

STRATEGIC KEYS/ SUCCESS FACTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy
<p style="text-align: center;"><b>1</b> <b>infrastructure</b></p>	<p><b><u>Natural Environment:</u></b></p> <ul style="list-style-type: none"> <li>• Land; Abundance of land</li> <li>• Water</li> <li>• Weather</li> <li>• Clean air</li> <li>• Open spaces</li> <li>• Natural Gas</li> </ul> <p><b><u>Existing Physical/Built Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Existing Infrastructure                             <ul style="list-style-type: none"> <li>○ Transportation Availability: Railroad (major east-west rail line with existing spur); I-40, with access; Air (well developed Airport); Historic Route 66</li> </ul> </li> <li>• 2 Industrial Parks</li> <li>• Hotels</li> <li>• Utilities</li> <li>• Previews of things to come to the People: Broadband; Broadband reach-ability</li> <li>• Renewable Energy; Transmission &amp; Generation</li> </ul> <p><b><u>Institutional (Agencies &amp; Places of Service):</u></b></p> <ul style="list-style-type: none"> <li>• NWNMCOG</li> <li>• Collaboration/Momentum</li> <li>• Continental Divide Electric Co-op</li> <li>• Health Services; Cibola General Hospital</li> <li>• PHI/Life Guard (Air Emergency Services)</li> <li>• Education: NMSU-Grants Campus; School Facilities</li> <li>• NW NM Visitors Center; NM Mining Museum; National Park Svc</li> <li>• Public Safety: Police Departments; Fire Departments</li> </ul> <p><b><u>People:</u></b></p> <ul style="list-style-type: none"> <li>• People tired of living in populated areas</li> <li>• Self-promotion as “Retirement Community”</li> <li>• Willing consumer base</li> </ul> <p><b><u>Finance Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Public/Private ventures</li> <li>• New Grants</li> <li>• Public Funds</li> </ul> <p><b><u>Tourism Assets</u></b> [attractions, sights, community events, etc.)</p>	<p><b><u>Barriers to Development:</u></b></p> <ul style="list-style-type: none"> <li>• ROW Permitting</li> <li>• Inadequate funding at Federal, State and Local Levels</li> <li>• Lack of Collaborative Construction</li> </ul> <p><b><u>Physical Constraints:</u></b></p> <ul style="list-style-type: none"> <li>• Limited Water Supply</li> <li>• Decrepit Structures (Infrastructure)</li> <li>• Broadband Inadequacies County-wide</li> <li>• Aged Utilities (Water, Sewer, Gas, etc) at 40+ years old</li> <li>• Airport too small</li> <li>• Prisons</li> </ul> <p><b><u>Freight/Transportation Constraints:</u></b></p> <ul style="list-style-type: none"> <li>• Transportation – Highway Freight                             <ul style="list-style-type: none"> <li>○ You need M.T. (Manufacturers Track)</li> </ul> </li> </ul> <p>Lack of access to the Railroad [BNSF does not want to service small outfits; they want long hauls, coast-to-coast \$\$\$]</p>	<p><b><u>Collaboration:</u></b></p> <ul style="list-style-type: none"> <li>• Communicate, Collaborate, Coordinate, Cooperate</li> <li>• Continued Community Dialogue: NWNMCOG; Grants; County; NMSU-Grants</li> <li>• More cooperation and communication between local neighboring entities</li> <li>• State &amp; Federal Collaboration</li> </ul> <p><b><u>Funding:</u></b></p> <ul style="list-style-type: none"> <li>• Enhance Tax Base</li> <li>• Increase state funding for infrastructure in County</li> <li>• “Stimulus Part II”; federal government allocate more dollars for infrastructure</li> </ul> <p><b><u>Promotion:</u></b></p> <ul style="list-style-type: none"> <li>• Use local businesses to promote area cafes and hotels</li> <li>• Sell-Advertise our Airport facility</li> <li>• Marketing – Grants, County and Website</li> <li>• Work with State to promote tourism</li> </ul> <p><b><u>Planning and Development:</u></b></p> <ul style="list-style-type: none"> <li>• Develop plan for Airport</li> <li>• Planning for Broadband Development and Expansion by County/Private sector/Tribal</li> <li>• Prioritize Infrastructure Needs</li> <li>• Water system regionalization</li> <li>• Signage</li> <li>• Pedestrian friendly Sidewalks along Main Street</li> <li>• “Mainstreet” over the RR tracks</li> </ul> <p><b><u>Jobs/Employment Idea:</u></b></p> <ul style="list-style-type: none"> <li>• Re-open National Guard Armory (Jobs, Security, PRIDE)</li> <li>• Out-of-school Youth Opportunities</li> </ul>

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<p><b>2</b> <b>innovation</b> <b>&amp;</b> <b>sustainability</b></p>	<p><b><u>Environment &amp; Natural Resources</u></b></p> <ul style="list-style-type: none"> <li>• Open Space</li> <li>• Ag[ricultural] diversity: N[a]u/GMO</li> <li>• Land, Water, Etc.</li> <li>• Natural Resource Assets (ex: small diameter wood resources)</li> <li>• Great outdoors; recreational spaces &amp; opportunities</li> <li>• Extractive resources/opportunities</li> </ul> <p><b><u>Tourism</u></b></p> <ul style="list-style-type: none"> <li>• Tourism assets in the community</li> <li>• Chamber/Main Street/Economic Development</li> <li>• Transportation: I-40; Airport; Railway</li> <li>• Effective communication <ul style="list-style-type: none"> <li>○ Culture/Diversity</li> <li>○ Attitudes</li> <li>○ Beauty of area</li> <li>○ Clear air</li> </ul> </li> </ul> <p><b><u>Human Resources</u></b></p> <ul style="list-style-type: none"> <li>• Solid/stable population base from which to build</li> <li>• Personal passion of citizens</li> <li>• Work resource (talent)</li> <li>• Culture and Diversity</li> <li>• Near large population</li> <li>• Possibilities for new business</li> <li>• Education – Schools and University</li> </ul> <p><b><u>Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Collaborative framework: “Community”</li> </ul>	<p><b><u>Environment &amp; Natural Resources</u></b></p> <ul style="list-style-type: none"> <li>• Excessive, stifling, restrictive government regulations</li> <li>• Contaminated water</li> <li>• Federal energy policy N</li> <li>• Lack of ... [a policy]</li> <li>• Stops future development</li> <li>• EPA threatens present and future mining</li> <li>• Uranium legacy</li> </ul> <p><b><u>Tourism</u></b></p> <ul style="list-style-type: none"> <li>• Lack of communication and coordination between all stakeholders.</li> <li>• Our “windshield” view needs to improve (aesthetics)</li> </ul> <p><b><u>Human Resources</u></b></p> <ul style="list-style-type: none"> <li>• We have more trained workers than available jobs</li> <li>• Education fails to include training in Work ethic, financial skills <ul style="list-style-type: none"> <li>○ Work ethic begins at HOME!! (don’t you think)</li> </ul> </li> <li>• Lack of talent</li> </ul> <p><b><u>Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Lack of communication and coordination between all stakeholders.</li> </ul>	<p><b><u>Environmental &amp; Natural Resources</u></b></p> <ul style="list-style-type: none"> <li>• Need funds for clean-up, removal, reclamation <ul style="list-style-type: none"> <li>○ Neighborhood clean-ups: Build local recycling company:</li> </ul> </li> <li>• Build up natural gas vehicle infrastructure: Fueling stations for fleets; Local fuels (re: natural gas vehicles)</li> </ul> <p><b><u>Tourism</u></b></p> <ul style="list-style-type: none"> <li>• “New Mexico True” brand – tie in Grants/Cibola</li> <li>• Promote tourism</li> <li>• Customer Service/Engaging the tourist</li> <li>• Brand identity</li> <li>• Identifying and communicating who &amp; what we have to offer as a place to visit</li> <li>• Build recreation areas</li> <li>• CS training</li> <li>• Train and educate workforce</li> </ul> <p><b><u>Human Resources</u></b></p> <ul style="list-style-type: none"> <li>• Need more family support services</li> <li>• Need more training in Life skills</li> <li>• Computer literacy needs more emphasis</li> <li>• Recognition of a “work readiness” certificate in lieu of a HS diploma</li> </ul> <p><b><u>Leadership:</u></b></p> <ul style="list-style-type: none"> <li>• Need for a Vision</li> <li>• Lack of plan to organize and focus</li> </ul>

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<p style="text-align: center;"><b>3 business climate &amp; competitiveness</b></p>	<p><b><u>Natural &amp; Cultural Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Natural resources</li> <li>• Good geographic location</li> <li>• Scenery</li> <li>• Climate</li> <li>• Cultural resources: Tribal; Trails, etc,; Land grants</li> <li>• Environment</li> </ul> <p><b><u>Institutional (Agencies &amp; Places of Service):</u></b></p> <ul style="list-style-type: none"> <li>• Hospitals (high turn-over though)</li> <li>• Utilities</li> <li>• Government</li> <li>• Campus/schools</li> <li>• NMSU (economic positive)</li> </ul> <p><b><u>Positive Economic Conditions :</u></b></p> <ul style="list-style-type: none"> <li>• County is competitive</li> <li>• Active economic development organization</li> <li>• Cibola county regulations are better than most</li> <li>• Willing workforce</li> <li>• Good base of employment</li> <li>• Enthusiastic business community</li> </ul> <p><b><u>Existing Business and Industry:</u></b></p> <ul style="list-style-type: none"> <li>• Eco-tourism</li> <li>• Manufacturing</li> </ul> <p><b><u>Finance Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• USDA grants/loans</li> </ul>	<p><b><u>Barriers &amp; Constraints to Development:</u></b></p> <ul style="list-style-type: none"> <li>• Better communication and cooperation among state, federal, local government, &amp; tribes</li> <li>• Inadequate broadband</li> <li>• Federal lands reduce tax base and development</li> <li>• Federal, state and tribal regulations</li> <li>• Limited private sector</li> <li>• Low access to capital</li> </ul> <p><b><u>Physical Constraints:</u></b></p> <ul style="list-style-type: none"> <li>• Lack of infrastructure</li> <li>• Distance from major metropolitan area</li> <li>• Housing selection</li> </ul> <p><b><u>External Forces:</u></b></p> <ul style="list-style-type: none"> <li>• Mining losses</li> <li>• Economic volatility</li> </ul> <p><b><u>Workforce Pool:</u></b></p> <ul style="list-style-type: none"> <li>• Low income population</li> <li>• Lack of full time workforce center</li> </ul>	<p><b><u>Developing Funding Strategies:</u></b></p> <ul style="list-style-type: none"> <li>• Seek state funds for more workforce development funding</li> <li>• Do gap analysis of community needs <ul style="list-style-type: none"> <li>○ Follow up with grant writer</li> </ul> </li> <li>• Pursue funding of broadband with: <ul style="list-style-type: none"> <li>○ USDA</li> <li>○ Legislature</li> <li>○ Congressional</li> <li>○ Grant writers</li> </ul> </li> <li>• Use greater state investment and permanent funds for business lending</li> </ul> <p><b><u>Workforce Development:</u></b></p> <ul style="list-style-type: none"> <li>• Hospitality training</li> <li>• Education (community + formal)</li> </ul> <p><b><u>Planning:</u></b></p> <ul style="list-style-type: none"> <li>• Improve formalize communication and collaboration with all entities</li> <li>• Government needs to be involved in greater development of tribal and non-tribal communities</li> <li>• County/private sector/tribal planning for broadband</li> <li>• Partnerships</li> <li>• Economic development – marketing and strategic plan</li> </ul> <p><b><u>Promotion:</u></b></p> <ul style="list-style-type: none"> <li>• Develop programs to retain, attract and grow businesses</li> <li>• Publicize benefits of small town</li> </ul> <p><b><u>Developing Industry:</u></b></p> <ul style="list-style-type: none"> <li>• Pursue uranium mining development</li> <li>• Improve healthcare</li> </ul>

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<p><b>4 education &amp; talent supply</b></p>	<p><b><u>Existing Educational Programs</u></b></p> <ul style="list-style-type: none"> <li>• Well rounded programs of study</li> <li>• Adequate G.E.D. program</li> <li>• Good RN (Registered Nurse) program</li> </ul> <p><b><u>Existing Labor &amp; Workforce</u></b></p> <ul style="list-style-type: none"> <li>• Willing work force</li> <li>• Available labor force</li> </ul> <p><b><u>Built Physical Structures:</u></b></p> <ul style="list-style-type: none"> <li>• Good facilities</li> </ul> <p><b><u>Common Community Fellowship:</u></b></p> <ul style="list-style-type: none"> <li>• Positive sense of community</li> </ul>	<p><b><u>Existing Educational Programs:</u></b></p> <ul style="list-style-type: none"> <li>• No tech colleges</li> </ul> <p><b><u>Employee/Laborforce Barriers</u></b></p> <ul style="list-style-type: none"> <li>• Limited employment opportunities</li> <li>• Lack of high paying jobs</li> <li>• Lack of job retention</li> </ul> <p><b><u>Employer Barriers:</u></b></p> <ul style="list-style-type: none"> <li>• Lack of some professions</li> <li>• Lack of high skilled workers</li> <li>• Lack of soft skills (life-skills)</li> </ul> <p><b><u>Community Conditions:</u></b></p> <ul style="list-style-type: none"> <li>• Drug use</li> <li>• Inadequate transition from school to the workforce</li> </ul> <p>Perception of (lack of) high school rigor</p>	<p><b><u>Improve Job training:</u></b></p> <ul style="list-style-type: none"> <li>• Improve work experience and OJT (On the Job Training)</li> <li>• Availability of worker training</li> <li>• Soft skills training</li> </ul> <p><b><u>Networking and Learning</u></b></p> <ul style="list-style-type: none"> <li>• Internships with local businesses</li> <li>• Try to meet with employers regularly</li> <li>• Community work use initiative</li> <li>• Learning center</li> <li>• Provide information</li> </ul> <p><b><u>Engage and Support Students and Family:</u></b></p> <ul style="list-style-type: none"> <li>• Improve students' educational habits</li> <li>• Consistent methods of improvement</li> <li>• Advertise school programs</li> </ul> <p><b><u>Connect Students with Opportunities outside of School:</u></b></p> <ul style="list-style-type: none"> <li>• Inter-/post- secondary agreements</li> <li>• Improve broadband</li> <li>• Implementation</li> </ul>

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<p style="text-align: center;"><b>5</b> quality of life</p>	<p><i>FOCUS QUESTION:</i> <i>What makes Cibola County unique, and what keeps people here?</i></p> <p><b><u>Tourism/Local Attractions:</u></b></p> <ul style="list-style-type: none"> <li>• Historical and cultural activities</li> <li>• Cultural Diversity and activities</li> <li>• Northwest Visitors Center</li> <li>• Diversity</li> <li>• Close to 4-corners</li> <li>• Famous sites</li> <li>• Recreational activities</li> </ul> <p><b><u>Existing Institutions (Agencies and Places of Service):</u></b></p> <ul style="list-style-type: none"> <li>• Educational opportunities</li> <li>• College</li> <li>• Good hospital</li> <li>• Health care</li> </ul> <p><b><u>Small Town/Rural Appeal:</u></b></p> <ul style="list-style-type: none"> <li>• Friendly people</li> <li>• Small town</li> <li>• Good location</li> <li>• Minimal traffic</li> <li>• Affordable cost of living</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Employment opportunities</li> <li>• Housing</li> </ul>	<p><b><u>Existing Physical Infrastructure deficiencies</u></b></p> <ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Sewage smell</li> <li>• Better connectivity (broadband)</li> </ul> <p><b><u>Lack of Planning:</u></b></p> <ul style="list-style-type: none"> <li>• Patterns of development: Random; Stretched; Scattered</li> <li>• Lack of retail diversity</li> </ul> <p><b><u>Community Image:</u></b></p> <ul style="list-style-type: none"> <li>• Littering</li> <li>• Need a cleaner community</li> <li>• Alcoholism</li> </ul>	<p><b><u>Invest in Workforce:</u></b></p> <ul style="list-style-type: none"> <li>• Retain professionals <ul style="list-style-type: none"> <li>○ Doctors/Nurses</li> <li>○ Police</li> </ul> </li> <li>• Workforce development <ul style="list-style-type: none"> <li>○ Customer service</li> </ul> </li> </ul> <p><b><u>Planning to Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Building code enforcement</li> <li>• Clean – Green – Screen <ul style="list-style-type: none"> <li>○ “cleaning up 50 years of ‘whatever’”</li> </ul> </li> <li>• Invest in town</li> <li>• Revitalization of town</li> </ul> <p><b><u>Invest or Support existing Industry:</u></b></p> <ul style="list-style-type: none"> <li>• Increase health care services</li> <li>• Retain assets</li> </ul> <p><b><u>Agents of Support:</u></b></p> <ul style="list-style-type: none"> <li>• LEADERSHIP</li> <li>• Hire “high gun” grant writer</li> </ul>