



*New Mexico Mid-Central Rural
Corridor (NM MCRC) SET Region
Economic Development Plan*

Vision Statement

The New Mexico Mid-Central Rural Corridor SET Region (NM MCRC) embraces bridging the rural and urban divide to improve the economic quality of life for all our residents where they live. This will be achieved by mapping clear pathways for rural communities to participate in economic growth.



Figure 1: Downtown Corrales, a friendly Bernalillo County alpaca, and New Mexico Consortium, located in Los Alamos

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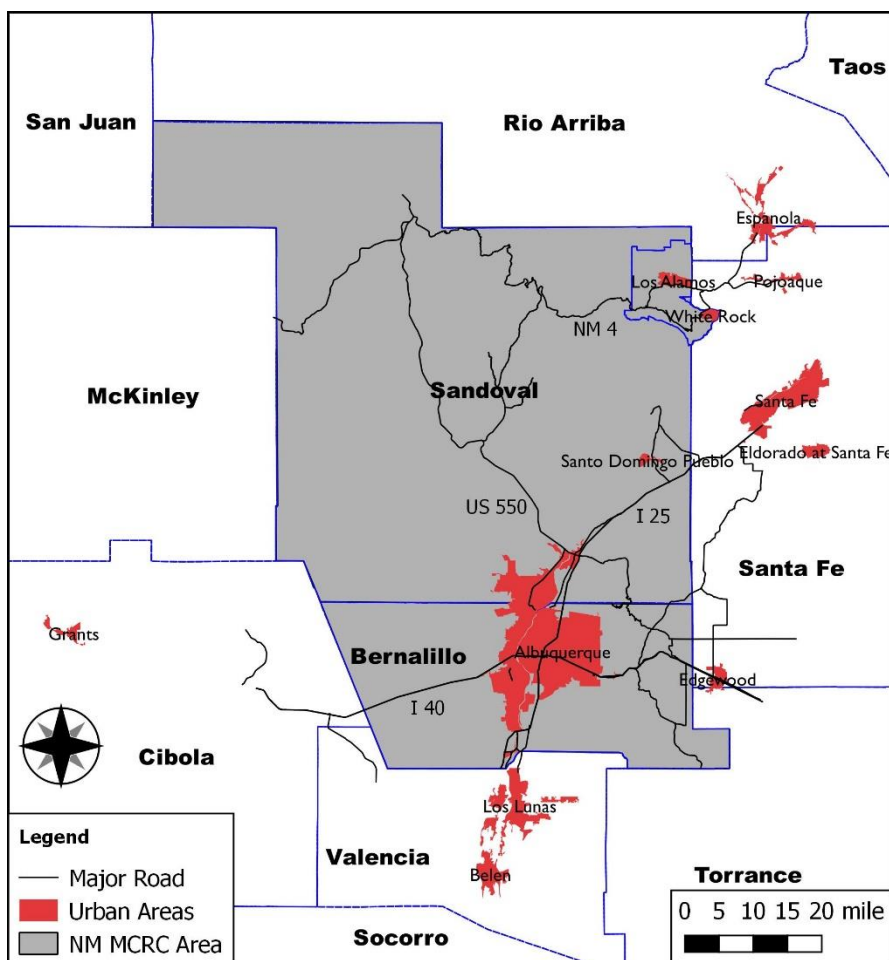


Figure 2: A Map of the rural areas of Bernalillo, Los Alamos, and Sandoval Counties, New Mexico

Executive Summary

The New Mexico Mid-Central Rural Corridor SET Region (NM MCRC) encompasses the rural areas of Bernalillo, Los Alamos, and Sandoval counties of New Mexico (Figure 1, Figure 2, and Figure 4). By engaging the principles of the SET Initiative, these counties have come together to proactively plan for the development of our rural economic potential. The region has existing natural, cultural, and economic resources and an economic development construct that will spur mutually beneficial collaboration among the partners.

The SET Plan focuses on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These are heralded as lynch pins for the creation of a new economic corridor for the State. Comprehensive, rigorous, and interactive SET sessions revealed *strengths*, *weaknesses*, *opportunities*, and *threats* to the Corridor that the Counties developed a Plan to address. The Core group is resolute in its commitment to improve economic conditions by harnessing shared values, shared vision, and shared resources.

About the Mid Central Rural Corridor Region

Separated by rough terrain and forested landscapes, the NM MCRC involves a rural corridor across three New Mexico counties, moving from Los Alamos County south along New Mexico Highway 4 through Sandoval County, then east on US 550 to southbound Interstate 25 to connect with the unincorporated areas of Bernalillo County west and east of Albuquerque to the East Mountains via Interstate 40. Bernalillo, Los Alamos, and Sandoval qualify as a SET region based on the three counties being overwhelming rural (90.9%) in land area. It holds within it The Valles Calderas National Preserve, the Manhattan Project National Park, Bandelier and Kasha-Katuwe (Tent Rocks) National Monuments, and Coronado and Jemez Historic State Monuments. Ten of New Mexico's Pueblo communities are found in our Corridor, along with small unincorporated towns, and nationally critical research laboratories. Every volcano type known exists in our region. As such, the NM MCRC is an area rich in natural and intellectual resources.

This rural corridor, however, weaves in and around an active urban core stretching from Santa Fe to Albuquerque. The non-metropolitan areas of our three counties have lower wages, less employment, and lower educational levels. Many rural residents travel to neighboring metropolitan centers to work, preventing economic growth in their home communities, and engendering brain drain of our youth. Our Plan draws economic benefits found in the urban core to adjacent rural areas through concrete and grounded goals, justified by local economic indicators, and achieved through regional collaboration. Our Plan affirms the newly forged partnership among the three counties and is evidence of a more concentrated, complex commitment to mutual rural economic development. While considered isolated and rural, this region is emergent due to cooperative planning efforts.

With the implementation and execution of three clearly defined goals, this Plan will assist businesses and local governments to bridge the rural/urban divide and reap the most reward throughout all three counties. The Plan is critical to distinguishing rural communities from the urban centers of Albuquerque and Rio Rancho and the impacts of their large employers (i.e., Intel, the University of New Mexico, Sandia National Laboratories, Los Alamos National Laboratory, UNM Health Services, Presbyterian, and local and state government). The ability to differentiate and promote the rural component of these

counties further drives the objectives of the Plan. Differentiation allows us to track and prioritize locally-relevant and therefore promising economic development.

We prioritize here increasing economic-based jobs, retaining start-up companies in the region, and enhancing quality of life for NM MCRC residents. These apparently lofty objectives were advanced in part by executing the SET Plan to overcome common challenges across our counties: an under-skilled and under-employed workforce, elevated high school drop-out rates, and a brain drain of science and tech professionals. This area boasts acres of scenic historic rural land, ripe with economic development potential. Our Plan will help businesses and individuals realize new and increased opportunity in multiple market sectors throughout this underserved region.

Stronger Economies Together Initiative (SET)

SET was the best path for the three counties as we contemplated a new approach to rural development in our region. It calls for regular long term public input and the consolidation of cross-sector collaborative efforts grounded in local industry strengths. USDA Rural Development joined forces with the nation's Regional Rural Development Centers (RRDC) and Land-Grant Universities in 2009 to strengthen the capacity of communities in rural America. SET encourages communities that work together to develop and implement an economic development blueprint based on the current and emerging economic strengths of their region. Collaboration and enthusiasm jell as communities consider economic analyses that capture the region's most promising industry clusters and comparative economic advantages. SET also furnishes technical support over a period of many months through the presence of coaches provided by Land-Grant University Cooperative Extension Service and USDA Rural Development professionals.

NM MCRC's Regional Economic Development Plan

The NM MCRC endeavor started with our submission of the USDA SET Application in March 2017, with an award on May 24, 2017. Immediately following, a preliminary meeting was held on June 9th, 2017 in preparation for the Civic Engagement Forums. On July 10th, 2017, the regional team organization and orientation meeting was held and the USDA SET Plan process was launched. Because of the vastness of the region, two Civic Forums were held in August 2017, one in the north and one in the south, 50 miles apart, to engage as much regional participation as possible. Following the Civic Forums, the Core SET Team and public participants met with the USDA SET advisors in October, November, and December 2017 and again in January, February, and March 2018 to complete the Plan process.

- **Civic Forums (8/17/2017 and 8/19/2017):** Reviewed the SET Plan idea and key regional data. Participants provided regional strengths, challenges, and opportunities.
- **Session 1 – SET Overview and Exploration of Regional Data (9/14/2017):** Reviewed the SET Plan idea, the results of the Civic Forums, and more regional data. Participants selected three industrial clusters with economic development potential.
- **Session 2 – Evidence Based Planning (10/11/17):** Reviewed Session 1 Clusters and relevant data evidence. Participants worked together to propose ways to Create, Retain, Attract and Expand businesses within those three industry clusters and, thought this C.A.R.E. analysis, established 3-5 strengthening goals for each cluster.
- **Session 3 – Connecting Capitals (11/9/2017; Figure 3):** Reviewed High Quality Plans, Regional Assets and Challenges, and Community Capital. Participants used the concept of community capital to produce Specific, Measurable, Attainable, Relevant, and Time-framed (i.e., S.M.A.R.T.) goals for each cluster.

- **Session 4.1, 4.2, 4.3, 4.4 – Finalizing the Plan (12/14/17, 1/16/18, 2/13/18, and 2/23/18):** Refined the three Goals, their strategies, and steps toward completion. This was an iterative process: Core Team writing sessions were interspersed with public review of intermediary drafts.
- **Session 5 – Final Plan Review (3/7/18):** Review of final draft by a mock review committee formed of public members using the review guidelines and documents provided to SET review teams.

After reviewing results from the Civic Forums and the regional economic data on industry clusters, demographics, education attainment, employment, and occupation trends, three areas of economic development climbed to the top of the list: *Agribusiness, Healthcare, and Tourism*. These three market segments have an existing base and an existing and prospective workforce. In addition, there is an across the board interest and commitment for these industries to remain major components of the New Mexico economy. Our goals are:

- **Goal One (Agribusiness, Food Processing, and Technology Industries):** To implement innovative practices, methodologies and technologies to conserve 25% of current water use over three years in farming, ranching and food processing operations without diminishing yield or production.
- **Goal Two (Biomedical/Biotechnical/Life Sciences Industries):**
 - A) To conduct a healthcare needs survey in all rural NM MCRC SET communities, by county, then create and implement programs to address gaps in access of services.
 - B) Identify and contact 10+ companies resulting from tech transfers to understand how they succeeded and lessons learned about their startup process to develop a navigational guide for new companies within the Biotechnical industry. Our Navigational Guide will be completed by May 2019.
- **Goal Three (Arts, Entertainment, Recreation, and Visitor Industries):** Increase the number of visitors by 10% in the NM MCRC Region by 12/31/22.



Figure 3: SET participants hard at work in a north Albuquerque community center in 2017



Chapter 1: Where? The Region

Introduction

This Regional Economic Development Plan serves as a roadmap for the future economic development efforts of a wide range of stakeholders that have embraced a spirit of regionalism in their support of this initiative. It is the outcome of a five module planning process that welcomed and embraced the active participation of a good mix of business, civic, and community leaders to resolve key challenges to the rural areas of our counties. To resolve these problems, we reviewed important research provided by Purdue University and engaged in rich discussions according to the directives of the Stronger Economies Together initiative. As a result, we adopted a collaborative and effective plan to encourage the existing economic potential of our region. Rural areas can attract many who seek alternatives to high crime, traffic, stress, and dense urban areas. But their children won't stay unless there is reliable access to employment, lifestyle amenities for growing families, and a sense of community identity. Although we have prioritized creating job opportunities in our plan, we share a larger commitment to attracting and retaining workers and their families.

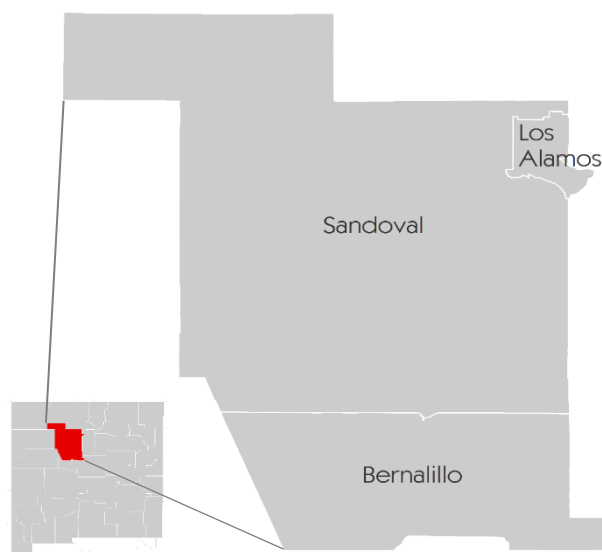


Figure 4: Bernalillo, Los Alamos, and Sandoval Counties in central New Mexico

New Mexico Mid-Central Rural Corridor SET Region

Our area of focus encompasses the rural communities of three contiguous counties in central New Mexico (Figure 4). The New Mexico Mid-Central Rural Corridor SET Region (NM MCRC) follows Highway 4 from Los Alamos south through Sandoval County to Highway 550, travelling east to Interstate 25 where it turns south to Interstate 40 and then west to the unincorporated rural East Mountains of Bernalillo County (Figure 2). Despite the existence of large metropolitan areas in our counties, our communities are largely rural. In fact,

Bernalillo, Los Alamos, and Sandoval qualify as a SET region based on the three counties being overwhelming rural (90.9%) in land area.

Table 1: The area and population of Bernalillo, Los Alamos, and Sandoval Counties

County	Square mile area	Population (estimated)	Density (people/square mile)
Bernalillo	1,169	676,685 (2015)	579
Los Alamos	109	18,147 (2016)	166
Sandoval	3,707	139,394 (2015)	38
Total	4,985	834,226	167

Sources: www.mrcog-nm.gov, www.census.gov

Our three counties spread across 5000 square miles, encompassing together more area than the State of Connecticut. At the same time, Connecticut has 741 people per square mile, while our three counties average only 167, over 500 fewer people (Table 1). Our extensive rural areas are regularly overshadowed by our urban core when assessing needs, seeking funding support, and developing solutions. Data from the following section was distilled from report provided by the Center for Regional Development at Purdue University.

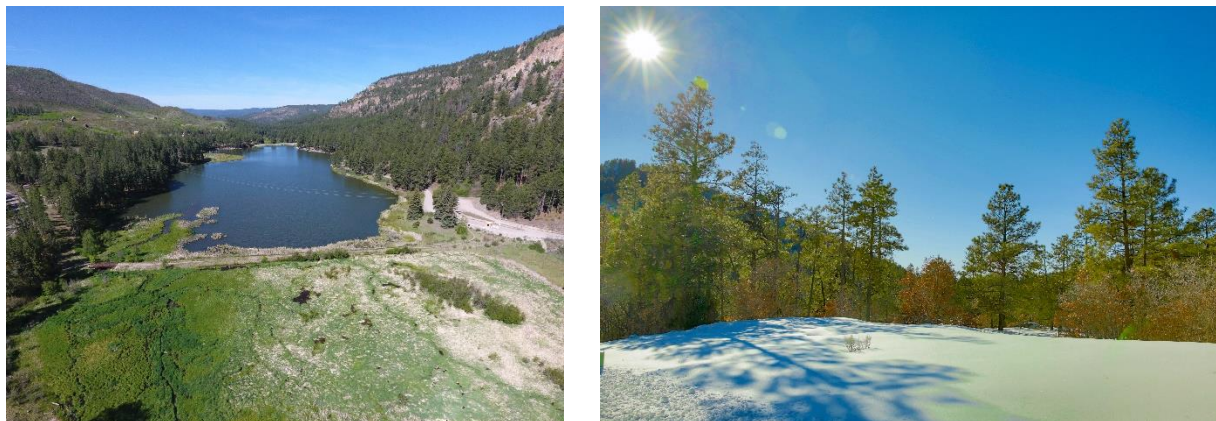


Figure 5: Fenton Lake and Cuba, NM

Table 2: A Few of our Natural and Cultural Assets, NM MCRC SET Region

Natural and Cultural Assets	Asset Type	County
Cibola National Forest	National Forest	Bernalillo
Petroglyph National Monument	National Park	Bernalillo
Open Space Properties	County Parks	Bernalillo
East Mountain Historical Society	Historical Society	Bernalillo
El Camino Real de Tierra Adentro	National Historic Trail	Bernalillo and Sandoval
Bandelier National Monument	National Park	Los Alamos
Los Alamos National Laboratory	National Park	Los Alamos
Santa Fe National Forest	National Forest	Los Alamos and Sandoval
Coronado Historic Site	State Monument	Sandoval
Jemez Historic Site	State Monument	Sandoval
Valles Caldera	National Preserve	Sandoval
Rio Grande Nature Center	State Park	Sandoval
Soda Dam	Historic Landmark	Sandoval
Gilman Tunnels	Historic Landmark	Sandoval
Kasha-Katuwe Tent Rocks	National Monument	Sandoval
Sandoval County Historical Society	Historical Society	Sandoval
Corrales Historical Society	Historical Society	Sandoval
Fenton Lake	State Park	Sandoval

Our rural communities are rich in natural wonder (Figure 5), remarkable cultural landscapes (Table 2, Table 3, and Figure 6), and historic innovation (Figure 6 and Figure 7). Bernalillo, county seat of Sandoval County, is one of the oldest towns in the United States (founded in 1695 by Don Diego de Vargas). First Nations communities in our corridor wove textiles with cultivated plant fibers a thousand years ago. We have a remarkably diverse population that continues to grow in leaps and bounds. In 2015, 46% of the

NM MCRC population declared Hispanic ethnicity, and 5.7% declared American Indian identity. A majority of our residents, however, works in neighboring urban centers, so our towns lose independent, regenerative power.



Figure 6: Jemez Pueblo, Jemez State Monument, and the Rio Grande

Table 3: NM MCRC Native Communities

First Nations Communities	County Affiliation
Laguna Pueblo	Bernalillo and Sandoval
Sandia Pueblo	Bernalillo and Sandoval
Santa Clara Pueblo	Los Alamos and Sandoval
San Ildefonso Pueblo	Los Alamos and Sandoval
Cochiti Pueblo	Sandoval
Jemez Pueblo	Sandoval
Jicarilla Apache Indian Reservation	Sandoval
Navajo Nation	Sandoval
San Felipe Pueblo	Sandoval
Santo Domingo Pueblo	Sandoval
Santa Ana Pueblo	Sandoval
Zia Pueblo	Sandoval



Figure 7: Casa San Ysidro: the Gutiérrez/Minge House, Gigling Springs, and Valles Caldera National Preserve

In fact, we find long-term negative trends in our rural areas with respect to educational attainment, employment, and poverty. The rural segments of our counties lack the size and growth of employment in the rest of the State despite higher population growth. Between 2000 and 2010, the population in our corridor increased 22.1%. Between 2010 and 2015, our population increased 2.0%. The rest of New Mexico saw increases of 8.1% and 0.3% for the same time periods respectively. Between 2000 and 2015, 25% of our population growth was estimated to be the result of domestic migration, while a further 16% was from international migration. In addition, the NM MCRC boasted lower unemployment (5.9%) than the rest of New Mexico (7.3%) in 2016 (although both were higher than the national average at 4.9%).

At the same time, between 2009 and 2015, while the rest of the state saw a 2.0% increase in numbers of people employed in Science, Technology, Engineering, and Math occupations, the NM MCRC saw a change of - 6.9% in the same fields. Between 2010 and 2015 (Figure 8), the cities of Albuquerque, Rio Rancho and Los Alamos saw employment increases in the following industries (in terms of raw numbers of people employed): Agriculture, forestry, fishing and hunting, and mining; Professional, scientific, and management, and administrative; Educational services, health care, and social assistance; Arts, entertainment, recreation, and accommodation; and other services, except public administration. Meanwhile, the non-metropolitan areas of the NM MCRC SET region saw increases in employment numbers in only Agriculture, forestry, fishing and hunting and other services, except public administration. They have experienced declines or stasis in all the other industries that are improving in urban areas.

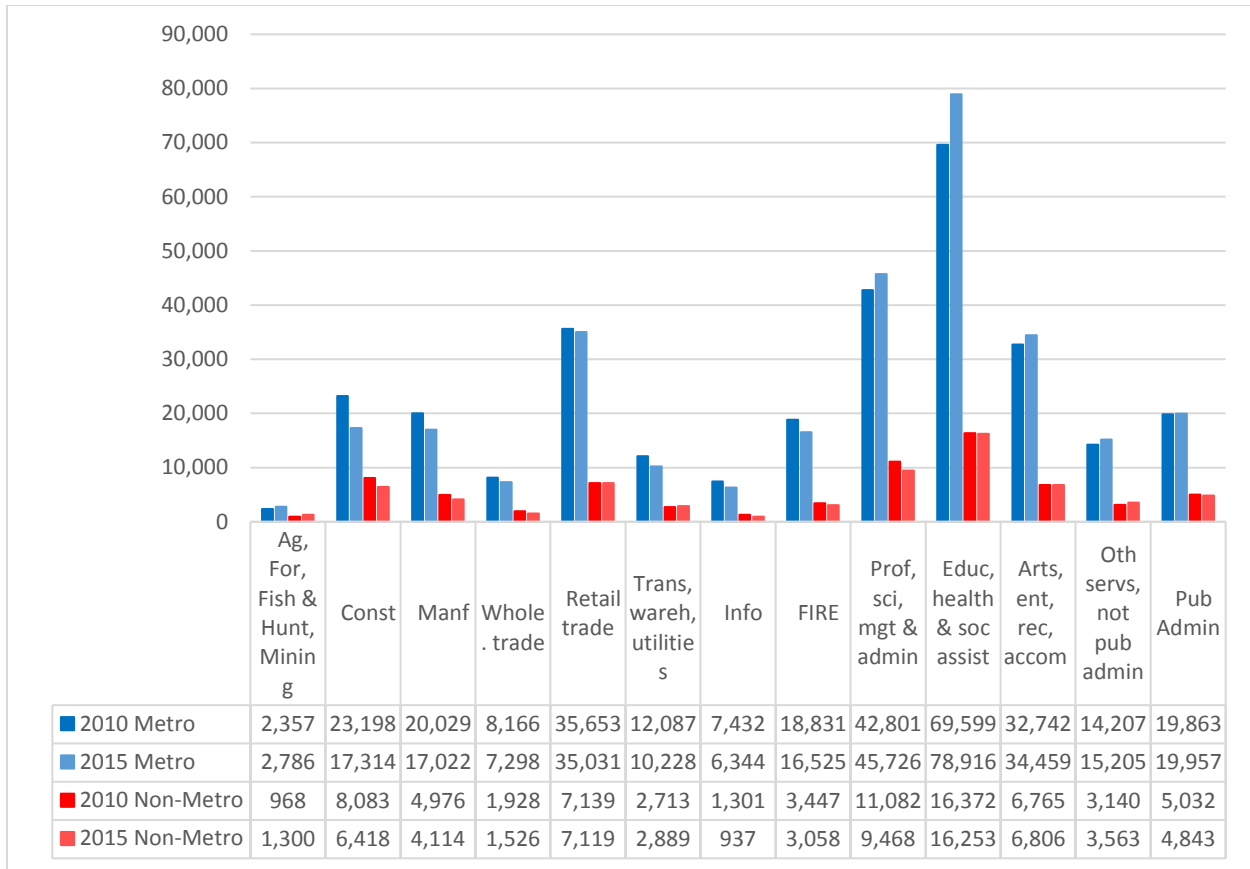


Figure 8: NM MCRC Metro and Non-Metro Employment by Industry

When compared to the rest of the State, the NM MCRC has

- higher proportions of its population with bachelor and graduate degrees.
- higher rates of patents awarded per 10,000 residents between 2001 and 2015.

But when we look inside our counties, we find important differences between the rural and urban areas. The cities of Albuquerque, Rio Rancho and Los Alamos have seen declines in the proportion of their population without or with only a High School degree. In contrast, NM MCRC rural areas have seen increases in these same numbers. The same inverse pattern occurs with respect to percentages of Higher Education coursework or degrees (Figure 9).

In summary, when compared with the rest of the state, our application corridor shows good indicators of population growth and earning. But once we break out the rural areas of our corridor, we start to see that those benefits are found mostly in our urban areas and that rural communities are not receiving the benefits of this growth. As a result, despite remarkable growth in our urban communities, the NM MCRC has seen deepening poverty and falling incomes (Table 4). And as one can see from a map of our rural areas (Figure 2), this trend affects an extremely large geographic region.

Throughout 2017 and early 2018, a coalition of municipal, county, state, and federal employees met with key business leaders to resolve problems confronting our rural areas. Our central strategy became connecting the benefits of urban growth in the central part of the State to the immediate rural communities that surround it.

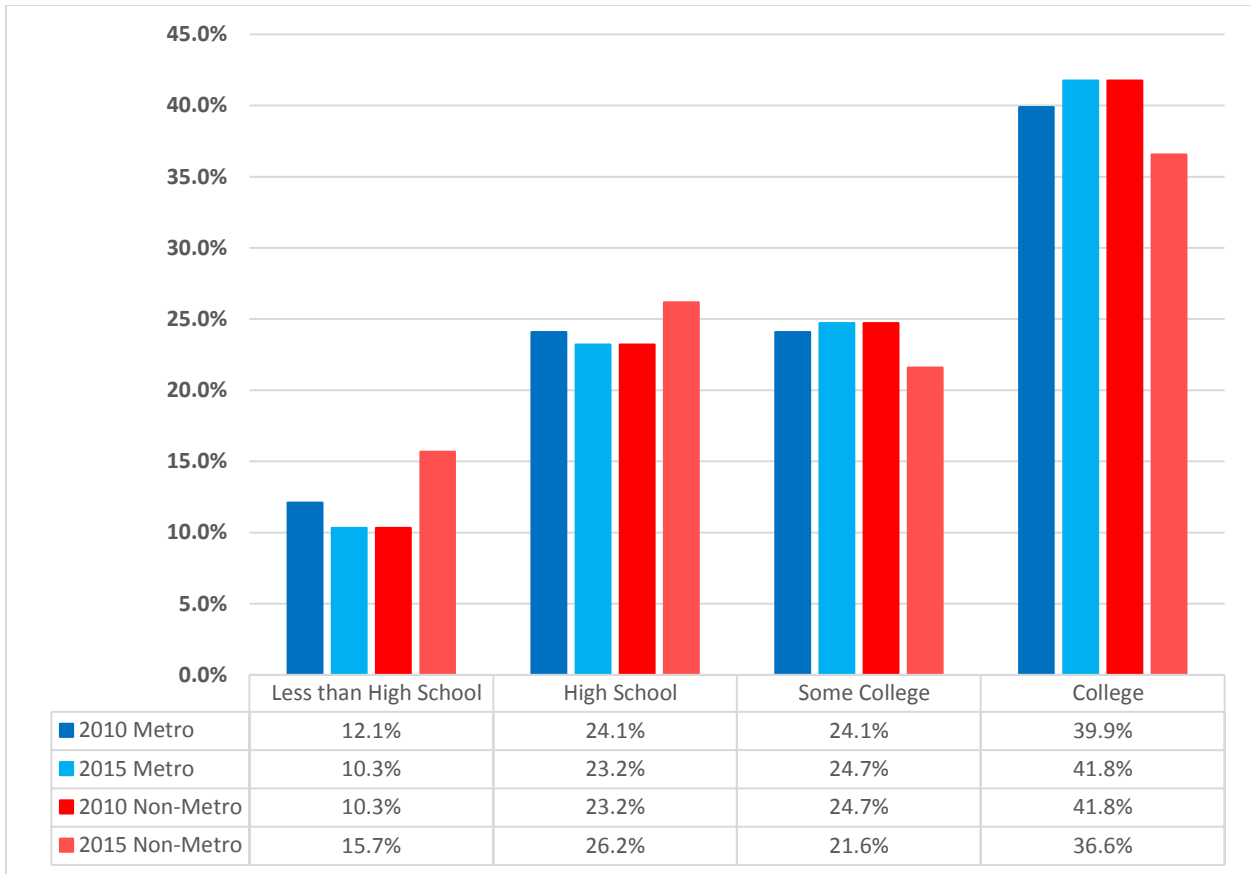


Figure 9: NM MCRC Metro and Non-Metro Educational Attainment

Table 4: Income and Poverty over Time in the NM MCRC

	2005	2010	2015
Total Population in Poverty	13.2%	15.7%	17.4%
Minors (Age 0-17) in Poverty	18.2%	22.3%	22.9%
Real Median Household Income (in 2015 dollars)	\$54,255	\$53,907	\$51,667

Chapter 2: Who? The Collaboration

Our regional collaboration included a Core Set Team, a group of regular public participants, a group of potential partners engaged as the plan was finalized, and finally a supportive group of decision-makers that encouraged us along the way. Their Letters of Support are found in Appendix II.



Figure 10: A SET public meeting and a group writing session

Regional Collaboration

The Core SET Team includes a broad range of representatives from various sectors.

- Joanie Ahlers, Economic Development Administrator, Los Alamos County
- Fred Marquez, Project Manager, Sandoval County
- Terry McDermott, Community Resource and Economic Development Specialist, USDA
- Michael Patrick, Community Resource and Economic Development Specialist, NMSU
- Shawn Perry-Turner, Business Development Specialist, Bernalillo County
- Antoinette Vigil, Director of Economic Development, Sandoval County
- Mike Kloepfel, Director of Economic and Community Development, Town of Bernalillo
- Bob Wilson, former Mayor, Village of Jemez Springs
- Fred Shepherd, Community, Business and Rural Development, New Mexico State Department of Economic Development
- Sandy Rasmussen, Executive Director, Village of Corrales MainStreet
- Emily Stovel, Tourism and Event Center Coordinator, Sandoval County

Participants at our public meetings were regular attendees (Figure 10). They are listed in Appendix I. They also represented a wide range of sectors (Figure 11). The SET process encouraged us to think together over a long period of time and in reference to concrete data. This is a rare event nowadays –

our experience was exhilarating! Together, we are diverse and complementary. As the plan took shape, it attracted new interest, indicating that we were on the right track.

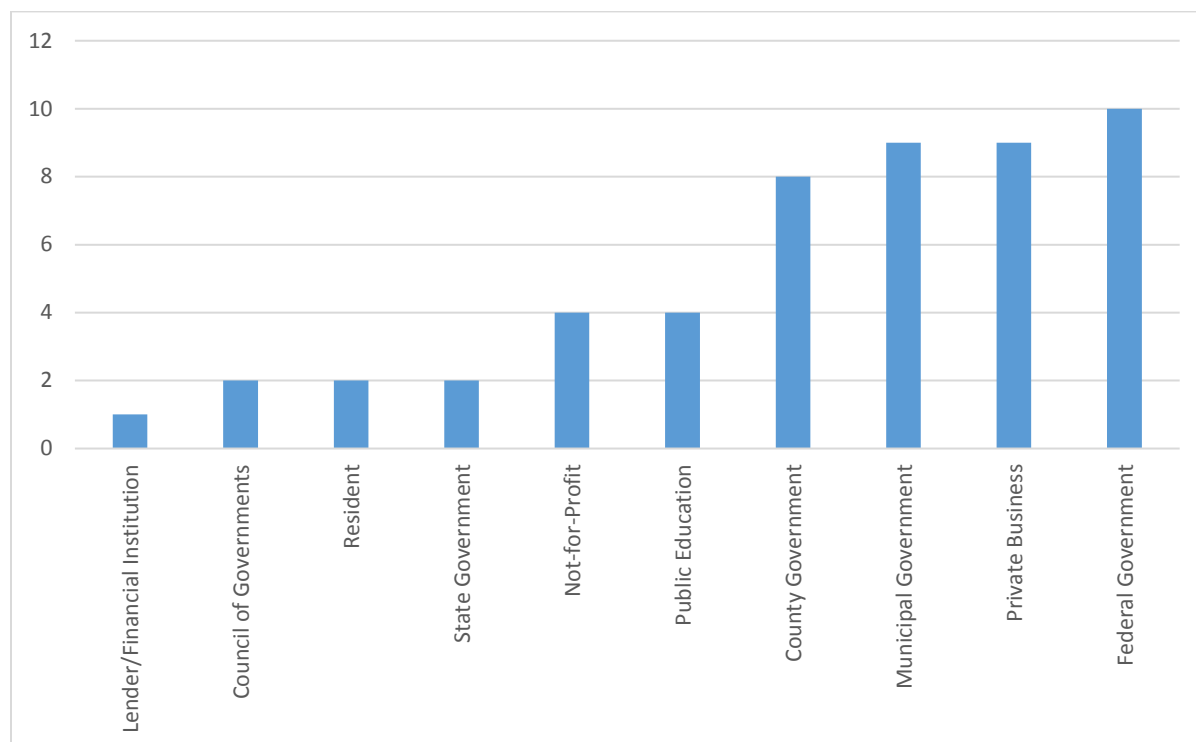


Figure 11: Breakdown of sectors represented by public participants at NM MCRC SET meetings

Broad Participation

Our public meetings (Table 5) gathered perceptions of key areas of strength within the application corridor as well as challenges and areas of focus. They also provided an opportunity to build locally relevant action plans to ensure lasting economic impact in the region. We included people from local businesses, municipal, county, and state government entities, and not-for-profit organizations.

Our public input work began with two civic forums held at opposite ends of the NM MCRC in the South Valley (to the south in Bernalillo County) and Jemez Springs (to the north in Sandoval County), 50 miles from each other. All the attendants listed in Appendix I attended at least one of our SET sessions, including the civic forums, or volunteered to review the plan. Each member of the Core Team regularly spread the word about this project and encouraged members of the public to attend.

All planning sessions followed the same format except for the last. The SET Core Team provided the group with information about the SET process and data for analysis. Then participants would work in groups to provide the building blocks of our plan. The last sessions were all dedicated to honing a high-quality plan according to the characteristics gathered at public meetings, and interspersed with writing sessions for the Core Team. Public participants provided the heart of our Plan. In the Civic Forums, they provided lists of regional strengths, challenges, and opportunities. They selected the three industrial clusters in Session One and provided goals to strengthen these clusters in Session Two. During Session Three, participants shaped Specific, Measurable, Attainable, Relevant, and Time-framed (S.M.A.R.T.) goals on the basis of Regional Assets and Challenges that they themselves identified. During four subsequent sessions, participants sharpened the goals they had developed. Finally, members of the

public served as reviewers of the completed draft of our Plan. A number of additional community members could not attend our meetings but sent their support in letter form that we have included in Appendix II.

Table 5: List of all public NM MCRC SET meetings

Meeting	Date	Setting	County	Attendance
Civic Forum	8/17/2017	South Valley Economic Development Center	Bernalillo	23
Civic Forum	8/19/2017	Jemez Pueblo Community Resource Center	Sandoval	24
Session 1: SET Overview and Exploration of Regional Data	9/14/2017	Los Alamos County Municipal Building	Los Alamos	23
Session 2: Evidence-Based Planning	10/11/2017	Fuller Lodge	Los Alamos	12
Session 3: Connecting Capitals	11/9/2017	Raymond G. Chavez Community Center	Bernalillo	15
Session 4.1: Finalizing the Plan	12/14/2017	El Zócalo Plaza Visitor Center	Sandoval	19
Session 4.2: Finalizing the Plan	1/16/2017	El Zócalo Plaza Visitor Center	Sandoval	20
Session 4.3: Finalizing the Plan	2/13/2018	El Zócalo Plaza Visitor Center	Sandoval	14
Session 4.4: Finalizing the Plan	2/23/2018	El Zócalo Plaza Visitor Center	Sandoval	11
Session 5: Final Plan Review	3/7/2018	El Zócalo Plaza Visitor Center	Sandoval	7

The Public Value & Benefit of a Regional Plan:

Rural residents of the NM MCRC are only too aware of the differences between our communities and larger metro areas in our State. They are also very aware of the negative perception the State has as a whole. There is a strong entrepreneurial spirit here in New Mexico where communities are branded by our own tenacity. What they are not aware of are the successes in our region: the star clusters of economic growth that we are proposing to build on. When participants were informed of our rich opportunities, they grew enthusiastic and jumped into defining our goals. Our State and region is plagued by scarce financial resources so they regularly problem solve with abundant human resources (see Chapter 5). SET has both leveraged an important aspect of our communities - their familiarity with working together – and encouraged it further by providing an inspiring opportunity for future work together. In addition, it brings these practices to a regional scale that rarely collaborates.

Vision Statement

During the course of developing this plan, participants developed a vision statement for our SET region and our future collaboration. This has guided our decision making and is found repeatedly throughout this document as a guiding principle.

We embrace bridging the rural and urban divide to improve the economic quality of life for all our residents where they live. This will be achieved by mapping clear pathways for rural communities to participate in economic growth.

This is a meaningful statement because, for us, connecting rural and urban communities benefits us all. Our three goals are built on public/private collaborations that tie together communities across 5000 square miles with the express goal of integrating rural and urban economic development and opportunities.

Support for the Process

The NM MCRC SET Region would like to thank the staff from the United States Department of Agriculture Rural Development, Regional Rural Development Centers, the Purdue Center for Regional Development, and the NMSU Extension Service for their support throughout the course of this project. They unfailingly offered technical support, help understanding the SET process, and careful, long-term patience in helping us understand our regional data and trends. We also greatly appreciate the flexible, funny, energetic individuals that took part in our many, many sessions, and the hours everyone donated, along with their invaluable insight and ideas that led to the creation of this Plan. Our work prompted contact with other groups immersed in the same issues, which further confirmed the sense and relevance of our plan. Their work is detailed at the end of this document as part of the proof that we have existing initiatives that will support our SET goals and ensure their success. It also provides involved and informed future collaborators.

Chapter 3: Why? The Evidence

Evidence Basis for Plan

We recognize our strengths but we feel constrained by our challenges. When we looked at our data during the Civic Forums and our first SET session, we confirmed the presence of challenges, but saw opportunities we didn't realize we had. This realization was brought about by the collaborative SET process. Certainly, our initial Civic Forums demonstrated that the community members see both strengths and challenges in our region.

They hold dear the value of our land and natural resources, our diversity, our laboratories, and our strong community ties as proud aspects of our region (Figure 12). We have a large, diverse, and knowledgeable work force. At the same time, we are faced with increasing poverty, an aging population, and a lack of clear vocational pathways (Figure 12). In particular, our lack of quality educational infrastructure (i.e., too few high-quality schools), leads our young residents to either drop out of high-school or to seek job opportunities elsewhere. Through sometimes difficult conversations, however, participants saw the possibility of building on our strengths to attract and foster new businesses. If we can encourage career paths in jobs that are already here in our region, we can offer our residents economic opportunities at home, strengthen our local economies, and conjunctively, begin to address the systemic educational deficiencies in the region.

Public participants at the Regional Civic Forums identified the following regional opportunities:

- Attracting/Developing Existing and New Businesses
- Regional/Government Collaboration
- Capacity Building of New Businesses
- Tourism/Natural Assets
- Bring Educators to the Table
- Broadband

Our subsequent work proved them correct in their forecasting. Throughout the next session, having considered in depth our regional industrial landscape, we developed SET goals tied to attracting, developing, and building the capacity of new and existing businesses and fostering increased tourism because of our remarkable cultural and natural assets. Below we show you how we did it.

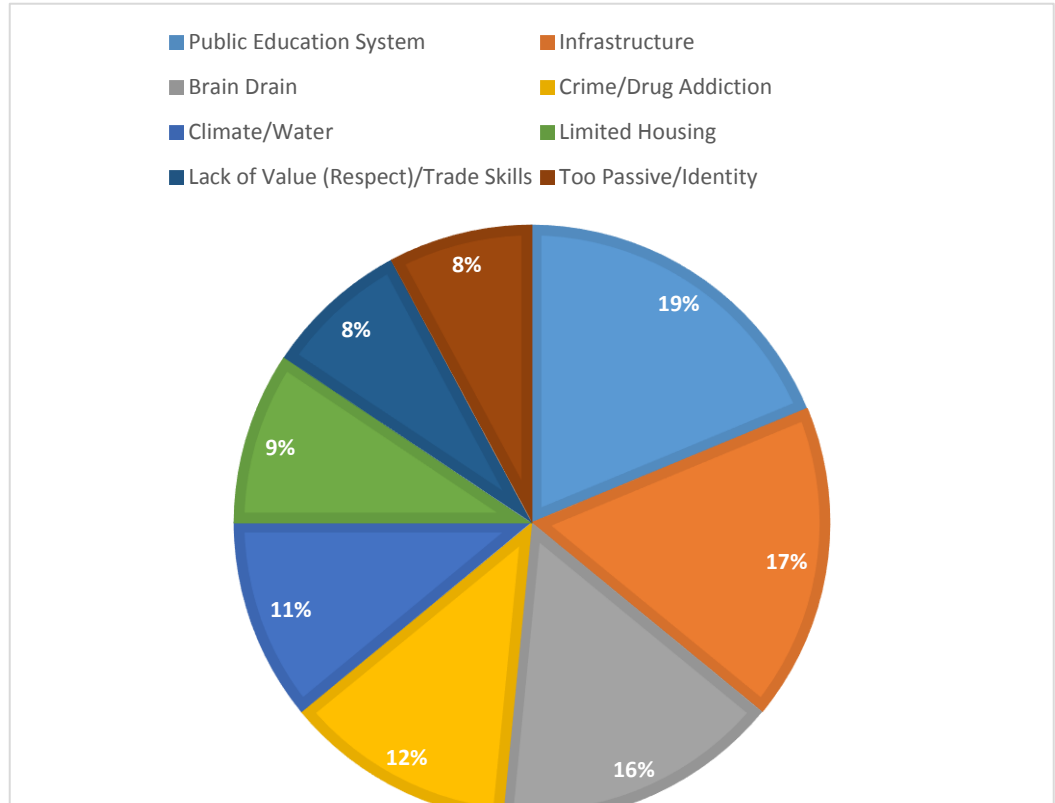
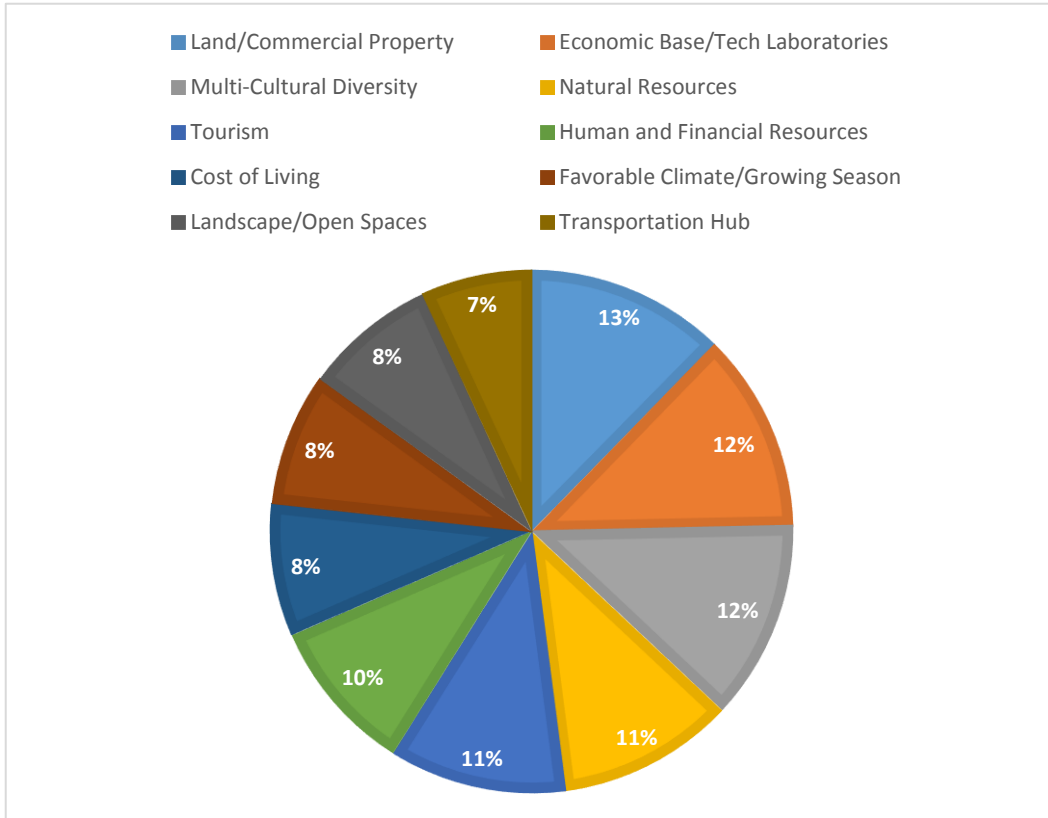


Figure 12: Regional Assets and Challenges, combined results from two Civic Forums

Regional Strengths

Research by Purdue University presented by our NMSU support team during early SET sessions confirmed real areas of focus for our collaborative efforts. In particular they provided us the result of an **Industry Cluster** and **Share-Shift Analysis** to see which groups of industries were performing well in our region. The first of these analyses (Figure 13) is based on a Location Quotient (LQ), a measure of the value of a regional industry cluster over national norms. Any industry cluster with a value over 1 is performing better than the national norm. Those clusters to the top of the graph below are performing especially well, and those to the right are growing very fast. The size of the cluster bubble reflects the raw number of workers employed in that industry. Industry clusters in the top right-hand quadrant of the graph are particularly promising, because they have shown unusual speed and size of growth in the face of regional and national competition (SAR clusters).

Share-Shift Analysis combines a measure of

- the contribution of national economic growth to local development trends (the National Growth Effect),
- the contribution of the growth of each industry sector at the national scale (the Industrial Mix Effect), with
- the contribution of a unique regional advantage.

An industry that is growing and strong with a high regional advantage is uniquely competitive in a larger context. We present the data points that encouraged our selection below, but if you would like to look at the entire industry data dashboard for our region, please turn to Appendix III.

The information provided by the Purdue University analysis allowed us to select three industry clusters: Biomedical/Biotechnical (we called this Healthcare; see the large brown circle in Figure 13), Arts, Entertainment, Recreation and Visitor Industries, or Tourism (the smaller yellow circle right next to it), and Agribusiness, Food Processing and Technology (the smaller pink circle far to the lower right). We are an underpopulated and underfunded corridor, so we chose to focus our energies on three industry clusters rather than five. To do otherwise would stretch our meagre human resources too thin.

We chose two Star and one Emerging industry cluster. They already employ a large number of residents in the corridor, particularly Healthcare, and are growing fast. Healthcare, Tourism, and Agribusiness have all shown high increases in their Location Quotient over the last six years (Table 6). They also all have large regional competitive effect values, suggesting that their growth and success is grounded in a local asset, affording them stability and longevity, and high likelihood of success and continued growth. Tourism and Agribusinesses have higher numbers of establishments than the median for all industries in the region, and all three have added jobs over the past six years.

The selected industry clusters are important economic contributors to the MCRC NM SET Region. Together they account for nearly one in every three jobs (30.5%) in the region:

- Biomedical/Biotechnical Energy: 21.1%
- Arts, Entertainment, Recreation, and Visitor Industries : 7.6%
- Agribusiness, Food Processing and Technology: 1.8%

The national competitive strength of Agribusiness is particularly strong, accounting for 86.2% of the job gains in the sector in the 2009-2015 period. Annual earnings in the Biomedical/Biotechnical industries were 24% higher than the average for all the industry clusters taken together in the region.

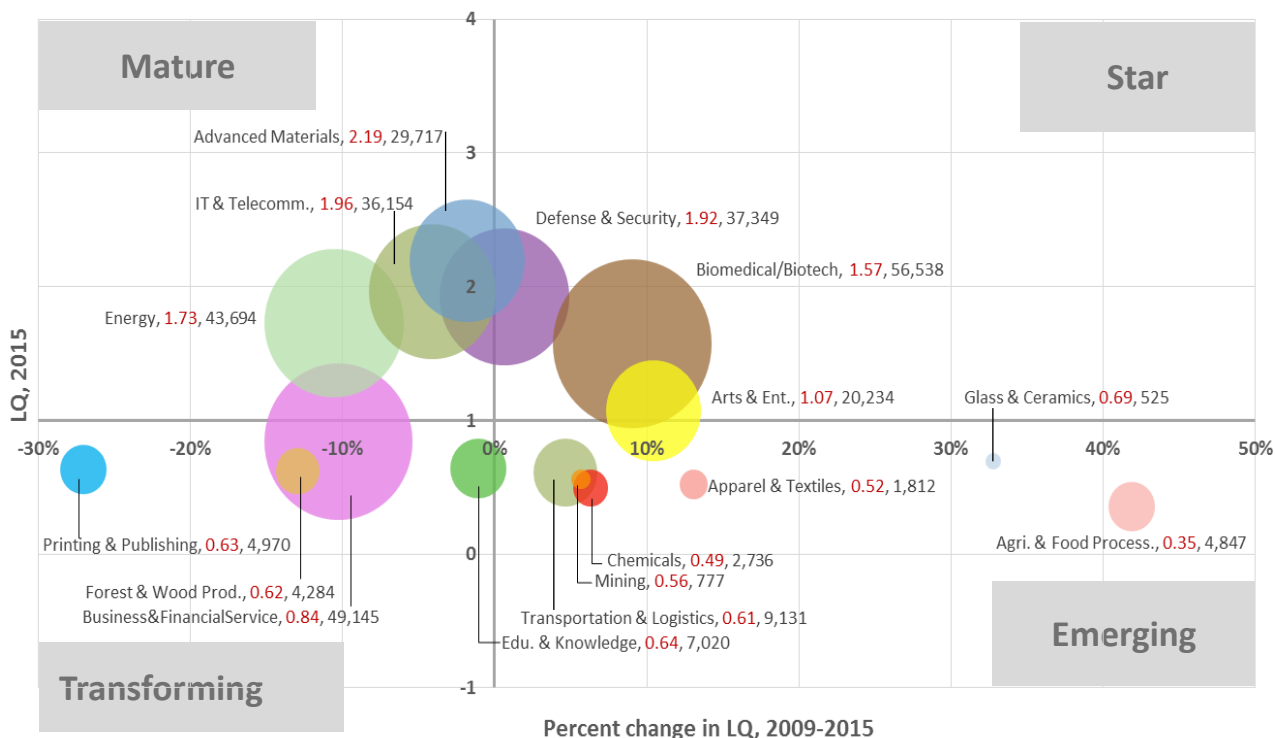


Figure 13: Industry Cluster Analysis for the NM MCRC

Table 6: Industry Cluster Data for three top regional Industries

Industry Clusters	Location Quotient	Shift Share			
	% Change LQ	Competitive Effect	% change in jobs	Establishments	Earnings per Worker
Agribusiness, Food Processing, and Technology	+42	+1120	+37	+155	\$36,666
Arts, Entertainment, Recreation, and Visitor Industries	+10	+244	+13	+677	\$23,776
Biomedical/Biotechnical (Life Sciences)	+9	-19	+9	+985	\$75,366

Regional Challenges

Fruitful work encouraging our chosen industry clusters would demand a clear understanding of what stands in the way of their growth. Many of those obstacles involve attitudes, either local (e.g., resistance to change) or national (e.g., lack of knowledge of our existence). Further obstacles included a lack of resources such as capital or people (e.g., seed entrepreneurs, medical personnel). The following table presents raw data developed in our SET sessions (Table 7).

It was clear that much of what we continued to see as barriers could be resolved through public-private collaboration to transform persistent attitudes about what was attainable. Changing attitudes could

change behavior, which would eventually change economic conditions in our communities. Our rural communities are experiencing increasing poverty levels and declining educational attainment and earnings. Our work sought to clarify what might be causing this trend and how we might work together to resolve locally relevant challenges.

This work informed how we constructed our goals. Our proposed Agribusiness work, for example, plans to resolve water scarcity and a lack of cooperation, innovation, and entrepreneurs in the form of a regional committee to foster communication among producers, facilitate access to local markets, and develop programming to expand water conservation practices. Improving access to healthcare in our rural areas would be best sustained by region-wide needs surveys and identifying new methods of expanding service from aspirational companies who can tell us about what they have learned. Once participants involved in Tourism had identified challenges with respect to awareness, they could design a plan that reinforced cross-selling across the region, so that visitors could find out about Tourism partners in other parts of the NM MCRC corridor.

Table 7: Publically-determined Regional Challenges

Agribusiness	Healthcare	Tourism
Capital	Shortage of medical personnel in rural areas	Marketing
Water	Lack of ability to change state law to develop incentives (LEDA)	Lack of knowledge of our existence
Seed entrepreneur(s)	Training of all levels/flavors	Funding for marketing
Lack of fee-simple land	Linkage between research in biotech, etc.	Branding: getting the word out
Resistance to change	Land commercialization	Infrastructure: Signage
Lack of processing (historically)	Facilities	
Lack of cooperation		

Regional Opportunities

In Session Two, we thought practically about how we would Create, Attract, Retain, and Expand businesses within our chosen industries (i.e., we undertook a C.A.R.E. analysis; Table 8). That thought experiment brought us an understanding of how to strengthen our chosen clusters in ways that are locally relevant. We understood, for example, that to reinforce Agribusiness in our region, we needed to attract entrepreneurs and capital, train the local workforce, and adopt new low-water technologies. Healthcare initiatives, in turn, would require inter-regional transportation improvements, collaboration between counties, housing and commercial centers, and the retention and strengthening of existing assets. Consolidating and cultivating Tourism industries would also need an inter-regional transportation system, region-wide broadband, and improved ambassadorship of our cultural assets.

Table 8: CARE Analysis for the NM MCRC produced at our third public meeting

Goal	Create	Attract	Retain	Expand
Agribusiness	Mist (low H2O) systems	Service providers	Local population through training in maintenance and operations.	Opportunities for growing and small-scale processors
HealthCare	A pipeline of life science-related workforce and companies	Public and private external funding opportunities	Work with SET partners on infrastructure development to keep companies in the region	Transportation opportunities to offer faster travel options between SET communities Increase quality of cellular coverage
Tourism	Lodging, destinations, amenities, events	Visitors (branding, marketing, promotion and improving service)	Local money by encouraging the local to local supply chain. Protect major assets (i.e. National Parks)	Amenities, tourism assets, events, destinations, ambassadorship, and knowledge-base

Regional Economic Goals

Although the publically-identified strengthening goals (Table 9) represent large public investment (i.e., broadband, inter-regional transportation), an essential part of success in our plan really lies in regional collaboration to change perceptions. Ambassadorship could be cultivated and honed at home. Local Agribusiness practices could be fostered as part of training a new workforce at home. And improved healthcare and biotech depends on collaboration among our counties. We identified our broad base of Community Capital in Session Three. This is a locally specific range of existing community resources, already pegging during our civic forums as strengths. Community capital is a list of intrinsic assets that are more likely to be here tomorrow and stronger when cultivated. Understanding our committed and diverse foundation allowed us to plot three concrete, specific, and measurable goals for our plan.

Table 9: Strengthening Goals for NM MCRC's Industry Clusters

Industry Clusters	3-5 Strengthening Goals
Agribusiness	Attract entrepreneurs Attract funding/capital Train local workforce Adopt new low-water technologies
Healthcare	Inter-regional transportation improvements Collaboration between counties Housing and commercial centers Retain and strengthen existing assets (Parks & Labs)
Tourism	Transportation system Region wide broadband Ambassadorship

Based on this input from the region coupled with the resources explored throughout the Stronger Economies Together process, the NM MCRC planning team selected the following goals. The Plan's major sector strategies are designed to leverage the corridor's existing and potential economic strengths and, as we have shown, the three clusters identified afford realistic growth opportunities:

- **Goal One (Agribusiness, Food Processing, and Technology Industries):** To implement innovative practices, methodologies and technologies to conserve 25% of current water use over three years in farming, ranching and food processing operations without diminishing yield or production.
- **Goal Two (Biomedical/Biotechnical/Life Sciences Industries):**
 - A) To conduct a healthcare needs survey in all rural NM MCRC SET communities, by county, then create and implement programs to address gaps in access of services.
 - B) Identify and contact 10+ companies resulting from tech transfers to understand how they succeeded and lessons learned about their startup process to develop a navigational guide for new companies within the Biotechnical industry. Our Navigational Guide will be completed by May 2019.
- **Goal Three (Arts, Entertainment, Recreation, and Visitor Industries):** Increase the number of visitors by 10% in the NM MCRC Region by 12/31/22.

Chapter 4: What and How? The Plan

Before we outline our goals, it is important to clarify how we understand the roles of key contact and partner (see tables below). After much important discussion, conscious of the changes in staffing over several years, we identified “Key Contacts” to coordinate and oversee the activities listed below. Each goal proposes the formation of teams or alliances that, in partnership with important local public and private organizations, will carry out most of the work detailed below. We are not currently clear who those individuals might be or whether leaders of partner organizations might change in the future. As such, we have identified specific key contacts (preferably more than one) to serve as reference points and to encourage the goals to move forward.

Goal 1: Agribusiness, Food Processing and Technology

To implement innovative practices, methodologies, and technologies to conserve 25% of current water use over three years in farming, ranching, and food processing operations without diminishing yield or production.

Regional Economic Benefits

The benefits of water conservation in these areas include:

- maintaining/expanding current yield/production at reduced water consumption rates,
- encouraging and nurturing another generation of farmers, ranchers, vintners, and food manufacturers in these industries, and
- promoting the availability and viability of locally grown food, wine, meat and processed food with water conscious conservation applications.

These three areas also create immediate and future jobs for the existing and capable workforce through field and manufacturing opportunities and farmers’ markets and groceries.

In addition, educational institutions have removed important curricula surrounding agricultural practices. Part of our strategy is to rebuild the importance of this topic in educational institutions as a valued profession and industry. Once we have reviewed current curricula and learning needs in our communities (i.e., competency assessment), we will look at how we might reintroduce agroindustry training into local educational institutions. This will involve working closely with partner organizations and promoting these industries as viable, forward-facing professions.

Evidence Base for Goal

The rural areas of NM MCRC Region have established farms, ranches, and vineyards. Additional land for cultivation is available. Farming and ranching are embedded in the culture and legacy of New Mexican families, allowing traditional work to be continued and improved with more

sophisticated approaches, equipment, and marketing efforts. Raw products are the first level of the food hub; winemaking and food processing are natural next steps. The increase of vintners and local food manufacturers of New Mexican products over the past 15 years supports this assertion.

Strategy 1: Educate and Inspire the Farmer, Rancher and Vintner:

Step #	Step to Accomplish	Responsibility	Key Contacts	Partners	Completion Date
1.0	Develop Educational Programming	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM	Grow the Growers, Bernalillo County	6-12 months after SET Plan approval
1.1	Identify target audience of farmers under 100 acres, ranches under 1,000 acres and all vineyards; identify subject area experts, agencies, vendors and funders; prepare data base of each. <i>Note: Technology (equipment) component of the group is a vendor. Food processing will have its own programming.</i>	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM	USDA, NMSU Extension Service, County Departments, Equipment Manufacturing, Funders, Co-ops, Suppliers and Trade Associations	Immediately following Plan submittal
1.1a	Investigate the possibility of farmers/ranchers/vintners to be eligible for certification/designation as “water conscious growers/ranchers;” this will help with their branding efforts.	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM	USDA and Extension staff	Immediately following Plan submittal

1.2	Create programming that appeals to target audiences because it educates, demonstrates successes in the field, explains how to implement new approaches and technologies, shares probable outcomes and if certification is possible, how to market that.	Agriculture/ Food Processing/ Technology Committee	Rick Lopez, USDA NM	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	3 months after submittal
1.3	Conduct day-long conference with workshops and exhibits in Sandoval County (central to SET region)	Agriculture/ Food Processing/ Technology Committee	Rick Lopez, USDA NM	USDA, NMSU Extension Service, County Departments, Equipment Manufacturing, Funders, Co-ops, Suppliers and Trade Associations	9 months after Plan submittal if a good time for farmers and then annually
1.4	Follow up with attendees, speakers, vendors and funders to monitor levels of interest, action and implementation. Share information with AG/FP/T Committee.	Agriculture/ Food Processing/ Technology Committee and other appointed parties.	Rick Lopez, USDA NM	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	Two weeks out, six weeks out and then every two months
1.5	Adjust programming as needed	Agriculture/ Food Processing/ Technology Committee	Rick Lopez, USDA NM	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	Monthly

Strategy 2: Educate and Inspire the Food Processor/Manufacturer

Step #	Step to Accomplish	Responsibility	Key Contacts	Partners	Completion Date
2.0	Develop Educational Programming	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	6-12 months after SET Plan approval
2.1	Identify target audience of large scale food processing and manufacturing; identify subject area experts, agencies, vendors and funders; prepare data base of each.	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	USDA (RD, FSA, NRCS), NMSU Extension Service, County Departments, Equipment Manufacturing, Funders, Co-ops, Suppliers and Trade Associations	3-6 months
2.2	Investigate the possibility of food processors to be eligible for certification/designation as “water conscious processors;” this will help with their branding efforts.	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	USDA and Extension staff	2 months
2.3	Create programming that appeals to target audiences because it educates, demonstrates successes, explains how to implement new approaches and technologies, shares probable outcomes, and if	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	6-12 months

	certification is possible, shows how to market that.				
2.4	Conduct day-long conference with workshops and exhibits in Sandoval County (central to SET region)	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	USDA, NMSU Extension Service, County Departments, Equipment Manufacturing, Fundors, Co-ops, Suppliers and Trade Associations	Quarterly reports- up to 3 years dependent upon program
2.5	Follow up with attendees, speakers, vendors and funders to monitor levels of interest, action and implementation. Share information with AG/FP/T Committee.	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	two weeks out, six weeks out and then every two months
2.6	Adjust programming as needed	Agriculture/ Food Processing/ Technology Committee	Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	This will be the sole purview of the Agriculture/ Food Processing/ Technology Committee	Monthly

Strategy 3: Reintroduce and advocate the importance of agriculture as a career path

Step #	Steps to Accomplish	Responsibility	Key Contacts	Partners	Completion Date
3.0	Review and assess current curricula	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	NM Higher Education, NRCS, FSA, PED, NMSU Extension Service Programs (e.g., FFA, 4-H)	2 nd month after Strategies 1 and 2 are completed

3.1	Competency and deficiency assessment	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	NMSU Accelerator Program or private assessment business	Month 4 after Strategies 1 and 2 are completed
3.2	Stakeholder Engagement Dialogue: what would it take to reintroduce agroindustry training into educational institution?	USDA and NMSU Extension Representative	Rick Lopez , USDA NM, and Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	Secondary and post-secondary and NM Higher Education	Month 6 after Strategies 1 and 2
3.3	Build public buy-in through a communications campaign	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Shawn Perry-Turner , Business Development Specialist, Economic Development, Bernalillo County	NMDA, NMSU Extension, Chambers of Commerce, Elected officials and staff at the municipal and county levels, NM Cattle Growers Association, etc.	Monthly after Stakeholder Dialogue

Strategy 4: Increase the viability and visibility of the agricultural industry

Step #	Steps to Increase Viability	Responsibility	Key Contacts	Partners	Completion Date
4.0	Research current market buying patterns; # of acres used/available; current water consumption and uses; current yield/products by industry; who are the producers; who is the market; # of jobs in AG; \$\$\$ spent on food; amount exported	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Antoinette Vigil , Director of Economic Development, Sandoval County	NM Department of Agriculture and the USDA, NMSU Extension Service, NRCS, SCAFCA, State Engineers Office, Interstate Stream, NM Environment Dept, Water Authorities	Months 4-6

4.1	Link agricultural businesses with resources that can affect a positive outcome for the business.	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Antoinette Vigil , Director of Economic Development, Sandoval County	NM Department of Agriculture and the USDA, NMSU Extension Service, NRCS	Months 6-10
	Steps to Increase Visibility	Responsibility	Key Contacts	Partners	Completion Date
4.2	Gather business lists/registrations for the area focusing on this sector; compile list of equipment providers and suppliers; compile list of Co-ops; compile list of grocers; gather intelligence on “Farm-to-Table” promoters/users	Agriculture/ Food Processing/ Technology Committee	Rick Lopez , USDA NM, and Antoinette Vigil , Director of Economic Development, Sandoval County	NM Department of Agriculture; USDA Mentorships; Legacy Stakeholder; Extension Offices, NRCS	Month 3
4.3	Develop a communications campaign to foster the importance of an immediate and future need for workforce, product development, and to sustain agricultural business development.	Agriculture/ Food Processing Technology Committee	Rick Lopez , USDA NM, and Antoinette Vigil , Director of Economic Development, Sandoval County	NM Department of Agriculture; USDA Mentorships; Legacy Stakeholder; Extension Offices, NRCS, Chambers and EDO’s	Month 7

Target Outcomes

- To reintroduce the viability and visibility of the sector, through both the secondary and post-secondary education channels
- To identify target audiences and provide education, innovation methods, and real-world successes to improve their business operations and results.
- To create a roadmap with all supportive partners/agencies listed to facilitate navigation from concept through production.
- To develop more job opportunities within traditional markets.

- To establish a certification to distinguish participating members with a branding tool.
- To generate more awareness, support and purchasing power of locally-grown and manufactured food products.

Plan of Action

Year One

1. Build Team: The Core SET Team appoints members to recruit others for the Agriculture/Food Processing/Technology Committee. Outreach to water authorities and well-owners to plan the water audit.
2. Water Audit: establish given benchmark of water usage and yield/productivity. Gather climate data concurrently.
3. Annual Conference: Begin outreach and educational programming for water conservation. Develop a tradeshow concept on new or changed technologies, equipment and methods.
4. Marketing: Introduce the program to local governments to generate awareness and support. Market the program to consumers (individuals, restaurants, caterers, and institutions) to develop support and buyer interest. Market the program to the producers and stakeholders to increase knowledge on new or changed technologies, equipment and methods.
5. Intelligence Gathering: Begin research on current yield/products by industry; operators, producers, and consumers. On the educational front, begin assessment of curriculum (trades, sciences) and pathways. Quantify the data to determine short term and long term tasks.

Year Two

1. Water Audit: continue to gather water usage and productivity data. Reflect on and improve methods used. Gather climate data concurrently.
2. Annual Conference: Continue outreach and educational programming. Recognize achievements and progress in water conservation and training.
3. Marketing: Reintroduce the program to new local government and partner members to consolidate awareness and support. Market the program to consumers (individuals, restaurants, caterers, and institutions) to develop support and buyer interest. Develop marketing campaigns that emphasize economic and social impact of these industries.
4. Connection: Establish a message board to help exchange information among participants (FaceBook or website or by whatever means is relevant to the participants).
5. Intelligence Gathering: continue to map out the curriculum needs to reinstate and reinforce need for vocational trades and science in secondary and post-secondary institutions; develop pro forma scenarios for the producer to understand cost\benefit of new methods, technologies, or equipment options.

Years Three and Four

1. Water Audit: continue to gather water usage and productivity data. Reflect on and improve methods used. Gather climate data concurrently.
2. Annual Conference: Continue outreach and educational programming. Recognize achievements and progress in water conservation and training.

3. Marketing: Continue to publicize the program and partner products to local governments, consumers, and potential partners. Expand publicity to promotion of program successes outside of the region. Continue to emphasize economic and social impact of these industries.
4. Implement Intelligence Findings: Engage in discussions with secondary and post-secondary institutions to revise or expand related programs utilizing the data analysis as validation that industry is a necessity.

Benefits of Existing Partnerships

The Core SET team already works closely with a number of USDA partners (e.g, NRCS, RD, FSA) and one of the key contacts for this goal (i.e., Rick Lopez) has played a pivotal part in defining need in our community with respect to this issue. Throughout the Action Plan, we have built in continual collaboration with a wider range of organizations to benefit from their ongoing work and learn from their experiences. Our work is founded on existing programs to craft collaborative and more impactful economic development initiatives for our three counties. For example, we will ask USDA staff members to participate on the Agriculture/Food Processing Technology Committee with tri-county business people. This will directly facilitate business owners' access to our partners' programs.

Evaluation Plan

Based upon the level of accomplishment of the goals the team will assess the percentage of water usage and productivity to determine the level of success. Best practices will be shared within the NM MCRC Region to increase the outcome in future.

Elements of the Plan to be measured	When Measurement will Occur	Who will Gather the Information
Water usage for farmers, ranchers, vintners	Annually	Business owners in collaboration with the applicable water authorities.
Water usage for food processors and manufacturers	Annually	Business owners in collaboration with the applicable water authorities.
Productivity and Technological Advances	Annually	Business owners in collaboration with the applicable water authorities.
Comparison of water usage and productivity – establish and follow trends.	Annually	Agriculture/Food Processing/Technology Committee and Agricultural Extension Offices.
Track number of continuing participants and people who leave the program. Track number of renewed certifications.	Annually	Agriculture/Food Processing/Technology Committee and Agricultural Extension Offices.

Key Contact(s)

Rick Lopez, USDA NM and Shawn Perry-Turner, Business Development Specialist, Economic Development, Bernalillo County.

Goal 2: Healthcare/BioTechnical Industry:

A) To conduct a healthcare needs survey in all rural NM MCRC SET communities, by county, then create and implement programs to address gaps in access of services.

B) Identify and contact 10+ companies resulting from tech transfers to understand how they succeeded and lessons learned about their startup process to develop a navigational guide for new companies within the Biotechnical industry. Our Navigational Guide will be completed by May 2019.

Regional Economic Benefits

The benefits of robust and accessible healthcare system are an increase in jobs, increase in local quality of life and ensuring that our rural communities have equitable access to all services of healthcare.

Evidence Base for Goals

The rural areas of NM MCRC Region have long since suffered from “brain drain” of talent. Healthcare industry seems to have been hit the hardest with difficulty in recruiting healthcare professionals to the area.

Goal 2A: To conduct a healthcare needs survey in all rural NM MCRC SET communities, by county, then create and implement programs to address gaps in access of services.

Strategy 1: Survey development and deployment

Step #	Step to Accomplish	Responsibility	Key Contact	Partners	Completion Date
1.0	Establish “Analyst” Team	Core SET Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	Sandoval County Health Collaborative	One month after Plan approval
1.1	Develop survey and conduct research to identify baseline data of existing conditions	Analyst Team	Richard Draper , Program Manager, Sandoval County Health Collaborative	This will be the sole purview of the Analyst Team	6-12 months after SET Plan approval

1.2	Deploy the survey via multiple platforms: public meetings; email; schools (backpack mail); Meals on Wheels; Kiosks; existing providers, etc...	Analyst Team	Richard Draper , Program Manager, Sandoval County Health Collaborative	Sandoval County Health Collaborative, Tri-County Public Information Officers	3 months
1.3	Collect and compile survey results	Analyst Team	Richard Draper , Program Manager, Sandoval County Health Collaborative	This will be the sole purview of the Analyst Team	1 month
1.4	Analyze data	Analyst Team	Richard Draper , Program Manager, Sandoval County Health Collaborative	This will be the sole purview of the Analyst Team	1 month
1.5	Identify stakeholders as a result of the survey and SET Plan	Analyst Team	Richard Draper , Program Manager, Sandoval County Health Collaborative	Sandoval County Health Collaborative	1 month

Strategy 2: Develop and Initiate Plan of Action based upon survey

Step #	Step to Accomplish	Responsibility	Key Contact	Partners	Completion Date
2.0	A) Meet with stakeholders to review research and survey results B) Clearly identify gaps in access of services C) Identify resources available (1. Providers; 2. EDO's; 3. Gov't agencies; 4. Insurance Carriers; 5. Workforce Development)	Analyst Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred Marquez , Project Manager, Sandoval County. Mike Kloeppe , Director of Economic and Community Development, Bernalillo.	Workforce Connections offices in each County, Tri-County Economic Development Offices, Key Health Sciences Businesses in each County.	3-6 months

2.1	Develop Plan with program specific for each community to address shortfalls and ensure the leverage of existing and available resources	Analyst Team and Stakeholders	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred Marquez , Project Manager, Sandoval County. Mike Kloeppel , Director of Economic and Community Development, Bernalillo.	This will be the sole purview of the Analyst Team and Stakeholders	2 months
2.2	Launch 3 “pilot” programs (1 in each County) to test efficacy of program; select a County Representative (County Rep) for each pilot.	Three Implementation Teams	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred Marquez , Project Manager, Sandoval County. Mike Kloeppel , Director of Economic and Community Development, Bernalillo.	Municipal and State Health Services, Tri-County Community Services Offices, MCRC CYFD Offices.	6-12 months
2.3	Analyze results of “pilot” programs	Three Implementation Teams	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred Marquez , Project Manager, Sandoval County. Mike Kloeppel , Director of Economic and Community Development, Bernalillo.	This will be the sole purview of the Implementation Teams	Quarterly reports- up to 3 years dependent upon program
2.4	Fully deploy “successful” programs within the SET Region (make adjustments as needed)	Three Implementation Teams	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred	Municipal and State Health Services, Tri-County Community	1-6 months

	based upon community needs)		Marquez , Project Manager, Sandoval County. Mike Kloeppel , Director of Economic and Community Development, Bernalillo.	Services Offices, MCRC CYFD Offices.	
2.5	Survey for rate of success and identify new gaps to start the process all over again.	Three Implementation Teams	Joanie Ahlers , Economic Development Administrator, Los Alamos County. Fred Marquez , Project Manager, Sandoval County. Mike Kloeppel , Director of Economic and Community Development, Bernalillo.	This will be the sole purview of the Implementation Teams	6 months after the completion of review of the program within each community.

Goal 2B: Identify and contact 10+ companies resulting from tech transfers to understand how they succeeded and lessons learned about their startup process to develop a navigational guide for new companies within the Biotechnical industry. Our Navigational Guide will be completed by May 31, 2019.

Strategy 1: Establish Baseline Data

Step #	Step to Accomplish	Responsibility	Key Contact	Partners	Completion Date
1.0	Create the North Central Tech Club (NCTC), within NCTC establish the Core Team. 3 functions of NCTC: 1. Navigational Guide; 2. Support the Team; 3. Identify Resource Pool	At least One Representative from each County	Joanie Ahlers , Economic Development Administrator, Los Alamos County	MCRC Bioscience/Biotech Businesses, MCRC Chambers of Commerce, Tri-County Offices of Economic Development.	One month after Plan approval

1.1	Develop questionnaire to gather the information to formulate the Nav. Guide	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	2 months
1.2	Identify the companies to interview (preference 1/3 companies out of NM, 2/3 that are still in NM)	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	2 weeks
1.3	Administer the questionnaire via face to face interviews	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	3-4 months
1.4	Compile data collected during interviews	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	1-3 months

Strategy 2: Create the Navigational Guide

2.0	NCTC utilize the data collected and develop a checklist for Biotechnical company to follow for startup and growth	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	3-6 months
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Strategy 3: Create the Support Team

3.0	NCTC shall establish the Support Team to work directly with companies to follow the Navigational Guide	Core Team	Joanie Ahlers , Economic Development Administrator, Los Alamos County	This will be the sole purview of the Core Team	1-2 months (concurrent with 2.0)
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Strategy 4: Resource Pool

4.0	Identify resources that are available to companies via	Support Team	Joanie Ahlers , Economic Development	This will be the sole purview of the Support Team	1-2 months (concurrent with 2.0 and 3.0)
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	federal, state and local jurisdiction		Administrator, Los Alamos County		
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Target Outcomes: Goals 2a and 2b

- Goals 2a and 2b together will change residents' attitudes through area awareness of healthcare needs by filling out surveys.
- The goals will change behaviors by using survey results to implement more effective business development activities in the healthcare industry. Effectiveness will increase because we will use methods tied directly to our communities' healthcare needs.
- MCRC conditions will be improved through increased access to high quality healthcare options and new employment opportunities in the biomedical/biotech industries.

Plan of Action

Year One

1. Establish the team
2. Develop the healthcare needs survey
3. Distribute the survey

Year Two

1. Analyze the survey results
2. Identify needs, stakeholders, and resources
3. Develop a plan to address shortfalls in each of the communities

Year Three

1. Launch pilot programs in each county.

Year Four

1. Analyze the results of pilot programs
2. Develop a plan to implement successful healthcare programs in the SET regions.

Evaluation Plan

Elements of the Plan to be measured	When Measurement will Occur	Who will Gather the Information
Increase in biomedical/biotechnical businesses	Year 5	The Analyst Team, Economic Development staff in the three counties.
Increase in response rate to our surveys.	Every 4 years	The Analyst Team

Narrowing gaps in healthcare needs	Every 4 years	The Analyst Team, NM Telehealth Alliance, ECHO Program (UNMH), New Mexico States Department of Information Technology
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[Key Contact\(s\)](#)

Joanie Ahlers, Economic Development Administrator, Los Alamos County. Fred Marquez, Project Manager, Sandoval County. Mike Kloeppel, Director, Economic & Community Development, Town of Bernalillo.

Goal 3: Arts, Entertainment, Recreation, and Visitor Industries

Increase the number of visitors by 10% in the NM MCRC Region by 12/31/2022.

Regional Economic Benefits

Our goal is to 1) encourage cross-selling of NM MCRC tourist attractions in popular tourist destinations located next to the application corridor by 2) offering hospitality training and networking opportunities in extant industries. Hospitality training will also increase the NM MCRC's tourism quality of service to encourage repeat visits. These two steps will lead to an increase in visitation to application corridor industries related to Arts, Entertainment, Recreation, and Tourism.

Increased visitation will increase the GRT revenue and the potential for capital investment, both private and public, in attractions development, diversify the economy, strengthen the perception of the NM MCRC Region, provide start up business and job opportunities, and build community engagement. Increasing the quality of our extant activities will also increase return visitation and the sustainability of new tourism-related businesses.

Evidence Base for Goal

Arts, Entertainment, Recreation, and Visitor Industries are growing rapidly in New Mexico, especially in areas surrounding our application corridor. Visitor spending in New Mexico has increased steadily over the past 8 years, as have the number of visitors and the number of tourism jobs. In 2015 34 million visitors spent almost 6.3 billion dollars, supporting almost 90.5 thousand jobs in the State (NM Tourism Department 2016 Annual Report).

The NM MCRC has a wide range of remarkable cultural assets, but industry growth seen in neighboring communities is not happening within our corridor. In other words, the benefit of this multi-year growth in State tourism is not carrying over to adjacent rural areas, despite the fact that we have incredible cultural assets all within an hour of New Mexico's urban core from Santa Fe to Albuquerque. We have exceeded expected growth in only 40% of the relevant industries over the past 10 years. 60% of these industries have lost jobs and economic influence. The percent of county employment in Arts, Entertainment, Recreation, and Visitor industries in Bernalillo, Los Alamos and Sandoval counties is 1.9, 1.3, and 6.3 respectively (<http://bber.unm.edu/>).

This industry is seen by the public as one of our assets, but we lack visibility in the face of overwhelming news about negative aspects of our State. The public identified the following challenges to our Tourism sector:

- Marketing
- Lack of knowledge of our existence
- Funding-marketing
- Branding: getting the word out
- Infrastructure, Signage

There are, however, existing organizations that have joined forces in our region to promote local businesses and cultural assets (Sandoval County Tourism Alliance, New Mexico Hospitality and Tourism Association, Central Regional Marketing Board, etc.). Such collaboration will provide the foundation for our work in developing better integrated and mutually aware industries in the NM MCRC. Similar pre-existing initiatives that will sustain our SET efforts are described in the Chapter 5 of this document.

We propose to take advantage of existing collaborative networks to build a public-private tourism alliance that will 1) pool resources (human and financial) to promote relevant industries in the region and 2) oversee an annual Tourism Fair to disseminate data about tourism trends in our region, provide low cost hospitality training to participants, and connect MCRC tourism-relevant businesses to important help, such as local SBDC. The Fair will also provide an opportunity for industry members to build products for the tourism market: package tours, trails, historic site visits, etc. They can then apply for funds from various sources to fund marketing of those products.

The Alliance will also assess this process through randomized quality control visits every 5 years to evaluate the quality of service and presence of cross-selling. County tourism staff will participate by maintaining an annual inventory of relevant businesses throughout the three counties and a calendar of events that pulls automatically from website listings. They will also participate by working with local tourism and hospitality associations to craft suitable training for Tourism Fairs.

Strategy 1: Form a Public-Private Tourism Alliance to oversee data dissemination, hospitality training, and strategize the promotion of NM MCRC Arts, Entertainment, Recreation, and Visitor Industries

Step #	Steps to Accomplish	Responsibility	Key Contacts	Partners	Goal Date
1.0	Draft by-laws for the Alliance	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	NMThrive (State-wide Not-for-Profit Alliance), County Attorneys	August 2018
1.1	Identify County staff who will participate in the Tourism Alliance	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	This staffing decision will be internal to each County	August 2018

1.2	Gather an inventory of all relevant businesses in the region.	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	Tri-County Clerks' Offices, MCRC Chambers of Commerce, State Business and Networking Associations, NM Hospitality and Tourism Association, NM Tourism Department, MCRC Lodgers' Tax Advisory Boards	September 2018
1.3	Draft members to the Alliance from the relevant NM MCRC business community	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	State Business and Networking Associations, MCRC Chambers of Commerce, NM Hospitality and Tourism Association, NM Tourism Department	October 2018
1.4	Hold initial meetings about how the Alliance will run and what it will do. Identify members responsible for the different aspects of the work of the Alliance	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	This will be the purview of the Core SET Team and Sandoval County's Tourism staff	December 2018
1.5	Determine a fiscal agent for the money raised by the Tourism Alliance	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	Tri-County Attorneys' and Treasurers' Offices	December 2018
1.6	Meet with the New Mexico Hospitality Association to craft training for Tourism Industry	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	NM Hospitality and Tourism Association	February 2019

	Businesses on the NM MCRC that emphasizes cross- and up-selling of other events and businesses and disseminates data from NM True				
1.7	Build specialized training modules in preparation for the Second Tourism Fair	Members of the NM MCRC Tourism Alliance and Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	NM Hospitality and Tourism Association	March to July 2019
1.8	Hold first annual Tourism Fair	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	Tri-County Tourism and Economic Development Offices.	January 2020
1.9	Gather information on collaborative tourism products developed at the fair	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	This will be the purview of the Tourism Alliance as they will be evaluating and sponsoring the best products proposed.	January 2020
1.10	Plan specialized marketing of collaborative tourism products	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	Tri-County Tourism and Economic Development Offices, NM State Tourism Department and NM True, Chambers of Commerce, private marketing firms who have served as partners	April 2020
1.11	Hold second annual Tourism Fair	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	Tri-County Tourism and Economic Development Offices.	January 2021

1.12	Create a checklist to go and assess the impact of training (like secret shopper). Does their website cross-sell? Do on-site staff cross-sell in person when dealing with a customer?	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	Sandoval County's Office of Economic Development	September 2021
1.13	Carry out the first quality-control visits	Members of the NM MCRC Tourism Alliance	NM MCRC Tourism Alliance Chair	MCRC Chambers of Commerce	September 2021

Strategy 2: Gather and disseminate tourism data and build networking opportunities to encourage coordination and cross-selling of NM MCRC Arts, Entertainment, Recreation, and Visitor Industries

Step #	Steps to Accomplish	Responsibility	Key Contact	Partners	Goal Date
2.0	Gather an inventory of all relevant businesses in the region.	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	Tri-County Clerks' Offices, MCRC Chambers of Commerce, State Business and Networking Associations, NM Hospitality and Tourism Association, NM Tourism Department, MCRC Lodgers' Tax Advisory Boards	October 2018 and annually thereafter
2.1	Gather data on visitation from the inventory of relevant businesses.	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	This will be the purview of Tourism staff in the three counties	November 2018 and annually thereafter

2.2	Establish a calendar/event listing that automatically pulls information from website feeds, and a social media strategy to encourage cross-selling of three county tourism attractions	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	This will be the purview of Tourism staff in the three counties	October to December 2018
2.3	Gather visitation data to present at the first annual Tourism Fair	Tri-County Economic Development and Tourism Staff	NM MCRC Tourism Alliance Chair	This will be the purview of Tourism staff in the three counties	October to December 2019
2.4	Build and sell collaborative tourism products. Register them with the Tourism Alliance and County staff for marketing and promotion.	Participants of the First Tourism Fair	NM MCRC Tourism Alliance Chair	Tri-County Public Information Officers, and Tourism and Economic Development Staff, MCRC Economic Alliances, NM Hospitality and Tourism Association.	January 2020
2.5	Gather data on collaborative tourism products to report on at the Second Tourism Fair	Tri-County Economic Development and Tourism Staff	NM MCRC Tourism Alliance Chair	This will be the purview of Tourism staff in the three counties	July to December 2020
2.6	Survey Businesses and Alliance members to assess the success of the system in place and suggest improvement.	Tri-County Economic Development and Tourism Staff	Emily Stovel , Tourism and Event Center Coordinator, Sandoval County Office of Economic Development	This will be the purview of Tourism staff in the three counties	October to December 2020

Target Outcomes

We will change **attitudes** through

- a new Tourism Alliance
- regular business to business networking opportunities at our Tourism Fairs
- increased awareness of events and attractions in the same region

We will influence **behavior** by

- providing reduced-cost hospitality training and opportunities for B to B collaboration
- assessment of the effectiveness of the same through quality control visits
- monitoring the success of the project through regular surveys of NM MCRC businesses and Tourism Alliance members.

These two elements will **change conditions** in our application corridor by

- reinforcing local tourism businesses through cooperation and increased access to existing help (i.e., SBDC and State Tourism initiatives, and through pooled resources for marketing of regional events and attractions by the Tourism Alliance)
- increasing visitation within two years.
- implementing a system of collaboration and mutual awareness over the long term.

Plan of Action

Short Term (July 2018 to July 2019)

1. Build the NM MCRC Tourism Alliance: develop by-laws, identify public and private members, pool resources and select a fiscal agent, plan a year of work together.
2. Gather Tourism Data: gather information on relevant businesses, crunch data presented at the county and state levels.
3. Establish a partner to craft an online social event calendar to pull from regional websites. Identify a website to host the calendar. Identify social media goals for the NM MCRC businesses and Tourism Alliance.

Intermediate (July 2019 to July 2020)

1. Craft hospitality training for businesses in our region.
2. Hold our first annual Tourism Fair (January 2020) to encourage cross-selling, hospitality training, and the development of collaborative tourism packages.
3. Plan marketing for collaborative tourism products.

Long Term (July 2020 to July 2022)

1. Develop assessment tools: a survey to businesses and Tourism Alliance members and quality control checklists for site visits. Identify sites to visit and people to conduct visits. Carry out surveys and site visits. Compile results.
2. Gather data on visitation and employment in NM MCRC Arts, Entertainment, Recreation, and Visitor Industries.

3. Hold next Tourism Fair, adjusted according to the results of the survey and quality control visits.

We chose January as an appropriate time to hold our Fairs because the Tourism Industry is not as busy. This may change throughout the course of our implementation as we find out more from our industry partners, however.

Given that it will take time to gather data about the success of our collaborative tourism products or our hospitality training, our Plan is to alternate Tourism Fairs according to theme. We will hold a Creative Fair the first year to report on the industry (i.e., visitor numbers and industry growth in the NM MCRC) and build collaborative tourism products. Attendants will vote on all the collaborative products and select a candidate for support through the Tourism Alliance.

The second year, we will hold a Quality Fair where we will report on the impact of the collaborative tourism products and provide hospitality training to industry owners, who will, in turn, train their staff. In sum, one year we will build collaborative tourism products and report on the success of hospitality training the previous year, and the next we will implement hospitality training and report on the success of the top collaborative tourism products. The third year we will build collaborative tourism products and report on hospitality training, and so on.

We chose to prepare hospitality training modules in 2019, before the first annual Fair, and one and a half years before they will be implemented during the second Tourism fair to 1) give us an opportunity to build relationships and collaboration before we hold our first fair and 2) give us a lot of time to adjust training goals as we become familiar with the landscape of the Tourism Industry across the NM MCRC.

To be as clear as possible, we outline here the division of responsibilities between Tourism and Economic Develop Staff at the three counties and the proposed Tourism Alliance:

Public Staff	Tourism Alliance
Collecting and disseminating data on tourism industries in the rural corridor	Organize and run the Tourism Fair
Providing support to the Alliance in developing specialized training and speakers for the Tourism Fairs.	Organize, implement, and disseminate the results of the quality control checklist.
Surveying Tourism Businesses about the success of the SET Plan after it is set in motion.	Serve as fiscal agent for fund collected through the Alliance.

Evaluation Plan

Elements of the Plan to be measured	When Measurement will Occur	Who will Gather the Information
Visitation	Annually	Tri-County Economic Development and Tourism Staff from reports by NM MCRC tourism relevant businesses
Cross-selling	During the Quality Control Visits in Years 2 and 3	NM MCRC Tourism Alliance
Collaborative Tourism Products	After the Second Tourism Fair	NM MCRC Tourism Alliance
Industry Employment	Annually	Tri-County Economic Development and Tourism Staff from InfoUSA and YourEconomy
Impact of Project	Final Survey in Years 3 and 4	NM MCRC Tourism Alliance and Tri-County Economic Development and Tourism Staff

Key Contact(s)

Tri-County Economic Development and Tourism Staff will be overseeing the process and are appropriate contacts throughout the project duration. Please contact Emily Stovel, Tourism and Event Center Coordinator, Sandoval County Office of Economic Development and Sandy Rasmussen, Executive Director, Corrales MainStreet.

Chapter 5: Conclusion, Moving Forward as a Region

Guiding the Plan Moving Forward

The Plan only succeeds with implementation and execution. To assure that the expended energy, visions and objectives of the Counties and the stakeholders come to fruition, a Steering Committee is required. Its primary purpose is oversight of three committees that will be responsible for the identified Regional Economic Development SMART Goals.

At its initial meeting, the Steering Committee, chairs and representatives of the SMART Goals Committees will develop directives, benchmarks and timelines for the committees' work. In the first year of the Plan, it is recommended the Steering Committee meets quarterly with the SMART Goals Committees and that the SMART Goals Committees meet monthly. Committee chairs are encouraged to be in frequent contact to provide additional support and assistance during the first Phase (Year One) of the Plan.

The SMART Goals Committees are responsible for propelling programming with the identified stakeholders in the at-large and business communities. As a result, members of the committees should represent multiple market segments and audiences. Following the quarterly meetings, progress will be posted on the web pages/social media of the participating counties, the web pages/social media of each area's Economic Development organizations, and the web pages/social media of any involved member and/or business directly related to the SMART Goals. The Steering Committee will provide a template to the committees for the postings so that all news is uniform and has contact information included.

Getting Involved

It is anticipated that the work of the Plan will be touted by the Counties and committees in various ways and in multiple venues. This promotion should evoke interest in the efforts of the Mid Central Rural Corridor Plan, and Committees will be encouraged to promptly respond to any inquiries and to invite the interested parties to the monthly meetings. In addition, Committee members should reach out to local organizations and businesses for speaking opportunities to share the concepts, purposes and programming of the Plan. These speaking events also should elicit prospective partners in the Plan.

Our chronically scarce financial resources have produced rich, well-established, and successful collaborative networks in the region. In particular, collaboration is at the heart of a number of existing initiatives in the industries presented here. We look forward to tapping into those networks and learning from their experiences. Sandoval County, for example, currently carries out a Community Health Assessment through the help of a collaborative team called the Sandoval County Health Council (established in 2013 by the County Commission). This council includes 15 representatives from local health providers, tribal entities, public schools, agencies, and consumer representatives (<http://www.sandovalcountynm.gov/departments/community-services/community-health/healthcouncil/>). It formed an ad-hoc committee to carry out the annual Health Assessment through interviews with informants and focus groups and comparison with reported data from other collaborative endeavors inside and outside of the state. People involved in that organization and knowledgeable about it have volunteered to read our plan and support our efforts.

A similar example of long-term local collaboration is the Sandoval County Tourism Alliance (SCTA). The SCTA includes public partners from Sandoval County, Town of Bernalillo, City of Rio Rancho, Villages of Corrales, Jemez Springs, Jemez Pueblo CDC, and the NM Tourism Department. The Alliance pools funds to pay jointly for tourism marketing and promotion of the entire county and therefore produce more expensive product in more places than any one member could accomplish. We used the SCTA as a model for our public/private Tourism Alliance mentioned here, building on successful practices, but applying them to a larger region and involving more participants. Jemez Pueblo (<http://www.jemezpueblo.org/>) and the Jemez Community Development Corporation (JCDC) just completed a project with John Hopkins University to plan for the expansion of their Tourism infrastructure. Partnerships with public and private enterprises are at the heart of expanding Tourism in their communities, without sacrificing sovereignty and financial gain.

In Bernalillo County, there is a program called Growing the Growers that supports agricultural businesses (<https://www.bernco.gov/community-services/grow-the-growers-program-.aspx>). It uses mentoring, internships, business incubation to strengthen partner farms and low-income families in an agricultural community (the South Valley neighborhood of Albuquerque) that lacks reliable, affordable access to local, healthy food options.

These examples, and many others, confirm that we are building a Plan using a successful tool employed by many in our communities and in areas already worthy of investment. These organizations offer strong potential for further collaboration and advice on best practices in the industries we are interested in.

Summary

The Plan provides a roadmap to all organizations and businesses committed to further developing or starting new enterprises in the region. It identifies existing and emerging industries and their in-place networks, which provide support and easier access to key players in these markets. In short, the Plan is a working document that can serve as a business plan reference. With this Plan, more sure-footed steps are possible to enhance Economic Development in this region and subsequently, the State. The Plan is a toolkit that can document current economic vitality and forecast trends and opportunities within the selected industries.

Chapter 6: Appendices

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Appendix I: All Attendees and Reviewers

Attendee		Organization	Organization Type	County Affiliation
Joanie	Ahlers	Los Alamos County	County Government	Los Alamos
Hass	Aslami	Pizza 9 Franchise System	Business	Bernalillo
Erica	Asmus-Otero	Village of Jemez Springs	Municipal Government	Sandoval
Dan	Beaman	Bernalillo County	County Government	Bernalillo
Scott	Beckman	NCNMEDD	Council of Governments	CEDS Region
Anzia	Bennett	Three Sisters Kitchen	Private Business	Bernalillo
Tom	Bowen	Jemez Community Development Corporation	Tribal Not-for-Profit	Sandoval
Stephanie	Brown	Purple Monkey Garage	Private Business	Bernalillo
Katherine	Bruch	Bruch LLC	Resident	Sandoval
Harry	Burgess	Los Alamos County	County Government	Los Alamos
Richard	Carrig	USDA/RD	Federal Government	National
Carlos	Contreras	USDA/RD	Federal Government	National
Brian	Dennedy	Entandem	Private Business	Bernalillo
Richard	Draper	Program Director, Sandoval Health Collaborative	Not-for-Profit	Sandoval
Cindy	Drodney	UNM-LA	Public Education	Los Alamos
Dave	Fox	C.B. Fox	Private Business	Los Alamos
John	Garlisch	NMSU Extension Bernalillo County	Public Education and County Government	Bernalillo
Kim	Giang	USDA/RD	Federal Government	National
Nikki	Holm	Sandoval County Office of Economic Development	County Government	Sandoval
Cynthia	Jackson	USDA	Federal Government	National
Mike	Kloppel	Town of Bernalillo	Municipal Government	Sandoval
Cody	Lewis	Jemez Valley Credit Union	Lender/Financial Institution	Sandoval
Rick	Lopez	USDA/FSA	Federal Government	National
Diana	Lopez	USDA/RD	Federal Government	National
Steve	Lucero	Mayor, San Isidro	Municipal Government	Sandoval

Antoinio	Maggiore	Los Alamos County Council	Municipal Government	Los Alamos
Fred	Marquez	Sandoval County	County Government	Sandoval
Terry	McDermott	USDA/RD	Federal Government	National
David	Naquin	CELAB	Private Business	Bernalillo
Merlyn	Night	Creative Paving Solutions	Private Business	Sandoval
Julia Ju	No Information given			
Leanne	Ortega	USDA/RD	Federal Government	National
Shawn	Perry-Turner	Bernalillo County	County Government	Bernalillo
Lisa	Powell	Bernalillo County Open Space	County Government	Bernalillo
Bob	Preble	Sandoval Economic Alliance	Not-for-profit EDO	Sandoval
Abdiel	Ramirez	Harmonix Technologies	Private Business	Bernalillo
Sandy	Rasmussen	Village of Corrales MainStreet	Municipal Government	Sandoval
Lorraine	Ruggles	Department of Workforce Solutions	State Government	Statewide
Stacy	Sacco	UNM Small Business Institute	Public Education	Bernalillo
Megan	Sandoval	USDA/RD	Federal Government	National
Pete	Sheehey	Los Alamos City Councilor	Municipal Government	Los Alamos
Fred	Shepherd	New Mexico Economic Development Department	State Government	State
Ann	Simon	MRCOG	Council of Governments	CEDS Region
Emily	Stovel	Casa San Ysidro	Municipal Government	Bernalillo
Georgia	Strickfader	Atomic City Tours	Private Business	Los Alamos
Patrick	Sullivan	Los Alamos Commerce & Development Corporation	Municipal Government	Los Alamos
Tanya	Trujillo	Jemez Community Development	Tribal Not-for-Profit	Sandoval
Ted	Trujillo	SBDC	Public Education	Sandoval
Antoinette	Vigil	Sandoval County Office of Economic Development	County Government	Sandoval
Bob	Wilson	Village of Jemez Springs	Municipal Government	Sandoval
Bill	Woldman	Office of Senator Tom Udall	Federal Government	District served

Appendix II: Letters of Support



March 19, 2018

Re: USDA Stronger Economies Together Program

Dear Sir/Madam:

The Jemez Valley Credit Union strongly believes in regional economic development. I write in support of the Los Alamos, Sandoval, and Bernalillo County's collaborative Mid-Central Rural Corridor Plan on behalf of the Jemez Valley Credit Union because of its plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to be lynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region's small communities, cities, and counties.

We applaud the Plan's commitment to gathering input and insight from a diverse set of institutions and people when determining the region's goals and plans. We also support the use of this plan to update or augment existing Comprehensive Economic Development Strategies for the region and we look forward to its implementation.

Thank you for offering the SET program to benefit the rural and regional areas within any community.

Sincerely,

Cody W Lewis
Chief Administrative Officer

17117 HWY 4 – Post Office Box 120 – Jemez Springs, NM 87025
Tel. (575) 829-3366 – Fax (575) 829-3365 – Toll Free 1-866-300-6583
Website: www.jvcu.org



Re: USDA Stronger Economies Together Program

Dear Sir/Madam:

Cornerstone Consulting Associates, LLC (CCA) strongly believes in regional economic development. The focus of CCA is to support and grow existing businesses. I write in support of the Los Alamos, Sandoval, and Bernalillo County's collaborative Mid-Central Rural Corridor Plan on behalf of CCA, because of its plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to be lynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region's small communities, cities, and counties.

We applaud the Plan's commitment to gathering input and insight from a diverse set of institutions and people when determining the region's goals and plans. We also support the use of this plan to update or augment existing Comprehensive Economic Development Strategies for the region and we look forward to its implementation.

Thank you for offering the SET program to benefit the rural and regional areas within any community.

Sincerely,

A handwritten signature in blue ink that reads 'Wendy Ederer'.

Wendy Ederer, President
2100 Osuna Rd., NE, #200
Albuquerque, NM, 87113

Cornerstone Consulting Associates, LLC • 505-238-3004 • wendy@cornerstoneconsultingassoc.com



March 19, 2018

To Whom It May Concern:

As manager of the Finance New Mexico project, a decade-old collaborative economic development initiative, I write in support of the Los Alamos, Sandoval and Bernalillo County Mid-Central Rural Corridor Plan.

The Mid-Central Rural Corridor Plan focuses on agriculture, biotech, healthcare services and tourism — the industry sectors that are key to creating a new economic corridor in the state. The Plan also takes into account the unique nature of its rural geophysical situation between urban areas, and it employs a corresponding SWOT analysis that will inform its implementation. Further, the Plan works synergistically with existing plans to develop the region's small communities, cities and counties.

The Plan is committed to economic development and “stronger economies together” by engaging a diverse group of people and institutions that have a stake in the region. I strongly support the Los Alamos, Sandoval and Bernalillo County Mid-Central Rural Corridor Plan, and I urge its implementation.

Sincerely,

A handwritten signature in black ink that reads 'Holly Bradshaw-Eakes'.

Holly Bradshaw-Eakes

The Finance New Mexico Project is made possible by the New Mexico Municipal League, the New Mexico Small Business Investment Corporation, and other private and public entities. The views expressed on behalf of the Finance New Mexico project may not represent the views of all participants. For more information, visit FinanceNewMexico.org. Finance New Mexico is managed by Comprehensive Consulting Group LLC, 1229 Paseo de Peralta, Suite B, Santa Fe, NM 87501 info@financenewmexico.org



United States Department of Agriculture

Rural Development March 22, 2018

New Mexico
State Office

One Sun Plaza
100 Sun Ave NE
Suite 130
Albuquerque, NM
87102

Antoinette Vigil
Economic Business Development
Sandoval County
P.O. Box 40
Bernalillo, NM 87004

Voice (505) 761-1850
Fax (505) 543-9530

Re: Letter of Support for NM MCRC SET Region Plan

Dear Ms. Vigil

Congratulations on the completion of the Mid-Central Rural Corridor (MCRC) Economic Development Plan. The detailed investigation and analysis of the region has resulted in a realistic framework of achievable economic goals and objectives.

The plan emphasizes the growth of new businesses, and the expansion and retention of existing entities are necessary for long term sustainability. The plan also recognizes the only way to address increasingly daunting rural economic challenges across the three county/mountain reservation region are through the collaboration and cooperation of emerging public/private partnerships. This transformation will come in three critical areas of economic development and be achieved through strategies by employing a holistic approach of targeted short, intermediate and long term outcomes detailed in the plan.

In closing, I enthusiastically support the MCRC New Mexico Economic Development Plan and look forward to its implementation. You and the MCRC-NM team are to be congratulated on a job well done.

Sincerely,



ARTHUR GARCIA
State Director

USDA is an equal opportunity provider, employer, and lender.

To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form (AD-2027) found online at http://www.ee.usda.gov/complaint_filing_us/, find, and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by mail at U.S. Department of Agriculture, Office of the Secretary for Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202) 690-7442 or email at program.intake@usda.gov.



Greggory D. Hull
Mayor

March 22, 2018

Re: USDA Stronger Economies Together Program

Dear Sir/Madam:

The City of Rio Rancho strongly believes in regional economic development. I write in support of the Los Alamos, Sandoval, and Bernalillo County's collaborative Mid-Central Rural Corridor Plan on behalf of the City of Rio Rancho because of its plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to be lynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region's small communities, cities, and counties.

We applaud the Plan's commitment to gathering input and insight from a diverse set of institutions and people when determining the region's goals and plans. We also support the use of this plan to update or augment existing Comprehensive Economic Development Strategies for the region and we look forward to its implementation.

Thank you for offering the SET program to benefit the rural and regional areas within any community.

Sincerely,

A handwritten signature in cursive script that reads 'Greggory D. Hull'.

Greggory D. Hull



Phone: 505-877-0373

Fax: 505-817-2478

info@svedc.org

318 Ialeta Blvd SW
Albuquerque NM 87105

March 23 2018

Re: USDA Stronger Economies Together Program

Dear Antoinette Vigil,
Director of Economic/Business Development for Sandoval County,

I am pleased to write a letter supporting the Los Alamos, Sandoval, and Bernalillo County's Mid-Central Rural Corridor Plan. The South Valley Economic Development Center (SVEDC) recognizes the importance of regional development and strongly supports the SET program because of its plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to be lynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region's small communities, cities, and counties

The SVEDC is dedicated to fostering economic revitalization in New Mexico with a focus on the South Valley by being a community hub for new and emerging businesses. For this reason, the SVEDC recognizes the importance of a community based process and applauds the Plan's commitment to paying attention to the input and insight of community members and institutions as they help determine the region's goals and plans.

We will support the use of this plan to update and augment existing Comprehensive Economic Development Strategies for the region, and look forward to its implementation.

We appreciate the consideration for offering the SET program to benefit the rural and regional areas within any community.

Sincerely,

Josue Olivares
Executive Director

WWW.SVEDC.ORG



County of Bernalillo
State of New Mexico

One Civic Plaza NW, 10th Floor, Suite 10111
 Albuquerque, New Mexico 87102
 Office: (505) 468-7000 Fax: (505) 462-9813
www.bernalillo.gov

March 22, 2018

Re: USDA Stronger Economies Together Program

Dear Antoinette Vigil, Director of Economic/Business Development for Sandoval County,

Bernalillo County strongly believes in regional economic development. I write in support of the Los Alamos, Sandoval, and Bernalillo County 's collaborative Mid-Central Rural Corridor Plan on behalf of the our County because of its plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to beynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region 's small communities, cities, and counties.

We applaud the Plans commitment to gathering input and insight from a diverse set of institutions and people when determining the region 's goals and plans. We also support the use of this plan to update or augment existing Comprehensive Economic Development Strategies for the region and we look forward to its implementation.

Thank you for offering the SET program to benefit the rural and regional areas within any community.

Sincerely,

Julie Morgan Baea
 County Manager

COMMISSIONERS

Dickie O'Malley, Member, District 1 Susan Michael Quaresa, Member, District 2
Maggie Han Sebsten, Member, District 3 Leah C. Talbot, Member, District 4 TSCA/ST, Member, District 5

ELECTED OFFICIALS

Yago R. Galdames, Assessor Linda Soren, Clerk Wilbur Alley Park, Probate Judge Aracel Gonzalez III, Sheriff Nancy M. Baurer, Treasurer

COUNTY MANAGER

Julie Morgan Baea



Re: USDA Stronger Economies Together Program

Dear Sir/Madam:

The Sandoval Health Collaborative strongly believes in regional economic development. One of our three key initiatives revolves around helping economic developers recruit and retain health sector jobs in Sandoval County. So we support the Los Alamos, Sandoval, and Bernalillo County's collaborative Mid-Central Rural Corridor Plan on behalf of the Albuquerque metro rural communities. We support MCRC's plan to:

- Focus on agriculture (farms, ranches, forestry, food processing), biotech and healthcare services, and tourism. These have been shown to be lynch pins in the creation of a new economic corridor for the State.
- Seek strategies to enhance, improve, and/or remedy agreed-upon strengths, weaknesses, opportunities, and threats to rural areas in our three Counties.
- Fit their strategies in to the existing overall economic development blueprint for the region's small communities, cities, and counties.

We applaud the Plan's commitment to gathering input and insight from a diverse set of institutions and people when determining the region's goals and plans. We also support the use of this plan to update or augment existing Comprehensive Economic Development Strategies for the region and we look forward to its implementation.

Appendix III: NM MCRC Cluster Analysis Dashboard

Mid Central Rural Corridor Region, New Mexico: 2009 - 2015																		
Industry Clusters	Location Quotient			Shift Share					Jobs and Establishments				Earnings			Concentration		
	2009 LQ	2015 LQ	Percent Change LQ	Job Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2009 Jobs	2015 Jobs	% Change Jobs	Establishments	Earnings	Earnings Per Worker	Earnings Per Estab.	County	Firms	Jobs
Advanced Materials	2.23	2.19	(2%)	(1,468)	(904)	2,726	1,823	(3,291)	31,185	29,717	(5%)	446	\$3,158,421,539	\$106,285	\$7,089,611	0.462	0.096	0.507
Agribusiness, Food Processing And Technology	0.25	0.35	42%	1,299	(132)	310	179	1,120	3,548	4,847	37%	155	\$177,728,382	\$36,666	\$1,148,487	0.656	0.059	0.146
Apparel And Textiles	0.46	0.52	13%	144	(65)	146	81	64	1,668	1,812	9%	117	\$43,666,294	\$24,100	\$373,216	0.784	0.108	0.144
Arts, Entertainment, Recreation And Visitor Industries	0.97	1.07	10%	2,278	464	1,570	2,034	244	17,956	20,234	13%	677	\$481,080,182	\$23,776	\$710,344	0.789	0.110	0.131
Biomedical/Biotechnical (Life Sciences)	1.44	1.57	9%	4,813	309	4,522	4,831	(19)	51,725	56,538	9%	985	\$4,261,023,748	\$75,366	\$4,324,815	0.653	0.055	0.184
Business And Financial Services	0.94	0.84	(10%)	(4,898)	976	4,725	5,701	(10,599)	54,043	49,145	(9%)	3,987	\$2,632,312,778	\$53,562	\$660,183	0.828	0.058	0.037
Chemicals	0.46	0.49	6%	76	(85)	233	148	(72)	2,661	2,736	3%	142	\$149,704,100	\$54,710	\$1,056,114	0.833	0.056	0.065
Computer & Electronic Product Mfg.	2.25	2.04	(9%)	(1,617)	(1,122)	621	(501)	(1,116)	7,099	5,482	(23%)	93	\$586,964,823	\$107,078	\$6,294,529	0.510	0.085	0.336
Defense And Security	1.91	1.92	1%	69	(54)	3,259	3,206	(3,137)	37,280	37,349	0%	814	\$3,252,053,494	\$87,071	\$3,996,379	0.569	0.144	0.342
Education And Knowledge Creation	0.65	0.64	(1%)	164	285	599	885	(721)	6,856	7,020	2%	358	\$168,194,626	\$23,960	\$470,146	0.783	0.080	0.081
Electrical Equip, Appliance & Component Mfg.	0.21	0.28	29%	57	(7)	20	13	44	226	282	25%	11	\$17,258,621	\$61,145	\$1,568,966	0.501	0.207	0.239
Energy (Fossil And Renewable)	1.93	1.73	(11%)	(3,825)	1,618	4,155	5,773	(9,598)	47,520	43,694	(8%)	1,613	\$3,979,995,235	\$91,087	\$2,467,449	0.522	0.112	0.254
Fabricated Metal Product Mfg.	0.41	0.39	(5%)	(43)	47	130	177	(219)	1,487	1,444	(3%)	102	\$78,876,327	\$54,610	\$773,297	0.779	0.192	0.170
Forest And Wood Products	0.72	0.62	(13%)	(947)	(321)	457	136	(1,083)	5,231	4,284	(18%)	293	\$174,256,795	\$40,672	\$595,750	0.858	0.110	0.106
Glass And Ceramics	0.52	0.69	33%	126	(3)	35	32	94	399	525	31%	22	\$22,606,094	\$43,078	\$1,016,004	0.780	0.180	0.172
Information Technology And Telecommunications	2.04	1.96	(4%)	(1,411)	274	3,284	3,558	(4,969)	37,564	36,154	(4%)	1,101	\$3,509,442,684	\$97,071	\$3,188,953	0.490	0.122	0.353
Machinery Mfg.	0.21	0.21	1%	9	6	53	59	(50)	606	615	2%	33	\$35,918,190	\$58,394	\$1,088,430	0.851	0.113	0.164
Mining	0.53	0.56	6%	112	79	58	138	(25)	664	777	17%	21	\$60,761,950	\$78,218	\$2,928,287	0.597	0.156	0.346
Primary Metal Mfg.	0.26	0.16	(40%)	(110)	(5)	23	18	(129)	266	155	(42%)	9	\$8,294,285	\$53,347	\$921,587	1.000	0.235	0.386
Printing And Publishing	0.87	0.63	(27%)	(2,196)	(362)	627	264	(2,460)	7,166	4,970	(31%)	372	\$166,637,462	\$33,528	\$448,251	0.812	0.071	0.070
Transportation And Logistics	0.58	0.61	5%	912	580	719	1,299	(387)	8,219	9,131	11%	410	\$459,832,431	\$50,362	\$1,120,859	0.873	0.077	0.081
Transportation Equipment Mfg.	0.26	0.18	(31%)	(245)	95	86	181	(426)	982	737	(25%)	21	\$60,012,781	\$81,415	\$2,892,182	0.605	0.129	0.338
KEY	Above 1.2	Above 1.2	+ Change	+ Change				+ Change	Top 10	Top 10	+ Change	Above Median	Above Median	Above Median				
Average	0.91	0.89	0%	-305	76	1,289	1,365	-1670	14,743	14,439	0%	535	\$1,067,501,946	\$60,705	\$2,051,538	0.706	0.116	0.211
Median	0.62	0.63	0%	33	2	528	180	-303	6,044	4,909	1%	224	\$171,225,711	\$54,660	\$1,104,645	0.780	0.110	0.171