rlucero@rcac.org		x	
Reineke Construction	Margie Tatro	CEO	505-270-6866	mltatro@earthlink.net		x	
Renewable Taos	Dan Pritchard			dan@renewabletaos.org		x	
RETA	Fernando Martinez	Executive Director	505-699-0599	fernando@nmreta.net		x	
Rhino Health	Mark Lee			mlee@rhinohealth.net		x	
RiskSense, Inc.	Mark Fidel	Co-Founder	(505) 241-9669	mark.fidel@risksense.com	x		
Roanhorse Consulting	Vaness Roanhorse	Director		vanessa@roanhorseconsulting.com		x	
Rocky Mountain Youth Corps						x	
Rocky Mountain Youth Corps						x	
Roosevelt County Community Development Corp.						x	
Sandia National Lab					x		
Sandoval County						x	
Santa Fe - Office of Community & Economic Development						x	
Santa Fe Community College	Julia Deisler	Interim Dean of Trades, Advanced Technologies and Sustainability and of Business, Professional Studies and Education	(505) 428-1817	julia.deisler@sfcc.edu		x	
SF incubator	Marie Longserre		505-424-1140	marie@sfbi.net		x	
Sierra Club Rio Grande Chapter	Camilla Fiebelman	Director		camilla.fiebelman@sierraclub.org		x	
Sierra Peaks	John Rockwell	Chair, President, CEO		jrockwell@sierra-peaks.com		x	

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Silver Leaf Farms	Elan Silverblatt-Buser	Owner	(505) 459-7163	eatsilverleaf@gmail.com		x	
Small Business Development Center					x		
SolAero					x		
Somos un Pueblo Unidos	Marcela Diaz	Executive Director		marcela@somosunpueblounido.org			
Sony Pictures	Nick Velasquez	VP, Government Affairs		nick_veslasquez@spe.sony.com	x		
Sony Pictures	Kristin Cavanaugh	VP, Studio and Production Affairs		Kristin_Cavanaugh@spe.sony.com		x	
South Central Council of Governments					x		
Southeast Council of Governments					x		
Southwest New Mexico Council of Governments					x		
Southwest Workforce One-Stop Operations	Darleen Lopez	One Stop Operator	575-524-6250 x1005	Darleen.lopez@Rescare.com		x	
Spaceport	Scott McLaughlin	Executive Director	575-640-5249	scott.mclaughlin@spaceportamerica.com		x	
Spin Launch	Ryan Hamilton					x	
State of New Mexico						x	
Sun Mountain Capital	Brian Birk					x	
Sun Run	Karyn Boenker			karyn.boenker@sunrun.com		x	
SW Workforce Development Board	Josh Orozco	Board Chair	(575)-496-5048	joshua@nmbia.org		x	
SWEEP	Tammy Fiebelkorn	NM Representative	505.410.3884	tfiebelkorn@swenergy.org		x	
Taos Fly Shop	Nick Streit	Owner		Nick Streit <nick@taosflyshop.com>		x	
The Bioscience Center	Stuart Rose&Lisa Adkins	Founder/Owner	505.200.9500	stuart@thebiosciencecenter.com	x		
The Border Industrial Association						x	
The Bridge of Southern NM	Tracey Bryan	President/Board Chair/CEO		traceybryan@thebridgeofsnm.org	x		
The Espanola Mercantile Co.						x	
The Guadalupe Community Development Corporation						x	
Trade Alliance	Randy Trask	Director		randy@nmtradealliance.org	x		
Trane	Erica Velarde		505.551.2419	Erica.Velarde@Trane.com		x	
Tri State	Vince Martinez			vmartinez@tristategt.org		x	
Truchas Services Center, Inc.						x	
Tsuuya Farm	Reyna Banteah	Owner		tsuuyafarm@gmail.com	x		
Tucumcari Cheese	Chuck Krause		575-461-4045			x	
Unirac	Peter Lorenz	CEO	713-366-9782	peter.lorenz@unirac.com		x	
United States Space Force					x		
University of New Mexico Rainforest Innovations					x		
UNM	Charles Fledderman			cbf@unm.edu		x	
UNM Anderson	Steven Walsh			walsh@unm.edu		x	
UNM Rainforest Innovations						x	
UNM Rainforest Innovations	Lisa Kuuttilla	President and Chief Economic Development Officer		kuuttilla@innovations.unm.edu		x	
UNM Rainforest Innovations	Mathis H. Shinnick	Director of Corporate Engagement		mshinnick@aol.com	x		
USA Beef Packing	Joe Madrid		915-497-3842	joe@usdabeefpacking.com		x	

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USDA	Terry McDermot	Rural specialist		terrence.mcdermott@usda.gov		x	
Vibrant Corp.	Lemna Hunter		505-314-1511	lhunter@vibrantndt.com		x	
Village of Los Lunas						x	
Vote Solar	Mayane Barudin	Interior West Director & Tribal Liaison	505.917.1984	mayane@votesolar.org		x	
WESST	Agnes Noonan		505-246-6900	anoonan@wesst.org	x		
Western Ecology, LLC						x	
Western Grid Group	Doug Howe	Director		dhowe@highrocknm.com		x	
Western NM University	Kathy Whiteman	Professor		Kathy.Whiteman@wnmu.edu		x	
Western Resource Advocates	Cydney Beadles	senior staff attorney	505-501-7708	cydney.beadles@westernresources.org		x	
WRA	Pat O'Connell	Senior Clean Energy Policy Analyst	505-919-7741	Pat.OConnell@westernresources.org		x	
X-Bow Systems Inc	Maureen Gannon	VP Business Devo		maureen@xbowlaunch.com	x		
XBow Launch Systems					x		
Yearout Energy	Colby Geer	President	505-991-7711	colby.geer@yearoutenergy.com			
	Sanders Moore	Chief of staff to Rep. Mimi Stewart				x	



State Plan Update:

STATE PLAN UPDATE

strategy on state plan update implementation | editing state plan | uranium mine clean up as additional target industry

PLAN UPDATES

As a living document the state economic development strategic plan needs to be updated to best reflect conditions on the ground and the efforts at achieving the outcomes associated with the priorities. The strategy for updating the plan includes many elements previously discussed in earlier sections and closely follows the overall framework for implementation: Assessment >> Alignment >> Action.

Assessment

At this stage the efforts to activate and implement the plan are assessed through surveys, in-person meetings, facilitated discussions, etc.

Updates:

Action items/recommendations from the plan that have been completed are designated that way in the priority drafts. The decision to classify an action item as complete is left up to the discretion of the SEAC working group that includes a member of the SET Force. Working groups will use the assessments as guides in their decision making. The working group will make a recommendation that the action item/recommendation be designated complete and that recommendation will be voted on by the entire SEAC and SET Force.

For priorities that do not have a SEAC working group a recommendation to designate an action item complete will be made by NMEDD and/or SET Force and voted on by SEAC and SET Force.

It is important that changes and updates to the priority drafts are tracked. Original copies of the priority drafts should be maintained over the course of the work.

Actions:

- SEAC working groups collect assessment reports for their priorities/actions
- NMEDD and SET Force review assessment reports
- Recommendations made to SEAC and SET Force about designating actions as complete
- Priority drafts updated based on committee votes

Alignment

At this stage NMEDD, SEAC, SET Force, and community partners work to align their implementation efforts and actions.

Updates:

Primarily using metrics collected by NMEDD and its partner economic development organizations SEAC working groups and SET Force will ask a series of questions about the priorities:

1. Are the outcomes being achieved? If not, why not? - too early to see results, not enough information collected, etc.
2. Are the measures and methods in the priority draft still the best metrics to capture achievement of the outcomes?
3. Are the action items listed still the best ways to achieve the outcomes?

Once the priority drafts are reviewed using the questions above and the data collected NMEDD, SEAC, and SET Force will work to update the priority drafts accordingly.

1. SEAC will review items in the priority drafts with their community counterparts and conduct community outreach and engagement as necessary
2. SET Force will review items in the priority drafts with state government departments and programs
3. NMEDD will review items in the priority drafts with their programs and divisions and with economic development partners (COGs, EDOs, Spaceport, NM Partnership, etc.)

Recommendations to update the plan will be brought to SEAC and SET Force and they will vote on them. If the recommendation passes both the SEAC and SET Force the recommendation will be included in an updated priority draft.

Actions:

- SEAC, SET Force, and NMEDD review priority drafts based on data collected
- Recommendations developed to change/update priorities:
 - Outcomes
 - Measures & methods
 - Actions
 - Communication
 - Lead
- Recommendations voted on by both committees
- If recommendations pass they are included in an updated priority draft

Action

At this stage SEAC, SET Force, NMEDD and community partners work to implement the action items and achieve outcomes for the priorities

Updates:

Action outlines are completed as necessary by SEAC working groups, SET Force, and NMEDD. Attention is paid to action outlines at committee meetings and working group meetings to avoid duplication of efforts.

- SET Force concentrates on achieving outcomes through policy and work within state government
- SEAC works to support communities across the State with implementation efforts and develops policy recommendations to assist with that work
- NMEDD works with economic development organizations and partners to provide implementation assistance and monitor progress.

Action:

- Assist in drafting policy recommendations for the state legislature
- Assist communities, organizations, and government departments with implementation efforts

- Assist in collecting data on the progress of action items and outcomes

EDITING PLAN

In addition to updating the priorities, outcomes, metrics and actions in the priority drafts it will be necessary to edit the entire plan to better reflect where the state stands after a few years of concentrated work on the strategies and priorities contained in the plan. NMEDD should plan for a midpoint review of the state economic development strategic based on metrics collected. There are many formats this edit can take:

1. Release an addendum to the state strategic plan that outlines the changes that have occurred in the state as a result of the work done by NMEDD, SEAC, SET Force, community partners, and economic development partners.
2. Release a series of one page updates aimed at specific elements of the plan and how the numbers have changed due to implementation efforts
3. Use the website to post edits of the state plan reflecting progress on the plan's strategies and addressing the challenges outline in the plan

In addition to editing the plan to reflect more current numbers and conditions it may also be necessary to edit the content of the plan. Adding Uranium Mine and Mill Reclamation as a new target industry is a perfect example. In that case the edit was made due to legislation directing the change. Since that is the current precedent it seems wise to maintain it for future edits.

URANIUM MITIGATION TARGET INDUSTRY

A priority draft for Uranium Mine and Mill Reclamation was developed. It is included below. Per legislation this is considered to be the 10th target industry for NMEDD. As such it should be included on the NMEDD website and other collateral material.

Priority 6.10. Uranium Mine and Mill Reclamation	
<p>OUTCOME(S):</p> <ol style="list-style-type: none"> 3. Increased economic activity of the Uranium Mine and Mill Reclamation Industry in New Mexico 4. Safer environment for residents of the State especially those living near former Uranium mines 	<p>ACTIONS:</p> <ol style="list-style-type: none"> 5. Model a workforce incentive for remediation efforts on the Film Industry incentive to better ensure that local workers are involved in the cleanup projects that come to New Mexico <ol style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, EMNRD, NM Environment Department c. Budget: \$1 million + d. Timeline 1 to 2 years
<p>MEASURE:</p> <ol style="list-style-type: none"> 7. Employment growth relative to that of the United States 	

<ul style="list-style-type: none"> 8. Share of New Mexico’s total employment 9. Number of businesses by size 10. Number of active mine and mill reclamation projects 11. state Incentives & other money paid to companies in the Uranium Mine and Mill Reclamation industry 12. Decrease in cancers, respiratory illnesses, and other conditions linked with exposure to uranium mines and mills 	<ul style="list-style-type: none"> 6. In partnership with HED, DWS, Navajo Technical College, and New Mexico Tech design curriculum and degree tracks for mine reclamation and remediation undergraduate and graduate degrees <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, HED, Industry partners, NM Tech, Navajo Tech c. Budget: \$1 million + d. Timeline: 3 to 5 years
<p>METHOD:</p> <ul style="list-style-type: none"> 5. Bureau of Labor Statistics - Quarter Census of Employment and Wages 6. Information collected through contracts with state and federal agencies- New Mexico Environment Department 7. Overall percentage of state incentive money paid to Uranium Mine and Mill Reclamation companies 8. Tracking by NMDOH and Navajo Nation DOH on YoY cases of illnesses related to uranium exposure 	<ul style="list-style-type: none"> 7. Identify areas of workforce needs in the mine reclamation and remediation industry that can be filled through micro-credentials, apprenticeships, and certifications, and associate degrees. Activate the state’s community colleges, workforce development programs, and makerspaces to fill those needs <ul style="list-style-type: none"> a. Lead: NMEDD b. Partners: DWS, HED, community colleges, Fab Lab Hub, FUSE, QueLab, Navajo Tech c. Budget: \$1 million + d. Timeline: 3 to 5 years
<p>COMMUNICATION:</p> <ul style="list-style-type: none"> 2. New Mexico Legislature: Committee hearings 	<ul style="list-style-type: none"> 8. Organize an industry coalition of firms working in the mine reclamation and remediation field inside and outside of the state. Hold semi annual listening sessions with the coalition to learn about trends and development needs in the industry and share opportunities for engagement in the state. <ul style="list-style-type: none"> a. Lead: NMEDD, NM Partnership b. Partners: EMNRD, NM Environment Department c. Budget: \$500,000 d. Timeline: 1 to 2 years
<p>TIME: 2022 to 2027</p>	<p>BUDGET: \$3.5 million +</p>

LEAD: NMEDD, NM Partnership, NM Environment	PARTNERS: DWS, HED, EMNRD, Fab Lab Hub, FUSE, QueLab, Navajo Tech, Industry partners, NM Tech, community colleges