

Advisory Working Group Name: **CATALYZING JOBS**

Drafters: Cyndi Conn, Eric Witt. **Group Members:** John Bingaman, Peter Brill, Helen Brooks, Jennifer Case-Nevarez, Richard Holcomb, Mark Johnson, Piper Kapin, David Karshmer, John Mahoney, Lillian Montoya, Victoria Murphy, Earl Potter, Vicki Pozzebon, Buddy Roybal, Heather Vigil Clark, Charlie Wilson

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Objectives in this policy:

- Embed a culture of top-notch professional service in the city.
- Santa Fe is widely viewed as a sophisticated and competent business partner.
- Worker training and recruitment is aligned with economic development targets.

State of Play: What problems are you trying to solve? What opportunities are clearly present?

- **The City of Santa Fe is economically healthy.** Nominal unemployment is low, city finances are relatively healthy, and we have tremendous global “brand recognition” and quality of life. It’s not catalyzing jobs per se, it’s about catalyzing *the right kinds of jobs*.
- **The cost of living, most acutely housing, is high.** In many cases it’s unaffordable to the local workforce.
- **The business operating environment is unnecessarily burdensome.** GRT, regulatory etc. Relatedly, **the frustration level interfacing with City Hall is significant.** Some issues have been going on for years: Customer service; need to streamline and standardize licensing/permitting and procurement processes.
- **Basic infrastructure needs upgrading:** Public transportation; maintenance of public spaces; broadband.
- **Emerging workforce is not geared toward growth/career/new opportunity jobs.** Those who are often leave.
- **Southwest side of town, particularly the immigrant community, should be fully integrated into the city’s economic development plans.** Tremendous opportunity.
- **We under recognize and underuse our exceptional intellectual, experiential and creative human capital.** Like the Southside, this represents a huge asset and opportunity.
- **Art and culture have always been a cornerstone of Santa Fe’s economy. With traditional art markets changing at a rapid pace globally,** Santa Fe has an opportunity to be a leader in emerging creative arts, entrepreneurship, media and technology in addition to continuing our traditional arts ecosystem.

Action Items:

- **Establish a culture of service at City Hall.** Educate employees citywide on the various departments of the city and basic functions of those departments. Align functions across departments and eliminate silos within departments. Create a citywide staff and function flow chart so that both the public and internal staff know where to go and who does what. Hold city management accountable for improvement.
- **Streamline and standardize review and permitting processes.** Include a general review of City Codes.
- **Adopt “Local Preference” procurement policies.**
- **Leverage economic development and training funds** with state/federal/institutional programs e.g. LEDA, CDBG, Federal Department of Agriculture Grant funding, etc.
- **Execute critical IT infrastructure buildout.**
- **Identify emerging industries with notable employment growth that fit with Santa Fe e.g. healthcare, building and other trades, creative arts and media. Prioritize targeted sectors vis-à-vis recruitment/training/marketing efforts.**
- **Establish a “Business Concierge” service** at the city for new and existing/growing businesses to fast-track projects and ensure that operating a business in Santa Fe is timely and friction-free, and to provide information about tax and other business incentives.

Viewpoints: Who are the most important players and what are their perspectives on this issue?

- City of Santa Fe administration and employees.
- Santa Fe County (many shared objectives/resources/opportunities).
- Educators and training drivers e.g. Santa Fe Public Schools/Santa Fe Community College/non-profits.
- Targeted sector reps: Healthcare and wellness, financial services, building trades, media/arts, emerging media & technology, hospitality industries, specialized manufacturing.
- Public utilities and infrastructure players.
- Private sector leadership.

Process: What are the six, nine, and twelve-month milestones? What are deliverables related to your action items?

6-month:

- Create a “map” of our business assets: What is good and working well? What isn’t, and why?
- Fix permitting and regulatory protocols & determine what additional protocols need to be modified; establish an accountability mechanism for progress.
- Launch and pilot a “Business Concierge” service for new and growing business, along with an economic analysis and assistance team to recommend incentives for large employers including LEDA, GRT, TIF, JTIP and other incentives, and guide businesses through the process.
- Identify “leverageable” resources (and barriers) at local, state, federal, and foundation levels.
- Grow SCORE into a resource for high-tech and other targeted industries to grow in Santa Fe. Increase and diversify the mentorship, volunteer, and “ambassador” base throughout the city.
- Work with the Santa Fe Airport team + private sector on airport upgrades/flights.
- Work with the Santa Fe Arts Commission and Economic Development Department to encourage for-profit creative entrepreneurial endeavors, in addition to city grants for cultural non-profits.
- Encourage ecommerce market places and other non-traditional sales opportunities for Santa Fe small businesses.

9-month:

- Create a targeted outreach campaign to local business and potential recruitment targets.

12-month:

- City-wide municipal broadband is up and running.
- Ongoing evaluation of what has been implemented and what other needs should be met.

4-year vision: In a short paragraph, what will have been accomplished after 4 years?

The objective is fulfilled: A culture of top-notch professional service has been embedded in the city. Santa Fe is widely viewed as a sophisticated and competent business partner. “Feeder” training programs are aligned with targeted sectors.

Resource People: Are there additional organizations and groups to contact?

- Local leaders in targeted growth industries.
- Potential employees in need of educational training to get into entry level jobs.
- Santa Fe’s immigrant population.
- Retirees who are potential city ambassadors & SCORE mentors.
- Educational Institutions such as: SFCC & MIT Fablab; IAIA; Northern NM College & the Northern COG Cybersecurity enterprise development; CNM/Facebook; UNM/NMSU, particularly their aerospace engineering and Ag extension programs.
- Santa Fe Community Foundation birth to career pathways & workforce development program.
- Los Alamos National Labs, Sandia National Laboratories, Air Force Research Laboratory.
- **Additional resources cited in the Appendix.**