

NEW MEXICO  
ECONOMIC  
DEVELOPMENT  
DEPARTMENT FY 2015  
STRATEGIC PLAN



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## Letter from Cabinet Secretary Barela

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### *New Mexico Economic Development Department Strategic plan for FY2015*

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I am proud of the work that has gone into the Economic Development Department's annual strategic plan. This effort involved the participation of not only our department, but members of the Economic Development Commission, our statewide partners and business and government leaders who all expressed their ideas to facilitate economic growth in New Mexico.

Over the last two and a half years our department laid out a yearly strategic plan that focused on reducing regulatory burdens on job creators, fostering a pro-growth tax environment and increasing exports internationally. This strategy aimed to benefit not only the state's metro areas but also our rural communities.

Through our annual planning process, we are able to take what we've started to expand our vision for growth. Those efforts include areas that are a challenge yet an opportunity for us such as water conservation and developing and commercializing new technologies. This includes technologies from our national laboratories to startups grown by one of our five active statewide incubators.

It includes taking advantage of our geographical blessing such as our proximity to Mexico, our central location in the NAFTA region and the east-west and north-south transportations lines that can get goods anywhere in the U.S. and Canada quickly. That is why the Bi-National Community in southern Doña Ana County is a priority for us to market and develop.

It is also important to continue to grow our international export numbers - which have doubled in the last two years leading New Mexico to take the top spot for export growth in the country in early 2013. This strategy grows local jobs, as the U.S. Department of Commerce states for every \$1 billion in exports from a state, more than 6,000 jobs are created.

And for our rural communities, one of our most promising new initiatives to bring jobs and growth to rural downtowns is the Historic Movie House and Theater Initiative – which provides funding to restore old theaters to their former glory while updating them with digital movie equipment. Not only are we preserving our historic treasures but encouraging commerce to return to local downtowns.

And so all of the programs that are offered by the state and other entities are easily accessible, we will work to create a one-stop shop for business assistance, the Business Resource Center that will be housed in the Economic Development Department.

We have a wonderful team of dedicated economic development professional in the Economic Development Department working daily to see these initiatives come to reality for the benefit of all New Mexicans.

## **Office of the Secretary**

The New Mexico Economic Development Department (EDD) Strategic Plan informs our constituents, Legislators and the Governor as to how and where EDD resources are allocated to accomplish our statutory directive to create new jobs. It is intended to provide transparency, accountability, and flexibility.

### **Performance Measures:**

- Total number of EDD jobs created: 3,000
- Number of rural jobs created: 1,400
- Total number of jobs filled due to Economic Development Department efforts: 1,650
- Percentage of vouchers accurately processed within 72 hours: 75%

## **Office of the Secretary Priority Initiatives**

### **Bi-National Community**

Governor Susana Martinez and Secretary Barela have been focused on building the New Mexico Borderplex since taking office nearly three years ago with a three-pronged approach that includes tax and regulatory reform, and targeted investments in infrastructure, to encourage investment and growth. In August, they announced they are aligning their efforts with Chihuahua Governor César Duarte and Chihuahua Secretary of the Economy Álvaro Navarro to create a 70,000 acre, first-of-its kind, bi-national, master-planned community around the Santa Teresa-San Jeronimo border crossing. This region is strategically located in the central corridor of the NAFTA region and its right in the middle of the U.S.-Mexico Border between the two major seaports of Houston and Long Beach making it an attractive location for manufacturers, transportation and logistics companies. It is also home to two major industrial anchors on both sides of the border – the Union Pacific Intermodal Rail Facility in Santa Teresa and the 640 acre Foxconn manufacturing campus in San Jeronimo, Chihuahua. It will be positioned to attract large, global industrial and commercial businesses, include residential and retail development and incorporate state-of-the-art energy, water and sustainability technologies.

### **Water Technologies**

Secretary Barela is dedicated to positioning New Mexico as a Center for Excellence for Water Research and Technology. His goal to help lead the nation in developing technologies that will conserve and treat water. Such an objective will help create jobs in addition to provide a sustainable water future for the state. The department along with the Martinez administration are also currently identifying water infrastructure investment priorities to ensure New Mexicans have available water for economic development and for health and safety.

### **Statewide Commercial Kitchen and Growers Program**

When EDD and the Legislature created the business incubator program in 2005 the South Valley Economic Development Center (SVEDC) was one of the first incubators to be certified under the new program. The Rio Grande Community Development Corporation (RGCDC) applied for the certification and manages SVEDC, which has become a nationally-recognized incubator due in large part to its highly successful commercial kitchen and unique growers program. The growers

program began as a partnership with Mesa del Sol, a large mixed-use development in southwest Albuquerque. SVEDC organized growers of landscape plants in the South Valley in order to accommodate the large development. Until this agreement Mesa del Sol was purchasing plants from Arizona with a loss rate of about 30%. This concept blossomed into today's Delicious New Mexico and Mixing Bowl programs which are also highly-successful.

New Mexico still imports about 90% of the landscape plants used in the state today from Arizona. This represents a huge lost opportunity.

The Mixing Bowl is the commercial kitchen/incubator program of the RGDC and SVEDC. The Mixing Bowl works with 250 potential entrepreneurs every year. It has 120 businesses currently in the development phase, 60 businesses currently selling products, and another 40 that have graduated from the process over the last six years. This successful model could be implemented at a statewide level creating economic development opportunities for new entrepreneurs in any region of New Mexico. Funding of \$1.4 million (utilized over four years) would be required to take the Mixing Bowl statewide. This funding could generate 120 new companies, 298 new jobs, and \$5.485 million in gross business impacts in rural communities over the next four years.

There are many communities with dark kitchens across the state today. These facilities could be active job and wealth creators utilizing the expertise of the Mixing Bowl staff and the commitment of the participating community. The program helps entrepreneurs overcome regulatory issues, connects them to retail markets, and a supportive entrepreneurial network. With an annualized cost per job of \$3,200, the Mixing Bowl has proven to be one of the most cost-effective job creation programs in the country. It has been presented to standing room only audiences at the National Conference on Business Incubation and has worked with startup incubation programs from around the country.

RGDC will partner with EDD and rural communities to **build on existing infrastructure** and create **cost-effective kitchen incubators** using the Mixing Bowl's successful program as a template and the nationally-recognized Delicious New Mexico brand. Commercial kitchens can add value and drive growth to local farmer's markets and festivals, and are often a contributor to downtown revitalization programs. New Mexico MainStreet already has local organizations that include farmers' markets and festivals featuring local foods in their promotional programs.

Identifying markets for food products often hinders potential entrepreneurs. A key to the success of the Mixing Bowl program is its relationship with buyers like Whole Foods and John Brooks. More than a dozen communities are already interested in participating in the program should funding be secured. Three hundred and fifty thousand dollars a year will provide funding to work with multiple rural communities and provide the support those communities need to develop and integrate their respective food assets – whether entrepreneurs, farmers, ranchers, or value-added producers - into a cohesive, solid statewide food infrastructure.

EDD will support RGDC's special appropriation request of \$1.4 million to fund this program for four years with a four-year goal of assisting 12 commercial kitchens between fiscal years 2015 and 2019.

## **Business Resource Center (BRC)**

The Business Resource Center ([www.nmbusinessresourcecenter.com](http://www.nmbusinessresourcecenter.com)) will be developed in response to a need expressed by many business leaders as the Secretary has travelled around the state. There are many, varied services and resources available to businesses, however they are distributed across many organizations and geographies with multiple points of access. EDD will partner with the certified business incubators and other service providers to create a web portal that will direct businesses to the services they need in a “one-stop shop” digital environment. Businesses who complete a simple intake form will be tracked to ensure a satisfactory experience with the BRC.

Late in FY14 a new staff person was hired; this position will be dedicated to developing the content and functionality of the Business Resource Center, and ensure companies who complete the simple intake form receive the assistance they need. A contractor was also hired to develop site architecture for the BRC one-stop portal.

## **Office of the Secretary Programs**

### **Marketing**

An outreach effort conducted by the Economic Development Division in FY13 indicated that awareness and understanding of EDD programs and services could be improved. In FY14 the department undertook a small marketing effort utilizing existing resources to better inform New Mexico businesses of these programs. Flyers were distributed through partner economic development organizations and earned media was utilized to describe the benefits of EDD services. Ads informing readers of EDD’s programs and services were placed in the New Mexico SBA magazine and the Business First Book of Lists. The department will continue to monitor the effectiveness of these marketing efforts and seek resources and partners to continue to make New Mexicans aware of EDD programs.

The marketing team developed brochures highlighting New Mexico’s assets within its targeted industry sectors: Aerospace, Energy & Natural Resources, Advanced Manufacturing, Food Processing, Back Office & Technical Support, Emerging Media, and Logistics, Distribution & Transportation. The brochures are produced in-house, allowing the flexibility to customize and update the information when necessary.

Late in FY14 EDD hired a web design and online marketing firm to assess the department’s web sites, create site architecture recommending improvements to the site, create site architecture for the Business Resource Center, and analyze EDD’s online marketing and search engine optimization. In FY15 EDD will use that information to build a new website intended to be more user friendly for New Mexico businesses and communities; and provide a stronger global presence for the state through a better design and search engine optimization.

### **State Data Center**

In FY14 the department hired an economist who will dedicate much of his time to improving the products provided on the State Data Center (SDC) website ([www.nmstatedatacenter.com](http://www.nmstatedatacenter.com)). The SDC will enhance its efforts to serve rural communities with their research and marketing needs by adding resources such as software that provides cost-of-doing-business comparison data and access to national business listings and financial information.

EDD also hired a contractor to create a customized economic impact model that will assist communities in assessing potential projects before offering incentives; and will provide EDD, the Executive and the Legislature with more complete data supporting the return on investment of economic development programs.

In FY15 the SDC will begin to construct online databases to present Census, workforce, and economic data. SDC staff continue to provide data and research training at regional and statewide events and at the annual New Mexico Economic Development Course at Western New Mexico University.

### **New Mexico Business Incubator Program**

The business incubator program received a special appropriation of \$130,000 in FY15. A portion of this funding will be used to host a workshop on business incubation and alternative ideas to provide an optimal environment for businesses to begin and thrive in rural areas. The incubators will also mentor five rural communities in starting an entrepreneurship program customized for each community's needs.

- The Santa Fe Business Incubator added wet lab space this year and continues to be a destination for companies spun out of technologies born at Los Alamos National Laboratory.
- Over its seven year history, the South Valley Economic Development Center has incubated more than 100 businesses, created over 350 jobs, returned more than \$8 million in payroll to the local economy and serves about 250 entrepreneurs annually, many through its commercial kitchen and highly successful Mixing Bowl program.
- Between 2009 and 2012, member companies of the WESST Enterprise Center had created a combined total of: 266 new jobs with a total payroll of \$16.9 million, generated \$30.3 million in revenues, and raised \$10.7 million in equity investments.
- Arrowhead Technology Incubator, on the campus of New Mexico State University, includes companies that span across various industries, including national and homeland security, energy solutions, space and aerospace, information technology, and hi-tech discoveries. Members have the option to operate virtually, co-work, or lease an office at a nominal cost.
- The Enterprise Center at San Juan College continues to be a one-stop shop of services for new businesses, including workforce development, business plan development, procurement, training, and networking.

### **Office of Business Advocacy**

The Office of Business Advocacy (OBA) was created in January, 2011, as a direct initiative from Governor Martinez and Secretary Barela. The mission of OBA is to help companies navigate state government by providing assistance with regulatory, intergovernmental and public policy issues adversely affecting businesses in New Mexico.

OBA continues to work across all industry sectors. The ability of OBA to research and identify answers and solutions has proven invaluable to small companies with limited resources and time. The issues OBA works are complex and include everything from how to appeal a federal highway sign ordinance to researching international tariff issues for solar cells imported from the Pacific Rim.

## **Goal: Increase visibility and accessibility of the Office of Business Advocacy**

### **Objectives:**

- Increase new case load and solved cases throughout the year
- Market and increase the utilization of the online intake form created at [www.NMforBusiness.com](http://www.NMforBusiness.com). The online intake form provides easy access, easy tracking and insures a quick response time for businesses needing immediate assistance.
- Address state regulatory policy issues through the Small Business Regulatory Advisory Commission (SBRAC)

### **Performance Measures:**

- Number of new business advocacy cases opened: 100
- Number of business advocacy cases solved: 50

## **Economic Development Division**

The Economic Development Division will focus on several initiatives in FY15 to continue and strengthen the division's mission:

1. Maintain funding levels established in FY14 & FY15 for MainStreet's operating budget; increase MainStreet's capital outlay budget; hire a MainStreet deputy director; conduct an impact analysis of the MainStreet Program; collaborate and co-host the first "Creative Community Builder's" Conference; and enhance and grow the Frontier Communities and Historic Movie House, and Spanish Plazas Initiatives
2. Enhance the Business, Retention and Expansion Program which will track survey results and improve follow-up activities; continue to enhance the Certified Communities Initiative
3. Increase capital outlay funding which will be deployed through the Local Economic Development Act; and attempt to increase the number of communities which have adopted the Local Option Gross Receipts Tax as a way to earmark tax revenues for economic development projects
4. Increase JTIP participation in rural, frontier areas of the state; and continue to establish a permanent, non-reverting funding level for JTIP
5. Maximize the STEP grant to support the Office of International Trade and establish a Mexico Trade office
6. Enhance the Rural Economic Development Council – continue to ensure the Council is engaged and establishes rural priorities
7. Continue to conduct marketing and outreach of the services provided by the ED Division.

### **Performance Measures:**

- Number of total business expansions assisted by the Economic Development Department: 50
- Number of rural business expansions assisted by the Economic Development Department: 15

## **New Mexico MainStreet Program**

New Mexico MainStreet functions as a community revitalization “umbrella” housing multiple community economic development programs. Based on a community’s assessment of its current needs it chooses the program that best fits the economic development of its place-based assets. New Mexico MainStreet’s professional team delivers technical assistance, services and resources enabling communities to implement public and private improvements within a commercial district neighborhood, growing the local economy. The Team utilizes the MainStreet Four-Point Approach®, developed by the National Main Street Center, Inc. The program is tiered: local affiliates, based on their local capacity development, move from “Emerging Community,” to “Start-Up MainStreet Community,” and finally to “State Certified MainStreet Program.” In addition, MainStreet assists property and business owners to rehabilitate buildings, address infrastructure needs, fund capital improvements, and market and promote the district as a destination for locals and visitors alike. This comprehensive economic development approach creates an environment to attract new businesses and entrepreneurs and results in job creation and private reinvestment in the district.

The programs currently housed within New Mexico MainStreet are the:

- Nationally accredited and licensed MainStreet program
- Arts & Cultural Districts
- Frontier Communities Initiative
- Historic Theaters Initiative
- Historic Plazas Initiative

New Mexico MainStreet received for a second year, a 66% increase (\$500,000) special appropriation to its existing FY15 operations budget of \$750,000, (a total of \$1,250,000), making possible:

- Continue services and technical assistance to the current 23 designated MainStreet and 6 State Authorized Arts & Cultural Districts;
- Graduate the four FY14 “Emerging Communities” into “Start-Up MainStreet” status;
- Develop the capacity of the three FY14 State Authorized, “Start Up” Arts & Cultural Districts bringing the total to 9 Arts & Cultural Districts;
- Add three new Emerging Communities which will bring the total of local MainStreet community affiliates to 30;
- Select seven to eight new Frontier Communities in FY 15; and
- Working with the Finance Development Team, fund two new Historic Theater projects, the Lea Theater in Lovington and the Lyceum Theater in Clovis.

In November of 2014, MainStreet will launch, with co-sponsors from the New Mexico Arts Division and the New Mexico Historic Preservation Division of the Department of Cultural Affairs and the Tourism Department, an annual inter-agency statewide conference entitled the “Building Creative Communities Conference,” ([www.buildingcreativecommunities.org](http://www.buildingcreativecommunities.org)). The conference will target local practitioners of community revitalization and development, to build local capacity and leverage resources to build and enhance quality of life and local economic vitality. Underwriting the costs of the conference are the New Mexico Resiliency Alliance, The McCune Foundation, the National MainStreet Center, the National Park Service, PNM, and the New Mexico Heritage Preservation Alliance.

New Mexico MainStreet will also re-launch this fall the culture and heritage tourism website “Off The Road.” Meticulously researched, the website spotlights the historic and cultural assets of MainStreet and Arts & Cultural District communities to attract more “destination-type” travelers to New Mexico’s traditional and historic downtowns.

New Mexico MainStreet Program partners on local projects with the Local Government Division of DFA, the Department of Transportation, Historic Preservation Division and New Mexico Arts Division of DCA, and the New Mexico Tourism Department, several state colleges and universities, and non-profit foundations including the McCune Charitable Foundation, the Friends of New Mexico MainStreet, Inc., the New Mexico Resiliency Alliance and the New Mexico Humanities Council.

MainStreet’s priority is always to build the capacity of its local partners. However, non-MainStreet communities are eligible to attend community economic development workshops and trainings provided by NMMS staff. Many of the activities conducted throughout the year focus on workshops specific to fundraising, grant writing, quarterly leadership network meetings and other specialized training.

**Goal 1:** Stimulate private sector reinvestment into the built environment within MainStreet districts.

**Objective:** Provide professional, technical assistance in practical design and planning practices; implemented through MainStreet Façade Squads, MainStreet “PlaceMaking” and MainStreet Interiors Design and the new Design Intervention Initiatives.

**Goal 2:** Grow new businesses in downtown areas.

**Objective:** Provide technical assistance on entrepreneur development, economic positioning, business retention & expansion, and recruitment; accessing financing tools, accessing incentives; and capital outlay funds.

**Goal 3:** Complete building rehabilitations in MainStreet districts to create an attractive destination for new businesses and residents.

**Objective:** Provide assistance to MainStreet organization’s façade renderings, historic preservation treatments, access to historic preservation tax credits, and USDA grants.

#### **Performance Measures:**

- Dollars of private sector investment in MainStreet districts: \$15 million
- Number of building rehabilitations completed in MainStreet Districts: 150

#### **Arts & Cultural District Program**

The Arts & Cultural District (ACD) program established New Mexico as one of the first states in the nation to focus on growing the cultural economy and has served as a model for 15 other states and over 600 towns nationally. “State-Authorized” programs receive a district evaluation by a professional resource team and are eligible for funding for an ACD Cultural Plan and an ACD Master Plan to establish goals and identify priority infrastructure and capital improvement projects. The Cultural Plan and Master Plan for the ACD must be adopted by the partnering municipality and may serve to create local financial tools to invest in projects. An annual survey tool was created to assess performance of the local districts and to aid in reporting to the New

Mexico Arts Commission, the authorizing body for ACDs.

The Arts & Cultural District State Council is an interagency collaboration that currently includes the New Mexico Arts and Historic Preservation divisions of the Department of Cultural Affairs, the Economic Development Department's MainStreet program, the Tourism Department and two statewide foundations, the McCune Charitable Foundation and the New Mexico Humanities Council. Funding for a number of local initiatives has been awarded from the McCune and Whited Foundations and the National Endowment for the Arts. The State Council is assisting with a second round of cultural and heritage tourism marketing with the assistance of the Tourism Department's Tourism Co-op grant program.

An Inter-Agency, inter-disciplinary team provide a three day Resource Team assessment of the potential of each new ACD District for developing their cultural economy, creative industries, and to support cultural entrepreneurs with opportunities for business development within each ACD District.

There are currently nine state-authorized Arts & Cultural Districts: downtown ABQ, Artesia, Gallup, Las Vegas, Los Alamos, Mora, Raton, Silver City, and Taos Including three new "Start Up" ACD Districts which were made possible through a portion of the \$500,000 Frontier Communities special appropriation in FY 14 and which will continue to receive technical assistance and services in FY 15.

**Goal 1:** Sustain and fund the Program at FY15 level and capitalize the ACD Capital Outlay fund in the Department of Cultural Affairs.

**Objectives:**

- Work with the Department of Cultural Affairs Cabinet Secretary to capitalize the ACD fund for bricks and mortar projects identified in the municipally adopted ACD Cultural Economic Development Plan
- Assist the affiliate ACDs to implement the state Tourism Cooperative Marketing Grant and apply for additional funding to leverage investments made previously in the ACD local districts.
- Assist local communities to enact or amend their existing LEDA ordinance to include specific language related to "Cultural Facilities" that assists the municipality in funding projects within the district.

**Goal 2:** Partner with the Department of Cultural Affairs to update the 30-year-old State Historic Tax Credit program

**Objectives:**

- With the Historic Preservation Division (DCA) update the maximum cap for tax credits to meet actual current costs of construction restoration of commercial properties
- With the Historic Preservation Division (DCA) allow "transferability" of historic tax credits for eligible commercial properties in ACD and MainStreet Districts.

### **Frontier Communities Initiative**

Established by the state legislature and signed into law in 2013, the Frontier Communities Initiative was created to serve rural communities under 7,500 population who currently do not have the capacity to initiate a MainStreet or Arts & Cultural District program. FY 15 funding was provided for a second year through a \$500,000 special appropriation of which a portion is dedicated to this program.

Through an application process, community stakeholders identify a catalytic economic development project within a town center, village plaza, courthouse square or commercial historic corridor. Selected communities will partner with NMMS/EDD to develop the project for funding and implementation. Eight out of 14 applicants were selected for FY14 (Carrizozo, Columbus, Hurley, Lordsburg, Madrid, Moriarty/Historic Route 66, Santa Clara Village, Wagon Mound).

**Goal:** Stabilize funding within the Division's budget to sustain the program and serve an additional 7-8 Frontier communities in FY15.

**Objectives:**

- Select seven to eight Frontier Community projects in FY15 including the restoration of historic New Mexico plazas.
- Seek at least \$200,000 in LEDA capital outlay to assist two additional communities in digital conversion from film to digital media in New Mexico's Historic Movie Houses Initiative to keep those theatres from going dark
- Work with the regional Council of Governments, counties, municipalities, tribal governments, granting agencies and foundations to secure funding for communities awarded "Frontier" status.

### **Community, Business and Rural Development Team**

The mission of the Community, Business and Rural Development Team (CBRDT), commonly known as "regional representatives," is to assist communities build their capacity for development by: training local leadership, engaging diverse community stakeholders in the process of planning and implementing change in their regions, and helping them identify strategic opportunities to advance the region's goals for economic growth.

Members of the Team live and work in the six regions identified around the state for economic development by NMEDD. This practice allows the community and the department to understand what is needed for their economic success.

The Team facilitates the establishment of economic development organizations (EDO) and partnerships. They collaborate, devise, promote, and facilitate activities to assist communities in analyzing, organizing, and developing their economic potential. Technical assistance is provided to nonprofit organizations, private entities, and public agencies on economic revitalization and community development. Communities are assisted in identifying funding programs including federal, state, local, philanthropic, and foundations; and the process necessary to acquire funding.

The Team assists communities and EDO's with passage of the Local Economic Development Act (LEDA) and its related Local Option Gross Receipts Tax. They also facilitate funding

opportunities for projects through the NMEDD-Finance Development Team and New Mexico FUNDIT.

The Team also assists communities in the creation of jobs by providing assistance to New Mexico individuals and businesses that are engaged in expansion, retention or start-up activities. They also serve as a resource to the New Mexico Partnership by assisting economic development organizations responding to Potential Recruitment Opportunities (PROs).

**Goal 1:** Identify infrastructure gaps that inhibit economic growth in the regions and assist the communities address funding to close the gap

**Objective:**

- Identify at least one infrastructure project in each region and assist the community in developing a financing package
- Assist businesses and communities in presenting projects before New Mexico FUNDIT

**Goal 2:** Develop relationships with economic-base businesses in each region so that expansion and retention opportunities are realized and issues are addressed systematically and proactively

**Objective:**

- Conduct statewide business retention and expansion surveys and work with local organizations to ensure that interviews are conducted in each region of the state and the information collected is summarized and made available to the Governor's Office and Office of the Secretary

**Performance Measures:**

- Number of business retention and expansion surveys completed resulting in a positive outcome such as job creation, retention or business financing: 15
- Number of community infrastructure projects moved to financing stage: 5

**Tribal Liaison Program**

The Tribal Liaison Program aids New Mexico Tribes and Pueblos overcome barriers and allow opportunities for economic development. In accordance with the State-Tribal Collaboration Act (STCA), the NMEDD policy to promote and assist Native American entities is to utilize the Regional Representative Program. The Regional Representative network that has Native American entities within their service area will assist with economic development projects and initiatives; and then report to the Primary Tribal Liaison (PTL).

The Regional Representative will also consult with other NMEDD programs to determine how best to assist with a Tribal need or project. NMEDD provides technical assistance through many of the programs which it currently utilizes such as JTIP, Collateral Support, Business Advocacy, International Trade, ISO9000 as well as SBA programs and other gap financing programs.

The department annually provides a scholarship to the New Mexico Economic Development Course to a Native American economic development practitioner in the name of *Bob Johnson*, a devoted member of Taos Pueblo, former Community Development Team member, and economic development professional.

**Goal 1:** Identify and prepare Tribal communities in accessing financing through various funding programs such as the Tribal Infrastructure Fund (TIF) to create new jobs with Tribes in or outside the reservation.

**Objectives:**

- Assist the Office of Indian Affairs in identifying economic development projects to present to the Tribal Infrastructure Fund for approval.
- Assist communities with project applications

**Rural Economic Development Council**

In October 2012, Secretary Barela appointed the Rural Economic Development Council (REDC) to inform EDD of policy issues specific to rural New Mexico and to inform EDD on the effectiveness of its programs. The Council is made up of two representatives from each planning district and two tribal representatives.

In FY13, the Council met four times and established the following mission: to establish a formal platform to identify issues and challenges affecting rural New Mexico; advocate for sustainable growth in rural communities; support programs; and collaborate on policies which positively impact rural areas. The Council will provide training for rural community leaders, and address training gaps which may exist within the economic development community throughout the state.

Two initiatives were begun by the Council in FY14. EDD purchased Go-To-Webinar as a platform to provide online training and business facilitation. In FY15 an established schedule of training events will be provided statewide.

The second initiative is New Mexico FUNDIT, a group of representatives of all the federal and state infrastructure financing agencies. This group met for the first time in June 2014 and will begin vetting projects in FY15. The purpose of FUNDIT is to provide an opportunity for communities to present and fund critical community and business development infrastructure projects; and to ensure more effective vetting of projects and the more strategic use of available resources.

**Finance Development Team**

The Finance Development Team (FDT) assists new and existing businesses by providing information on financing tools available within New Mexico. Through the FDT, companies are provided detailed information on tax incentives and financial assistance programs. The main task is to assist with financial packaging (debt/equity) and/or accessing capital through commercial lenders, micro-lenders, and Certified Development Corporations. The team also facilitates the use of financing programs such as LEDA/capital outlay, NMFA programs, the Collateral Support Loan Participation Program, CDBG and HUD 108, USDA and SBA's loan programs, and industrial revenue bonds (IRBs).

As an additional service through the familiarization of these funding programs, the team will administer the New Mexico FUNDIT initiative, aimed at streamlining the process for funding infrastructure projects in rural areas of New Mexico through a single application process vetted by a group of funding agencies.

Technical assistance from the team varies per project and consists of interpretation and analysis of applicable tax credits and incentives, economic impact analyses, and financial analyses. Such requests come from regional representatives, municipalities, and economic development organizations. FDT also compiles a financial analysis for all JTIP applicants and conducts the due diligence for projects and administers the Angel Investment Tax Credit.

**Goal 1:** Deploy capital outlay funding to attract capital investment and job creation for communities through LEDA

**Objective:**

- Encourage more communities to adopt the local option gross receipts tax or municipal/county GRT increment.

**Goal 2:** Identify New Mexico businesses with expansion potential and assist them in creating jobs by structuring financing assistance programs.

**Objectives:**

- Pursuant to SWEDFA, provide and submit economic development determinations for New Markets Tax Credit, Collateral Support Program, and Local Government Planning Fund Program.
- Pursuant to EB5 Policy established, provide TEA designation certifications and/or Letters of Support to EB5 Regional Center applicants that are qualified.

**Performance Measures:**

- Number of private sector dollars leveraged by each dollar through the Local Economic Development Act: 5:1
- Average annual cost per announced jobs created through use of Local Economic Development Act funds: *\$5,000 average cost per announced job+*
- Number of businesses provided technical assistance resulting in a funding package and job creation: 5

**Job Training Incentive Program**

The Job Training Incentive Program has been in existence since 1972. The program offers financial support in the form of wage reimbursements to businesses as they hire new employees and train them for newly created jobs within their company. The program offsets the costs of funding if the company opts to utilize an educational institution for the delivery of training and it may offset the costs of upgrading the skills of existing employees. The program is administered within the Economic Development Division with three full-time employees, but funding decisions are made by a six member board.

Since its inception, the program has funded more than 1,200 companies and over 42,000 New Mexico workers have benefited from the program.

Every year, the JTIP board meets to revisit its eligibility policies and guidelines. During the FY14 policy retreat the board made decisions to expand eligibility for intern positions; simplify wage requirements for contract-based customer support centers; and expand Step-Up to include ISO9000 training for New Mexico companies.

**Goal 1:** Increase company participation in JTIP

**Objectives:**

- Continue to promote & market JTIP in every region of the state, partnering with local regional economic development organizations
- Encourage companies to utilize JTIP's internship program and hire more New Mexico post-secondary graduates

**Goal 2:** Increase JTIP and STEP-UP participation in rural communities**Objectives:**

- Market STEP-UP and ISO9000 training in every region of the state, partnering with the EDD Special Projects Manager and local regional economic development organizations.
- Include consortium/multi-company training within the eligibility criteria for STEP-UP in rural communities

**Goal 3:** Seek out high performing companies to ensure the average wage of JTIP jobs funded**Objectives:**

- Encourage JTIP Board and staff to prioritize high-wage jobs

**Performance Measures:**

- Number of workers trained by JTIP: 1,000 (include incumbent workers who have participated in upgrade-skill training through STEP-UP)
- Number of rural companies participating in JTIP: 14
- Number of businesses participating in JTIP: 40
- Average hourly wage of jobs funded through JTIP: \$20
- Percentage of trainees whose wages were subsidized by the Job Training Incentive Program still employed in New Mexico after one year: 80%
- Average annual cost per JTIP trainee:  $\geq$ \$5,500

**Office of International Trade (OIT)**

The export trade promotion activities of the New Mexico Economic Development Department, Office of International Trade (OIT) have been funded by two consecutive State Trade Export Promotion (STEP) grants awarded by the US Small Business Administration to assist SBA eligible small and midsize companies participate in overseas trade shows and trade missions organized by OIT. The Office of International Trade was awarded \$85,000 in 2011 and \$215,000 in 2012 respectively against a total outlay in matching funds of \$15,000 per year and an in kind salary match. The awards allowed an extension for the use of SBA STEP grant funds upon completing and being approved for an extension. This has allowed OIT to fund international trade activities until the end of the federal fiscal year on September 30, 2014.

The Office of International Trade has submitted a proposal for a third round of funding beginning October 01, 2014 at the same level as the 2012 submission, but with an in kind salary match only. If accepted at the initial submission request, the Office of International Trade will receive \$215,000 from the SBA. The appropriation for the STEP Grant was lowered by the US Congress from \$30 million to be shared among the 50 states and US overseas possessions to \$8 million in the federal fiscal year beginning October 01, 2014. The SBA anticipates that only between 20 to 25 proposals will be accepted for funding due to the current appropriation. It is

unknown if the New Mexico STEP grant proposal will be awarded, and, there is the likelihood that the amount requested might be pared back. With this scenario in mind, the Office of International Trade will face a challenging period of uncertainty with regards to its continued ability to assist small and midsize companies expand globally.

Due to budget reductions the Office of International Trade is managed by one person who administers the STEP Grant, coordinates international trade activities and manages a network of foreign trade offices. The staffing levels have declined from 5 persons when OIT was initially established by the New Mexico legislature in 1989. This fact notwithstanding, New Mexico has led the nation in export growth among the 50 states in 2011 and 2012 and was among the top states in export growth in 2013 despite a small leveling off in exports during the last quarter. New Mexico exports of goods and services has already increased by 75% during the first quarter of 2014 over 2013 figures. This is a remarkable occurrence given the fact that the US economic output or GDP declined by almost 3% during the same quarter.

### **New Mexico Trade Offices**

The Office of International Trade maintains a network of foreign trade offices. The New Mexico trade office network is tasked with assisting companies from the state to expand their market outreach in several export markets by helping them navigate and overcome obstacles to export success including cultural, regulatory and language barriers that impact upon the process of exporting.

With the exception of the New Mexico Brazil Office in Sao Paulo and the planned opening of a trade office in Mexico City, the focus of the New Mexico Trade office network is regional and therefore covers many of the fastest growing markets for US exports.

### **Greater China Trade Office**

The Greater China Trade Office in Taipei, Taiwan is the longest serving trade office presence. The Greater China Trade Office has been assisting New Mexico companies increase exports to the Greater China region including mainland China, Taiwan and Hong Kong for the past 18 years with direct impact resulting in over \$18 million of New Mexico exports to the region. Many NM companies were New to Export and assistance proved invaluable in helping them locate viable distribution partners and interface with government regulatory bodies necessary to break into the market. Due to budget constraints, the Greater China Trade Office will be downsized to occasional logistic support and assistance for NM companies. The overall export outreach will be maintained at the same level including coordination of trade missions and participation in trade shows in the Greater China region.

### **Middle East Trade Office**

The New Mexico Middle East Trade Office in Jerusalem, Israel is the second largest serving trade office with over 17 years in operation. The Middle East Office has rendered assistance to New Mexico Trade Missions and individual companies seeking to expand exports or locate distribution partners throughout the Middle East. Although the office is located in Jerusalem, Israel, it has been very successful at helping NM companies export to countries in the Arabian Gulf like Saudi Arabia, the United Arab Emirates, Kuwait, Qatar and Oman. Budget adjustments will be made to the Middle East Trade Office to fund the Mexico City Trade Office, but unlike Taiwan, the service levels will be maintained. Funding from the STEP Grant will further support

two planned missions to Israel organized around planned trade shows in which New Mexico companies will be participating in FY15.

### **Brazil Trade Office**

The Brazil Trade Office is located in Sao Paulo, Brazil and is the youngest office in the network dating back to its initial opening in 2012. The Brazil Trade Office was funded exclusively by the SBA STEP grant funds. Since funding for that category was exhausted, the New Mexico trade office presence has been on hold subject to a third round of funding under the STEP grant. Although the budget request submitted by the Economic Development Department to the New Mexico state legislature for funding was not approved, the director of the trade office offered to assist NM companies in the interim until such time as a new STEP grant submission were approved. Brazil is a very important market for New Mexico. Currently one of the BRIC economies exhibiting fast economic growth and a huge market for exports. New Mexico exports have increased from \$8 million to over \$42 million over a three year period despite the temporary leveling off of economic growth in Brazil due to softening commodity prices in the world economy. During its brief time span, the Brazil office has already handled over 30 requests for assistance and assisted NM companies with two trade shows in Sao Paulo and Rio de Janeiro along with coordinating a trade mission from the Albuquerque Bernalillo County Trade Association. If approved, the Office of International Trade will utilize funding under the SBA STEP grant to maintain operations in Brazil and increase participation by New Mexico companies in trade events.

### **Mexico Trade Office**

New Mexico exports to Mexico have been growing at an almost exponential rate of 30% annually given the proximity of the market, substantial improvements in the Mexico-New Mexico border region and the dynamic growth of the Mexican economy. New Mexico exports to Mexico are the most evenly balanced of all exports unlike other markets where the export shipments are dominated by only one industrial category. Shipments of food manufactures, agricultural commodities, aviation equipment, fabricated metal products, electrical and non-electrical machinery continue to be a bright spot for the NM economy. Projections are for continued growth of the market as more of the so called "re-shoring" process occurs as US companies continue to move their manufacturing operations from China to Mexico given the level of rising costs in China.

The Office of International Trade in partnership with the University of New Mexico and the Albuquerque Bernalillo County Trade Alliance is planning to open a trade office to be inaugurated in August 2014 in Mexico City to render assistance to NM exports and promote New Mexico exports to the largest state in Mexico, where Mexico City is located. The State of Mexico has a population in excess of 28 million inhabitants with a fast rising middle class eager for more US products. The US-Mexico Free Trade Agreement has created an open market for US goods and services. Currently over 28 US states maintain a trade office presence in Mexico City including many Eastern seaboard states. New Mexico is the only border state without representation in Mexico and it is hoped that active promotion will lead to a better awareness of the state as a trade partner for Mexico. Funding for the Mexico City Trade Office will be shared with the City of Albuquerque and the University of New Mexico. The trade director will focus exclusively on trade promotion and a different person will be hired to promote the University. Funding will come largely from the Economic Development Department budget from savings realized from current trade offices in the Greater China and Middle East region.

### **Office of International Trade Goals for FY15**

Funding under the current SBA STEP Grant will end on September 30, 2014 and so OIT goals for the remainder of FY 15 will be contingent upon securing a third round of funding which will allow OIT to extend its activities beyond October 01, 2014. The OIT plans the following international trade activities for the fiscal year.

- Mexico City Trade Missions – Plan, coordinate and execute a quarterly trade mission with assistance from the Mexico City Trade Office to arrange matchmaking opportunities for NM companies with potential Mexican importers and business partners. The first trade mission will be planned to coincide with the opening of the Mexico City Trade Office in August or September 2014 followed by an organized mission typically at the end of each quarter including November 2014, March 2015, June 2015, September 2015 and November 2015.
- Natural Products Hong Kong – Coordinate participation by cosmetic and beverage companies in August 27-29, 2014 in the Hong Kong Natural Products Showcase to promote exports to the Asia Pacific region.
- Thailand Oil and Gas show in Bangkok, Thailand from September 12-15, 2014 in Bangkok, Thailand to promote exports of New Mexico oil and gas production equipment, tools and services to the Southeast Asian region.
- Participate in Cosmoprof 2014 in Hong Kong to promote exports of NM produced cosmetic products to the Asia-Pacific region during the month of October 2014.
- Coordinate a horizontal trade mission of New Mexico companies to Madrid and Barcelona, Spain in support of the Albuquerque Hispano Chamber of Commerce and the Albuquerque Bernalillo County Trade Alliance during the month of October 2014.
- Organize a trade mission to Israel centered on security and homeland security related products and services to the Homeland Security event in Israel per the request and assistance of the NM Middle East Trade Office and the Israeli Consulate General's Office in Houston, Texas along with support from the NM – Israel Business Exchange.
- Participate in the Aerocon Aviation Industry Show in Montreal, Canada to promote exports of aviation, avionics, spare parts, instruments, defense related products, software and contracting services in November 2014 with participation and assistance from PACA and the Albuquerque Bernalillo County Trade Alliance.
- Participate in the Tel Aviv Environmental Trade Show in Tel Aviv, Israel during January 2015 to promote exports of NM environmental products.
- Organize and lead a trade mission of NM companies to the Pacific Alliance Countries in South America including Peru, Colombia and Chile. Countries with whom the US has a Free Trade Alliance in place and also rising markets for NM goods with exports already doubling over a three year period from 2011. The mission will be organized around the month of March 2015 with assistance from the US Department of Commerce under the Gold Key Service.
- Participate in the Melbourne, Australia Food Industry Show to promote exports of NM processed foods to the Australia/New Zealand market in May 2015.
- Southeast Asian Market Outreach Mission to Singapore, Indonesia and Malaysia to promote exports of NM products in the ASEAN region.
- Participate in the Paris Air Show in June 2015 with assistance from PACA and the Albuquerque Bernalillo County Trade Alliance to promote the exports of aviation equipment to this important international aviation industry event.

- Participate in the Laser Optics 2015 in June 2015 in Munich, Germany to promote the exports of NM laser optics equipment.

#### **Performance Measures:**

- New-to-Export (NTE) clients identified and assisted: 10
- Number of existing exporters assisted in entering new markets: 12

#### **New Mexico ISO 9000**

ISO is a set of quality management standards recognized by more than 178 countries. There are more than a million companies worldwide that have registered to the ISO standards. Most major companies and agencies of the U.S. & Federal Government require their suppliers to be ISO compliant. ISO certification can be a lengthy and expensive process, which is why the New Mexico Economic Development Department created the New Mexico 9000 program. This program provides classes to companies on how to become ISO9001 certified and it offers a sliding scale fee, which is based on the company's revenues.

**Goal 1:** Increase the number of manufacturing and exporting companies that attend ISO 9000 training classes and ultimately get certified

##### **Objectives:**

- Continue to promote ISO 9000 with marketing collateral in every region of the state, partnering with local and regional economic development organizations
- Make personal visits to 5 companies each month to explain the benefits of becoming ISO certified and to enroll companies in the program
- Develop stronger community-based partners to build a state-wide network of organizations who will aggressively co-market the program
- Ensure two fully inscribed classes are held each year

**Goal 2:** Build a self-funding ISO 9000 program

##### **Objectives:**

- Create a base of 50 New Mexico manufacturing certified companies
- Continue aggressively recruiting companies to get certified
- Work with other NMEDD programs to ensure consistency and accuracy when ISO 9000 is presented

**Goal 3:** Within three years conduct ISO 9000 classes in all six Community, Business and Rural Development Regions.

##### **Objectives:**

- Create a database of manufacturing companies that might be eligible to become ISO 9000 certified
- Determine feasibility of hiring an in-house ISO 9000 Instructor

### **Office of Science and Technology**

This Division's budget and staff were eliminated in 2011, but EDD has statutory responsibilities including the creation and updating of a Technology Development plan for the State of New Mexico. Turning technologies born in New Mexico into job creating entities has been a priority for the State for many years. As the department began its information-gathering effort for its five-year plan for strategic growth "technology commercialization" was identified as a priority for economic growth in virtually every discussion. Ideas and recommendations to fill gaps in the continuum from research to economic development are a significant part of the five-year plan. Over the long-term the State will develop a collaborative effort to grow new companies and take advantage of the tremendous research undertaken here. EDD needs to restore a position dedicated to this effort and the Science Manager will fill this specialized, critical role.

**Goal 1:** Enhance the business climate to encourage the start-up, relocation, development, and growth of technology-based industry in New Mexico

**Objectives:**

- Create an implementation time table for the 2014 State Science and Technology Plan
- Make recommendations to re-establish the Technology Research Collaborative and seek funding
- Develop a work plan for the Office of Science and Technology

## **New Mexico Economic Development Corporation (Partnership)**

The Partnership is a public private partnership established in statute under contract to the Economic Development Division to provide marketing and contract services to the state.

**Goal:** Effectively implement marketing and business development initiatives to convey New Mexico's competitive advantages in order to attract/expand economic base employers. Progressively increase performance measures and initiatives in order to attain the best per capita business attraction results of any competitor state.

### **Objectives:**

- Create a diverse range of opportunities appropriate to the needs of urban and rural communities throughout New Mexico
- Emphasize those marketing elements which have proven most cost effective
- Communicate to businesses and site selection consultants the state's recent business climate improvements
- Effectively measure the success and cost effectiveness of the various marketing activities
- Pursue opportunities to increase and leverage marketing resources
- Communicate business success stories
- Expand private sector involvement and support
- Consider a regional strategy for hosting site selector familiarization tours
- Continue to improve communication with communities
- Support funding for a competitive project closing fund

### **Performance Measures:**

- Number of jobs created through business relocations and competitive expansions by the Economic Development Partnership: 1,500
- Number of business relocations facilitated by the Partnership: 9
- Average annual cost per Economic Development Partnership job announced: \$620

## **New Mexico Film Office**

The New Mexico Film Office will focus on six initiatives in FY15 to continue and strengthen the division's mission:

1. Production Recruitment and Assistance: promote and market refundable film production tax credit
2. Emerging Media: target businesses in digital technologies that affect multiple industries
3. Film Tourism: develop and promote film tourism initiative statewide
4. Outreach Initiatives: determine additional support and resources for local filmmakers
5. State Film Liaison Network: increase trained liaisons in rural areas to assist industry
6. Workforce Development: expand programs that increase hirability and job opportunities for local residents in industry

Recent tax credit amendments to the program have made New Mexico a top contender for television series and have incentivized productions to shoot a complete project in New Mexico rather than part of a project. With an increase of activity, an increase of administrative support is needed to assist and track companies in any phase of production.

### **1) Production Recruitment & Assistance**

**Goal 1:** Attract production companies to the state and increase the number projects of all sizes and types to shoot in New Mexico

**Objectives:**

- Continue to meet with studios, major independent production companies and local filmmakers to review the Film Production Refundable Tax Credit program and training incentive
- Develop and strengthen marketing strategies per budget
- Increase administrative support for current production and location staff

**Goal 2:** Increase recruitment efforts for production support services in New Mexico

**Objectives:**

- Strengthen collaboration with JTIP film training programs to determine available in-state production crew and services and specific production needs not available in New Mexico
- In addition to meeting with production prior to principal photography, review production experience during wrap
- Meet with crew and vendors
- Contract assistance based on industry activity

**Goal 3:** Review effectiveness of implementation of incentive program from FY14 industry activity

**Objectives:**

- Assess statistical data collected by the division in conjunction with film study results
- Propose approved legislative changes if applicable

## 2) Emerging Media

**Goal I:** Increase the state's visibility in digital technologies by recruiting businesses that affect the entertainment, educational, and medical industries

**Objectives:**

- Request funding for an unfunded FTE to develop and expand initiative
- Continue to meet with digital technicians, companies and related vendors to understand and develop market in relation to available incentives
- Evaluate services available in New Mexico that support companies while in production

## 3) Film Tourism

**Goal I:** Strengthen collaboration with New Mexico Tourism Department

**Objectives:**

- Consult with the Tourism Department and educate the public regarding history of film produces in New Mexico and films that incorporate New Mexico in the storyline with little to no cost to the state
- Liaison with vendors that offer services that relate to an industry themed "True Adventure"
- Promote filming and tourism in New Mexico simultaneously at industry marketing events
- Assist and consult as requested to determine the economic impact of film on tourism and local businesses
- Assign staff member(s) to tourism initiative pending available staff resources

## 4) Outreach Initiatives

**Goal I:** Strengthen New Mexico's local talent base and continue to facilitate outreach to diverse filmmakers and educators in rural New Mexico.

**Objectives:**

- Expand resources to support New Mexico filmmakers through filmmaking competitions, showcases, conferences, networking opportunities, and other events that attract and encourage film and digital media students to create New Mexico-based media
- Continue to organize, support and promote New Mexico Filmmakers with unique perspectives through showcases, training programs, networking opportunities, and other events

**Goal 2:** Develop film and media careers within New Mexico after graduation through alliances and guest speaking events in collaboration with local colleges, high schools, and charter schools.

**Objectives:**

- Continue to organize, support, and promote annual events such as the Second Annual Educational Summit
- Update information on programs available in New Mexico educational institutions that relate to the industry by securing funds for a database as a public resource of in-state, film-related educational programs

- Expand collaboration with division training administrator and emerging media contractor to evaluate crew workforce qualifications

**Goal 3:** Improve division resources and accessibility.

**Objectives:**

- Continue social media outreach and broaden audience for monthly newsletter
- Develop, promote and maintain training resource center in conjunction with Workforce Initiatives
- Increase role as liaison between public and educational institutions and related events

## 5) Statewide Film Liaison Network

**Goal 1:** Continue to prepare New Mexican communities for production inquiries and activities.

**Objectives:**

- Strengthen the relationships with those currently in the network including communicating activities in each region
- Increase the number of state film liaisons in rural areas of New Mexico by outreach to chambers and other local government and tribal entities
- Provide more training and resources for all liaisons such as traveling to communities to conduct additional location photographs workshops, to reach out to local vendors, and to attend meetings with film program educators

## 6) Workforce Development: Job Training Incentive Programs for Film and Multimedia

**Goal 1:** Maintain the number of applications and approved contracts for local crew workshops and lectures through the Pre-employment Training Program (PETP).

**Objectives:**

- Increase marketing of the program to crew and contractors and increase the number of registrants attending approved workshops and lectures
- Work with production companies planning to shoot in New Mexico to determine training needs
- Contract a facilitator to assist administrating program

**Goal 2:** Continue to market the Film Crew Advancement Program (FCAP). FCAP is an on-the-job training program available through JTIP intended for New Mexicans who are interested in adding a new skill set or who are ready to move to a higher position within their craft department.

**Objectives:**

- Increase awareness of program and recent amendments to local crew, NM film technician students, and production companies
- Work with division's production manager to assist with FCAP participants in positions not easily filled residents
- Contract a facilitator to assist administrating program

**Goal 3:** Promote PETP for Emerging Media to digital media companies training residents from local educational institutions.

**Objectives:**

- Increase awareness of recent amendments to program for companies expanding into New Mexico to assist residents in gaining skills in this aspect of the industry
- Collaborate with workforce and Emerging Media staff initiatives

**Performance Measures:**

- Number of media industry worker days: 200,000
- Number of film and media projects principally made in New Mexico: 60
- Direct spend by film and media industry productions in millions: \$225
- Number of major film productions (total budget over one million) made in New Mexico: 18

New Mexico Economic Development Department	
Performance Measures and Targets	FY15
<i>Division &amp; Measure</i>	
<b>Office of the Secretary</b>	
<b>Total number of jobs created due to economic development department efforts</b>	3,000
<b>Number of rural jobs created</b>	1,400
Total Number of jobs filled due to economic development department efforts	1,650
<b>Administrative Services Division</b>	
Percentage of vouchers accurately processed within 72 hours	75%
<b>Office of Business Advocacy</b>	
Number of business advocacy cases opened	100
<b>Number of business advocacy cases solved</b>	50
<b>Economic Development Division</b>	
Number of total business expansions assisted by the Economic Development Department	50
Number of rural business expansions assisted by the Economic Development Department	15
<b>New Mexico Economic Development Partnership</b>	
<b>Number of jobs created through business relocations and competitive expansions facilitated by the Economic Development Partnership</b>	1,500
Number of business relocations and competitive expansions facilitated by the economic development partnership	9
Average annual cost per Economic Development Partnership job announced	\$620
<b>MainStreet</b>	
Dollars of private sector investment in MainStreet districts (in millions)	\$15
Number of building rehabilitations completed in MainStreet Districts	150
<b>Financial Development Team</b>	
<b>Number of private sector dollars leveraged by each dollar through the Local Economic Development Act</b>	5 to 1
Average annual cost per announced jobs created through use of Local Economic Development Act funds	\$5,000
Number of businesses provided technical assistance resulting in a funding package and job creation	5
<b>Community, Business, and Rural Development Team</b>	
Number of business retention and expansion surveys completed resulting in a positive outcome such as job creation, retention or business financing	15
Number of community infrastructure projects moved to financing stage	5
<b>Job Training Incentive Program</b>	
<b>Number of workers trained by the job training incentive program (JTIP)</b>	1,000
Number of rural businesses participating in JTIP	14
Number of businesses participating in JTIP	40
Average annual cost per job training incentive program trainee*	\$5,500
Percent of employees whose wages were subsidized by the Job Training Incentive Program still employed in New Mexico after one year	80%
<b>Average hourly wage of jobs funded by JTIP</b>	\$20
<b>Office of International Trade</b>	
Number of new-to-export (NTE) clients identified and assisted	10
Number of existing exporters assisted in entering new markets	12
<b>Film Office</b>	
<b>Number of film and media worker days</b>	200,000
<b>Number of films and media projects principally made in New Mexico</b>	60
<b>Direct spending by film industry productions in millions</b>	\$225
Number of major film productions over one million dollars (\$1,000,000) made in New Mexico	18
<b>Office of Military Base Planning and Support</b>	
Number of military units	10
Number of community support organizations	8
Number of communities	8
<i>Measures included in the 2014 General Appropriations Act</i>	
<b>Key Measures Reported Quarterly</b>	