Mora County
Economic Development Strategic Plan
2015 – 2020

Submitted by
Roger A. Gonzales, M.Ed.
Gonzales & Associates, LLC
P.O. Box 461
Mora, New Mexico 87732

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

The economy of the County and Region[1] can be compared to a three-legged stool, with the three legs being government, tourism, and agriculture. Government in the region includes state hospitals and educational institutions, local governments, and various agencies supported by government. The jobs created are diverse, with moderate to median incomes, good benefits, and fairly good stability. Tourism and agriculture jobs, by contrast, are often entry level positions, with lower incomes, few benefits, and are often seasonal in nature. Data from the U.S. Bureau of Economic Analysis indicates that over 50% of all jobs in the Region are directly related to these three sectors.

Government employment in the region was 8,222 in 2010 based on data from the U.S. Bureau of Economic Analysis (26% of all jobs). In addition, the region has a larger-than-expected number of local government units, and therefore a larger proportion of elected officials and employees. For example, the region has 3% of the State's population, but seven of its thirty-three counties (21%) and twenty-one of its 102 municipalities (20%). The pattern is similar for specialized governments such as public school districts and public housing authorities. The last decade has seen the rise of indirect government employment with the construction of private correctional facilities in Guadalupe and Union Counties.

The current economic recession has significantly hindered the growth of the NEEDO-NM region's tourism economy. Global climate change may have future impacts as precipitation becomes more uncertain, and facilities like ski resorts and golf courses are severely impacted. Tourism industry jobs are not as easy to identify, but it's quite probable that 5,000-6,000 of the jobs in the lodging, entertainment, and retail trade sector are also directly related to tourism.

Agriculture in the region has historically focused on the raising of beef cattle and feed for cattle. Farm jobs make up over 10% of all jobs, employing over 3,000 persons.

Economic Development Goals

The five economic development needs identified from the three predominate economic sectors above generated the following economic development goals for the region for the next twenty years:
1. Identify and support the diversification of economic opportunities within the County.
2. Develop, train and retain a high-quality workforce.
3. Increase the number of higher-paying jobs.
4. Retain and attract youth and families.
5. Make rural communities vibrant.

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[1] The Region is defined by the membership counties of the Northeastern Economic Development Organization (NEEDO-NM, which include Colfax, Guadalupe, Harding, Mora, Quay, San Miguel and Union counties.

Economic Development Building Blocks

Strategic investments in four key areas in which the public sector has significant control or influence are needed before economic development efforts can be truly effective:

1. Infrastructure
2. Human Capital
3. Public Policy
4. Economic Development Services

Infrastructure is a key factor, particularly in water and broadband facilities. The region's low skill levels, relatively high unemployment rate and poor educational performance make improving the current and future workforce an imperative. Smarter public policies are an essential ingredient to accomplish the identified goals. Interest by local governments in a regional approach due to restricted revenues in a largely-rural region are driving the need for more consolidated economic development services.

Target Industry Clusters

The planning process identified four economic clusters as targets for future emphasis that are consistent with the goals and that are emerging rather than existing businesses. The four target industry clusters identified are:

1. Tourism/Recreation
2. Renewable Energy/Green Industry
3. Value-Added Agriculture
4. Creative Enterprises

METHODOLOGY

A Strategic Dialogue

In the summer of 2013, the Mora Strategic Planning Committee, through local support by Collaborative Visions, was formed and organized to host the strategic planning sessions, including Citizens of Mora County, County Commissioners, the Economic Development Committee, and many others. An open, collaborative facilitated process of visioning the future, brainstorming, and choosing among alternatives in both large and small groups produced the updated Strategic Plan over 3 Saturday workshops in June, July, and August with the technical assistance of the Rural Community Assistance Corporation (RCAC) and its subcontractor, Current-C Energy Systems. Funding was provided by the United States Department of Agriculture under a Rural Community Development Initiative grant as well as several other funders. The community input sessions were designed to assist in the development of core economic themes that would assist in the development of a document that could be updated periodically as conditions change, and will serve as a guiding document for Mora County to pursue its' vision over the next 5 years and beyond. A copy of the plan can be found in the Appendix A.

Supporting our Local Leadership

Upon the conclusion of the strategic conversations, a "Mora County Leadership Institute" was facilitated by the local coalition mentioned above using a leadership training curriculum that was created by Rural Community Assistance Corporation in collaboration with Western New Mexico University (WNMU). The curriculum provided an important learning experience for leaders to expand their knowledge and skills to become more effective at working together with diverse communities and to create positive change that reflects their values.

The leadership class content was structured to build a "learning network" of community leaders and effective organizations so that, together, they can respond to issues and opportunities in their community and region.

The curriculum was designed with five assumptions:

- Leaders can be made, and good leaders can be made better;
- Leadership in the community is almost always about relationships, about engaging others;
- New knowledge and skill about leadership must be applied to an immediate, real community project;
- Positive attitudes, strong self-esteem, and community pride are part of leadership; and
- Much of being an effective leader comes from knowing oneself.

The four weekend sessions were held on September 13-14, 2013; October 18-19, 2013; November 15-16, 2013; and December 6-7, 2013.

Economic Development the WealthWorks Way

In December 2013, RCAC continued their support and facilitation of new approaches to economic development and revitalization efforts by supporting the introduction and training in the WealthWorks Framework, an approach to economic development that connects a community's assets to market demand in ways that build livelihoods that last.

The Framework was initially support through Ford Foundation, through its Expanding Livelihood Opportunities for Poor Households Initiative, in partnership with the Aspen Institute and Yellowwood and Associates.   A set of national and regional partners, including representatives from Mora County, are working together to continue to define, develop and implement the WealthWorks framework.

WealthWorks aims to advance a region's overall prosperity and self-reliance, strengthen existing and emerging sectors, and increase jobs and incomes for lower-income residents and firms. The goal is to build wealth that can benefit community residents today and for generations to come.

This approach can work for regions and communities of all sizes, types and experience. It can complement or incorporate other economic development strategies. Over time, implementing WealthWorks at scale can provide an expanded slate of benefits to communities and regions:

- It builds lasting wealth that is owned, controlled, and reinvested locally.
- It forges valued trusting partnerships among a flexible network of people and resources that can connect and reconnect over time to create increasingly resilient regions.
- It directly improves the livelihoods of low-income people, firms, and places, offering unprecedented opportunities for upward mobility

Further information on the eight forms of capital as defined by the Framework, please refer to Appendix B.

A New Vision for Economic Prosperity

Continuing the momentum and synergy of the last several months, the Mora County Board of Commissioners, in partnership with its locally-appointed Economic and Community Development Committee, began the process to develop this Economic Development Strategic Plan, through a series of six community input sessions held in conjunction with their monthly committee meetings.

The meetings were organized on specific sectors identified during both the strategic planning sessions and the Leadership Institute as follows:

- March 19 – Tourism
- March 26 – Creative Enterprises

- March 31 – Renewable Energy
- April 10 – Sustainable Agriculture
- April 22 – All Sectors (Wagon Mound)
- April 24 – All Sectors (Ocate)
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Informational sheets and presentation handouts utilized during the public forums can be found in Appendix C.

Ultimately, the Committee decided to utilize a format that simplified the planning conversation into a traditional template that was compatible with many of those being incorporated into the planning process throughout the region and state.

COUNTY DESCRIPTION

Mora was settled about 1835 by families primarily from Las Trampas, Picuris and Embudo, older hispanic villages north of the lush valley that had been occasional grazing and hunting lands for the Comanches.

The settlement's early history was stormy and violent. Texan "freebooters" under the command of Colonel Charles A. Warfield raided Mora in 1843 killing five men and taking 18 women and children captives. A Mora posse later overtook the Texans and sent them back to the Lone Star country on foot. Later in 1847, the Taos Revolt spread to Mora where a battle with American forces resulted in cannon fire and the destruction of the village.

Settlers regrouped, rebuilt the community, and a period of prosperity was ushered in after nearby Ft. Union was established in 1851. Mora became "the breadbasket" of New Mexico as its microclimate proved ideal for cold weather wheat that was harvested and processed in five local grist mills that were built in the latter half of the 19th Century.

French Canadian trader Ceran St. Vrain built the first mill in the Mora Valley in 1853. The St. Vrain mill still stands as one of the landmarks of the newly designated Mora Arts & Cultural Compound. Later the La Cueva mill (now on the grounds of the famed Salman Ranch, known for its raspberry harvests), the Sanchez mill, the Cleveland mill, and the Pendaries mill all flourished supplying flour and grain to the U.S. Army and mercantile companies throughout the Territory.

Mora County was established in 1860 incorporating over 800,000 acres of the Mora land grant awarded
to 25 families by Mexican Governor Albino Perez in 1835. In 1916, the common lands of the Mora land
grant were sold to "The State Investment Company" on the courthouse steps, causing many residents and farmers to seek work elsewhere.

Thus many historical themes which have impacted the Mora valley from its founding days continue to have significant impact, including the rich agricultural heritage, loss of common lands, and a proud tradition of authentic local culture.

More recently, after World War II, the Mora valley began a long, slow transition from a mostly agrarian economy to a more diversified local economy bolstered by commuting for work in nearby Las Vegas and Taos, Santa Fe, Albuquerque and the San Luis Valley of Colorado. Through it all, the church and grounds of St. Gertrude's parish provided the essential glue of family and religion that kept the community unified. St. Gertrude's church, the parish hall and rectory, and former Sisters of Loretto school and nunnery form the heart of the Mora Arts & Cultural Compound.

Directly across the state Highway from the St. Gertrude's plaza and property, after 1935, businessman John Hanosh built a substantial two-story commercial complex, including a mercantile store, Chief movie theater and modest hotel upstairs. The Hanosh complex now houses the Mora Valley Spinning Mill and gift store with coffee shop.

In 1998, an innovative vocational program called Tapetes de Lana ("wool tapestries") took root in the Mora Valley supported by major federal grants from the US Department of Agriculture (USDA) and the Economic Development Administration (EDA). Over the next decade, the program transformed the Hanosh property to a storefront business and built a wool processing facility behind. The Mora Valley Spinning Mill is operated by a non-profit organization with the intention of fully developing the mill property and rehabilitating the Chief movie theater and hotel rooms.

A welcome recent development has been the success of the Victory Ranch, the largest alpaca ranch in the Southwest with more than 200 head on 1100 acres. The fine alpaca wool is conveniently processed just down the road at the Spinning Mill.

The Mora Valley's well deserved reputation as one of the most beautiful landscapes in New Mexico has attracted leisure home owners, big game enthusiasts and fishermen, campers, and outdoor recreation seekers. The local concern for natural resources has also compelled the Mora County Commission to adopt the nation's first "Anti-fracking" ordinance.

New residents and retirees have adopted a local lifestyle that embraces creative agricultural strategies but also seeks new and diverse creative expressions such as a Community Theater. Mora is transitioning to a creative economy which builds upon a proud history preserving much authenticity.

EVIDENCE BASE FOR PLAN

Regional Demographic Data

Demographics

Between the years 1970 and 2010, the seven counties in the region grew 9.9% in population from 60,939 to 66,996. By comparison, the State of New Mexico's population grew 102.7% from 1,016,000 in 1970 to 2,059,179 in 2010. The table and chart below shows the change by county, with five of the seven counties losing population during the most recent ten year period.

<u>POPULATION</u>

	1970	1980	1990	2000	2010	Change 1970-2010	% Change
Colfax	12,170	13,667	12,925	14,189	13,750	1,580	13.0%
Guadalupe	4,969	4,496	4,156	4,680	4,687	-282	-5.7%
Harding	1,348	1,090	987	810	695	-653	-48.4%
Mora	4,673	4,205	4,264	5,180	4,881	208	4.5%
Quay	10,903	10,577	10,823	10,155	9,041	-1,862	-17.1%
San Miguel	21,951	22,751	25,743	30,126	29,393	7,442	33.9%
Union	4,925	4,725	4,124	4,174	4,549	-376	-7.6%
NEEDO-NM Region Total	60,939	61,511	63,022	69,314	66,996	6,057	9.9%
New Mexico	1,016,000	1,302,894	1,515,069	1,819,046	2,059,179	1,043,179	102.7%

NEEDO-NM POPUATION CHANGE BY COUNTY 1970-2010
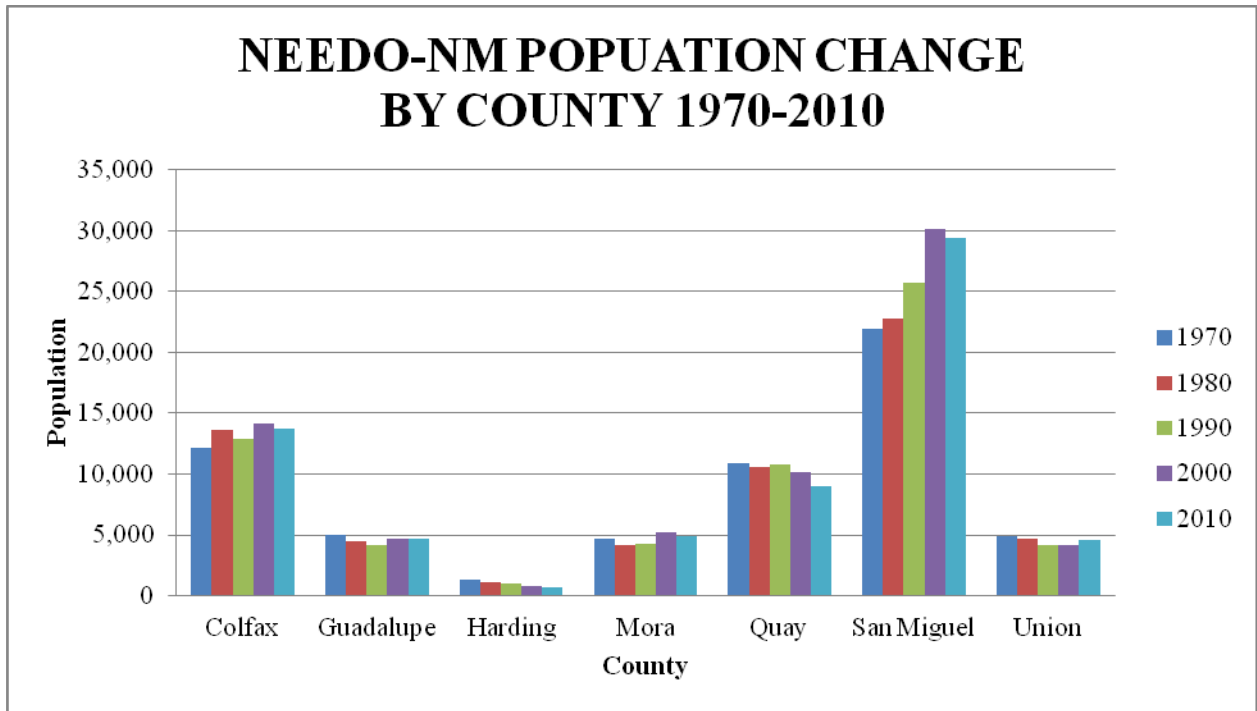
While the NEEDO-NM region has experienced an increase in population since 1970, the population of Guadalupe, Harding, Quay and Union counties have declined since the 1970 Census.

URBAN VERSUS RURAL POPULATION

The table below shows the population change in the incorporated places (municipalities) in the region from 1970 to 2010. If one defines the incorporated places as "urban" and the remaining areas as "rural", the region became significantly more "rural" over the decades. The population in the rural areas grew 32.4%, while the urban places declined 1.6%, with thirteen of the twenty-one municipalities experiencing population declines over the four decades.

County Area	1970	1980	1990	2000	2010	Change 1970-2010 No.	Percent
Colfax							
Angel Fire	NA	NA	452	1,048	1,216	1,216	na
Cimarron	927	888	763	917	1,021	94	10.1%
Eagle Nest	94	202	187	306	290	196	208.5%
Maxwell	393	316	196	274	254	-139	-35.4%
Raton	6,962	8,225	7,566	7,282	6,885	-77	-1.1%
Springer	1,574	1,657	1,288	1,285	1,047	-527	-33.5%
Guadalupe							
Santa Rosa	2,485	2,469	2,303	2,744	2,848	363	14.6%
Vaughn	867	737	633	539	446	-421	-48.6%
Harding							
Mosquero	244	197	164	120	93	-151	-61.9%
Roy	476	361	362	304	234	-242	-50.8%

	1970	1980	1990	2000	2010	Change	% Change
Mora							
Wagon Mound	630	416	304	369	314	-316	-50.2%
Quay							
House	119	117	96	72	68	-51	-42.9%
Logan	396	735	804	1,094	1,042	646	163.1%
San Jon	308	341	283	306	216	-92	-29.9%
Tucumcari	7,189	6,785	6,872	5,989	5,363	-1,826	-25.4%
San Miguel							
Las Vegas	13,835	14,322	14,522	14,585	13,753	-82	-0.6%
Pecos	598	885	1,012	1,441	1,392	794	132.8%
Union							
Clayton	2,931	2,968	2,514	2,524	2,980	49	1.7%
Des Moines	204	178	170	177	143	-61	-29.9%
Folsom	75	73	64	75	56	-19	-25.3%
Grenville	21	39	22	25	38	17	80.9%
Urban Places Subtotal	40,328	41.979	40,577	41,476	39,699	-629	-1.6%
Rural Places Subtotal	20,611	19,532	22,445	29,838	27,297	6,686	32.4%
NEEDO-NM Region Total	60,939	61511	63,022	69314	66,966	6,057	9.9%

NA Was not incorporate.   Source: UNM Bureau of Business and Economic Research

AGE OF THE POPULATION

In both the NEEDO-NM region and the State, the population 18 and over grew almost twice as fast as the growth in the total population as shown in the table below. Even counties that lost total population had growth in the 18 and over population, with the exception of Harding County. This is a significant change since the 1970 Census, when the percent of the population 18 years and older was 62.3%. The result is that the District's population under the age of 18 (the future workforce) actually declined from 22,965 in 1970 to 14,354 in 2010. Three obvious reasons for this decline are: 1) the lower birth rate, 2) the Region's attractiveness as a retirement destination, and 3) reduced employment opportunities in rural areas for younger families.

County	Median Age		Population Over 18					1970-2010 % Change	
	1970	2010	1970	1980	1990	2000	2010	Total Pop	Pop Over 18
Colfax	28.9	46.7	7,524	9,262	9,226	10,627	10,911	13.0%	45.0% Guadalupe
	22.4	40.1	2,768	2,940	2,882	3,540	3.666	-5.7%	32.4%
Harding	34.2	55.9	858	800	709	646	603	-48.4%	-29.7%
Mora	22.5	46.0	2,652	2,792	3,020	3,797	3,839	4.5%	44.8%
Quay	30.2	45.6	7,024	7,335	7,845	7,614	7,073	-17.1%	0.7%
San Miguel	23.1	40.7	13,774	15,500	17,944	21,857	22,931	33.9%	66.5%
Union	33.2	40.9	3,174	3,299	2,959	3,039	3,619	-7.6%	14.0%
NEEDO-NM Region Total	na	na	45,974	41,528	44,585	51,120	52,642	9.9%	14.5%

REGIONAL DEMOGRAPHIC INFORMATION

New data from the 2005-2009 American Community Survey of the U.S. Census gives a picture of the residents of the Region and their present status relative to other citizens. The following charts and tables

provide data for further analysis. Information is generally presented on a county basis. Since 2000 the Census has totally revised the way it obtains and releases detailed data. The data will no longer be collected in Census years with a "long form" collected from 20% of the population. Now, data is collected with sample surveys on a continuing basis depending on the size of the local government. Those communities with over 65,000 population are surveyed every year and will have current data on income, poverty, etc. The local governments with populations between 20,000 and 65,000 will be surveyed every three years, while those less than 20,000 population are surveyed every five years. Since the Region has no counties over 65,000, one county between 20,000 and 65,000, and six counties less than 20,000, comparable data for the entire Region will only be available every five years. The smallest communities were surveyed in 2010, and the data is released as the "2005-2009" American Community Survey

Location	Population in 2010	Land Area in Square Miles	Persons Per Square Mile	Persons Below Poverty (2009)	Per Capita Income (2009)
Colfax County	13,750	3,757	3.7	17.3%	$21,923
Guadalupe County	4,687	3,030	1.5	28.2%	$13,710
Harding County	695	2,125	0.3	19.1%	$14,684
Mora County	4,881	1,931	2.5	23.5%	$20,432
Quay County	9,041	2,874	3.1	21.1%	$18,234
San Miguel County	29,393	4,717	6.2	24.8%	$17,278
Union County	4,549	3,824	1.2	9.8%	$19,228
NEEDO-NM Region	66,696	22,528	3.0	21.8%	$18,446
New Mexico	2,059,179	121,356	17.0	18.2%	$22,461
United State	301,461,533	3,537,441	85.2	13.5%	$27,041

Source: Census Bureau Quick Facts

NEEDO-NM Region Age and Sex Demographic Data by County

County	Colfax	Guadalupe	Harding	Mora	Quay	San Miguel	Union
Male	6,656	2,648	367	2,498	4,456	14,009	1,383
Female	6,477	2,039	328	2,383	4,585	14,591	3,797
Median Age	46.7	40.1	55.9	44.1	45.6	40.7	40.9
Under 18	2,839	1,021	92	1.042	1,968	6,462	930
18 yrs to 64 yrs	8,153	2,938	400	2,924	5,208	18,462	2,806
65 yrs & over	2,7,58	728	203	915	1,865	4,469	813

Source: US Census Bureau: American Community Survey 2005-2009.

Population Growth Rate by Decade

County	1970-80	1980-90	1990-2000	2000-10
Colfax	12%	- 5%	10%	- 3%
Guadalupe	-10%	- 8%	-13%	-0-
Harding	-19%	- 9%	-18%	-14%
Mora	-10%	1%	21%	- 6%
Quay	- 3%	3%	- 6%	-11%
San Miguel	4%	13%	17%	- 2%
Union	1%	-13%	1%	9%

NEEDO-NM Region	1%	2%	10%	- 3%

Source: US Census Bureau

Regional Economic Data

The following tables from the U.S. Census Bureau detail salient characteristics for each county and compares the data with the region, the State, and the U.S. as a whole. A brief comparison of these tables serves to emphasize the disparity among the counties in the Region. And, while the region has higher rates of high school and college completion than the State or U.S., per capita incomes lag behind but are gradually closing the gap.

All counties in the NEEDO-NM Region, as well as the State of New Mexico, had increases in per capita income between 1999 and 2009 that exceeded the U.S. increase; and all counties and the State increased their per capita income as a percentage of the national per capita income.

Per Capita Personal Income by Counties with Comparisons

Location/ County	Per Capita Income 1989	Per Capita Income 2009	% Change 1989-2009	% of N.M. Per Capita Income	
				1989	**2009**
Colfax	$13,077	$21,047	60.9%	90%	95%
Guadalupe	$ 8,474	$13,710	61.8%	58%	65%
Harding	$12,629	$14,684	16.3%	87%	94%
Mora	$ 9,112	$22,035	141.8%	62%	72%
Quay	$12,279	$18,234	48.5%	84%	87%
San Miguel	$10,576	$18,508	75.0%	73%	77%
Union	$13,761	19,228	39.7%	78%	82%
NEEDO-NM Region	$11,384	$18923	66.2%	78%	82%
New Mexico	$14,596	$22,966	57.3%	100%	100%

Source: US Census Bureau: American Community Survey 2005-2009

Note: Income not stated in constant dollars.

Educational Attainment by County in Comparison with the U.S. and New Mexico
Population 25 Years and Older

County	% With a Bachelor's Degree or Higher		% High School Graduate or Higher	
	2000	**2005-2009**	**2000**	**2005-2009**
Colfax	20.6%	19.1%	80.8%	86.0%
Guadalupe	10.3%	7.4%	68.3%	80.0%
Harding	18.1%	18.2%	72.2%	89.8%
Mora	15.5%	15.4%	69.8%	85.1%
Quay	13.7%	14.8%	69.5%	77.3%
San Miguel	21.2%	23.3%	74.5%	81.9%
Union	13.0%	17.8%	79.9%	84.1%
NEEDO-NM Region	18.2%	19.1%	74.6%	82.5%
New Mexico	23.5%	25.1%	78.9%	82.1%
U.S.	24.4%	27.5%	80.4%	84.6%

Source: US Census Bureau: American Community Survey 2005-2009

Family and Household income Comparisons

County		Median Household Income			Median Family Income	
	1999	**2009**	**% Change**	**1999**	**2009**	**% Change**
Colfax	$30,744	$ 39,249	27.7%	$36,827	$ 57,363	55.8%
Guadalupe	$24,783	$ 29,085	17.4%	$28,279	$ 43,221	52.8%
Harding	$26,111	$ 31,042	18.9%	$ 36,667	$ 57,635	57.2%
Mora	24,518	$ 33,622	37.1%	$27,648	$ 56,051	102.7%
Quay	$24,894	$ 29,797	19.7%	$30,362	$ 51,450	69.5%
San Miguel	$26,524	$ 30,956	16.7%	$31,250	$ 52,273	67.3%
Union	$28,080	$ 37,415	33.2%	$35,313	$53,869	52.2%
NEEDO Region	$27,019	$ 33,137	22.6%	$32,193	$53,147	65.1%
New Mexico	$34,133	$ 42,742	25.2%	$39,425	$ 68,180	72.9%
U.S.	$41,994	$ 51,425	22.5%	$50,046	$ 82,446	64.6%

Source: US Census Bureau: American Community Survey 2005-2009

Labor Force Data

The following chart and tables present data on the labor force, employment and unemployment for the Unites States, the state of New Mexico, and the NEEDO-NM Region from 2000 to 2012. Job creation remains a critical issue in the District, even though the unemployment rate in recent years has been below that of the U.S. or New Mexico. The creation of high wage, high quality jobs is a challenge in parts of the District. Tourism and hospitality services do not pay wages comparable even to State government, let alone to jobs at the Los Alamos National Laboratory. The decline of mining and construction has lowered the wages in parts of the region and among population groups dependent on those jobs.
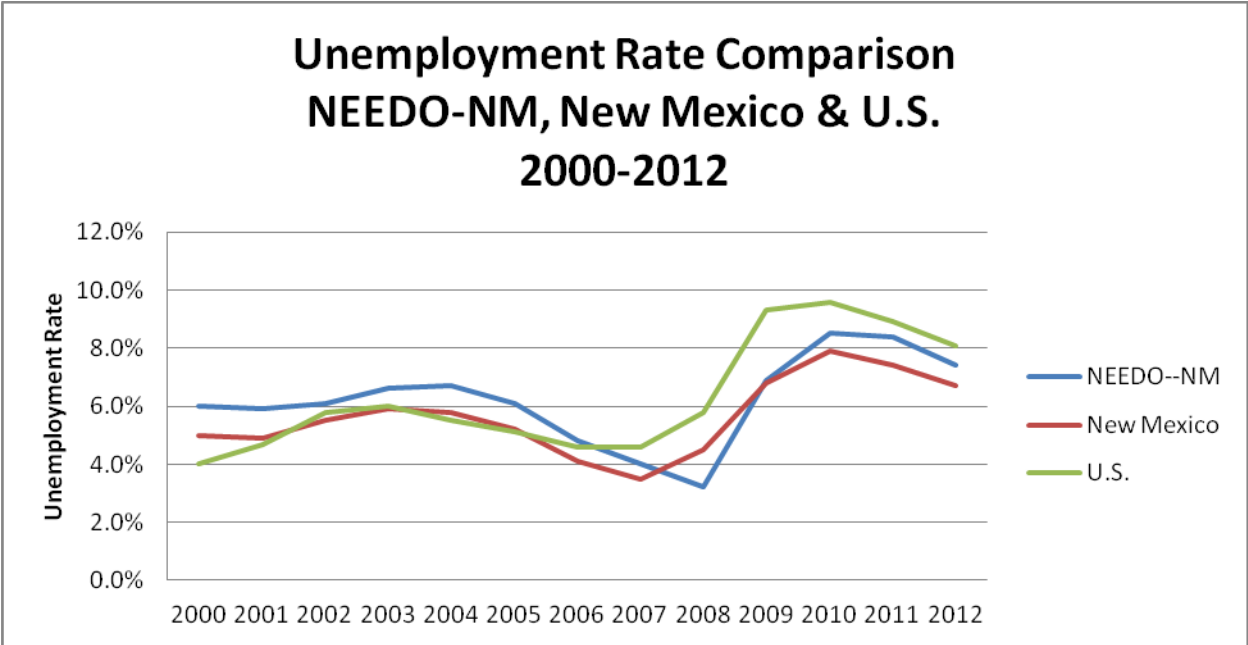
New Mexico Department of Workforce Solutions Labor Force Data Comparison for 1990, 2000, 2011, and April, 2012

Area	Civilian Labor Force				Unemployment Rate				Unemployment Rate as Percent of U.S. Rate			
	1990	2000	2011	2012	1990	2000	2011	2012	1990	2000	2011	2012
Colfax	6,094	7,000	6,546	6,455	9.6%	5.0%	8.0%	7.2%	171%	125%	90%	88%
Guadalupe	1,738	1,797	1,741	1,738	12.3%	7.3%	10.6%	9.5%	220%	183%	120%	117%
Harding	456	420	386	393	9.2%	4.3%	4.9%	4.3%	164%	108%	55%	53%
Mora	1,519	1,871	1,918	1,866	20.0%	10.6%	14.9%	12.9%	361%	265%	167%	159%
Quay	4,925	4,469	3,791	3,710	7.4%	4.9%	8.4%	6.9%	132%	123%	94%	85%
San Miguel	10,956	12,600	12,900	12,907	10.7%	5.8%	8.0%	7.1%	191%	145%	90%	87%
Union	1,872	2,073	1,903	1,892	4.8%	3.7%	5.0%	4.4%	86%	93%	56%	54%
NEEDO-NM	27,260	30,230	29,185	28,961	10.1%	5.7%	8.4%	7.1%	180%	143%	95%	87%
New Mexico	711,891	952,293	927,785	929,257	6.8%	5.0%	7.4%	6.7%	121%	125%	83%	82%
U.S. (000's)	125,840	142,583	153,617	154,975	5.6%	4.0%	8.9%	8.1%				

Source: New Mexico Department of Workforce Solutions Bureau of Economic Research and Analysis

Annual Average Jobs Per Industry Sector by County for 2010

	Colfax	Guadalupe	Harding	Mora	Quay	San Miguel	Union	NEEDO-NM Region Total No.	%
Farm	394	261	182	580	621	760	462	3,260	10%
Forestry/Fishing	*	*	*	61	*	*	*	385	2%
Mining	*	*	64	*	*	*	*	284	1%
Utilities	40	*	*	*	28	29	*	183	1%
Construction	450	98	*	119	248	553	*	1,664	5%
Manufacturing	207	*	*	*	*	139	*	414	2%
Wholesale Trade	98	*	*	*	24	89	59	282	1%
Retail Trade	917	258	*	79	535	1,281	223	3,218	10%
Transp./Warehse.	145	75	49	*	164	146	*	858	2%
Information	60	*	*	*	29	106	58	256	1%
Finance & Ins.	245	93	*	84	162	317	*	993	3%
Real Estate	366	40	44	48	74	292	*	1,381	4%
Profession & Scientific Services	268	*	*	45	*	362	*	932	3%
Mngmt. Services	31	0	0	*	*	*	0	41	-
Waste Mngmt.Srvcs	139	*	21	55	89	*	*	634	2%
Education Srvcs	*	10	15	*	26	*	*	353	2%
Health Care	*	156	12	*	364	*	*	3,431	11%
Arts, Enter. & Rec.	146	18	*	34	30	247	*	523	2%
Lodging & Food	1,102	416	*	41	481	751	*	3,103	9%
Other Services	700	67	*	63	211	453	102	1,292	4%
Government	1,587	467	113	354	976	4,334	391	8,222	25%
Total Employment	7,618	2,149	887	2,028	4,348	12,455	2,426	31,709	100%

* Not Available Due to Disclosure Issues

Workflow Issues for All Counties

The Census Bureau has a new product that takes data from various sources to compare an employee's residence county with their workplace county. The table below shows 2010 workflows by county within the region. The table indicated that there are 19,300 workers in the seven counties, and there are 23,779 jobs. About 25% of the NEEDO region's workers work outside the region, while over 40% of the jobs in the region are held by persons from outside the seven county region.

To County	Colfax	Guadalupe	Harding	Mora	Quay	San Miguel	Union	Other	Total Region Workforce
From County									
Colfax	3,083	12	8	64	48	119	42	1,109	4,485
Guadalupe	4	879	0	6	24	37	5	291	1,246
Harding	1	1	73	0	4	10	0	32	121
Mora	20	4	10	491	0	105	0	104	, 734
Quay	12	43	11	0	1,852	39	79	848	2,884
San Miguel	120	119	7	322	73	5,696	10	2,258	8,605
Union	28	8	1	0	19	11	920	239	1,225
Other	1,519	400	123	386	1,750	4,753	918		19,300
Total No. Of Jobs	4,787	1,466	243	1,269	3,770	10,770	1,474		23/779

Source: Census Bureau, Home Destination Analysis for New Mexico, 2010

Historically, in 1990 the number of jobs in the region was about equal to the number of persons in the workforce. Since 1990, the labor force has increased by about 2,000 workers, but about 4,500 jobs have been added. The aging of the workforce and the declining population under 18 years of age may further tilt the imbalance towards the region having more jobs that workforce.

COUNTY ECONOMIC DEVELOPMENT GOALS

The goals listed below were compiled from discussions held during six public hearings around the development of this Plan, as well as conversations related to potential opportunities for economic development through the County and Region:

1.0 Infrastructure

Prioritize infrastructure projects and capital resources that are critical to economic development initiatives and which will contribute to rural job objectives and regional prosperity.

1.1 Water Resources

Ensure an adequate and sustainable supply of water to meet commercial including agricultural, municipal and residential needs within the County and Region.

1.2 Broadband

Develop a plan to being non-cellular broadband services to 100% of the businesses and homes in throughout the County and Region.

1.3 Transportation

Support the development and preservation of a transportation system within the County and Region which meets both public and commercial needs.

1.4 Housing

Encourage the development of residential and workforce housing in the Region while supporting the preservation, restoration and reuse of historic buildings, when appropriate.

1.5 Energy

Increase the use of bio-fuels, solar and wind renewable energy resources for energy generation within the County and Region to create sustainable communities.

2.0 Services Development

Facilitate development of healthcare and public safety systems to enhance the delivery of professional services to residents and businesses.

2.1 Healthcare/Medical Services

Facilitate the development of a County and Regional healthcare system to provide access to quality, affordable healthcare (and social) services for all residents of the County.

2.2 Public Safety

Provide quality, professional and timely public safety services to the resident of the County.

3.0 Workforce Development

Collaborate with educational institutions and other public and private partners to align education and workforce preparation with economic development goals to create a skilled and qualified talent base for a global and export economy.

4.0 Business Development

Build a robust pro-business climate and marketing program to enhance the delivery and level of products, services, resources and technical assistance to develop entrepreneurs and achieve job objectives.

5.0 Sustainable Agriculture

Promote and support sustainable production and processing of agricultural products for consumption with the region as well as for export.

5.1 Agriculture

To improve agricultural techniques, income and productivity.

5.2 Timber

Identify, protect and develop the forestry resources through the County.

5.3 Minerals and Energy

To support mineral and energy resource development currently taking place in the region and encourage the discovery of new extractable minerals and of renewable and non-renewable energy sources without sacrificing environmental quality.

6.0 Tourism

Create a world-class destination for local, state, national and international visitors that highlight the cultural, recreational and natural amenities of the County and Region.

COUNTY ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN
1.0 Infrastructure Development

1.1 Infrastructure Development - Water Resources

Goal #1	Prioritize infrastructure projects and capital resources that are critical to economic development initiatives that will contribute to rural job objectives and regional prosperity.
Objective 1.1	Ensure an adequate and sustainable supply of water to meet commercial including agricultural sectors, municipal and residential needs within the County and Region.

Strategy/Activity	Responsible Party	Timeline
Educate citizens and landowners of water rights and their appropriate use. Encourage coordination with the County and Region to develop and establish water plans, projects, and programs. Hold a County-wide water forum to promote collaboration between the three water plans within the Region. Explore infrastructure and technologies to create new sources of water for the County and promote water conservation practices. Identify local and regional water supply shortages. Maintain efficient water utility systems within the County.		

1.2 Infrastructure Development - Broadband

Goal #1	Prioritize infrastructure projects and capital resources that are critical to economic development initiatives that will contribute to rural job objectives and regional prosperity.
Objective 1.2	Develop a plan to being non-cellular broadband services to 100% of the businesses and homes in throughout the County and Region.

Strategy/Activity	Responsible Party	Timeline
Organize efforts to apply for available resources to initiate installation of infrastructure and delivery of services to underserved areas through the County. Measure the increase in connectivity and economic benefit to the County and Region. Conduct a County broadband assessment of supply and demand including service providers throughout the Region. Develop a marketing plan to inform potential users of what is available and the benefits of being connected.		

1.3 Infrastructure Development - Transportation

Goal #1	Prioritize infrastructure projects and capital resources that are critical to economic development initiatives that will contribute to rural job objectives and regional prosperity.
Objective 1.3	Support the development and maintenance of a transportation system within the County and Region which meets both public and commercial needs.

Strategy/Activity	Responsible Party	Timeline
Expand the operations of the NM Department of Transportation Park and Ride Bus Service networks to increase public accessibility and connectivity to communities throughout the County and Region.		
Explore commuter and tourist transportation opportunities (specifically between Mora and Angel Fire communities.)		
Advocate and support the NMDOT review and assessment of paving Hwy.120 from Ocate to Black Lake.		
Advocate and support the NMDOT in planning and constructing improvements to Hwy. 434 including the evaluation of the impact of re-routing intersection of Hwy. 434 and 518 away from ACD.		
Identify logistics and warehousing opportunities to facilitate distribution of products and raw materials and the removal of waste.		
Participate in the negotiation of a lease solution for re-use of BNSF railway between Lamy and Raton.		
Support of the existing Wagon Mound and Levy second line with location of a solid waste transfer station that would allow adjacent access to rail car to ship solid waste from Watrous and		

Wagon Mound to Levy. Educate decision makers regarding the need to maintain and regenerate passenger and freight rail service in the County and Region. Participate and support regional initiative for Tri-State Alliance to fund infrastructure improvements to Rail system passing through eastern County. Incorporate a listing of infrastructure rail, bridge, and switching equipment improvements for the 2016 ICIP.		

1.4 Infrastructure Development - Housing

Goal #1	Prioritize infrastructure projects and capital resources that are critical to economic development initiatives that will contribute to rural job objectives and regional prosperity.
Objective 1.4	Encourage the development of residential and workforce housing in the Region while supporting the preservation, restoration and reuse of historic buildings, when appropriate.

Strategy/Activity	Responsible Party	Timeline
Assess housing needs within the County. Identify vacant/abandoned housing units and properties and determine remediation alternatives. Identify historic buildings that have residential/commercial opportunities. Recruit contractors and developers willing to create new housing or rehabilitate existing structures.		

1.5 Infrastructure Development - Energy

Goal #1	Prioritize infrastructure projects and capital resources that are critical to economic development initiatives that will contribute to rural job objectives and regional prosperity.
Objective 1.5	Maximize the responsible development of energy resources within the County to create sustainable communities.

Strategy/Activity	Responsible Party	Timeline
Promote renewable energy resources for local and regional use including the exploration of a community solar project initiative within the County Promote renewable energy resources, including biomass, geothermal, solar, and wind, for local and regional use. Support the transmission infrastructure development as a priority which will allow for development of wind farm in eastern Mora County. Review current energy policies and identify existing and future energy resources.		

2.0 Services Development

2.1 Services Development – Healthcare/Medical Services

Goal #2	Facilitate development of healthcare and public safety systems to enhance the delivery of professional services to residents and businesses.
Objective 2.1	Facilitate the development of a County and Regional healthcare system to provide access to quality, affordable healthcare (and social) services for all residents of the County.

Strategy/Activity	Responsible Party	Timeline
Inventory healthcare needs, resources, and telemedicine-broadband capacity within the County and Region.		
Explore programs that result in long-term retention of medical professionals within the County and Region.		
Expand healthcare resources for seniors within the County.		
Improve EMS ability to transport residents with the Region to the appropriate level of care on a timely basis.		
Explore the private adoption of ambulance and public safety equipment.		
Provide for equitable distribution of state and federal healthcare funds within the County.		

2.2 Services Development – Public Safety

Goal #2	Facilitate development of healthcare and public safety systems to enhance the delivery of professional services to residents and businesses.	
Objective 2.2	Provide quality, professional and timely public safety services to the residents of the County.	
Strategy/Activity	**Responsible Party**	**Timeline**
Explore the development of internship opportunities with County Leadership to assist in administrative functions in this Goal. Inventory and evaluate public safety services within the County. Coordinate with local public safety officials regarding potential improvements and additional services. Determine priorities for allocation of public safety funds and services within the County.		

3.0 Workforce Development

Goal #3	Collaborate with educational institutions and other public and private partners to align education and workforce preparation with economic development goals to create a skilled and qualified talent base for a global and export economy.		
Objective 3.1	To support efforts of developing an educated and skilled workforce that supports robust business development and growth.		
Strategy/Activity	**Responsible Party**		**Timeline**
Encourage development and implementation of career pathway programs in public schools to meet the needs of existing and emerging industries within the County and Region.			
Develop internship opportunities including job shadowing.			
Assess existing educational resources and programs that might have a positive impact within the County and Region.			
Support, assist and fund the continued facilitation of the Mora County Entrepreneurial Network.			
Facilitate communication between the private and public sectors and educational resource providers regarding current and future workforce needs and employment opportunities.			

4.0 Business Development

Goal #4	Build a robust pro-business climate and marketing entity to enhance the delivery and level of products, services, resources and technical assistance to develop entrepreneurs and achieve job objectives.		
Objective 4.1	Support and fund an Economic Development Corporation.		
Strategy/Activity	**Responsible Party**		**Timeline**
Establishment of a local incentive to build truck stop facilities on vacant I-25 exits to increase gross receipts taxes. Establishment of a Lodgers' Tax Ordinance.			

5.0 Sustainable Agriculture

5.1 Agriculture

Goal #5	Promote and support sustainable production and processing of agricultural products for consumption with the region as well as for export.	
Objective 5.1	To improve agricultural techniques, income and productivity.	
Strategy/Activity	**Responsible Party**	**Timeline**
Develop producer education programs to enhance productivity and profitability such as Ag in the Schools and learning gardens in the local school systems. Gather information regarding the supply and demand of locally produced agricultural products. Support the facilitation of a Food and Agricultural Council for the County. Identify appropriate marketing and distribution networks that connect producers with markets. Develop consumer education programs which establish benefits of regional consumption and utilization. Study the feasibility of establishing either a processing facility and/or certified commercial kitchen in the County or through a Network throughout the Region. Encourage the growth of cooperative activities for producers and consumers within the County and Region, including the participation through the Northern New Mexico Food Hub Project.		

5.2 Timber

Goal #5	Promote and support sustainable production and processing of agricultural products for consumption with the region as well as for export.		
Objective 5.2	Identify, protect and develop the forestry resources through the County.		
Strategy/Activity	**Responsible Party**	**Timeline**	
Identify individuals that have a vested interest in supporting the value-added production of a timber by-product such as Biochar. Gather information regarding the supply and demand of locally produced agricultural products. Study the feasibility of establishing a timber processing facility/incubator within the County or through a Network throughout the Region. Study the feasibility a timber incubator at Wagon Mound/Levy Rail spur with biomass generated facility.			

5.3 Minerals & Energy

Goal #5	It is recognized that some resource potential with regards to minerals and energy exists in the County and that resource extraction is part of the current economic mix in the Region. However, resource extraction is water intensive and therefore not currently compatible with County Development Goals, specifically Goal 1.1 of this Document.
Objective 5.3	To evaluate extractive resource potential consistent with other goals herein stated.

Strategy/Activity	Responsible Party	Timeline
Create and support policies for the responsible development of energy resources. Preserve natural resources in the determination of land/water use and development, while insuring future generation sustainability within the region.		

6.0 Tourism

Goal #6	Create a world-class destination for local, state, national and international visitors that highlights the cultural, recreational and natural amenities of the County and Region.
Objective 6.1	Create and maintain an effective local brand for tourism that integrates rural and regional tourism strategies.

Strategy/Activity	Responsible Party	Timeline
Explore "niche" tourism opportunities that allow participants to have real life and learning experiences including historical and ecotourism potential.		
Define potential tourism assets within the County including hunting, fishing, guiding, and nature-themed experiences highlighting the scenic beauty.		
Educate community about the benefits of participating in the "New Mexico True" program as well as comparable federal and private opportunities.		
Collaborate with Fort Union and Private Tour Operators to create a Santa Fe Trail Tour in NE NM connecting visitors from Kansas City to Santa Fe on coach and Amtrak to increase gross receipts.		
Support and facilitate an asset mapping process that identifies vacant real estate for the potential use as bed and breakfast properties including the Historic Ortega Hacienda in Chacon.		
Support and facilitate a asset mapping exercise that identifies potential Ag/Eco Toursim visit locations.		
Facilitate and conduct a "Mora Tourism" training program designed to maximized a beneficial experience		

for tourists visiting the area, including the possibility of a Mora History/Tourism Attractions Certification Process that focus on the stakeholders that directly interact with visitors. Identify and document historic structures through Mora County, describe their significance to the area and develop a brochure used as a guide for a Historic Mora Walking Tour. Identify and document historic church structures through Mora County, describe their significance to religion and culture in the area and develop a brochure used as a guide for a Historic Mora Driving Tour. Support, participate, and invest in the development and maintenance of the Mora Plaza of Arts and Culture including the purchase, renovation and reuse of the historic St. Vrain Mill and other properties within the boundaries of the said ACD. Support, participate, and invest in the development and maintenance of the Main Street Project in Wagon Mound including the feasibility of a Motel/Hotel in the town. Utilize free advertising available through the New Mexico Tourism website.		

EVALUATION PLAN

The effectiveness of any strategy identified throughout the Plan will be assessed and measured annually as per any partnership agreements entered into per Goal.

The Mora County Economic and Community Development Committee, in partnership with the Mora County Economic Development Corporation and others, will serve to evaluate and recommend any amendments and/or additions to the Mora County Board of Commissioners to the Plan.