

# Glossary

## Most Important

**Algorithm:** A process or set of rules to be followed in calculations or other problem-solving operations.

**CELab Program Theaters** – Employers, Federal Government, Extractives & Energy, Solo work, Retirement, Visitor/Tourism, Startup, Agriculture, Film/TV. Some combination of these theaters will comprise the economic development apparatus for any community.

**Coherence** - Establish the goals and the process, methodology, theoretical framework and nomenclature used in determining actionable economic development priorities.

**E > P:** The formula for economic development. It means growing the economy of your community faster than the population.

**Economic Base Job** - A job where the products or services produced are paid for by money from outside of the defined region or the revenue used to pay the employee comes from out of state.

**Factor of Production (FOP)** – Resources and conditions essential for creating e-base jobs. The four main categories are: (1) Marketing & Sales capacity, (2) Real estate, capital and infrastructure situation, (3) Workforce: qualified labor, quality of life and Housing, and (4) Business, tax and regulatory climate, leadership.

**Factor of Production Gap (FOP Gap):** Obstacles to the sustained creation of economic base jobs specific to each program theater in the areas of Marketing/Sales, Hard Assets, Workforce, and Leadership/Business Climate. For example, if high speed internet is required for new jobs in the Employer program theater and a community does not have that capability, then the high-speed internet requirement is a FOP gap that needs to be remedied before those jobs can be created.

**Geographic Distribution** - Identify the specific areas of the state or region in which the new, economic-base jobs are to be created.

**Metric:** An agreed upon quantitative measurement of progress or achievement against the organization's performance and operational goals/milestones over time and return on investment.

**Nimblity:** The ability to think, plan and act in a meaningful way within shorter intervals of time.

**Predicament** - Identify the number of new,

economic-base jobs that must be created in the next 10 years to meet the E>P requirements of the targeted area. Predicament is comprised of jobs needed to offset attrition, close the unemployment gap, and support new population growth.

**Prescriptive plan:** A written plan that is explicit about what must be done, how it will be underwritten, who is directly responsible for managing execution and how results will be measured and accounted for. A prescriptive plan leaves no doubt as to what must be done, why, precisely how it must be done, who is responsible for doing it, the resources required and the metrics for measuring outcomes.

**Program Theater:** A categorization of job creation programs that share a common definition for an economic base job, the transactions to create those jobs, set of players, and factors of production.

**TA-PU-MA** – Acronym signifying each stage of the planning process: **Think, Assess, Plan, Underwrite, Manage, and Account.**

**Think, Plan, Do** - The three strategic level components of the CELab's Economic Development algorithm. They encompass six stages: Think, Assess, Plan, Underwrite, Manage, and Account.

**Transaction** - A completion of recruiting, expanding, or starting-up one job-creating organization to the area.

**Underwriting:** Sources and uses of funds for each program effort with justification and named entities taking responsibility for that funding. A plan cannot be acted upon until it is underwritten. A plan is considered underwritten when all requirements to execute it have been committed.

**Workforce Needs Assessment** - Estimate the number of new qualified workers the regional economy will need in the region's critical economic sectors over the next 10 years. Estimate the volume and source of leakage of qualified workers from the region, the volume and sources of new qualified workers and the gaps.

## Program Approaches

**Clinical Consensus Approach** – An approach which relies on the insight, intuition, tacit knowledge and common sense of participants to ascertain key information based on theory from The Wisdom of Crowds.

**Predictive Strategic:** Economic development activity level where decisions and goals are driven by a long-term job creation strategy agreed upon by the community rather than being driven by an opportunistic, tactical responses.

**Procuring Agent** - An organization or entity directly responsible for job creation.

**Program Approaches** - Identify existing and

potential job creation program and policy initiatives for their potential to deliver the job creation numbers needed.

**Traditional Programs Approach** - These traditional programs have a procuring agent in place, such as an EDC. Their job creation is direct, managed, measured, and proven. The easiest, most important way to fill the job creation gap is to plus-up existing program capacity through an increase in funding. The primary sectors in this approach are Back Office Services, Integrated IT & Cyber, Digital Media, Visitor Driven, Emerging Technology, and Manufacturing.

## Predicament Glossary

**Design Horizon (Planning Period)** - The number of years in the future that in the is being designed/planned.

**Economic Base Job** - A job whose pay is derived from a revenue source outside Economic Jurisdiction. 58

**Economic Base Jobs Attrition Rate** - The percentage of jobs that are lost in an Economic Jurisdiction over the Design Horizon.

**Economic Base Jobs Rate** - The percentage of the Employed Workforce that holds an Economic Base Job.

**Economic Jurisdiction** - The area of the design effort.

**Employable Workforce** - The number of people in the Population that are willing and able and qualified to work.

**Employment** - The number of people in the Employable Workforce that have a job.

**Full Employment** - Highest rate of Employment possible.

**Full Unemployment Rate** - The percentage of people in the Workforce that are Unemployed as a in the Economic Jurisdiction when at Full Employment

**Index Year** - The first year of the Design Horizon.

**Natural Rate of Unemployment** - The lowest possible rate of unemployment possible in an Economic Jurisdiction.

**Population** - The total number of people in the Economic Jurisdiction

**Unemployment** - The number of people in the Employable Workforce that do not have a job but want one.

**Workforce Participation Rate** - The percentage of people in the Workforce.

## Economic Base Sector

**Back Office Services** - Call Centers, Sales, Accounting, Procurement, and Payroll Services

**Cultural, Business** – Conferences and Meetings, Space, Destination Entertainment, Ecotourism,

Retirement Living, Transportation, Hospitality, Gaming, Exported Art and Craft

**Digital Media** - Film, TV, Video Gaming & Testing, Modeling & Simulation Visitor Driven

**Emerging Technology (Non-Gov't)** - Optics/Photonics, Sensors, Biomedical, Water and Environmental Technologies, Bio-tech, Nano-Tech, Energy, Cyber-security  
Manufacturing - Construction materials, Equipment, Aircraft Manufacturing and Repair, Electronics, Micro Electronics, Energy, Optics, Transport, Warehouse, and Logistics (Export)

**Exported Services** - Financial Services, Research, Writing, Editing, and Publishing, Exported Information Services (Broadcasters, Webmasters, Public Relations, Marketing, Social Media, Tele-Services, Online), Environmental Services, Construction Management Services, Philanthropic Services

**Extractives** - Energy and Extraction (Energy Production Facilities, Natural Gas, Coal, Wind, Solar, Geothermal, Biomass, Nuclear, Other), Oil and Gas (Production, Transport, and Refinement), Mining, Uranium Processing  
Agriculture, Food, & Forestry - Farming and Ranching, Vineyards & Productions, Production Greenhousing, Forest Services, Processing and Packaging, Value-added Exported Services, Water, Arid Agriculture, Genetics, Food Security

## Service Theater Definitions

**Main Street:** Redevelopment program focused on central business districts.

**Buy Local:** Program to encourage residents to shop at businesses inside the jurisdiction

**Grow local:** Program to encourage production of agricultural products (food, organics) inside the jurisdiction that are currently imported

**Institutional procurement:** Program to identify products procured in bulk by local institutions and connect/shift buying to local suppliers

**Supplier Development:** Startup or expand local businesses to supply other local businesses with products that are currently imported.

**Retail recruiting and expansion:** Recruiting local service businesses and amenities that local residents purchase from outside the jurisdiction.

**Start up:** Support launching of new retail and commercial service sector businesses by means

**Government** - Federal Government (USFS, Defense, Health and Social Services, Energy, Homeland Security, Education, Interior, Transportation, Commerce, Agriculture, HUD, Treasury, Environment, Justice), Aerospace and Defense (Unmanned Aerial Vehicles,

Commercial Space Flight, Aircraft Modification, Aviation), Public Emerging Technologies (Federal Labs-related, Research and Development), State Government, Federal Government Contract Services (Staff Augmentation, System Integrators)

**Health & Social Services** - Federal Windfall, Hospitals, Home Health Care, Assisted Living, Dentistry Education Services

**Integrated IT & Cyber (Non-Gov't)** - Commercial Transaction Security, Software Engineering, Server Farms, Data Storage, etc.

**Solo-Independent Work** - Consultants, Writers, Artists, Digital Animators, Financial Advisors, Accounting, Design Services, Medical Transcription, IT Services, etc.

of business planning, lending, incubation

**Institution recruiting:** Recruiting new institutions/products and services that are currently sourced outside the jurisdiction.

**Energy, Utilities and Transportation:** Recruit, startup or expand local sources (Community-owned broadband system)

**Housing, Building Construction:** Community initiated development of design, engineering, development, construction and property management capabilities.

## Economic Base Theater Definitions

**Agriculture Job Creation Program Theater** - Procuring economic base jobs by attracting, expanding and creating enterprises.

**Employer Recruitment, Retention & Expansion Job Creation Program Theater** - Procuring economic base jobs by attracting new companies and helping existing companies survive and grow.

**Energy and Extractives Job Creation Program Theater** - Creating jobs in the extraction and processing of raw materials from the land for export.

**Federal Government Job Creation Program Theater** - This sector is focused on federal government jobs.

**Film & Digital Media Job Creation Program Theater** - Recruiting and developing the production of feature films, independent films, television, regional and national commercials.

**Import Substitution Job Creation Program Theater** - Leakage prevention.

**Organic:** Jobs that will be created naturally without the existence of a program.

**Program capacity:** How many economic base jobs that any given program can create.

**Program Reliant:** Jobs that will require a specific job creation program to be created.

**Retirement Job Creation Program Theater** - The recruiting of economic base retirees who move to the state.

**Solowork Job Creation Program Theater** - Solo economic base workers perform full time work from a home office, workshop, studio, or mobile platform.

**Startup Job Creation Program Theater** - The focus of this theater is on entrepreneurs that intend to become economic base employers.

**Visitor Job Creation Program Theater** - Jobs with salaries paid from the local sale of goods and services to visitors from out of state. Excludes travel by residents living in the jurisdiction.

## AI Related Terms

**Age of Acceleration** - A term coined by Thomas Friedman in his book "Thank you for being late" It refers to a new era of profound technological change driven by artificial intelligence, machine learning and networks that produces a geometric rate of acceleration of human knowledge and productivity.

**AI writ large** - Using the term AI to describe the entire scope of technological advancements beyond the formal or precise definition of AI as listed above. (Encompasses AI, machine learning, genome, bioscience advancements, blockchain, and all other transformative technological advancements.)

**Artificial Intelligence (AI):** Computer systems able to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages. We use the term "AI" in a very general way to describe the combined impact of artificial intelligence,

machine learning, bio engineering, big data analytics, nanotechnology on the future economy.

**Big data analytics** - The process of examining large and varied data sets -- i.e., big data -- to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful information that can help organizations make more-informed business decisions.

**General AI** - The intelligence of a machine that could successfully perform any intellectual task that a human being can. General AI systems will be able to program themselves, communicate with and program other machines.

**Hyper Acceleration** - When the advancement in human knowledge and capacity accelerates geometrically and exponentially, causing human beings, organizations, and civilizations to think, plan and act in advance at an accelerated rate, creating the perception of the future coming toward you at an accelerated rate.

**Individual (Narrow) AI** - non-sentient artificial intelligence that is focused on one narrow task. Narrow AI is dependent on humans to program. Siri is a good example of narrow intelligence

**Machine learning** - An application of artificial intelligence that provides systems with the ability to automatically learn and improve from experience without being explicitly programmed. Machine learning focuses on the development of computer programs that can access data and use it learn for themselves.

**Network and Communication systems** - Exponential expansion of power of network

## Other Terms

**Apparatus:** All of the formal programmed efforts of a community focused directly on growing, attracting, retaining, and starting up economic base enterprises and jobs.

**Backgrounder** – A document distributed prior to any meeting intended to inform participants of meeting related material

**Charette** - A meeting in which all stakeholders in a project attempt to resolve conflicts and map solutions

**Community development:** A region's efforts to directly improve various qualitative aspects of communities, typically aiming to build stronger and more resilient local communities.

**Economic Contraction Scenario** - Lost economic base jobs trigger cascading losses in service jobs, thereby diminishing the net worth of local residents and businesses and eroding the tax base.

**Economic Development (EcD)** – Acting to ensure that the economy of your community or region (your income or savings) grows faster than your population (your expenses). A region's efforts to directly improve the economic well-being and quality of life by creating and/or retaining jobs and supporting or growing incomes and the tax base all contribute to EcD.

**FTE** – Full-time equivalent

**Industry** - A group of companies related by their business activities Innovation to Entrepreneurship

systems to proliferate/share knowledge and data and connect/integrate systems.

**Super AI** - The state of AI where the intelligence of the system far surpassing that of the brightest and most gifted human minds. Some argue that advances in artificial intelligence will probably result in general reasoning systems that lack human cognitive limitations.

**The Singularity** – The moment at which a general AI becomes a Super AI through a runaway sequence of self-improvement cycles.

**Labor Starvation Scenario** – The increasing movement of workers from the qualified workforce into a dependent sector and from the dependent sector into the unqualified workforce. This scenario is debilitating for any community because it decreases the percentage of qualified, productive workers in the community, further increasing the share of dependent to qualified workers.

**Lifer Migrant** – A member of the community who grew up in the community and never plans to leave

**Lost Migrant** – A member of the community who grew up in the community, leaves, and never wants to come back

**NAICS** - A standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

**New Mexico Jobs Council** – An interim committee of New Mexico state Legislature tasked with developing a statewide economic base job creation assessment for sorting legislative priorities related to job creation.

**O\*NET** – This program is the nation's primary source of occupational information. Central to the project is the O\*NET database, containing information on hundreds of standardized and occupation-specific descriptors.

**Procuring Agent** - An organization or entity directly responsible for job creation.

**Qualified Worker** – Workers that possess

ability, skills, knowledge and experience necessary for economic base work.

**Repatriation Migrant** – A member of the community who grew up in the community, leaves, gains experience in another community's workforce, and returns at a later point in their life

**Research-Directed Approach** – An approach which relies on data and research to ascertain key information

**SOC** - A system used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.

**Solowork:** Economic base work that can be done remotely, from home, a mobile platform or a co-working space. Can include remote employees or self-employed solopreneurs and freelancers.

**Solo-Worker** - Workers who work alone from a home office, workshop or studio instead of the traditional corporate office or factory. These workers are typically sole-proprietors with their own LLC or S-Corp. Some are 1099 contract employees and others are employees of corporations that are set up to work primarily from home.

**Talent Attraction** – Attracting qualified workers to your community to supply unfilled job gaps

**Talent Leakage** – Losing qualified workers from your community through Retirement, Skill Obsolescence, Emigration, Health Problems, System Disincentives

**Talent Supply** – Gaining qualified workers to your community through natural immigration from another region, the local education system, a qualified trailing spouse, or a mid-career change worker.

**WAG** – Wild-Ass Guess

**Wage Cliff Effects** – A phenomenon experienced when an individual or family reaches a level of hourly wages that disqualifies them from their benefits, resulting in a drastic net loss of monthly income, dropping them below the poverty line.

**Workforce development:** A region's efforts to enhance a region's economic stability and

prosperity by focusing on people rather than businesses. It essentially develops a human-resources strategy.

**WorkKeys** – Job skills assessment system that helps employers select, hire, train, develop, and retain a high-performance workforce by profiling workers for specific vocations.

**Transaction** – An exchange of value that leads to a job creation event. This could be a new facility being built, an expansion, a new lease or other procurement contract, securing of a major conference or other tourism event or attraction for the area, the opening of a new hotel, truck stop,

**Job Creation Event** - An event that results in one or more persons being hired or becoming full-time self-employed at a livable wage. These can be isolated hiring events as in the case of solowork or can be a batch of hiring that comes from an expansion, location or startup of an employer. In the case of the visitor theater, it can be when a job is created as a result of a threshold number of additional visits being procured over the preceding year.

**Project** - an individual or collaborative enterprise that is carefully planned and designed to develop a factor of production in support of a job creation event or events within a specified length of time (finite). Produces a physical structure, money, program or other outcome required to complete job creation events.

**Program** - a set of related measures or activities with a particular long-term, ongoing aim directly related to job creation production needed to meet a set of explicit, measurable goals.

**Factor of Production Solution:** Program, project or policy change required to enable one or more job creation events. A card is filled out associated with each solution to show when it must be enacted, what JCEs are at risk, description of the solution and rough specs for how it will be implemented.