# ASSETS/GAPS/STRATEGIES SUMMARY from High Plateau Vision 21 Strategy Forum, 12/19/13

## Strategic Keys/Success Factors

<table>
<thead>
<tr>
<th>Natural Environment:</th>
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</thead>
<tbody>
<tr>
<td>• Land; Abundance of land</td>
</tr>
<tr>
<td>• Water</td>
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<tr>
<td>• Weather</td>
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<tr>
<td>• Clean air</td>
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<tr>
<td>• Open spaces</td>
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<tr>
<td>• Natural Gas</td>
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</tbody>
</table>

**Existing Physical/Built Infrastructure:**

- **Existing Infrastructure**
  - Transportation Availability: Railroad (major east-west rail line with existing spur); I-40, with access; Air (well developed Airport); Historic Route 66
  - 2 Industrial Parks
  - Hotels
  - Utilities
  - Previews of things to come to the People: Broadband; Broadband reach-ability
  - Renewable Energy; Transmission & Generation

**Institutional (Agencies & Places of Service):**

- NWNMCOG
- Collaboration/Momentum
- Continental Divide Electric Co-op
- Health Services; Cibola General Hospital
- PH/Life Guard (Air Emergency Services)
- Education: NMSU-Grants Campus; School Facilities
- NW NM Visitors Center; NM Mining Museum; National Park Svc
- Public Safety: Police Departments; Fire Departments

**People:**

- People tired of living in populated areas
- Self-promotion as "Retirement Community"
- Willing consumer base

**Finance Infrastructure:**

- Public/Private ventures
- New Grants
- Public Funds

**Tourism Assets** (attractions, sights, community events, etc.)

## Assets

As a Basis for Forward Planning & Action

## Gaps

In Factors of Production/Conditions of Success

**Barriers to Development:**

- ROW Permitting
- Inadequate funding at Federal, State and Local Levels
- Lack of Collaborative Construction

**Physical Constraints:**

- Limited Water Supply
- Decrepit Structures (Infrastructure)
- Broadband inadequacies County-wide
- Aged Utilities (Water, Sewer, Gas, etc) at 40+ years old
- Airport too small
- Prisons

**Freight/Transportation Constraints:**

- Transportation – Highway Freight
  - You need M.T. (Manufacturers Track)

Lack of access to the Railroad (BNSF does not want to service small outfits; they want long hauls, coast-to-coast $$)

## Strategies

For Resolving Gaps & Developing the Economy

**Collaboration:**

- Communicate, Collaborate, Coordinate, Cooperate
- Continued Community Dialogue: NWNMCOG; Grants; County; NMSU-Grants
- More cooperation and communication between local neighboring entities
- State & Federal Collaboration

**Funding:**

- Enhance Tax Base
- Increase state funding for infrastructure in County
- "Stimulus Part II"; federal government allocate more dollars for infrastructure

**Promotion:**

- Use local businesses to promote area cafes and hotels
- Self-Advertise our Airport facility
- Marketing – Grants, County and Website
- Work with State to promote tourism

**Planning and Development:**

- Develop plan for Airport
- Planning for Broadband Development and Expansion by County/Private sector/Tribal
- Prioritize Infrastructure Needs
- Water system regionalization
- Signage
- Pedestrian friendly Sidewalks along Main Street
- "Mainstreet" over the RR tracks

**Jobs/Employment Idea:**

- Re-open National Guard Armory (Jobs, Security, PRIDE)
- Out-of-school Youth Opportunities
<table>
<thead>
<tr>
<th>STRATEGIC KEYS/SUCCESS FACTORS</th>
<th>ASSETS: As a Basis for Forward Planning &amp; Action</th>
<th>GAPS: In Factors of Production/Conditions of Success</th>
<th>STRATEGIES: For Resolving Gaps &amp; Developing the Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment &amp; Natural Resources</td>
<td>• Open Space</td>
<td>• Excessive, stifling, restrictive government regulations</td>
<td>• Need funds for clean-up, removal, reclamation</td>
</tr>
<tr>
<td></td>
<td>• Ag[cultural] diversity: N[a]u/GMO</td>
<td>• Contaminated water</td>
<td>• Neighborhood clean-ups: Build local recycling company:</td>
</tr>
<tr>
<td></td>
<td>• Land, Water, Etc.</td>
<td>• Federal energy policy N</td>
<td>• Build up natural gas vehicle infrastructure: Fueling stations for fleets; Local fuels (re: natural gas vehicles)</td>
</tr>
<tr>
<td></td>
<td>• Natural Resource Assets (ex: small diameter wood resources)</td>
<td>• Lack of ... [a policy]</td>
<td></td>
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<tr>
<td></td>
<td>• Great outdoors; recreational spaces &amp; opportunities</td>
<td>• Stops future development</td>
<td></td>
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<tr>
<td></td>
<td>• Extractive resources/opportunities</td>
<td>• EPA threatens present and future mining</td>
<td></td>
</tr>
<tr>
<td><strong>Tourism</strong></td>
<td>• Tourism assets in the community</td>
<td>• Uranium legacy</td>
<td><strong>Tourism</strong></td>
</tr>
<tr>
<td></td>
<td>• Chamber/Main Street/Economic Development</td>
<td></td>
<td>• “New Mexico True” brand – tie in Grants/Cibola</td>
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<tr>
<td></td>
<td>• Transportation: I-40; Airport; Railway</td>
<td></td>
<td>• Promote tourism</td>
</tr>
<tr>
<td></td>
<td>• Effective communication</td>
<td>• Lack of communication and coordination between all stakeholders.</td>
<td>• Customer Service/Engaging the tourist</td>
</tr>
<tr>
<td></td>
<td>o Culture/Diversity</td>
<td>• Our “windshield” view needs to improve (aesthetics)</td>
<td>• Brand identity</td>
</tr>
<tr>
<td></td>
<td>o Attitudes</td>
<td></td>
<td>• Identifying and communicating who &amp; what we have to offer as a place to visit</td>
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<tr>
<td></td>
<td>o Beauty of area</td>
<td></td>
<td>• Build recreation areas</td>
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<td></td>
<td>o Clear air</td>
<td></td>
<td>• CS training</td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
<td>• Solid/stable population base from which to build</td>
<td>• We have more trained workers than available jobs</td>
<td>• Train and educate workforce</td>
</tr>
<tr>
<td></td>
<td>• Personal passion of citizens</td>
<td>• Education fails to include training in Work ethic, financial skills</td>
<td></td>
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<tr>
<td></td>
<td>• Work resource (talent)</td>
<td>o Work ethic begins at HOME!! (don’t you think)</td>
<td>• Human Resources</td>
</tr>
<tr>
<td></td>
<td>• Culture and Diversity</td>
<td>• Lack of talent</td>
<td>• Need more family support services</td>
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<td></td>
<td>• Near large population</td>
<td></td>
<td>• Need more training in Life skills</td>
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<tr>
<td></td>
<td>• Possibilities for new business</td>
<td></td>
<td>• Computer literacy needs more emphasis</td>
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<td></td>
<td>• Education – Schools and University</td>
<td></td>
<td>• Recognition of a “work readiness” certificate in lieu of a HS diploma</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>• Collaborative framework: “Community”</td>
<td>• Lack of communication and coordination between all stakeholders.</td>
<td><strong>Leadership</strong>:</td>
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<tr>
<td></td>
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<td></td>
<td>• Need for a Vision</td>
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<td></td>
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<td></td>
<td>• Lack of plan to organize and focus</td>
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</tbody>
</table>
### Strategic Keys / Success Factors

#### Natural & Cultural Resources:
- Natural resources
- Good geographic location
- Scenery
- Climate
- Cultural resources: Tribal; Trails, etc.; Land grants
- Environment

#### Institutional (Agencies & Places of Service):
- Hospitals (high turn-over though)
- Utilities
- Government
- Campus/schools
- NMSU (economic positive)

#### Positive Economic Conditions:
- County is competitive
- Active economic development organization
- Cibola county regulations are better than most
- Willing workforce
- Good base of employment
- Enthusiastic business community

#### Existing Business and Industry:
- Eco-tourism
- Manufacturing

#### Finance Infrastructure:
- USDA grants/loans

### Assets

As a Basis for Forward Planning & Action

### Gaps

In Factors of Production/Conditions of Success

#### Barriers & Constraints to Development:
- Better communication and cooperation among state, federal, local government, & tribes
- Inadequate broadband
- Federal lands reduce tax base and development
- Federal, state and tribal regulations
- Limited private sector
- Low access to capital

#### Physical Constraints:
- Lack of infrastructure
- Distance from major metropolitan area
- Housing selection

#### External Forces:
- Mining losses
- Economic volatility

#### Workforce Pool:
- Low income population
- Lack of full time workforce center

### Strategies

For Resolving Gaps & Developing the Economy

#### Developing Funding Strategies:
- Seek state funds for more workforce development funding
- Do gap analysis of community needs
  - Follow up with grant writer
- Pursue funding of broadband with:
  - USDA
  - Legislature
  - Congressional
  - Grant writers
- Use greater state investment and permanent funds for business lending

#### Workforce Development:
- Hospitality training
- Education (community + formal)

#### Planning:
- Improve formalize communication and collaboration with all entities
- Government needs to be involved in greater development of tribal and non-tribal communities
- County/private sector/tribal planning for broadband
- Partnerships
- Economic development – marketing and strategic plan

#### Promotion:
- Develop programs to retain, attract and grow businesses
- Publicize benefits of small town

#### Developing Industry:
- Pursue uranium mining development
- Improve healthcare
<table>
<thead>
<tr>
<th>STRATEGIC KEYS/ SUCCESS FACTORS</th>
<th>ASSETS As a Basis for Forward Planning &amp; Action</th>
<th>GAPS In Factors of Production/Conditions of Success</th>
<th>STRATEGIES For Resolving Gaps &amp; Developing the Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Educational Programs</td>
<td>• Well rounded programs of study</td>
<td>• No tech colleges</td>
<td>Improve Job training:</td>
</tr>
<tr>
<td></td>
<td>• Adequate G.E.D. program</td>
<td>• Limited employment opportunities</td>
<td>• Improve work experience and OJT (On the Job Training)</td>
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<tr>
<td></td>
<td>• Good RN (Registered Nurse) program</td>
<td>• Lack of high paying jobs</td>
<td>• Availability of worker training</td>
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<tr>
<td>Existing Labor &amp; Workforce</td>
<td>• Willing work force</td>
<td>• Lack of job retention</td>
<td>• Soft skills training</td>
</tr>
<tr>
<td></td>
<td>• Available labor force</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Built Physical Structures:</td>
<td>• Good facilities</td>
<td></td>
<td>Networking and Learning</td>
</tr>
<tr>
<td>Common Community Fellowship:</td>
<td>• Positive sense of community</td>
<td>Community Conditions:</td>
<td>• Internships with local businesses</td>
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<tr>
<td></td>
<td></td>
<td>• Drug use</td>
<td>• Try to meet with employers regularly</td>
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<td></td>
<td>• Inadequate transition from school to the workforce</td>
<td>• Community work use initiative</td>
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<td></td>
<td></td>
<td>• Perception of (lack of) high school rigor</td>
<td>• Learning center</td>
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<tr>
<td>Existing Educational Programs</td>
<td></td>
<td></td>
<td>• Provide Information</td>
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<tr>
<td></td>
<td>• No tech colleges</td>
<td></td>
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<tr>
<td>Employee/Laborforce Barriers</td>
<td>• Limited employment opportunities</td>
<td></td>
<td>Engage and Support Students and Family:</td>
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<tr>
<td></td>
<td>• Lack of high paying jobs</td>
<td></td>
<td>• Improve students’ educational habits</td>
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<td></td>
<td>• Lack of job retention</td>
<td></td>
<td>• Consistent methods of improvement</td>
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<tr>
<td>Employer Barriers:</td>
<td></td>
<td>Community Conditions:</td>
<td>• Advertise school programs</td>
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<tr>
<td></td>
<td>• Lack of some professions</td>
<td>• Drug use</td>
<td></td>
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<tr>
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<td>• Lack of high skilled workers</td>
<td>• Inadequate transition from school to the workforce</td>
<td></td>
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<tr>
<td></td>
<td>• Lack of soft skills (life-skills)</td>
<td>Perception of (lack of) high school rigor</td>
<td>Connect Students with Opportunities outside of School:</td>
</tr>
<tr>
<td>Community Conditions:</td>
<td></td>
<td></td>
<td>• Inter-/post- secondary agreements</td>
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<td></td>
<td></td>
<td></td>
<td>• Improve broadband</td>
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<td></td>
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<td></td>
<td>• Implementation</td>
</tr>
</tbody>
</table>

4 education & talent supply
### STRATEGIC KEYS/SUCCESS FACTORS

**Focus Question:** What makes Cibola County unique, and what keeps people here?

#### Tourism/Local Attractions:
- Historical and cultural activities
- Cultural Diversity and activities
- Northwest Visitors Center
- Diversity
- Close to 4-corners
- Famous sites
- Recreational activities

#### Existing Institutions (Agencies and Places of Service):
- Educational opportunities
- College
- Good hospital
- Health care

#### Small Town/Rural Appeal:
- Friendly people
- Small town
- Good location
- Minimal traffic
- Affordable cost of living

#### Other:
- Employment opportunities
- Housing

### ASSETS

**As a Basis for Forward Planning & Action**

### GAPS

**In Factors of Production/Conditions of Success**

#### Existing Physical Infrastructure deficiencies
- Aging infrastructure
- Sewage smell
- Better connectivity (broadband)

#### Lack of Planning:
- Patterns of development: Random; Stretched; Scattered
- Lack of retail diversity

#### Community Image:
- Littering
- Need a cleaner community
- Alcoholism

### STRATEGIES

**For Resolving Gaps & Developing the Economy**

#### Invest in Workforce:
- Retain professionals
  - Doctors/Nurses
  - Police
- Workforce development
  - Customer service

#### Planning to Plan:
- Building code enforcement
- Clean – Green – Screen
  - “cleaning up 50 years of ‘whatever’”
- Invest in town
- Revitalization of town

#### Invest or Support existing Industry:
- Increase health care services
- Retain assets

#### Agents of Support:
- LEADERSHIP
- Hire “high gun” grant writer