



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2022

EASTERN PLAINS COUNCIL OF GOVERNMENTS



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Table of Contents

01

Summary
Background

10

Economic
Influencers

14

SWOT
Analysis

17

Strategic
Direction & Plan

20

Economic
Resilience

27

County
Profiles

39

Higher Education
Profiles

40

K-12 Education
Profiles



SUMMARY BACKGROUND

CEDS: a strategy-driven plan for regional economic development.

What is a CEDS?

The Comprehensive Economic Development Strategy (CEDS) document provides background information on current regional infrastructure and the state of the economy for each county, municipality, and the overall region.

From this information, resiliency and economic development strategies are formulated, which are intended to support and expand the economic strengths and resiliency of the region.

The second component identifies potential economic threats to the district and explores their regional impact. Many economic variables – beneficial or otherwise – can impact the economic base of a region by altering future business, employment, and population statistics. For this reason, it is essential to recognize potential threats and try to minimize their impact.

The third component makes a statistical analysis of economic generators and indicators in order to make projections of future economic growth and development patterns.

Detailed information concerning the EDA's funding sources, priorities, policy guidelines, and evaluation criteria can be accessed through the Federal Register, which are published annually. Further information is available on the EDA website at www.eda.gov.

The document will give readers information on the region's economic data. The document has information on the State's economy as well as the eight (8) major economic indicators within the region. It will provide the readers or

researchers with economic analysis within the Eastern Plains Council Of Governments (EPCOG) region.

EPCOG

EPCOG was established in 1972 under the Regional Planning Act. EPCOG serves New Mexico's District IV, which encompasses seven counties: Curry, De Baca, Harding, Guadalupe, Roosevelt, Quay, and Union. Together, these seven counties contain twenty-two municipalities. In 1978, the Economic Development Administration (EDA) of the U.S. Department of Commerce authorized the designation of the region as an Economic Development District. Since then, EPCOG has served District IV in a multiplicity of roles, one of the most significant of which for this planning organization has been the collaboration of public, private, and governmental sectors in a combined effort to formulate a comprehensive regional plan. As an Economic Development District, EPCOG is responsible for preparing and adopting a new CEDS at least every five years.

EPCOG provides the organizational structure for the development of the CEDS and serves as a regional coordinating body to assure the plan's implementation. EPCOG serves two critical roles in the drafting of the document. The first role is data collection and analysis for population trends, income patterns, and employment fluctuations. The second role is to assure each county and city chapter is reviewed and the results of the reviews are compiled into a final CEDS document. The finished product is submitted to EDA for consideration and review.

Economic Background of EPCOG

Planning District IV (Region IV) in New Mexico is made up of the seven counties of Curry, De Baca, Harding, Guadalupe, Roosevelt, Quay, and Union. The combined counties represent almost 18,029 square miles with an estimated population of 86,549. This area comprises roughly 15 percent of New Mexico's land mass, but only 4 percent of the state's total population. This region is rural by nature. Nationally, there are 93.8 people per square mile across the United States. In New Mexico, there are 17.5 people per square mile. In the EPCOG region, there are 4.8 people per square mile. This statistic is influenced by Curry County's larger population, which nets 34.15 people per square mile. The range of population density peaks with Curry County, and rests at 0.3 people per square mile in Harding County.

The EPCOG region contains a diverse topography that includes vast farmlands and grasslands found in Curry and Roosevelt Counties, rolling plains and mesas in De Baca and Guadalupe Counties, and grassy plains in Harding and Quay Counties. Union County features high mesas, deep canyons, and various elevations with plateaus and volcanic mountains. The climate of the region is semi-arid, characterized by clear sunny days, fluctuating daily temperatures, low humidity, moderate-low rainfall, and moderate to strong winds. Annual precipitation varies from 17.51 inches in the southern areas of the district to 14.45 in the northern areas.

The region is rural in nature with Curry County as the largest populated county and Harding County as the least populated. The population density for the district averages 4.8 persons per square mile. From this statistic, it is evident that land is by far the most abundant resource in the region. Much of the land is privately owned at 82%, state ownership is 15%, and federal ownership accounts for 3%. The famous and popular old Route 66 passes through the heart of Tucumcari, New Mexico in Quay County.

WHY IS ECONOMIC DEVELOPMENT VITAL FOR EVERY COMMUNITY?

Job Creation

Targeting job creation creates opportunities with better wages, benefits, and opportunities for advancement

Increased Tax Base

Provides a revenue stream that supports infrastructure development and community services

Economic Diversification

Reduces a community's vulnerability to a single business sector

Quality of Life

Increased tax dollars and jobs raise the standard of living for everyone

Local Self-Sufficiency

Means public services are less dependent on intergovernmental influences and increases sustainability

Productive Use of Property

The "highest and best use" of any property maximizes the value of the property



Microplex Designation

The economy of District IV is clearly growing. This is due in large part to the designation of Clovis and Portales as a “Microplex” which makes it more attractive as a trade center. The designation allows Clovis and Portales to list themselves as a 50,000 population-member community for economic development purposes. Another reason is the continued expansion of Cannon Air Force Base with its new mission as a Special Operations Wing Base. Portales continues to expand as one of the most productive and fastest growing food and dairy processing and exporting centers in the nation. Eastern New Mexico University in Portales is now the third largest state university with over 4,000 fulltime students. Major businesses expanding in Portales, NM are Ashley’s Furniture Center, DairiConcepts, New Mexico Machinery Inc., Ready Roast Peanuts, and Western Dairy Transport. Portales is a strong retail center for the region. Segments such as food, accommodations, clothing, and accessories are being courted as strong opportunities exist in Portales to expand supply in these areas to meet growing demands.

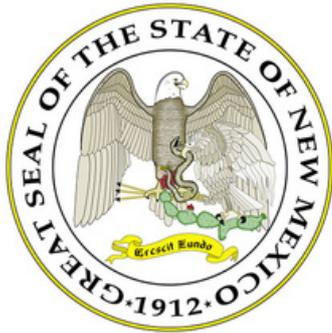
Clovis’s major employers are civilian personnel at Cannon Air Force Base with 770 employees, Plains Regional Medical Center with 600 employees, followed by the Burlington Northern Santa Fe Railroad’s 550 employees, Wal-Mart Supercenter’s 400 employees, 368 federal employees, 448 City of Clovis employees, 360 Eastern New Mexico Rehabilitation Service employees, Southwest Cheese with 330

employees, Allsup’s Convenience Stores with 3000 employees, and Clovis Municipal Schools with 1,050 employees.

Portales with a close (10 minute) market area population of 16,000 has a civilian labor force of over 9,700 people. In total, 26% of the employment base in Portales is related to higher education and government, 20% is related to agriculture and value-added food production, and 11% is related to visitor traffic. The largest employers in Portales are Eastern New Mexico University with 1,420, Portales Municipal Schools with 375 employees and Roosevelt General Hospital with 247 employees. Roosevelt County employed 2,411 people in education and government, 1,924 in agriculture and food production, and 1,161 in services related to visitors.

Portales and Clovis offer some of the most affordable and stable real estate prices in the country. New residential housing development or sales in the Microplex more than doubled, meaning aggressive development has sprung up to meet the needs of a tight residential housing market. In all, the number of new housing permits increased in the Microplex. The total value of new homes was more than \$32 million. The number of houses sold in the Clovis/Portales Microplex and the average price of those homes increased steadily. It is expected that additional homes will continue to increase and home prices stabilize.

The value of land and housing continued to increase in response to an increased demand, which was spurred by new businesses and increases in per capita income. However, Portales and Clovis remain relatively affordable in the region and the nation, especially when paired with a vibrant regional economy with resale home prices that can be found under \$100 per square foot and vacant commercial/industrial properties that are very affordable.



New Mexico

New Mexico's seasonally adjusted unemployment rate was 5.3 percent in March 2022, down from 5.6 percent in February and down from 7.2 percent a year ago. The national unemployment rate was 3.6 percent in March 2022, down from 3.8 percent in February 2022 and 6.0 percent in March 2021. Over a 12 month period from February 2021 to February 2022, seasonally adjusted total nonfarm payroll employment increased from 798,800 to 842,500.

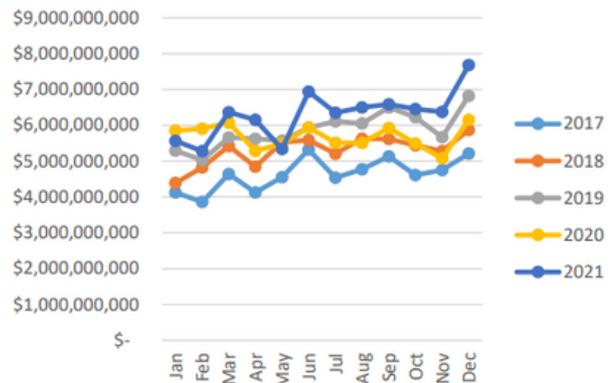
New Mexico's total matched taxable gross receipts (MTGR) increased by 5.5% from Q1 FY22 to Q2 FY22. The amount reported in Q2 FY22 (\$20.5B) was the highest quarterly MTGR the state has experienced. Q2 FY22 was \$1.06B higher than the next closest quarter, Q1 FY22.

The retail trade industry continues as the largest contributor to MTGR in NM in Q2 FY22, making up nearly a quarter of total state MTGR. The industry reported a 18% year-over-year increase and a 24% increase compared to two years ago, before the pandemic.

The arts, entertainment, and recreation industry saw the highest year-over-year percent change in Q2 FY22, increasing by 149%. Gross Domestic Product (GDP), shown in Chart 8 on page 3, has decreased by \$12M (-0.01%) from Q4 FY21 to Q1 of FY22.

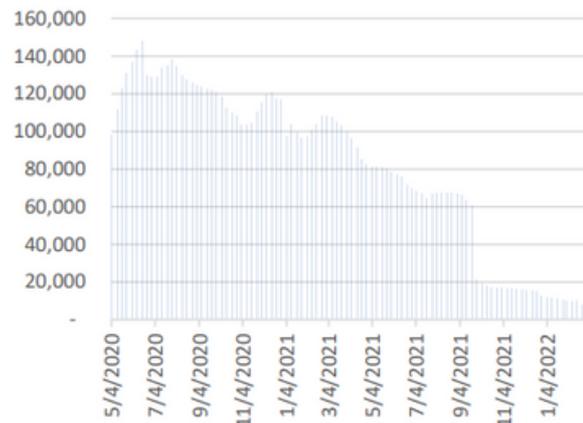
Agriculture, forestry, fishing, and hunting had the largest YOY decrease in GDP in Q1 FY22. The industry's GDP has been declining since FY21.

Monthly Matched Taxable Gross Receipts



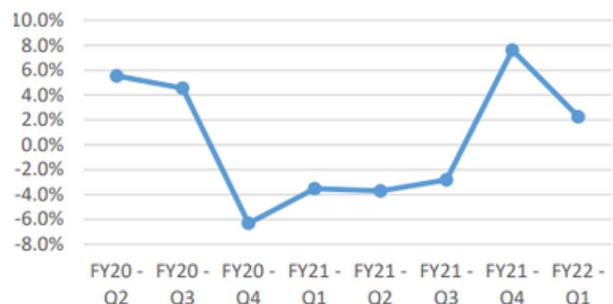
QUARTERLY ECONOMIC SUMMARY NEW MEXICO (MARCH 2022), NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT

Claimants Receiving Unemployment Benefits Per Week



QUARTERLY ECONOMIC SUMMARY NEW MEXICO (MARCH 2022), NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT

Year-Over-Year Percent Change in GDP Per Quarter



QUARTERLY ECONOMIC SUMMARY NEW MEXICO (MARCH 2022), NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT

New Mexico Economic Activity

This section presents the latest economic news gathered from published articles, government documents, private- and public-sector news releases, and reports from local New Mexico Workforce Connection Centers. In most cases, information is not verified for accuracy.

Statewide. The Solar Foundation, a nonprofit organization dedicated to advancing solar energy use worldwide, has released its latest annual report on solar employment, trends, and projected growth in the solar industry. Nationally, the solar industry employed over 230,000 workers in 2020, an employment decrease of 8 percent since 2017. Nationally, solar employment has been fluctuating between growth and declines since 2017. In New Mexico, solar industry employment decreased by 25 percent since 2017--declining from 2,522 jobs in 2017 to 1,880 in 2020.

Despite the slight decline in solar employment, solar installation grew nationally by 73 percent between 2017 and 2020--with 11,080 installations in 2017 and 19,221 in 2020.

Clovis, Curry County. Pattern Energy reached operations of the Broadview Wind development North of Clovis that include 300 wind turbines in 2017. The Broadview Wind project is a \$760 million project that created 300 construction jobs and 24 permanent jobs. The electricity produced by the facility is equal to the needs of more than 300,000 Americans and sold to Southern California Edison under two 20-year power purchase agreements. The Broadview Wind project expects to generate more than \$30 million over the first 25 years of operations in tax payments to local counties and school districts. Additionally, Broadview Wind's Community Benefits Program has involved donations to the Broadview Firehouse, Bootleg Volunteer Fire Department, Village of Grady, and Grady Municipal School District.

Clovis is home to the world's largest cheese plant (Southwest Cheese). Southwest Cheese completed their third phase expansion in 2018. The Cheese Plant has invested an additional \$140 million in the facility. The project increased the facility's operational capacity by 30 percent and created an additional 48 new high wage jobs, bringing the total employment at Southwest Cheese to 428.

Clovis and Curry County are also working with several renewable energy development companies interested in wind and solar possibilities in the area.

Clovis and Curry County are working with a company to construct a new \$5 million truck staging, cleaning, and distribution facility.

Several retail establishments have opened recently in Clovis including, Del Taco, Denny's, Buffalo Wild Wings, Chipotle, Champion Car Wash, PetSmart, Buffalo Grill, Red Arrow Bingo, Piece of Mexico, Pilot Truck Stop/Dunken Donuts, Blackwater Coffee/Roden Smith Pharmacy, Island Girl Acai Bowls, Planet Fitness and R.B. Toyota.

The Arby's restaurant at 2111 North Prince Street in Clovis closed on February 19 for extensive remodeling and has now reopened with a new look. The makeover includes a new building exterior, with enhanced landscaping and signage, and interior improvements to customer seating and the kitchen equipment. Atlanta-based Arby's Restaurant Group Inc. launched a major remodeling program in 2014 (coinciding with the company's fiftieth anniversary) for its nationwide network of eateries, and the number of upgraded outlets continues to grow. MJG Corporation, the franchise for 21 New Mexico Arby's restaurants, offered displaced Clovis employees the option to move temporarily to other locations and expects the reopened site to employ 25 to 30 people.

Portales and Portales Area, Roosevelt

County. In 2020, Xcel Energy went operational with the Sagamore Wind Project, the largest single wind farm in New Mexico. The project can produce 522-megawatts, which is enough to power 194,000 homes. The project is located about 20 miles southeast of Portales. The \$865 million project, featuring 250 wind turbines. Construction on Sagamore Wind Project started in December 2019 and involved Xcel entering into 25-year leases for 100,000 acres for \$89 million with 175 land owners. The project is projected to produce \$101 million in property taxes. Xcel intends to pass on significant savings to its customers by replacing higher-cost energy, produced at coal- and natural gas-fueled plants, with lower cost wind power.

Albuquerque-based Ambience Hospitality entered into an agreement with the City of Portales to transform the former Portales Inn site into a Best Western Plus hotel within a year to 18 months. The \$3 million redevelopment project will create about 40 construction jobs with an estimated payroll of \$1.5 million and, within the first three years of hotel operations, up to 20 permanent positions with an estimated payroll of \$280,000 per year. The City will transfer the building and parking lot to Ambience and direct \$500,000 in Local Economic Development Act (LEDA) funding to the project. Downtown businesses will benefit from having travelers staying nearby, and the new hotel will boost Portales' tax revenues—annual increases are projected to total \$80,000 in gross receipts taxes, \$50,000 in lodgers' taxes, and \$29,100 in property taxes. The company's website lists seven Best Western Plus locations in New Mexico, with the largest in the 50- to 99-employee range and the smallest in the ten- to 19-employee range, according to the New Mexico Workforce Connection online system.

New Mexico has 32 wind projects producing 1,953 megawatts in the third quarter, ranking 15th in the nation among states, according to the state Energy, Minerals and Natural Resources Department.

- Xcel Energy launches Sagamore Wind Project near Portales, Santa Fe New Mexican (December 2020)

District IV Regional Partners

The regional partners are representatives from Public, Private, and Governmental sectors of District IV's communities. Together, these individuals participate in an ongoing and continuous economic planning process that is both diverse and broad-based in nature. Each representative provides insight into the local initiatives of each community.

The governmental partners share relevant material from other governing bodies that support and direct the regional planning process. By supporting and working directly with economic development organizations throughout the District, EPCOG is able to further leverage its Comprehensive Economic Planning and Development Program. An Economic Regional Approach built on collaborative partnerships and public and private ventures have proven successful.

- **Clovis Economic Development**
- **Clovis Community College
Small Business Development
Center**
- **Mesalands Community
College**
- **Clovis/Curry County Chamber
of Commerce**
- **Greater Tucumcari Economic
Development Corporation**
- **Clayton/Union County
Chamber of Commerce**
- **Harding County Community
Economic Development**
- **Fort Sumner / De Baca County
Chamber of Commerce**
- **Roosevelt County/Portales
Community Development
Corporation**
- **Roosevelt County / Portales
Chamber of Commerce**
- **Eastern New Mexico
University**
- **Santa Rosa Chamber of
Commerce**
- **Tucumcari / Quay County
Chamber of Commerce**
- **Clayton - Union County
Economic Development
Partnership**

Population Impacts

The remoteness of the population influences opportunities for commerce, educational access, resource allocation by governments toward infrastructure, and access to many other consumer needs. It also influences the region’s ability to recruit new economic engines, while maintaining current opportunities.

Further impacting opportunities are several age-related economic influences. The United States Census tracks Age-Dependency Ratios, Child-Dependency Ratios, and Old Age-Dependency Ratios by comparing a working age population to the various dependent age categories. The US Census defines the working age group as those ages between 18 and 64 years of age. However, this analysis does not consider a necessary group that is often factored and influential to the success of a variety of businesses – those between the ages of 15 to 17.

For purposes of the calculated ratios on the chart below, this important age range is included because these populations are eligible to work in New Mexico and their contributions impact the flow of payrolls and spending within communities. By including these groups, our dependency ratios lower, which may lessen the impact from what is provided by the US Census.

An Age-Dependency ratio, examines the balance of those within the working ages to those not within working ages. The supposition is that if there are more within the working ages, there should be less economic burden on the community because there will be more opportunity for care for those not within working

ages (youth and elderly).

However, if the population is skewed higher with youth or elderly, these populations could require more resource burdens (specifically upbringing or pension pressures) to be placed upon the working age populations and lower the economic outlooks for a community. Lower numbers in these ratios mean that there are more working age people, and higher numbers mean that there are fewer.

Despite this reduction of impact, several items of importance are immediately presented. New Mexico and the EPCOG region have higher age-dependency ratios than the United States. In particular, the age-dependency ratio is influenced by the higher youth population in De Baca County, where the youth represent over 60 percent more of the total population as the United States and New Mexico and over 40 percent more of the total population than the EPCOG region. Conversely, Harding County and Quay County both have larger portions of their population at or beyond retirement age.

It is also important to illustrate that De Baca County’s median age is 22.2 years old, far below the rest of the counties within the region, the state, and the United States. Curry County (31.7) and Roosevelt County (30.3) host the second and third youngest populations. Union County (38.9) is at par with New Mexico (38.1) and the United States (38.2) medians. Whereas, the rest of the EPCOG region boasts older populations: Guadalupe County (43.7), Harding County (43.5), and Quay County (43.0).

	Population between 15-64	Population <15	Population >64	Age-Dependency Ratio	Child-Dependency Ratio	Old Age-Dependency Ratio
Curry	32,204	11,159	6,139	53.71	34.65	19.06
De Baca	1,085	620	290	83.87	57.14	26.73
Harding	253	53	126	70.75	20.95	49.80
Guadalupe	2,733	705	898	58.65	25.80	32.86
Roosevelt	12,260	3,783	2,680	52.72	30.86	21.86
Quay	4,579	1,643	2,043	80.50	35.88	44.62
Union	2,467	774	865	66.44	31.37	35.06
EPCOG	55,581	18,737	13,041	57.17	33.71	23.46
New Mexico	1,332,323	399,798	364,900	57.40	30.01	27.39
United States	213,469,350	60,737,141	52,362,817	52.98	28.45	24.53

The age variation, coupled with the low population density, necessitates an economic focus that is customized for uniqueness this region boasts from other regions across the United States.

Younger populations will require more access to day care, pediatrics, and employer work-schedule flexibility. Communities with elderly populations require senior-centric activities, access to specialized healthcare, and more service-centric businesses. Continued successful economic growth will be intrinsically linked to a community's ability to provide the unique assets and develop the right age-appropriate economy for their residents. This age-centric approach may also go against "what do we want to be" aspirations of a community and must be weighed appropriately.

Workforce

Defining the future of a community requires an assessment of the most valuable asset – the workforce. In the United States, according to the US Census, in 2020 approximately 63.4 percent of the population 16 years old and over were considered in the labor force. For the state of New Mexico, 57.6 percent of the 1,672,029 individuals in that same age bracket were in the labor force. In the EPCOG region, 59.4 percent of this population was in the labor force.

Of the civilian population (which is the portion of the population where unemployment rates are considered), the national unemployment rate was 5.9 percent in 2020. In New Mexico, the unemployment rate was 6.6 percent. In the EPCOG region, the unemployment rate was 7.4 percent. Looking back to a decade prior, in 2010, the EPCOG region had 4,974 fewer people, but only 1,295 fewer people in the labor force. Additionally, unemployment for the seven-county region sat at 3.6 percent. Ten years later, the EPCOG region has fewer people as a percentage of the whole in the labor force and more are unemployed. This demonstrates a definite need for job growth throughout the region.

Top Industries by Annual Average Employment

Curry County:

- Health Care & Social Assistance
- Retail Trade
- Accommodation and Food Services
- Agriculture, Forestry, Fishing & Hunting
- Construction

De Baca County:

- Retail Trade
- Health Care & Social Assistance
- Agriculture, Forestry, Fishing & Hunting
- Transportation & Warehousing

Guadalupe:

- Accommodation & Food Services
- Retail Trade
- Health Care & Social Assistance
- Construction
- Transportation & Warehousing

Harding:

- Agriculture, Forestry, Fishing & Hunting
- Health Care & Social Assistance

Quay:

- Retail Trade
- Health Care & Social Assistance
- Construction
- Finance & Insurance
- Other Services, Except Public Administration

Roosevelt:

- Retail Trade
- Accommodation & Food Services
- Manufacturing
- Transportation & Warehousing
- Construction

Union:

- Health Care & Social Assistance
- Retail Trade
- Accommodation & Food Services
- Finance & Insurance
- Wholesale Trade

Economic Influencers

There are eight primary economic generators within the district. These generators include Agriculture, Agricultural Valued Added Products, Health, Military Installation, Telecommunications, Transportation, Tourism / Hospitality, and Renewable Energy.

Agriculture. Agricultural businesses once again proved to be one of the strongest economic sectors in the district. Please refer to the USDA website for detailed information on agriculture statistics www.agcensus.usda.gov

Livestock. Within the district, there are four sizeable livestock auctions that bring sales and revenue to all parts of the region. The auctions include Five States Livestock Auction – Clayton, Superior Livestock and Video Auction – Clayton, Clovis Livestock Auction, and the Portales Livestock Inc. Together, there are sixteen feedlots that service the auctions, with a total capacity of 143,850 head of cattle and 1,800 sheep at one time. According to the USDA, the EPCOG region has 75,000 beef cattle and 170,900 dairy cattle.

Major Crops. The major crops for the region are wheat, sorghum, corn, peanuts, cotton, and potatoes. The region produces 31% of the state's potatoes, 70% of the peanuts, 80% of the corn, 80% of the sorghum, 25% of the cotton and 16% of the wheat. The region comprises 86% of the state's dry land farms and 35% of the irrigated farms.

Agricultural Value Added Products. There are several examples of agricultural value-added products in District IV. Hampton Farms purchased Ready Roast, which had previously purchased Sunland Peanuts in Portales which at the time was the nation's largest producer and exporter of Valencia Peanuts and Certified Organic Peanut Products. The Ready Roast plant opened its doors in 2015, taking over the 25-year-old Sunland plant that closed in 2013.

The state provided the newly opened Ready Roast plant with \$1.5 million in Local Economic Development Act and Job Training Incentive Program funds at the time. Given Hampton Farms 21-year history operating in the area it is looking forward to growing its operations in Portales.

Another value-added product producer is the Glanbia Southwest Cheese plant. Together with the abundance of high-quality milk from surrounding dairies, the infrastructure to transport the product and the availability of qualified workers, in 2004 Curry County was selected for the Southwest Cheese Plant. Due to the initial success of the cheese plant, it underwent a \$100 million dollar expansion which has doubled production. The expansion was completed 2010 and employs an additional workforce.

Another successful value-added product is the Mesa Ingredient Corporation. The corporation is a direct spin-off industry from the waste products that are produced by Southwest Cheese. Mesa Ingredients uses the whey product received from Southwest Cheese to produce a high protein ingredient for animal feed.

Together, these two companies complement the economic base of the region and continue to expand upon the existing industries in the area. The plant underwent a second expansion in which the plant now employs over 400 employees.

Health. Health care is a major employer and economic generator for the district. There are healthcare hubs that provide the majority of services to the region. These hubs include the City of Clayton, City of Clovis, City of Portales, City of Santa Rosa, and City of Tucumcari. Each of these healthcare centers has a varying degree of acute care services and outpatient services that can be delivered to other rural areas that do not have health care available. The City of Clovis Presbyterian Hospital also has a cancer treatment unit.

Military Installation. Cannon Air Force Base, located 8 miles west of the City of Clovis, is home of the 27th Special Operations Wing that has a mission to fly, fight, and win - specialized airpower any time, any place, anywhere. Cannon Air Force and the United States Air Force celebrated 70 years in 2017.

In May 2005, the Department of Defense announced the proposed closure of the military installation. The announcement produced a sudden economic impact on Clovis /Portales Microplex and District IV. Many construction projects were suspended, and a hot real estate market went cold overnight. But the response to the Base Realignment and Closure (BRAC) ignited tremendous public and private involvement in "Operation Keep Cannon". This outpouring of support and public participation involved: a congressional delegation, the governor, and local leaders to oppose the base closure and to acknowledge the true military value of Cannon Air Force Base. As a result of this collaboration, the Base Realignment and Closure Commission proposed decommissioning the 27th Tactical Fighter Wing at Cannon as planned, but encouraged the Department of Defense to consider Cannon for a new mission by 2010.

A new mission was awarded to Cannon Air Force Base. It is currently home to the Air Force Special Operations Command (AFSOC) and the transition from a fighter wing base to a special operations base is complete. The Fighting Falcons (F-16s) will be replaced by approximately 108 various aircraft. This change of mission will bring in an approximate increase of military personnel by 2010 with the total military personnel number projected to surpass 5000 active duty military with additional civilian personnel to increase. The Cannon Air Force Base active duty military personnel projections for 2010 were at 5,439. That number is expected to continue to increase due to the Special Operations concept of the military is a priority.

27th Special Operations Wing

Mission

The 27th Special Operations Wing (27 SOW) at Cannon Air Force Base, N.M., is one of two Air Force active duty Special Operations wings within Air Force Special Operations Command, which continues to thrive.

The primary mission of the 27th Special Operations Wing is to plan and execute specialized and contingency operations using advanced aircraft, tactics, and air refueling techniques to infiltrate and resupply special operations forces and provide intelligence, surveillance, and reconnaissance, and close air support in support of special operations forces. The wing's core missions include close air support, agile combat support, information operations, personnel recovery operations, precision aerospace firepower, forward presence and engagement, intelligence, surveillance and reconnaissance (ISR) operations, and specialized aerospace mobility.

The 27 SOW is a pivotal component of AFSOC's ability to provide and conduct special operations missions ranging from precision application of firepower to infiltration, exfiltration, resupply, and refueling of special operations forces. In addition, the 27 SOW brings distinctive intelligence capabilities to the fight, including ISR, predictive analysis, and targeting expertise to joint special operations forces and combat search and rescue operations.

Organization

Cannon AFB employs approximately 4,634 active duty and 770 civilian personnel. The wing is divided into four groups: Total Cannon Air Force Base Impact, Expenditure Summary, Personnel by Category, Total Operations & Maintenance

Telecommunications. Clovis/Curry County Chamber of Commerce and Clovis Economic Development are promoting eastern New Mexico as a viable, safe option for anyone seeking a change of pace or home for their next business venture because of its access to high-speed internet. In contrast to many urban areas where fiber internet is absent, eastern New Mexico is a rural area with a "better than urban" connectivity.

Plateau Telecommunications, CenturyLink (formerly Qwest) and Suddenlink Communications continue to compete for the market in Clovis and surrounding areas and continue to invest in infrastructure upgrades to provide high-speed internet in eastern New Mexico.

In 2014, Plateau Telecommunications announced that Clovis would become the first gigabit city in New Mexico. Gigabit Clovis offers a new set of Plateau Fiber residential services where customers can get gigabit Internet services at an affordable price, with the option of bundling with Plateau HDTV and home phone services. Gigabit Clovis is also an expansion of the network into existing residential neighborhoods to make Plateau Fiber ultimately available to all Clovis residents. Additionally, in 2016, Suddenlink Communications announced its 1-gig initiative, dubbed "Operation Gigaspeed" would include Clovis and Texico, New Mexico.

T-Mobile and AT&T Mobility have made investments in 5G cellular services in Eastern New Mexico. Communities with 5G include Tucumcari, Santa Rosa, Puerto De Luna, Fort Sumner, Floyd, Melrose, Clovis, Portales, San Jon, Grady, Roy, Capulin, Grenville, Clayton, and Anton Chico.

Transportation. EPCOG provides technical assistance with transportation related issues for two Regional Transportation Planning Organizations (RTPOs). These RTPO's include the Southeast Regional Transportation Planning Organization (SERTPO) and the Northeast Regional Transportation Planning Organization (NERTPO). NERTPO covers Quay, Harding, Guadalupe, and Union Counties of EPCOG's

service area, excluding the Village of Vaughn located in Guadalupe County. SERTPO covers De Baca, Roosevelt, and Curry Counties of EPCOG's service area, including the Village of Vaughn located in Guadalupe County. EPCOG currently has one Transportation Planner for coverage in each area. The Transportation programs covered include Roadway Improvements, Transportation Alternatives, Recreational Trails, Public Transit, Rail Safety, Planning, and Airport Infrastructure. The Planner works with an NMDOT Liaison (Government-to-Government Liaison) from the Planning Division. The RTPO's are composed of local government representatives from the EPCOG area. The RTPO areas contain mostly rural roads with two large Interstate Highways (I-40 and I-25 in the NERTPO region). RTPO applications for State and Federal funds can be used for any transportation related infrastructure or service depending on stipulations. More detailed information may be found at www.rtponm.com.

Roads and Major Arterials. The District's highway transportation network includes U.S. Highways 54, 60, 70, 84, and 285 which provide major links to Interstate 40 and Interstate 25. Interstate 40 travels through the center of the District, with Interstate 25 bordering the District to the West. Both 285 and 70 have been upgraded to four-lane highways for the purpose of 1) Providing safer transportation of radioactive waste to the storage facility in Carlsbad and 2) Providing faster and safer highways to and from the new Santa Teresa International Port on the Mexican border.

The Ports-to-Plains Program is an initiative based upon providing a trade corridor for goods and services to flow from the North American Gulf port areas to the interior of the US. An area affected by this program is in Union County and is the US 64-87 Route from Clayton to Raton (Interstate 25). The goal was to upgrade US 64-87 from two-lane to four-lane to provide an improved corridor for trucks to move goods from the Texas Panhandle north to Denver. This widening project has been completed. GRIP II funding was used to complete the widening.

Railroad. The railroad has had a major impact on the area. Homesteaders came into Eastern New Mexico with the railroad and established small farming communities. The railroad allowed the cattle industry to adapt to the limitations of the Eastern Plains and remain as a major industry. Many of the communities in the seven-county area began as railroad settlements. Of the four major communities today, Portales, Clovis, and Tucumcari all began as railroad camps and owe much of their growth to the railroad industry. The railroad was the main business until 1935 when the stockyards and feedlots were established. From there, the economy diversified and agriculture became a mainstay.

Railway service continues to be a significant economic asset for the region. The Burlington Northern & Santa Fe Railroad intersects with Southern Pacific & Union Pacific Railroads in the Town of Vaughn, which provides the region with the benefit of having rail service available for north-south or east-west destinations. No passenger service is available, but freight service is available in every county except Harding. Currently, the Burlington Northern Santa Fe railroad began the expansion of its railroad yard in Clovis in Curry County in 2003 and added at least 80 jobs to the economy.

The railroad service in this area of Eastern New Mexico is the Burlington Northern & Santa Fe Rail Road. The main east and west route run parallel to the route through Curry, De Baca, and Roosevelt Counties of the US 60-84 Highway from the NM-TX State Line to Fort Sumner. Then the railroad parallels US 60 from Fort Sumner to the west of De Baca County. The main route north and south through the area is also used by the Burlington Northern and Santa Fe Rail Road. This route runs parallel to US 70 from Clovis and through Roosevelt County and on to Roswell. The direction runs SW - NE in Curry and Roosevelt Counties.

The BNSF (Burlington Northern & Santa Fe) operations office reports a current average of 90 trains in a 24 hour period running the east and west route.

This route mainly hauls coal, commodities, merchandise, bulk shipments, and general merchandise. The BNSF operations office reports a current average of 3 trains per week running on the north and south route from Clovis to Roswell. This route also hauls mostly merchandise and commodities.

The freight tonnage hauled cannot be approximated exactly due to the rapidly changing market. Due to increasing gasoline and diesel prices, the BNSF operations office estimates an increased use of the rail services instead of trucking in the next 20 years.

The exact cost per ton is not available due to there being many products and price variations. But it is estimated that the rail can provide more cost-effective shipping due to their large capacity to haul bulk shipments.

Tourism. Tourism and the hospitality industry is becoming a significant economic generator. As communities recognize and embrace their unique historical past and the beautiful landscape of the area, they are beginning to aggressively market these attributes. Therefore, in each county section, the tourist industry will be explored in-depth.



SWOT ANALYSIS

Background

The Economic Development Administration outlines the SWOT (Strengths, Weaknesses, Opportunities, and Threats) process as a critical component to the Comprehensive Economic Development Strategy.

“The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity. A SWOT analysis identifies the region’s competitive advantages—those indigenous assets that make the region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a region from realizing its potential.

Determining and analyzing what the region already possesses could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region.”

With these factors of importance, the following analysis is used to outline those unique factors within each aspect of the analysis that will be most influential over the coming years to the EPCOG region.

Strengths

Strengths are defined as those items that are inherent competitive economic advantages, which make a community unique and can be relied upon to develop strategic economic futures for communities. For example, because of the investments that have occurred through the years, the City of Clovis has become a full-fiber

Strengths:

- Abundance of land
- Natural resources, such as wind for alternative energy
- Continued commitment to workforce training and education
- Steady increase in gross receipts taxes
- Decrease in unemployment rates
- Strong agricultural base
- Diverse economy
- Tourism attractions

Weakness:

- Population shift, out-migration of residents in rural areas to urban centers
- Generally low-moderate income levels
- Steady decline in ranching & farming
- Limited healthcare facilities in rural areas
- Lack of right of way or identified easement for transmission of renewables
- Water wells not pumping enough water

Opportunities:

- Increase in value-added agricultural products and projects
- Availability of alternative wind energy
- Improve on infrastructure
- Increase the number of communities involved in the N. M. Main Street program
- Continued growth in high-tech industries
- Create diversified economic opportunities

Threats:

- Limited surface water levels
- Transportation and arterial infrastructure needing major improvements
- Need for additional affordable housing units
- Rising fuel costs effects on higher travel rates required in rural areas
- Drying up of State and Federal financial resources

community. The deployment of fiber and broadband infrastructure provides this community unique opportunities to shift businesses to digital economies, foster remote work for residents, and develop new information-based businesses that could provide services in other communities while generating economic-base payroll within Clovis.

As was previously mentioned, the EPCOG region covers a large, rural land area. This land mass covers a variety of unique geographies that enhance opportunities in a variety of sectors. The region already well-capitalizes upon agricultural aspects. Given the agriculture ties, there exist opportunities for verticals to be fostered in industries that do not currently exist in the region, but link directly to the agricultural heritage. As food access, security, and knowledge of where food has traveled becomes more engrained in consumer wants, agricultural innovations will continue to be deployed. New Mexico has a strong ranching community with the largest agricultural operations in the EPCOG region involved in livestock and hay. Technologies innovations, specialized veterinary practices, and seed/crop genetics operations could all pose opportunities for economic diversification within the community. These same land areas and rich historic towns are prime for enhanced eco-tourism and heritage tourism visitation.

The region is also home to over 500 MW of utility-scale wind power generation stations. The climate of the region positions the communities of the EPCOG region to develop as renewable energy-export hubs for the State of New Mexico. The Economic Development Department for the State of New Mexico has also identified renewable power exports as a target industry for the State over the next 20 years.

Weaknesses

Weaknesses are defined as a region's relative competitive disadvantages that play against the economic plans and goals of a region. For

example, the EPCOG region, as was stated previously, is remote. The territory is vast, but the population is spread out. Furthermore, with the rural nature, the ability to attract labor-intensive operations is hampered by the lack of people within the labor force.

Many of the counties in the region have seen a decline in populations as rural communities have lost residents to more urban locations - a trend that has been mirrored on the national level. Population and workforce are some of the biggest concerns. These two factors influence a considering company's decision-making on whether (given their industry-standard turnover) they will be able to maintain operations by finding the right talent locally. These factors influence retail demands and potential spending for new storefronts and commercial development.

They also influence access to healthcare and other quality of life services. Additionally, the labor force of the EPCOG region has approached age-dependency. In some cases, counties have large young populations - creating unique economic demands for childcare, access to youth entertainment, and more. Other communities within the region are aging with population median ages well into the forties. These populations require vastly different services and focuses. All of the communities need a larger pool of working-age residents. Transmission infrastructure and corridors still lack in New Mexico. The process to develop these corridors is lengthy and expensive.

Opportunities

Opportunities are happenings that can provide regional improvements or progress with involvement by the community. These are not typically within the control of the community, but a community can influence the happenings in ways that may support its own economic goals.

As an example, in March of 2022, President Biden signed the FY2022 Omnibus Appropriations which included the Ports-to-

Plains corridor in Texas and New Mexico as a “Future Interstate Highway.”

This future transportation infrastructure offers several opportunities for communities in the EPCOG region. Some may decide that they want to build an economy around servicing semi-trailers that may use this corridor for transporting goods. Others may want to examine tourism development and marketing to consumers that may travel this new corridor.

Still other communities may examine how the new infrastructure opens up recruitment of previously inaccessible manufacturers because the one piece missing from their regional assets was a nearby 55+ MPH roadway. In any scenario, the designation of the future highway presents an opportunity for a community to plan this asset’s impact to the community’s new economic focuses.

As investments continue to be made in renewable power plants, the communities in the EPCOG region have the opportunity to position their proximate geography to verticals that service or provide components to the renewable companies.

Threats

Threats are chances or occasions for negative impacts on the region or regional decline which are out of the control of the local community.

An example of a threat to the EPCOG region would be continued drought across the southwest, which would negatively impact water well levels, crop productions, livestock management, and municipal system management and growth.

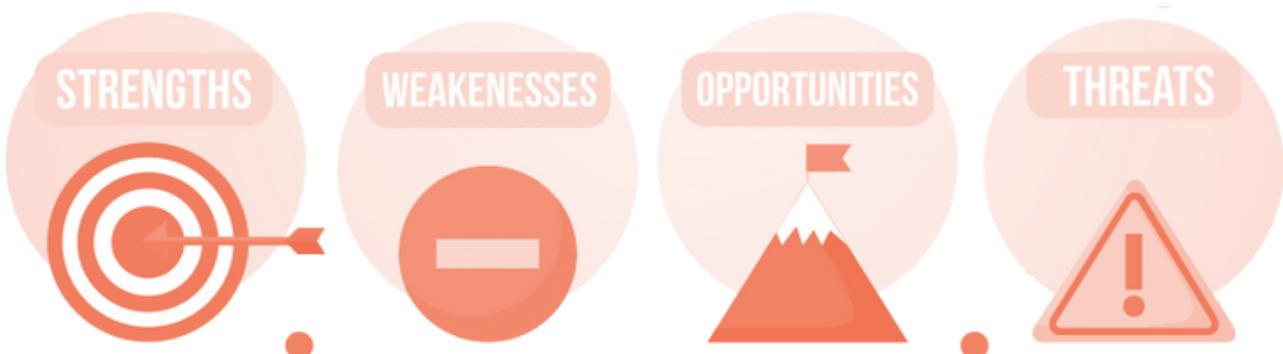
Despite the appropriations bill being approved on a federal level, the funding for construction of the Ports-to-Plains Corridor could still force the project to move in a direction that is disadvantageous for the EPCOG region. Staying diligent on the use of these funds will be necessary to reap benefits from the deployment of this infrastructure.

With the rising cost of fuel, more logistics operations will be required to examine routing for efficiencies when goods need to be delivered to population centers and whether transportation by truck or rail will be more cost-effective and timely for consumers. Those analyses may cause a bypass of the Ports-to-Plains Corridor thereby negating the advantage of the infrastructure.

The focus on hydrogen power as a renewable energy opportunity for the State of New Mexico may cause competition for financial and other resources that impact or influence deployment of wind power in eastern New Mexico.

Inflation may make living in a rural location too expensive and further promote the shrinking of population. As the cost of logistical moves and the cost of goods continue to rise, rural communities and their residents feel the pinch on their wallets.

As the cost of logistical moves and the cost of goods continue to rise, rural communities and their residents feel the pinch on their wallets.



STRATEGIC DIRECTION & PLAN

Background

Having identified assets within the region that can provide a backbone for growth and direction forward, alongside controllable tripping points, horizon opportunities, and potential obstacles if preparation and focus are not granted, this section examines achievable work that can be done to provide advancement, while using the guidance offered by the SWOT analysis.

The Business Environment

During conversation with stakeholders, one of two scenarios presented when it came to interactions and knowledge of community business operations.

First, most intelligence of what was occurring was anecdotal and very little information came from a statement of number trends.

Second, several communities do not gather business intelligence because they do not have any businesses within their jurisdiction. Both scenarios offer options for change to help gather information on what business needs are for the EPCOG region thereby setting a path forward to improve the business environment.

Recommendations

- Entities with business registration processes should consider using the opportunity to gather more information during the application for renewal to track business health statistics and compare them from the year prior. These can include: total employment, contact information for non-local ownership, changes in facility square footage, and other information points that could be a signal of the business's health.
- Entities with business registration processes should consider tracking who does not renew

business registrations and conduct a visit with the ownership to understand the pitfalls that caused the business not to renew.

- Given the rural nature of the region, regular surveys of area businesses should be considered to understand workforce gaps, position advertising challenges, and better means to link local employers to talent, especially within the regional educational institutions.

Improve and Fully Develop Agriculture Resources

Agriculture is the primary industry in many of the counties within the region. Given its importance to the economic fabric of communities, focusing on the toolbox available to this industry is a necessary goal.

Recommendations

- Hold regular educational and informational events with Cooperative Extension Offices, New Mexico Department of Agriculture, and the US Department of Agriculture to advertise the service offerings and financial programs that each can provide to regional agricultural partners.
- Regularly poll, just like through a business registration model, area agricultural operations to understand struggles with workforce, supply chain, water, seed or feed concerns, and more items that could be addressed with focus.
- Regularly poll agricultural partners to identify collective service gaps and use this information to recruit new employers to the region.

Effectively Utilize Water Resources in Region

Water is a crucial element in any community regardless of the key industry of the community. In New Mexico, water resources are often strained by our arid environment. In recent years, much of the state has been under drought conditions.

At the time of drafting this document, every county in the EPCOG region is experiencing exceptional drought, according to the US Drought Monitor, a tool compiled by the joint efforts of the National Drought Mitigation Center, USDA, and NOAA.

Recommendations

- Advocate for technological advances in water systems to be implemented across the region's water suppliers and for matching funding sources to be created to help in that implementation.
- Work with water systems partners on educational programming throughout the region to discuss conservation and efficient uses of water.
- Encourage entrepreneurial development and research focus through resource allocation with the state and region to develop solutions based around water resource utilization.

Support Alternative Energy.

Resources

While having the State's Economic Development 20-Year Plan cite alternative energy resources as a target industry is a great first step, additional focus is needed for the EPCOG region to prosper from its natural access to renewable power generation.

Recommendations

- Advocate for transmission corridor planning to occur within the State Land Office and the

Bureau of Land Management, so that industry has predictable and shortened timeframes while maintain conservation goals of the agencies.

- Consider advance implementation of educational campaigns within communities about the benefits of this industry. For example, if noise is a concern presented by wind turbine deployment, identifying sites with enough buffer from communities may be the appropriate solution and educational partnership. Similar approaches can be used to address viewshed concerns (especially as it relates to transmission infrastructure) and shadow flicker effects.

Increase Employment

Opportunities through New Business/Industrial Development

Recruitment programs that focus on bringing new business to the region are essential to offset outward migration of populations. New job opportunities will help to keep talent within communities, and new businesses can help to strengthen a community's economic identity.

Recommendations

- Maintain necessary marketing efforts to provide outreach to industry that could expand into the EPCOG region.
- Identify advantageous locations for target industries and provide support to efforts that grant those locations exposure to industry.
- Advocate for the continual growth of economic development processes, personnel, and focuses in all communities in the region.
- Amplify investments in economic development by defining niche industries to target, advocating those industries to be recruited to the recruitment entities within the community and the state, and reduce duplication of efforts to enhance resource deployment.

Develop, Improve, and Expand the Capabilities of Educational Services

The availability of workforce is one of the most critical factors to economic growth and the operations of any company. Therefore, it is crucial that educational partners are providing the necessary skills growth within a community for the benefit of the community partners.

Recommendations

- Develop a communication network between industry workforce needs and the educational service offerings within the community.
- When gaps exist, advocate for resources to be allocated to address workforce gaps. This may include involving regional legislators for special funding allocations to be brought to regional educational services. It may also require promotional assistance of programs with low enrollment that host the necessary skills development for regional industry needs.

Assist in Developing a Health Care Professional Recruitment Plan

In order to increase healthcare access for residents of the area, and to foster recruitment of healthcare locations within the region, programs from communities must be in place to receive healthcare professionals.

Recommendations

- Develop workforce connection programs that match-make skills of spouses to open positions within the community.
- Conduct research with physician recruitment entities to discover quality of life focuses that could be developed within communities for the benefit of this industry and others.

Guide More Tourism and Recreation throughout the District

The tourism and the hospitality industry is becoming a significant economic generator. As communities recognize and embrace their unique historical past and the beautiful landscape of the area, they are beginning to aggressively market these attributes.

Recommendations

- Align individual community marketing for similar tourism targets (eco-tourism, heritage tourism, etc.) to ensure that community marketing dollars can be stretched through joint marketing campaigns.
- Begin discussions on how communities may advertise along the Ports-to-Plains interstate corridor to entice vehicular traffic on to the branch- created for EPCOG communities under this corridor appropriation.
- Examine training for staff in hotel accommodations and area restaurants that encourage customers to leave good reviews and ratings on tourist-centric media (Expedia, Hotels.com, Yelp, and more) while teaching ownership how to address negative reviews.



ECONOMIC RESILIENCE

RESILIENCE: the capacity to recover quickly from difficulties

Introduction

Throughout the pandemic, communities and their resident businesses were stretched to discover new means of interacting, marketing, and maintaining relationships. Local communities and businesses were pushed into collaborative partnerships to ensure the economic stability of the area maintained. During the course of the pandemic, there are several informational methods that were identified for the EPCOG communities to implement that will allow for tracking of community economic health. Those suggestions are outlined in the following section.

Workforce Recovery Strategy

For immediate COVID-19 recovery efforts, communities within the EPCOG region could focus on the currently advertised positions and aggressively place the active unemployed job seekers within available openings.



The NM Department for Workforce Solutions provides data on the number of job openings advertised online. The data analysis conducts an internal deduplication calculation for jobs posted online on multiple job boards.

A concerted community advertising of the available positions to those currently receiving unemployment could be a strategy to reduce the unemployment rate in each county.

While the top 10 occupations by advertised jobs are numerically enough to focus on to resolve the unemployment reduction goals, the reality of workforce is that the local supply (unemployed individuals) may not equal demand (job openings and skills needed).

The first obstacle to overcome will be the identification of the candidate's skills. In advertising an event, promoting the skills needed by employers will help candidates to see what they can bring to the table.

Often, employers will advertise a job title that has skewed meaning to various individuals. For example, a manufacturer may discuss that someone must have computer experience.

To a candidate, this may translate to work with a computer-controlled machine or experience with computer hardware or troubleshooting. However, the manufacturer may actually just mean that the employee needs to know how to operate a scanner and press the right code for inventory purposes.

Providing the best description of what employers need upfront allows someone who worked in retail to understand how their customer service background can translate to banking or technical support.

Soft skills development is an important on-going issue for the community to address. Workshops with employers that demonstrate screening techniques for these skills and create an understanding within the workforce for the importance of demonstrating these skills can lead to more successful interviews. Knowing which skills are in constant demand by employers allows the community to customize information presented in workshops to current needs.

Additionally, unemployment effort leaders should know the technology and tools required by employers allows for educational tracks to be created to service employer needs.

For example, point of sales systems could be implemented in a partnership with internships and employers. Spring framework, tractors, and motor vehicles may require greater specialization and involve coordination with the region's several community colleges, CTE programming within the local schools, and driving schools.

These items may also serve as new industry development factors if more interest can be drawn to the hosting programs producing these skills.

Another factor of consideration to ensure stronger and faster recovery would be to ensure that the positions filled by the unemployed individuals would highlight those positions that pay at or above the county's median earnings. This number should blend full- and part-time earners, which is indicative of the unemployed workforce.

To improve this approach, the community must identify the lost income of those unemployed workers and match them up with available positions.

By using the wage of positions as an additional baseline of success for the event, the community will have greater assurance that the economic gap from the lost income brought by unemployment will have been decreased.

Tracking the Economy

While not a common element in application, registering a business is a requirement within each state. In New Mexico, a business must register in some fashion with the state government, but they are also required to receive a business license from the local municipality and/or county in which the business operates. With this process, there is potentially a valuable tool to track the health of the economy and to create a method of proactively addressing business and industry changes or trends.

Background. The United States Census Bureau and the Bureau of Labor Statistics provide updated information on the number and types of firms that are established within given geographies.

These data sets also tell us the number of employees by type of industry, which can provide further insights. Tracking this information on an annual basis gives you insight into business growth, reductions, opportunities, and workforce needs.

From 2015 to 2019, the number of firms in the United States grew from 7,663,938 to 7,959,103 – an increase of 3.85 percent. In New Mexico, over the same time period, the number of firms grew by only 11 to 43,804 – an increase of only 0.03 percent. Within the EPCOG region, the number of businesses shrunk by 103 to 1,776 – a decrease of 5.48 percent.

Examining the same time period and geographies, employment across all industries represents interesting trends. For the nation as a whole and the State of New Mexico,

employment grew by 7.18% and 2.91%, respectively. However, the total employment within the EPCOG region shrunk by 2.54%, representing a loss of 520 employees over 5 years.

Taking a step deeper into the data, we identify some more interesting trends in the EPCOG region.

A Focus on EPCOG. Of the 20 sectors outlined by the Census Bureau, three showed no change or gains in the number of establishments throughout the EPCOG region from 2015 to 2019. The remaining 17 sectors led to a net loss of 103 fewer establishments in the region. Comparatively, across those same sectors, the EPCOG region differed from trends seen by New Mexico and the United States.

When compared to New Mexico, there were 7 sectors within the EPCOG region that showed a decline in percent growth of establishments that showed increases in New Mexico. These sectors were: Agriculture; Forestry, Fishing and Hunting; Construction; Real Estate and Rental and Leasing; Administrative and Support and Waste Management and Remediation Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; and Other Services (Except Public Administration).

There were 12 sectors that showed growth in the United States that all exhibited declines in percent growth within the EPCOG region. These sectors were: Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Wholesale Trade; Finance and Insurance; Real Estate and Rental and Leasing; Professional, Scientific, and Technical Services; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; and Other Services (Except Public Administration).

The employment side of this assessment is just as interesting. There are 8 sectors that despite experiencing losses in the number of firms over

the 5-year period had gains in employment numbers. This signifies that within those 8 sectors, the employers have gained importance and attention because their impacts hold greater influence on the region than they did half a decade prior.

There are 7 sectors that have experienced decline in employment within the EPCOG region that saw growth in the United States. Those sectors are: Construction; Wholesale Trade; Information; Finance and Insurance; Professional, Scientific, and Technical Services; Administrative and Support and Waste Management and Remediation Services; and Other Services (Except Public Administration).

Even more interesting is that of the 9 sectors that varied from trends exhibited by the State of New Mexico, 5 showed increases in the EPCOG region (conversely, declines in New Mexico) and 4 showed decreases in employment (conversely, increases in New Mexico).

Increase in EPCOG & Decline in NM (2015 - 2019)	Decline in EPCOG & Increase in NM (2015 - 2019)
Agriculture, Forestry Fishing and Hunting	Construction
Utilities	Finance & Insurance
Real Estate and Rental and Leasing	Administrative and Support and Waste Management and Remediation Services.
Management of Companies and Enterprises	Other Services (Except Public Administration)
Educational Services	

These variations from near-local trends could highlight concerns or unique features of the EPCOG region, depending on the community's expressed wants and needs. The mix of increases and declines of sectors when compared to the rest of the state present

challenges in communicating needs to legislators and aligning resources for the benefit of growing industry and workforce in the region

While this approach can begin to highlight trends and bring attention to sectors and industries that may be dealing with economic issues, this data is approximately 18 months to 2 years behind the present. It provides a great historical benchmark, and can give light to planning, but it does not address with enough speed the influence economic downturns or crises have on a community.

We propose the following as a more efficient, reliable source of local data tracking as it pertains to the ongoing health of the community.

Business Registrations

In New Mexico, the authority to allow a business to operate is granted by the local municipality holding jurisdiction over the physical location of where a business conducts its affairs. This licensing authority is granted to ensure awareness of operations to ensure proper alignment with code and community intent.

All municipalities, when collecting information from a business for the purposes of issuing a business license, do so with a focus on the health and safety of the community. Information is also collected to ensure compliance with business regulations. For example, a business license is not issued by a local municipality until a business has obtained a state tax identification number. This is done to ensure that a business is aware of its revenue reporting and tax filing obligations – which directly affect local government operations.

Local government may also ask questions about the types of work performed, storage of chemicals, whether additional permits from regulatory bodies (i.e., NM Environment Department) have been obtained, the square footage of the facility, and more. These factors all play into conversations that need to be had

about facility patron limits for fire safety, traffic control for parking and thoroughfares, and potential inspections that need to occur given changes in use.

HOW CAN A BUSINESS REGISTRATION BE USED FOR ECONOMIC DEVELOPMENT?

New Business Growth

With so much information being tracked on a business registration, the form can become a method for annual check-ups on business health within a community. For example, just the act of a business registering for the first time can demonstrate the willingness of people/enterprises to invest within your community. This could be a representation of increased wealth or spending habits. It could also demonstrate identified gaps being addressed. It may also point to a regionally attractive feature that your community has as a hub for surrounding areas. A new business is an indicator of a positive trend.

Business License Renewals

This process can show a further trend of growth or decline. Most communities will track the renewal of a business license on an annual basis. Those that renew their license are demonstrating that they have found success to continue operations for another year (or specified period for which the license is applicable, such as a seasonal vendor). However, when a business chooses not to renew their license it is a red flag to the community that something about the community has caused the business to not have success. This could be due to spending habit changes, economic issues, regulatory obstacles, or it could be a response to how the business conducted operations in opposition to

community expectations. In all scenarios, tracking the business license renewals grants an opportunity to have annual conversations with businesses about what helps them be successful or what is missing and causing them to fail.

Employee Counts

When included as part of the application process, this is often viewed as a necessary item for fire safety concerns. Generally, municipalities want to know how many people to expect within a given space – and that the business is aware of safety limitations. Knowing the number of employees within a given space can be useful knowledge in times of emergency. However, it is also great information to determine the health of the business. On an annual basis, filling out this information as part of a renewal allows a municipality to see if a business is struggling or if it is growing, and thereby provide guidance on resources that can help either scenario.

This information also allows the community to more accurately identify key employers. If these key employers leave the community it would have a significant impact on the future success of the community.

NOTE: This method would also give a community a more accurate count of the employees by industry on a more regular basis rather than relying on older data from the US Census. In this way, negative trends occurring within a business sector can be addressed in a much quicker and relevant time frame.

Business Types

While risk is inherent when operating a business, informed risk allows a company a better chance of surviving the first critical years of operations. The business registration process can be used to track trends in market saturation and key

competitors from a public database perspective. Identifying the types of businesses within a community can also lead to economic development discussions on what gaps or diversification steps need to be addressed to better the stability and future needs of the community. Identifying business types and tracking the mix can also provide indicators of economic downturn impacts when certain industries are affected by the crisis at hand.

Disaster Contacts

The recent pandemic was not a fast-moving economic crisis. For a while, reports of its spread across the globe were making national news before the first reported cases hit the United States. However, there are other disasters that come suddenly that New Mexico is known for – floods and wildfires. These disasters can come swift and the effects can linger long after. The business registration list creates a key list of important contacts for times when a community needs to be evacuated. This list creates the opportunity to form an action plan for the types of businesses that would need to remain for health and safety purposes and those that are not essential during the initial days of recovery. Creating a plan of exit and reentry with key business points of contact can help calm panic of community members and can help both the community and businesses get back to operations quickly.



Small Business Data

Percent change in number of small business open in New Mexico. (Chart 1) As of February 6, 2022, the number of small businesses open in New Mexico decreased by 26% compared to January 2020.

The largest decrease in the number of small businesses was the result of the first closure of business at the start of the pandemic. New Mexico did see a small and temporary increase in the percentage of small businesses open as a result of the first stimulus payment. The data illustrates that the small businesses that closed at the start of the pandemic have remained closed even after New Mexico fully reopened for business on July 1, 2021.

Change in net revenue for New Mexico small business. (Chart 2) As of February 6, 2022, total small business revenue in New Mexico increased by 7% compared to January 2020. The data reveals a stark decrease in revenue beginning in March when the initial public health order went into effect.

Small business revenue did recover slightly in mid-April when the first round of Federal stimulus checks were delivered. The change in net revenue has been showing long-term positive trend since New Mexico re-opened for business in July of 2021. The data suggests that the economy continues to struggle despite the lifting of pandemic restrictions, perhaps, due to labor shortages, supply chain disruptions, and inflationary concerns.

Chart 1. Percent change in number of small business open in New Mexico.

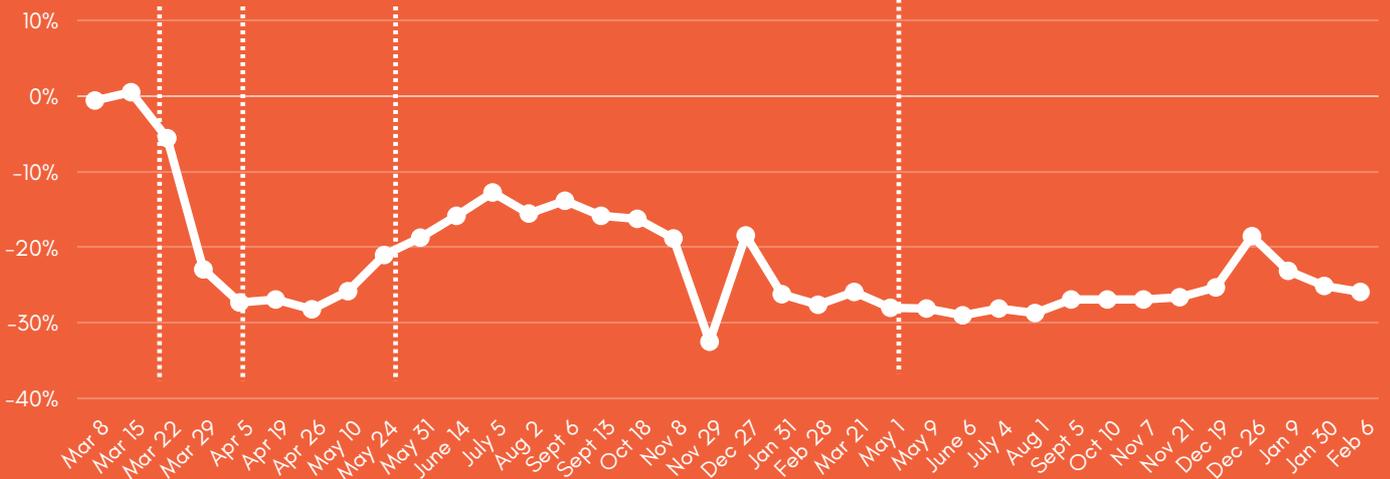
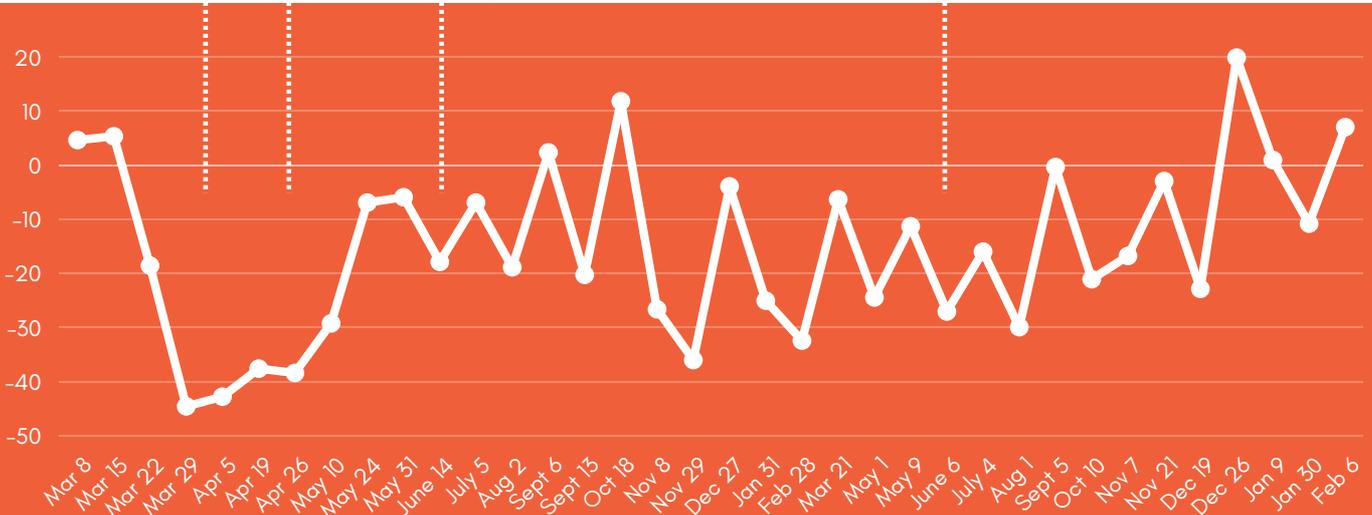


Chart 2. Change in net revenue for New Mexico small business.



Number of small business applications.

(Chart 3) The following is a representation of the number of business applications in New Mexico during 2019 and 2020 broken down by week. The trend is similar to 2019 for the initial two months of the year. Week 13 is when pandemic restrictions were implemented, during which time the number of applications decreased.

It is of interest to note that the number of openings also decreased during this time period the previous year but in 2020 it was more prevalent. The same can be said for when the number of applications increased in week 27. It follows the 2019 trend but in a more robust manner. While many businesses did close during the pandemic, many business applications were filed to open new businesses.

Percent change in total GRT March - July (2019 vs 2020).

(Chart 3) There was an overall net negative impact to GRT during this time period for the EPCOG region. Some counties experienced only slight variances year over year, however, there are also counties where the change was significant. The differences appears to be explained by the diversity of industries that these counties rely on for they GRT. Negative fluctuation for Curry County took place in both the Retail and Accommodation & Food Service sectors. It is reasonable to infer that these industries were the most impacted by the statewide COVID-19 restrictions. While, in Roosevelt County a massive uptick in GRT was collected from the Utilities and Construction. Across the EPCOG region, these two industries appeared to have the greatest resiliency.

Chart 3. Number of small business applications in New Mexico.

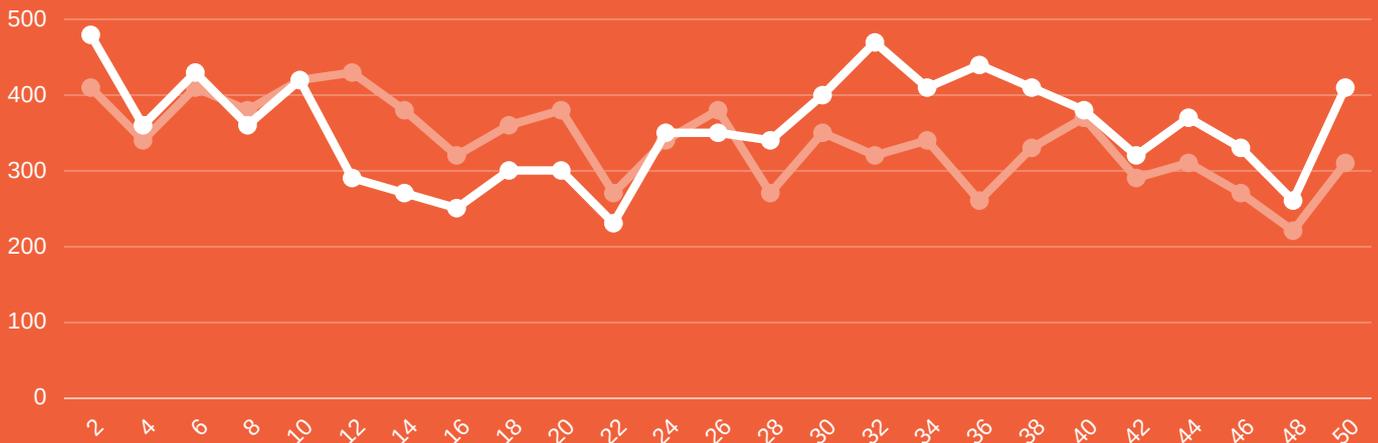
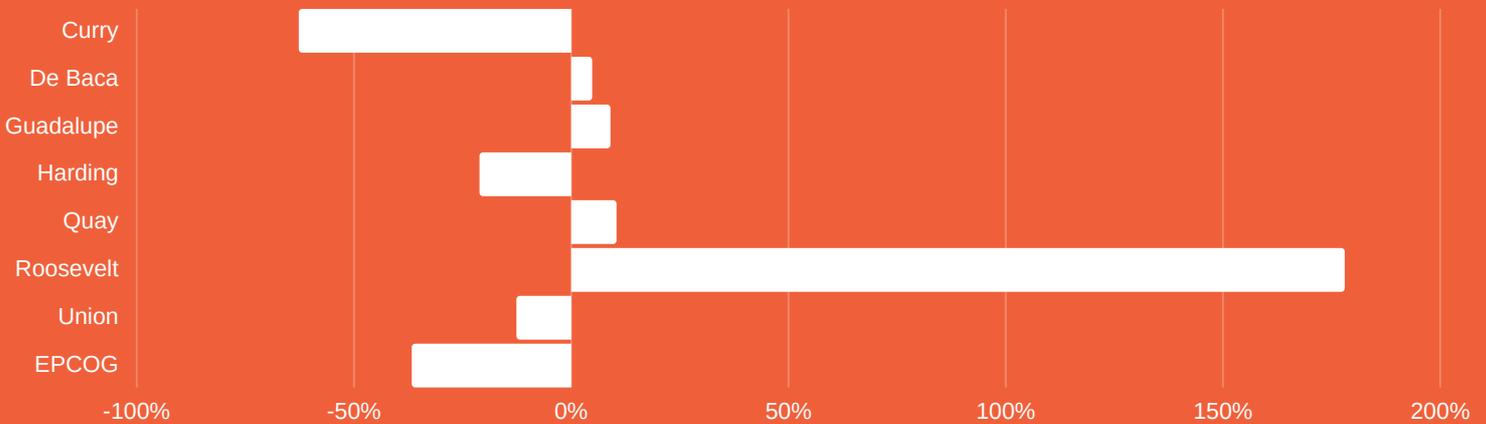


Chart 4. Percent change in total GRT March - July (2019 vs 2020).



DE BACA COUNTY

QUICK STATS

Total Population (2020): **1,995**

Median Age (2020): **22.2**

Total Households: **554**

Average Household Size: **3.56**

Median Household Income: **\$31,532**

Unemployment Rate (2020): **9.8%**

Labor Force (2020): **707**

High School Graduate or Higher Educational Attainment: **82.0%**

Bachelor's Degree or Higher: **13.3%**

GEOGRAPHY & CLIMATE

De Baca County encompasses 1,509,120 acres or 2333 square miles in the beautiful Pecos River Valley of Eastern Central New Mexico. At an average elevation of 4,025 feet, the climate is that of the high desert and the annual rainfall, around 15.5 inches. De Baca County has four definitive seasons each year and the sun shines pretty much every single day no matter what the temperature. De Baca County's main population base is Fort Sumner with a total population of 1,301, or roughly 65% of the County's population.

COMMUNITIES

The Village of Fort Sumner is the county seat of De Baca County. The population was estimated at 950 in 2010, and it has grown to 1,301 in 2020. Fort Sumner is home to the burial site of famed outlaw of the American West, Billy the Kid, who was shot and killed there in 1881.

ABOUT THE COUNTY

On February 28, 1917, the State of New Mexico created De Baca County by designating land from the surrounding counties of Chavez, Roosevelt, and Guadalupe. Fort Sumner is the County Seat of De Baca County. It is named for the old military fort established in 1862. De Baca County's economy is largely based on agriculture, and Fort Sumner is surrounded by picturesque farms and ranches. Along with cattle, sheep, and horses, alfalfa, landscaping trees, pecans and even cotton are grown in the area.

Fort Sumner's School system is consolidated into one campus, and there are just over 300 students enrolled from K-12. Fort Sumner School provides a quality education for the students with a graduation rate of 100%. Many of the Senior students earn college credits while attending high school through a collaborative arrangement with Clovis Community College and Plateau.

Plateau is the internet, cell phone, and landline provider for Eastern New Mexico. Therefore, De Baca County has access to high-quality infrastructure with which to do business in a modern world. There is a local office for Plateau located in Fort Sumner along with a Family Dollar, an antique store, a florist, a full-service grocery and other businesses downtown.

Fort Sumner has eight churches: Saint John's Episcopal Mission, First United Methodist, First Baptist, Church of Christ, Church of Jesus Christ of Latter Day Saints, The Mennonite Church, The Church on the Hill, and Saint Anthony's Catholic Church.

De Baca County boasts an airport, fairgrounds, a state park with a lake, a state monument.

On October 31, 1862, Congress authorized the establishment of a military fort located at the Bosque Redondo in what is now De Baca County. The fort was named, Fort Sumner in honor of General Edmond Vase Sumner, commander of the 9th Military District. The Bosque Redondo was a round grove of cottonwood trees on the Pecos River. The fort contained the Bosque Redondo, totaling a forty mile square that spread out into the valley floor.

Later, Fort Sumner became known as the first Indian reservation west of Oklahoma. Fort Sumner is home to the Billy the Kid Museum and The Old Fort Sumner Museum. There is a bowling alley in town, a public swimming pool, a senior center, a public library and two parks.

De Baca Family Practice Clinic provides health care, dental care, and counseling services. There is a satellite office on the public school campus.

Once a year, old friends and families join together to celebrate Old Fort Days. This event is held the second weekend in June and includes the world famous Tomb Stone Race.

HARDING COUNTY

QUICK STATS

Total Population (2020): **432**

Median Age (2020): **43.5**

Total Households: **176**

Average Household Size: **2.45**

Median Household Income: **\$32,500**

Unemployment Rate (2020): **3.3%**

Labor Force (2020): **218**

High School Graduate or Higher Educational Attainment: **85.4%**

Bachelor's Degree or Higher: **24.3%**

GEOGRAPHY & CLIMATE

Harding County, the least populated county in New Mexico, sits in the northeastern section of the state where there is vast open range used for grazing cattle. The county is rich in history, breathtaking views and vistas, renowned ranches, and abundant opportunity. The landscape is comprised of rolling ranch lands with mesas and vast canyons. The land area of Harding County is 2,126 square miles with the highest elevation at 5,890 above sea level.

COMMUNITIES

Harding County's population was 4,421 in 1930, but during the Dust Bowl days of the mid-1930's, the population began to decline due to the Great Depression. Then, years of continuous drought conditions in the 1950's placed a tremendous hardship on farmers and ranchers. The population of Harding County is presently 432. Today, the villages of Mills, Solano, Albert, Bueyeros, Rosebud, and Gallegos still have a few inhabitants, with Roy and Mosquero maintaining their municipal buildings and commercial activities. Only a few abandoned buildings and adobe ruins remain that distinguishes the villages of Yates, Sabino, Reyes, and Bryantine.

ABOUT THE COUNTY

Harding County was one of the last unpopulated areas in the United States to be settled by homesteaders in the early 1900's. Homesteaders received up to one square mile of free land under the Expanded Homestead Act. The availability of free land brought settlers to the west and Harding County was no exception. Historians have recalled a peak population in Harding County of approximately 7,000 people.

Then in 1921, the announcement came from Santa Fe that Harding County, which was named after President Warren G. Harding, had been officially declared a county. The Village of Mosquero was selected as the county seat. It was an exciting time for the newly formed county and the Villages of Roy and Mosquero. History tells of a festive parade with teachers and enthusiastic students parading through the dusty streets behind a banner proclaiming "Just Born: Harding County", as they sang patriotic song to announce the momentous event.

The enthusiasm of that historic time has carried over into the present day. This sparsely populated county might be few in numbers, but its residents remain passionate and dedicated to the preservation and economic development of their communities. Today, the county courthouse remains a vital cornerstone in the Village of Mosquero as evident by the recent historic preservation and renovation of the structure. The historic two-story rock building is listed on the state and national historic registry and continues to house county offices.

The only communities throughout the county that survived the Great Depression and dustbowl days of the 1920's and 1930's are the Villages of Roy and Mosquero. Roy was once a railroad town, with 146 miles of railway lines which lead from Tucumcari to Raton. In 1901, Frank Roy established a rural post office northeast of the present town site, giving it his family name. When the railroad was laying its tracks, Roy moved his operation to the rail station and added a general store. The land settlement was stimulated by land-hungry homesteaders arriving via the railroad, thus the town grew. Though the town named for the Roy family survives, their descendants have moved to other areas.

Around 1906, the railroad designated Mosquero as a "water stop", and with the presence of the railroad, the homesteaders began to settle. Benjamin Brown, a lawyer and real estate agent, organized the Mosquero Land Company. He quickly began to sell tracts of land and in July 1908 he laid out the townsite for the Village of Mosquero. Mosquero, as the new town was called, became the largest settlement in Harding County.

QUAY COUNTY

QUICK STATS

Total Population (2020): **8,265**

Median Age (2020): **43.0**

Total Households: **3,182**

Average Household Size: **2.57**

Median Household Income: **\$33,962**

Unemployment Rate (2020): **2.5%**

Labor Force (2020): **3,204**

High School Graduate or Higher Educational Attainment: **82.2%**

Bachelor's Degree or Higher: **15.4%**

GEOGRAPHY & CLIMATE

Located in the Northeast region of New Mexico, grassy mesas and rolling plains provide for an ideal ranching and agricultural center. The size of the county is 2,882 square miles with the highest elevation at 4,850 feet. The average annual rainfall is 17 inches with snowfall averaging 7 inches. Communities within the county include House, Logan, Nara Visa, San Jon, and Tucumcari.

CIVIC INFRASTRUCTURE

Quay County has experienced unstable population growth throughout the 1900's, with various "boom and bust" periods. The railroad contributed to the rapid increase in population during the early 1900's. In 1910, the population had risen to more than 14,000 residents. This was short-lived, as the Dust Bowl came ten years later reducing the population by more than 4,000 residents. Then, the Great Depression and industry fluctuations added to the population decline and further instability.

ABOUT THE COUNTY

Quay County has a rich history that precedes New Mexico statehood. Quay County was created in 1903 from portions of southern Union County and eastern Guadalupe County. In 1907, the northern boundary was changed to include sections of southern Union and southeastern San Miguel Counties.

During the War Between the States, a small village just north of the Pajarito Creek began to develop. The village was soon known as Liberty, a place for soldiers stationed at Fort Bascom to live. Then, as the railroad began to expand through the country, Liberty was not on the rail lines and the village began to decline in population. Businesses quickly moved from Liberty to Tucumcari so they could be close to the rail station. As homesteaders began to settle along the railroad lines, Liberty and Fort Bascom quickly closed.

The City of Tucumcari was named after Tucumcari Mountain, which stands alone in the desert landscape. The town was initially a tent city that appeared almost overnight. Historian's record, J. A. Street was the first person to erect a tent. This period was a time of rapid growth with settlers & railroad workers migrating into the region. Many historians describe Tucumcari as the "Infant Wonder," no streets, no water, no sewer; just a railroad and a million dreams.

The Founding Fathers of Tucumcari were five businessmen who left Liberty and filed on the open desert land. Later in 1901, they donated 120 acres of the land for the Tucumcari Township. These men were: M. B. Goldenberg, A. D. Goldenberg, Jacob Wertheim, J. A. Street, and Lee K. Smith. Tucumcari was officially founded on November 22, 1901, on the Rock Island Railroad Line in the Territory of New Mexico, Quay County. It was not until 1903 when Quay County was formed that Tucumcari became part of Quay.

The hard soil and periods of prolonged droughts made it difficult for settlers to access water. Water became a scarce commodity as wells were being dug. Initially, high producing wells were very difficult to discover, due to the hard ground. Therefore, water had to be hauled each day and delivered to each home. A barrel of water would cost fifty cents but people stayed and they learned to deal with the limited availability of water. As the Homesteading Act of the early 1900's was established, five million acres of land opened for homesteading. Many people came west with plans for farming and ranching but quickly realized the dry arid climate and limited water made it difficult to produce abundant crops. It was not until later in the decade that irrigation was introduced to the area. The same climate that was a problem for the farmers was thought to cure tuberculosis. Consequently, large numbers of people soon arrived in the eastern plains with hopes of finding a cure for TB. Some of the first businesses to open in 1902 were the Barnes and Rankin furniture store, the A. B. Simpson Hardware, A. A. Blankenship's livery barn, a hotel, and of course the Monarch Saloon. A boarding house operated by Mr. and Mrs. Turner was located at First and Turner. Other businesses were the Pioneer Bakery, Arcade Restaurant, and Waldorf-Astoria Hotel with rooms for \$2 a day, the Owl Saloon, Weldon and Young Real Estate and Investments, Jackson and Foxworth Lumber Company, and the Exchange Bank.

CITY OF TUCUMCARI

Tucumcari, the largest community within the county, is situated on the beautiful Llano Estacado, the western portion of the Great Plains. In 1541, Francisco Vasquez de Coronado named this area Llano Estacado which means “staked plains” because Coronado and his men built rock monuments with lances protruding from them as geographical markers. Tucumcari remains the Heart of the “Mother Road” otherwise known as “Route 66” with art deco murals scattered throughout the community. Nestled on historic Route 66, Tucumcari has more than 1200 motel rooms, two lakes within half-hour drives, a golf course, a world-class Dinosaur Museum, Historical Museum, and a State Historic Scenic Byways road. The city has always capitalized on its location along Route 66 and Interstate 40 in terms of drawing visitors in for recreation. In recent years, strong economic incentives have been put in place for training, subsidized property and building costs, and fast/ easy access to licensing and permits for recruitment of new and expanding industries. With forward thinking local leaders and aggressive economic developers, the city continues to improve on existing infrastructure to accommodate economic growth and development. Tucumcari is a small city of 4,872 strategically located on Interstate 40 between Albuquerque and Amarillo. With excellent educational services, transportation access and access to capital, Tucumcari is poised to serve the relocating or expanding business community. Ute Lake sits at Tucumcari’s back door With 283 acres of water front, it provides world class outdoor recreation. Numerous resort communities are currently under construction, not the least of which is the spectacular “12 Shores”. In addition, Mesalands Community College provides numerous community services, including a state of the art fitness center, a world class paleontology program and Dinosaur Museum, and a state of the art bronze foundry. Mesalands is also home to the North American Wind Research and Training Center, providing O&M training in the world’s tallest classroom, a 400’ tall tower capped by a 1.5MW GE turbine. Mesalands specializes in customized training for any industry. With no congestion, short commutes, quality educational programs and an abundance of outdoor recreation, Tucumcari offers big city services in a small town environment.

COMMUNITIES OF QUAY COUNTY

Village of House

An estimated population for the Village of House in 2003 was 67 residents. The community was named for the family of John L. House who were early settlers. As discussed in previous sections, this community was settled by homesteaders who came to the west to farm and ranch. Today, many descendants of the early families continue to farm and ranch in the area. In 2020, the Village of House had 69 residents.

Village of Logan

Logan was created in 1901 as a railroad town when the Rock Island Railroad erected a tent city on the banks of the Canadian River. The village is located on US Highway 54 approximately 24 miles northeast of Tucumcari. Logan is the home to the Ute Lake Reservoir, which is a warm water lake that is accessible for fishing year round. Logan’s main economic revenue is derived from agriculture, ranching, and tourism. In 2020, the Village of Logan had 911 residents.

Village of Nara Visa

Established in 1902, Nara Visa quickly sprang up during the construction of the CRI&P Railroad. Today, it remains a small quaint village on the intersection of US Highway 54 and NM 402. Nara Visa is an unincorporated community in Quay County, New Mexico, United States. History: Nara Visa traces its beginnings to brothers Sim and Fred McFarland of La Veta, Colorado. The brothers originally came to New Mexico to work on their uncle’s cattle ranch. When word came that the Rock Island Railroad would be building a track through the area, the McFarlands moved to a location near the proposed route. The community was first known as Narvaez, named after the Narvaez family. Henry F. King came to the site in November 1901 to be the first section foreman. At that time, there were no structures aside from the depot. He and his wife lived in a boxcar where they boarded trainmen, section men, and occasionally cowboys. In January 1902, the section house was constructed. Soon two small stores were built. The community’s first school was constructed in 1906. By 1910, there were a total of four active churches. In 1919, Nara Visa had eight saloons, at least three dance halls, drugs stores, general merchandise stores, a barber shop, butcher shops, millinery shops, auto suppliers, hotels, garages, and a bank. In 2020, the Village of Nara Visa had 19 residents.

Village of San Jon

The history of San Jon dates back to the 1890’s when a watering hole was constructed by cattlemen in what is now known as San Jon. The construction of the railroad at San Jon had a significant economic impact on the community in 1911, which connected Memphis TN to Tucumcari. Later, settlers began to establish small businesses and in 1907 the San Jon Townsite was created on a total of 160 acres. In 1946, San Jon was incorporated. Over the next several decades San Jon’s economy was supported by copper mining at the Caprock, construction of Route 66 through San Jon, and a productive farm and ranch industry. San Jon serves as a gateway to New Mexico. It is located 22 miles east of Tucumcari. Local leaders have been aggressive in recruiting businesses to the community. In 2020, the Village San Jon had 216 residents.

CURRY COUNTY

QUICK STATS

Total Population (2020): **49,924**

Median Age (2020): **31.7**

Total Households: **18,620**

Average Household Size: **2.60**

Median Household Income: **\$48,903**

Unemployment Rate (2020): **7.9%**

Labor Force (2020): **21,505**

High School Graduate or Higher Educational Attainment: **80.9%**

Bachelor's Degree or Higher: **20.2%**

GEOGRAPHY & CLIMATE

Curry County is located directly in the middle of the state on the north-south axis and is adjacent to Texas on the extreme east side of the state. Curry County sits atop a large, mostly flat, mesa at an elevation of 4,290 feet above sea level with an average annual rainfall of 16" and snowfall of 9". The temperatures vary between the upper 90s to below freezing. Because of the area's prevalent semi-arid climate, vast grasslands, and once abundant water, Curry County was an ideal location for homesteaders that wanted to ranch or farm. Curry County, with 1,408 square miles, currently has six population centers: Broadview/Grady, Clovis, Melrose, Texico, and Cannon Air Force Base with a total population of 44,533.

COMMUNITIES

City of Clovis, Canon Air Force Base, Village of Broadview, Village of Grady, Village of Melrose, and the Town of Texico.

ABOUT THE COUNTY

Curry County has a long history of human occupation, dating back to the ancient Paleo-Indian culture commonly known as "Clovis Man". Generally accepted by archaeologists and anthropologists around the world as a benchmark for the oldest culture to inhabit the New World, Clovis Man inhabited the region 11,000 years ago. The most famous sites of Clovis Man are the Blackwater Draw Archaeological Site and Blackwater Draw Museum, both located several miles south of Clovis. The site and museum draw tourists, students, and scientists from around the world to the Clovis/ Curry County area. In the mid-1500s, the Spanish explorer Francisco Vasquez de Coronado and his band of Conquistadors trekked through the area and named it the "Llano Estacado", or "Staked Plains", a reference to the many tall yucca plants that dotted the horizon. Around 1700, the Comanche Indian Tribe lived and hunted in the area, feeding on vast herds of buffalo that roamed the Great Plains. History records that the last members of the Comanche Tribe were captured in 1875, and Anglo cattlemen and settlers began to populate the region. Sheep and cattlemen settled in the area to take advantage of the vast open-range with its wild grass belly-high to a horse, and ample water from the few springs and playa lakes. Open-range grazing continued for the next seventy years as shepherds and cattlemen witnessed the gradual decline of the formerly vast herds of bison. During this time Kiowa inhabited a vast region of the great southwest plains area including Texas, Oklahoma, Kansas, and New Mexico. These tribes fought among themselves and sometimes joined forces to fight the Spanish and later the settlers. They continued to hunt on the open plains, as they had nomadic Native American tribes like the Comanche, Kwahadi Comanche, Apache, and done for the previous several hundred years but eventually succumbed to the rifles of the soldiers and the white man's incursion. Most of these Native Americans were killed, taken prisoner, or forced onto reservations far from their native lands. Despite many hardships, the open-range remained a land dominated by cattlemen until the early 1900s. The open-range era began to wane with the settlement of homesteaders during the period 1901-1903. In Curry County, the open range gradually receded with the advent of barbed-wire fences placed around homesteaders' land. Farmers began planting crops, towns were platted and in 1906 Santa Fe Railroad engineers were ordered to locate a town-site in the newly developing ranch and farmland area of Eastern New Mexico. They chose Clovis and by 1908 Clovis had become a major hub for the railroad. The expansion of the Santa Fe Railroad radically enhanced communications, cattle shipment, and passenger service between the area and the outside world. It was this time of transition and rapid growth that led to the formation of Curry County in February of 1909. Named after George Curry, Territorial Governor of New Mexico (1907-1910), Curry County was created from parts of Quay and Roosevelt Counties. Farming and ranching have long been the economic base for the county and with these, later that year, the city of Clovis became incorporated and was selected as the county seat. Continued traditions are now widely known as the Cattle Capital of the Southwest. With natural resources becoming more limited, ever-changing market conditions, and an uncertain economy, Curry County has now begun to diversify into other economic generators such as value-added products, renewable/alternative energy, and light manufacturing.

CITY OF CLOVIS

The City of Clovis has been the Curry County seat since 1909, and it continues to serve the county and surrounding areas as a vital growth center. History tells of Clovis becoming a fast-growing railroad hub on an expanding rail network that connects the middle of the country with the west coast.

Today, the railroad, now known as the Burlington Northern Santa Fe (BNSF) continues to be one of Clovis' vital employers, a situation that may well improve as a result of the double-tracking of the mail line and the radical upsurge in rail-freight traffic. The city has a population of 38,711 and is strategically situated at the intersection of major east-west highways (US 60, 84, and 70), and with State Highway 209 to the northwest. The 2010 Census estimated population of 36,217 shows that the city experienced a 6.9% increase over the last decade.

CANNON AIR FORCE BASE

Cannon Air Force Base, home of the 27th Special Operations Wing, lies in the high plains of eastern New Mexico, near the Texas Panhandle. The base is 8 miles west of Clovis on 3,789 acres of land at 4,295 feet above sea level. Specialized aircraft assigned to CAFB include the AC-130W Stinger II, AC-130J Ghost Rider, MC-130J Commando II, CV-22 B Osprey, U-28A Draco and the MQ-9 Reaper.

The Melrose Air Force Range training area, west of the base, is approximately 70,000 acres. Operations on Melrose Range also cover an area of 2,500 square miles of airspace.

Melrose is used for training such as aircraft air to ground engagement, small arms shooting ranges, electronic warfare, and specific tactics exercises. Currently, approximately 7,800 military and civilian personnel make up the workforce at Cannon and Melrose.

COMMUNITIES OF CURRY COUNTY

Village of Broadview

The Village of Broadview is approximately 29 miles north of Clovis on State Highway 209. It is an unincorporated community. The name "Broadview" came with the establishment of the post office in 1931. This farming and ranching community began with the arrival of homesteaders to the plains. Today the community has experienced a significant decline in population, but the village continues to have an active church and post office/ store. 2020 estimates show that the village has 54 residents, all of which are between the ages of 50-60 years old.

Village of Grady

Grady is located at the intersection of State Highways 496 and 209 and is approximately 35 miles northwest of Clovis and 18 miles west of the New Mexico/Texas border. Grady is another example of a rural community that has a strong foundation built on a farming-and-ranching heritage. As the homesteaders settled on the eastern plains of New Mexico, they began to establish communities between Clovis and Tucumcari. In 2020, the US Census estimated the Grady population as 240 residents, and subsequently, that population has been characterized by gradual out-migration. The 2010 estimates had the population at 101 residents, showing that the community has had significant growth in the last decade.

Village of Melrose

Settled in 1882, Melrose was built beside the Santa Fe (now BNSF) Railroad and served as a center of commerce and services for local ranchers and farmers. The 2000 Census recorded the Melrose population as 736 residents. The 2010 census has a population of 651 residents. Today, the community serves the surrounding area through the delivery of food services and the provision of other retail facilities. The town also contains construction and healthcare enterprises. However, the primary economic industry continues to be farming and ranching. In 2011 Melrose opened up the Melrose Health Clinic to serve its citizens. Melrose has a high school and an elementary school. The village of Melrose has 1.7 square miles of land. The village continues to improve its infrastructure and wastewater system.

Town of Texico

The City of Texico was incorporated in 1908. Located approximately ten miles east of Clovis on the New Mexico-Texas border on US Highway 60, it was originally a railroad town with a freight-and-passenger terminal. Currently, this rural community derives its main economic base from agriculture principally farming, ranching, and the dairy industry. Texico is the oldest town in Curry County it shares the border with Farwell, Texas. The 2020 Census estimates list Texico's population at 1,053.

GUADALUPE COUNTY

QUICK STATS

Total Population (2020): **4,336**

Median Age (2020): **43.7**

Total Households: **1,345**

Average Household Size: **2.63**

Median Household Income: **\$31,068**

Unemployment Rate (2020): **6.7%**

Labor Force (2020): **2,603**

High School Graduate or Higher Educational Attainment: **82.6%**

Bachelor's Degree or Higher: **8.5%**

HISTORY

Historically, water has been a vital factor in influencing settlement patterns in New Mexico. This pattern was evident during the period of the Spanish and Mexican rule when Spanish land grants were given to Mexican settlers along the Pecos, Canadian, and the Rio Grande rivers and their tributaries. In the 1820's, the Mexican government created four land grants within Guadalupe County Territory. Today, the community of Anton Chico is the only land-grant community that remains and it has been recognized as a historically significant land grant site.

Guadalupe County was established on February 26, 1891. As originally conceived, Guadalupe County was to be much larger than it presently is. The action of the territorial legislature in February 1891, took from existing San Miguel County, an area extending 60 miles north and south and 110 miles from east to west. This action did not receive the approval of the governor until 1893. Subsequently, parts of Quay, DeBaca, Lincoln, Roosevelt and Chavez Counties were taken from Guadalupe, reducing its area by more than one-third. Santa Rosa is the county seat and the Historic Guadalupe County Courthouse, built in 1909, has been restored and is still in use. The original County Courthouse was in Puerto de Luna.

ABOUT THE COUNTY

The beautiful Pecos River meanders through the tall mesas and the grass prairies of Guadalupe County. From Upper Anton Chico and Anton Chico as the northernmost communities along the Pecos, the river continues to flow to the south through Puerto de Luna, a quiet village that was established in the early 1860's. Today, Puerto de Luna remains a quaint village which offers a glimpse into the past, as one can observe the 1881 church and adobe ruins.

The topographical composition of Guadalupe County is extremely varied and unique. The county is comprised of flat prairie grassland, tall rugged mesas along the winding Pecos River, and natural caves and lakes. Much of the topography is due to the presence of an inland sea that blanketed the area, thousands of years ago. Today, geological evidence of the inland sea, fossils, and pre-historic archeological artifacts continue to be found as evidence of the area's geologic history.

The City of Santa Rosa represents the magnificent natural caves and springs formed as a result of erosion in the limestone beneath the surface. Historically, the area has been known for its natural springs and caves. One of the most famous natural attractions is the "Blue Hole." Many have called the Blue Hole "Nature's Jewel" because of its great depth and brilliant clear water. It also has a depth of 81 feet. This natural artesian spring maintains a constant water temperature of 61° and because of the constant temperature is ideal for scuba diving.

The county's average annual rainfall is 13.7 inches per year, and the average low temperature is 38.9 degrees F. The average high temperature is 77.2 degrees F. and the elevation is 6,240 feet above sea level. The size of the county is 3,032 square miles.

COMMUNITIES

Santa Rosa, Vaughn, Anton Chico, La Loma, Dilia, Colonias, and Puerto de Luna.

Village of Anton Chico

In the 1820's, the Mexican government created four land grants within Guadalupe County Territory. Today, Anton Chico is the only one still in existence with a land grant status. Anton Chico Land Grant contains about 278,550 acres within the County.

This private land is held in common by Anton Chico Land Grant and is under control and management by the land grant board of directors. The original land grant area has been reduced in size over many years due to the privatizing of some areas. The colonists built two fortress-like plazas, which are now called Upper Anton Chico and Lower Anton Chico. The Anton Chico village has had a post office since 1872. The Village of Anton Chico has a population in 2020 of 120 residents.

CITY OF SANTA ROSA

Santa Rosa lies halfway between Albuquerque and Clovis and it represents the diverse topography of the Great Plains. The city is like an oasis that invites travelers to rest and enjoy the many spring-fed lakes in Santa Rosa and the surrounding areas. This is a "City of Natural Lakes" that was built along the historic Route 66 Highway. Today, Route 66 has given way to Interstate 40, but the nostalgic Route 66 continues to provide a sense of "place" for this unique southwestern community. New Mexican and American restaurants and shops continue to be popular attractions for tourists and residents alike. The City of Santa Rosa has 3,007 residents in 2020.

TOWN OF VAUGHN

Vaughn was established in the early 20th century as a Southern Pacific Railroad town. The town's importance grew when a second railroad, the Eastern Railway of New Mexico (an Atchison, Topeka and Santa Fe line from Belen to Clovis), was completed in 1907 with Vaughn as a division point. A large two-story depot, a roundhouse, and a Harvey House hotel were constructed shortly thereafter. Vaughn was incorporated in 1919 and in 1920 had a population of 888 residents according to the U.S. census.

The Town of Vaughn is located on US 285 between Roswell and Clines Corners. The expansion of the railroad facilitated growth for the area and the Burlington Northern Santa Fe Railroad still runs through the town. The administrative offices for the Town of Vaughn are located at City Hall and have been for many years. There is a community center that accommodates large public meetings and recreational activities. The community center has served the community well.

The town library is located behind city hall and is open on Mondays and Thursdays from 5:30 pm- 8:00pm every week. The library continues to expand its operation and provide more resources and services to the community as needed, but residents would like to see the library get computers, software and other equipment, including printers and internet service.

The Village of Vaughn has a population of 282 in 2020.

COMMUNITIES OF GUADALUPE COUNTY

Village of Puerto de Luna

The community was named for the Luna family, who settled near Puerto Creek. Puerto de Luna contains several clusters of houses amid irrigated fields on the east and west side of the Pecos River. The village consists of a church, senior center, and a fire department.

One of the oldest towns in Guadalupe County, Puerto de Luna, on the Pecos River has had a post office since 1873. Puerto de Luna was the original county seat of Guadalupe County in until it lost out to Santa Rosa in 1902. In the winter of 1862, a committee of thirteen men was appointed to examine the site to determine the advantage of settlement.

On their favorable report, six families moved in. Water for irrigation was provided the following spring by a dike across the Pecos River, and land cultivation began. Then the Navaho came, raiding the herds of the village and killing the herders. They returned another time and killed a boy, and drove off more of the stock. The town was settled in 1863 by the following people and their families: Don Melquitades Ramires, Sixto Ramirez, Mercedes Carvajal, Fabian Brito, Pablo Pacheco, and Miguel Chaves. Legend says that Coronado named the place when he camped on the spot where the town is now located. Coronado named it Puerto because of a narrow gap in the mountains near the village where at certain times during the month the moon shines through bathing the river valley in the moonlight.

In the spring of 1864, the Indians attacked in greater force, but the settlers were better armed and succeeded in driving them off, killing three. As late as 1866, a band of twenty-five Indians drove off a large flock of sheep belonging to a man from Anto Chico known as Cuate Real. The Indians were overtaken about 25 miles from the village, but the dust raised by the sheep afforded them a screen, and under cover of this they surprised their pursuers, who barely managed to drive them off. The sheep were recovered, however as well as a herder whom the marauders had captured and had made him carry water with repeated jabbing from Indian lances.

Then there is the story that members of the Luna family settled near the gap and the name may refer to "Lunas Gap". Members of the Luna family still live in the area. Documentary confirmation has not been located. If you have any records that would add to this please feel free to forward to the Guadalupe Coordinator, Harold Kilmer.

The claim to fame that Puerto de Luna has is that Billy The Kid ate his 1880 Christmas dinner in the home of Don Alejandro and Dona Secundina Grzelachowski. Almost a day after he was captured at Taiban, New Mexico he was brought to Puerto de Luna in handcuffs and leg irons. Billy The Kid was on his way to Romero's hoosegow in Las Vegas Grandes where he would await trial for the murders of several Lincolnites.

The Village of Puerto de Luna has a population of 226 in 2020.

UNION COUNTY

QUICK STATS

Total Population (2020): **4,106**

Median Age (2020): **38.9**

Total Households: **1,404**

Average Household Size: **2.48**

Median Household Income: **\$35,484**

Unemployment Rate (2020): **3.4%**

Labor Force (2020): **1,405**

High School Graduate or Higher Educational Attainment: **80.9%**

Bachelor's Degree or Higher: **20.2%**

GEOGRAPHY & CLIMATE

The county size is 3,830 sq. miles and the average elevation of the county is 4,970 ft. The average annual rainfall is 15 inches and the high temperatures are in the 70's and the lows in the 30's. The county consists of four main communities; Clayton, Des Moines, Folsom, and Grenville. Land use in the County is 93% grazing, croplands include 64,477 irrigated acres, 31,739 dryland acres and commercial timber utilizes 17,122 acres. There are 59,440 acres of federal land; 57,542 acres of forest service land, and 740 acres of National Parks land with a remaining 1,933,360 acres of privately owned land.

COMMUNITIES

Town of Clayton, Village of De Moines, Village of Folsom, and Village of Grenville.

ABOUT THE COUNTY

Due to its location in the northeast corner of the State, Union County has had both the advantages and disadvantages of being on the path of explorer's routes, invading Indians, and later on the Santa Fe Trail. After the Indian threat was reduced, the cattlemen and sheepmen took over the grasslands and began inhabiting the plains. Large ranches were established in parts of the county, and in 1885, the cattle companies controlled northeastern New Mexico. With the advent of the railroad came the development of the Town of Clayton in 1887. Cattle became king, and the Town of Clayton developed into a major cattle-shipping area. Other communities established in the late 1800s were Capulin Mountain, Mount Dora, Gladstone and Clapham Valley. Most early communities provided mail service, had small stores and were able to meet the needs of the livestock industry. At the turn of the century, homesteaders moved into the county, which helped to establish small farming communities. Farming did not prove successful due to the lack of water because surface water was limited and rain was undependable. The first attempts at dryland farming were at Sedan, Seneca, Sofia, Centerville and a host of others, but by the mid-century, few of the small communities were still alive. Historians say the county was named Union for two reasons. First, a "union" of people desired to form a new local government and second, the county was formed, or "united," from parts of three other counties. Union County was formally organized on February 23, 1893, when portions of San Miguel, Mora and Colfax counties were taken to form the county. The boundaries were changed in 1903 when the southern portion of Union County was used in the creation of Quay County. Other changes came in 1907 and 1921 when Quay County was enlarged and Harding County was formed. The first courthouse was built in 1894. The brick structure was very impressive, with a mixture of gables, hip roof, arched windows and a corner arch entrance. Incidentally, the hanging of outlaw Black Jack Ketchum took place at the first courthouse. On October 18, 1908, a tornado destroyed the original courthouse and a new courthouse was constructed in 1909.

While Union County has remained primarily a ranching area since it was first settled, significant changes have occurred in population demographics and the economy. The population has fallen from 14,221 (1920 Census) to 4,470 (2006 BBERS of UNM). Union County now has the fourth smallest population of New Mexico's 33 counties. Major events in our history have contributed to the population decline, such as the impact of the Dust Bowl and the Great Depression of the 1930s which drove most homesteaders from their farms. Another historical event that soon followed was the American Industrial Revolution, which increased automated production with the use of machines in the cattle industry that led to fewer cattle hands being needed for ranching and related industries. A true American icon, the cowboy, had to learn how to adapt to other ways of life or become extinct. The use of more effective and efficient irrigation, farming began to grow again in the 1950s. The acreage being irrigated continued to grow from 1972 through 1984, while the number of acres of dry land farming decreased. In recent years the number of acres of irrigated and dryland farming has remained constant.

VILLAGE OF DES MOINES

Des Moines is located on US Highway 64 between Clayton and Raton and is near the famous Capulin Volcano National Monument. The community was originally settled in the late 1800's due to the ideal location on the Colorado and Southern Pacific Railroad enabling ranchers and cattle companies to ship cattle more efficiently to other parts of the country. The village has experienced tremendous out-migration due to declining cattle prices and the limited availability of adequate drinking water. Water is one of the major factors that is contributing to a declining population and uncertain economy. In 1999, Des Moines completed a plan which outlined goals and objectives for addressing current and future needs. From this list of priority tasks, a school expansion was completed and a senior center was designed and constructed to serve the community. Des Moines had 104 residents in 2020.

VILLAGE OF FOLSOM

Folsom is beautiful community located on the Dry Cimarron Scenic Byway in northeastern New Mexico. Folsom was a railroad construction camp in the late 1800's and is the location where prehistoric spear points, now known as "Folsom Points" dating back to approximately 8800 B.C. have been discovered. Folsom thrived and had many businesses and residents until 1908 when a disastrous flood washed away most of the town. Sarah Rooke, the telephone operator, stayed at her switchboard warning people of the coming flood until her building was swept away. She was honored as a heroine. Seventeen people lost their lives and most of the businesses were never rebuilt. Today, Folsom has two designated historic buildings, the Folsom Museum and the Folsom Hotel. The Museum, housed in the historic Doherty building, was organized in April 1966 to preserve the village's history and artifacts of the area, including the presence of prehistoric bison, Folsom Man, and the famous Folsom Points. Folsom has never had a community water and wastewater system in which to serve its residents. Therefore, water quality and the possibility of contamination remains a concern for the area. Water issues are consistently placed high on comprehensive plans and capital outlay requests for the region. Folsom had 85 residents in 2020.

COMMUNITIES OF UNION COUNTY

Town of Clayton

Clayton, founded in 1888 with the coming of the railroad, was incorporated in 1908 as the county seat. Clayton is located at the intersection of US Highways 56, US Highway 64, 87, and State Highways 402 and 370. This rural community is also located on the Llano Estacado, or "the staked plains". The area surrounding Clayton is a sea of wild grass which is known as the Kiowa and Rita Blanca National Grasslands. These public lands are administered by the USDA Forest Service and covers approximately 235,000 acres in the northeast region of New Mexico and in the panhandles of Texas and Oklahoma.

Clayton is famous for numerous tourist sites, that include: the historic Eklund Hotel, a convention center, the Union County Historical Park, Centennial Park, Herzstein Museum, the Dorsey Mansion, and the Clayton State Park that contains dinosaur tracks left some 100 million years ago. Clayton and its surrounding historical attractions continue to draw thousands of tourists a year to the area.

In 2005, Clayton was selected by the Certified Community Initiative. This designation gives recognition to the community for the diligent and aggressive work that has been done to maintain and further stimulate economic development and community revitalization.

Economic development efforts are being made to attract industries into the park such as travel center/truck stops, light manufacturing, and retail. Clayton is central to the Ports to Plains traffic and commerce highway program. The Ports to Plains coalition of communities is working collectively and actively to promote industry and development along the North-South Corridor of highways from Laredo Texas, Mexico to the oil sands of Calgary Canada. The Ports to Plains initiative involves improving the highways along this corridor by increasing lanes for heavy commerce. The heartland of the United States in terms of Agriculture and alternative energy is traversed by the Ports to Plains highway project. Clayton New Mexico falls right in the middle of that project, business-friendly with many environmental wonders.

Although Clayton is rural and agricultural in nature, it is poised for economic development in wind, solar and biofuels. Clayton has completed a planned industrial park of over 1200 acres available for production, storage facilities, or perhaps being an intermediary in assembly and shipping. The town has 3,079 residents (2020), but being so centrally located in the shipping and transportation business is bustling. Union County's Historic "Old West" Style and warmth draw both young and old to our local. Local tourist locations abound. Fishing and hunting are excellent. Clayton is just far enough from metropolitan centers to be quaint, but just close enough for international travel and larger scale shopping, if required.

Village of Grenville

Grenville is located on US Highway 64/ 87 with a population of 34 residents. This historical community is also a unique rural community. The village is incorporated and there is a village office building that serves the community.

ROOSEVELT COUNTY

QUICK STATS

Total Population (2020): 18,723

Median Age (2020): 30.3

Total Households: 6,785

Average Household Size: 2.60

Median Household Income: \$42,917

Unemployment Rate (2020): 8.6%

Labor Force (2020): 8,871

High School Graduate or Higher Educational Attainment: 81.0%

Bachelor's Degree or Higher: 21.9%

GEOGRAPHY & CLIMATE

Roosevelt County, located at the southern edge of the Great Plains is 2,455 square miles in size with the highest elevation in the county recorded at 4,354 feet above sea level.

Weather in Roosevelt County is generally mild but variable, with cool winters and warm summers. Average highs in July are 89 degrees Fahrenheit, and Average lows in January are 26 degrees. The area receives average annual rainfall amounting to 18 inches, along with 14 inches of average annual snowfall.

Roosevelt County, at 1.5 million acres, is the same size as the state of Delaware and contains some of the most productive farming, dairy, and ranching land in the United States. The largest urban center is Portales, including over 5,000 university students attending Eastern New Mexico University. Other population centers in Roosevelt County include the farming and ranching communities of Elida, Dora, Floyd, Pep, Kenna, and Causey.

ABOUT THE COUNTY

Roosevelt County has a long history of human occupation, dating back to the ancient Paleo-Indian culture commonly known as "Clovis Man". Generally accepted by archaeologists and anthropologists around the world as a benchmark for the oldest culture to inhabit the New World, Clovis Man inhabited the region 11,000 years ago. The most famous sites of Clovis Man are the Blackwater Draw Archaeological Site and Blackwater Draw Museum, both located several miles north of Portales. The site and museum draw tourists, students, and scientists from around the world to the Portales area. In the mid-1500s, the Spanish explorer Francisco Vasquez de Coronado and his band of Conquistadors trekked through the area and named it the "Llano Estacado", or "Staked Plains", a reference to the many tall yucca plants that dotted the horizon.

Around 1700, the Comanche Indian Tribe lived and hunted in the area, feeding on vast herds of buffalo that roamed the Great Plains. History records that the last members of the Comanche Tribe were captured in 1875, and Anglo cattlemen and settlers began to populate the region. In the late 1800s, a well-known watering hole seven miles south of Portales was named Portales Springs, and near this place, the settlers began setting up homes and ranches.

The first permanent Anglo settler in the area was a cattleman by the name of Doak Good, who lived near Portales Springs. T. L. (George) Causey and his brothers established a ranch in the southern section of Roosevelt around the same time. The Portales Springs were located on the historic old Fort Sumner Trail, which brought travelers from east to west. The trail was an ideal trade route, and many merchants began to establish businesses and build storefronts. One of these businessmen was Josh Morrison, who built a one-room store at Portales Springs in approximately 1897 and operated a store out of his building until the railroad reached Portales in 1899. By 1909, Portales was a thriving frontier town and cattle center on the open range, boasting seven hotels and a number of saloons. Roosevelt County was formed February 28, 1903, named for President and Roughrider Theodore "Teddy" Roosevelt.

Portales became the primary growth center and the county seat of this expansive open range area, and several other communities took root in the county including Elida, Floyd, Dora, Causey, Arch, Kenna, Lingo, Milnesand, Pep, and Rogers. A pivotal event in the history of Roosevelt County was the founding of Eastern New Mexico University in 1934, which has since grown to become New Mexico's third largest state university.

Between the University, nearby Cannon Air Force Base, and agricultural production, Portales and Roosevelt County experienced slow but steady growth throughout the last half of the 20th Century. Today Portales is a thriving city of 15,000 people with a strong economy based on government, higher education, agriculture and value-added food production.

By 2005, Portales was producing over \$250 million in value-added agricultural products each year, and in 2007 Eastern New Mexico University's student population reached 4,000 for the first time.

BANKING CENTER

Portales is a regional banking center of significant wealth gained from local agri-business and related industry. Portales' banking infrastructure contains billions of dollars of ready capital from several national and local/regional institutions, including Wells Fargo, First Community Bank, New Mexico Bank and Trust, and JP Stone Community Bank, among others.

EASTERN NM UNIVERSITY

Eastern New Mexico University is the largest employer in Roosevelt County, with over 700 full-time staff and faculty and another 700 part-time or student employees. The availability of educated workers with expertise in over 60-degree disciplines is a major asset to the Portales business community.

Eastern New Mexico University produces a steady stream of educated college graduates with four-year degrees, Masters Degrees and PhDs in over 60 disciplines ranging from early childhood education, secondary education, theater, pre-medical, agriculture, biology and business administration. ENMU also offers an international exchange student program as well as a strong distance learning program for rural areas surrounding Portales.

ECONOMIC INFRASTRUCTURE

City of Portales

Portales offers a well-balanced portfolio of community infrastructure to support its growing agri-industry, higher education, bio-energy and professional services sectors.

In 1962, a group of Portales community leaders formed a corporation to develop an industrial park south of town. The first tenant was a Coca-Cola bottling plant. Other major companies in the park today include DairiConcepts (powdered milk), Western Dairy Transport (refrigerated trucking), The Industrial Park and Portales Municipal Airport together offer 450 plus acres of prime industrial property with excellent infrastructure. The Portales Industrial Park is served by a rail switch and developed siding of the Burlington Northern Santa Fe railway. The park offers immediate access to US Highway 70 and the Portales Municipal Airport. Electrical service is provided by the Roosevelt County Electric Cooperative, which operates a redundant grid of sufficient capacity to serve several additional large industrial plants. Over one million gallons per day of usable wastewater is produced at the park and available for use.

The City of Portales provides water and sewer connections to the Portales Industrial Park. The park is served by two redundant water lines. A new sewer plant is under design for construction in 2011 and will incorporate water reuse.

Downtown Portales contains 80% of the professional service businesses in Roosevelt County, including legal, accounting, and insurance businesses, government offices, utility headquarters, court facilities, and other infrastructure to serve the needs of businesses and citizens of Roosevelt County.

Portales is completely hard wired with Category 6 (CAT6) fiber-optic cable within the city limits. This available infrastructure and the services it provides are a huge benefit to companies and individuals looking to locate businesses in Portales.

HIGHER EDUCATION INSTITUTIONS

EASTERN NEW MEXICO UNIVERSITY

Fall 2021 Headcount: 5,078

Percent of Students Receiving Lottery Scholarship: 23.7%

FY21 Total NM Lottery Scholarship Distributions: \$1,811,876

FY22 Tuition & Fees (per semester)

- Full-Time Undergraduate
 - Resident - \$3,264
 - Nonresident - \$4,284
- Full-Time Graduate
 - Resident - \$3,567
 - Nonresident - \$4,740

FY21 Degrees Award: 1,272

- Associates: 266
- Bachelors: 693
- Masters: 293
- Graduate Certificates: 20

ENMU offers over 50 majors; 1,200 courses and over 30 online courses.

Special Recognitions

- US News & World Report ranks ENMU One of the Top Performers on Social Mobility 2020 in Regional Universities West category
- YourLocalSecurity.com ranks ENMU Safest College in New Mexico 2020
- Niche.com ranks ENMU in Top 25% of Colleges with the Best Professors in America 2020
- ValueCollages.com ranks ENMU Best Online College in New Mexico 2020
- Intelligent.com ranks ENMU #13 of the top 60 Best Online Colleges in Nation 2020

CLOVIS COMMUNITY COLLEGE

Fall 2021 Headcount: 2,362

Percent of Students Receiving Lottery Scholarship: 4.2%

FY21 Total NM Lottery Scholarship Distributions: \$52,186

FY22 Tuition & Fees (per semester)

- Full-Time Undergraduate
 - Resident - \$688
 - Nonresident - \$1,492

FY21 Degrees Award: 900

- Awards of less than one academy year: 414
- Awards of at least one academic year and less than 2 years: 106
- Associates: 380

Special Recognitions

- Earned recognition as a Silver 2022-23 Military Friendly® School. In order to be named a Military Friendly® School, an institution must "strive towards and succeed in the areas that matter most in helping veterans make the transition from the military to school and, ultimately, satisfying careers in the civilian world."
- Received a U.S. Department of Education Title V Developing Hispanic Serving Institutions (DHSI) grant, which will allow the college to develop programs and strategies aimed at making graduation a reality for Hispanic and low-income students.

MESALANDS COMMUNITY COLLEGE

Fall 2021 Headcount: 745

Percent of Students Receiving Lottery Scholarship: 4.3%

FY21 Total NM Lottery Scholarship Distributions: \$13,212

FY22 Tuition & Fees (per semester)

- Full-Time Undergraduate
 - Resident - \$1,068
 - Nonresident - \$1,692

FY21 Degrees Award: 352

- Awards of less than one academy year: 295
- Awards of at least one academic year and less than 2 years: 5
- Associates: 52

Unique Programs

- Wind Energy Technology - Lead the way to the top of the Turbine at the North American Wind Research and Training Center.
- Western Arts - Spur your way into a profitable career in Western Arts.
- Rodeo - Ride your way to victory as a part of the Intercollegiate Rodeo team.
- Paleontology - Dig your way into the past and discover the history of the world.
- Agri-business - specializes in artificial insemination, breeding, and livestock management
- Farrier Sciences - partner in Equestrian studies and horsemanship by utilizing Mustangs with the National Forest Service

K-12 SCHOOL DISTRICTS

CLAYTON MUNICIPAL SCHOOLS

Enrollment: 456

Graduation Rate: 75%

CLOVIS MUNICIPAL SCHOOLS

Enrollment: 8,142

Graduation Rate: 78%

DES MOINES MUNICIPAL SCHOOLS

Enrollment: 91

Graduation Rate: 95%

DORA CONSOLIDATED SCHOOLS

Enrollment: 242

Graduation Rate: 92%

ELIDA MUNICIPAL SCHOOLS

Enrollment: 164

Graduation Rate: 89%

FLOYD MUNICIPAL SCHOOLS

Enrollment: 223

Graduation Rate: 93%

FORT SUMNER MUNICIPAL SCHOOLS

Enrollment: 300

Graduation Rate: 91%

GRADY MUNICIPAL SCHOOLS

Enrollment: 154

Graduation Rate: 95%

LOGAN MUNICIPAL SCHOOLS

Enrollment: 366

Graduation Rate: 68%

MELROSE PUBLIC SCHOOLS

Enrollment: 258

Graduation Rate: 95%

MOSQUERO MUNICIPAL SCHOOLS

Enrollment: 34

Graduation Rate: 95%

PORTALES MUNICIPAL SCHOOLS

Enrollment: 2,709

Graduation Rate: 82%

SAN JON MUNICIPAL SCHOOLS

Enrollment: 122

Graduation Rate: 91%

SANTA ROSA CONSOLIDATED SCHOOLS

Enrollment: 602

Graduation Rate: 79%

TEXICO MUNICIPAL SCHOOLS

Enrollment: 564

Graduation Rate: 94%

TUCUMCARI PUBLIC SCHOOLS

Enrollment: 948

Graduation Rate: 72%



Comprehensive Economic Development Strategy: Eastern Plains Council of Governments

The Comprehensive Economic Development Strategy (CEDs) is compiled and provided for information within Eastern Plains Council of Governments' seven county and community region.

Any questions regarding this report should be directed to EPCOG at 575-762-7714.

Contact

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