

New Mexico

Stranger Economies Together

Strategies for Building New Economic Opportunities

North East Economic Development Organization DBA NEEDO-NM

**North East New Mexico's Regional Approach to
Economic Development for a Seven County Area.**

Colfax
Union
Mora
Harding
San Miguel
Quay
Guadalupe



Economic Development Plan

DRAFT/FINAL – December 15, 2014

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Stronger Economies Together Initiative (SET)

Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners, the purpose of the SET initiative is to strengthen the capacity of smaller communities in rural America to work together in developing and implementing an economic blueprint that strategically builds on the current and emerging economic strengths of their region.

The SET program provides the region with technical assistance through planning, coaching, and the development of tools to strengthen the region's economy. SET regional participants build competencies to accomplish effective economic development by:

- Building collaboration between communities in the region
- Identifying the region's demographic strengths, challenges, and barriers
- Employing "Asset Based Community Development" (ABCD) practices and tools
- Conducting economic analysis to identify the region's competitive advantage
- Exploring strategies to capture and take advantage of current and emerging industry clusters
- Creating a high quality plan (HQP) including strategies and performance measures

NEEDO-NM Executive Summary

This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of the North East Economic Development Organization, Inc., better known by its dba "NEEDO-NM." Incorporated on January 6, 2012, NEEDO-NM is a 501(c)(3) Non-profit Economic Development Corporation which was a natural progression from the "Stronger Economies Together" training process.

Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the strategies described within this document will strengthen the ability of the NEEDO-NM region to secure its economic future and position it as a competitive region.



Organizational Officers: Mark Van Wormer, Secretary, Paul Jenkins, President; Les Montoya, Vice - President, and Mary Libby Campbell, Treasurer (Left to Right)

The NEEDO_NM Regional Economic Development Plan reflects SET's nine-module planning process with active participation from business, civic, and community leaders and small-business owners. Significant research and discussions have led to the development of this plan.



Current officers are Roger Gonzales, Vice - President; Les Montoya, President; Mark Van Wormer, Secretary; and Mary Libby Campbell, Treasurer (Left to Right)

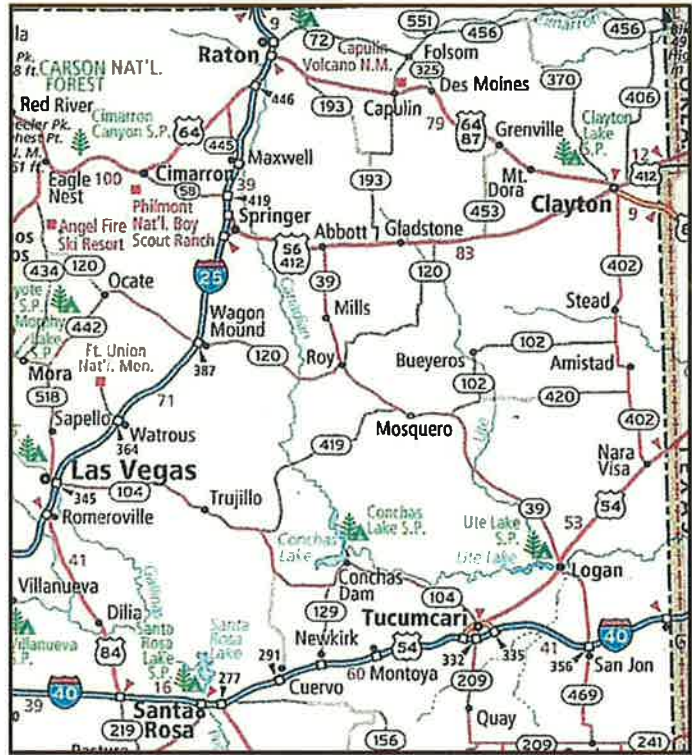
NEEDO-NM Region Description

The NEEDO-NM region is made up of seven counties in northeastern New Mexico: Colfax County, Guadalupe County, Harding County, Mora County, Quay County, San Miguel County, and Union County. We cover the Eastern part of the state from Tucumcari and Santa Rosa in the South to Clayton and Raton in the North. The region has a total land area of 22,319 square miles, which is larger than nine of the other smaller states. It includes both the western end of the Great Plains and the eastern slopes of the Rocky Mountains.

This land is known for its dramatic landscapes with mountain ranges, high country plains, and ranch lands. The entire region is considered rural (the largest city in the region, Las Vegas in San Miguel County, has a population of only 13,691) with a diverse geography and a range of natural resources. We have considerable public held lands and extensive timber resources within state and federal jurisdictions including the Santa Fe National Forest and the Pecos Wilderness Area. Within the NEEDO-NM region, state land represents 12%, federal land is 6%, and private land holdings represent 82%.

The region is located in an arid part of the country with limited precipitation, limited surface water, and limited ground water. Recent drought conditions in the region ranging from “Stage Two” (severe) to “Stage Four” (exceptional) have dramatically affected local farmers and ranchers. These conditions have also discouraged recreational tourists and others considering relocation to the region. While this summer’s rainfall has served to somewhat mitigate water concerns, we are still reminded of how susceptible we are to these conditions.

The state as a whole suffers from persistent poverty. According to the most recent statistics, New Mexico ranks 3rd, behind only Mississippi and Louisiana. The poor economic health of the NEEDO-NM region can be summed up as the collective result of the 2008 national recession, persistent drought conditions, failure to keep up with technology and the global marketplace, inconsistent policies, poor planning, and lack of commitment to invest in economic development initiatives. Due to the lack of well-paying jobs available in the region, we find that workers with employable skills tend to migrate to more economically successful areas of the state. For the years 2010-2012, the region as a whole had an outmigration of 1,745 individuals.



NEEDO-NM Region Description Continued...

Yet, the region does offer a number of desirable attributes: low density, rural, small town living; friendly, slower paced, down-to-earth lifestyles; abundant historic and cultural charm; pristine wilderness areas with recreational opportunities; and vast open land with undeveloped potential. There are many popular areas which attract tourists with skiing, hunting, high altitude training, mountain recreation, and vacation accommodations. These characteristics make the NEEDO-NM region an attractive place to live and raise a family.

While seeking to honor our rich heritage of friendly rural lifestyles and “small town” values, we do offer a vast number of cultural and historic treasures just waiting to be explored. We strive to strike a balance between the extraction of oil and gas and the prosperity it has brought to some areas of the region with a desire to develop a sustainable economy which reflects our concerns over water availability and the depletion of natural resources. It is apparent to us that our hope for the future lies in building on the assets we do have to create a more diverse and prosperous economy.



Colfax



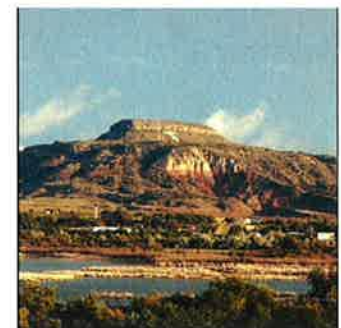
Union



Mora



Harding



Quay



San Miguel



Guadalupe

NEEDO-NM Region's Vision for the Future

Based on extensive discussions and collaboration, NEEDO-NM established this vision to guide economic development for the future.

“The NEEDO-NM Region seeks to develop a vibrant, regionally integrated economy while honoring and protecting our natural resources, rural lifestyles, small town values, traditions and cultures.”

NEEDO-NM Region's Mission Statement

The Mission of the North East Economic Development Organization, Inc. DBA NEEDO-NM, is to improve regional infrastructure; expand new job opportunities; focus on alternative energy and sustainability; increase tourism and on-line businesses; and achieve business development and retention.

Introduction

Acknowledgements

The NEEDO-NM Region would like to express our deep gratitude to the Staff from the United States Department of Agriculture Rural Development, especially Dr. Elizabeth Kistin and New Mexico State Director, Terry Brunner; to the Regional Rural Development Centers; and New Mexico State University Extension, with special thanks to Dr. J. Michael Patrick whose unwavering support and counsel has been extremely valuable to this project.

We would also like to express our appreciation to the leadership of the Seven Counties and the 27 Municipalities that make up the NEEDO-NM Region and the New Mexico Department of Transportation North East Regional Planning Organization (NERPO) from Region 4. This group has been meeting on a monthly basis for over 15 years and was the perfect host to the Stronger Economies Together Training. The Meetings are held throughout the seven county region which has been very significant in allowing the members to understand the strengths and weaknesses of the entire area, while also allowing the members the opportunity to develop respectful working relationships.

Acknowledgements

Dr. J. Michael Patrick, New Mexico State University
Economic Development Specialist and NEEDO-NM Planning Facilitator

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NEEDO-NM Planning Team

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Colfax County Leadership

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Quay County Leadership

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Union County Leadership

Mark Van Wormer MD, Former UCCDC Executive Director

Regional Collaboration

The original SET grant application submitted by the North Central New Mexico Economic Development District included the three eastern counties: Colfax County, Mora County, and San Miguel. Due to interest from adjoining counties in the Eastern Plains Council of Governments, four more counties were included: Guadalupe County, Harding County, Quay County and Union County. We met monthly at locations which rotated from county to county to encourage the broadest possible participation and support. Beyond the original SET training, we continued to meet and decided to incorporate as the North East Economic Development Organization, Inc. dba NEEDO-NM. Officers were elected and we then began holding a series of strategic planning workshops throughout the region. The NEEDO-NM Planning Team, facilitated by Dr. J. Michael Patrick of New Mexico State University, and supplemented by community leaders from the seven counties, then met on numerous occasions throughout the region to come up with the goals, implementation strategies, and measurables for this plan while continuing to receive additional local input. At each step along the way in developing this plan, contemporaneous results were shared via email with the larger regional group.



Dr. J. Michael Patrick presents a *“Stronger Economies Together”* Module to a very attentive group at a North East Regional Planning Organization Meeting Held in Santa Fe on December 22, 2010.



This meeting was held at the Philmont Scout Ranch near Cimarron on March 23, 2011 lead by Dr. Elizabeth Kistin of USDA and Dr. J. Michael Patrick.

Regional Collaboration Continued...



Several Strategic Planning Sessions were held in the Student Union Building on the campus of New Mexico Highlands University. We are grateful for their contribution to this project.



Luna Community College in Springer was also kind enough to provide a space for us to “strategically plan” -- we very much appreciate their generous use of this comfortable space.



Special Thanks to the Blue Hole Visitor’s Center in Santa Rosa for hosting several Strategic Planning Sessions in their beautiful facility.

We also appreciate the many business professionals and community members who worked with us when they could. Their input was invaluable.



Regional Economic Goals

Based on the input from our region and the resources explored throughout the Stronger Economies Together Process, we recommend the following goals for the NEEDO-NM Region:

Goal 1
Sustainability

Goal 2
**Resources
&
Education**

Goal 3
Infrastructure

Goal 4
**Public
Services**

Goal 5
**Increase
Tourism**

Goal 6
Collaboration

Regional Economic Development Plan

Goals 1-6 including sub-goals

Goal 1: Promote and support sustainable production and processing of agribusiness products, including forest and wood products, for consumption within the NEEDO- NM region as well as for export.

Regional Economic Benefits

Agribusiness, including forest and wood products, is a major economic driver within the region and has the potential to grow significantly through the development of added value products and the development of distribution networks.

Strategies	Responsible	Resources	Timeline	Status
1.1 Gather information regarding the demand and supply of regionally produced agribusiness products.	NEEDO-NM Agribusiness Committee	USDA, NMEDD, NMED, NMSU, county Ag committees, NM Ag & Food Council, NM Acequia Assn, NM Food Hub, American Friends Service Committee, Farm to Table, Holistic Management International, Delicious NM, La Cocina Initiative, Siete del Norte	FY 2015	Preliminary data developed
1.2 Identify appropriate marketing and distribution networks that connect producers with markets.			FY 2015-2016	Funds rcvd, mapping in process
1.3 Develop producer education programs to enhance productivity and profitability.			FY 2015-2016	Training Started
1.4 Develop consumer education programs which establish benefits of regional consumption and utilization.			FY 2015-2016	Training Started
1.5 Study the feasibility of establishing either a processing facility and/or certified commercial kitchen in each of the seven counties in the NEEDO-NM region.			FY 2016-2017	Waiting for Study Results
1.6 Encourage the growth of cooperative activities for producers and consumers within the NEEDO-NM region.			FY 2015-2018	Ongoing

Target Outcomes

Short Term: Development of demand and supply information for regionally produced agribusiness products.

Intermediate: Development of processing facilities and/or commercial kitchens and delivery networks within the region.

Long Term: Increase the number of business establishments, employees, annual average wage, and Gross Tax Receipts within the regional agribusiness cluster.

Goal 2: Provide resources and education for sustainable business development, including creation, attraction, retention, and expansion strategies, within the NEEDO-NM region

Regional Economic Benefits

Enhance the understanding of local government officials and the general public regarding the importance of business development and support for achieving sustainable economic growth.

Strategies	Responsible	Resources	Timeline	Status
2.1 Identify existing business development and support resources within the region including economic development organizations, USDA, NM Economic Development Department, MainStreet communities, Chambers of Commerce, economic development organizations, and educational institutions.	NEEDO-NM Business Development Committee	USDA, NMEDD, NCNMEDD, EPCOG, MainStreet communities, Chambers of Commerce, EDO's, LV	FY 2015	Ongoing
2.2 Inform and educate local governments and the general public within the region regarding the critical role businesses play in the regional economy, and the resources needed on an ongoing basis for businesses to prosper.		Luna CC & SBDC, Mesalands CC, NMAC, NMML, NM Partnership, City and County Managers	FY 2015-2016	Ongoing
2.3 Develop public/private partnerships to support business development activities within the region.		Local governments, MainStreet communities, Chambers of Commerce, EDO's, local businesses	FY 2015-2016	Ongoing
2.4 Encourage and support the development of infrastructure and services needed by businesses within the region.		USDA, SBA, NM Capital Outlay Fund, NMDOT, NMDOIT, utility franchises	FY 2016-2017	Not Started
2.5 Actively promote the advantages of the region for entrepreneurial activity and investment.		Publications and websites targeting entrepreneurs	FY 2018	Not Started

Target Outcomes

Short Term: Develop a database of business development and support resources within the region; hold informational meetings throughout the region.

Intermediate: Formulate and implement business creation, attraction, retention and expansion strategies for the region.

Long Term: Increase the number of business establishments, employees, annual average wage, and Gross Receipts Tax within the region.

Goal 3: Provide the necessary infrastructure to achieve sustainable economic development within the NEEDO-NM region.

Regional Economic Benefits

Sufficient broadband, energy, housing, transportation, and water infrastructure provide the basis for sustainable economic growth within the region.

Sub-goal 3A: Develop a plan to bring non-cellular broadband services to businesses and homes in the NEEDO-NM region.

	Strategies	Responsible	Resources	Timeline	Status
3A.1	Conduct a regional broadband assessment of supply and demand including service providers in the region.	RBIP Committee	NMDOIT, RBIP contractor, Broadband providers	FY 2015	In Process
3A.2	Develop an educational program to inform potential users regarding the availability and the benefits of broadband service within the region.	NMDOIT	Educational plan developed by NMDOIT contractor	FY 2015	In Process
3A.3	Organize efforts to apply for available resources to initiate installation of infrastructure and delivery of services to unserved areas.	NEEDO-NM Technology Committee	USDA, NTIA, FCC, NMDOIT contractor, local broadband providers	FY 2016-2017	Not Started

Target Outcomes

Short Term: Develop regional broadband utilization database.

Intermediate: Inform potential users as to what is available in terms broadband service within the region and the benefits of being connected.

Long Term: Secure resources to install broadband infrastructure for delivery of services to underserved areas within the region.

Regional Economic Benefits Continued

Sufficient broadband, energy, housing, transportation, and water infrastructure provide the basis for sustainable economic growth within the region.

Sub-goal 3B: Maximize the responsible development of energy resources within the NEEDO- NM region to create sustainable communities.

Strategies		Responsible	Resources	Timeline	Status
3B.1	Review current energy policies and identify existing and future energy resources.	City and County Commissions	County ordinances and state requirements	FY 2015-2016	Ongoing
3B.2	Create and support policies for the responsible development of energy resources.	City and County Commissions	County ordinances and state requirements	FY 2015-2016	Ongoing
3B.3	Promote renewable energy resources, including biomass, geothermal, solar, and wind, for local and regional use.	EDO's	Energy developers, utility franchises, NMEMNRD, NMSLO, NMPRC	FY 2015-2016	Ongoing
3B.4	Increase the use of biofuels, CO ² , and natural gas for energy generation within the region.			FY 2015-2016	Ongoing
3B.5	Preserve natural resources in the determination of land/water use and development, while insuring future generation sustainability within the region.	City and County Commissions	NMSEO, NMSLO, NMSHPO, NMEMNRD	FY 2015-2016	Ongoing
3B.6	Support transmission infrastructure development as a priority which will promote remote energy resource accessibility and provide a conduit to market demand locations.	NEEDO-NM Board of Directors	Energy developers, utility franchises, NMEMNRD, NMSLO, NMPRC, local governments	FY 2015-2016	Ongoing

Target Outcomes

Short Term: Review of existing energy policies as they apply to current and future energy resources within the region.

Intermediate: Develop the use of renewable energy resources while also increasing the use of biofuels, CO², and natural gas for energy generation within the region.

Long Term: Increase the number of business establishments, employees, and annual average wage within the regional energy cluster.

Regional Economic Benefits Continued

Sufficient broadband, energy, housing, transportation, and water infrastructure provide the basis for sustainable economic growth within the region.

Sub-goal 3C: Encourage the development of adequate residential and workforce housing in the region while supporting the preservation of historic buildings.

3C.1	Strategies	Responsible	Resources	Timeline	Status
	Assess and develop a comprehensive regional housing plan	NEEDO-NM Housing Committee	HUD, USDA, NCNMEDD, EPCOG, county & local governments, local realtors	FY 2015-2016	In Process
3C.2	Produce an inventory of available housing opportunities within the region.			FY 2016	Not Started
3C.3	Identify vacant/abandoned housing units and determine remediation alternatives			FY 2016	Not Started
3C.4	Recruit contractors and developers willing to create new housing or encourage them to rehabilitate existing structures.			FY 2017	Not Started

Target Outcomes

Short Term: Develop regional housing utilization database.

Intermediate: Determine remediation alternatives for vacant/abandoned housing units within the region.

Long Term: Identify contractors and developers willing to create new housing or rehabilitate existing structures within the region.

Regional Economic Benefits Continued

Sufficient broadband, energy, housing, transportation, and water infrastructure provide the basis for sustainable economic growth within the region.

Subgoal 3D: Support the development and preservation of a transportation system within the NEEDO- NM region which meets both public and commercial needs.

	Strategies	Responsible	Resources	Timeline	Status
3D.1	Educate decision makers regarding the need to maintain and regenerate passenger and freight rail service within the region.	NEEDO-NM Board of Directors	NMDOT, Legislators, NERTPO, NIMAC, NMML, Southwest Chief Coalition, NCNMEDD	FY 2015	Ongoing
3D.2	Negotiate a leasing solution for re-use of BNSF railway between Lamy and Raton.	NMEDD	NMDOT, BNSF, Santa Fe Southern, potential exporters, EDO's	FY 2018	Not Started
3D.3	Increase natural gas and electric re-charge stations within the region.	Local & County Governments	Nat'l assns, NMPRC, local governments, utility franchises, suppliers, EDO's	FY 2015	On-going
3D.4	Expand regional air transportation facilities and services within the region.	Local & County Governments	FAA, FBO's EDO's	FY2015	Raton runway extension completed; ongoing
3D.5	Identify logistics and warehousing opportunities to facilitate distribution of products and raw materials, and the transportation of solid waste.	EDO's	UPS, Fedex, FBO's, Walmart, McDonald's, Family Dollar, other large companies, solid waste operations	FY 2018	Not Started
3D.6	Explore commuter and tourist rail transportation opportunities within the region.	EDO's	Vermejo Park Ranch, Black Jack Tourist Train, Raton to Trinidad, Albuquerque to Las Vegas, Santa Fe Southern	FY 2018	Exploratory Phase

Target Outcomes

Short Term: Retention of existing Amtrak passenger service within the region.

Intermediate: Re-establish BNSF freight service between Lamy and Raton.

Long Term: Increase number of business establishments, employees, and average annual wage for the regional transportation and logistics cluster.

Regional Economic Benefits Continued

Sufficient broadband, energy, housing, transportation, and water infrastructure provide the basis for sustainable economic growth within the region.

Subgoal 3E: Insure adequate and sustainable supply of water to meet agricultural, municipal, and residential needs within the NEEDO-NM region.

Strategies	Responsible	Resources	Timeline	Status
3E.1 Identify regional water supply shortages.	3 Regional Water Planning Authorities	NMSEO, NMISC, water system operators	FY 2017	In Process
3E.2 Encourage collaboration and coordination within the NEEDO-NM region in developing and establishing regional water plans, projects, and programs.	NEEDO-NM Board of Directors		FY 2015-2017	In Process
3E.3 As a follow-up to the statewide Town Hall on Water Planning, Development, & Use, hold a regional water forum to promote collaboration between the three regional water plans within the NEEDO-NM region.	NEEDO-NM Board of Directors	3 Regional Water Planning Authorities, NMSEO, NMISC, NMEDD, EDO's	Fall 2015	In Process
3E.4 Support completion of updating of the three regional water plans that are within the NEEDO-NM region.	NEEDO-NM Board of Directors		FY 2017	In Process
3E.5 Support development of sustainable water supplies and efficient water utility systems within the NEEDO-NM region.	NEEDO-NM Board of Directors		FY 2019	Not Started
3E.6 Explore infrastructure and technologies to create new sources of water for the NEEDO-NM region.	NEEDO-NM Water Technology Committee	NMDFA, NMEDD, NMSEO, NMISC, water system developers, water system operators, EDO's	FY 2015-2017	In Process
3E.7 Advocate for the funding of water projects within the entire NEEDO-NM region	NEEDO-NM Board of Directors	NMDFA, NMEDD, NMSEO, NMISC, State Legislature, USBR	FY 2015-2019	In Process

Target Outcomes

Short Term: Implement water planning strategies and obtain hydrologic information to determine water supply shortages.

Intermediate: Have three regional water plans collaborate in completing the water plans for each sub-region.

Long Term: Propose at least one project to create new sources of water within the NEEDO-NM region.

Goal 4: Provide the necessary public services to achieve sustainable economic development within the NEEDO-NM region.

Regional Economic Benefits

Providing quality healthcare and public safety services attracts entrepreneurs and existing business seeking to relocate to the region.

Sub-goal 4A: Facilitate development of a regional healthcare system which provides access to quality, affordable healthcare for all residents of the NEEDO-NM region.

	Strategies	Responsible	Resources	Timeline	Status
4A.1	Inventory and evaluate healthcare resources within the region.	NEEDO-NM Healthcare Committee	6 area hospitals, local EMS providers	FY 2015-2016	In Process
4A.2	Evaluate EMS ability to transport residents within the region to the appropriate level of care on a timely basis.		NMDHEMSB, local governments, and EMS providers	FY 2015-2016	Not Started
4A.3	Promote programs that result in the long-term retention of medical professionals within the region.		7 area hospital CEO's, local foundations, DHHS	FY 2015-2017	In Process
4A.4	Utilize information gained from the development of broadband infrastructure to promote and deliver telemedicine services within the region.		DHHS EB5 program, HRSA, FCC, USDA, university hospitals, area broadband providers	FY 2015-2018	In Process
4A.5	Promote development of healthcare resources for seniors within the region.		CoC developers & providers, NM Agency on Aging, HRSA, DHHS EB5 program	FY 2015-2019	In Process

Target Outcomes

- Short Term:** Completion and evaluation of regional inventory of healthcare services.
- Intermediate:** Increased use of telemedicine to provide healthcare services within the region.
- Long Term:** Development of healthcare resources for seniors within the region.

Regional Economic Benefits Continued

Providing quality healthcare and public safety services attracts entrepreneurs and existing business seeking to relocate to the region.

Sub-goal 4B: Provide quality, professional, and timely Public Safety services to the residents of the NEEDO-NM region.

	Strategies	Responsible	Resources	Timeline	Status
4B.1	Inventory and evaluate Public Safety services within the region.	Local & county governments		FY 2015-2016	In Process
4B.2	Determine priorities for improvement of Public Safety services within the region.	NEEDO-NM Board of Directors	NMPRC NMSFMO, EMS Personnel, NMDPS	FY 2016	Not Started
4B.3	Collaborate with Public Safety officials regarding needed improvements.	NEEDO-NM Board of Directors		FY 2017	Not Started
4B.4	Advocate for equitable distribution of federal, state, and local public safety funds within the NEEDO-NM region.	NEEDO-NM Board of Directors		FY 2018	Not Started

Target Outcomes

Short Term: Completion and evaluation of regional Public Safety services inventory.

Intermediate: Priority list of regional Public Safety improvements within the region.

Long Term: Enhanced availability and quality of Public Safety services within the region.

Goal 5: Increase tourism in the NEEDO- NM seven county region for each calendar year over the next five years.

Regional Economic Benefits

Tourism is a major economic driver within the region with the potential to grow significantly over the years ahead.

	Strategies	Responsible	Resources	Timeline	Status
5.1	Educate counties and their municipalities within the region about the benefits of participating in the New Mexico True program as well as comparable federal & private opportunities.	Northeast NM Tourism Board	NMDT, Local & county governments, local tourism industry employers	FY 2015	Ongoing
5.2	Facilitate the utilization of free advertising available through the New Mexico Tourism website.	Northeast NM Tourism Board	NMDT, Local & county governments, local tourism industry employers	FY 2015-2016	Ongoing
5.3	Explore tourism opportunities which allow participants to have real life experiences within the region.	Northeast NM Tourism Board	Local tourism industry employers, ranchers & farmers, Chambers of Commerce	FY 2015-2016	Ongoing
5.4	Develop a regional network of "New Mexico True" tourist experiences that capitalize on the rich cultural, educational, geological, historical, and recreational assets within the region.	Northeast NM Tourism Board	Local tourism industry employers, ranchers & farmers, Chambers of Commerce	FY 2017	Not Started

Target Outcomes

Short Term: Increased county and municipal participation within the region in the New Mexico True program.

Intermediate: Development of real life tourism experiences within the region.

Long Term: Development of a network of New Mexico True experiences within the region.

Goal 6: Collaborate with regional employers and educational institutions to develop a well-educated and skilled workforce capable of supporting business development and expansion within the region.

Regional Economic Benefits

An educated and skilled workforce supports robust business development and growth.

	Strategies	Responsible	Resources	Timeline	Status
6.1	Assess existing educational resources and programs that might have a positive impact in the development of the workforce within the region.	NEEDO-NM Work Force Development Committee	ENMU, NMHU, Luna CC & SBDC, TSJC	FY 2015	Ongoing
6.2	Facilitate communication between the private/public sectors and educational resource providers regarding current and future workforce needs and employment opportunities.	NEEDO-NM Work Force Development Committee	Business leaders, Ag producers, ENMU, NMHU, Luna CC, SBDC, TSJC	FY 2015	Need to establish WFD Councils
6.3	Encourage development of career pathways programs (grades 9-12) to meet the needs of industries within the region.	County Managers	Local school districts	FY 2015-2016	Ongoing
6.4	Develop job-shadowing and internship opportunities.	Local School Districts	Local businesses & Ag producers	FY 2016-2017	Not Started

Target Outcomes

Short Term: Inventory of existing educational resources and programs within the region.

Intermediate: Discussions between employers and educators within the region regarding current and future workforce needs.

Long Term: Development of career pathways opportunities including job-shadowing and internships within the region.

NEEDO-NM SET Region – Long Term Trends for Selected Demographic Characteristics, 1990 – 2012

Over the past two decades, 1990-2012, the NEEDO-NM region has experienced slow population growth (4 percent). The population has aged (the number of individuals 65 years and older increased by 4.7 percent, while the number of individuals below 24 years declined by 8.4 percent), and the region has experienced significant out-migration - roughly 2,000 people, or 3 percent of the region's population, have moved out. The great Recession in 2008 had a large negative impact on the region's economy. Between 2000 and 2012, the region's civilian labor force declined by 1,255 workers (4 percent).

Notwithstanding its slow population growth over the past two decades and the economic struggles since the great Recession, the NEEDO-NM region has experienced rising educational levels (the percent of the population over 25 years with some college increased to 48.5 percent in 2012 from 34.1 percent in 1990). Poverty rates have fallen - overall poverty declined 1.4 percent; child poverty declined 2.4 percent. Median household income and per capita income grew 94 percent and 149 percent, respectively, between 1990 and 2012.

The structure of the NEEDO-NM region's economy changed between 1990 and 2012. In 1990, one in five workers was self-employed. By 2012, one in three workers was self-employed. The percent of people self-employed increased 93%, from 15 percent of the workforce in 1990 to 29 percent in 2012, while the percent of people holding wage & salary jobs declined 15 percent, from 75 percent in 1990 to 64 percent in 2012. The relative parity in earnings, however, between the self-employed and the waged & salaried workers declined from 83 percent in 1990 to 64 percent in 2012, reflecting the second change in the regional economy that occurred during the period of time – the shift from a goods producing economy to a service producing economy. The goods producing sectors (agriculture/forestry/fishing, mining, construction and manufacturing) accounted from 11.3 percent of the jobs in the NEEDO-NM region in 1990, declined to 9.6 percent in 2012. The service producing sectors (including government) share of jobs increased to 90.4 percent in 2012 from 88.7 percent in 1990.

Source: NEEDO-NM Profile Sheet, *Stronger Economies Together*, Purdue University, Updated October 14, 2014

NEEDO, NM

Stronger Economies Together. A USDA-RD and RRDC Partnership.

Demographics

	1990	2000	2012
Population	63,022	69,314	65,329
White Non-Hispanic (%Pop)	35.2	33.7	32.3
Black Non-Hispanic (%Pop)	0.5	0.5	1.0
Hispanic (%Pop)	63.0	63.4	64.2
0-24 Yrs (%Pop)	38.0	35.0	29.6
25-64 Yrs (%Pop)	47.6	50.2	51.2
65+ Yrs (%Pop)	14.4	14.8	19.1

Components of Population Change

	2000	2009	2012
Natural (Births minus Deaths)	30	207	11
Domestic	-257	-582	-1268
International	1	48	22
Net Migration	-256	-480	-1246

Education

	1990	2000	2012
Less than H.S. (%Pop 25+)	32.3	24.7	16.6
High School Grad. (%Pop 25+)	33.6	31.7	34.9
Some College (% Pop 25+)	20.4	25.9	30.2
Bachelor's or more (% Pop 25+)	13.7	17.7	18.3

Housing

	1990	2000	2012
Housing Units	32,455	36,780	39,358
Building Permits	6	0	11
Avg. Bldg. Permit Value	\$75,500	-	\$423,224

Poverty & Unemployment Rate

	1990	2000	2012
Poverty Rate (Persons)	26.2	21.3	24.8
Child Poverty Rate	34.3	29.5	33.7
Civilian Labor Force	27,563	30,252	28,997
Unemployed	2,783	1,736	2,236
Unemployment Rate	10.1	5.7	7.7

Updated October, 2014

Created by the Southern Rural Development Center
Updated by the Purdue Center for Regional Development

PROFILE

NEEDO-NM Region and New Mexico Comparison Selected Social-Economic Measures, 2010-2013

Population in the NEEDO-NM region declined by 3.5 percent between 2010 and 2013 compared to a 1.3 percent increase in the State's population. The population in the NEEDO-NM region is older than that of the State with a median age of 44.8 years compared to 36.6 years for the State; 21.8 percent of NEEDO-NM region's population is over 65 years of age compared to 14.7 percent for the State.

With respect to educational attainment, 83.7 percent of individuals, 25 years or older, in the NEEDO-NM region have completed high school or have some level of college study compared to 83.4 percent for the State. The percent of the region's population with a bachelor degree or higher level of college study, however, is only 16.1 percent compared to 25.6 percent for the State.

Although per capita income in the NEEDO-NM region is only 80 percent of the State's average (\$19,225 for the region vs. \$23,749 for the State), the percent of persons in poverty is less – 18.8 percent for the region vs. 19.5 percent for State. The unemployment rate in NEEDO-NM region is also less (6.9 percent) compared to 9.1 percent for the State. The labor force participation rate (those employed and those actively looking for a job) for the NEEDO-NM region however is considerably less, at 50.4 percent, than for the State, at 61.3 percent, suggesting that the persistent lack of job opportunities in the region could be discouraging people from looking for a job.

NEEDO-NM and New Mexico Selected Social-Economic Measures - 2013

	NEEDO-NM	New Mexico
Population	64,615	2,085,287
Population Change (2010-13) (%)	-3.5	1.3
Median Age (yrs)	44.8	36.6
Population <18 yrs (%)	19.3	24.3
Population > 65 yrs (%)	21.8	14.7
High School Graduation or higher (%)	83.7	83.4
Bachelors Degree or higher (%)	16.1	25.6
Homeownership (%)	75.9	68.9
Per Capita Income (\$)	19,225	23,749
Persons in Poverty (%)	18.8	19.5
Persons Unemployed (%)	6.9	9.1
In Labor Force (%)	50.4	61.3
Public Assistance - Cash (%)	4.1	2.7
Public Assistance - Food Stamps (%)	13.1	12.7

Source: US Census Quickfacts - New Mexico

NEEDO-NM SET Region: Selected Economic Attributes, 2007-2012

The top five industry clusters in the NEEDO-NM region in 2012, based on employment, accounted for 7,380 of the 9,433 jobs or 79 percent of total employment. They include: Arts, Entertainment, Recreation & Visitor Industries – 2,007 jobs; Biomedical/Biotechnical (Life Sciences) – 1,748 jobs; Energy (Fossil & Renewable) – 1,572 jobs; Business & Financial Services – 1,509 jobs; and Transportation & Logistics – 544 jobs.

Three of the NEEDO-NM industry clusters pay higher wages than the average for all industry clusters (\$30,000). They include: Biomedical/Biotechnical (Life Sciences) – \$37,964; Energy (Fossil & Renewable) – \$38,681; and Transportation & Logistics – \$41,154. Two of pay less - Arts, Entertainment, Recreation & Visitor Industries - \$18,914 and Business & Financial Services – \$22,697.

Two of the top five industry clusters - Arts, Entertainment, Recreation & Visitor Industries and Energy (Fossil & Renewable) are identified as strong and competitive industries based on their employment location quotients of 1.65 and 1.22, respectively.

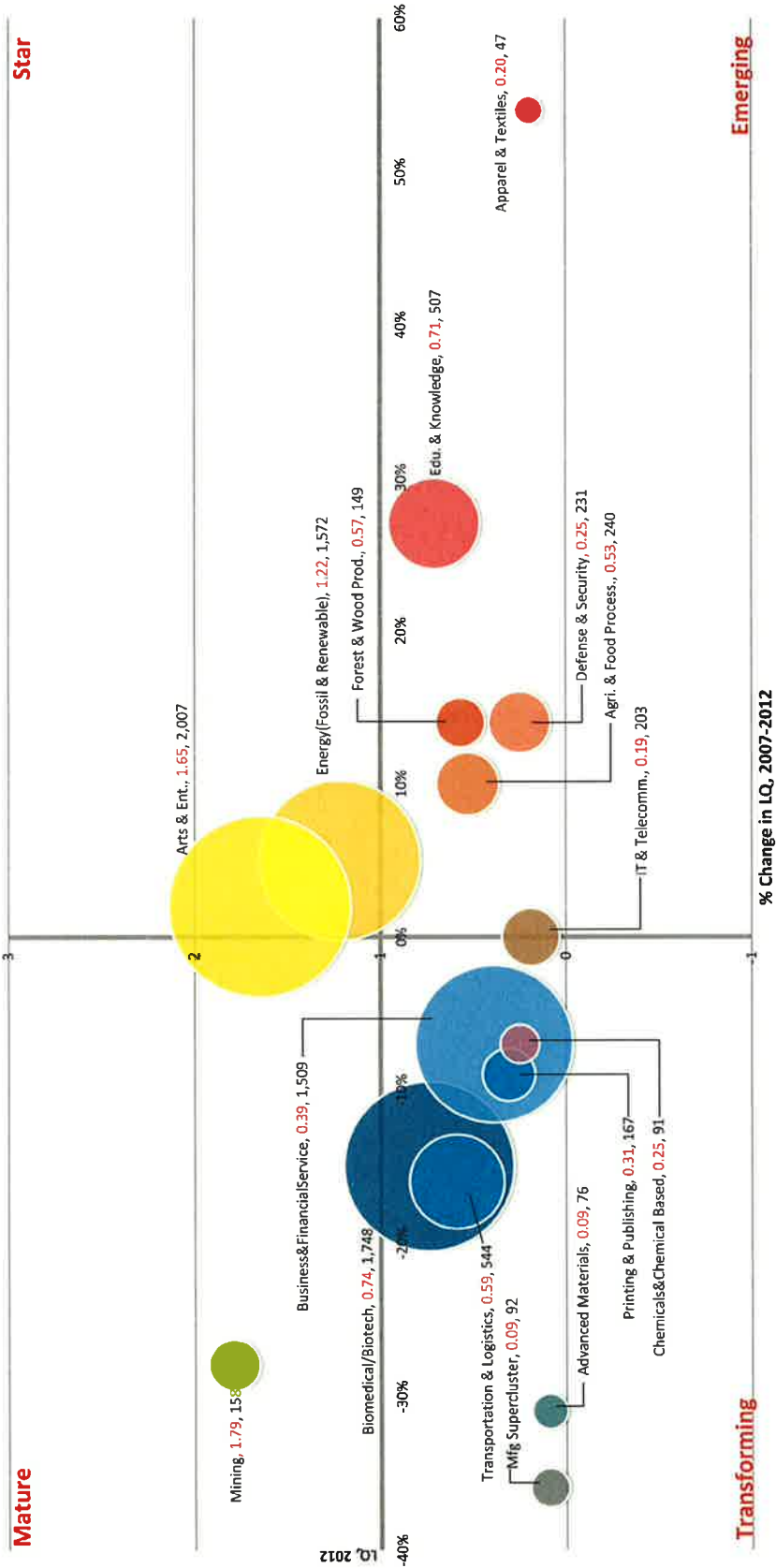
Other industry clusters identified as competitive (based on shift-share analysis) include Education & Knowledge Creation; Agribusiness, Food Processing & Technology; Defense & Security; Forest & Wood Products; Apparel & Textiles; and Glass & Ceramics. Together, these industries accounted for 1,185 jobs (or 13 percent) of the NEEDO-NM region's jobs in 2012.

Industry cluster businesses need to purchase goods, materials, supplies, and services from other businesses to operate. These purchases can take place in the region or outside the region. Purchases made outside the region weaken the regional economy, as the dollars leak out and are no longer circulating and adding to spending, business and employment growth in the region. In the NEEDO-NM region, five industry clusters spend over a billion dollar a year on the purchase of goods, materials, supplies and services to support their operations. Over 90 percent is spent outside the region. The industries include: Business & Financial Services; Energy (Fossil & Renewable); Biomedical/Biotechnical; Agribusiness & Food Processing; and IT & Telecommunications. If businesses in NEEDO-NM region could capture 10 percent or 25 percent of these expenditures, they could significantly expand their operations, creating hundreds of new jobs in the region.

Source: NEEDO-NM Cluster Analysis 2007-2012, *Stronger Economies Together*, Purdue University, updated October 14, 2014

NEEDO-NM Region

Industry Cluster Analysis, 2007-2012



Note: Label includes cluster name, LQ 2012 and Employment 2012
 Data Source: EMSI 2013.2, industry cluster definitions by PCRD

Industry Cluster Analysis, 2007-2012



NEEDO-NM SET Region: Industry Cluster Characteristics

Tables (1-7) provide 2012 employment numbers and output and output per employee dollar values for the industry clusters identified as future source of economic growth and development in the NEEDO-NM region. The industry clusters include: Agribusiness, Food Processing, and Technology; Forestry and Wood Products, Education and Knowledge Creation; Energy (Fossil and Renewables); Biomedical/Biotechnical; Arts, Entertainment, Recreation, and Visitor Industries; and, Business and Financial Services.

Table (8-10) presents a ranking of the selected industry clusters by their contribution to employment, output and output per employee to the region in 2012. The leading industry clusters include: employment – Education and Knowledge Creation; output – Agribusiness, food processing and technology; and output per employee – Energy (Fossil and Renewable)

NEEDO-NM's selected industry clusters spend millions of dollars annually to purchase materials, supplies, products and services from suppliers needed to produce their products and services. Presently, NEEDO-NM's industry clusters are purchasing the lion's share of materials, supplies, products and services outside the NEEDO-NM region, removing millions of dollars from circulation in the region, hampering its growth. In 2012, NEEDO-NM selected industry clusters spend a combined total of \$1.2 billion dollars on materials, supplies, products and services (see Table 11). Over ninety percent (\$1.1 billion) of the purchases were with suppliers outside the region. Clearly, if businesses in the NEEDO-NM region could capture a share of these expenditures it would result in additional jobs and incomes for the region.

**TABLE 1: AGRIBUSINESS, FOOD PROCESSING AND TECHNOLOGY CLUSTER--
2012**

	Employment	Output
Oilseed farming	0	\$0
Grain farming	75	\$7,379,761
Vegetable and melon farming	6	\$1,667,852
Fruit farming	6	\$2,444,758
Tree nut farming	8	\$666,242
Greenhouse, nursery, and floriculture production	7	\$1,006,841
Tobacco farming	0	\$0
Cotton farming	4	\$579,564
Sugarcane and sugar beet farming	0	\$0
All other crop farming	294	\$60,317,596
Cattle ranching and farming	1,999	\$487,212,280
Dairy cattle and milk production	202	\$19,678,642
Poultry and egg production	0	\$373,080
Animal production, except cattle and poultry and eggs	67	\$4,557,258
Forestry, forest products, and timber tract production	0	\$0
Commercial logging	5	\$389,492
Commercial Fishing	0	\$0
Support activities for agriculture and forestry	51	\$1,336,606
Dog and cat food manufacturing	0	\$0
Other animal food manufacturing	10	\$13,664,011
Flour milling and malt manufacturing	0	\$0
Wet corn milling	0	\$0
Soybean and other oilseed processing	0	\$0
Fats and oils refining and blending	0	\$0
Breakfast cereal manufacturing	0	\$0
Sugar cane mills and refining	0	\$0
Beet sugar manufacturing	0	\$0
Chocolate and confectionery manufacturing from cacao beans	0	\$0
Confectionery manufacturing from purchased chocolate	0	\$0
Non-chocolate confectionery manufacturing	0	\$0
Frozen food manufacturing	0	\$0
Fruit and vegetable canning, pickling, and drying	0	\$0
Fluid milk and butter manufacturing	0	\$0
Cheese manufacturing	24	\$23,701,241
Dry, condensed, and evaporated dairy product manufacturing	0	\$0
Ice cream and frozen dessert manufacturing	0	\$0
Animal (except poultry) slaughtering, rendering, and processing	4	\$1,255,650
Poultry processing	1	\$453,388
Seafood product preparation and packaging	0	\$0
Bread and bakery product manufacturing	4	\$603,672

TABLE 1: Continued		
AGRIBUSINESS, FOOD PROCESSING AND TECHNOLOGY CLUSTER--2012		
	Employment	Output
Cookie, cracker, and pasta manufacturing	0	\$0
Snack food manufacturing	0	\$0
Coffee and tea manufacturing	0	\$0
Flavoring syrup and concentrate manufacturing	0	\$0
Seasoning and dressing manufacturing	0	\$0
All other food manufacturing	0	\$0
Soft drink and ice manufacturing	5	\$3,624,666
Breweries	10	\$7,814,963
Wineries	0	\$0
Distilleries	0	\$0
Tobacco product manufacturing	0	\$0
Fertilizer manufacturing	0	\$0
Pesticide and other agricultural chemical manufacturing	0	\$0
Farm machinery and equipment manufacturing	0	\$0
Lawn and garden equipment manufacturing	0	\$0
Other industrial machinery manufacturing	1	\$328,800
Total	2,784	\$639,056,364
\$ Output per Employee		\$229,519

TABLE 2: FOREST AND WOOD PRODUCTS--2012

	Employment	Output
Forestry, forest products, and timber tract production	0	\$0
Commercial logging	5	\$389,492
Support activities for agriculture and forestry	51	\$1,336,606
Construction of new nonresidential manufacturing structures	68	\$8,327,927
Construction of other new nonresidential structures	529	\$72,712,051
Construction of new residential permanent site single-/multi-family structures	151	\$27,740,046
Construction of other new residential structures	240	\$36,406,101
Maintenance and repair construction of nonresidential structures	324	\$39,061,840
Maintenance and repair construction of residential structures	33	\$5,359,572
Sawmills and wood preservation	2	\$558,194
Veneer and plywood manufacturing	0	\$0
Engineered wood member and truss manufacturing	0	\$0
Reconstituted wood product manufacturing	0	\$0
Wood windows and doors and millwork manufacturing	0	\$0
Wood container and pallet manufacturing	0	\$0
Manufactured home (mobile home) manufacturing	0	\$0
Prefabricated wood building manufacturing	0	\$0
All other miscellaneous wood product manufacturing	0	\$0
Paper Mills/Pulp mills/Paperboard Mills	0	\$0
Paperboard container manufacturing	0	\$0
Coated & laminated paper, packaging paper & plastics film manufacturing	0	\$0
All other paper bag, coated & treated paper manufacturing	0	\$0
Stationery product manufacturing	0	\$0
Sanitary paper product manufacturing	0	\$0
All other converted paper product manufacturing	0	\$0
Printing	11	\$1,378,453
Support activities for printing	0	\$0
Paint and coating manufacturing	0	\$0
Adhesive manufacturing	0	\$0
Abrasive product manufacturing	0	\$0
Cutting tool and machine tool accessory manufacturing	0	\$0
Power-driven handtool manufacturing	0	\$0
Wood kitchen cabinet and countertop manufacturing	7	\$925,553
Upholstered household furniture manufacturing	1	\$70,271
Non-upholstered wood household furniture manufacturing	0	\$0
Institutional furniture manufacturing	0	\$0
Wood television, radio, & sewing machine cabinet manufacturing	0	\$0
Office furniture, custom architectural woodwork & millwork manufacturing	0	\$0
Showcase, partition, shelving, and locker manufacturing	0	\$0
Blind and shade manufacturing	0	\$0
Musical instrument manufacturing	0	\$0
Total	1,422	\$194,266,106
\$ Output per Employee		\$136,572

TABLE 3: EDUCATION AND KNOWLEDGE CREATION--2012

	Employment	Output
Newspaper publishers	93	\$8,222,325
Periodical publishers	0	\$0
Book publishers	0	\$0
Internet publishing and broadcasting	3	\$401,372
Private elementary and secondary schools	119	\$3,353,599
Private junior colleges, colleges, universities, & professional schools	0	\$0
Other private educational services	331	\$8,439,786
Public education: elementary and secondary: junior colleges, universities	2,768	\$126,957,253
Total	3,314	\$147,374,335
\$ Output per Employee		\$44,464

TABLE 4: ENERGY (FOSSIL AND RENEWABLE)--2012

	Employment	Output
Extraction of oil and natural gas	334	\$96,146,439
Mining coal	0	\$0
Support activities for oil and gas operations	47	\$7,633,643
Support activities for other mining	0	\$0
Electric power generation, transmission, and distribution	100	\$63,851,074
Natural gas distribution	29	\$26,833,145
Drilling oil and gas wells	68	\$52,628,689
Support activities for oil and gas operations	79	\$63,617,061
Petroleum refineries	0	\$0
All other petroleum and coal products manufacturing	0	\$0
Petrochemical manufacturing	0	\$0
Industrial gas manufacturing	6	\$5,031,995
Mining and oil and gas field machinery manufacturing	0	\$0
Heating equipment (except warm air furnaces) manufacturing	0	\$0
Turbine and turbine generator set units manufacturing	0	\$0
Speed changer, industrial high-speed drive, and gear manufacturing	0	\$0
Semiconductor and related device manufacturing	0	\$0
Power, distribution, and specialty transformer manufacturing	0	\$0
Motor and generator manufacturing	0	\$0
Switchgear and switchboard apparatus manufacturing	0	\$0
Relay and industrial control manufacturing	0	\$0
Storage battery manufacturing/Primary battery manufacturing	0	\$0
Communication and energy wire and cable manufacturing	0	\$0
Wiring device manufacturing	0	\$0
Carbon and graphite product manufacturing	0	\$0
All other miscellaneous electrical equipment and component manufacturing	0	\$0
Transport by rail	70	\$46,200,474
Transport by truck	204	\$26,085,733
Transport by pipeline	6	\$2,948,393
Commercial and industrial machinery and equipment rental and leasing	7	\$1,583,431
Lessors of nonfinancial intangible assets	27	\$22,108,656
Architectural, engineering, and related services	82	\$5,601,011
Environmental and other technical consulting services	26	\$2,263,063
Waste management and remediation services	12	\$2,434,232
Total	1,098	\$424,967,039
\$ Output per Employee		\$387,090

**TABLE 5:
ARTS, ENTERTAINMENT, RECREATION AND VISITOR INDUSTRIES - 2012**

	Employment	Output
Sporting and athletic goods manufacturing	0	\$0
Doll, toy, and game manufacturing	0	\$0
Scenic and sightseeing transportation and support activities for transportation	82	\$5,671,736
Motion picture and video industries	34	\$5,781,014
Sound recording industries	0	\$0
Radio and television broadcasting	24	\$3,397,365
Cable and other subscription programming	0	\$0
Travel arrangement and reservation services	1	\$243,704
Performing arts companies	0	\$0
Spectator sports companies	0	\$0
Promoters of performing arts and sports and agents for public figures	0	\$0
Independent artists, writers, and performers	285	\$15,890,956
Museums, historical sites, zoos, and parks	12	\$1,927,606
Fitness and recreational sports centers	42	\$761,938
Bowling centers	1	\$31,719
Amusement parks, arcades, and gambling industries	268	\$18,778,025
Other amusement and recreation industries	130	\$3,652,858
Hotels and motels, including casino hotels	861	\$77,492,943
Other accommodations	146	\$14,039,619
Total	1,888	\$147,669,483
\$ Output per Employee		\$78,216

TABLE 6: BIOMEDICAL/BIOTECHNICAL--2012

	Employment	Output
Medicinal and botanical manufacturing	0	\$0
Pharmaceutical preparation manufacturing	0	\$0
In-vitro diagnostic substance manufacturing	0	\$0
Biological product (except diagnostic) manufacturing	0	\$0
Optical instrument and lens manufacturing	0	\$0
Electro-medical and electrotherapeutic apparatus manufacturing	0	\$0
Analytical laboratory instrument manufacturing	0	\$0
Irradiation apparatus manufacturing	0	\$0
Surgical and medical instrument, laboratory and medical instrument manufacturing	0	\$0
Surgical appliance and supplies manufacturing	0	\$0
Dental equipment and supplies manufacturing	0	\$0
Ophthalmic goods manufacturing	0	\$0
Dental laboratories manufacturing	0	\$0
Retail Stores - Health and personal care	216	\$15,732,158
Management, scientific, and technical consulting services	84	\$6,394,012
Environmental and other technical consulting services	26	\$2,263,063
Home health care services	365	\$11,138,844
Medical and diagnostic labs and outpatient and other ambulatory care services	224	\$24,262,203
Private hospitals	792	\$93,926,605
Nursing and residential care facilities	309	\$16,533,710
Community food, housing, and other relief services, including rehabilitation services	43	\$1,910,458
Total	2,060	\$172,161,053
\$ Output per Employee		\$83,562

TABLE 7: BUSINESS AND FINANCIAL SERVICES--2012

	Employment	Output
Printing	11	\$1,378,453
Support activities for printing	0	\$0
Data processing, hosting, ISP, web search portals and related services	12	\$1,712,851
Other information services	2	\$186,737
Monetary authorities and depository credit intermediation activities	401	\$114,643,341
Non-depository credit intermediation and related activities	74	\$7,844,440
Securities, commodity contracts, investments, and related activities	250	\$28,921,970
Insurance carriers	42	\$8,404,019
Insurance agencies, brokerages, and related activities	156	\$16,071,815
Funds, trusts, and other financial vehicles	2	\$394,770
Real estate establishments	663	\$83,466,301
Legal services	365	\$20,912,214
Accounting, tax preparation, bookkeeping, and payroll services	105	\$5,403,836
Architectural, engineering, and related services	82	\$5,601,011
Specialized design services	0	\$0
Custom computer programming services	55	\$5,239,643
Computer systems design services	10	\$632,561
Other computer related services, including facilities management	0	\$0
Management, scientific, and technical consulting services	84	\$6,394,012
Environmental and other technical consulting services	26	\$2,263,063
Scientific research and development services	106	\$13,738,468
Advertising and related services	10	\$734,109
Photographic services	18	\$1,121,595
Total	2,476	\$325,065,209
	\$ Output per Employee	\$131,274

Table 8: NEEDO-NM Industry Clusters Ranked by Employment - 2012

	Employment	Output \$000	Output per Employee \$000
Education and Knowledge Creation	3,314	147,374.3	44.5
Agribusiness, Food Processing and Technology	2,784	639,056.4	229.5
Business and Financial Services	2,476	325,065.2	131.3
Biomedical/Biotechnical	2,060	172,161.1	83.6
Arts, Entertainment, Recreation and Visitor Industries	1,888	147,669.5	78.2
Forest and Wood Products	1,422	194,266.1	136.6
Energy (Fossil and Renewable)	1,098	424,967.0	387.0

Table 9: NEEDO-NM Industry Clusters Ranked by Output - 2012

	Employment	Output \$000	Output per Employee \$000
Agribusiness, Food Processing, and Technology	2,784	639,056.4	229.5
Energy (Fossil and Renewable)	1,098	424,967.0	387.0
Business and Financial Services	2,476	325,065.2	131.3
Forest and Wood Products	1,422	194,266.1	136.6
Biomedical/Biotechnical	2,060	172,161.1	83.6
Arts, Entertainment, Recreation and Visitor Industries	1,888	147,669.5	78.2
Education and Knowledge Creation	3,314	147,374.3	44.5

Table 10: NEEDO-NM Industry Clusters Ranked by Output per Employee – 2012

	Employment	Output \$000	Output per Employee \$000
Energy (Fossil and Renewable)	1,098	424,967.0	387.0
Agribusiness, Food Processing, and Technology	2,784	639,056.4	229.5
Forest and Wood Products	1,422	194,266.1	136.6
Business and Financial Services	2,476	325,065.2	131.3
Biomedical/Biotechnical	2,060	172,161.1	83.6
Arts, Entertainment, Recreation and Visitor Industries	1,888	147,669.5	78.2
Education and Knowledge Creation	3,314	147,374.3	44.5

Table 11: NEEDO-NM Industry Clusters Expenditures - 2012

	Expenditures	Expenditures Outside Region
	\$millions	\$millions
Business & Financial Services	430	400
Energy (Fossil & Renewables)	275	250
Biomedical/Biotechnical	250	210
Agribusiness/Food Processing/Technology	180	140
Arts, Entertainment, Recreation & Visitor Industries	80	55
Education & Knowledge Creation	52	48
Forestry & Wood Products	35	33
Total	1,222	1,136

Regional Assets

As noted in the description of the region, we have a number of geographic, culturally historic, and recreational assets in addition to the rural lifestyle offered by smaller communities. The region has additional important assets including:

- Three post-secondary educational institutions (NM Highlands University, Mesalands Community College and Luna Community College)
- Six hospitals (Miners Colfax Medical Center, Guadalupe County Hospital, Trigg Memorial Hospital, Alta Vista Regional Hospital, Northeastern Regional Hospital, and Union County General Hospital)
- Large volume of commercial and tourist highway traffic on Interstates 25 and 40 as well as on the Ports to Plains Corridor
- Large office, retail and industrial space
- Excellent solar, wind, and woody biomass resources for potential local renewable energy generation and export

Five high performing industry clusters (agribusiness including forestry and wood products, education, energy, healthcare, and tourism)

Potential Barriers and Related Strategies

Broadband

- Situation:** The large rural region does not have adequate, economical, high speed broadband infrastructure
- Problem:** The lack of concentrated population across vast geographical distances does not induce private investment in implementing broadband communication systems in the mostly rural areas.
- Strategy:** Secure federal resources which can be used to match with private capital to develop alternatives to traditional broadband distribution.

Energy

- Situation:** The region is not located near large concentrations of population with major transmission lines.
- Problem:** The region does not have the infrastructure in place to provide for or encourage the production of conventional, alternative and renewable sources of energy.
- Strategy:** Increase the use of CO², natural gas, bio-fuels, solar and wind renewable energy are sources for energy generation within the region to create sustainable communities and export opportunities through connection to the Tres Amigas Grid in Clovis, NM.

Housing

- Situation:** The region has an older housing stock in need of rehabilitation and limited housing options.
- Problem:** The region lacks a supply of affordable, attractive, quality housing that appeals to first time homeowners, and meets the needs of young professionals, active adults, and retiring seniors.
- Strategy:** Encourage the development of adequate residential and workforce housing within the region while supporting the preservation of historic buildings.

Potential Barriers and Related Strategies Continued...

Transportation

- Situation:** Public transportation does not exist for most of the rural population in the region. Part of the region has already lost rail freight service and Amtrak passenger service is in immediate threat of being discontinued.
- Problem:** The development of adequate public transportation and freight rail service is needed to attract businesses which export and are thus far limited to over the highway carriers or shippers such as UPS and Fedex.
- Strategy:** Support the development and preservation of transportation systems within the region which meets both public and commercial needs.

Water

- Situation:** The region is located in an arid part of the country with limited precipitation, surface water and ground water to meet current municipal and agricultural needs.
- Problem:** The region has experienced a water shortage due to severe climate changes and extreme drought conditions.
- Strategy:** Develop a plan to insure an adequate and sustainable supply of water to meet agriculture, municipal and residential needs within the region.

Healthcare

- Situation:** The region has a declining population, high aging population demographic and high poverty rate in isolated and rural areas.
- Problem:** The low pay for medical services is making it increasingly difficult to maintain existing medical facilities and attract quality health care practitioners.
- Strategy:** Facilitate the development of a regional healthcare system to provide access to quality, affordable healthcare for rural residents in the NEEDO-NM region.

Public Safety

- Situation:** The region has a high rate of substance abuse, domestic violence, child abuse, as well as juvenile and adult crime.
- Problem:** There is a shortage of police and other resources to adequately cover vast distances of the rural region.
- Strategy:** Provide quality, professional and timely public safety and related services to the residents of the region.

Potential Barriers and Related Strategies Continued...

Tourism

- Situation:** The general public has a negative perception of rural New Mexico as being mostly desert or ranchland with little else to offer.
- Problem:** The state's Department of Tourism's programs lack sufficient capital investment by regional partners to change that negative perception.
- Strategy:** Increase regional use of the state's "True New Mexico" program and also development independent marketing to publicize the positive aspects of life in rural communities.

Workforce Development

- Situation:** The overall educational attainment of the region is low.
- Problem:** The education and training of the current and future labor force in schools within the region is not matching the demands of businesses within the region with the result that employers are hiring better educated employees from outside the region.
- Strategy:** Collaborate and find ways to partner with educational institutions within the region to offer improved training which helps students and workers develop and maintain the skills they need to compete for higher paying jobs.

Leakages

- Situation:** Selected industry clusters are currently buying almost all of their supplies from sellers outside of the region.
- Problem:** The region is losing 91% (1.1 billion) of these expenditures to suppliers outside of the region.
- Strategy:** Develop supply chains within the region to reduce these leakages and encourage businesses to buy from within the region.

Evaluation Plan

In most of the goal areas, the year ending December 31, 2013 will be used to establish a baseline against which progress can be measured. In other cases, the latest available statistics may use the fiscal year ending June 30, 2014 in the case of state generated statistics, or the calendar year ending December 31, 2012 in the case of either Census or the Bureau of Labor Statistics.

You will note that in some cases, different goals have almost or exactly the same measurable. This is the result from the fact that many of them are common economic indicators.

Goal Area	Measurable
Agribusiness	Gross value of agribusiness products produced within the region Number of employers within regional agribusiness cluster Number of employees within the regional agribusiness cluster Amount of average annual wage within the regional agribusiness cluster Total Gross Receipt Tax dollars generated within the region attributed to the agribusiness cluster
Business Development	Number of number of public presentations made to county and municipal governing bodies, as well as the general public, within the region Number of employers within the region Number of employees within the region Amount of average annual wage within the region Total Gross Receipt Tax dollars generated within the region
Infrastructure Broadband	% of businesses receiving broadband service % of homes receiving broadband service Amount of grant dollars attracted to broadband infrastructure investments within the region Amount of private capital invested in broadband infrastructure within the region Number of employers within the region Number of employees within the region Number of infrastructure projects Value of Infrastructure projects Amount of average annual wage within the region Total Gross Receipt Tax dollars generated within the region
Infrastructure Energy	Number of employers within the regional energy cluster Number of employees within the regional energy cluster Number of infrastructure projects Value of Infrastructure projects Amount of total annual wage within the regional energy cluster

Evaluation Plan Continued

Goal Area	Measurable
Infrastructure Transportation	Retention of existing Amtrak passenger service within the NEEDO-NM region Re-establishment of freight service between Lamy and Raton Projects on the Region Planning Organization's list Number of natural gas and electric recharge stations Number of employers in regional logistics & transportation cluster Number of employees within the regional logistics and transportation cluster Amount of average annual wage within the regional logistics & transportation cluster
Infrastructure Water	Regional water supply shortages identified Evidence of coordination in developing regional water plans Number of regional water supply projects funded Value of regional water infrastructure projects Regional water supply projects completed
Public Services Healthcare	Completion of regional healthcare resources inventory Completion of regional healthcare resources for seniors EMS response times Availability of telemedicine services within the region County mortality rates
Public Services Public Safety	Completion of regional public safety services inventory Completion of regional public safety priority list Selected regional crime statistics
Tourism	Total Gross Receipt Tax dollars generated within the region Total Lodgers Tax dollars generated within the region Number of employers within the regional tourism cluster Number of employees within the regional tourism cluster Amount of average annual wage within tourism cluster
Workforce Development	Level of educational attainment in population 25 and older for high school, 2 year degree, 4 year degree and postgraduate as % of regional population Number of students in career pathways programs within the region Number of job-shadowing opportunities within the region Number of internships within the region

ABBREVIATION & ACRONYM GLOSSARY

Assn	Association
BNSF	Burlington Northern Santa Fe Railroad
CC	Community College
CEO	Chief Executive Officer
CoC	Continuum of Care
DHHS	US Department of Homeland Security
EDC	Economic Development Corporation
EDO	Economic Development Organization
EMS	Emergency Medical Services
ENMU	Eastern NM University
EPCOG	Eastern Plains Council of Governments
FAA	Federal Aviation Administration
FBO	Fixed Base Operator
FCC	Federal Communications Commission
HRSA	US Health Resources Services Administration
HUD	US Housing and Urban Development Department
LV	Las Vegas NM
LVSMC	Las Vegas San Miguel County NM
NCNMEDD	North Central NM Economic Development District
NERTPO	Northeast Regional Transportation Planning Organization
NMAC	NM Association of Counties
NMDFA	NM Department of Finance Administration
NMDHEMSB	NM Department of Health Emergency Medical Services Bureau
NMDT	NM Department of Tourism
NMDOIT	NM Department of Information Technology
NMDOT	NM Department of Transportation
NMED	NM Environmental Department
NMEDD	NM Economic Development Department
NMEMNRD	NM Energy, Minerals, and Natural Resources Department
NMISC	NM Interstate Stream Commission
NMMFA	NM Mortgage Finance Authority
NMHU	NM Highlands University
NMML	NM Municipal League
NMPRC	NM Public Regulation Commission
NMSEO	NM State Engineer's Office
NMSFMO	NM State Fire Marshall's Office
NMSHPO	NM State Historic Preservation Office
NMSLO	NM State Land Office
NMSU	NM State University
NTIA	National Telecommunications and Information Administration
RBIP	Rural Broadband Implementation Plan
SBA	US Small Business Administration
SBDC	Small Business Development Center
TSJC	Trinidad CO State Junior College
UPS	United Parcel Service
USBR	US Bureau of Reclamation
USDA	US Department of Agriculture Rural Development

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