



Stronger Economies Together (SET) Plan

Southeastern New Mexico

Chaves, Curry, Eddy, Lea and Roosevelt Counties



April 2018



CHAVES, EDDY AND LEA COUNTIES

*Southeastern New Mexico Economic Development District/
Council of Governments*

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National Partnership for Stronger Economies Together





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Rural Development March 26, 2018

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Dora Batista, Executive Director
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Council of Governments
1600 SE Main, Suite D
Roswell, NM 88203

Re: Letter of Support for NM SENM SET Region Plan

Dear Ms. Batista:

Congratulations on the completion of the Southeastern New Mexico (SENM) Stronger Economies Together Economic Development Plan. The detailed investigation and analysis of the region has resulted in a realistic framework of achievable economic goals and objectives.

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

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

Sincerely,



ARTHUR A. GARCIA
State Director

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Executive Summary

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 Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. SET builds collaboration between communities in a region, provides economic analyses that is tailored to help capture the region's current or emerging clusters and comparative economic advantages, and furnishes technical support over a period of many months through the presence of coaches provided by Land-Grant University Cooperative Extension Service and USDA Rural Development professionals.

This Regional Economic Development Plan serves as the roadmap for the future economic development efforts of the Southeast Region. Regional stakeholders have embraced a spirit of regionalism in their support of this initiative. Actively working to implement the action items described in this document will strengthen the ability of the Southeast Region to secure its economic future and position it as a nationally competitive region. This plan is an outcome of a five module planning process that welcomed and embraced the active participation of a good mix of business, civic, and community leaders. Both significant research and extensive discussions were instrumental in the development of this plan.

The SENM SET Region is representative of Chaves, Curry, Eddy, Lea and Roosevelt Counties. This SET Region is represented by two Councils of Governments, the Southeastern New Mexico Economic Development District/Council of Governments (SNMEDD/COG) and the Eastern Plains Council of Governments (EPCOG). Through a conversation with the New Mexico State University Cooperative Extension Service and USDA Rural Development, the COGS made joint application and were awarded funding for the SET Regional Economic Development Plan.

The Core Team of NMSU-CES, USDA Rural Development, SNMEDD/COG and EPCOG have coordinated Civic Forums and planning sessions throughout the region to develop its Plan. This coordination has brought together a diverse group representing each county in the region. Through the planning discussions and exercises, the Regional Planning Team collaborated and identified five industry clusters important to the region:

- Agribusiness, Food Processing and Technology
- Arts, Entertainment, Recreation & Visitor (Tourism)
- Defense and Security
- Energy
- Transportation & Logistics

In these areas, the Team developed goals, strategies and plans for the implementation and measurement of its goals, all of which are described in more detail in the Plan.

The fulfillment of the goals specified in the SENM SET Plan will benefit the region, its communities and residents. The Core and Regional Planning Team have benefitted too with a better understanding of the region and comradery that carries forward through the SET implementation and future planning initiatives.

Introduction

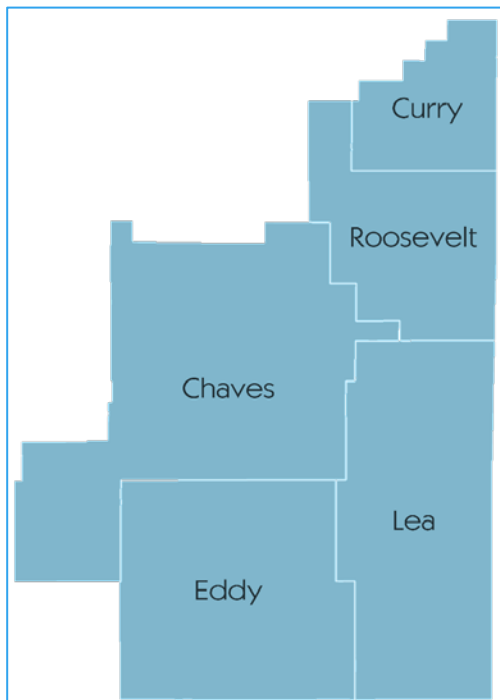
The development of the SENM SET Plan involved a large, rural area with diversity that pulled individuals, residents and organizations together as they set to improve their communities. This document will portray the southeast region and how the SET planning process produced specific goals and strategies for building its regional economies.

Regional Description

About the Southeast Region

The SENM SET region crosses the boundaries of two Councils of Governments, the Southeastern New Mexico Economic Development District /Council of Governments (SNMEDD/COG) whose office is located in Roswell, New Mexico and the Eastern Plains Council of Governments (EPCOG), whose office is located in Clovis, New Mexico.

SNMEDD/COG's region, Chaves, Eddy and Lea County, makes up the southeast corner of the State. EPCOG's region, Curry and Roosevelt Counties is situated in the northernmost boundary of the SET VII region.



With the exception of Chaves County, all remaining Counties share a border with Texas, to the south or to the east. The SET region covers 18,529 square miles. Portions of the Lincoln National Forest cross over in the southwestern edge of the region in Chaves and Eddy Counties. The Pecos River runs through Chaves and Eddy Counties with smaller connecting rivers.

Chaves, Eddy and Lea Counties share oil and gas production. Curry, Roosevelt and Chaves County share farming, dairy and cattle.

Chaves County

Chaves County is centrally located in southeast New Mexico comprising 6,071 square miles. Historically, a strong agricultural economy has been the foundation of the county. Chaves County sits atop the largest recharging aquifer in the entire southwest thus supporting the long-term sustainable growth in agriculture. Producing nearly 2 billion pounds of milk annually, Chaves County's

dairy industry is one of the largest in the nation. Leprino Foods, a mozzarella cheese plant, is the largest employer in the County.

The Roswell International Air Center (RIAC), a 5,000-acre decommissioned USAF base, is now the home to several large aviation repair companies operating in a rapidly expanding sector of the US economy. The RIAC has 1.5M sq. ft. of heavy industrial facilities located either on or adjacent to the airfield. Abutting the RIAC is Eastern New Mexico University-Roswell which offers more than 50 vocational training programs including aviation maintenance and pilot training. Daily commercial air service from the RIAC to both Phoenix and Dallas greatly benefits the entire region.

The population of Chaves County is 65,282 with 74% being concentrated in the City of Roswell. The median age of residents in Chaves County is 34.8 years-- a young workforce employed in a diverse variety of industries. Tourism is a robust industry, in large part because of the Roswell UFO brand which has become an international attraction that brings over 200,000 visitors annually. In addition to agriculture and aviation, healthcare, government, oil/gas management, manufacturing and retail are all large economic drivers in Chaves County in large part due to its central location in the region and the long history of Roswell as an incorporated City.

Curry County

Located on the New Mexico portion of the Llano Estacado, Curry County has much to offer its citizens and visitors. From the Clovis Civic Center and Curry County Special Events Center to bustling shopping centers and delectable new restaurants, Curry County is an important gateway to the Land of Enchantment. At 1,405.9 square miles, Curry County is one of the smallest counties in New Mexico and includes the cities of Clovis, Melrose, Texico, Grady and Cannon Air Force Base. Curry County has a population of approximately 50,398.

Established in 1909, from parts of Quay and Roosevelt Counties, Curry County was first settled by pioneers whose primary interest was farming and raising a family--the same is true today. Agriculture still counts as a major source of economic growth and stability in the area, with the dairy industry having the greatest impact on the economy followed by livestock and farming. Curry County continues to diversify its economy with the Broadview Wind Power Facility. Located approximately 30 miles north of Clovis, this facility delivers clean energy to California via Western Interconnect and provides renewable power for up to 125,000 homes each year. Also located in Curry County is Cannon Air Force Base, which has long enjoyed a strong and mutually beneficial relationship with the local community. The 27th Special Operations Wing is a pivotal component of the Air Force Special Operations Command and employs more than 5,332 active duty military and civilian personnel. Cannon members are active and eager parts of our community, volunteering thousands of hours each year to local organizations.

Other events and sites in Curry County include the annual County Fair (one of the largest in New Mexico), the Hillcrest Park Zoo (second largest in the state), the Norman & Vi Petty Rock and Roll Museum and Clovis' Historic Main Street.

Eddy County

Eddy County is located along the Texas state line in the center of the Delaware Basin which now boasts the world's largest known oil and natural gas reserves. As the regional center of operations for the basin, Eddy County houses over two dozen gas-processing plants and HollyFrontier's Navajo Refinery, which is the only active large-scale oil refinery in New Mexico. In addition to the oil and gas, the County is blessed with other abundant geological resources. Eddy County is the leading producer of potash, a fertilizer, in the nation. The County also boasts Carlsbad Caverns National Park and nearby Guadalupe Mountains National Park, which together attract well over half a million visitors each year to see the world-class, natural underground wonder and Texas' highest peak.

Eddy County has a thriving nuclear industry, housing a Department of Energy Field Office, two national laboratories, and WIPP, the nation's only deep permanent repository for nuclear materials. Manufacturing, agriculture and construction are also very strong and growing in Eddy County. According to the re-

search firm www.smartasset.com, Eddy County was the fastest growing economy in New Mexico in 2017 and was recently ranked as the fourth fastest growing county economy in the entire nation. Carlsbad, the county seat, also ranks as the city with the lowest tax rate in the western United States of all cities of 25,000 or greater population and the fastest growing city in the State with an estimated day-time population of over 72,000 people.

Lea County

Lea County was created from Eddy and Chaves counties in 1917 and named for Captain Joseph Calloway Lea, just five years after New Mexico was admitted to the Union as a State. Located in New Mexico's southeastern-most corner, Lea County is known as the EnergyPlex, a place where traditional and renewable energies co-exist to create a stronger efficient economy. From oil and gas to wind and solar and nuclear energy, Lea County leads New Mexico in energy production and innovation. Lea County has a population of 69,749 and includes Hobbs, Lovington, Eunice, Jal, and Tatum.

New Mexico is the 3rd leading state in oil production with over half of the state's production coming from Lea County. A growing array of processing facilities and over 180 oilfield services companies support the increasing production of oil and natural gas. Within the nuclear sector, the \$4 billion Urenco facility is the only commercial uranium enrichment facility within the U.S. In addition to energy, Lea County's prominent industries include healthcare, manufacturing, retail and logistics.

Although Lea County has miles upon miles of open range, with endless horizons dotted by cattle and rows of pump jacks that are mirrored by the infamous clear sky, its five municipalities are meccas of activity and progressive thinking. While each city is fiercely independent and proud of its own accomplishments, all five communities work closely together to provide excellent educational facilities, business opportunities, cultural events and a collective quality of life that is second to none.

Roosevelt County

The City of Portales in Roosevelt County, New Mexico is a vibrant community with a diverse population and economy. The County's most recent population data is 19,536, not including the university student population of just over 6,000. Approximately 95% of the county population resides within a 15 minute drive of the City of Portales.

Portales is home to Eastern New Mexico University (ENMU), the third largest public university in New Mexico, specializing in many fields including Agriculture Science, Biology, Nursing, Education, Business, Arts and Communication. ENMU was recently ranked third among "best value" universities in the nation. Record enrollments in recent years have allowed ENMU to grow and become a thriving university of over 6,000 students. There have been over \$130 million in campus improvements over recent years. In addition, a new \$15 million football stadium was completed for the 2016-2017 season.

Another economic engine to Portales is Cannon Air Force Base located just 11 miles north of the city with 4,704 active personnel and 5,375 active duty dependents. With Cannon's Special Operations mission, it continues to expand, bringing military personnel and dependents, and contractors to the Portales to live and interact in the community. Since its new assignment ten years ago, Cannon has invested close to one billion dollars on its mission. There has been a positive and healthy growth of Cannon families moving to Portales.

Agriculture remains robust and our food industries continue to grow with the recent addition of Ready Roast Nut Company. Hampton Farms peanut production is also completing a multi-million dollar expansion at its Portales facility. The dairy industry remains healthy in Roosevelt County along with truck transport to move the commodity to local processing plants such as Dairy Farmers of America located at the Portales Industrial Park. Farming and ranching are a mainstay that contributes to the county's economy. Renewable energy in the form of wind turbines has a strong presence in Roosevelt County. Small business is a strong economic driver and entrepreneurship is healthy in the community. Business, activities and events are a steady happening in and around the plaza that includes downtown businesses, dining, shopping and the historic Yam Theater Event Center. In 2006, Portales was ranked the 15th most desirable small town in America for quality of life by Bizjournals.com, based on a combination of factors including climate, commute time, low crime and cost of living.

Southeast Regional Economic Development Plan

To develop the SENM SET Plan, the defined process had to be introduced to the region and individuals/organizations were invited to participate.

Site Visit – Roswell Public Library

On March 29, 2017, the first actual physical meeting of SET Team members took place during a site visit by USDA/NMSU to Roswell in response to the COGs' joint application to USDA Rural Development for SET Region designation. USDA and NMSU provided meeting participants with an introduction to the purpose of SET, the SET Team network, an overview of the SET planning process and the timeline for processing of the SET application. The Southeast Region was awarded SET Plan funding in May 2017.



Regional Planning Team Meeting – Chaves Extension Office

On August 8, 2017, meeting participants came together and learned the team structure and responsibilities of both the Core and Regional Planning Team. Discussion of the Civic Forums was held. With the SET Region being comprised of two COG regions, it was determined that a Civic Forum would be held in each COG district. The group discussed the SET timeline and determined that monthly meetings would be required to cover all the necessary steps and to have a SET Plan completed no later than April 1, 2017.



Overview

The Core Team and the Regional Plan Team met monthly, collaborating on what they believed were the region's assets and challenges. Further, the Teams familiarized themselves with regional data provided by Purdue University and prioritized the importance of regional industries, as categorized by the North American Industry Classification System (NAICS). Once select industry clusters were chosen, Team members established SMART Goals that have been tweaked throughout the planning sessions. With these SMART Goals, the group chose specific strategies and actions that could be implemented within a specific timeline. The five industry clusters and relevant SMART Goals are listed below:

Agribusiness, Food Process and Technology

- Increase market presence of locally-produced food in southeastern New Mexico by 25% by 2021.

Arts, Entertainment, Recreation & Visitor

- Recruit educational training institutions or workforce development offices to develop and implement a short-term training course in "Hospitality & Work Ethics" in a minimum of 2 locations within the 5-county region to begin by Fall 2019. Ideally, 1 training course every quarter, in all 5 counties.

Defense and Security

- Identify 6 viable federal, state or other funding sources for housing redevelopment within the Southeast SET Region (NM) by December 2019.

Energy

- Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.
- Increase the number of energy company district/regional offices within the SENM SET Region by 30% by 2023.
- Increase the number of mid-stream oil and gas processing facilities in the SENM SET Region by 50% by 2022.

Transportation and Logistics

- Increase regional economic opportunities by 30% through greater utilization of the Roswell Regional Air Park by 2028.

Regional Collaboration

The Core Team assumed responsibility for writing the plan. Once a draft was prepared, it was distributed amongst Regional Planning Team members who offered their comments and recommendations. The Draft was then provided for use in Session 4.2 for review by the full Regional Team membership.

Broad Participation

The Regional Planning Team included participation from each county in the region. Team membership was represented by Council of Governments, USDA, economic development organizations, educational institutions, local and county governments, Cooperative Extension Service, MainStreet organizations, businesses, Chambers of Commerce, engineering firms, NMDOT, NMEDD regional staff, Congressional staff, Legislative representatives and residents.

Session 1: SET Overview and Exploration of Regional Data – Roswell, New Mexico

Session 1 was held at the Roswell Civic & Convention Center on October 19, 2017. This session provided an overview of the two Civic Forums to include the top five regional strengths and challenges as well as regional opportunities.

Session 1 prepared participants with information for the evaluation of industry cluster data. The planning team had break-out sessions in six groups wherein each table prioritized their top five industry clusters. Those choices were shared with the group and then consolidated into one list. Members voted on the single list.



With the region being so diverse, the facilitator recommended requesting further data for five industry clusters from Purdue University, instead of the three originally planned. Meeting notes from Session 1 can be reviewed in Appendix A.

Session 2: Evidence Based Planning – Clovis, New Mexico

This planning meeting was held at the Curry County Pavilion on November 8, 2017. The session allowed participants to review data specific to the five target industry clusters. Participants selected the industry cluster of interest to them and worked at the table assigned to that industry cluster.



Strategies within the individual clusters were formed using the CARE model – **C**reation, **A**ttraction, **R**etention, **E**xpansion and **F**oundation of Economic Growth. Meeting notes from Session 2 are located in Appendix B.

Session 3: Connecting Capitals – Artesia, New Mexico

Session 3 was held at the Artesia Public Library on December 7, 2017. SET Team members continued working in groups organized by the individual clusters. During this session, exercises were performed, identifying Team and Regional Assets according to the seven community capitals - Financial, Political, Social, Human, Cultural, Natural and Built.

For Team Assets, participants noted their talents, work experience, skills and abilities that can be drawn upon during SET planning. For Regional Assets, Team members recommended names of individuals and businesses important to the region and that would be valuable to the SET planning process.



Barriers and challenges within each industry cluster were identified. Taking all into account, meeting participants then formed a goal for each industry cluster, following the SMART technique – **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime Framed. Meeting notes from Session 3 are in Appendix C.

Session 4.1: Finalizing the Plan – Portales, New Mexico

The Regional Planning Team met at the Portales Memorial Building on January 31, 2018 for Session 4.1. In break-out sessions by industry cluster, Team members developed a strategy(ies) for the SMART goal from the previous session. Members reviewed their assets and resources, their target audience, attitudes, behaviors and conditions.



With one strategy selected, members worked on the components for a measurement and implementation plan, to include a timeline. Using this same process, participants prepared themselves for the next session where a new SMART Goal will be developed along with its strategy(ies), measurement and implementation plans. Meeting notes from Session 4.1 are available in Appendix D.

Session 4.2: Finalizing the Plan – Carlsbad, New Mexico

On February 22, 2018, the SET team met at the Pecos River Village Conference Center. Team members gathered into their industry break-out groups and were given a review of the progress of the writing of the draft SET Plan.



Members continued with an exercise of identifying regional economic benefits and target outcomes for their SMART Goals. Further, the group worked through the Elements of ABCs of Successful Planning and the evaluation plan.

In concluding the session, members agreed to meet again for a review of the full draft of the SET Plan. Meeting notes from Session 4.2 are found in Appendix E.

Session 5: Final Writing Review of the Plan – Roswell, New Mexico

A final review for writing the SENM SET Plan was held on March 21, 2018 at the ENMU-Roswell campus. Team members were furnished with a current copy of the SENM SET Plan along with copies of emailed comments recently submitted. Following a welcome by ENMU staff, members were given an update on the changes that have occurred to the Plan since the first draft of the document was circulated.



Deadlines for timely submission, an upcoming public outreach event were discussed. Additionally, Team members discussed funding opportunities for implementation and potential activities, including a NM SET Summit, as part of Plan implementation.

Public Input and Buy-In

Public input has been encouraged, beginning with the Civic Forums and with each planning session. With the SENM SET Region crossing the boundaries of two COG regions, the Southeast Economic Development District/Council of Governments and Eastern Plains Council of Governments, the SET Core Team chose to have two Civic Forums, to ensure participation from both regions. The first Civic Forum was held at the New Mexico Junior College Larry Hanna Training & Outreach Facility in Hobbs, New Mexico. The second Civic Forum was held at the Portales Memorial Building in Portales, New Mexico.



To encourage participation for the Civic Forums, meeting invitations in the form of postcard mailers were sent out as well as Calendar invites and email meeting invitations. In addition to the COG stakeholder lists of individual/organizations being invited, meeting invitations were extended through contacts made by the economic development organizations and other Regional Planning Team members.



Like the Civic Forums, the planning sessions have been rotated between the counties in

the region to attract the residents from the region. As the planning meetings progressed, new potential stakeholders were identified and were encouraged to attend and participate.

SNMEDD and EPCOG have both set up a webpage dedicated to SET, giving the public access and information on SET. Meeting notes from Civic Forums and individual planning sessions have been shared on the webpage, allowing all to see how the planning process is coming along and helping new participants to bring themselves up to speed in the development of the SENM SET Plan. The SENM SET Plan was posted for public viewing on both COG websites.

Core Team members have shared information in COG Board meetings, attended by local elected officials, state agencies, local government management/staff and economic stakeholders. SET information has also been shared with the Southeast Regional Transportation Planning Organization (SERTPO) and the Northeast Regional Planning Organization (NERTPO) public meetings held since the start of SET. Being public meetings, several stakeholders and the public have had another opportunity to be informed and make inquiry.

Key decision makers showed support for this regional economic plan through the application process with letters of commitment included:

- **Southeastern New Mexico Economic Development District/Council of Governments**
Dora Batista, Executive Director
- **Eastern Plains Council of Governments**
Sandy Chancey, Executive Director
- **Economic Development Corporation of Lea County**
Steve Vierck, President/CEO
- **New Mexico Junior College**
Kelvin Sharp, President
Jeff McCool, Vice-President of Training and Outreach
Steve Saucedo, Director of Workforce Training
- **Town of Tatum**
Marilyn Burns, Mayor
- **City of Carlsbad**
Dale Janway, Mayor
- **City of Lovington**
James Williams, City Manager
- **New Mexico State University - Carlsbad**
Dr. John Gratton, President
- **City of Hobbs**
Sam Cobb, Mayor
- **City of Eunice**
Matt White, Mayor
- **Roswell-Chaves County Economic Development Corporation**
John Mulcahy, President

- **City of Portales**
Sammy Standefer, City Manager
- **Clovis/Curry County Chamber**
Ernie Kos, Executive Director
- **Clovis Industrial Development Corporation**
Chase Gentry, Executive Director
- **City of Clovis**
Larry Fry, City Manager (former)
- **Curry County**
Lance Pyle, County Manager
Doria Rey, Administrative Services Coordinator

The table below shows the diversity of those who participated in the Civic Forums and/or sessions. All sessions were facilitated by Dr. Michael Patrick, NMSU Cooperative Extension Service (Las Cruces) and assisted by Mr. Clyde Hudson, Rural Development Coordinator, USDA Rural Development (Las Cruces).

The organizational listing shows support of key decision makers by direct participation. County of residence is listed rather than county(ies) that may be part of work boundaries. All participants, whether they attended once or multiple times, are represented.

	Name	Organization	County
1	Allen, Beverly	Senator Tom Udall	Eddy
2	Balok, Aron	Pecos Valley Artesian Conservancy District	Chaves
3	Barraza, Sandra	Chaves County Extension Service	Chaves
4	Batista, Dora	Southeast New Mexico Economic Development/COG	Chaves
5	Black, Mike	Constructors, Inc.	Eddy
6	Black, Ron	Lea County Commission	Lea
7	Blevins, Robert	Holly Frontier	Eddy
8	Bucher, Scott	Small Business Development Center (SBDC)	Chaves
9	Burns, Marilyn (Mayor)	Town of Tatum	Lea
10	Burr, Marvin	Resident	Chaves
11	Burr, Mary Ann	Southeast New Mexico Economic Development/COG	Chaves
12	Burroughs, Claire	City of Clovis	Curry
13	Carr, Shannon	Carlsbad Department of Development	Eddy
14	Chancey, Sandy	Eastern Plains Council of Governments	Curry
15	Cobb, Sam (Mayor)	City of Hobbs	Lea
16	Collins, Patty	Hobbs Chamber of Commerce	Lea
17	Connelly, Larry	Resident	Chaves
18	Gallegos, David	NM Representative – Dist. 62	Lea
19	Gentry, Chase	Clovis Economic Development	Curry
20	Granger, Bernadette	Congressman Steve Pearce	Lea
21	Grossman, Michael	Lake Arthur Schools	Chaves
22	Hildreth, Merideth	City of Roswell	Chaves
23	Jaramillo, Louis	City of Artesia	Chaves
24	Johnson, Marlin	Chaves County	Chaves
25	Jurney, Del	Resident	Chaves

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26	King, Amanda	Roswell-Chaves County Economic Development Corp.	Chaves
27	Kircher, Patrick	Roosevelt Cooperative Extension Service	Roosevelt
28	Kos, Ernie	Clovis/Curry County Chamber of Commerce	Curry
29	Lay, Kathy	Roswell MainStreet	Chaves
30	Mann, Christie	Roswell Hispano Chamber	Chaves
31	Mann, Kennedy	Roswell Hispano Chamber	Chaves
32	Maguire, Ken	Eastern New Mexico University - Roswell	Chaves
33	McCool, Jeff	New Mexico Junior College	Lea
34	McGuire, Jim	City of Artesia	Eddy
35	Mondragon, Raymond	Eastern Plains Councils of Government	Curry
36	Morris, Bill	City of Roswell	Chaves
37	Mulcahy, John	Roswell-Chaves County Economic Development Corp.	Chaves
38	Nwanne, Andrew	NMSU – Carlsbad	Eddy
39	Ortega, Orlando	Roosevelt County Community Development Corp.	Roosevelt
40	Patterson, Jeff	City of Carlsbad	Eddy
41	Pellegrino-Spear, Lisa	Clovis MainStreet	Curry
42	Perez, Alex	Candlewood Suites	Chaves
43	Perez, Rose	USDA – Rural Development	Chaves
44	Ramage, Kyle	IronHorse Permian Basin	Chaves
45	Reid, Bruce	Lea County	Lea
46	Reid, Sara	Resident	Lea
47	Rey, Doria	Curry County	Curry
48	Roe, Neil	Pepper’s Grill/United Continental	Chaves
49	Rogers, Mary	Chaves County Planning & Zoning	Chaves
50	Russell, Susie	New Mexico Economic Development Department	Chaves
51	Salazar, Ben	Senator Tom Udall	Curry
52	Sanchez, Francisco	NMDOT	Chaves
53	Sauceda, Steve	New Mexico Junior College	Lea
54	Scott, Larry	NM Representative – Dist. 62	Lea
55	Sittig, Paul	NMDOT	Santa Fe
56	Smith, Chad	Eastern New Mexico University – Roswell	Chaves
57	Soule, Vincent	EPCOG	Curry
58	Stansell, Bob	Resident	Chaves
59	Stark, Scott	City of Roswell	Chaves
60	Storey, David	Souder Miller & Associates	Chaves
61	Thurman, Quint	University of the Southwest	Lea
62	Tooker, Kelly	New Mexico Junior College	Lea
63	Vierck, Steve	Economic Development Corporation of Lea County	Lea
64	Vigil, Sandy	Portales MainStreet	Roosevelt
65	White, Matt (Mayor)	City of Eunice	Lea
66	Williams, Bill	Chaves County	Chaves
67	Winters, Dan	Constructor’s Inc.	Eddy
68	Zagone, Paul	Souder Miller & Associates	Chaves

For the five-county SET region, there was 47.76% participation from Chaves County, 11.94% participation from Eddy County, 22.39% participation from Lea County, 13.43% participation from Curry County and 4.48% participation from Roosevelt County.

The Regional Planning Team appreciates the following entities and staff for providing support through the coordinated use of their facilities and/or the hosting of a planning session:

- Artesia Public Library (City of Artesia)
- Chaves County Cooperative Extension Service
- Curry County Pavilion (Curry County)
- Eastern New Mexico University – Roswell (ENMU-R)
- Eastern Plains Council of Governments (EPCOG)
- Larry Hanna Training & Outreach Facility (New Mexico Junior College and the Economic Development Corporation of Lea County)
- Pecos River Village Conference Center (City of Carlsbad)
- Portales Memorial Building (City of Portales)
- Roswell Civic & Convention Center (City of Roswell)
- Roswell Public Library (City of Roswell)
- Southeast New Mexico Economic Development District/Council of Governments (SNMEDD/COG)

On March 27, 2018, SNMEDD/COG co-hosted the Federal Rural Resources Roadshow with the Office of US Senator Tom Udall at ENMU-Roswell.

Following Senator Udall's welcome to the audience, several presenters spoke on behalf of their agencies, and a panel discussion was held.



Both the SNMEDD/COG and the USDA NM Rural Development Director spoke on the SENM SET Region Plan. Copies of the draft SENM SET Region Plan were available for public review and comment.

Attendees included representatives from Chambers of Commerce, city management, congressional delegation, consultants, county governments, Eastern New Mexico University – Roswell (ENMU-R), Eastern Regional Housing Authority, Grow New Mexico, Maddox Foundation, Mayors, municipal governments, municipal local elected officials, private planning firms, National Center for Frontier Communities, New Mexico Department of Transportation (NMDOT), New Mexico Economic Development (NMEDD), New Mexico Department of Workforce Solutions (NMDWS), New Mexico Finance Authority (NMFA), NM Senator (former), New Mexico Wool Growers Association (NMWGA), Otero County Economic Development Corporation, public schools, Roswell-Chaves County Economic Development Corporation, Roswell Daily Record, Small Business Development Center, SNMEDD/COG, telecommunications company, United States Department of Agriculture (USDA) and Waste Isolation Pilot Plant (WIPP).

Regional communities represented included Artesia, Alamogordo, Carlsbad, Cloudcroft, Corona, Eddy County, Eunice, Hagerman, Hobbs, Hondo Valley, Lincoln County, Loving, Lovington, Roswell, Ruidoso Downs, New Mexico. SENM SET Team members were also present.

The Public Value & Benefit of a Regional Plan

The public is welcome to view the SENM SET Plan that is available at <http://snmedd.com/regional-plans/> or <http://www.epcog.org/SET.html>. While viewers may not have been involved in the development process, they can become informed on SET planning processes and the SMART goals, strategies and actions that were developed.

Interested citizens may wish to offer assistance or information to the organization(s) who has the responsibility of taking action and implementing the SMART Goals. Citizens benefit from SET as the SMART Goals and their implementation build their economies, whether it is through specialized training, infrastructure, etc. Citizens may contact COG management for the information listed at the beginning of the document.

Support for the Process

The SENM SET Region would like to thank the staff from the United States Department of Agriculture Rural Development Regional Rural Development Centers, Purdue Center for Regional Development and New Mexico State University Cooperative Extension Service for their support throughout the course of this project.

We would also like to show our appreciation to all who took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

Evidence Basis for Plan

Regional Input: Civic Forum Findings

The SENM SET planning process involved two Civic Forums. In each Civic Forum, meeting participants individually noted what they felt were the region’s strengths, challenges and opportunities. That input was consolidated into a master list which was voted upon. The expertise and working knowledge of participants was represented by local and state economic development organizations, educational institutions, Chambers of Commerce, construction and engineering firms, County Extension Service staff, local elected officials, MainStreet organizations, municipal/county governments and state legislative/congressional representatives.

Hobbs Civic Forum	Portales Civic Forum
Strengths	Strengths
<ul style="list-style-type: none"> ➤ Energy Production ➤ Natural Resources - Land, Potash, Water, Oil, Gas ➤ Entrepreneurial Spirit ➤ Education & Training Resources ➤ Air Service ➤ Strong Public/Private Partnerships 	<ul style="list-style-type: none"> ➤ Agriculture and Dairy ➤ Natural Resources ➤ Diverse Economy ➤ Educational Opportunities ➤ Military ➤ Available Land (Real Estate) ➤ Rail and Air Service, Trucking

- | | |
|--------------------------|-----------------------------------|
| ➤ Climate | ➤ Robust Tourism |
| ➤ Agriculture Production | ➤ Growing Communities, Population |
| ➤ Work Ethic | ➤ Climate |
| ➤ Tourism | ➤ Entrepreneurial Spirit |
| ➤ Diversified Economy | ➤ Low Property Taxes |
| ➤ Nuclear Storage | ➤ Strong Community Ties |
| ➤ Rail Service | |

Challenges	Challenges
<ul style="list-style-type: none"> ➤ Lowest National Ranking and Poor Quality of Life ➤ State and Federal Regulations ➤ Aging Infrastructure ➤ Drug Issues/Crime ➤ Lack of Skilled Workforce ➤ Non-friendly Business Environment ➤ Lack of Access to Specialized Healthcare ➤ Water Shortage ➤ Affordable Housing ➤ State Tax Policy ➤ Distance to Population Centers ➤ Professional Retention ➤ Youth Out-Migration ➤ Broadband and Cable ➤ Housing ➤ Zoning Issues 	<ul style="list-style-type: none"> ➤ Water ➤ Aging Infrastructure ➤ Qualified Workforce ➤ Lack of Amenities/Entertainment ➤ Governmental Over-reach ➤ Lack of Legislative Understanding of Rural Needs ➤ State Rankings ➤ Funding ➤ Attract New Industries/Jobs ➤ Lack of Specialized Healthcare ➤ Population Growth (Weak)
Opportunities	Opportunities
<ul style="list-style-type: none"> ➤ Air and Rail Service ➤ Agriculture ➤ Education ➤ Energy ➤ Natural Resources ➤ Public/Private Partnerships ➤ Quality of Life ➤ Tax Policy ➤ Tourism ➤ Water ➤ Workforce Training 	<ul style="list-style-type: none"> ➤ Agriculture ➤ Buildings/Housing ➤ Funding ➤ Infrastructure ➤ Natural Resources ➤ Quality of Life ➤ Recycling ➤ Transportation ➤ Water ➤ Workforce

The regional strengths of Agriculture, Tourism, Military, Education & Training Resources, Rail and Air Service and Trucking were incorporated into the SMART Goals as well as the challenges of Lack of Skilled

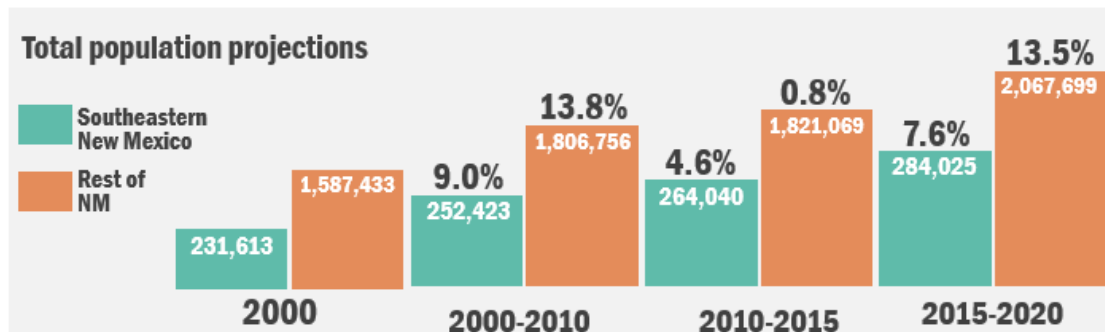
Workforce/Qualified Workforce, Non-friendly Business Environment, Affordable Housing and Funding. The opportunities of Air and Rail Service, Agriculture, Education, Energy, Funding, Infrastructure, Transportation, Tourism, Workforce/Workforce Training, Buildings/Housing are included in the five SMART Goals.

Regional Demographic Data

As part of the SET planning process, key data was considered by the Regional Planning Team. During the Civic Forums, data reviewed by meeting participants included demography (population, race/ethnicity and income/poverty) and human capital (education and patents). Team members took note of what stood out from the data presented.

Population, Race & Ethnicity and Income & Poverty Data Supporting Goal Selection

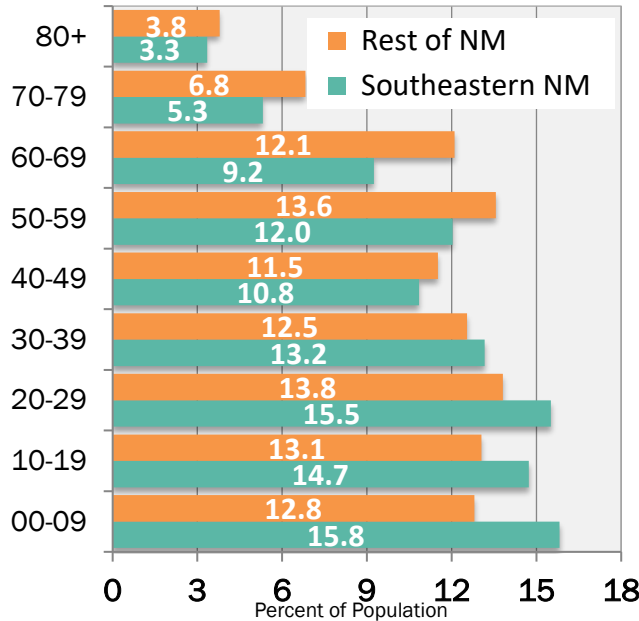
Population Change



Source: 2000 & 2010 Decennial Census, 2015 Population Estimates, and 2020 Population from Economic Development Department, State of New Mexico, <https://gonm.biz/site-selection/census-data/>

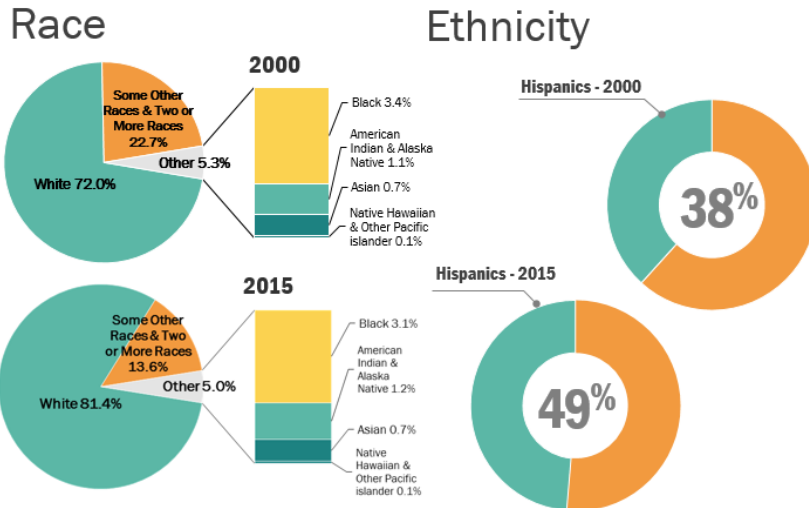
- **Assets/Challenges** – Participants noted in the data presented that there is steady growth from 2010-2015 to 2015-2020 but it was also noted that the difference between the southeast and the rest of the state is increasing. Population growth is an asset while migration out from the region and retaining workforce become challenges.
- **SMART Goals 1, 2, 3, 4 and 5** involve training, housing and expanding/retaining jobs for the regional population.

Population Age Structure, 2015



Source: 2015 Population Estimates, U.S. Census Bureau

- **Assets/Challenges** – Meeting participants noted that there is more of a working population which provides more tax base, the aging population has increased and retaining and attracting a workforce is age-related. Meeting the health needs of the aging population is a challenge.
- **SMART Goals 1, 2, 3, 4 and 5** support the regional workforce through training and jobs. The data supports an available workforce and an emerging available workforce (00-009).



Race Data Source: U.S. Census Bureau – 2000 Decennial Census and ACS 5-Year 2011-2015

- **Assets/Challenges** – Lack of diversity was noted by Civic Forum participants.
- **SMART Goals 1, 2, 3, 4 and 5** involve the regional workforce and provide opportunities for more diversity.

Income and Poverty

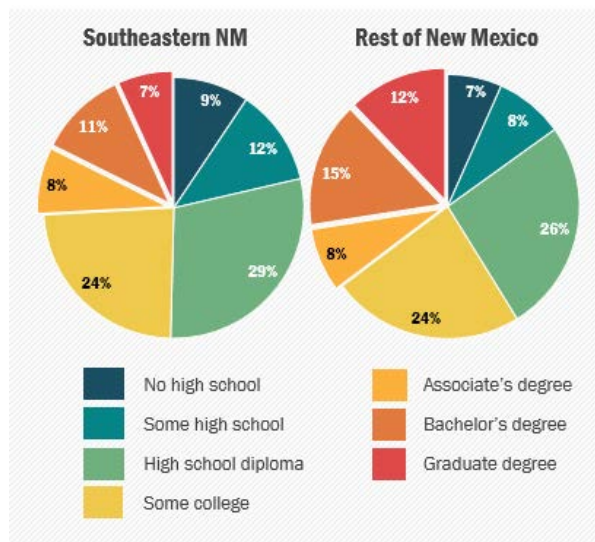
	2005	2010	2015
Total Population in Poverty	19.9%	19.8%	17.4%
Minors (Age 0-17) in Poverty	27.9%	27.7%	23.2%
Real Median Household Income* (\$ 2015)	\$41,476	\$42,208	\$48,504

Source: U.S. Census Bureau – Small Area Income and Poverty Estimates (SAIPE)

- **Assets/Challenges** – Forum participants noted that income/poverty numbers were better and poverty was down. The poverty level is still high and presents a challenge. Median household income is rising.
- **SMART Goals 1, 2, 3, 4 and 5** support job creation, job improvement through training or job expansion, directly or indirectly, to bring up poverty levels within the region and further increase the median household income.

Educational and Patent Data Supporting Goal Selection

Educational Attainment, 2015



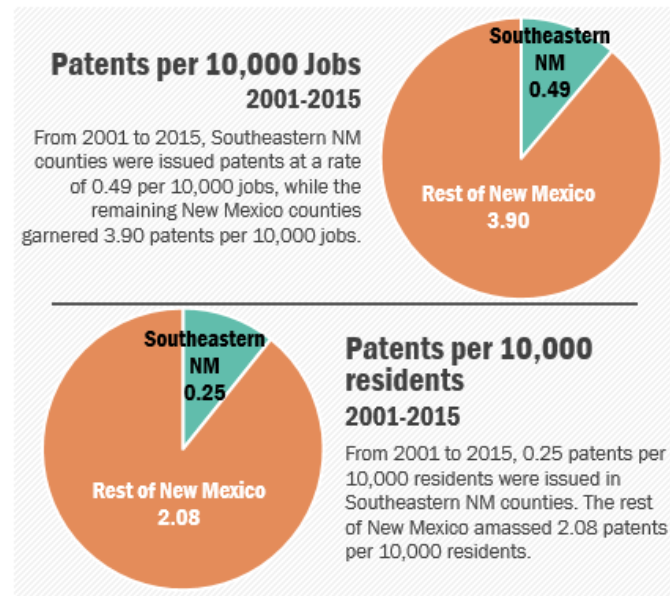
Source: 2011-2015 American Community Survey 5-Year Estimates

- **Assets/Challenges** – Regional assets included people ready for training, an available population and a young available workforce. More students are graduating in the region as compared to

the rest of the state. Challenges dealt with lower percentages of higher education degrees and unskilled labor. Also, the higher percentage of kids with no or some high school in the region as compared to the rest of the state was noted.

- **SMART Goals 1, 2, 3 and 4** deal directly with improvement in education through training of local producers in agribusiness management and marketing, instructors and students in hospitality and workforce, interested stakeholders for funding grants and drivers for commercial licensing. Freight truck traffic in **Goal 5** will benefit from the commercial driver licensing offered through **Goal 4**.

Patents



Source: U.S. Patent and Trademark Office, Census, BEA

- **Assets/Challenges** – Low innovation and fewer patent applications present a challenge within the region.
- **SMART Goals 1, 2, 3 and 4** provide increased educational and business opportunities that foster innovation leading to patent application. These opportunities include agribusiness management and marketing (**Goal 1**), hospitality and workforce training (**Goal 2**) and innovative funding grants (**Goal 3**). Business opportunities can be found in the trucking industry with an improved workforce (**Goal 4**). Additionally, new business opportunities become available through the development of a regional freight hub (**Goal 5**).

Regional Assets

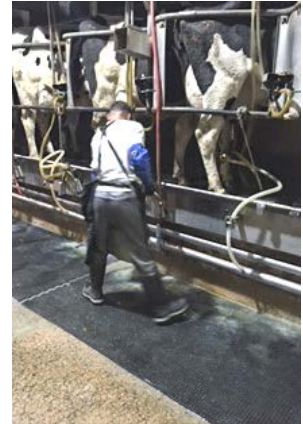
During the two Civic Forums held to kick off the SET planning processes, participants were asked to identify strengths in the region. The current and/or emerging strengths and assets of the region identified during these meetings included agriculture and dairy, agricultural production, available land, climate, diverse economy, educational opportunities, education/training resources, energy production, entrepreneurial spirit, growing communities, low property taxes, military, natural resources, nuclear storage,

rail and air service, robust tourism, strong community ties, space, strong public/private partnerships and work ethic.

Agriculture

Agriculture production (alfalfa, chile, cotton and pecans) and dairy were presented as strengths in both Civic Forums. Further, participants expressed that attracting agriculture-related businesses or subsidiary businesses was an opportunity with the region's strong agricultural base. Value-added production of regionally-produced commodities, value-added manufacturing to increase agribusiness and exporting economic base were viewed as opportunities for agriculture in the region.

The importance of agriculture was identified in the planning process and the industry cluster of *Agribusiness, Food Processing and Technology (Tourism)* was selected through the prioritization process. Local producers of beef, dairy, nuts, vegetables, honey and other byproducts are key players in implementation of the Plan's agribusiness goal. In support of the Plan, educational institutions, County Extension offices and Small Business Development Centers will provide training and assist in agribusiness development. Marketing will be accomplished through the regions' Chambers of Commerce, the New Mexico Partnership, the "New Mexico Taste the Tradition Ad Campaign" and other marketing partners.



Energy

The natural resources of land, potash, water, oil and gas in the region were considered strengths of the region during the Civic Forums. Participants also indicated that the diverse economies, to include the energy sector, were important for consideration. Attracting businesses to the energy-strong region and having a qualified workforce were considered opportunities for economic development.

Through the planning processes, *Energy* was selected as one of the industry clusters. With a focus on helping job seekers within the energy sector, having a sufficient number of licensed commercial drivers rose through discussions. CDL training, testing sites and partnerships with employers and the New Mexico Department of Workforce Solutions are an asset.



Tourism

Tourism was promoted during the Civic Forums. Participants recognized the need for networking regionally and cross promoting the region. Other tourism-related items included visitation to the region, professional use of social media and a qualified workforce.

The SET Regional Planning Team selected *Tourism* during its prioritization of industry clusters. In support of *Tourism* goal(s), assets and resources in the region that can provide training for a friendly, ethical workforce include municipalities, economic development organizations, philanthropic foundations, workforce development offices and community colleges. Businesses, current



and potential employees and the region as a whole will benefit from collaborative efforts promoting regional tourism.

Transportation

During the Civic Forums, air and rail service in addition to trucking were deemed regional assets. Participants expressed that subsidiary businesses that use air and rail services and ship out or receive products should be attracted to the region. The region should capitalize on existing distribution avenues such as railways and the major highways systems.



During industry cluster prioritization, *Transportation and Logistics* was selected for additional economic development planning. The railroad, a local government or other governing bodies in the region are the assets to further develop freight traffic to a regional air center. Existing rail and the availability of land are also resources for this purpose. A regional air center (Roswell) has 5,000 acres of industrial space that is under-utilized. A regional freight hub benefits existing businesses and creates new businesses and jobs in the region.

Potential Challenges

Challenges in the region were discussed during the Civic Forums. Generally, challenges identified were water; aging infrastructure; lowest national ranking and poor quality of life; unqualified workforce; state and federal regulations; unfriendly business environment; lack of access to specialized healthcare; affordable housing; lack of amenities/entertainment; governmental over-reach; state tax policy; state rankings; distance to population centers; professional retention; funding; youth-out migration; attract new industries/jobs; lack of specialized healthcare; population growth; broadband and cable; housing; and zoning issues. Barriers and challenges within the five industry clusters were also identified and can be found in Appendix C.

Funding

Participants in the Civic Forums expressed that funding needs and its possibilities should be considered. The *Tourism* working group agreed that lack of funding was a challenge for their cluster, and *Transportation and Logistics* discussed the challenge of having to find more financing options beyond state and federal funding. *Defense and Security* folded the need for funding into their SET goal by seeking a specific number of viable federal, state or other funding for housing redevelopment in the region.

Infrastructure

One of the challenges brought up in the Civic Forums was aging infrastructure. The need to repair, replace and update aging infrastructure was recognized, to include positive broadband connectivity. In the break-out group discussions, the *Tourism* cluster discussed aged infrastructure and inconsistent code requirements. The lack of infrastructure was a challenge in the *Defense and Security* working group, and the extremely high cost to



replace/repair infrastructure such as highways emerged as a challenge within the *Transportation and Logistics* planning group. The *Energy* group identified inadequate infrastructure for the growth and safety of roads.

Improving rail infrastructure developed in the *Transportation and Logistics* industry cluster goal of increasing freight traffic.

Housing

Affordable housing was introduced as a challenge during the Civic Forums and was present during the industry cluster discussions. *Agribusiness*, *Tourism*, *Defense and Security* and *Energy* listed housing as a concern. Affordable housing, limited housing due to an inflated housing market and both permanent and transient housing were perceived barriers to the region.

Discussions in the *Defense and Security* working group included the Cannon Air Force Base (CAFB) and the housing market available to military personnel. The cluster's SMART goal addressed housing by seeking viable funding sources for housing redevelopment.



Workforce

The lack of a skilled or qualified workforce surfaced throughout the planning sessions and in each of the five industry clusters. Input from the Civic Forums relating to workforce included drug issues, youth-out migration and professional retention. Challenges or barriers identified within the *Agribusiness* cluster included a lack of qualified truck drivers, having the correct skills and education for the jobs available, unpopular job classes and the inability of job applicants to pass drug testing. The *Tourism* cluster identified the lack of a skilled workforce within hotels and restaurants and a lack of hospitality training. *Defense and Security* listed the lack of skilled workers/laborers. Unemployment rates, the inability for job applicants to pass drug testing and workforce retention issues were discussed in the *Energy* cluster. The aging and available workforce for drivers was a challenge/barrier in the *Transportation and Logistics* cluster, along with the concern that younger generations are not attracted to trucking.



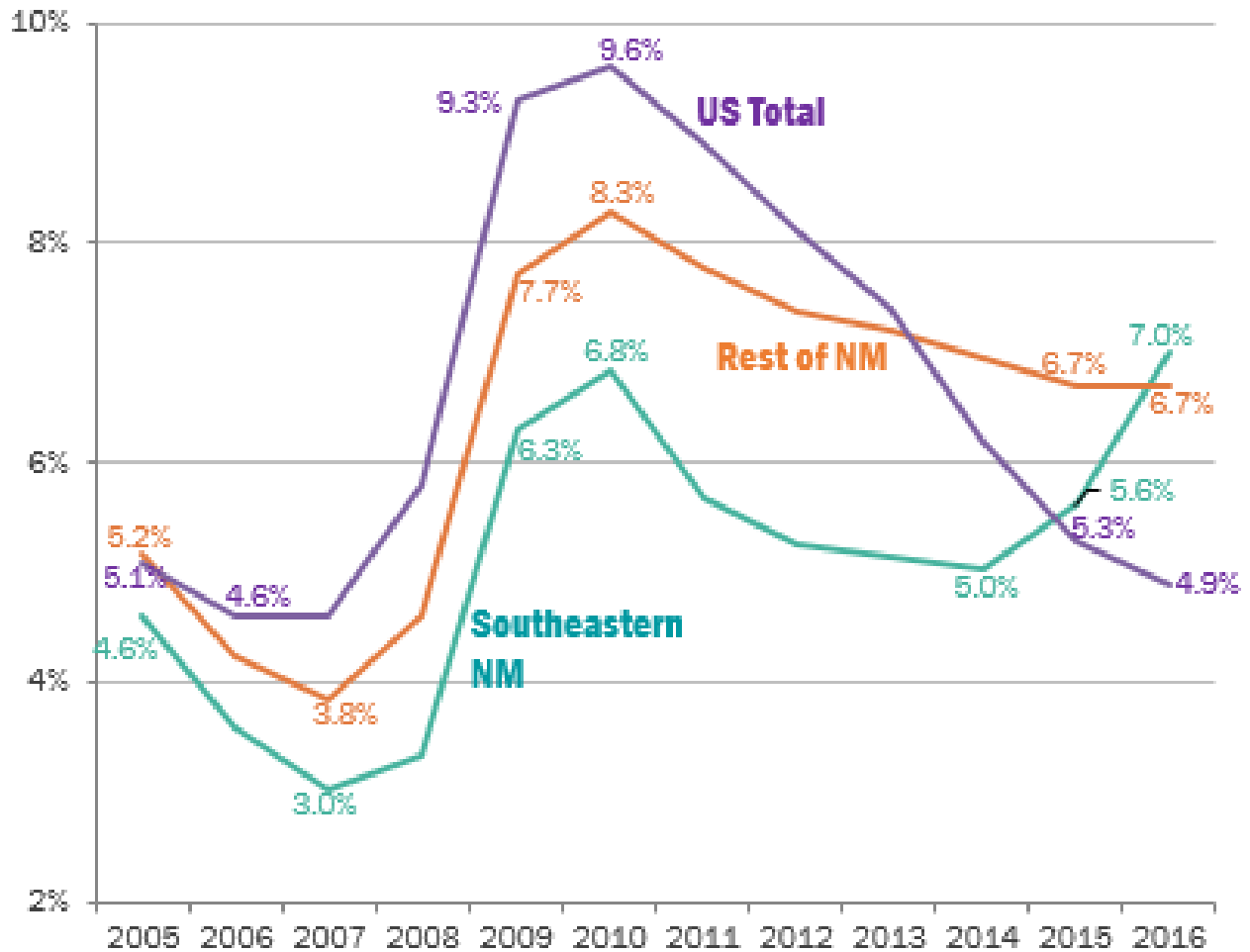
Two of the SMART goals addressed workforce. The *Tourism* cluster goal is focused on making the workforce friendlier through appropriate hospitality and work ethic training. The *Energy* cluster goal seeks to improve/expand training efforts at educational institutions for CDL training that will impact the energy sector.

Regional Comparative Advantage

In addition to considering demographic and human capital data, the SET Planning Team was presented with economic data, to include workforce and industry cluster analysis information. Consideration of all these data helped members in the shaping of the Plan.

Labor Force Data Supporting Goal Selection

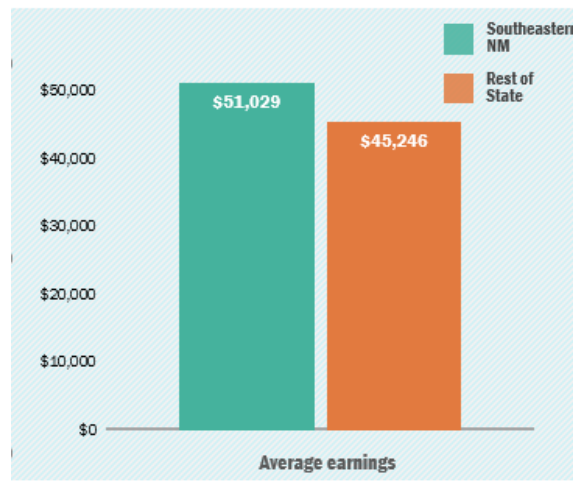
Unemployment Rates



Source: LAUS, BLS

- **Assets/Challenges** – An asset to the region, data confirmed southeastern New Mexico has a lower unemployment rate as compared to the rest of New Mexico and US. Participants noted that the unemployment rate is still high and skyrocketed for a period of time.
- **SMART Goals 1, 2, 3, 4 and 5** support job creation, job improvement and job expansion—all of which will lower the unemployment rate.

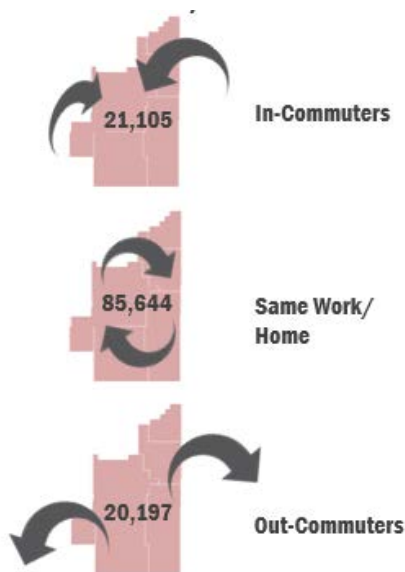
Earnings per Worker in 2015



Source: EMSI, Class of Worker 2016.4 (QCEW, non-QCEW, self-employed and extended proprietors)

- **Assets/Challenges** – Data shows southeastern New Mexico average earnings to be higher than the rest of the state. The attractive wages are a plus for the region.
- **SMART Goals 1, 2, 3, 4 and 5** support stable and increased wages through training and job creation/expansion.

Journey to Work



	2014 Count	Proportion
Employed in Southeastern NM	106,749	100.0%
Both employed and living in the region	85,644	80.2%
Employed in the region but living outside	21,105	19.8%
Living in Southeastern NM	105,841	100.0%
Both living and employed in the region	85,644	80.9%
Living in the region but employed outside	20,197	19.1%

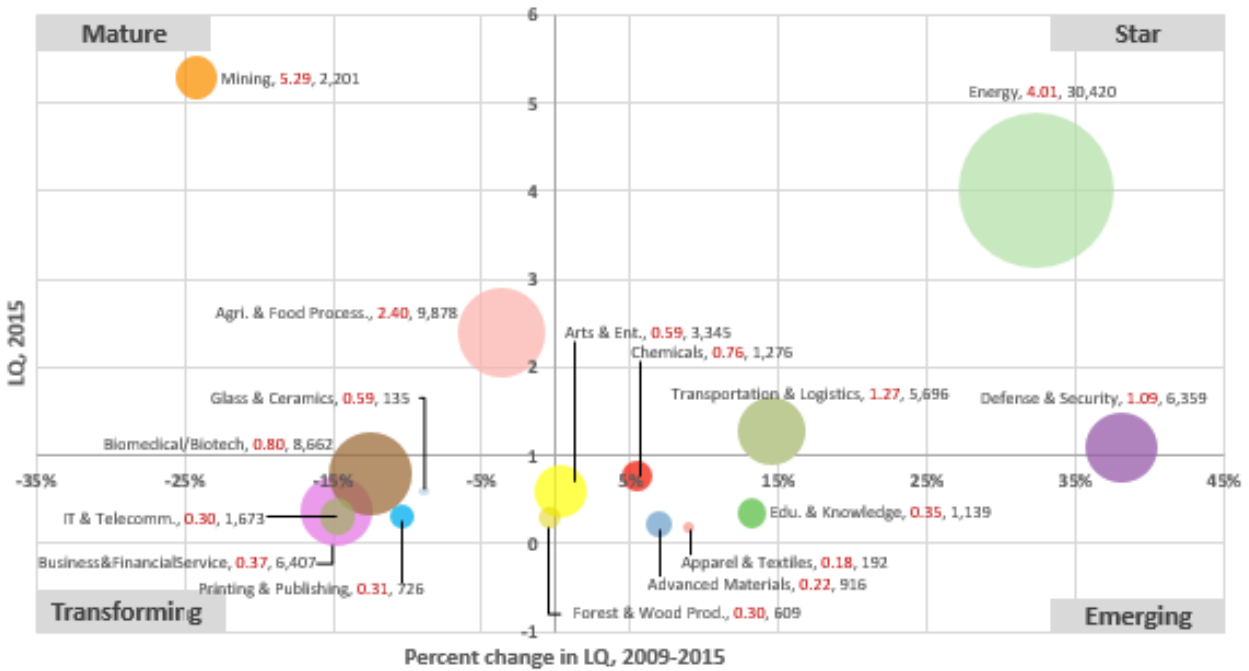
- **Assets/Challenges** – Participants took note that commuter numbers look stable between the years, and the commuters coming in is a plus. A potential younger labor force (commuters) leaving the state, workforce migration, is an area challenge.

- SMART Goals 1, 2, 3, 4 and 5** provide for regionalized benefits. Agribusiness training and jobs support the market presence for southeastern New Mexico; hospitality and work ethics training is intended for the locals to provide better customer service; funding grants for housing and infrastructure will be regionalized with additional housing keeping workers home; increased commercial licensing is part of a regional training program; and marketing that accompanies the rail spur/road/air freight improvements of the regional freight hub will have a regional emphasis.

Regional Economic Data Supporting Goal Selection

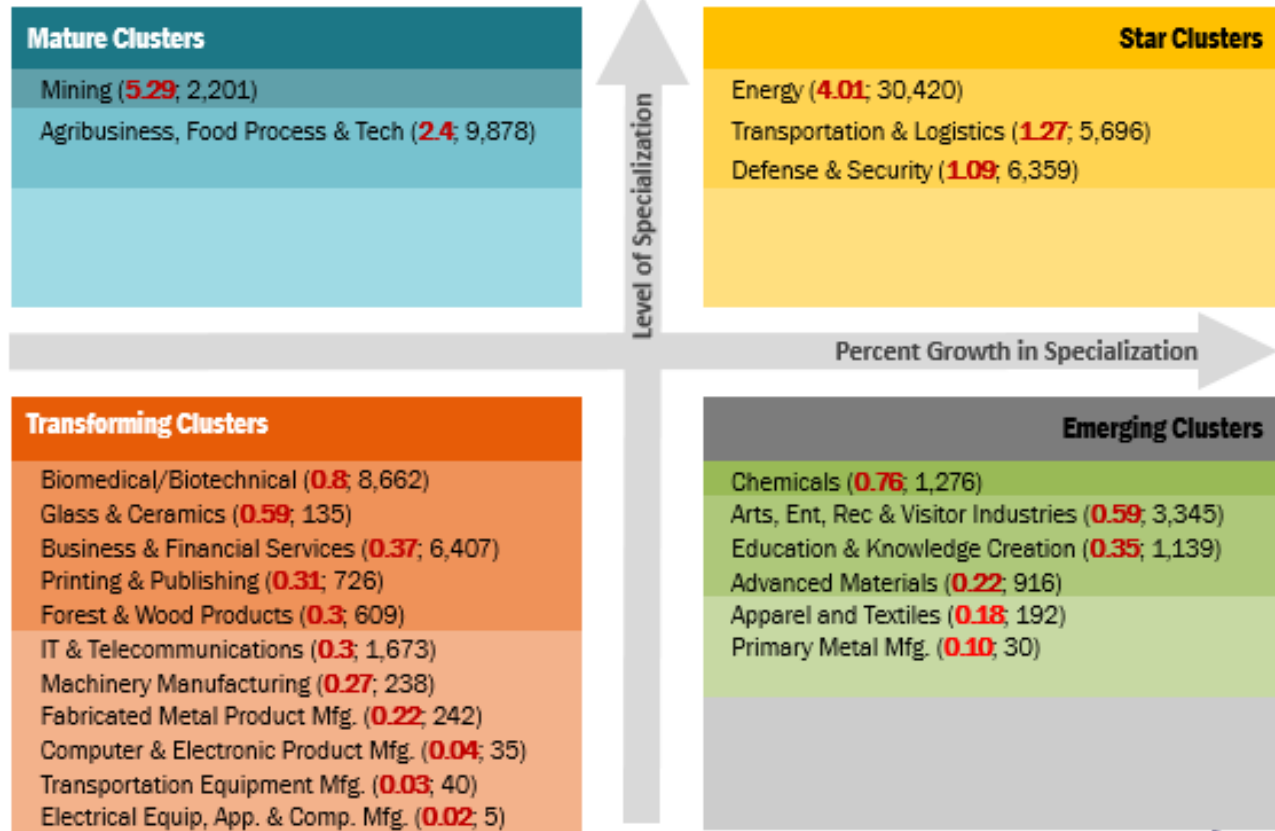
Industry cluster analysis data was reviewed by the Team. Members considered cluster data information for all industry clusters. Particularly useful was the industry cluster analysis data and bubble chart graphic analysis shown below.

Industry cluster bubble chart



Source: EMSI Class of Worker 2016.4 (QCEW, non-QCEW, self-employed and extended proprietors)

Industry cluster analysis



Industry Cluster Selection

Regional Planning Team members met in October 2017 and considered data for all industry clusters in break-out groups. With members having familiarized themselves with demographic and economic data, participants prioritized industry clusters in small groups and then participated in a full group prioritization process, choosing the industry clusters of most importance to them.

Participants reviewed the **Mature** (strong but declining), **Star** (strong and advancing), **Transforming** (weak and declining) and **Emerging** (weak but advancing) Cluster analysis of all industry clusters. Considering this data, the full group selected industry clusters from the **Mature**, **Star** and **Emerging** Clusters. All three **Star Clusters** were selected. The **Mature** Cluster of *Agribusiness, Food Processing & Technology* represents an industry that is prevalent in the region. The **Emerging** Cluster of *Arts, Entertainment, Recreation & Visitor Industries* represents tourism that is important to rural southeastern New Mexico. Industry clusters were prioritized as follows, with the top five industry clusters selected for further development.

- Energy (Star Cluster)
- Transportation & Logistics (Star Cluster)
- Arts, Entertainment, Recreation & Visitor (Emerging Cluster)
- Defense & Security (Star Cluster)
- Agribusiness, Food Processing & Technology (Mature Cluster)
- Biomedical/Biotechnical

- Advanced Materials
- Chemical
- Education & Knowledge Creation
- Mining

SENM SET Region Selected Industry Cluster Assessment

The selected industry clusters constitute the economic foundation of the SENM SET Region. Together they account for 69.4% of the jobs in the region, led by Energy (37.9%) followed by Agribusiness, Food Processing and Technology (12.3%), Defense and Security (7.9%), Transportation and Logistics (7.1%), and Arts, Entertainment, Recreation, and Visitor Industries (4.2%).

The industry clusters are strong nationally. Three of the five have LQs greater than 1.2, led by Energy (4.01), followed by Agribusiness, Food Processing and Technology (2.40), and Transportation and Logistics (1.27). For three of the five industry clusters, the competitive effect of the shift share job growth measure was positive and strong accounting for more than 50% of the job growth in that cluster for the 2009-2015 period, led by Defense and Security (83.1%), followed by Energy (76.5%) and Transportation and Logistics (55.5%).

Three of the five industry clusters pay annual earnings higher than the average for all the industry clusters taken together in the region, led by Energy (32% higher) followed by Transportation and Logistics (27% higher), and Defense and Security (3% higher).

The source for the information above can be in the South East New Mexico SET Region Industry Cluster Dashboard located in Appendix F.

Regional Economic Goals

Team members developed goals using the SMART Process – Specific, Measurable, Attainable, Relevant and Time Framed.



Considering each component of a SMART Goal, team members developed five SMART Goals for the SENM SET Region as presented in the next section.

SMART Goals

Agribusiness, Food Process and Technology

- Increase market presence of locally-produced food in southeastern New Mexico by 25% by 2021.

Arts, Entertainment, Recreation & Visitor

- Recruit educational training institutions or workforce development offices to develop and implement a short-term training course in “Hospitality & Work Ethics” in a minimum of 2 locations within the 5-county region to begin by Fall 2019. Ideally, 1 training course every quarter, in all 5 counties.

Defense and Security

- Identify 6 viable federal, state or other funding sources for housing redevelopment within the Southeast SET Region (NM) by December 2019.

Energy

- Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.
- Increase the number of energy company district/regional offices within the SENM SET Region by 30% by 2023.
- Increase the number of midstream oil and gas processing facilities in the SENM SET Region by 50% by 2022.

Transportation and Logistics

- Increase regional economic opportunities by 30% through greater utilization of the Roswell Regional Air Park by 2028.

ABCs of Successful Planning

Economic development is a process that requires a change in stakeholder behavior, which comes from the acquisition of new information, knowledge and skills. The ABCs of Successful Planning tool shows the connection between **(A)** attitudes, knowledge and skills; **(B)** behavior; and **(C)** conditions in the strategies chosen to achieve an economic development goal. The goals, strategies and plans of action outlined within each SMART Goal were developed utilizing this process.

Goal 1 – Agribusiness, Food Processing and Technology

Increase market presence of locally-produced food in southeastern New Mexico by 25% by 2021.

Regional Economic Benefits

The agricultural industry in the region benefits from training in the management of their businesses. New business opportunities are created, and marketing options are enhanced. Establishing and expanding a market presence increases revenue coming into the region as well as protects and expands agricultural-related jobs.

The ABCs of Successful Planning Elements

- A (Attitudes, Knowledge and Skills) – Strategy 1.1, Strategy 1.2
- B (Behavior) – Strategy 1.3, Strategy 1.4
- C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 1.1 - Train local producers in agribusiness management and marketing

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Develop a survey for use with agricultural producers to identify potential participants with training needs	Small Business Development Center (SBDC) Chamber of Commerce County staff Economic development organizations	Scott Bucher - Roswell Sandra Taylor-Sawyer - Clovis	October 2018
Identify training needed and the trainers	SBDC Chamber of Commerce	Scott Bucher - Roswell Sandra Taylor-Sawyer - Clovis	December 2018
Coordinate training	SBDC Community colleges Universities	Scott Bucher - Roswell Sandra Taylor-Sawyer - Clovis	March 2019
Market training programs	SBDC Community colleges Universities	Scott Bucher - Roswell Sandra Taylor-Sawyer - Clovis	April 2019
Conduct training programs	SBDC Chamber of Commerce Universities	Scott Bucher - Roswell Sandra Taylor-Sawyer - Clovis	June 2019

Goal 1 – Agribusiness, Food Processing and Technology (Continued)

Target Outcomes

Short Term (Year 1)

- Trainings for online and social media marketing are established.
- Trainings for website development are developed.
- Trainings on the creation of business plans are developed.
- Trainings for application to USDA grants are established.
- Participate in an international trade conference directed at agribusiness.

Intermediate (Years 2-3)

- Cross promotion is encouraged.
- Coordination with other industries to increase market and promote branding is accomplished.
- Effectiveness of current marketing (sales) is increased.
- Marketing training to local/regional restaurants is provided.

Long Term (Year 4 and beyond)

- Four businesses have become actively engaged with online and social media marketing and have updated websites.
- Ten producers have connected to existing marketing campaigns.

Evaluation Plan and Progress Indicators

- Increased revenue in agribusinesses who are using tools
- Increased use of locally produced agribusiness products
- Increased branding recognition
- Number of producers with regularly updated websites
- Number of producers who attend trainings
- Number of producers connecting to pre-existing marketing campaigns
- Number of international trade conferences attended

Additional Strategies

- 1.2 Create connections internationally to market directly abroad
- 1.3 Connect local producers with *New Mexico Taste the Tradition* for marketing purposes
- 1.4 Create a local value-added business incubator (kitchen)

Goal 2 – Arts, Entertainment, Recreation and Visitor Industries

Recruit educational training institutions or workforce development offices to develop and implement short-term “Hospitality and Work Ethics” training at a minimum of two locations by Fall 2019.

Regional Economic Benefits

Economic stability for local businesses and the community is improved through increased wages for a better-trained workforce, reduction in unemployment and increased Gross Receipts and Lodger’s Taxes. With appropriate training, the workforce in the region can better serve its residents, visitors and tourists and add to quality of life.

The ABCs of Successful Planning Elements

A (Attitudes, Knowledge and Skills) – Strategy 2.1

B (Behavior) – Strategy 2.1, Strategy 2.2

C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 2.1 - Develop hospitality and workforce training

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Determine course outcomes	Economic development (ED) consortium	Chad Smith - Roswell	July 2018
Research and choose curriculum	Career Education (CE) Department at colleges	Vickie Thomas – Roswell	December 2018
Identify, hire, train instructors	CE Department at colleges	CE organization at each region	June 2019
Schedule training	CE Department at colleges	CE organization at each region	March 2019
Venue	CE Department at colleges	CE organization at each region	March 2019
Marketing	Chambers, Colleges, ED organizations	Robert Defer - Carlsbad John Mulcahy – Roswell	June 2019
Deliver training	Instructors	To be Determined	September 2019
Assess results	ED consortium	Chad Smith - Roswell Shannon Carr - Carlsbad	September 2020

Goal 2 – Arts, Entertainment, Recreation and Visitor Industries (Continued)

Target Outcomes

Short Term (Year 1)

- Hospitality curriculum is developed.
- Instructors (Volunteers) are hired and trained.
- Workshops to promote training are scheduled.
- Sponsors for workshops are secured.

Intermediate (Years 2-3)

- Quarterly workshops are conducted.
- Data collection of workshop attendees is accomplished.

Long Term (Year 4 and beyond)

- Data assessment is accomplished using data from participants and employers.
- Workshops are provided as needed.
- Curriculum and training is updated.

Evaluation Plan and Progress Indicators

- Number of participating educational training institutions or workforce development offices
- Number of instructors
- Number of training site locations
- Number of trainings
- Number of students
- Number of marketing strategies

Additional Strategies

- 2.2 Encourage businesses to invest in hospitality and workforce training

Goal 3 – Defense and Security

Identify six viable federal, state or other funding sources for housing redevelopment within the SET southeast region by December 2019.

Regional Economic Benefits

With the community limited in the decision-making within the defense and security sector, improving and promoting what the community can offer such as affordable housing became a determining factor for the expansion of defense and security in the region. Job expansion requires available and affordable housing for employees in their quality of life.

The ABCs of Successful Planning Elements

- A (Attitudes, Knowledge and Skills) – Strategy 3.2, Strategy 3.3, Strategy 3.4
- B (Behavior) – Strategy 3.1
- C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 3.1 - Attend workshops on funding sources

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Compile the list of available workshops	Municipalities and Counties	Louis Jaramillo – Artesia Doria Rey – Curry County Bruce Reid – Lovington	September 2018
Develop list of interested parties	Municipalities and Counties	Louis Jaramillo – Artesia Doria Rey – Curry County Bruce Reid – Lovington	September 2018
Meet with interested stakeholders	Municipalities and Counties	Louis Jaramillo – Artesia Doria Rey – Curry County Bruce Reid – Lovington	October 2018
Acquisition of funds to attend event	Finance Departments and Commissions	Finance Directors	December 2018
Register for workshop	Attendees	Attendees	As needed, early registration
Travel to location	Attendees	Attendees	Date of workshop

Goal 3 – Defense and Security (Continued)

Target Outcomes

Short Term (Year 1)

- A minimum of five workshops for housing and infrastructure are attended.
- Grant writing skills are developed.
- A minimum of two grants are submitted.
- List of possible stakeholders is established.
- Regional redevelopment plan for the area is developed.

Intermediate (Years 2-3)

- Infrastructure asset plan is developed.
- Required criteria for identified grants are facilitated.
- Three to four additional grants are submitted.
- Projected funding that may be available from local stakeholders is established.

Long Term (Year 4 and beyond)

- Plan for housing and infrastructure is initiated.

Evaluation Plan and Progress Indicators

- Number of workshops attended
- Number of grant applications submitted
- Number of stakeholders involved
- Number of plans developed

Additional Strategies

- 3.2 Establish what each asset can offer
- 3.3 Establish the areas of housing redevelopment
- 3.4 Understand what economic diversification can do for the community
- 3.5 Pursue the adoption of Affordable Housing plans, in accordance with the 2004 Affordable Housing Act, to allow local governments to donate resources to create and maintain affordable housing in their communities
- 3.6 Pursue the creation of Metropolitan Redevelopment Area plans to enable local governments to assist in areas where housing quality is compromised

Goal 4.1 – Energy

Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.

Regional Economic Benefits

Retention of commercially-licensed drivers through an organized, collaborative effort strengthens the region by keeping a higher pay scale workforce in the area, lowering unemployment and increasing Gross Receipts Tax (GRT) revenue for the local governments. An increase in revenue will also be experienced for the training centers and for the community through real estate and housing development. Regional communities will benefit from increased safety for its drivers and citizens with a trained, licensed workforce.

The ABCs of Successful Planning Elements

A (Attitudes, Knowledge and Skills) – Strategy 4.1, Strategy 4.3, Strategy 4.4

B (Behavior) – Strategy 4.2

C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 4.1.1 - Create a regional training plan

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Map out regional training plan	New Mexico Junior College ENMU-Roswell	Jeff Walker – Hobbs Vicki Thomas – Roswell	August 2018
Identify additional resources	New Mexico Junior College ENMU-Roswell	Jeff Walker – Hobbs Vicki Thomas – Roswell	July 2018
Identify stakeholders	SNMEDD Council of Governments	Dora Batista – Roswell	July 2018
Develop recruiting plan	New Mexico Oil and Gas Association Industry HR Directors Department of Workforce Solutions	NM Oil & Gas Association staff Industry HR Directors Department of Workforce Solutions staff	July 2018
Present plan to stakeholders and resource providers	Training Providers Business and Industry	Training Providers Business and Industry	October 2018

Goal 4.1 – Energy (Continued)

Target Outcomes

Short Term (Year 1)

- Collaboration between training facilities and stakeholders is established.
- New training sites are identified.
- Training equipment and instructors are secured.

Intermediate (Years 2-3)

- One new training facility has successful attendance.
- Priority hiring for stakeholders/job placement for students is established.

Long Term (Year 4 and beyond)

- Return on Investment (ROI) to attract new stakeholders and site facilities is proven.
- One additional training facility is built.

Evaluation Plan and Progress Indicators

- Number of stakeholders
- Number of training facilities
- Number of instructors
- Amount of equipment
- Number of commercially-licensed drivers

Strategy 4.1.2 Provide job placement incentive options

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Collaborate and identify stakeholders	New Mexico Junior College ENMU Roswell	Jeff Walker – Hobbs Vickie Thomas - Roswell	December 2018
Determine incentive package for trainee	New Mexico Junior College ENMU Roswell	Jeff Walker – Hobbs Vickie Thomas - Roswell	December 2018

Target Outcomes

Short Term (Year 1)

- Collaborative stakeholders are identified.
- Incentive package is completed.

Intermediate (Years 2-3)

- Student enrollment is increased by 30% regionwide.

Long Term (Year 4 and beyond)

- Employee retention for companies/stakeholders is accomplished.

Evaluation Plan and Progress Indicators

- Number of stakeholders
- Incentive package

Additional Strategies

4.1.3 Offer CDL training to interested people and as needed.

Goal 4.2 – Energy

Increase the number of energy company district/regional offices within the SENM SET Region by 30% by 2023.

Regional Economic Benefits

Locating/relocating energy company district/regional offices and their decision makers within the SE SET region is important as it brings high average salaries associated with managerial and professional jobs and supports job retention for New Mexico college graduates. The higher wages and new jobs bring new money to area businesses and gross receipts. A regional presence allows for influence on future facility decisions and strengthens the energy sector.

The ABCs of Successful Planning Elements

- A (Attitudes, Knowledge and Skills) – Strategy 4.2.1
- B (Behavior) – Strategy 4.2.1
- C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 4.2.1: Develop additional energy company district/regional offices in the SENM SET region

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Determine how many district/regional offices are currently located within the SET region	Economic Development Organizations (EDOs)	Executive Management	2019
Develop and document the business case for Southeast New Mexico energy office locations	EDOs New Mexico Partnership (NMP) NM Economic Development Department NM Oil and Gas Association (NMOGA)	Executive Management	2019
Communicate those comparative advantages through a focused marketing campaign within traditional and social media	EDOs NMP NMEDD Xcel Energy Southeast NM marketing group	Executive Management	2019
Engage state and congressional leadership in support of this initiative	EDOs NMP NMEDD Xcel SE NM group	Executive Management	2019
Meet with oil and gas producers at their headquarters locations and within New Mexico to explain the advantages of SE NM locations	EDOs NMP NMEDD Xcel SE NM group	Executive Management	2020

Publicize through oil and gas journal articles, trade association newsletters and other industry-specific avenues, successful locations/relocations to the marketplace.	EDOs NMEDD NMOGA	Executive Management	2020
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Target Outcomes

Short Term (Year 1)

- Number of district/regional offices within the SET region is identified.
- Business documentation for Southeast New Mexico energy office locations is completed.

Intermediate (Years 2-3)

- Comparative advantages through a focused marketing campaign within traditional and social media is effectively communicated and advertised.

Long Term (Year 4 and beyond)

- Not applicable

Evaluation Plan and Progress Indicators

- Number of oil and gas district/regional office establishments
- Number of establishments 2018-23 (growth)
- Number of companies met with regarding office location in New Mexico
- Number of direct jobs associated with the new office facilities
- Number of media articles highlighting new office locations within southeast New Mexico

Goal 4.3 – Energy

Increase the number of midstream oil and gas processing facilities in the SENM SET Region by 50% by 2022.

Regional Economic Benefits

Midstream oil and gas processing facilities typically require high levels of capital investment which greatly benefits schools and government entities reliant on property tax revenues. Additional facilities will increase jobs within the region, provide financial stability for families, improve quality of life and bring business to other subsidiary companies/businesses.

The ABCs of Successful Planning Elements

- A (Attitudes, Knowledge and Skills) – Strategy 4.3.1
- B (Behavior) – Strategy 4.3.1
- C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 4.3.1: Develop additional midstream oil and gas processing facilities in the SENM SET region

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Determine how many oil and gas midstream facilities are currently located within the SENM SET region	Economic Development Organizations (EDOs)	Executive Management	2019
Identify state incentive programs applicable to midstream	EDOs New Mexico Partnership (NMP) New Mexico Economic Development District (NMEDD)	Executive Management	2019
Develop and document the business case for Southeast New Mexico midstream facility locations	EDOs NMP NMEDD New Mexico Oil and Gas Association (NMOGA)	Executive Management	2019
Communicate advantages through a focused marketing campaign within traditional and social media	EDOs NMP NMEDD Xcel Energy Southeast NM marketing group	Executive Management	2020
Engage state and congressional leadership in support of this initiative	Governor's Office New Mexico Congressional delegation	Executive Management	2020

Goal 4.3 – Energy (Continued)

Target Outcomes

Short Term (Year 1)

- Number of oil and gas midstream facilities within the SET region is identified.
- State incentive programs applicable to midstream facilities are identified.
- Business documentation for Southeast New Mexico midstream facility locations is completed.
- Comparative advantages through a focused marketing campaign within traditional and social media is effectively communicated and advertised.
- State and congressional leadership are engaged in the initiative.

Intermediate (Years 2-3)

- Midstream companies' executives have been visited.
- Locations/relocations of midstream companies have been publicized.

Long Term (Year 4 and beyond)

- Not applicable

Evaluation Plan and Progress Indicators

- Number of processing facilities and other midstream facilities
- Number of establishments 2018-20 (growth)
- Number of companies met with regarding midstream facility location in New Mexico
- Investment associated with new mid-stream facilities
- Number of media articles highlighting new facility locations within New Mexico

Goal 5 – Transportation and Logistics

Increase regional economic opportunities by 30% through greater utilization of the Roswell Regional Air Park by 2028.

Regional Economic Benefits

The Roswell Regional Air Park has significant space for new facilities, as well as infrastructure to support value-added industrial uses. Improving the access into and out of this region will allow new businesses to be created or expanded inside the Air Park that can provide for quality jobs versus low-paying jobs. In addition, regional businesses will be able to ship in materials and ship out products more cheaply and efficiently which will add to the businesses’ bottom line. The enhanced wages will also have enhanced multiplier effects throughout the entire region’s economy, specifically housing and related purchases.

The ABCs of Successful Planning Elements

A (Attitudes, Knowledge and Skills) – Strategy 5.1, Strategy 5.2, Strategy 5.3

B (Behavior) – Strategy 5.1, Strategy 5.2

C (Condition) – Target Outcomes (Short, Intermediate, Long Term)

Strategy 5.1 - Reach full agreement on design/costs/funding for the rehabilitation of the rail spur and associated building structures

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Research extent of design to both parties' satisfaction	BNSF Railroad City of Roswell Chaves County Chaves County Economic Development Corporation	Brian Reeser – Roswell Ean Johnson – Phoenix Joe Neeb – Roswell Stan Riggs - Roswell John Mulcahy – Roswell	May 2019
Finalize Design	BNSF City of Roswell	Brian Reeser – Roswell Ean Johnson – Phoenix	Nov 2019
Construction	Contractor – TBD	Contractor-TBD	March 2025

Goal 5 – Transportation and Logistics (Continued)

Target Outcomes

Short Term (Year 1)

- Assessment of rail spur and potential improvements is completed.

Intermediate (Years 2-3)

- Design is approved.
- Financing for rail rehabilitation is identified.

Long Term (Year 4 and beyond)

- Leasing Agreements with businesses and BNSF are executed.
- Construction of rail spur and building improvements is completed.
- Ongoing maintenance costs are sustained.

Evaluation Plan and Progress Indicators

- Number of rail cars using rail spur
- Number of business users bringing in or shipping out new products
- Number of buildings rehabilitated

Strategy 5.2 – Facilitate freight truck traffic from major highways/roads to/from Roswell Regional Air Park

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Improve roads (Earl Cummings Drive, Hobson Drive, etc.)	City of Roswell Chaves County NMDOT	Joe Neeb – Roswell Stan Riggs - Roswell Timothy Parker - Roswell	December 2025

Target Outcomes

Short Term (Year 1)

- Roads are identified.
- Pre-approvals required from NMDOT are acquired.

Intermediate (Years 2-3)

- Funding is secured.
- Engineering plans are completed.

Long Term (Year 4 and beyond)

- Roads are repaired/constructed.

Goal 5 – Transportation and Logistics (Continued)

Evaluation Plan and Progress Indicators

- Plan, including phased plan, is produced.
- Number of NMDOT approvals
- Number of outreach events to community
- Public safety plan(s)
- Construction mileposts

Strategy 5.3 - Develop air freight at the Roswell Regional Air Park

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Audit/inventory buildings (survey of tenants)	City of Roswell Chaves County Economic Development Corporation	Joe Neeb – Roswell John Mulcahy - Roswell	December 2019
Plan infrastructure improvements to meet air freight needs (hangars)	Southeastern NM Economic Development District Chaves County Economic Development Corporation Federal Aviation Administration (FAA) Regional Office	Dora Batista – Roswell John Mulcahy – Roswell Michael Gregory – Ft. Worth	December 2025
Construct hangars and infrastructure	City of Roswell Federal Aviation Administration (FAA) Regional Office	Joe Neeb – Roswell Michael Gregory – Ft. Worth	December 2028

Target Outcomes

Short Term (Year 1)

- Inventory is completed.
- Initial meetings with FAA are conducted.

Intermediate (Years 2-3)

- Funding is secured.
- Engineering plans are completed.

Long Term (Year 4 and beyond)

- Business agreements are executed.
- Construction for buildings and infrastructure is completed.

Evaluation Plan and Progress Indicators

- Number of cargo planes
- Number of building and infrastructure improvements
- Number of new jobs
- Number and types of freight

Goal 5 – Transportation and Logistics (Continued)

Strategy 5.4 – Increase commercial air service passenger traffic in and out of Roswell Regional Air Park

Steps to Accomplish	Responsibility	Key Contacts	Goal Date
Survey passengers to understand issues.	City of Roswell	RIAC Staff - Roswell	April 2019
Do professional observations of terminal passenger flow/transactions.	City of Roswell Roswell-Chaves County Economic Development Corporation	RIAC Staff - Roswell John Mulcahy – Roswell	April 2019
Design improvements and modifications to terminal and parking	City of Roswell Contractors	Joe Neeb – Roswell To be determined	November 2019
Determine equipment and facility change needs	City of Roswell	RIAC Staff – Roswell	November 2019
Develop marketing platforms in the terminal	City of Roswell Roswell-Chaves County Economic Development Corporation American Airlines	RIAC Staff – Roswell John Mulcahy – Roswell	November 2019
Determine if new building is necessary	American Airlines		February 2019
Draw up plans and capital budget	City of Roswell	Joe Neeb – Roswell	February 2019
Determine funding sources	Roswell-Chaves County Economic Development Corporation New Mexico Economic Development District	John Mulcahy – Roswell Susie Russell - Roswell	February 2019
Do construction of terminal improvements (including parking)	City of Roswell Contractors	Joe Neeb – Roswell To be determined	February 2019
Purchase new equipment	City of Roswell	Joe Neeb – Roswell	February 2019
Implement marketing plans	City of Roswell Roswell-Chaves County Economic Development Corporation American Airlines Contractor	RIAC Staff – Roswell John Mulcahy – Roswell To be determined	February 2019

Goal 5 – Transportation and Logistics (Continued)

Target Outcomes

Short Term (Year 1)

- Passenger survey and observations

Intermediate (Years 2-3)

- Complete study plans
- Source physical equipment
- Design new or updated terminal

Long Term (Year 4 and beyond)

- Complete construction
- Improve physical assets to improve passenger experience and traffic flow

Evaluation Plan and Progress Indicators

- Post construction passenger surveys
- Passenger traffic counts
- Number of flights
- Number of flight destinations
- Rental car sales

Additional Strategies

- 5.5 Pursue legislation for the creation of a Regional Air Authority.

Moving Forward as a Region

Guiding the Plan Moving Forward

Once the SET Plan is approved, the key players identified in the implementation plan will collaborate and discuss the need and manner for meeting on a regular basis. SET Team members involved with the individual strategies are ready to initiate this process.

The Southeast and Eastern Plains Councils of Governments are ready to showcase and show the progress of the SET implementation on their websites. Other SET Team members and the key players in the implementation of a strategy(ies) may also include SET information on their websites.

Getting Involved

Strategy teams will recognize during their collaborations whether other individuals or organizations may need to become involved in order for a strategy to be successful and to meet strategy timelines. Members of the public, individuals or organizations, may contact Executive Management of the Councils of Governments to make inquiry or offer to participate. Referrals will be made to the appropriate contacts responsible for carrying out each strategy.

Summary

Economic development is a continuous, comprehensive task for all communities in the region. Community leaders recognize that building their communities is done, a step at a time. The goals and strategies identified in this SET Plan will further along economic development in the region. Oftentimes, securing funding is the determining factor for accomplishing planned economic development.

Agriculture is a stable industry in the region and increasing its market presence should only increase agricultural production. Tourism will continue to be a focus in rural, southeast New Mexico. It has the constant attention of regional Chambers of Commerce and MainStreet organizations. Improving customer service, through training in the region, leaves a lasting impression on visitors and tourists and encourages their return to the region. Good customer service is promoted best by word of mouth. Identifying and making successful application for housing funding supports housing opportunities for regional residents and newcomers, increasing regional growth.

Increasing commercial driver licensure promotes safety on our roadways, protecting residents and all travelers in the region. Quality of life for residents is improved, travelers have a good driving experience and jobs are improved in the region. Making improvements to the Roswell Regional Air Park increases jobs in freight, spurs growth in the region and provide business opportunities to connecting communities.

Appendix



Appendix A: Session 1 Meeting Notes – October 19, 2017



SESSION 1

October 19, 2017 - Roswell, New Mexico

Industry Cluster Ranking

The following industry clusters were voted upon by all participants.

1. Energy (16 votes)
Transportation & Logistics (16 votes)
2. Arts, Entertainment, Recreation & Visitor (11 votes)
3. Defense & Security (9 votes)
4. Agribusiness, Food Process & Tech (6 votes)
5. Biomedical/Biotechnical (5 votes)
6. Advanced Materials (0 votes)
Chemicals (0 votes)
Education & Knowledge Creation (0 votes)
Mining (0 votes)

Industry Cluster Rankings by Individual Groups

The following industry clusters were voted upon by participants, grouped by tables.

Table 1

1. Energy
2. Defense & Security
3. Transportation & Logistics
4. Agribusiness, Food Process & Tech
5. Mining

Table 2

1. Energy
2. Transportation & Logistics
3. Defense & Security
4. Arts, Entertainment, Recreation & Visitor
5. Chemicals

Table 3

1. Advanced Materials
2. Chemicals
3. Energy
4. Transportation & Logistics
5. Defense & Security



SESSION 1

October 19, 2017 - Roswell, New Mexico

Table 4

1. Education & Knowledge Creation
2. Defense & Security
3. Agribusiness, Food Process & Tech
4. Transportation & Logistics
5. Energy

Table 5

1. Energy
2. Transportation & Logistics
3. Defense & Security
4. Agribusiness, Food Process & Tech
5. Chemicals

Table 6

1. Transportation & Logistics
2. Arts, Entertainment, Creation & Visitor
3. Biomedical/Biotechnical
4. Agribusiness, Food Process & Tech
5. Energy

Appendix B: Session 2 Meeting Notes – November 8, 2017



SESSION 2 – Evidence-Based Planning
November 8, 2017 - Clovis, New Mexico

Of the five industry clusters chosen, the group started the process of forming ideas for potential strategies for building the individual clusters in the region. Each cluster was represented by a table of participants who exchanged ideas for a strategy in the area of creating, attracting, retaining and expanding their industry. Foundation was included, which represents workforce, infrastructure, connections, etc.

Industry Cluster	Create	Attract	Retain	Expand	Foundation
Agribusiness, Food Processing and Technology	<ul style="list-style-type: none"> ➤ High tunnel greenhouses ➤ Alternative crop facilities using sustainable resources ➤ Artisan food production ➤ Biomass opportunities ➤ Meat packing opportunities 	<ul style="list-style-type: none"> ➤ Green organic eco-friendly food ➤ Health product businesses ➤ Sustainable product entrepreneurship 	<ul style="list-style-type: none"> ➤ Market our sustainable – eco-friendly agriculture products 	<ul style="list-style-type: none"> ➤ Use technology to expand/ enhance agriculture products 	<ul style="list-style-type: none"> ➤ Expand technology and skill base of our labor force
Arts, Entertainment, Recreation and Visitor Industries	<ul style="list-style-type: none"> ➤ Hospitality and tourism training facility 	<ul style="list-style-type: none"> ➤ Local and corporate executives and employers 	<ul style="list-style-type: none"> ➤ Certification, experience and education 	<ul style="list-style-type: none"> ➤ Management offices 	<ul style="list-style-type: none"> ➤ Would create a stronger workforce for this cluster
Defense and Security	<ul style="list-style-type: none"> ➤ Construction, Housing, MOU's 	<ul style="list-style-type: none"> ➤ Specialties 	<ul style="list-style-type: none"> ➤ Incentives 	<ul style="list-style-type: none"> ➤ Specialties ➤ Public-Private Partnerships 	<ul style="list-style-type: none"> ➤ Improve and expand infrastructure
Energy	<ul style="list-style-type: none"> ➤ Entrepreneur starts a water-hauling service 	<ul style="list-style-type: none"> ➤ Transportation services and training to serve the energy sector 	<ul style="list-style-type: none"> ➤ Supply companies to support the energy sector 	<ul style="list-style-type: none"> ➤ Reduce corporate taxes and regulations to promote expansion of existing operations 	<ul style="list-style-type: none"> ➤ Work to create better access to water sources
Transportation and Logistics	<ul style="list-style-type: none"> ➤ Create a multimodal freight hub (rail, road, air) like Roswell Regional Airport 	<ul style="list-style-type: none"> ➤ Create incentive packages for businesses with aviation needs 	<ul style="list-style-type: none"> ➤ Retain infrastructure and workforce 	<ul style="list-style-type: none"> ➤ Expand passenger air service ➤ Maintain/ expand infrastructure 	<ul style="list-style-type: none"> ➤ Develop targeted marketing for regional freight hub and support workforce housing and training needs

Appendix C: Session 3 Meeting Notes – December 7, 2017



SESSION 3 – Connecting Capitals
December 7, 2017 - Artesia, New Mexico

In Sessions 1 and 2, the SET Regional Planning Team selected and has been working with five industry clusters within the region. During Session 3, the Team performed exercises to identify Team and Regional Assets in addition to developing SMART Goals. For Team Assets, participants noted their talents, work experience, skills and abilities that can be drawn upon as the Team further develops its goals and strategies. For regional assets, Team members recommended names of individuals and businesses within the seven community capitals (Financial, Political, Social, Human, Cultural, Natural and Built) that may be key to implementing goals and strategies.

Team members continued by identifying challenges and barriers within the five industry clusters, to be followed by the initial development of a SMART Goal for each cluster – Specific, Measurable, Attainable, Relevant, Time Framed (SMART).

TEAM ASSETS		
Community Capitals	Team Member Assets	
Financial	<ul style="list-style-type: none"> > Accounting, bond financing experience, oil and gas royalty auditing (Marvin Burr) > Façade grants - MainStreet experience (John Mulcahy) > Federal and state funding resources (Clyde Hudson) 	<ul style="list-style-type: none"> > Financial, grant writing and administration, project development (Sandy Chancey) > NMEDD financing programs (Susie Russell)
Political	<ul style="list-style-type: none"> > Access to people to influence decisions (John Mulcahy) > Close working relationship with region's Mayors, County Commissioners and Legislators (Dora Batista) > Community development and development standards (Jim McGuire) > Connections with NMEDD Cabinet Secretary and Governor (Susie Russell) 	<ul style="list-style-type: none"> > Elected officials and department heads at Curry County (Dora Rey) > Local political connections (Ernie Kos) > Navigating the political approval process for businesses, industry and housing (Jeff Patterson) > Relationship with legislators, assist communities in conducting public hearings (Sandy Chancey) > State Land Office experience (Marvin Burr)
Social	<ul style="list-style-type: none"> > Bringing organizations together to make things happen (John Mulcahy) > Civic and service organization (Kathy Lay) > Collaboration Partner Leadership (Jeff McCool) > Community cohesion and development (Jim McGuire) > Directs community events (Lisa Pellegrino-Spear) 	<ul style="list-style-type: none"> > NMEDD Regional Representative for Chaves, Curry, De Baca, Eddy, Lea, Lincoln, Otero and Roosevelt Counties (Susie Russell) > Organizer and facilitator of public meetings (Sandy Chancey) > Seroma Club (Bob Stansell) > Strong communication skills and able to facilitate and create relationships (Shannon Carr) > United Way Board Chair (Steve Saucedo)



SESSION 3 – Connecting Capitals
December 7, 2017 - Artesia, New Mexico

	<ul style="list-style-type: none"> > Housing (Marvin Burr) > Housing programs (Mary Ann Burr) 	<ul style="list-style-type: none"> > Writing tutor (Amanda King) > Young professional retention program formation (Amanda King)
Human	<ul style="list-style-type: none"> > Application and management of grants (Dora Rey) > Community development, strengthen community (Jim McGuire) > Economic development team player, helping create school-work programs (Amanda King) > Natural capital, human capital, education, agricultural leadership (Sandra Barraza) 	<ul style="list-style-type: none"> > Planned and carried out job fairs (Shannon Carr) > Trainer, skill-building (Robert Blevins) > Training for NMEDD Programs > Workforce development, training manager, public speaker (Steve Saucedo) > Workforce training and professional development (Jeff McCool)
Cultural	<ul style="list-style-type: none"> > Chair of Economic Vitality on Carlsbad MainStreet Board (Shannon Carr) > Clovis MainStreet (Lisa Pellegrino-Spear) 	<ul style="list-style-type: none"> > Organized UFO and Chile Cheese Festival, historic preservation (Kathy Lay) > Community outreach, participating in festival planning (Jeff Patterson)
Natural	<ul style="list-style-type: none"> > Oil and gas reservoirs, numerous contacts (Kelly Tooker) 	<ul style="list-style-type: none"> > State Land Office experience, oil and gas experience (Marvin Burr)
Built	<ul style="list-style-type: none"> > Assist communities and counties to upgrade infrastructure (Dora Batista) > Community development (Jim McGuire) > Funded infrastructure, community facilities and businesses (Clyde Hudson) > MainStreet buildings, grants for façade improvements (Kathy Lay) > NMEDD funding for land, building and infrastructure (Susie Russell) 	<ul style="list-style-type: none"> > Pipelines for gas, oil and natural gas (Robert Blevins) > Planning and zoning experience (Louis Jaramillo) > Planning, review, use permitting (Jeff Patterson) > Rail and bus manufacturing expertise (Bob Stansell) > Transportation programs (Mary Ann Burr) > Work with communities to improve infrastructure (Sandy Chancey)



SESSION 3 – Connecting Capitals
 December 7, 2017 - Artesia, New Mexico

REGION ASSETS					
Community Capitals	Industry Clusters				
	Agribusiness, Food Processing and Technology	Arts, Entertainment, Recreation and Visitor Industries	Defense and Security	Energy	Transportation and Logistics
Financial	<ul style="list-style-type: none"> ➢ LEDA/JTIP grants from NMEED (Susie Russell) ➢ Shannon Carr, Carlsbad Dept. of Development ➢ USDA Programs, Farm credit agencies ➢ Jay Jenkins, President, Carlsbad National Bank ➢ Terry Blashke, Executive Vice President, Bank of Clovis 	<ul style="list-style-type: none"> ➢ Private/public funding sources for projects ➢ Roswell-Chaves County Economic Development Corporation, downtown façade renovation grant 	<ul style="list-style-type: none"> ➢ George Jones, Chair, Cannon Federal Credit Union ➢ Cannon Federal Credit Union 		<ul style="list-style-type: none"> ➢ Jon Hitchcock, Former CEO, Pioneer Bank ➢ New Mexico Finance Authority
Political	<ul style="list-style-type: none"> ➢ James Walterscheid, Eddy County Commissioner ➢ Kaye Whitefoot, Dairy Producers of New Mexico ➢ John Jackson, Farm & Livestock Bureau ➢ Walter Bradley, Dairy Farmers of America ➢ NM Senator Cliff Pirtle, Dairy Industry ➢ Jason Shirley, Carlsbad City Councilman/Youth Minister 	<ul style="list-style-type: none"> ➢ Juanita Jennings, City of Roswell, Public Relations (event and film), tourism 	<ul style="list-style-type: none"> ➢ Kent Waller, Police Chief, Carlsbad ➢ Lance Pyle, Curry County Manager, lpyle@currycounty.org ➢ Robert Thornton, Curry County Commissioner, rdScurry@gmail.com ➢ Chet Spear, Curry County Commissioner ➢ Kirk Roberts, Police Chief, Artesia ➢ Tim Parker, NMDOT District 2 Engineer, 	<ul style="list-style-type: none"> ➢ BLM ➢ New Mexico Oil & Gas Association ➢ US Congressman Steve Pearce ➢ NM Senator Ron Griggs ➢ NM Representative David Gallegos 	<ul style="list-style-type: none"> ➢ Tim Jennings, former Senator, Air Center Development ➢ Dennis Kintigh, Mayor of Roswell, Air Service, Air Center



SESSION 3 – Connecting Capitals
 December 7, 2017 - Artesia, New Mexico

	<ul style="list-style-type: none"> > Bill Rogers, John Deere Dealer, Artesia City Councilor > Bernadette Granger, US Congressman Steve Pearce > Beverly Allen, US Senator Tom Udall > Diane Ventura, US Senator Martin Heinrich > Candy Ezzell, NM Representative > Bob Wooley, NM Representative 		<ul style="list-style-type: none"> > timothy.parker@state.nm.us > James Burns, Chairman, Committee, Burns Do IT Center, lobbying group for CAFB > Debby Spriggs, Curry County Treasurer > Richard Lopez, Fire Chief, Carlsbad 		
Social	<ul style="list-style-type: none"> > Amanda King, Roswell Next, Young Professional Social Club, Retention > Bill Rogers, John Deere Dealer 	<ul style="list-style-type: none"> > Karla Hamel, Carlsbad MainStreet > Musical/theatrical groups > Tourism Councils > MainStreet organizations > Hotel Councils > Carolyn Madison, Young Professionals for the Arts Collective (YPAC) 	<ul style="list-style-type: none"> > Jean Master, Cannon AFB, Public Relations, jean.masters@us.af.mil > Raymond Mondragon, retired City Manager of Clovis, EPCOG, Volunteer with Employer Support of the Guard and Reserve (ESGR) 	<ul style="list-style-type: none"> > Ryan Flynn, New Mexico Oil & Gas Association > New Mexico Oil & Gas Association > Permian Basin Petroleum Association (PBPA) > Roswell Next, Young Professionals retention 	<ul style="list-style-type: none"> > Bob Stansell, Sertoma Club, service to mankind
Human	<ul style="list-style-type: none"> > Shannon Wooton, Education, Health, Leadership > Andrea Stapp, Education, Youth, Leadership > Lonnie Leslie, Active Community Member > John Madden, ENMU-R, customized job training > Clovis Community College training programs 	<ul style="list-style-type: none"> > Amanda Nicholson, Roswell Museum & Art Center, Science, Technology, Engineering, Art & Math (STEAM) classes > NMSU, Hotel and tourism management degree/classes > Cooperative Extension Service, local tourism, youth and adult training 	<ul style="list-style-type: none"> > Kirk Roberts, Chief, Artesia Police Department > Rich Jones, CAFB, Manager Reports & Analysis, richard.jones.4@us.af.mil > Federal Law Enforcement Training Center (FLETC), Artesia > John Chavers, International Law 	<ul style="list-style-type: none"> > OXY > Devon Energy > Concho Resource > Chevron > EOG > WPX > Midstream, Sendero Summit, DCP > Halliburton 	<ul style="list-style-type: none"> > Ken Maguire, ENMUR, curriculum, vocational job training > Chad Smith, ENMUR Air Center training > Johnny Johnson, New Mexico Trucking Association > Roswell Air Center pilot training



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	<ul style="list-style-type: none"> > Bill Rogers, John Deere Dealer > County 4-H programs, high school FFA > NMSU Cooperative Extension Service, financial management and educational training > Joe Strickland, Deputy Superintendent, Clovis Municipal Schools 		<ul style="list-style-type: none"> Enforcement Academy, Roswell > Mark Fisher, Mistic Inc., 575-347-7171 	<ul style="list-style-type: none"> > Conoco Phillips > Anadarko > XTO > Marathon Oil 	
Cultural	<ul style="list-style-type: none"> > Karla Hamel, Carlsbad MainStreet Director > Strong history of agricultural multi-generation family farms > Kathy Lay, MainStreet Roswell and Leprino, Chile/Cheese Festival 	<ul style="list-style-type: none"> > Carolyn Madison, Anderson Museum Board > Margaret Hinchee, Library Director, Clovis Library > Patsy Delk, High Plains Historical Society > Rich Williams, Director, New Mexico MainStreet > MainStreet organizations > Museums, historical societies > NM Department of Cultural Affairs 	<ul style="list-style-type: none"> > Tyleen Winterbower II - Caffrey, ENMU Instructor, Eiks Club, Clovis 	<ul style="list-style-type: none"> > Carlsbad Oil & Gas Summit > Permian Basin International Oil Show 	<ul style="list-style-type: none"> > Rich Williams, Director, New Mexico MainStreet
Natural	<ul style="list-style-type: none"> > Nathan Cumuff, BLM nbcumuff@yahoo.com > Plenty of available land > John Garlisch, Horticulture Agent, Bemalillo CES > Robert Flynn, Soils Specialist, NMSU Artesia Agriculture Science Center 	<ul style="list-style-type: none"> > Clay Moyers, Clovis District Office for NM Fish and Game > Natural attractions – Carlsbad Caverns, Bottomless Lakes, Lake Van, Lake Avalon, bitter Lakes Refuge, Brantley Lake, Carlsbad Cascades 	<ul style="list-style-type: none"> > Nathan Cumuff, BLM, nbcumuff@yahoo.com 	<ul style="list-style-type: none"> > State Land Commissioner > BLM > Environmental Protection Agency (EPA) > Kelly Tooker, New Mexico Junior College 	<ul style="list-style-type: none"> >



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	<ul style="list-style-type: none"> > Caren Cowan, NM Cattle Grower's Association, Beef Production > Pecos Valley Conservative District > Cooperative Extension Service, NMSU Education 				
Built	<ul style="list-style-type: none"> > David Robinson, President, Plateau (Broadband Provider) > Clint Bunch, Public Works, City of Clovis > Robert Chavez, Xcel Energy > Cities, Counties, State – Improve roads and other infrastructure > Plateau Telecom, broadband and business services > Jon Putman, Constructors, Inc. > Travis Gray, use of drone technology in agriculture > State Land Office > Spring River Apartments, workforce housing 	<ul style="list-style-type: none"> > Economic development corporations > Private Foundations and owners > Funding agencies 	<ul style="list-style-type: none"> > Jean Masters, Public Relations, Cannon Air Force Base > Commander Hammons, CAFB Base Commander 	<ul style="list-style-type: none"> > Titan Transloading > Downstream, Holly Frontier/Navajo > Enterprise Products, Natural Gas pipelines > Elite Well Service > Lucid Energy > Mike McLeod, Xcel Energy 	<ul style="list-style-type: none"> > Aviation facilities > Burlington Northern and Santa Fe Railway (BNSF) > Bryan Reeser, BNSF Rail, physical equipment > Holly Frontier, refinery > Jana Lessard, Constructors, Inc., roads, structures > Kyle Ramage, Iron Horse Terminal > NMDOT State Agency > Bob Stansell, building rail cars, buses, plant set-ups > Rail and trucking freight > Scott Stark, Air Center, buildings, train > TX-NM Railroad



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Barriers/Challenges by Industry Cluster

Agribusiness, Food Processing and Technology

- ✓ Workforce
 - lack of qualified truck drivers
 - correct skills/education for jobs available
 - jobs people don't want
 - can't pass a clean drug test
- ✓ Affordable housing
- ✓ Environmental regulations
 - cost of compliance
 - constant turnover in regulatory agencies
 - understaffed state and federal agencies (budgets)
- ✓ Boggled down with traditional agriculture – new technology, slow to embrace
- ✓ Water conservation – need to work on figuring out how to keep moving forward
- ✓ Diversification without negatively impacting existing businesses/resources

Arts, Entertainment, Recreation & Visitor

- ✓ Lack of hospitality training
- ✓ Lack of skilled workforce (hotels, restaurants)
- ✓ Lack of funding
- ✓ Aged infrastructure, inconsistent code requirements
- ✓ Lack of entertainment on evenings and Sundays for families
- ✓ No night life activities for all age groups
- ✓ Lack of strong promotion and marketing
- ✓ Lack of affordable lodging
- ✓ Lack of wayfinding



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Defense & Security

- ✓ Minimal local control
- ✓ Lack of skilled workers/labor
- ✓ Lack of industries
- ✓ Lack of infrastructure
- ✓ Inflated housing market, limited
- ✓ Lacking in quality of life

Energy

- ✓ Workforce – in Carlsbad and Artesia, unemployment rate 4.9%, Hobbs is 6%, educated and skilled, also entry level, people can't pass drug tests
- ✓ Roads – inadequate infrastructure for growth, safety issues
- ✓ Housing for both transient and permanent
 - issues with pricing, availability and quality
 - a social issue with transient, “not in my backyard”
 - commercial problem, “not enough rooftops”
 - fill up hotels and impacts tourism
- ✓ Quality of life and leakage to other areas
- ✓ Retention issues with workforce
- ✓ Lack of support parts of energy industry from Santa Fe
- ✓ Brine well/sinkhole in Carlsbad

Transportation & Logistics

- ✓ Extremely high cost to replace/repair infrastructure such as highways
- ✓ Aging and available workforce for drivers, nothing attracting younger generation to trucking
- ✓ Difficulty engaging the larger companies, like BNSF and Airlines (rail, air and trucking)
- ✓ Need public-private sectors working together
- ✓ More financing options beyond state and federal
- ✓ DOT regulations (i.e., minimum age requirement of 21, electronic logging devices, etc.)



SESSION 3 – Connecting Capitals
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SMART Goals

Agribusiness, Food Processing and Technology

Increase market presence of locally-produced food in southeastern New Mexico by 25% by 2021.

Arts, Entertainment, Recreation & Visitor

Recruit educational training institutions or workforce development offices to develop and implement a short-term training course in “Hospitality & Work Ethics” in a minimum of 2 locations within the 5-county region to begin by Fall 2019. Ideally, 1 training course every quarter, in all 5 counties.

Defense & Security

Identify 6 viable federal, state or otherwise funding sources for housing redevelopment within the Southeast SET Region (NM) by December 2019.

Energy

Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.

Transportation & Logistics

Increase freight traffic to “daily” by repairing the Roswell Air Center Rail Spur for a Regional Intermodal Facility (Rail, Air, Trucking) by 2020.

Appendix D: Session 4.1 Meeting Notes – January 31, 2018



SESSION 4.1 – Finalizing the Plan
 January 31, 2018 - Portales, New Mexico

In the previous session, the SET Regional Planning Team developed draft SMART Goals, one for each of the selected five industry clusters. Session 4.1 focused on the development of forming strategies, actions, a Measurement Plan and an Implementation Plan. For each SMART Goal, participants first developed a strategy(ies).

Industry Cluster	Assets and Resources	Strategy	Participants (Target Audience)	Attitudes, Knowledge and Skills	Behaviors	Conditions
Agribusiness, Food Processing and Technology SMART Goal: Increase international market presence of locally produced agricultural products from SE NM as measured by year-end statistics from the end of 2017 to the end of 2021.	<ul style="list-style-type: none"> ➤ "New Mexico Taste the Tradition Ad Campaign" ➤ Established local producers for: Beef Dairy Nuts Vegetables Honey Other Byproducts ➤ Small Business Development Center to help with business plan development ➤ Active Chambers of Commerce ➤ Higher educational Institutions to provide training ➤ NM Partnership (marketing arm of E.D.) ➤ County Extension Offices 	<ul style="list-style-type: none"> ➤ Connect local producers with NM Taste the Tradition for marketing purposes ➤ Training for web site development and marketing ➤ County offices do training ➤ Create local value-added business incubator (kitchen) 	<ul style="list-style-type: none"> ➤ Producers ➤ Educational concepts/providers (in less traditional format) 	<ul style="list-style-type: none"> ➤ Willingness to expand and change marketing strategies from local to e-based commerce 	<ul style="list-style-type: none"> ➤ Learn how to create business plans ➤ Implement incremental changes in marketing approach 	<ul style="list-style-type: none"> ➤ Participants see increased revenue ➤ See increased branding recognition ➤ See increased use of locally produced agricultural products



SESSION 4.1 – Finalizing the Plan
 January 31, 2018 - Portales, New Mexico

Industry Cluster SMART Goal	Assets and Resources	Strategy	Participants (Target Audience)	Attitudes, Knowledge and Skills	Behaviors	Conditions
Arts, Entertainment, Recreation and Visitor Industries SMART Goal: Friendly, Ethical Workforce in Arts, Entertainment, Recreation and Visitor Industries	<ul style="list-style-type: none"> ➤ Municipality ➤ Economic Development organizations ➤ Philanthropic foundations ➤ Community colleges and their community/ continuing education program 	<ul style="list-style-type: none"> ➤ Recognize the need ➤ Envision the future ➤ Include money and time to train willing employees 	<ul style="list-style-type: none"> ➤ Business owners ➤ Current employees ➤ Potential employees 	<ul style="list-style-type: none"> ➤ Communication skills ➤ Community pride ➤ Know what they have and its value ➤ Management skills 	<ul style="list-style-type: none"> ➤ Desire to improve and grow and evolve ➤ Consistently courteous, helpful and informative 	<ul style="list-style-type: none"> ➤ Increased visitor count ➤ New quality of life options ➤ Restaurants ➤ Retail ➤ Entertainment ➤ Increased GRT and lodgers tax



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Industry Cluster	Assets and Resources	Strategy	Participants (Target Audience)	Attitudes, Knowledge and Skills	Behaviors	Conditions
Defense & Security <hr/> SMART Goal: Identify 6 viable federal, state or otherwise funding sources for housing redevelopment within southeastern SET Region by December 2019	<ul style="list-style-type: none"> ➤ COGs ➤ Private Real Estate ➤ Government redevelopment Agencies ➤ Local Municipalities/Counties ➤ Private Redevelopment Agencies ➤ NM Housing Authority ➤ Economic Development NM Mortgage and Finance Authority ➤ Financial Institutions ➤ USDA ➤ Partnering for a better future ➤ Habitat for Humanity ➤ HUD 	<ul style="list-style-type: none"> ➤ Establish what each asset can offer ➤ Establish the areas of redevelopment ➤ Attending workshops on funding (grant) sources ➤ Benefiting factors of housing development ➤ Understanding what economic diversification can do for the community 	<ul style="list-style-type: none"> ➤ County and City Government ➤ Private developers ➤ Local Community/present homeowners 	<ul style="list-style-type: none"> ➤ Attitudes: Why are these new communities necessary ➤ Knowledge: Where to find funding sources and understanding criteria ➤ Skills: How to request and how to match funding source with need 	<ul style="list-style-type: none"> ➤ Go find sources 	<ul style="list-style-type: none"> ➤ Identified sources start process



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Industry Cluster	Assets and Resources	Strategy	Participants (Target Audience)	Attitudes, Knowledge and Skills	Behaviors	Conditions
SMART Goal						
Energy <hr/> SMART Goal: Increase the number of licensed commercial drivers by 10% in southeastern New Mexico by January 2020.	<ul style="list-style-type: none"> > CDL training programs at two community colleges in the region – Roswell and Hobbs > 3 CDL testing sites in one region – Roswell, Hobbs and Portales > Depart of Workforce Solutions > WIA > Employers 	<ul style="list-style-type: none"> > Offer CDL training to interested people > Offer CDL testing as needed > Job placement incentive options > Create a regional training plan 	<ul style="list-style-type: none"> > Job seekers in this field 	<ul style="list-style-type: none"> > Collaboration among training providers > Business and industry approach 	<ul style="list-style-type: none"> > Participants successfully complete training and testing 	<ul style="list-style-type: none"> > The region will have a better base of a qualified workforce > Unemployment rate will decrease > Industry expands or increases production



SESSION 4.1 – Finalizing the Plan
 January 31, 2018 - Portales, New Mexico

Industry Cluster	Assets and Resources	Strategy	Participants (Target Audience)	Attitudes, Knowledge and Skills	Behaviors	Conditions
SMART Goal Transportation & Logistics SMART Goal: Increase freight traffic from once weekly to daily by repairing the Roswell Air Center Rail Spur for a regional intermodal facility (Rail, Air, trucking) by 2020.	<ul style="list-style-type: none"> ➤ Rail – existing ➤ Land – in case we change geometry ➤ Materials (BNSF possibly providing) ➤ Willing local government 	<ul style="list-style-type: none"> ➤ Reach full agreement on design and costs/funding 	<ul style="list-style-type: none"> ➤ BNSF – would have to agree to daily traffic ➤ City – BNSF agree to final design 	<ul style="list-style-type: none"> ➤ BNSF – They need to officially support project (attitude) ➤ How to design new rail spur (knowledge) 	<ul style="list-style-type: none"> ➤ Businesses start changing how they ship (from highway to rail) 	<ul style="list-style-type: none"> ➤ Businesses will relocate near facility – move goods less expensively ➤ Gain recognition as rail-freight hub ➤ New jobs ➤ Number of rail cars



SESSION 4.1 – Finalizing the Plan
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For each industry, Team Members provided input for producing a measurement plan for one strategy.

Agribusiness, Food Processing and Technology				
STRATEGY:	Train local producers in agribusiness management and marketing.			
What To Measure	Information Needed	Who Has Information	How to Get Information	How Often/When to Get Information
Participants/ Target Audience	<ul style="list-style-type: none"> ➤ Education/training 	<ul style="list-style-type: none"> ➤ Higher-ed Institutions ➤ County Extension ➤ Small Business Development Center 	<ul style="list-style-type: none"> ➤ Chambers of Commerce ➤ Economic Development Organizations ➤ COGs ➤ Public Advertising/social media ➤ Literature 	<ul style="list-style-type: none"> ➤ Available at all times
Attitudes, Knowledge and Skills	<ul style="list-style-type: none"> ➤ Need to know how to market on web/non-traditionally ➤ Willingness ➤ Web-based skills ➤ Knowledge of established marketing campaigns 	<ul style="list-style-type: none"> ➤ Same as above 	<ul style="list-style-type: none"> ➤ Same as above 	<ul style="list-style-type: none"> ➤ Same as above
Behaviors	<ul style="list-style-type: none"> ➤ Learn how to create a business plan ➤ Implement incremental changes in marketing approach 	<ul style="list-style-type: none"> ➤ Same as above 	<ul style="list-style-type: none"> ➤ Same as above 	<ul style="list-style-type: none"> ➤ Survey participants quarterly
Conditions	<ul style="list-style-type: none"> ➤ Reported revenue numbers ➤ Reported use of branding ➤ Level of increase/decrease use of locally produced ag products 	<ul style="list-style-type: none"> ➤ Participants 	<ul style="list-style-type: none"> ➤ Survey participants 	<ul style="list-style-type: none"> ➤ Year-end of each year



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Arts, Entertainment, Recreation and Visitor Industries				
STRATEGY:	Develop a hospitality and work ethic course.			
What To Measure	Information Needed	Who Has Information	How to Get Information	How Often/When to Get Information
Participants/ Target Audience Business owners Current Employees Potential employees	> Attendance and completion of program > Location data > Industry sector within AERV, for each participant group	> Trainer or community education instructor	> Sign-in > Final assessment	> Every course
Attitudes, Knowledge and Skills Pride in community Knowledge and value of attractions Management skills	> Definitions, standard > Identify assets > Customer experience > Employee satisfaction	> Industry professionals > Chamber of Commerce > Park Services > Professional organizations	> Request results (by them) > Phone calls > Email survey	> Annually
Behaviors Desire to improve courtesy Helpful and Informative	> Interest survey	> Research contractor	> Deliverable	> Year following completion of training
Conditions Increased visitor count Gross Receipts tax Lodgers tax	> No. of inquiries > No. of visitors > Tax and fiscal data	> Chamber > Business > Municipalities > County offices	> Request data > Download from websites	> Annually



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Defense & Security				
STRATEGY:	Attend workshops on funding (grant) sources.			
What To Measure	Information Needed	Who Has Information	How to Get Information	How Often/When to Get Information
Participants/ Target Audience Attending Workshops	<ul style="list-style-type: none"> > How many workshops attended > How many people attended workshops 	<ul style="list-style-type: none"> > Finance director can tell you how many workshops attended and who attended them 	<ul style="list-style-type: none"> > Printed report 	<ul style="list-style-type: none"> > Quarterly
Attitudes, Knowledge and Skills Encouraging purse-holders to allow people to attend List of available grant training ops Aptitude for grant writing	<ul style="list-style-type: none"> > Participation and beneficial outcomes 	<ul style="list-style-type: none"> > Attendees 	<ul style="list-style-type: none"> > Meeting minutes > Resolutions 	<ul style="list-style-type: none"> > Monthly
Behaviors Participants will apply for grants	<ul style="list-style-type: none"> > How many people will apply for the grants (+/-) > 20% attendees 	<ul style="list-style-type: none"> > Attendees and supervisor > Commission 	<ul style="list-style-type: none"> > Review applications > Compiling grant 	<ul style="list-style-type: none"> > Quarterly
Conditions Awarded grants!!	<ul style="list-style-type: none"> > No. of grants received 	<ul style="list-style-type: none"> > Commission and Grant Applicant or Department 	<ul style="list-style-type: none"> > Meeting minutes > Financial documents 	<ul style="list-style-type: none"> > Annually



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Energy				
STRATEGY:	Create a regional training plan.			
What To Measure	Information Needed	Who Has Information	How to Get Information	How Often/When to Get Information
Participants/ Target Audience	<ul style="list-style-type: none"> ➢ No. of drivers needed ➢ No. of classes needed ➢ Where the specific needs are in the region ➢ How to fund participants 	<ul style="list-style-type: none"> ➢ Businesses ➢ Training providers ➢ Department of Workforce Solutions 	<ul style="list-style-type: none"> ➢ Conversations ➢ Focus Groups ➢ Database research ➢ Surveys 	<ul style="list-style-type: none"> ➢ Quarterly
Attitudes, Knowledge and Skills Collaboration among training providers	<ul style="list-style-type: none"> ➢ Interest level ➢ Resources ➢ Strengths and weaknesses 	<ul style="list-style-type: none"> ➢ Training providers ➢ Businesses ➢ Communities 	<ul style="list-style-type: none"> ➢ Planning ➢ Conversations ➢ Work groups ➢ Surveys 	<ul style="list-style-type: none"> ➢ Annually
Behaviors Participants successfully complete training and testing	<ul style="list-style-type: none"> ➢ Training completion rates ➢ Results of testing 	<ul style="list-style-type: none"> ➢ Providers ➢ Testers 	<ul style="list-style-type: none"> ➢ Information Request ➢ Ask for it 	<ul style="list-style-type: none"> ➢ Monthly
Conditions The region will have a more qualified workforce with a large number of qualified workers.	<ul style="list-style-type: none"> ➢ No. of annual openings for CDL drivers reduced 	<ul style="list-style-type: none"> ➢ Businesses ➢ Department of Workforce Solutions 	<ul style="list-style-type: none"> ➢ Ask for it ➢ Look for Dept. of Workforce Solutions website 	<ul style="list-style-type: none"> ➢ Annually



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Transportation & Logistics				
STRATEGY:	Reach full agreement on design/costs – funding.			
What To Measure	Information Needed	Who Has Information	How to Get Information	How Often/When to Get Information
Participants/ Target Audience City of Roswell Private Property Owner (Aragon), leasing From City	> Design – Layout > Survey > Budget	> City engineering (design/\$\$\$)	> Make Inquiry of City Department	> Once, unless budget/layout changes
Attitudes, Knowledge and Skills BNSF to officially support project	> BNSF contacts	> City > BNSF	> Because it is "official" – want written or electronic confirmation	> Once
Behaviors Businesses start changing how they ship (less trucking, more rail)	> Marketing – through City, region and BNSF	> Businesses	> BNSF – No. of rail trips	> Quarterly > Easiest way, NMDOT Rail (due to competitiveness, harder from Railroad)
Conditions Businesses relocate near facility	> No. of new businesses	> City – businesses have to get license	> Ask City for report	> Quarterly



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Once it was determined how to measure their strategy, Team members proceeded to identifying elements of a plan of action or implementation plan.

Agribusiness, Food Processing and Technology			
STRATEGY:	Train local producers in agribusiness management and marketing.		
Steps to Accomplish	Responsibility	Key Contacts	Goal Date
<ul style="list-style-type: none"> ➤ Work with the Chamber of Commerce and Small Business Development Center to develop a survey for use with agricultural producers to identify potential participants with training needs 	<ul style="list-style-type: none"> ➤ SBDC and Chamber of Commerce ➤ Scott Bucher ➤ Sandra Taylor-Sawyer ➤ Other county-lead persons ➤ Local economic development organization developers 	<ul style="list-style-type: none"> ➤ SBDC Directors or assistants 	<ul style="list-style-type: none"> ➤ October 2018
<ul style="list-style-type: none"> ➤ Identify training needed and the trainers 	<ul style="list-style-type: none"> ➤ SBDC & Chamber of Commerce will identify needs 	<ul style="list-style-type: none"> ➤ SBDC Directors and Chamber of Commerce, economic development organization staff 	<ul style="list-style-type: none"> ➤ December 2018
<ul style="list-style-type: none"> ➤ Coordinate training including ID'ing trainers 	<ul style="list-style-type: none"> ➤ SBDC and community colleges and universities 	<ul style="list-style-type: none"> ➤ Staff of SBDC, community colleges and universities 	<ul style="list-style-type: none"> ➤ March 2019
<ul style="list-style-type: none"> ➤ Market training programs 	<ul style="list-style-type: none"> ➤ All 	<ul style="list-style-type: none"> ➤ Some 	<ul style="list-style-type: none"> ➤ April 2019
<ul style="list-style-type: none"> ➤ Conduct training programs 	<ul style="list-style-type: none"> ➤ SBDC, Chamber of Commerce, universities 	<ul style="list-style-type: none"> ➤ Jim 	<ul style="list-style-type: none"> ➤ June 2019



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Arts, Entertainment, Recreation and Visitor Industries			
STRATEGY:	Develop hospitality and workforce training.		
Steps to Accomplish	Responsibility	Key Contacts	Goal Date
➤ Determine course outcomes	➤ ED consortium	➤ Chad Smith	➤ July 2018
➤ Research curriculum, choose	➤ CE Department at colleges	➤ Vickie Thomas/NMSU, HRTM Dept.	➤ December 2018
➤ Identify, hire, train instructors	➤ CE Department at colleges	➤ CE organization at each region	➤ June 2019
➤ Schedule training	➤ CE Department at colleges	➤ CE organization at each region	➤ March 2019
➤ Venue	➤ CE Department at colleges	➤ CE organization at each region	➤ March 2019
➤ Marketing	➤ Chambers, Colleges, ED organizations	➤ Robert Defer ➤ John Mulcahy	➤ June 2019
➤ Deliver training	➤ Instructors	➤ TBD	➤ September 2019
➤ Assess results	➤ ED consortium	➤ Chad Smith ➤ Shannon Carr	➤ September 2020



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Defense & Security			
STRATEGY:	Attend workshops on funding (grant) sources.		
Steps to Accomplish	Responsibility	Key Contacts	Goal Date
<ul style="list-style-type: none"> ➤ Compile the list of available workshops 	<ul style="list-style-type: none"> ➤ Jim McGuire, Community Development Director ➤ Lance Pyle, County Manager ➤ Corey Needham, Asst. County Manager 	<ul style="list-style-type: none"> ➤ Louis Jaramillo ➤ Doria Rey ➤ Bruce Reid 	<ul style="list-style-type: none"> ➤ September 2018 9 months prior to grant deadline (workshop dates move)
<ul style="list-style-type: none"> ➤ Develop list of interest parties 	<ul style="list-style-type: none"> ➤ Jim McGuire, Community Development Director ➤ Lance Pyle, County Manager ➤ Corey Needham, Asst. County Manager 	<ul style="list-style-type: none"> ➤ Louis Jaramillo ➤ Doria Rey ➤ Bruce Reid 	<ul style="list-style-type: none"> ➤ September 2018
<ul style="list-style-type: none"> ➤ Meet with interested stakeholders 	<ul style="list-style-type: none"> ➤ Jim McGuire, Community Development Director ➤ Lance Pyle, County Manager ➤ Corey Needham, Asst. County Manager 	<ul style="list-style-type: none"> ➤ Louis Jaramillo ➤ Doria Rey ➤ Bruce Reid 	<ul style="list-style-type: none"> ➤ October 2018
<ul style="list-style-type: none"> ➤ Acquisition of funds to attend event 	<ul style="list-style-type: none"> ➤ Finance Departments and Commission 	<ul style="list-style-type: none"> ➤ Finance Director 	<ul style="list-style-type: none"> ➤ December 2018
<ul style="list-style-type: none"> ➤ Register for workshop 	<ul style="list-style-type: none"> ➤ Attendee 	<ul style="list-style-type: none"> ➤ Attendee 	<ul style="list-style-type: none"> ➤ As needed, early registration
<ul style="list-style-type: none"> ➤ Travel to location 	<ul style="list-style-type: none"> ➤ Attendee 	<ul style="list-style-type: none"> ➤ Attendee 	<ul style="list-style-type: none"> ➤ Date of workshop



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January 31, 2018 - Portales, New Mexico

Energy			
STRATEGY:	Create a regional training plan.		
Steps to Accomplish	Responsibility	Key Contacts	Goal Date
➤ Map out Regional Training Plan	<ul style="list-style-type: none"> ➤ Jeff Walker, New Mexico Junior College ➤ Vicki Thomas, ENMU-Roswell 	<ul style="list-style-type: none"> ➤ Jeff Walker, New Mexico Junior College ➤ Vicki Thomas, ENMU-Roswell 	➤ August 2018
➤ Identify Additional Resources	<ul style="list-style-type: none"> ➤ Jeff Walker, New Mexico Junior College ➤ Vicki Thomas, ENMU-Roswell 	<ul style="list-style-type: none"> ➤ Jeff Walker, New Mexico Junior College ➤ Vicki Thomas, ENMU-Roswell 	➤ July 2018
➤ Identify Stakeholders	<ul style="list-style-type: none"> ➤ Dora Batista, SNMEDD/Council of Governments 	<ul style="list-style-type: none"> ➤ EDC Executive Directors 	➤ July 2018
➤ Develop Recruiting Plan	<ul style="list-style-type: none"> ➤ TBD 	<ul style="list-style-type: none"> ➤ New Mexico Oil and Gas Association ➤ Industry HR Directors ➤ Department of Workforce Solutions 	➤ July 2018
➤ Present Plan to Stakeholders and Resource Providers	<ul style="list-style-type: none"> ➤ TBD 	<ul style="list-style-type: none"> ➤ Training Providers ➤ Business and Industry 	➤ October 2018



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Transportation & Logistics			
STRATEGY:	Reach full agreement for design/costs – funding.		
Steps to Accomplish	Responsibility	Key Contacts	Goal Date
<ul style="list-style-type: none"> ➤ Research extent of design to both parties' satisfaction 	<ul style="list-style-type: none"> ➤ John Mulcahy, Chaves County Economic Development Corporation ➤ Bryan Reeser, BNSF ➤ City Manager, Director of Engineering/Planning ➤ Regional Air Authority, If/when established 	<ul style="list-style-type: none"> ➤ John Mulcahy, Chaves County Economic Development Corporation ➤ Bryan Reeser, BNSF ➤ City Manager, Director of Engineering/Planning ➤ Regional Air Authority, If/when established 	<ul style="list-style-type: none"> ➤ April 2018 –April 2019) A period of adjustment if Regional Air Authority established ➤ May 2019
<ul style="list-style-type: none"> ➤ Finalize design 	<ul style="list-style-type: none"> ➤ City ➤ Railroad ➤ Regional Air Authority (if applicable) 	<ul style="list-style-type: none"> ➤ City Manager ➤ Brian Reeser, BNSF ➤ Regional Air Authority (if applicable) 	<ul style="list-style-type: none"> ➤ 6 months to go to bid and design ➤ November 2019
<ul style="list-style-type: none"> ➤ Construction 	<ul style="list-style-type: none"> ➤ Contractor - TBD 	<ul style="list-style-type: none"> ➤ Contractor - TBD 	<ul style="list-style-type: none"> ➤ March 2020 (bid and construction time) ➤ Move SMART Goal time frame from 2020 to 2021

Appendix E: Session 4.2 Meeting Notes – February 22, 2018



SESSION 4.2 – Finalizing the Plan
 February 22, 2018 - Carlsbad, New Mexico

SENM SET Plan Team members gathered during this session and worked out details using High Quality Plan (HQP) worksheets. From the SMART goals, members mapped out regional economic benefits, steps to accomplish, target outcomes, ABC's successful planning elements and/or progress indicators.

Goal 1 - Agribusiness, Food Processing and Technology	
Target Outcomes for Strategy 1: Train local producers in agribusiness management and marketing.	
Short Term (Year 1)	<ul style="list-style-type: none"> ○ Provide and arrange training (s) online ○ Social media marketing and website development ○ Establishing/connecting to established brands ○ Trainings on creating business plans (energy options, laws, insurance, license/taxes) ○ Training on getting USDA grants ○ Branding discussion
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> ○ Review and encourage cross promotion (festivals, other marketing of mixed group) ○ Work with other industries to increase market and promote branding ○ Increase effectiveness of current marketing/sales (farmers markets, farm-to-table dinners, non-traditional production processing options) ○ Training on marketing to local/regional restaurants
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> ○ 4 businesses are actively engaging with online and social media marketing – have an updated website ○ 10 producers connected to already existing marketing campaigns
Elements of ABCs of Successful Planning for Strategy 1	
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> ○ Identify training needed and the trainers ○ Work with Chambers, SBDCs and EDCs to develop a survey to use with ag producers to identify potential participants with training
B (Behavior)	<ul style="list-style-type: none"> ○ Coordinate training including identifying trainers and programs ○ Market training programs ○ Conduct training programs
C (Condition)	
Evaluation Plan: Strategy 1 (Progress Indicator/When and How Measured)	
<ul style="list-style-type: none"> ○ Increased revenue in agribusinesses who are using tools 	



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<ul style="list-style-type: none"> ○ Increased use of locally produced ag products ○ Increased branding recognition ○ Number of producers with regularly updated websites ○ Number of producers who attend trainings ○ Number of producers connecting pre-existing marketing campaigns 	
Target Outcomes for Strategy 2: Create connections internationally to market directly abroad.	
Short Term (Year 1)	<ul style="list-style-type: none"> ○ International trade conference directed at agribusiness

Goal 2 – Arts, Entertainment, Recreation and Visitor Industries	
Regional Economic Benefit:	
<ul style="list-style-type: none"> ○ Increase In GRT and Lodgers tax ○ Economic stability for local businesses ○ Reduce local unemployment ○ Increase In wages due to trained workforce 	
Target Outcomes for Strategy 1: Friendly, ethnical workforce in tourism	
Short Term (Year 1)	<ul style="list-style-type: none"> ○ Develop training curriculum (general hospitality) ○ Hire and train Instructors (volunteers) ○ Schedule and promote training workshops ○ Sponsorship of workshop
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> ○ Conduct 4 workshops each year ○ Collect data per workshop of attendees
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> ○ Assess results using data provided by participants and employers ○ Provide more workshops as needed ○ Revise curricula and provide additional/specific hospitality training
Elements of ABCs of Successful Planning for Strategy 1	
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> ○ Pride in community ○ Knowledge and value of attracting ○ Management skills



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B (Behavior)	
C (Condition)	
Evaluation Plan: Strategy 1 (Progress Indicator/When and How Measured)	
<ul style="list-style-type: none"> o Curriculum determined by December 2018 o Identify partners/volunteers by February 2019 (numbers and funding) o Secure revenue and schedule training – March 2019 o Marketing – April 2019 (number of ads, number of presentations) o Deliver training – September 2019-20 (number of trainings, number of participants) o Assess results – September 2020 – using participant and employer surveys (number of participants, workshops, sign-in sheets) 	

Goal 3 – Defense and Security	
Target Outcomes for Strategy 1: Attend workshops on funding sources.	
Short Term (Year 1)	<ul style="list-style-type: none"> o Attend at least 5 workshops for housing and infrastructure grants o Develop grant writing skills and submit at least 2 grants o Establish a list of possible stakeholders (developers, contractors, real estate) o Regional redevelopment plan for the area
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> o Asset plan for infrastructure o Refine and evolve the grant-writing skills and submit 3-4 grants o Identify grants and facilitate the required criteria for grant submission o Establish projected funding that may be available from local stakeholders
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> o Initiate plan for housing and infrastructure
Elements of ABCs of Successful Planning for Strategy 1	
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> o Encourage councils and commissions to fund workshop attendance o Research possible grants based on need o Establish a list of grant writers
B (Behavior)	<ul style="list-style-type: none"> o Establish a list of grant writers o Attend workshops o Write grants



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	<ul style="list-style-type: none"> ○ Refine and evolve grant writing skills
C (Condition)	<ul style="list-style-type: none"> ○ Implement the grants that have been awarded

Goal 4 – Energy	
Regional Economic Benefit:	
Strategy 1 <ul style="list-style-type: none"> ○ High paying job without formal education ○ Keep workforce in areas ○ Gross receipts tax ○ Lower unemployment ○ Income for training centers ○ Increase real estate development 	Strategy 2 <ul style="list-style-type: none"> ○ High paying job without formal education for student ○ Safety for drivers and citizens, community ○ Training costs reimbursement
Target Outcomes for Strategy 1: Create a regional training plan	
Short Term (Year 1)	<ul style="list-style-type: none"> ○ Establish collaboration between training facilities and stakeholders ○ New training sites established ○ Equipment/instructors secured
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> ○ 1 new training facility built with successful attendance ○ Priority hiring for stakeholders/job placement for students established [pathway]
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> ○ Proved ROI to attract new stakeholders and site facilities ○ 1 additional training facility built
Elements of ABCs of Successful Planning for Strategy 1	
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> ○ Gathering Information
B (Behavior)	
C (Condition)	
Evaluation Plan: Strategy 1 (Progress Indicator/When and How Measured)	



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<ul style="list-style-type: none"> o Collaboration established between training facility and stakeholders (number) o Number of students graduated per year o How many companies hired out of training program o Number of citizens employed in transportation job sector o Interest survey of program o Drop-out rate of students low 	
Target Outcomes for Strategy 2: Job placement incentive options	
Short Term (Year 1)	<ul style="list-style-type: none"> o Collaborative stakeholders identified o Incentive package complete
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> o Increased student enrollment by 30% regionwide
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> o Employee retention for companies/stakeholders
Elements of ABCs of Successful Planning for Strategy 2	
A (Attitudes, Knowledge and Skills)	
B (Behavior)	<ul style="list-style-type: none"> o Inciting action from stakeholders and trainees (potential)
C (Condition)	<ul style="list-style-type: none"> o Employee retention
Evaluation Plan: Strategy 2 (Progress Indicator/When and How Measured)	
<ul style="list-style-type: none"> o Number of jobs filled/quarterly o Increased recruitment of schools on quarterly basis 	

Goal 5 – Transportation and Logistics
Goal redefined: Increase regional economic opportunities through greater utilization of the Roswell Regional Air Park by 2028.
Regional Economic Benefit:
<ul style="list-style-type: none"> o Increased jobs
Target Outcomes for Strategy 1: Reach full agreement on design/costs/funding for rehabilitating the rail spur and associated building structures



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Short Term (Year 1)	<ul style="list-style-type: none"> o Governing Authority Board established 		
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> o Design approved and financing identified 		
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> *Extended goal date from 2021 to 2025 o Leasing agreements with businesses and BNSF are executed o Construction of spur and buildings completed 		
Elements of ABCs of Successful Planning for Strategy 1			
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> o Rail spur – BNSF (attitude, support for the project) 		
B (Behavior)	<ul style="list-style-type: none"> o Rail spur – Businesses change behavior 		
C (Condition)			
Evaluation Plan: Strategy 1 (Progress Indicator/When and How Measured)			
<ul style="list-style-type: none"> o Number of trains o Number of businesses in the region o Number of buildings rehabilitated 			
Steps to Accomplish for Strategy 2: Facilitate truck traffic for freight from major highways/roads to/from Air Park			
Steps to Accomplish	Responsibility	Key Contact	Completion Date
Improve Roads (Earl Cummings Drive, Hobson Rd)	City of Roswell Regional Air Authority Chaves County NMDOT	Joe Neeb, City Manager RAA Executive Director Stan Riggs, County Manager Tim Parker, NMDOT District 2 Engineer	2025
Target Outcomes for Strategy 2: Facilitate truck traffic for freight from major highways/roads to/from Air Park			
Short Term (Year 1)	<ul style="list-style-type: none"> o Identify roads (and any pre-approvals from NMDOT) 		
Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> o Secure funding, engineering plans 		
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> o Construct/repair roads 		
Elements of ABCs of Successful Planning for Strategy 2			



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A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> o Recognition that road repair needed o Buy-in from community and public safety 		
B (Behavior)			
C (Condition)			
Evaluation Plan: Strategy 2 (Progress Indicator/When and How Measured)			
<ul style="list-style-type: none"> o Number – production of a plan or phased plan o Number – NMDOT approval o Public safety plans (emergency plans) o Construction mileposts (Rd #1, Rd #2, etc.) 			
Steps to Accomplish for Strategy 3: Develop air freight at the Regional Air Park			
Steps to Accomplish	Responsibility	Key Contact	Completion Date
Audit/Inventory of buildings (survey of tenants)	City of Roswell Regional Air Authority Roswell-Chaves County Economic Development Corporation	Joe Neeb, City Manager RAA Executive Director John Mulcahy, President	December 2019
Plan Infrastructure Improvements to meet air freight needs (hangars)	SNMEDD/COG (and EPCOG) Roswell-Chaves County Economic Development Corporation FAA	Dora Batista, Executive Director, Sandy Chancey, Executive Director John Mulcahy, President Michael Gregory, Regional Office	December 2025
Construct hangars and Infrastructure	City of Roswell Regional Air Authority FAA	Joe Neeb, City Manager RAA Executive Director Michael Gregory, Ft. Worth Regional Office	December 2028
Target Outcomes for Strategy 3: Develop air freight at the Regional Air Park			
Short Term (Year 1)	<ul style="list-style-type: none"> o Complete Inventory o Initial meetings with FAA 		



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Intermediate Term (Years 2-3)	<ul style="list-style-type: none"> ○ Obtain funding ○ Have engineering plans
Long Term (Years 4 and beyond)	<ul style="list-style-type: none"> ○ Business agreements ○ Construction of buildings and/or infrastructure
Elements of ABCs of Successful Planning for Strategy 3	
A (Attitudes, Knowledge and Skills)	<ul style="list-style-type: none"> ○ Local FAA Tower – different security needs, new to air tower personnel and management.
B (Behavior)	
C (Condition)	
Evaluation Plan: Strategy 3 (Progress Indicator/When and How Measured)	
<ul style="list-style-type: none"> ○ Number of cargo planes ○ Number of Infrastructure Improvements ○ Number of new jobs ○ Number and types of freight 	

Appendix F: Southeast New Mexico SET Region Industry Cluster Dashboard

Industry Clusters	Location Quotient				Shift Share					Jobs and Establishments				Earnings			Concentration		
	2000 LQ	2015 LQ	Percent Change LQ	Job Change	Ind Net Effect	Net Growth Effect	Exported Change	Competitive Effect	2000 Jobs	2015 Jobs	% Change Jobs	Establishments	Earnings	Earnings Per Worker	Earnings Per Establishment	County	Firms	Jobs	
Advanced Materials	0.21	0.22	7%	124	(23)	69	46	78	791	916	16%	64	\$101,137,043	\$110,416	\$1,586,463	0.362	0.078	0.185	
Agriculture, Food Processing And Technology	2.49	2.40	(4%)	326	(354)	835	481	(155)	9,552	9,878	3%	333	\$383,742,264	\$38,798	\$1,152,608	0.227	0.233	0.370	
Apparel And Textiles	0.17	0.18	9%	28	(6)	14	8	20	165	192	17%	25	\$5,520,071	\$28,734	\$223,033	0.255	0.104	0.180	
Arts, Entertainment, Recreation And Visitor Industries	0.59	0.59	0%	415	76	256	332	84	2,929	3,345	14%	186	\$78,609,976	\$23,502	\$423,203	0.247	0.279	0.247	
Biomedical/Biotechnical (Life Sciences)	0.92	0.80	(12%)	(189)	53	774	827	(1,016)	8,851	8,662	(2%)	205	\$459,787,183	\$53,083	\$2,748,348	0.246	0.059	0.173	
Business And Financial Services	0.43	0.37	(15%)	(243)	120	581	702	(944)	6,650	6,407	(4%)	679	\$179,989,357	\$43,700	\$412,204	0.226	0.061	0.043	
Chemicals	0.72	0.76	5%	155	(36)	98	62	92	1,121	1,276	14%	58	\$132,652,084	\$103,965	\$2,297,006	0.363	0.157	0.169	
Computer & Electronic Product Mfg	0.09	0.04	(49%)	(38)	(12)	6	(5)	(32)	73	35	(52%)	4	\$2,332,046	\$65,975	\$621,879	1.000	0.250	1.000	
Defense And Security	0.79	1.09	38%	2,212	(16)	363	357	1,855	4,148	6,359	53%	77	\$365,570,283	\$57,488	\$4,747,666	0.636	0.102	0.734	
Education And Knowledge Creation	0.31	0.35	13%	267	36	76	113	155	872	1,139	31%	44	\$26,704,145	\$23,442	\$610,380	0.241	0.117	0.145	
Energy (Fossil And Renewable)	3.03	4.01	32%	10,376	683	1,752	2,435	7,940	20,044	30,420	52%	1,222	\$3,251,847,810	\$74,025	\$1,843,510	0.355	0.214	0.227	
Fabricated Metal Product Mfg	0.25	0.22	(14%)	(5)	8	22	29	(34)	247	242	(2%)	27	\$11,675,088	\$48,230	\$440,569	0.287	0.228	0.183	
Forest And Wood Products	0.30	0.30	0%	26	(36)	51	15	10	583	609	4%	54	\$24,634,299	\$40,466	\$454,088	0.242	0.155	0.192	
Glass And Ceramics	0.65	0.59	(9%)	1	(1)	12	11	(10)	134	135	1%	6	\$4,364,713	\$32,341	\$759,081	0.575	0.500	0.652	
Information Technology And Telecommunications	0.35	0.30	(15%)	(80)	13	153	166	(246)	1,753	1,673	(5%)	150	\$98,351,249	\$58,790	\$656,770	0.245	0.408	0.462	
Machinery Mfg	0.42	0.27	(36%)	(91)	3	29	32	(124)	329	238	(28%)	18	\$23,768,999	\$100,029	\$1,359,099	0.362	0.173	0.248	
Mining	6.98	5.29	(24%)	(153)	282	206	487	(641)	2,354	2,201	(7%)	40	\$186,943,172	\$84,924	\$4,702,973	0.639	0.449	0.397	
Primary Metal Mfg	0.06	0.10	62%	13	(0)	2	1	12	17	30	77%	2	\$1,238,517	\$40,634	\$707,724	1.000	0.500	1.000	
Printing And Publishing	0.34	0.31	(10%)	(38)	(39)	67	28	(66)	764	726	(5%)	58	\$22,575,628	\$31,099	\$389,235	0.223	0.111	0.163	
Transportation And Logistics	1.11	1.27	15%	1,493	297	367	664	829	4,203	5,696	36%	359	\$364,853,083	\$64,058	\$1,017,012	0.256	0.131	0.138	
Transportation Equipment Mfg	0.03	0.03	(4%)	6	3	3	6	(1)	34	40	17%	2	\$2,019,668	\$50,908	\$1,009,834	1.000	0.500	0.500	
KEY	Above 1.2	1.2	+ Change	+ Change				+ Change	Top 10	Top 10 + Change		Above Median	Above Median	Above Median					
Average	0.96	0.93	0%	695	51	273	324	372	3,124	3,820	11%	372	\$229,896,032	\$55,994	\$1,316,318	0.428	0.229	0.353	
Median	0.42	0.35	-4%	13	3	76	62	-1	872	1,139	4%	58	\$78,609,976	\$50,908	\$759,081	0.287	0.173	0.227	

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