

New Mexico

Stronger Economies Together

Strategies for Building New Economic Opportunities

**North East Economic Development Organization, Inc.
DBA NEEDO-NM**

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

Colfax
Union
Mora
Harding
San Miguel
Quay
Guadalupe



Economic Development Strategic Plan

March 1, 2016

Contents

Stronger Economies Together Initiative	3
Executive Summary	3
Regional Description	4
Regional Vision and Mission Statements	6
Introduction	6
Acknowledgements	6
Regional Collaboration	8
Regional Economic Goals	10
Regional Economic Development Strategic Plan	10
Goal 1	11
Goal 2	13
Goal 3	14
Evidence Base for Plan	15
SET Region Long Term Trends	15
Regional Demographic Data	16
Regional Economic Data	17
Regional Economic Attributes	18
Regional Industry Cluster Analysis	19
Regional Cluster Characteristics	21
Regional Cluster Analysis Tables	22
Regional Assets	32
Potential Barriers and Related Strategies	32
Evaluation Plan	34
Abbreviations & Glossary	35
Appendix 1: Letters of Support	36

Stronger Economies Together Initiative (SET)

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

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

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

NEEDO-NM Executive Summary

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

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



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

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



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

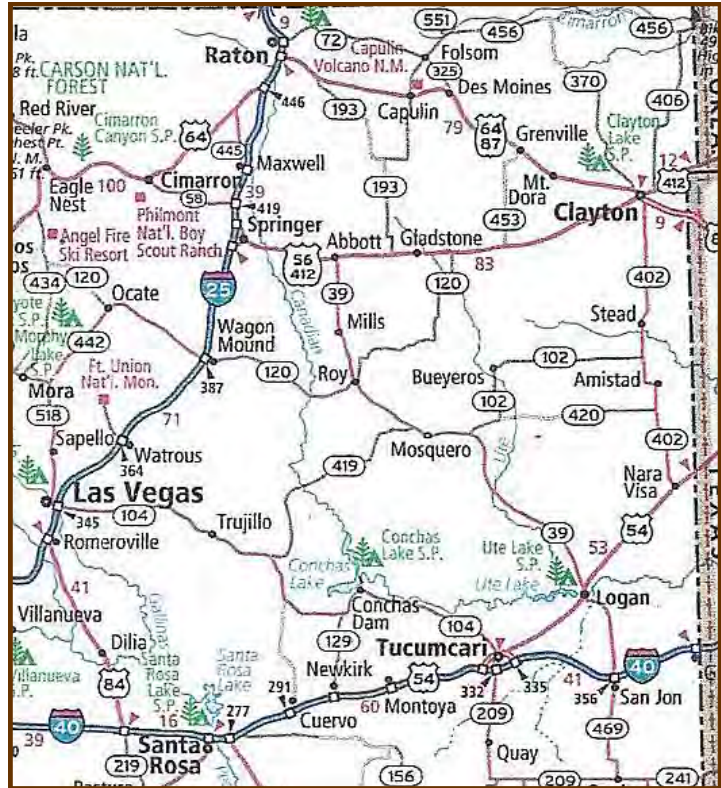
NEEDO-NM Region Description

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

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

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

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



NEEDO-NM Region Description Continued...

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

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



Colfax



Union



Mora



Harding



Quay



San Miguel



Guadalupe

NEEDO-NM Region's Vision for the Future

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

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

NEEDO-NM Region's Mission Statement

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

Introduction

Acknowledgements

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

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

The parties listed on the following Acknowledgements page from each of the seven counties reflect the broad level of significant community participation that went into the development of this plan. Each of the participants provided input from their respective communities and gave feedback from their constituencies at the various meetings as we developed the plan.

Since the inception of drafting this plan, Bill Hendrickson has replaced Lavinia Fenzi on the Planning Team. Richard Arguello has also replaced Mark Van Wormer as Executive Director for the Union County Community Development Corporation (UCCDC).

Acknowledgements

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

Terry Brunner, New Mexico USDA Director
John Barela, NM Economic Development Department Cabinet Secretary

Tim Armor, North Central NM Economic Development District Executive Director
Lesah Sedillo, North Central NM Economic Development District Senior Regional Planner

Fred Brueggeman, North Central NM Economic Development District
Economic & Community Planner

Sandy Chancey, Eastern Plains Council of Governments Executive Director
Renee Ortiz, Eastern Plains Council of Governments Regional Transportation Planner

NEEDO-NM Planning Team

Les W. J. Montoya, NEEDO-NM President
Roger Gonzales, NEEDO-NM Vice President
Mary Libby Campbell, NEEDO-NM Treasurer
Paul Jenkins, NEEDO-NM Past President
Landon Newton, Colfax County NEEDO-NM Representative
Lavinia C. Fenzi, San Miguel County NEEDO-NM Representative
Mark Van Wormer MD, Union NEEDO-NM Representative
Tim Hagaman, NM Economic Development Department Regional Representative

Colfax County Leadership

Landon Newton, Colfax County Commissioner
Richard Cordova, Mayor, Village of Eagle Nest
Paul Jenkins, *GrowRaton!* President
Boe Lopez, County Extension Agent

Guadalupe County Leadership

Richard Delgado, Economic Development Director

Harding County Leadership

Mary Libby Campbell, MainStreet & Economic Development Director
Shawn Jeffrey, Mosquero Town Clerk

Mora County Leadership

Roger Gonzales, Gonzales & Associates Principal
Anita LaRan, County Economic Development Committee Chair

San Miguel County Leadership

Les W.J. Montoya, County Manager
Bill Hendrickson, LVSMC EDC Executive Director
Lavinia C. Fenzi, former LVSMC EDC Executive Director
Chris Cavazos, City of Las Vegas Public Works Interim Director
Matt Griego, City of Las Vegas Economic Development Director
Sharon Vander Meer, Freelance Writer

Quay County Leadership

Doug Powers, Tucumcari City Manager
Pat Vanderpool, Greater Tucumcari Economic Development Corporation Executive Director

Union County Leadership

Mark Van Wormer MD, Former UCCDC Executive Director

Regional Collaboration

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



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



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



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



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



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

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



Regional Economic Goals

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

Goal 1
Increase
Development & Growth

Goal 2
Create
A Skilled Workforce

Goal 3
Increase
Tourism

Regional Economic Development Strategic Plan

Goals 1-3 including sub-goals

Goal 1: Increase the development and growth of businesses in the region.

Regional Economic Benefit

A strong and robust business sector will provide the foundation for economic development in the region.

Sub-Goal 1-A: Promote public-private initiatives that foster business development and growth in the region through the adoption of business creation, attraction, retention and expansion strategies

Strategies		Responsible	Resources	Timeline	Status
1.A.1	Inform and educate local government and the general public of the fundamental role businesses and the private sector play in achieving regional economic development.	Richard Arguello, Chair of the NEEDO-NM Business Development Committee and members of the Committee	USDA, NMEDD, NCNMEDD, EPCOG, MainStreet communities, Chambers of Commerce, EDO's, LV Entrepreneurial Network, NMSU, NMHU, ENMU, Luna CC & SBDC, Mesalands CC, NMAC, NMML, NM Partnership, City and County Managers	FY 2015-2016	Ongoing
1.A.2	Facilitate collaborations among the region's business development organization including chambers of commerce, economic development organizations, MainStreet programs, educational institutions and federal (USDA, EDA) and state (NMEDD, NMFA, NM Partnership, SBDC Network) agencies and programs.			FY 2015-2018	Ongoing
1.A.3	Create an entrepreneurial and pro-business climate with policies, mentoring programs, infrastructure investments, and services that encourage business development, retention and growth in the region.		Local governments, MainStreet communities, Chambers of Commerce, EDO's, local businesses USDA, SBA, NM Capital Outlay Fund, NMDOT, NMDOIT, utility franchises	FY 2015-2019	Ongoing

Target Outcomes

Short Term (Year 1):

Hold one workshop in each county by June 30, 2016.

Intermediate (Years 2-3):

Facilitate at least one public-private collaboration per county by June 30, 2017.

Promote entrepreneurship in the region by conducting at least six trainings per year for 2017 and 2018.

Long Term (Years 4 and beyond):

Develop succession plans for at least three businesses in each county by June 30, 2019.

Foster at least one new business start-up in each county by June 30, 2020.

Regional Economic Benefit

A strong and robust business sector will provide the foundation for economic development in the region.

Sub-Goal 1-B: Increase the production and processing of agribusiness products, including forest and wood products, for consumption in the region and for export.

Strategies		Responsible	Resources	Timeline	Status
1.B.1	Gather information on the current supply and demand for agribusiness products to include (1) existing marketing and distribution channels/networks for agribusiness products in the region and (2) opportunities (through cooperatives and other business partnerships) and requirements for improving the scope and efficiency of the channels/networks.	Roger Gonzalez, Chair, NEEDO-NM Agribusiness Committee; members of the NEEDO-NM Agribusiness Committee	USDA, NMEDD, NMED, NMSU, county Ag committees, NM Ag & Food Council, NM Acequia Assn, NM Food Hub, American Friends Service Committee, Farm to Table, Holistic Management International, Delicious NM, La Cocina Initiative, Siete del Norte Rocky Mountain Farmers Union, Southwest Cooperative Development Center	FY 2015-2016	Ongoing
1.B.2	Develop education/training programs to (1) increase producer productivity and profitability and (2) increase consumer consumption and utilization of the region's agribusiness products.			FY 2015-2017	Ongoing
1.B.3	Study the feasibility of establishing one or more agribusiness processing facilities and/or a certified commercial kitchen in the region.			FY 2015-2019	Ongoing

Target Outcomes

Short-Term (Year 1):

Determine the current supply and demand for agribusiness products in the region and the potential for increasing both, studies to be completed by June 30, 2016.

Determine the existing marketing/distribution channels for agribusiness products in the region and opportunities and requirements for expanding and improving the channels, studies to be completed by June 30, 2016.

Intermediate (Years 2-3):

Develop two education/training programs to (1) increase producer profitability and (2) to increase consumption/utilization of agribusiness products in the region, by December 31, 2017.

Long Term (Years 4 and beyond): Determine the feasibility of establishing one or more agribusiness processing facilities and/or certified commercial kitchens in the region, feasibility studies to be completed by December 31, 2019.

Goal 2: Collaborate with employers and educational institutions to develop workforce training programs that produce a well-educated and skilled workforce capable of supporting business development and growth in the region.

Regional Economic Benefit

An educated and skilled workforce will support a robust business sector in the region.

Strategies		Responsible	Resources	Timeline	Status
2.1	Establish a “Business Roundtable” in each county, consisting of employers and representatives from educational institutions, to identify workforce training needs.	Bill Hendrickson, Chair of NEEDO-NM Workforce Development Committee; members of the NEEDO-NM Workforce Development Committee	Employers, educational institutions, workforce development training programs, and local school districts	FY 2015-2016	Ongoing
2.2	Work with employers, educational institutions, and workforce training programs to establish a regional “Jobs Clearinghouse” to match qualified workers with available jobs.			FY 2015-2018	Ongoing
2.3	Develop career pathway programs (in grades 9-12) to meet the current and future needs of business and industry in the region.			FY 2015-2019	Ongoing

Target Outcomes

Short Term (Year 1): Establish a “Business Roundtable” in each county by December 31, 2016.

Intermediate (Years 2-3): Establish a “Jobs Clearinghouse” for the region to match qualified workers with available jobs in the region by December 31, 2018.

Long Term (Years 4 and beyond): Develop at least one career pathways program (grades 9-12) in each county, to meet the current and future regional needs of business and industry, by June 30, 2020.

Goal 3: Increase tourism in the region

Regional Economic Benefit

Tourism is a major economic driver in the region with the potential for significant growth.

Strategies		Responsible	Resources	Timeline	Status
3.1	Educate local government officials in the region regarding the utilization of the New Mexico True web-based advertising program in developing promotional materials.	Mary Campbell, Chair of NEEDO-NM Committee; members of the NEEDO-NM Workforce Tourism Committee	NM Tourism Department, Northeast NM Tourism Board	FY 2015-2016	Ongoing
3.2	Develop a program of New Mexico True experiential tourism opportunities building on the region’s rich cultural, historical, geological, recreational and educational assets.			FY 2015-2018	Ongoing
3.3	Develop a Tourism Guidebook for the region.			FY 2015-2020	Ongoing

Target Outcomes

- Short Term (Year 1):** Conduct at least one workshop in each county to educate local government officials in the region regarding the utilization of the New Mexico True web-based advertising program in developing promotional materials before December 31, 2016.
- Intermediate (Years 2-3):** Develop a regional program of New Mexico True experiential tourism opportunities building on the region’s rich cultural, historical, geological, recreational and educational assets by December 31, 2018.
- Long Term (Years 4 and beyond):** Develop a Tourism Guidebook for the region to be published and distributed by December 31, 2020.

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

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

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

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

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

NEEDO, NM

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

Demographics

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

Components of Population Change

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

Education

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

Housing

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

Poverty & Unemployment Rate

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

Updated October, 2014

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

PROFILE

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

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

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

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

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

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

Source: US Census Quickfacts - New Mexico

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

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

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

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

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

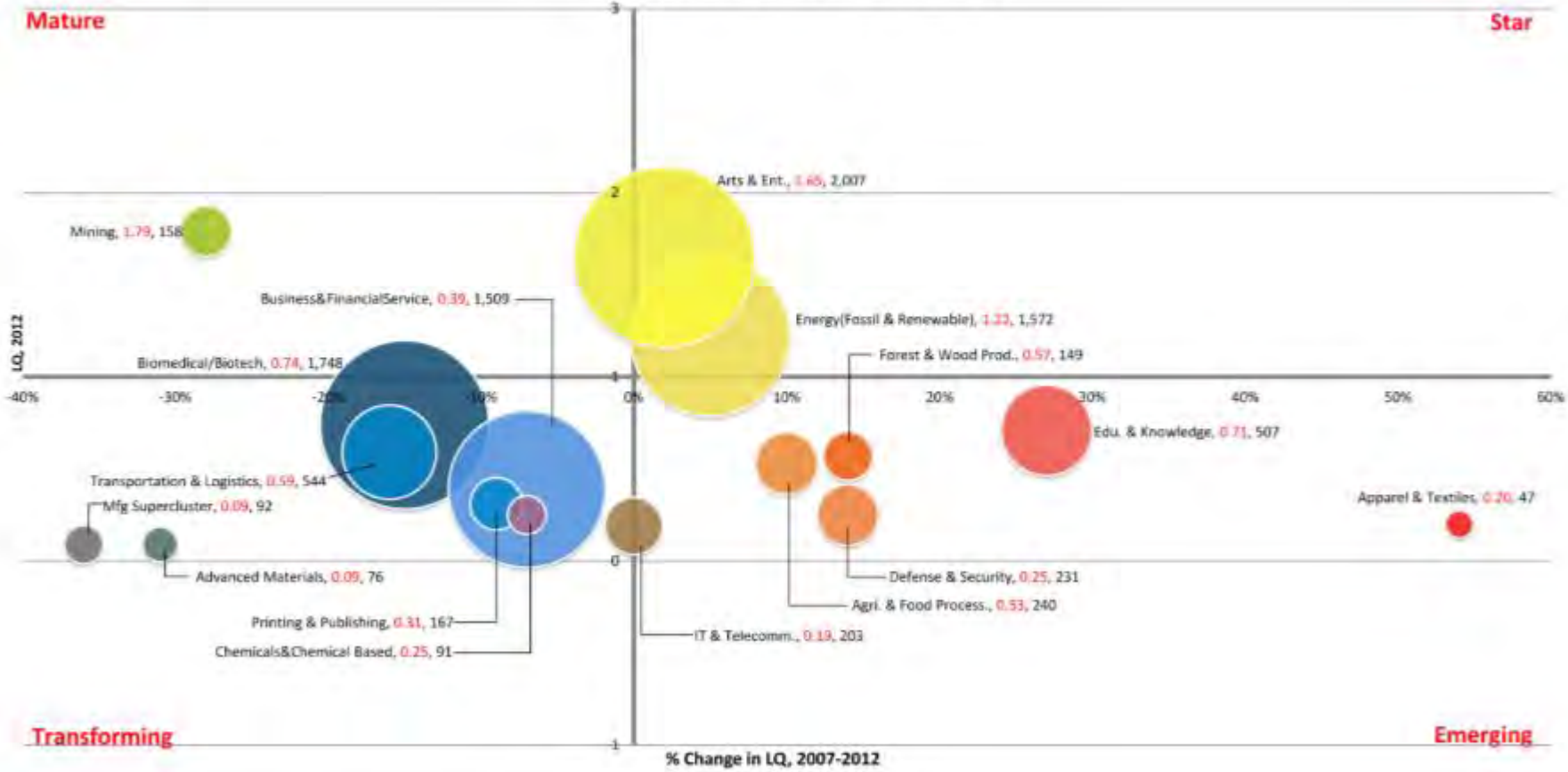
NEEDO-NM has developed three main goals with the first having a sub-goal for the purpose of focusing on several of the business clusters identified above. Goal 1a, develops the private/public partnerships necessary for fostering business development. Goal 1b, emphasizes Agribusiness, to include forest and wood products which has historically been a major player in the region. This is an area that is seeing a resurgence with a lot of interest in flooring products, firewood, and wood pellets. It is also a major player in the underground economy, with many undocumented businesses in the wood collecting arena. Goal 2, works to establish a collaboration with the regional education institutions to develop a workforce training program. And finally, Goal 3, works with another regional strength, to promote Tourism. New Mexico lends itself easily to eco-tourism, trails, rock climbing, etc. In addition, our history is rich with all the desperadoes that lived and died here.

Therefore, the goals developed in this plan focus both on these important clusters, but also the development of the economic infrastructure for our communities to help them to learn how to create and support the needed entrepreneurial environment and other business support functions.

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

NEEDO-NM Region

Industry Cluster Analysis, 2007-2012



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

Industry Cluster Analysis, 2007-2012



NEEDO-NM SET Region: Industry Cluster Characteristics

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

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

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

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

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

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

TABLE 2: FOREST AND WOOD PRODUCTS--2012

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

TABLE 3: EDUCATION AND KNOWLEDGE CREATION--2012

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

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

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

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

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

TABLE 6: BIOMEDICAL/BIOTECHNICAL--2012

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

TABLE 7: BUSINESS AND FINANCIAL SERVICES--2012

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

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

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

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

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

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

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

Table 11: NEEDO-NM Industry Clusters Expenditures - 2012

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

Regional Assets

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

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

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

Potential Barriers and Related Strategies

Public-Private Initiatives

Situation: This large rural region does not have adequate services to support businesses and entrepreneurs.

Problem: Individual counties and municipalities do not have sufficient financial resources to provide the services needed for business and entrepreneurial growth.

Strategy: Educate governments and the general public within the region about the role of public-private initiatives in creating a favorable entrepreneurial and pro-business climate; facilitate the creation of public-private initiatives within the region.

Agriculture

Situation: Economic growth within the region depends upon increasing the production and processing of agribusiness products.

Problem: The region's agribusiness does not have a coherent approach to production, sales, and education/training.

Strategy: Develop education/training programs to increase producer productivity and profitability as well as consumer demand.

Workforce Training

Situation: The region lacks collaboration between employers' needs for a skilled workforce and the educational resources available.

Problem: Currently there is a significant lack of coordination between employers and educational institutions within the region.

Strategy: Establish a business roundtable in each county to promote the development of career pathway programs and provide a regional "Jobs Clearinghouse."

Potential Barriers and Related Strategies Continued...

Tourism

Situation: The general public has a negative perception of rural New Mexico as being mostly desert or ranchland with little else to offer.

Problem: Within the region, there is a lack of specific efforts by regional partners to change that negative perception.

Strategy: Increase regional use of the state's "New Mexico True" program and also develop independent marketing to publicize the positive aspects of life in rural communities.

Evaluation Plan

Public-Private Initiatives	<p>Number of number of public presentations made to county and municipal governing bodies, as well as the general public, within the region</p> <p>Number of public-private initiatives created within the region</p> <p>Number of succession plans developed within the region</p> <p>Number of new business start-ups within the region</p>
Agribusiness	<p>Completion of supply and demand study for the region</p> <p>Completion of study to determine existing marketing/distribution channels within the region</p> <p>Creation of two education/training programs which increase producer profitability and local consumption within the region</p> <p>Completion of Feasibility Study on establishing one or more agribusiness processing facilities</p>
Workforce Development	<p>Creation of “Business Roundtable” in each county</p> <p>Creation of regional “Jobs Clearinghouse”</p> <p>Creation of career pathways programs within region</p>
Tourism	<p>Number of workshops within region to educate local government officials about “New Mexico True” advertising program</p> <p>Creation of regional “New Mexico True” experiential tourism program</p> <p>Creation of a regional Tourism Guide</p>

ABBREVIATION & ACRONYM GLOSSARY

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

Appendix 1

Letters of Support

Village of Eagle Nest	37
Las Vegas/San Miguel Economic Development Corp.....	38
Colfax County Board of Commissioners	39
San Miguel County Board of Commissioners	41
Town of Springer	43
Eastern Plains Council of Governments	44
USDA, State Director	45
Greater Raton Economic Development Corp.....	46
New Mexico Economic Development Department, Cabinet Secretary.....	47
Mora County Economic Development Corp	48
North Central NM EDD	49
Harding County Commissioners	50

VILLAGE OF EAGLE NEST

RESOLUTION 2015-35

“A RESOLUTION SUPPORTING THE NORTH EAST ECONOMIC DEVELOPMENT ORGANIZATION’S (NEEDO-NM) ECONOMIC DEVELOPMENT PLAN”.

WHEREAS, the Village of Eagle Nest recognizes the importance of Economic Development in the North East region of New Mexico; and

WHEREAS, NEEDO-NM has developed a comprehensive Economic Development Plan that includes Colfax, Union, Mora, Harding, San Miguel, Quay, and Guadalupe Counties; and


WHEREAS, NEEDO-NM has defined the following goals in its Economic Development Plan:

1. Building Collaboration between communities in the region
2. Identifying the region’s demographic strengths, challenges and barriers.
3. Employing “Asset Based Community Development” (ABCD) practices and tools.
4. Conduction economic analysis to identify the region’s competitive advantage.
5. Exploring strategies to capture and take advantage of current and emerging industry clusters.
6. Creating a high quality plan (HQP) including strategies and performance measures.

NOW, THEREFORE, BE IT RESOLVED that the Village of Eagle Nest fully supports the NEEDO-NM Economic Development Plan for this region.

PASSED, APPROVED AND ADOPTED this 18th day of August, 2015, by the Governing Body of the Village of Eagle Nest, by a vote of 4 in favor and 0 opposed.

ATTEST:


Richard A. Cordova, Mayor


Faye Longo, Municipal Clerk



Page 111



Las Vegas-San Miguel Economic Development Corp.
1650 7th St • PO Box 526 • Las Vegas, NM 87701
505-454-9323 • 505-454-9423
Executive Director William Hendrickson • ExecDir@lvsmecon.org

January 7, 2016

Les Montoya
President, NEEDO-NM
c/o San Miguel County
500 West National Ave, Suite 201
Las Vegas, NM 87701

RE: Letter of Support for NEEDO Economic Development Plan

The Las Vegas/ San Miguel County Economic Development Corp is fully in support of the NEEDO regional Economic Development Plan that was developed through the SET initiative.

The rural northeast of New Mexico has been affected by the economic downturn that occurred since 2008 and the ability for this area to bounce back is directly related to how well the affected counties and communities work together. Having a plan is the first step in this process

The NEEDO Economic Development Plan provides the framework with which we as a collaborative can set goals and the strategies to meet them in order to help our communities to improve their workforces, attract new businesses and to help our existing business to thrive and expand.

Sincerely,

William Hendrickson, Executive Director
Las Vegas-San Miguel EDC



COMMISSIONERS

WILLIAM E. SAUBLE
Chairman
1261 Circle Doi Ranch Road
Maxwell, NM 87728
(575) 375-2686

JAMES L. NEWTON
Vice-Chairman
P.O. Box 156
Springer, NM 87747
(505) 228-2485

ROY P. FERNANDEZ
Member
455 A NM SR 72
Raton, NM 87740
(575) 445-2846

PATRICIA M. GONZALES
Colfax County Manager
(575) 445-9661

FREDA L. BACA
Colfax County Clerk
(575) 445-5551

Colfax County
Board of Commissioners

P.O. Box 1498 • Raton, New Mexico 87740
Phone: (575) 445-9661 • Fax: (575) 445-2902
www.co.colfax.nm.us

RESOLUTION #2015-35

**RESOLUTION SUPPORTING THE NORTH EAST ECONOMIC
DEVELOPMENT ORGANIZATION'S (NEEDO-NM) ECONOMIC
DEVELOPMENT PLAN**

WHEREAS, Colfax County recognizes the importance of
Economic Development in the North East region of New Mexico; and

WHEREAS, NEEDO-NM has developed a comprehensive
Economic Development Plan that includes Colfax, Union, Mora, Harding,
San Miguel, Quay and Guadalupe counties; and

WHEREAS, NEEDO-NM has defined the following goals in its
Economic Development Plan:

1. Building Collaboration between communities in the region.
2. Identifying the region's demographic strengths, challenges and barriers.
3. Employing "Asset Based Community Development" (ABCD) practices and tools.
4. Conduct economic analysis to identify the region's competitive advantage.
5. Exploring strategies to capture and take advantage of current and emerging industry clusters.

Recording Date - Time: 10/14/15 - 10:40:33 AM
COLFAX COUNTY NM - Freda L. Baca - County Clerk
DOC# 201502878
PAGE: 1 of 2

- 6. Creating a high quality plan (HQP) including strategies and performance measures.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Colfax County, New Mexico, fully supports the NEEDO-NM Economic Development Plan for this region.

APPROVED IN OPEN MEETING THIS 13TH DAY OF OCTOBER, 2015

COLFAX COUNTY BOARD OF COMMISSIONERS

William E. Sauble
 WILLIAM E. SAUBLE, CHAIRMAN

James L. Newton
 JAMES L. NEWTON, VICE-CHAIRMAN

Roy P. Fernandez
 ROY P. FERNANDEZ, MEMBER

ATTEST:

Freda L. Baca
 FRED A. L. BACA, CLERK OF THE BOARD



Recording Date - Time: 10/14/15 - 10:40:33 AM
 COLFAX COUNTY, NM - Freda L. Baca - County Clerk
 DOC# 201502976
 PAGE: 2 of 2



Board of County Commissioners

Arthur J. Padilla
Chairman - District 3

Gilbert J. B. Sena
Vice-Chair - District 4

Rock G. Mubanni
Commissioner - District 1

Marcellino A. Ortiz
Commissioner - District 2

Nicolas T. Leger
Commissioner - District 5

Les W. J. Montoya
County Manager

RESOLUTION 09-08-2105-CM

A Resolution Supporting the North East Economic Development Organization
(NEEDO-NM)
Economic Development Plan

WHEREAS, San Miguel County is a Member of NEEDO-NM, contributing to the effort of the six other Counties in North Eastern New Mexico to develop and implement a Regional Economic Development Plan for the region; and

WHEREAS, Regional Planning is considered an effective way of identifying resources, determining interests and developing goals and projects that will enhance and/or stimulate the economic standing of a region; and

WHEREAS, the NEEDO-NM Board is qualified to develop a regional plan having successfully completed Stronger Economies Together (SET) training which focused on Planning, Coaching and Development of the tools needed to strengthen our regions' economy while obtaining instruction from Dr. Michael Patrick from New Mexico State University; and

WHEREAS, NEEDO-NM has worked tirelessly to develop and complete a regional economic plan for North Eastern New Mexico, which identifies goals to foster business development, increase production and processing of agribusiness products, and collaborate with employers and educational institutions to develop workforce training programs; and


WHEREAS, implementation of these goals will require continued solid effort of the region, its members, partners and future members;

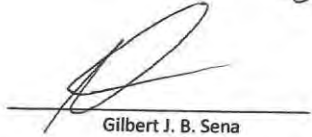
NOW THEREFORE, be it resolved the Board of Commissioners of San Miguel County offers this Resolution as support for the efforts of all NEEDO-NM members and their continued effort to improve the economic base of the Region and each County within the region.

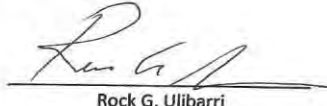
Resolution No. 09-08-2015-CM

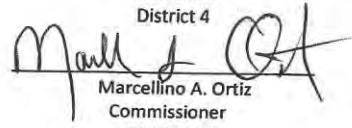
A Resolution Supporting the North East Economic Development Organization (NEED-O) Economic Development Plan

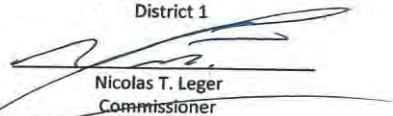
MOVED, SECONDED AND ADOPTED THIS 8TH DAY OF SEPTEMBER, 2015 BY THE BOARD OF COMMISSIONERS OF SAN MIGUEL COUNTY, NEW MEXICO.



Arthur J. Padilla
Chairman
District 3


Gilbert J. B. Sena
Vice-Chair
District 4

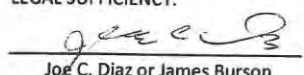

Rock G. Ulibarri
Commissioner
District 1

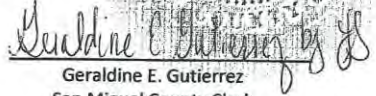

Marcellino A. Ortiz
Commissioner
District 2


Nicolas T. Leger
Commissioner
District 5


Les W. J. Montoya
San Miguel County Manager



APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

Joe C. Diaz or James Burson
Stetson Law Offices

ATTEST:

Geraldine E. Gutierrez
San Miguel County Clerk

COUNTY OF SAN MIGUEL) SAN MIGUEL COUNTY
STATE OF NEW MEXICO) ss PAGES: 2
I Hereby Certify That This Instrument Was Filed for
Record On The 15TH Day Of September, 2015 at 11:34:53 AM
And Was Duly Recorded as Instrument #201503053
Of The Records Of San Miguel
Witness My Hand And Seal Of Office
Geraldine E. Gutierrez
Deputy County Clerk, San Miguel, NM

RESOLUTION NO. 09-08-2015-CM
A Resolution Supporting the North East Economic Development Organization (NEED-O) Economic Development Plan
Page 2

TOWN OF SPRINGER

RESOLUTION 2016-005

“A RESOLUTION SUPPORTING THE NORTH EAST ECONOMIC DEVELOPMENT ORGANIZATION’S (NEEDO-NM) ECONOMIC DEVELOPMENT PLAN.”

WHEREAS, the Town of Springer recognizes the importance of Economic Development in the North East region of New Mexico; and

WHEREAS, NEEDO-NM has developed a comprehensive Economic Development Plan that includes Colfax, Union, Mora, Harding, San Miguel, Quay, and Guadalupe Counties; and

WHEREAS, NEEDO-NM has defined the following goals in its Economic Development Plan:

1. Building Collaboration between communities in the region
2. Identifying the region’s demographic strengths, challenges and barriers.
3. Employing “Asset Based Community Development” (ABCD) practices and tools.
4. Conduction economic analysis to identify the region’s competitive advantage.
5. Exploring strategies to capture and take advantage of current and emerging industry clusters.
6. Creating a high quality plan (HQP) including strategies and performance measures.

NOW, THEREFORE, BE IT RESOLVED that the Town of Springer fully supports the NEEDO-NM Economic Development Plan for this region.

PASSED, APPROVED AND ADOPTED this 15th day of September, 2015, by the Governing Body of the Town of Springer, by a vote of 4 in favor and 0 opposed.

ATTEST:



Fernando Garcia, Mayor



Shawn Jeffrey, Municipal Clerk



August 31, 2015

Eastern Plains Council of Governments

418 N Main Street
Clovis, New Mexico 88101-7557
Phone: 575-762-7714 Fax: 575-762-7715

NEW MEXICO
ECONOMIC DEVELOPMENT
DEPARTMENT
CNMEDD/NMAAA

SEP 08 2015

Lesah R. Sedillo, NERTPO Transportation Planner
Senior Regional Planner/RTPO Program Manager
North Central New Mexico Economic Development District/Council of Government
3900 Paseo de Sol, Suite A350
Santa Fe, New Mexico 87507

**RE: Letter of Support North East Economic Development Organization, Inc.
DBA NEEDO-NM**

This letter shows that Eastern Plains Council of Governments supports the North East Economic Development Organization, Inc. DBA/NEEDO-NM. NEEDO has developed an economic development plan for the seven county area which are comprised of Colfax, Union, Mora, Harding, San Miguel, Quay and Guadalupe Counties.

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

NEEDO's economic plan will serve as the roadmap for the future economic development efforts of the North East Economic Development Organization, Inc dba/NEEDO-NM. The State of NM as a whole suffers from persistent poverty. The NEEDO-NM region has suffered as a result of the 2008 national recession, persistent drought conditions, and failure to keep up with technology and the global marketplace, and the lack of investment in economic development initiatives.

Eastern Plains Council of Governments supports NEEDO-NM and its economic development plan. It is important for the region in order to find ways to thrive economically.

Sandy Chancey, Executive Director
Eastern Plains Council of Governments

Rural Development September 9, 2015

New Mexico
State Office

6200 Jefferson NE
Room 255
Albuquerque, NM
87109

Voice 505-761-4950
Fax (855) 543-9500

Les W. J. Montoya
President, NEEDO-NM
C/O San Miguel County
500 West National Avenue, Suite 201
Las Vegas, New Mexico NM 87701

Dear Mr. Montoya:

Congratulations on the completion of the North East Economic Development Organization (NEEDO-NM) 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 recognizes that growth of new businesses, and the expansion and retention of existing entities are necessary for long term sustainability. The strategies support that holistic approach by targeting short, intermediate and long term outcomes. The provision for youth career pathways programs and succession planning for existing businesses serve notice that NEEDO-NM is serious about the future.

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

Sincerely,



TERRY BRUNNER
State Director

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If you wish to file a Civil Rights program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, found online at http://www.ascr.usda.gov/complaint_filing_cust.html, or at any USDA office, or call (866) 632-9992 to request the form. You may also write a letter containing all of the information requested in the form. Send your completed complaint form or letter to us by mail at U.S. Department of Agriculture, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202) 690-7442 or email at program.intake@usda.gov.



January 8, 2016

Les Montoya, President
North East Economic Development Organization
c/o San Miguel County
500 W National Ave, Suite 201
Las Vegas NV 87701

RE: Letter of Support for NEEDO-NM Economic Development Plan

The Greater Raton Economic Development Corporation dba *GrowRaton!* is 100% behind the regional Economic Development Plan which was developed by the North East Economic Development Organization dba NEEDO-NM. We have actively participated in the Stronger Economies Together (SET) training and in the development of this plan during the ensuing process.

As we learned from the SET training, it is essential that small rural communities work together regionally to improve the economy of the region. Regional collaboration makes it possible to accomplish goals where individual communities lack the resources. This plan sets forth ambitious but reasonable regional goals where representatives of the various communities can work together for the achievement of those goals.

We will continue to be an active part of NEEDO-NM and participate in these efforts to improve our regional economy.

Sincerely,

Paul Jenkins, President
Greater Raton Economic Development Corporation
dba *GrowRaton!*

SUSANA MARTINEZ
GOVERNOR

JON BARELA
CABINET SECRETARY



January 21, 2016

Les W.J. Montoya
President, NEEDO-NM
C/O San Miguel County
500 West National Avenue, Suite 201
Las Vegas, New Mexico 87701

Subject: Mr. Montoya:

This is a letter of congratulations on the completion of the North East Economic Development Organization (NEEDO) Economic Development Strategic Plan that we participated in the past 3 years. The detailed investigation and analysis of the region through USDA SET with Dr. Michael Patrick has resulted in a clear regional plan of achievable outcomes in North East New Mexico in a concise planned document from your regional economic development organization represented by its local government membership.

The visioning process of identification of target markets aligned with the State of New Mexico Economic Development Department will give your communities an opportunity to achieve job performance goals. The provision for youth career pathways programs and succession planning for existing businesses is the foundation of rural jobs.

Please let me know if you have any further questions on this great example of sustainability of rural jobs.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jon Barela", is written over a light blue horizontal line.

Jon Barela
Cabinet Secretary

Joseph M. Montoya Bldg. 1100 St. Francis Dr. Santa Fe, New Mexico 87505-4147
(800) 374-3061 (505) 827-0307 fax: (505) 827-0263 goNM.biz

Mora County Economic Development Corporation
PO Box 171
Mora, NM 87732

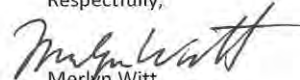
March 1, 2016

To the Attention of:
Les Montoya
President, NEEDO

The Mora County Economic Development Corporation (MCEDC) strongly supports the approval of the North East Economic Development Organization (NEEDO) Economic Development Plan.

Implementation of the NEEDO Economic Development Plan is especially important to Mora and Mora County, particularly in the area of workforce development. Mora is too small to have an effective workforce development program of its own, but could benefit significantly from a regional effort as proposed in Economic Development Plan.

Respectfully,


Merlyn Witt
MCEDC President



**NORTH CENTRAL NEW MEXICO
ECONOMIC DEVELOPMENT DISTRICT**

3900 Paseo del Sol
Santa Fe, NM 87507
www.ncnmedd.com
(505) 395-2668

March 11, 2016

Les W. J. Montoya, President
Northeast Economic Development Organization, Inc. (NEEDO-NM)
500 West National Avenue, Suite 201
Las Vegas, New Mexico 87701

Dear Mr. Montoya:

I am writing this letter in support of the Northeast Economic Development Organization, Inc. (NEEDO-NM) Economic Development Plan for the seven county area comprised of Colfax, Guadalupe, Harding, Mora, San Miguel, Quay and Union Counties.

In 2009 USDA Rural Development, in collaboration with the Regional Rural Development Centers (RRDC) and their partners, implemented the Stronger Economies Together (SET) initiative to strengthen the capacity of smaller communities in rural areas in order to develop economic strengths in their region. The North Central New Mexico Economic Development District (NCNMEDD) solicited and secured the SET Program for the seven counties in Northeast New Mexico and we are pleased to see their progress.

We understand the NEEDO-NM Plan will serve as a guide for future improvements in those counties. NCNMEDD supports the NEEDO-NM economic development plan along with all other collaborations for economic development in our district. We hope and expect such initiatives to produce positive benefits for these counties that have suffered economically from decreasing population, drought conditions, and deficiencies in sustainable technology and infrastructure.

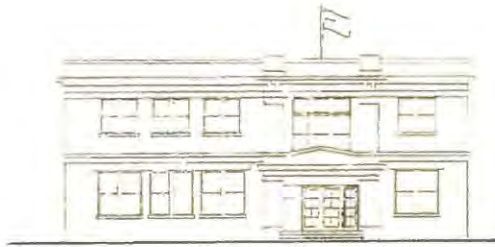
If you have any questions please contact me at your convenience.

Sincerely,

A handwritten signature in blue ink that reads "Tim Armer".

Tim Armer
NCNMEDD Executive Director

Board of Commissioners
Rebecca K. Smith
Harold Mackey
Robert E. Aragon



575-673-2927
35 Pine St. PO Box 1002
Mosquero, NM 87733

County of Harding

RESOLUTION 2016-30

"A RESOLUTION SUPPORTING THE NORTH EAST ECONOMIC DEVELOPMENT ORGANIZATION'S (NEEDO-NM) ECONOMIC DEVELOPMENT PLAN."

WHEREAS, the County of Harding recognizes the importance of Economic Development in the North East Region of New Mexico; and

WHEREAS, NEEDO-NM has developed a Comprehensive Economic Development Plan that includes the counties of Colfax, Guadalupe, Harding, Mora, Quay, San Miguel, and Union; and

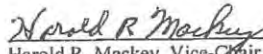
WHEREAS, NEEDO-NM has defined the following goals in its Comprehensive Economic Development Plan:

1. Building Collaboration between Counties and Communities in the Region as identified in the Stronger Economies Together (SET) training instructed by Dr. Michael Patrick of New Mexico State University.
2. Identifying the Region's demographic strengths, challenges, and barriers.
3. Employing "Asset Based Community Development" (ABCD) practices and tools.
4. Conducting economic analysis to identify the region's competitive advantage.
5. Exploring strategies to capture and take advantage of current and emerging industry clusters.
6. Creating a High Quality Plan (HQP) including strategies and performance measures.

WHEREAS, implementation of these goals will require continued solid effort of the region, its members, partners, and future members through the use of the Planning, Coaching and Development of tools needed to strengthen our region's economy that were provided in the SET Training;

NOW, THEREFORE BE IT RESOLVED that the County of Harding fully supports the NEEDO-NM Comprehensive Economic Development Plan for this region.

MOVED, SECONDED, AND ADOPTED this 18th day of March, 2016, by the Board of Commissioners of Harding County, New Mexico.


Harold R. Mackey, Vice-Chair


Robert E. Aragon, Board Member

North East Regional Economic Development Organization
DBA NEEDO-NM
A 501 (c)(3) New Mexico Corporation

Les Montoya, President

505-425-9333

smcmanager@smcounty.net

www.NEEDO-NM.org

