



ECONOMIC DEVELOPMENT PLAN

CITY OF CLOVIS, NEW MEXICO

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INTRODUCTION

Clovis, New Mexico (the City), is fortunate to have an array of economic assets. These include a robust agricultural sector, Cannon Air Force Base (Cannon AFB), strong manufacturing employers, and an abundance of cultural assets. These elements have combined to help the City weather the economic downturns of the Great Recession (2007–2009) and the COVID-19 pandemic. In the face of these volatile economic upheavals, local leaders have recognized that the future success of Clovis is dependent on a focused approach to economic development. In response, the City commissioned the preparation of a strategic plan. As part of this process, four key takeaways emerged.

Clovis has experienced a period of stability despite recent downturns.

While communities in New Mexico and across the US struggled to regain jobs lost first to the Great Recession and then to the COVID-19 pandemic-related upheaval, Clovis added nearly 1,200 jobs between 2010 and 2020. The largest contributor to this stability in recent years has been Cannon AFB. In 2020 alone, its economic impact on the Clovis area was \$400 million, with 4,720 military personnel, 694 civilian personnel, and 4,602 dependents directly benefiting.¹ The 2008 expansion of the base led to substantial new jobs during construction and sustained employment since the project's completion. Cannon AFB missions are critical to national security and are expected to remain so for the near term. Yet, despite its success in retaining and expanding its employment base, the community has struggled to add residents. The region's population has remained relatively unchanged for several decades, with Curry County losing population to other areas of the state and the US on a consistent basis. This long-standing pattern of net domestic outmigration has been punctuated by short periods of net gains, most recently tied to Cannon AFB's expansion. However, the overall trend has been downward, with Clovis experiencing a net loss of roughly 800 residents during the past decade.

Diversifying Clovis's economic base should remain a priority.

While the success of Cannon AFB remains a priority for Clovis, the City stands to benefit from ongoing economic diversification efforts that support sustainable business and employment growth opportunities. Major employers such as Southwest Cheese, Cummins, BNSF Railway, and numerous agricultural entities, including other dairy producers and feed crop suppliers, provide well-paying civilian jobs. Current economic trends, influenced heavily by global supply chain disruptions and an acceleration of online retail, have also created a window of opportunity. Clovis is well positioned to take advantage of the recent surge in domestic production driven by the desire of companies to be closer to their customers and to reduce vulnerability to supply chain disruptions. The City boasts consequential business development advantages, such as proximity to growing markets in New Mexico, Texas, Arizona, and Colorado; transportation infrastructure; high-speed internet; available industrial land; and education and training to support workforce needs.

Creating a talent pipeline will be crucial to business retention and attraction efforts.

However, taking advantage of this window of opportunity is not without challenges. Even before the COVID-19 pandemic, the shortage of skilled labor was a struggle for many employers, both nationally and locally. Today, with the ongoing Great Resignation that began in early 2021 with thousands either retiring early or opting out of the job market, there is a widening gap between the supply of and demand for trained workers. Labor shortages impact everything from business productivity to municipal services and healthcare accessibility. The difficulty of ensuring a supply of workers with the skills required by current and future employers also inhibits local efforts to attract new businesses as well as retain and grow existing businesses in target industry areas.

¹ Cannon AFB Fiscal Year 2020 Economic Impact Statement produced by the 27th SOW Comptroller Squadron, courtesy of Cannon AFB.

Making investments in quality of place will be essential to Clovis's future.

The ability to attract and retain a skilled workforce and new businesses is a vital element of sustained economic growth. Competition for talent is increasing across the globe, prompting communities to bolster efforts to create and advertise recreational, entertainment, and retail amenities; showcase their distinctive identity; and update their resources. Such efforts help to create a sense of place that makes a community more attractive to prospective residents and entices people to stay in a community. The overall quality of place in Clovis has improved significantly over the past several years. New restaurants and entertainment options have expanded in the community, efforts made by the MainStreet program to revitalize the downtown area have preserved the City's history and notable characteristics. And expanded commercial air service has made the community more accessible. Nonetheless, challenges remain that must be addressed if the community is to succeed. These include a lack of recreational opportunities for families and visitors, comparatively few entertainment and specialty retail options, limited housing choices, and gateways and corridors that remain blighted.

Clovis has the necessary ingredients to capitalize on the opportunities presented by today's economic landscape. Realizing those opportunities and addressing the City's challenges—which include outmigration and the need for economic diversification—are among the factors that prompted Clovis's leadership to commission an economic development plan. The plan outlines opportunities for growth and includes a framework for achieving that growth by concentrating on business development, the talent pipeline, and quality of place. As the following pages detail, the plan is meant to be a living document, a tool that bolsters the momentum of the planning process, aligns shared efforts, and maps coordination that will be critical to the sustainable growth of the Clovis community.

STRATEGIC PLAN

Seeking a roadmap to guide future efforts, the City of Clovis (the City) engaged TIP Strategies, Inc. (TIP), to assist in the preparation of an economic development opportunities study and strategic plan. Using a three-phase planning process, TIP's consulting team worked with local leaders to uncover the City's challenges and strengths and to design strategies that will secure the economic vitality of Clovis for years to come.

An initial assessment was conducted of the factors that impact the City's diversification efforts and those that threaten the economic vitality of the City. This information was supplemented by insights shared by City officials and stakeholders. The consulting team gathered additional input from individual and group interviews with representatives of major employers, small businesses, education, economic development, real estate developers, and others. The resulting recommendations represent the culmination of these quantitative and qualitative findings.

The strategic plan outlined in this section provides Clovis with a framework for diversified and sustained economic growth. It is grounded in three goals designed to leverage existing strengths, mitigate challenges, and build on the momentum gained during the planning process.

FIGURE 1. PLAN OVERVIEW

VISION FOR ECONOMIC DEVELOPMENT

Clovis is committed to spurring economic vitality by diversifying its economic base, building a pipeline of talent to meet the needs of current and future employers, and creating a quality of place that is appealing to residents, visitors, and investors.



PLAN FRAMEWORK



1. BUSINESS DEVELOPMENT

- 1.1 Business Retention and Expansion
- 1.2 Business Recruitment
- 1.3 Site Development
- 1.4 Cannon Air Force Base
- 1.5 Entrepreneurship and Small Business



2. TALENT

- 2.1 Talent Development
- 2.2 Veterans and Military Spouses
- 2.3 Graduate Retention
- 2.4 Talent Recruitment
- 2.5 Wraparound Services



3. QUALITY OF PLACE

- 3.1 Storytelling
- 3.2 Downtown
- 3.3 Gateways
- 3.4 Supporting Sectors
- 3.5 Housing

GOAL 1. BUSINESS DEVELOPMENT

Foster a vibrant economy through the retention and expansion of existing employers and the recruitment of diverse new business.

Balancing the need for diversification with an acknowledgment of Cannon AFB's significant economic impact on the region is at the heart of the first goal. Each strategy was crafted to support this objective through the creation of an environment that promotes the growth and success of existing businesses, attracts new firms, and supports an entrepreneurial culture. The following business retention and expansion actions detail ways to identify and respond to the needs of the City's existing employers, including Cannon AFB, and call for greater collaboration among organizations that provide business supports. While strengthening the operating environment for existing businesses, the City must also create a more appealing atmosphere for attracting new industrial targets and sectors that leverage local strengths and opportunities. This includes the improvement of significant industrial sites to ensure that new companies have quality locations from which to choose, while also providing existing businesses room to expand. Finally, this section outlines actions to create a strong entrepreneurial ecosystem and support the small business community.

Currently, the primary economic development efforts in Clovis are led by the Clovis Economic Development (CED) organization in partnership with the City, the Clovis/Curry County Chamber of Commerce, and the City of Clovis Economic Incentives Board. The following business development strategies assume that this structure remains in place, but with an enhanced budget and resources.






STRATEGIES AND ACTIONS

1.1. BUSINESS RETENTION AND EXPANSION. Establish a systematic approach to identify and respond to the needs of existing employers and industries.

- 1.1.1.** Facilitate a quarterly major employer roundtable for peer-to-peer discussion and learning. These meetings should prioritize information sharing concerning solutions for the following challenges.
 - Identify workforce gaps and challenges (e.g., specific occupational and skills gaps). See Goal 2. Talent for more detail.
 - Evaluate infrastructure needs, including water, wastewater, transportation, power, broadband).
 - Address business climate issues such as local, state, and federal regulatory and policy).
 - Highlight industry best practices, including supply chain and process management.
- 1.1.2.** Conduct periodic check-ins with individual businesses to better understand their needs, the obstacles that exist in the business environment, and local business success stories.
 - Identify employers who are seeking to expand their operations.
 - Explore supplier recruitment opportunities that would benefit existing employers.
 - Capture testimonials from employers about why they chose Clovis as their preferred business location and why they remain in the community.
- 1.1.3.** Monitor business climate challenges identified by existing businesses and make adjustments (e.g., simplifying the permitting process, accelerating needed infrastructure improvements, connecting with workforce training providers) as appropriate.
- 1.1.4.** Create a customer relationship management system to document the findings from company visits, track follow-up, and provide periodic reporting.

1.2. BUSINESS RECRUITMENT. Expand domestic and international business recruitment efforts in pursuit of the aviation/aerospace and defense, manufacturing and food processing, logistics and distribution, information technology (IT)/technology, and alternative energy sectors.

FIGURE 2. TARGET SECTORS

SECTOR	RATIONALE	POSSIBLE SUBSECTORS
 AVIATION/ AEROSPACE AND DEFENSE	The presence of Cannon AFB, the Clovis Regional Airport, and related-services companies (e.g., Aero Tech) create opportunities to expand the reach and impact of the aviation industry.	Avionics, cargo, flight training, maintenance, repair, and overhaul (MRO)
 MANUFACTURING AND FOOD PROCESSING	Available industrial land, reliable utilities, and a central location support the expansion of manufacturing in Clovis. Led by Southwest Cheese (at the center of a strong dairy industry) and Cummins, Clovis is an attractive location to meet the increasing demand for domestic and international production facilities.	Dairy-related byproducts, specialty foods
 LOGISTICS AND DISTRIBUTION	Its central location, access to growing southwestern markets, and presence of the BNSF multimodal transit facility, gives Clovis a competitive advantage in attracting logistics and warehousing.	Bulk storage, cold storage, regional distribution center
 IT/TECHNOLOGY	High-speed internet (gigabit service provided by Plateau), a flexible workforce, and the availability of existing office space, give Clovis a competitive advantage in attracting IT/technology companies.	IT, fintech, healthcare administration
 ALTERNATIVE ENERGY	National and international trends support electrification through alternative methods, and Clovis is well positioned to provide the wind and solar power to support these new methods.	Solar, wind, battery/storage

1.2.1. Improve business intelligence to support targets.

- Follow industry trends by subscribing to sector specific trade publications and newsletters.
- Identify and attend trade events for each sector.
- Create a site consultants database and identify those who specialize in the target sectors.
- Create a database of leading companies within each sector and follow media coverage and company reports for each.

1.2.2. Build relationships with local institutions and raise awareness of the City’s economic development assets among project lead generators.

- Invite site consultants to the community for a tour of major assets (use Cannon AFB presentation and tour as a potential draw).
- Share Clovis economic development news (e.g., location and expansion announcements, commercial air service improvements, new training) with the project lead generators.

- Attend site consultant events (e.g., New Mexico Economic Development sponsored events, [Consultant Connect Summits](#)).
- Target strategic markets (e.g., Albuquerque and the Dallas Fort Worth region) for visits directly with site consultants, brokers, and other project lead generators.
- Market Clovis's Industrial Park and other sites at trade events in the target sectors.

1.2.3. Elevate the brand and image of the City as a destination for business at the regional and national levels.

- Review the websites for all Clovis economic development stakeholders (e.g., City of Clovis, CED, and Clovis/Curry County Chamber of Commerce) to ensure each online presence communicates consistent positive messaging and marketing themes.
- Align messaging to portray Clovis as a desirable place to live, work, visit, invest, and conduct business.
- Profile local businesses to highlight success stories and testimonials from area business executives who endorse Clovis as a great place to do business.
- Coordinate regularly with partners to maintain up-to-date, consistent messaging and marketing themes focused on business development and talent attraction and retention.
- Highlight Clovis's [TruGig](#) remote worker attraction initiative in all appropriate marketing efforts.

1.3. SITE DEVELOPMENT. Support the improvement of significant industrial sites.

1.3.1. City of Clovis Industrial Park. Create new signage at the park and wayfinding signage on US 60 and US 70 to help advertise the park. Other considerations include the creation of natural buffers and improving the curbside appeal of the park.

1.3.2. Clovis Regional Airport. Prioritize airport improvements to support increased commercial air service, cargo facilities, and new airport-related services, such as MRO and aviation/avionics training. In addition, identify specific parcels within the airport master plan suitable for light manufacturing. These sites can serve as an alternative business park as the City of Clovis Industrial Park reaches capacity.

1.3.3. Existing Buildings. Identify and maintain inventory of existing buildings within Clovis suitable for commercial/industrial development. The Restaurant Technology Services building (previously a customer support center), the former Allsup's Convenience Stores corporate headquarters, and vacant spaces at the North Plains Mall should be used to solicit new business in the community.

1.3.4. Other Sites. Identify other greenfield and shovel-ready sites in the Clovis area to add to the existing sites and building inventory managed by CED. For example, Southwest Cheese has available land adjacent to its facility for compatible uses. Work with the company to identify potential projects and provide support in securing a new facility there.

1.3.5. Infill and Redevelopment Sites. Catalog, evaluate, and market infill properties as potential business expansion and location sites in Clovis.

1.4. CANNON AIR FORCE BASE. Align business development activities in support of Cannon AFB missions and related opportunities.

1.4.1. Enhance the advocacy efforts of the Clovis Committee of Fifty at the local, state, and federal levels.

1.4.2. Work directly with Cannon AFB contractors as part of the business retention and expansion efforts to ensure their business-related and workforce needs are being met.

- 1.4.3. Partner with the base to host a Cannon AFB contractor job fair to raise awareness in the region of employment opportunities there.
 - 1.4.4. Continue the community's efforts to provide support to Cannon AFB personnel and family members with an emphasis on employment services, housing, childcare, education, and medical.
- 1.5. ENTREPRENEURSHIP AND SMALL BUSINESS.** Foster an environment that supports current and potential startups. Work to create an ecosystem that connects entrepreneurs to established firms, educational institutions, entrepreneurial support organizations, and students through events, coworking space, and training.
- 1.5.1. Conduct an entrepreneurial ecosystem assessment to build awareness of community assets and identify any gaps.
 - 1.5.2. Establish and maintain a Clovis innovation hub, anchored by a coworking space, to cultivate and convene an entrepreneurship community. This could be an expansion of the Firehouse Workspace initiated in partnership with the Clovis Business Enterprise Center (business incubator program) and/or established at another identified space in the community. (See [Emerging Prairie](#) example, page 8.)
 - 1.5.3. Provide in-person and virtual training to potential and current entrepreneurs. Consider delivering recorded content via YouTube or other on-demand platforms.
 - 1.5.4. Expand and continue to foster the entrepreneurial programs that are offered through Clovis MainStreet.
 - 1.5.5. Launch a Clovis [1 Million Cups](#) initiative to offer peer support for entrepreneurs as they start and grow their businesses. Attend scheduled 1 Million Cups meetings in Albuquerque and Lubbock to evaluate the feasibility of establishing a Clovis chapter.
 - 1.5.6. Create a makerspace (a facility providing shared equipment and technical support) to encourage an entrepreneurial culture and to assist small business development. This space could be located in the downtown area or as part of the Clovis Community College (CCC)-led technical training facility described in Action 2.1.2. (See [Asmbly](#) example, page 8).
 - 1.5.7. Establish a shared commercial kitchen to provide equipment to entrepreneurs seeking to start or expand food service-related businesses. The kitchen should serve as an affordable space that delivers programming in support of food business entrepreneurs and include targeted promotion of the kitchen's services (e.g., [The Starting Block](#)).
 - 1.5.8. Organize an annual business plan competition for new and emerging companies.
 - 1.5.9. Organize and host a "Reverse Pitch Competition" event to highlight local business and government needs and spur creative local solutions. (e.g., <https://reversepitch.org/>)
 - 1.5.10. Target underrepresented groups of entrepreneurs for startup funding opportunities including Black-, indigenous-, or woman-owned startups.
 - 1.5.11. Leverage programs that provide direct support to Veteran entrepreneurs. For example, [Bunker Labs](#) offers a variety of courses and resources for business start-ups, many of which can be accessed virtually. (See [Bunker Labs](#) example, page 8.)
 - 1.5.12. Promote the Small Business Development Center at CCC in supporting existing businesses by advising them and directing them to available funding programs.
 - 1.5.13. Expand and promote a small business awards program that highlights local businesses and business owners.

Examples: Business Development

Example: Emerging Prairie

Based in Fargo, North Dakota, and established in 2012, [Emerging Prairie](#) is a key stakeholder in the region's entrepreneurial ecosystem. Through a variety of initiatives, including a coworking space (The Prairie Den), software development skilling program (Emerging Digital Academy), and agtech innovation program (Grand Farm), Emerging Prairie works to accelerate growth and the development of business in the surrounding region. The initiative's efforts to support, technology and innovation, and entrepreneurs has led to the development of regional summit events and weekly meetups to spur community growth and networking. Emerging Prairie's coworking space, The Prairie Den, was launched in 2015 and houses more than 50 entrepreneurs and creatives who all contribute to making the space a central hub for regional entrepreneurship. The Prairie Den also hosts programming and events that promote community development.

Example: Asmbly

[Asmbly](#) is a community makerspace in Austin, Texas, dedicated to "providing a top-notch creative space with tools and educational opportunities in a multidisciplinary, inviting, and member-focused setting." Since opening in 2019, this volunteer-run nonprofit organization has hosted classes, such as introductory woodworking, advanced welding, laser cutting, and 3D printing. Dues-paying members have access to Asmbly's tools and over 8,000 square feet of workspace, which includes a metal shop, woodworking, laser cutting, 3D printing, industrial sewing, and a finishing room. The nonprofit seeks to support Austin's artisan and creative community by skilling, networking, and providing space for artists to further their crafts.

Example: Bunker Labs

Founded in Chicago, Illinois, in 2014, [Bunker Labs](#) works to better support Veterans and military spouses who are pursuing entrepreneurship and business ownership. Since its founding, Bunker Labs communities have spread to 37 other cities across the country. The organization provides online courses covering a range of topics, including financial management, the basics of entrepreneurship, and design thinking. Through partnerships with WeWork coworking space, USAA financial services, PwC business consulting, MetLife insurance, and others, Bunker Labs runs a small business incubator for early-stage startups (Veterans in Residence), a networking group of entrepreneurs (CEOcircle), and volunteer opportunities for participants to mentor incoming entrepreneurs (Ambassador Program). Over the course of its history, participating startups have generated more than \$823 million in revenue, created more than 4,250 jobs, and raised more than \$244 million in capital. The model prioritizes equitable access to entrepreneurship for women and people of color. Across all participating cities, Bunker Labs communities have two times more racial and ethnic diversity and two times more female participants than the general Veteran population.

GOAL 2. TALENT

Develop and strengthen the pipeline of local talent and recruit skilled workers from outside the region to support current and future employers.

The talent pipeline plays an integral role in Clovis’s diversification and business development efforts and must be responsive to the needs of current and future employers. The second goal emphasizes both retaining and strengthening local talent and recruiting skilled workers from outside the region to ensure a sufficient labor pool. The strategies detail actions that the City and its partners can take to provide training resources that align with target industries, link local employers with military spouses and military personnel separating from service, and work with higher education partners to connect graduates with the community. In addition, recommendations identify recruitment opportunities aimed at groups, such as remote workers, teachers, and active retirees. Finally, this section outlines actions for enhancing the availability of wraparound support services, like access to quality healthcare and childcare, which can empower residents to fully participate in the workforce. Recommended actions seek to address employer concerns about a local shortage of skilled labor (such as electricians, engineers, truck drivers, and medical professionals) and to leverage Clovis’s existing structures for the successful coordination of future workforce efforts.

STRATEGIES AND ACTIONS

2.1. TALENT DEVELOPMENT. Grow the local pipeline and supply of talent by providing training opportunities that align with the City’s target industries.

- 2.1.1.** Establish a pilot sector partnership among key employers sharing in-demand workforce needs based on the [Next Generation Sector Partnerships model](#).
- Invite local employers, the workforce board, community college, school district, and university to partner in this effort.
 - Focus the effort on one or more of the following high-demand occupations identified during employer interviews as part of the planning process: production-related (engineers, mechatronics), skilled trades (airframe and/or powerplant mechanics; welding; commercial driver’s license drivers; heating, ventilation, and air conditioning; construction), healthcare (physicians and allied health), and IT-related occupations.
- 2.1.2.** Establish a shared training facility to specifically address the needs of Clovis employers.
- Document and assess existing career and technical education (CTE) programs by entity and location.
 - Support the *Clovis Community College Educational Master Plan 2017–2027*, which includes the development of a CTE training facility (estimated 30,000 square feet) anticipated to be available in three to four years.
 - Identify a transitional facility that can be used to offer classes in advance of the CCC facility completion.
- 2.1.3.** Create a Clovis Builds partnership program between the City and CCC, in which City-owned properties would be given to CCC for on-site construction trades training. Construction and/or redevelopment of these properties would result in new housing, commercial, and retail space in Clovis. Proceeds from the sale or rent of these properties could generate revenue for continued construction program funding for the college.

- 2.1.4.** Organize business and education leaders to create a shared workforce development vision that includes apprenticeship as a core workforce development strategy.
- 2.1.5.** Work with the Clovis Municipal School Districts (MSD) to develop a K–12 strategy that advances youth’s STEM skills to prepare students for technical positions.
- Utilize the free [Carnegie STEM Excellence Pathway](#) tool to develop a plan to improve the MSD’s STEM education practices.
 - Create the foundation for student interest and ability in STEM by devoting additional resources to deliver related instruction in grades K–5.
 - Develop training or professional development programs that increase the capacity and knowledge of STEM teachers to maximize the learning, interest, and aptitude of K–12 students.

2.2. VETERANS AND MILITARY SPOUSES. Connect local employers with military personnel separating from service and active-duty military spouses. The objectives here are to retain skilled talent in the City and match Veterans to civilian job opportunities.

- 2.2.1.** Create a Cannon AFB Veterans inventory initiative for military personnel transitioning to civilian life (e.g., [Heart of Texas Defense Alliance](#)—this initiative is a partnership among the transition office at Fort Hood, the Heart of Texas Defense Alliance, and the local workforce board).
- Work with the US Department of Defense Transition Assistance Program to provide a survey of separating personnel to capture information on occupational interests, skills, and community preferences.
 - Compile survey results (in the aggregate) for use by Cannon AFB and CED.
- 2.2.2.** Establish collaboratives with employers that encourage them to hire Veterans and host Veteran recruiting events. Publicize resources, such as the Veteran Jobs Mission, [Veteran Employment Startup Guide](#), that help employers to develop Veteran employment programs. (See Veteran Jobs Mission, Veteran Employment Startup Guide example, page 12.) Utilize the Veteran’s coordinator at the New Mexico Department of Workforce Solutions to assist with job placement.
- 2.2.3.** Tap into the skill set of military spouses by encouraging employers to participate in the national [#DiscoverTheTalent initiative](#). (See [Hiring Our Heroes](#), #DiscoverTheTalent Initiative, page 12.)
- 2.2.4.** Promote the state’s licensing reciprocity bill that supports expedited licensure for military families and Veterans.

2.3. GRADUATE RETENTION. Retain area graduates by working with the school district, CCC, and Eastern New Mexico University (ENMU) student affairs to develop programs that create a sense of belonging and place in the community.

- 2.3.1.** Encourage companies to develop internship programs for ENMU and CCC students in target industries.
- 2.3.2.** Create volunteering opportunities that help students connect to residents and the broader community, such as neighborhood clean-up events, voter registration drives, and free college essay workshops for high school students.
- 2.3.3.** Support the ENMU work-study program by connecting existing employers with the campus placement office.

2.4. TALENT RECRUITMENT. Recruit talent to expand the labor pool and meet employer needs.

- 2.4.1.** Enhance the marketing of Clovis Remote, the community’s remote worker initiative.

- Elevate current marketing efforts that promote Clovis’s position as a TruGig community.
- Expand the initiative to include an online neighborhood guide, a newcomer resource finder and job board, and a relocation incentive package. (See [Make My Move](#) example, page 13.)
- Strengthen efforts to welcome and connect new residents to the Clovis community.
- Expand the social media presence of the initiative.

2.4.2. Launch a teacher attraction campaign to support recruitment, provide professional development, and promote quality of life for teachers. (See [Detroit’s Teach 313](#) example, page 12.)

2.4.3. Leverage ENMU alumni network to bring graduates back to the community. For example, ENMU programs that support CCC students (e.g., nursing students who left for medical school).

2.4.4. Initiate a Come Back to Clovis campaign targeting adjacent markets where there are likely concentrations of former Clovis residents (e.g., Amarillo, Albuquerque, and Lubbock) with the intent to attract young families who may have a desire to return to Clovis to be closer to existing family and/or for a more affordable overall cost of living. (See [Boomerang Greensboro](#) example, page 13.)

2.4.5. Market directly to active retirees who would consider moving to Clovis and could contribute as workers, entrepreneurs, volunteers, and mentors in the community. Clovis has assets that are attractive to retirees, including entertainment, easy access to higher education, relatively low cost of living, a warm climate, and improving retail options. While access to medical care in Clovis is limited, healthcare services are available in the broader region. Reference the [basic eight-step process](#) developed by the state of Alabama on creating a successful retiree attraction program.

2.5. WRAPAROUND SERVICES. Enhance the availability of services to support the ability of local residents to participate more fully in the workforce.

2.5.1. HEALTHCARE. Prioritize access to quality healthcare.

- Conduct a community health assessment and plan to identify gaps and solutions for improving health outcomes in Clovis. Use the New Mexico Department of [Health Community Health Assessment & Planning Guidebook](#) as a starting point.
- Provide direct support for attracting physicians and allied health positions at Plains Regional Medical Center.
- Pursue the planned behavioral health facility as currently identified by the City as a priority. This facility should also be supported through a specific behavioral health professional attraction package.

2.5.2. CHILDCARE. Improve the availability of and access to quality childcare in the community.

- Convene a childcare council with early learning programs, industry leaders, the community college, and the school district to identify challenges and collaborative solutions for the region.
- Conduct a feasibility study for a joint childcare facility based on employer/employee shared needs. [Family Wellness](#) in Mandan, North Dakota, provides an example of such a partnership among a healthcare system, the YMCA, and economic development partners.

Examples: Talent

Example: Veteran Jobs Mission, Veteran Employment Startup Guide

Started in 2011 as the 100,000 Jobs Mission, the [Veteran Jobs Mission](#) is a private-led coalition of companies that are committed to hiring Veterans, reporting on their hiring progress, and sharing best practices with other companies in the cohort. The organization developed a [Veteran Employment Startup Guide](#) to highlight best practices and resources for companies who want to develop their Veteran employment practices. The guide outlines practical steps in recruiting, hiring, acclimating, and retaining Veteran employees. The Veteran Jobs Mission prioritizes rigorous reporting requirements, seeks to develop Veteran affinity and support groups within companies, and works to build talent pipelines with local military installations in order to develop long-lasting and effective Veteran employment practices.

Example: Hiring Our Heroes, #DiscoverTheTalent Initiative

Launched in 2020 in response to a rise in pandemic-related unemployment, [Hiring Our Heroes](#), [#DiscoverTheTalent Initiative](#) encourages businesses to prioritize military spouse employment and retention. This initiative focuses on “engaging existing and new employer partners to increase economic opportunity for military spouses,” many of whom face barriers to employment due to frequent relocation. Through [#DiscoverTheTalent](#), companies can share open job postings, make a commitment to hire military spouses, and join a network of over 300 companies who are working toward the same goals. Job seekers can access Hiring Our Heroes resources, which include fellowship programs, internship opportunities, industry-centric training, hiring events, and career summits. To date, there have been over 1,425 hiring events in more than 50 states and countries, resulting in a 43 percent offer rate for job seekers in attendance. Hiring Our Heroes has also developed the MilSpouse Roadmap, which outlines recommendations and tangible steps to take toward three common career paths among military spouses: (1) entrepreneurship and self-employment, (2) remote work, and (3) reskilling or upskilling.

Example: Teach 313

[Teach 313](#) is an initiative in Detroit, Michigan, aimed at recruiting and retaining high-quality educators to teach in Detroit’s public school system. The goal is to “make Detroit the best city in America for teachers” by concentrating on recruitment, quality of life, and retention. Teach 313 is a central hub for resources, quality-of-life incentives, and career opportunities for teachers interested in relocating to, or starting a career in, Detroit. The initiative has partnered with the business community to cultivate unique offerings and perks to help lower the cost of living for teachers. In addition, it supports Detroit educators by offering professional development opportunities, fostering community, and developing a holistic ecosystem of support. Educators can apply to be a Teach 313 fellow, which is a year-long program that helps grow teachers’ profiles and influence. The initiative also launched the [Teach 313 Leading for Liberation Fellowship](#), which equips schools and school districts to “achieve tangible progress toward advancing racial equity.” Teach 313’s work is aimed at creating real systemic change for Detroit’s youth. To date, the initiative has graduated at least two cohorts of Teach 313 fellows and has partnered with organizations including the Detroit Children’s Fund, the Skillman Foundation, General Motors, Quicken Loans, and others.

Examples: Talent (Continued)

Example: Make My Move

[Make My Move](#) connects remote workers to communities that are offering relocation incentives. The company's online platform allows remote workers to easily apply for relocation incentives and resources to support their move. Once workers decide to relocate, Make My Move also connects them to a local support network in their new locality. Communities can list their location and incentives on Make My Move, marketing themselves to remote workers. Some listed incentives include down payment assistance, free land available for single-family home construction, and gift cards for local small businesses. Make My Move is based in Indianapolis, Indiana, but supports a wide range of communities across the country.

Example: Boomerang Greensboro

[Boomerang Greensboro](#) specializes in attracting former residents to move back to Greensboro, North Carolina. The communication campaign is accompanied by a suite of services to assist interested former residents in relocating to their hometown. Greensboro Gurus are local residents who connect interested former residents with support in finding a job, a house, schools for their children, and help answering any questions they may have. The initiative also highlights former residents who have returned to Greensboro, dubbing them Boomerangs, and detailing the benefits they have experienced since their move. The program touts Greensboro's lower cost of living, growing downtown area, accessible parks and greenspaces, low commute time, and support for remote workers, to entice former residents back to the community. The city of Greensboro has also implemented a down payment assistance program to incentivize homeownership and spur the local housing market. The campaign mainly targets young adults who may be interested in buying a home, starting a family, working remotely, or caring for aging family members.

GOAL 3. QUALITY OF PLACE

Create a community that offers an array of assets, amenities, and services to support current and future residents, visitors, and supporting business opportunities.

Quality of place considers local assets in terms of their ability to meet the needs of existing residents, as well as attract visitors, newcomers, and potential future residents. The third goal focuses on intentional investments and actions that can help enhance and promote Clovis as an ideal place to live, work, visit, create, and invest. It emphasizes storytelling as a foundational tool for building local awareness of assets, amenities, and services; creating a sense of hometown pride; and activating residents as the City's greatest promoters. The actions in this section also recommend ways to prioritize downtown redevelopment and development opportunities, invest in gateway corridors, and continue to strengthen non-industrial sectors, such as tourism, film, arts and culture, and retail. These supporting sectors provide both substantial economic impact in the community—in part by encouraging residents and visitors to spend their dollars locally—and offer additional amenities and entertainment options that can improve a community's image. Finally, the City must ensure an adequate supply of affordable and quality housing to meet the needs of current and future residents. If local leaders are to successfully engage in business development efforts, enhance the talent pipeline, and showcase all that Clovis has to offer, ensuring quality of place will be pivotal.

STRATEGIES AND ACTIONS

3.1. STORYTELLING. Build local awareness of Clovis events and destinations to educate existing residents about the City's unique assets and enlist their support as agents for marketing the City to internal and external audiences. Establishing greater awareness of the City's assets will encourage residents to spend their dollars locally, develop a stronger sense of hometown pride, strengthen the community's identity, and help attract new spending from outside the City's limits.

3.1.1. Launch a This Is Clovis storytelling campaign.

- Recruit Clovis residents to share short video stories of their positive experiences living in Clovis. This could be individuals sharing stories of their business, occupation, hobbies, personal history, and experience with local events and destinations.
- Share these stories on the Life In Clovis Facebook page and other social media platforms.
- Manage online sources that highlight local information—including Wikipedia pages for the City—and ensure they portray Clovis in a positive light.

3.1.2. Enhance the chamber's ambassador program to continue engaging with new residents, the business community, and visitors by sharing information about City services, programs, events, redevelopment efforts, and initiatives in the community.

3.2. DOWNTOWN. Prioritize downtown redevelopment and development opportunities to increase the appeal of the City center for residents and visitors. (See potential financing tools in Figure 3, page 15, and [Oklahoma City's MAPS](#) example, page 17.)

3.2.1. Establish a vision for revitalization and advise the City on issues affecting the redevelopment and economic viability of the downtown area.

3.2.2. Identify potential catalyst projects in the downtown area and prioritize based on feasibility, desirability, and impact. Projects to consider include the Lyceum Theatre and the Fred Harvey House. (See [Timekeeper Distillery](#) example, page 17.)

- 3.2.3.** Encourage downtown redevelopment projects by creating and expanding incentives, such as a downtown revitalization grant program, sign and façade improvement grant programs, or revolving loan funds for property rehabilitation and renovation.
- 3.2.4.** Use vacant lots and buildings for temporary projects, such as art installations, public events, and meeting spaces.

FIGURE 3. POTENTIAL FINANCING TOOLS

TOOL	DESCRIPTION
OPPORTUNITY ZONES	Created by the Investing in Opportunity Act, part of the Tax Cuts and Jobs Act of 2017, Opportunity Zones offer investors federal tax incentives that encourage development in economically distressed areas. By deferring taxes on eligible capital gains, the Opportunity Zones tax incentive helps to stimulate the flow of private sector capital into long-term equity investments and complements existing community development tools and debt financing options. See: opportunityzones.hud.gov
BUSINESS IMPROVEMENT DISTRICTS	Business improvement districts (BIDs) allow property owners to pool their resources to develop programs and services that can help to revitalize communities. BIDs are areas where businesses are required to pay an additional tax to fund special projects within the district’s boundaries. These projects supplement the services typically provided by municipalities and could include commercial corridor maintenance, additional safety measures, capital improvements, streetscape enhancements, and marketing. The services offered by BIDs vary widely and are determined by business and property owners who decide how funds are spent. See: www.fhwa.dot.gov/ipd/fact_sheets/value_cap_bid.aspx
LOCAL ECONOMIC DEVELOPMENT ACT	The Local Economic Development Act (LEDA) ordinance allows local governments in New Mexico to provide financial assistance to businesses that help encourage and contribute to local economic development efforts and create or retain jobs. Once reserved for industry, LEDA has recently been expanded to include retail businesses. See: edd.newmexico.gov/community-development/local-economic-development-act
OUR TOWN GRANT PROGRAM	This placemaking grant program offered by the National Endowment for the Arts supports projects that promote systems change and strengthen communities by advancing outcomes that address equity as well as other economic, physical, and social objectives. Our Town grants range from \$25,000 to \$150,000 and require a local match or cost-sharing equal to the grant amount. See: www.arts.gov/grants/our-town
OTHER RESOURCES	<p>New Mexico Environment Department, Brownfields Program See: www.env.nm.gov/gwqb/brownfields-program</p> <p>New Mexico Historic Preservation Division, Financial Incentive Programs See: www.nmhistoricpreservation.org/programs/tax-credits.html</p> <p>New Mexico Community Development Block Grant See: www.nmdfa.state.nm.us/local-government/community-development-bureau/cdbg-information</p> <p>New Mexico LiftFund See: www.liftfund.com/locations/new-mexico</p>

3.3. GATEWAYS. Identify and invest in gateway corridors throughout the City.

- 3.3.1.** Prioritize the corridor between the military base and the Clovis business district as well as the portions of highways US 60 and US 70 that run through the downtown area.
- 3.3.2.** Create an overlay district for the US 60/84 corridor to manage development patterns and limit undesirable development.
- 3.3.3.** Implement a wayfinding strategy to provide better direction for residents, visitors, and business development professionals.

3.4. SUPPORTING SECTORS. Continue to strengthen non-industrial sectors, such as tourism, film, arts and culture, and retail. Each of these sectors provide a substantial economic impact in the community, bring new dollars to the community, and offer additional amenities and entertainment options.

- 3.4.1.** Increase coordination of events and alignment in messaging among key stakeholders in these sectors by hosting regular meetings.
- 3.4.2.** Continue to expand efforts to make Clovis a destination for visitors by leveraging the community's existing culture and assets.
 - Launch a first-impressions program that will reveal how visitors perceive the community and provide an avenue to learn about the City's strengths and weaknesses.
 - Enhance the positioning of Clovis as a music destination by marketing the planned restoration of the original recording studio at the Norman & Vi Petty Rock 'N' Roll Museum.
 - Dedicate additional resources to packaging and marketing Clovis as a global archeological destination, using the assets of the Blackwater Draw National Historic Landmark and Museum.
 - Market the City of Clovis Civic Center to regional and national associations that complement the economic development targets. This could include agricultural (e.g., dairy equipment), food processing (cheese), and aviation training associations.
 - Enhance partnerships with major employers to create special events to celebrate their presence and impact. Consider a dairy and cheese festival.
- 3.4.3.** Increase marketing of Clovis as a destination for the creation of feature films, series, and commercials. Clovis has been successful in the past at attracting film production, such as the local filming of the 2016 movie *Hell or High Water*. On-site filming can help to bolster the local economy by providing temporary jobs for residents, supporting local businesses, and encouraging the use of vacant and unused properties.
 - Provide local incentives to supplement the state of New Mexico's film incentives.
 - Update photos in the film office database to showcase new sites in the community and broader region.
 - Create a film committee or taskforce made up of local hotel and restaurant owners, as well as chamber and City staff to develop a plan to promote and facilitate film production in close coordination with the existing film liaison.
- 3.4.4.** Expand arts and culture (e.g., dance, theatre, music, and visual) options for residents and visitors through creative placemaking.
 - Assess cultural assets to evaluate and establish a clear understanding of the City's cultural offerings.

- Curate site-specific temporary art exhibits that engage local artists.
- Host an outdoor film program that creates a central place for residents and visitors to gather, connect, and engage with others.
- Promote and expand the CCC Cultural Arts Series to deliver year-round programming.

3.4.5. Continue efforts to strengthen retail by implementing the recommendations that stem from the retail gap analysis developed by Retail Strategies.

- Identify and promote sites for future large-scale retailers (such as Target, Costco, and Sam’s Club).

3.5. HOUSING. Ensure adequate, affordable, and quality housing.

3.5.1. Develop new, and align existing, policies and programs to support additional housing.

- Establish a regularly occurring housing solutions forum to begin developing a knowledge base of housing opportunities and funding strategies.
- Utilize opportunities for infill and redevelopment of existing buildings and sites to encourage housing development downtown.

3.5.2. Offer options for direct financial support to homeowners, buyers, and multifamily unit owners.

- Work with local employers to incentivize homeownership in the City.
- Contact local bankers and mortgage lenders about the possibility of creating mortgage programs for public sector employees.
- Preserve existing housing by offering financial assistance for repairs or retrofitting to maintain naturally occurring affordable housing.
- Leverage and publicize the resources available from the New Mexico Mortgage Finance Authority and the US Department of Agriculture to provide homebuyer assistance.

Examples: Quality of Place

Example: Timekeeper Distillery

[Timekeeper Distillery](#) is a restaurant, distillery, and event space in Wausau, Wisconsin, that operates out of a historic train station. The distillery’s business owners purchased the property in 2017 and renovated it to expose as much of the original building as possible, which operated as the Wausau train depot from 1901 to 1970. Throughout renovations, the business owners worked with the Wausau Historic Preservation Committee and US National Historic Landmarks Committee to ensure they were restoring the depot in a historically accurate manner. The business owners also wanted to pay homage to the building’s legacy in the community and weave the history into their business identity and image. This approach has given the building new life and has anchored a new business to the community’s sense of place.

Example: Metropolitan Area Projects (Oklahoma City, Oklahoma)

[Metropolitan Area Projects](#) (MAPS) is a multiyear municipal capital improvement program designed by Oklahoma City to develop and upgrade its public facilities. MAPS is funded by a temporary one-cent sales tax that is used to finance capital projects over a predetermined period. The program’s pay-as-you-go structure allows Oklahoma City to build facilities debt-free and involves residents in the prioritization of public redevelopment projects.

APPENDIX: PLANNING CONTEXT

The City of Clovis (the City) engaged TIP Strategies, Inc. (TIP), to assist in the preparation of an economic development opportunities study and strategic plan. The initial phase of the engagement included an examination of existing policies and economic dynamics of the City, as well as quantitative data analysis and qualitative data gathering from stakeholder engagement. This exploration culminated in a detailed assessment of Clovis's strengths, weaknesses, opportunities, and threats, commonly known as a SWOT analysis. The major takeaways from this discovery process are presented in this section and informed the recommendations.

ECONOMIC CONTEXT

As part of the strategic planning process, TIP conducted a targeted assessment of factors that impact the City's diversification efforts. The analysis included comparisons to Curry County, the state, and the US, as well as a number of peer communities. The quantitative work was completed as part of TIP's initial phase of work, with data collection taking place primarily in April 2022. An in-depth analysis, the *Clovis Economic Explorer* was delivered to the City in an interactive data visualization using Tableau Reader. The four key findings that emerged from this analysis, summarized in this section, helped shape the direction of the strategic plan.

Population growth has been constrained, but employment has seen gains.

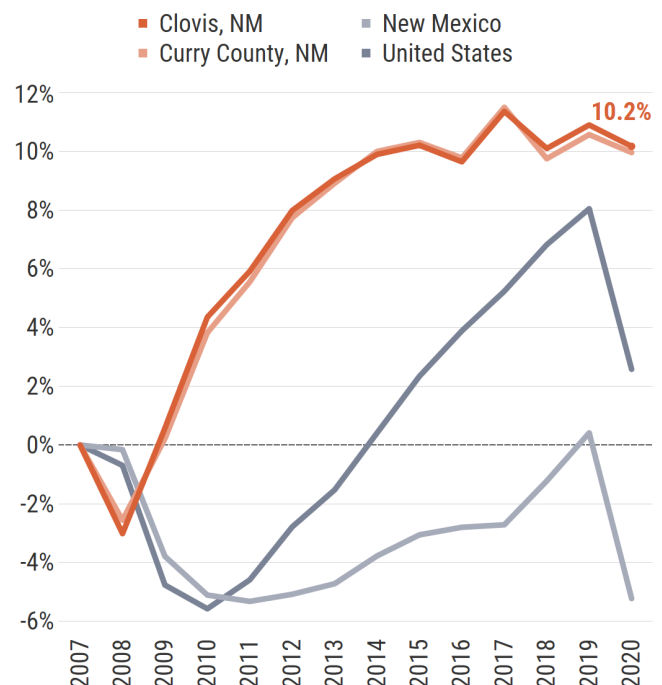
Both the City and Curry County have experienced slight population declines since the 2010 US Census, dropping by 2.2 and 1.3 percentage points, respectively. By contrast, population rose statewide, with New Mexico experiencing an uptick of 2.6 percent between 2010 and 2020, a number still well below the US gain of 7.2 percent.

As illustrated in Figure 5, page 19, domestic migration has been the largest driver of local population trends. With few exceptions, this component—which estimates the flow of people to and from other areas of the US—has been largely negative for three decades, reaching net annual losses of more than 2,000 residents in the late 1990s. The period between 2009 and 2012 was in stark contrast, with positive net inflows, which were likely the result of construction activity associated with the expansion of Cannon AFB. This brief turnaround was followed by a return to steady outmigration in the years afterward.

Local job growth, however, has gained more traction. Between 2010 and 2020, Clovis added nearly 1,200 jobs, despite experiencing a net loss of roughly 800 residents. Most notably, employment patterns in the City and Curry County far outpaced the performance of New Mexico and the US during the Great Recession and the COVID-19 recession (Figure 4, page 18).

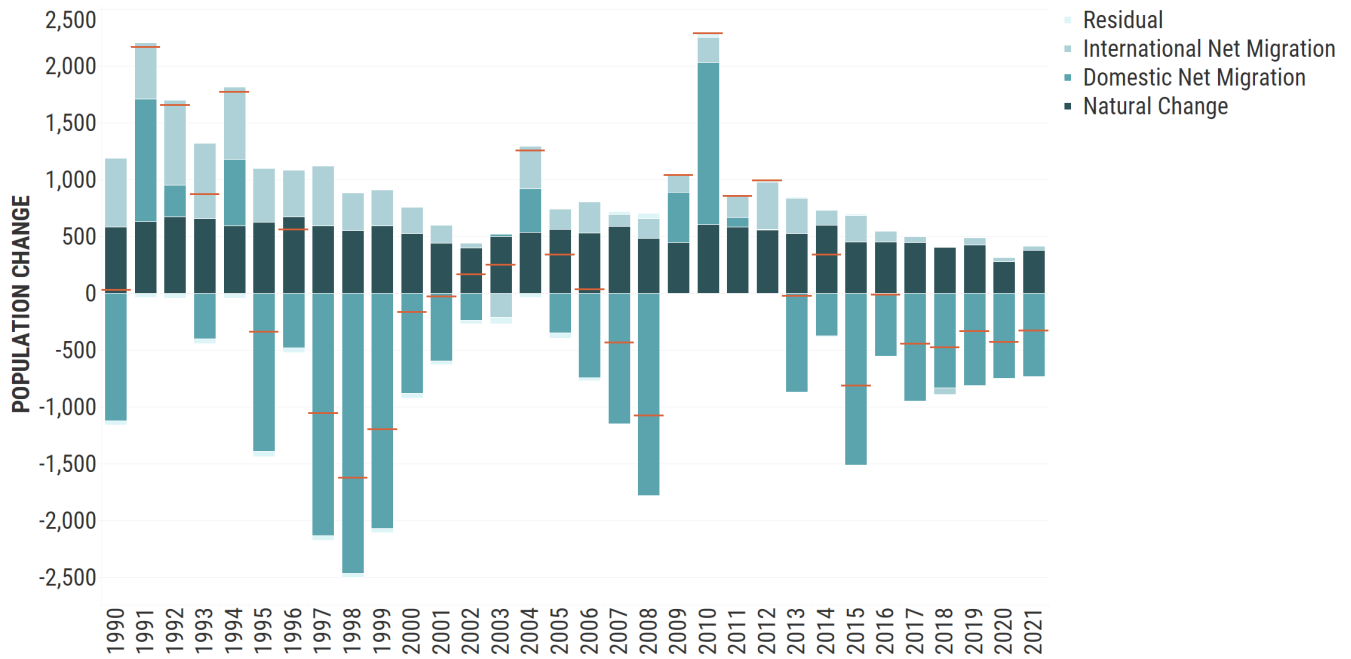
FIGURE 4. EMPLOYMENT CHANGE FROM GREAT RECESSION

Percentage Change in Jobs from 2007



Source(s): US Bureau of Labor Statistics (BLS); Emsi Burning Glass (Emsi) 2022.1—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
Note(s): Clovis jobs are estimated using ZIP Codes approximating the City's geography (i.e., ZIP Codes 88101, 88102, and 88103).

FIGURE 5. DRIVERS OF POPULATION CHANGE: CURRY COUNTY, NEW MEXICO



Source(s): US Census Bureau, Population Estimates Program; Moody's Analytics; TIP Strategies, Inc.

Note(s): Natural Change is the difference between annual births and deaths. Total population change includes a residual (a change in population that cannot be attributed to any specific demographic component). Total net population change is shown by the red bars. The 2010 and 2020 components are estimated based on a 12-month projection of the second quarter (the period between the US Census and the midyear estimate) that is not seasonally adjusted.

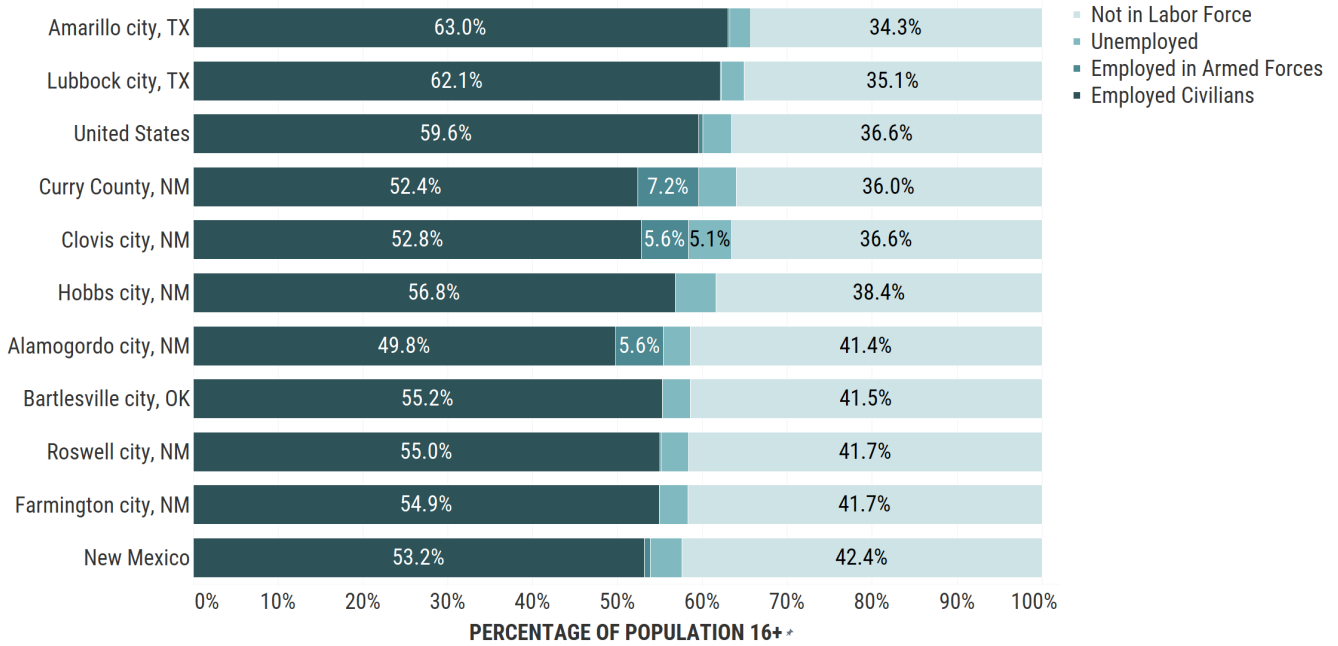
Cannon AFB's influence is apparent in the City's growth trends and its demographics.

Along with its influence on population growth trends, the presence of Cannon AFB exerts a significant influence on the region's demographic makeup, including its labor force participation rate. While the City and Curry County lag national rates in terms of civilian employment, the presence of Cannon AFB helps the area outperform regional peers. Clovis's combined labor force participation rate (defined as the total of civilian workers, active-duty military, and unemployed individuals) mirrors the US rate of 63.4 percent and exceeds regional peers, like Alamogordo (58.6 percent) and Hobbs (61.6 percent). Likewise, in terms of the percentage of individuals not currently in the workforce—which includes retirees, full-time students, and stay-at-home parents—Clovis is on par with the nation. Clovis's sizable workforce with good participation rates is a competitive advantage.

Cannon AFB's impact is also evident in the local age structure (Figure 7, page 20). More than 55 percent of the population is 34 years or younger, with close to 30 percent being considered youth (19 or younger). This share is nearly 10 points above the nation, of which these two age cohorts represent about 46 percent of the total US population. Among the peer communities, only Lubbock had a larger share of young adults (ages 20 to 34), which reflects the presence of a major public university, Texas Tech University. In addition to presenting a future pipeline of workers, a younger population also helps to make the case for more recreational activities/entertainment options.

FIGURE 6. LABOR FORCE STATUS

Population 16 years and over by share of labor force status

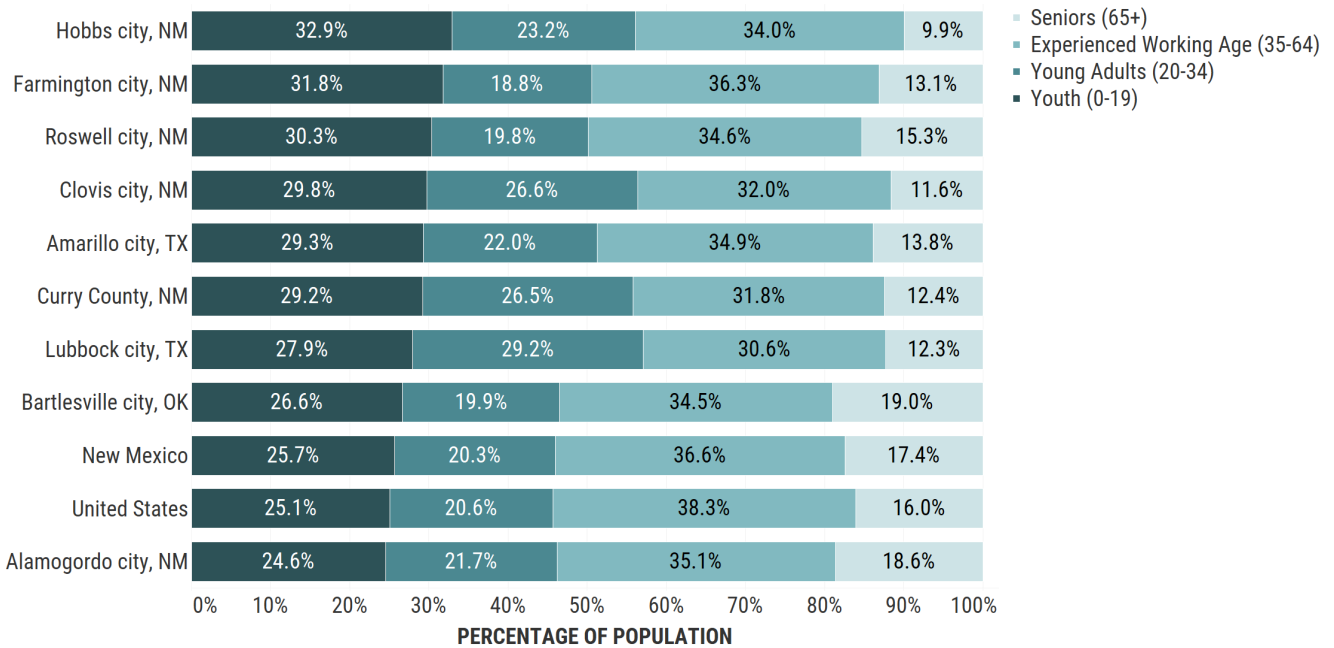


Source(s): American Community Survey, 2020 5-year sample; TIP Strategies, Inc.

Note(s): Labor force participation rate is estimated as the quotient of the labor force and the population 16 years and over. The labor force comprises all employed and unemployed persons. Totals may not sum to 100 percent due to rounding.

FIGURE 7. AGE PROPORTIONS

Population by share of broad age groups



Source(s): American Community Survey, 2020 5-year sample; TIP Strategies, Inc.

Note(s): Totals may not sum to 100 percent due to rounding.

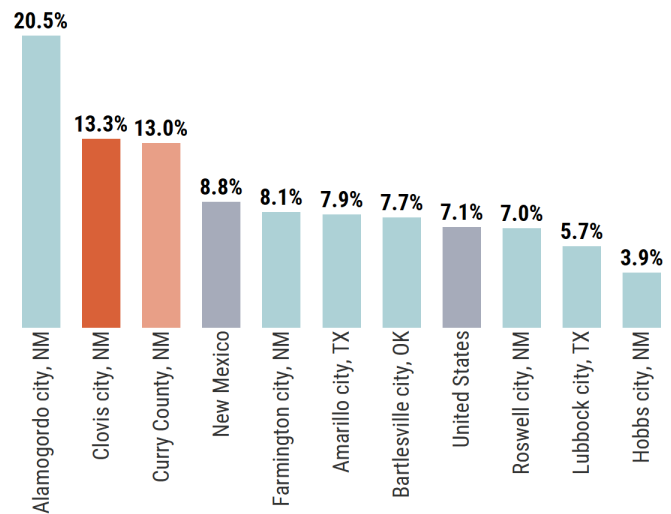
Cannon AFB plays a critical role as an employment anchor and source of talent.

Cannon AFB is a key driver of employment in the region. The installation’s contribution to the Clovis job base can be seen in Figure 9, page 21, which lists the federal military as the City’s single largest sector in terms of employment. Although military installations are subject to downsizing and realignment, they tend to provide a largely stable source of employment over long periods of time.

Along with its role as a major employer, Cannon AFB represents a tremendous source of talent. This potential talent pool provides a competitive advantage and extends to the spouses of active-duty personnel, as well as Veterans and their families and civilian personnel. As shown in Figure 8, the share of the population with Veteran status in Clovis (13.3 percent) is almost twice that of the nation (7.1 percent) and is second only to Alamogordo (20.5 percent) when compared to regional peers.

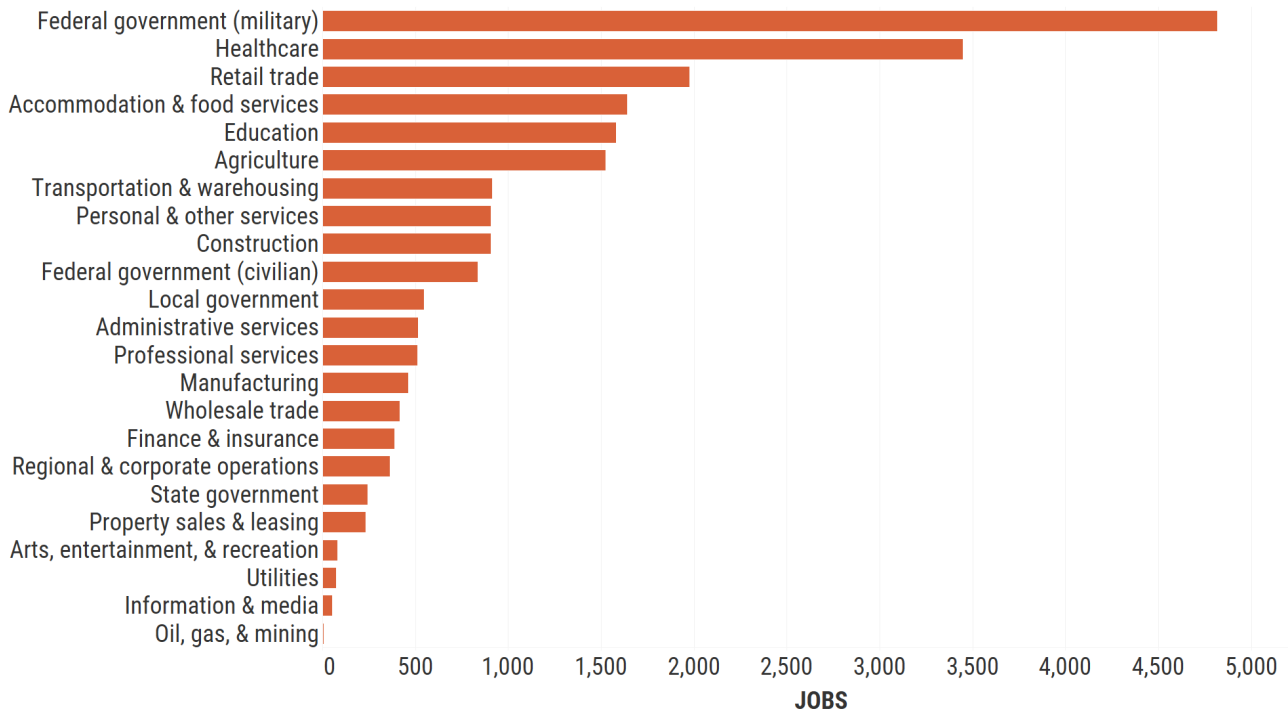
FIGURE 8. VETERAN STATUS

Share of civilian population 18 years and over with Veteran status



Source(s): American Community Survey, 2020 5-year sample; TIP Strategies, Inc.

FIGURE 9. 2020 EMPLOYMENT BY INDUSTRY SECTOR: CLOVIS



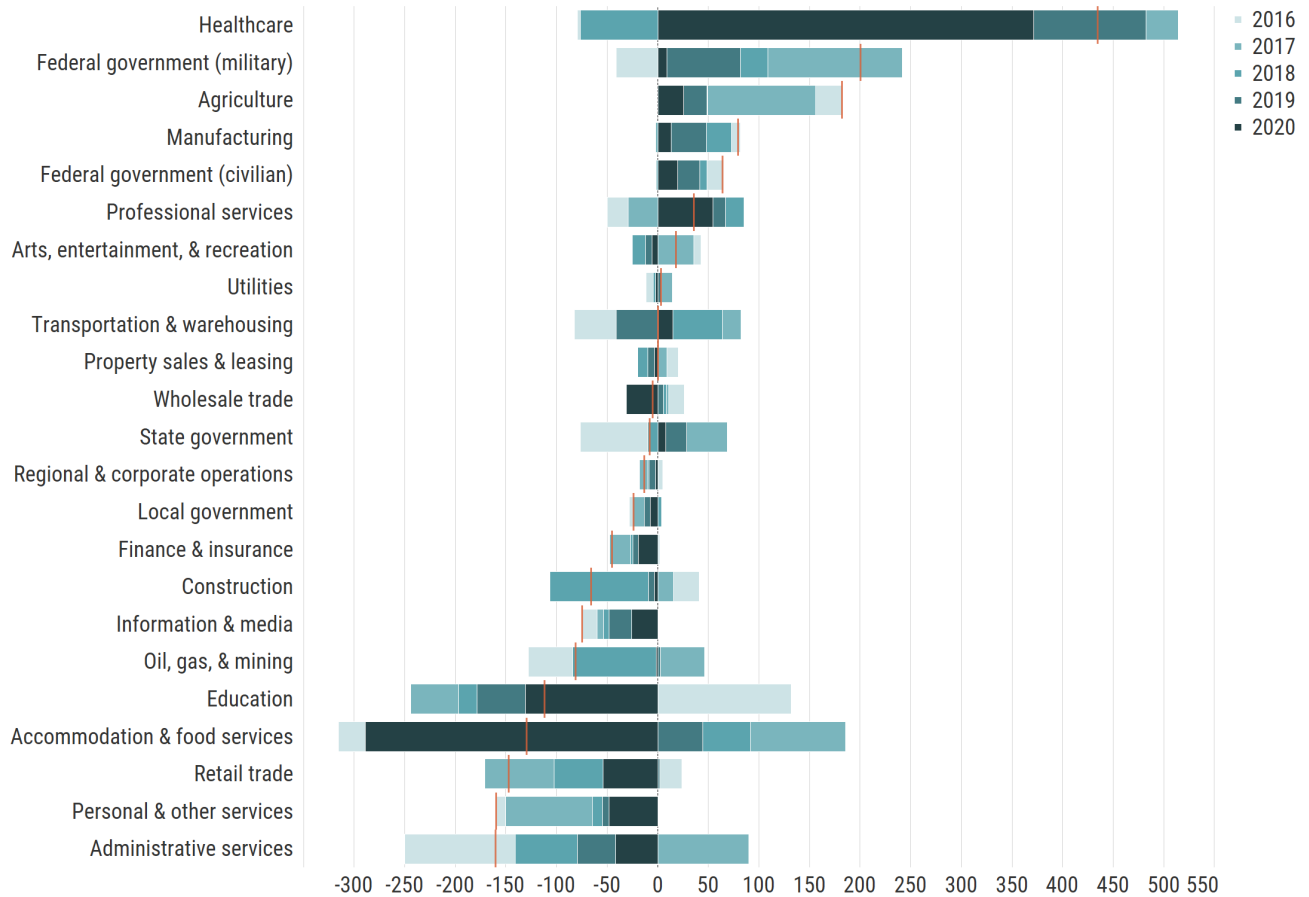
Source(s): BLS; Emsi 2022.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
 Note(s): Clovis jobs are estimated using ZIP Codes approximating the City’s geography (i.e., ZIP Codes 88101, 88102, and 88103).

Job growth patterns in Clovis in 2020 differed from the US overall.

In contrast with national patterns, Clovis experienced job gains in the healthcare and manufacturing sectors in 2020 (Figure 10, page 22). While the US shed more than 550,000 healthcare jobs in 2020, Clovis added roughly 370 positions in the sector that year. Healthcare has experienced the highest employment growth among all sectors in the region during the five-year period analyzed, with a growing concentration of jobs in home healthcare and vocational rehabilitation services.

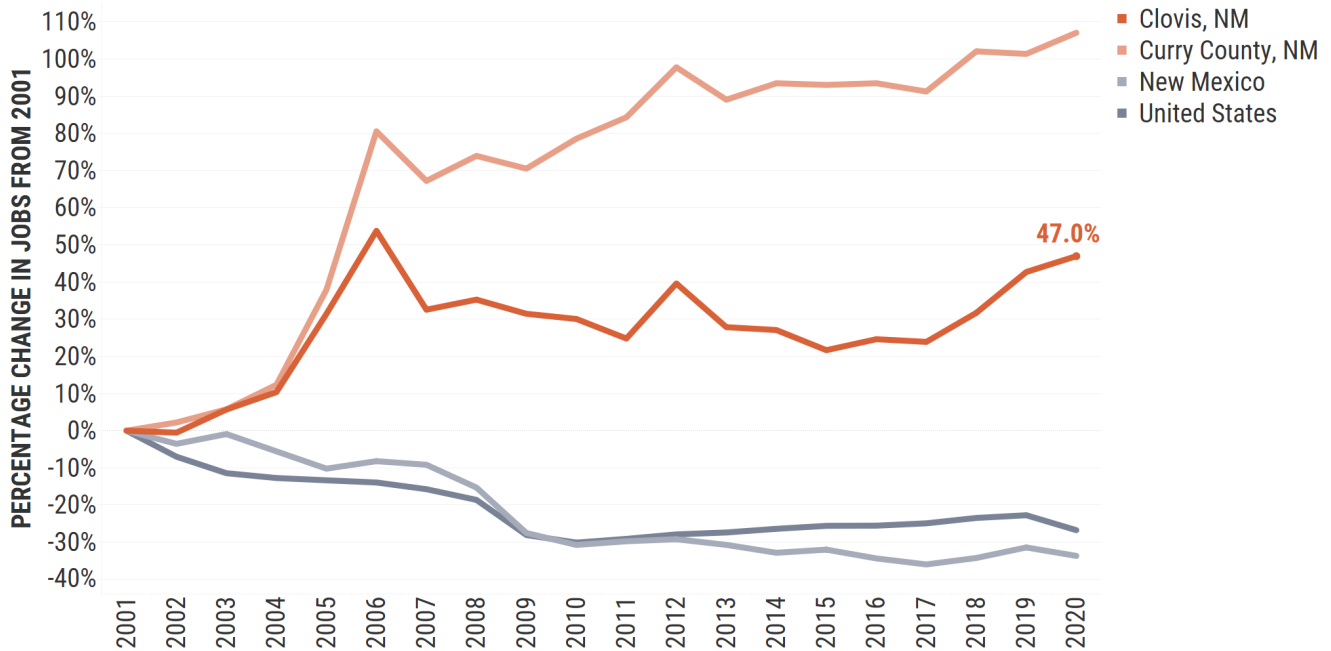
Likewise, manufacturing employment is increasing in Clovis. A look at the long-term performance of the City and Curry County in this vital sector, relative to New Mexico and the US, can be seen in Figure 11, page 23. Manufacturing employment in Curry County has nearly doubled over the past two decades, rising to nearly 750 jobs in 2020 from approximately 360 jobs in 2001. Clovis experienced a nearly 50 percent gain, netting an additional 150 jobs by 2020 from 2001 levels. By contrast, both the state and the nation recorded declines in manufacturing during this period, shedding more than 15,500 jobs (33.7 percent) and 4.5 million jobs (26.8 percent), respectively

FIGURE 10. NET EMPLOYMENT CHANGE FOR SELECTED PERIOD BY SECTOR IN CLOVIS



Source(s): BLS; Emsi 2022.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
 Note(s): Red bars indicate the total net change for the selected period. City jobs are estimated by ZIP Codes approximating the geography of the City. Clovis is approximated by ZIP Codes 88101, 88102, and 88103.

FIGURE 11. MANUFACTURING EMPLOYMENT CHANGE



Source(s): BLS; Emsi 2022.1–QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
 Note(s): Clovis jobs are estimated using ZIP Codes approximating the City’s geography (i.e., ZIP Codes 88101, 88102, and 88103).

ENGAGEMENT AND OUTREACH

During the initial phase of the project, TIP worked with the City to design a strategy for soliciting input from stakeholders in Clovis, Curry County, and the Eastern New Mexico region. In addition to targeted stakeholder engagement activities, the work of the consulting team was informed by conversations with City staff, regular meetings with a formal steering committee, and findings from a community survey.

STAKEHOLDER ENGAGEMENT

The engagement and outreach strategy allowed the project team to identify specific issues of concern and better understand Clovis’s challenges and opportunities. Information was gathered through the following channels.

- **Committees.** At the outset of the engagement, an executive committee was formed to provide general guidance for the duration of the project. In addition, a 23-member steering committee, comprised of thought leaders representing industry, government, and workforce and economic development, provided significant input into the process.
- **Roundtables.** TIP facilitated seven roundtable discussions, engaging more than 40 individuals, to explore current and critical issues in the City. Each roundtable was tailored to a specific audience. These groups included: major employers, downtown, small business, workforce, real estate, education, and utilities.
- **Interviews.** The consulting team also conducted one-on-one interviews with steering committee members, City commissioners, and other community stakeholders. These confidential interviews were conducted to solicit feedback from critical stakeholders on issues that may not surface in a collective setting.

Findings from these discussions informed the SWOT analysis presented later in this section and helped shape the plan framework.

CLOVIS COMMUNITY SURVEY

As part of the strategic planning process, stakeholders and residents of the City and surrounding region were invited to participate in a brief resilience and visioning survey. The survey was widely distributed in May 2022 via the City’s website, social media, and partner networks. Further awareness of the survey was generated by local media outlets.

RESPONDENT PROFILE

The survey garnered more than 800 responses, giving leaders a significant and valuable level of insight into local sentiment on selected issues.

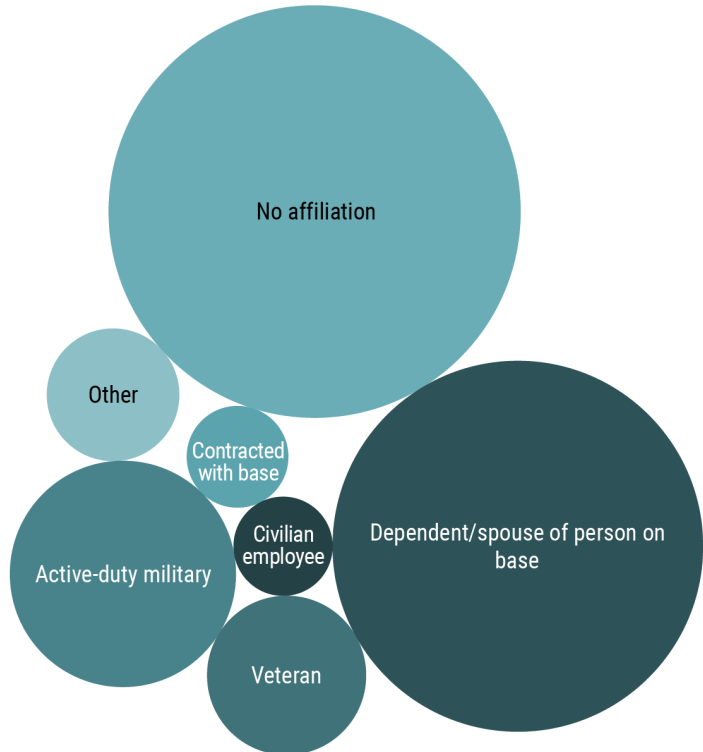
Respondents represented a range of demographic groups. Roughly one-half of survey participants were Millennials (defined as those born between 1981 and 1996) and two out of three respondents were female. When asked to provide their racial identity, the majority of respondents to the question (95 percent) selected a single category, with White being the most common. The remaining 5 percent identified themselves as belonging to two or more races. The breakdown of all respondents by location (ZIP Code of residence) and selected demographic characteristics is outlined in Figure 13, page 25.

In addition to demographic attributes, respondents were asked about their employment status and their connection to Cannon AFB.

The majority of respondents (59 percent) characterized themselves as being a full-time employee. An additional 13 percent of respondents were either self-employed (7 percent) or were employed part-time (6 percent). Only a small number (just over 3 percent) were unemployed at the time they took the survey. The remainder were not working either by choice (roughly 10 percent were retired) or because they were serving as a full-time parent or caregiver (12 percent).

Three out of five respondents (60 percent) had some affiliation with Cannon AFB. As illustrated in Figure 12, page 24, the most common affiliation among respondents was being a dependent or a spouse of a person on the base. One-third of all respondents (33 percent) fell into this category. The next most common affiliation with the base was serving as active-duty military, representing 12 percent of total respondents to the question.

FIGURE 12. AFFILIATION WITH CANNON AIR FORCE BASE
What is your affiliation, if any?

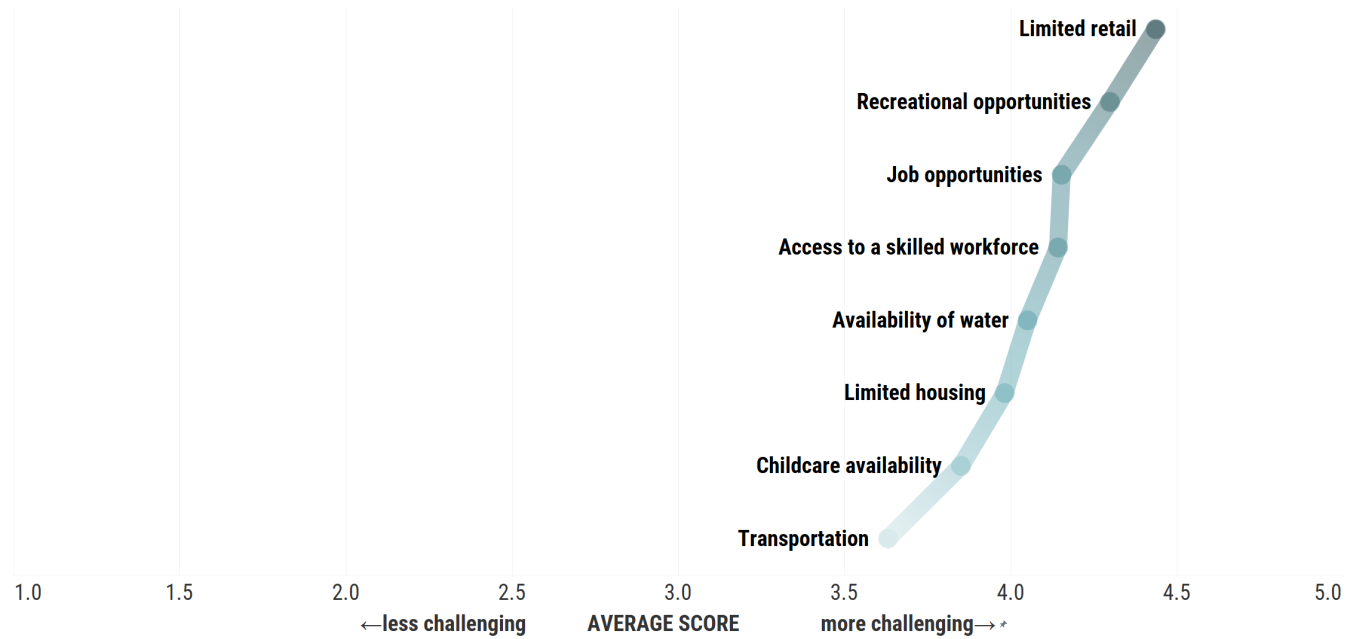


Source(s): Survey results compiled by TIP Strategies, Inc.
Note(s): Of the 817 total respondents, 816 answered this question.

- Retail and entertainment.** Respondents expressed dismay with the lack of entertainment options in Clovis. When asked to rate the biggest challenges for the City (Figure 14, page 26), respondents rated *limited retail* as the primary challenge (average score of 4.4), followed closely by *recreational opportunities* (average score of 4.3). Additionally, when rating the City’s strengths (Figure 16, page 27), *entertainment options* was rated as one of the weakest (average score of 1.9). And both *entertainment options* and *recreation and sports options* were among the top factors that respondents cited as important to their quality of life (Figure 18, page 28).
- Cost of living.** Given the context of the recent national surge in inflation, the overall cost of living in Clovis was clearly on the minds of respondents. When asked the three most important factors affecting quality of life (Figure 18, page 28), *cost of living* was mentioned by roughly one-fourth of respondents (26.4 percent of total). Respondents also ranked *cost of living* below average when asked about Clovis’s relative strengths (average score of 2.6) in Figure 16, page 27.
- Medical facilities.** Another challenge cited within the survey was the access to medical facilities. When asked to rate the City’s performance on a number of areas (Figure 16, page 27), *access to medical facilities* was one of the weakest (average score of 1.9). Additionally, *access to medical facilities* was one of the most important factors influencing respondents’ views on Clovis’s quality of life (Figure 18, page 28).

FIGURE 14. BIGGEST CHALLENGE

On a scale of 1 to 5, rank the biggest economic challenges for Clovis.

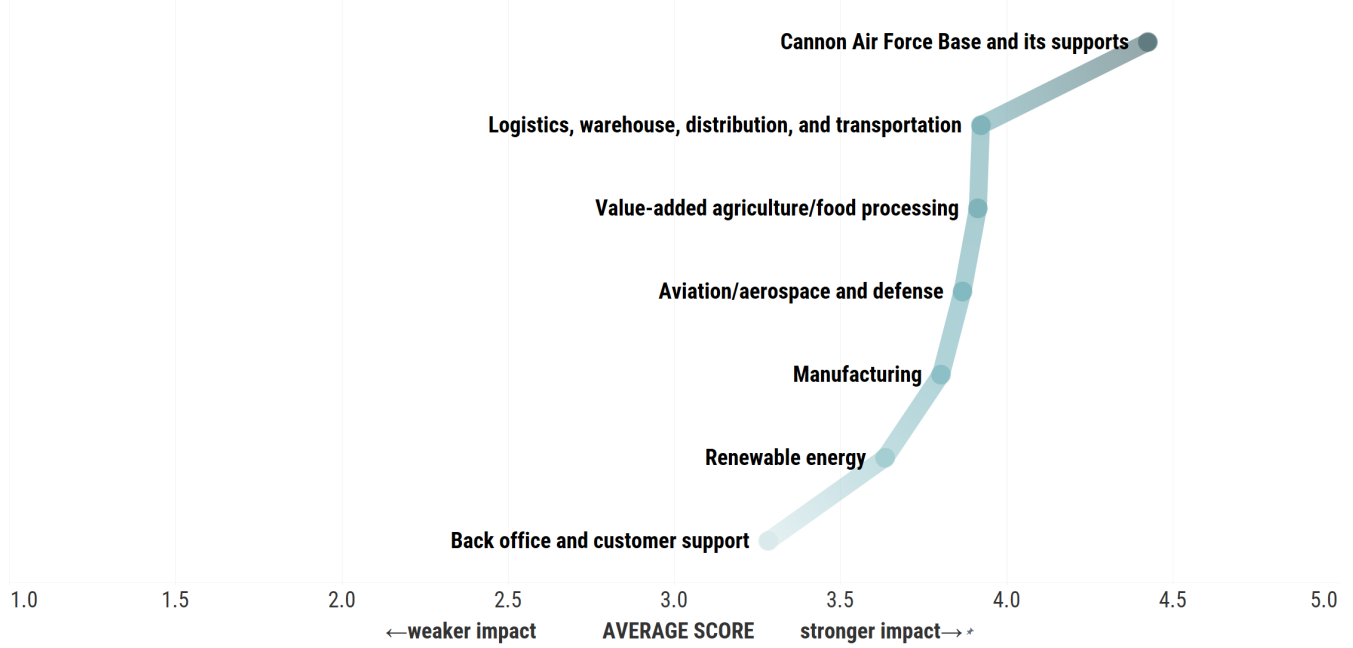


Source(s): Survey results compiled by TIP Strategies, Inc.

Note(s): Of the 817 total respondents, 711 answered this question. The scale indicates the average score, with 5 being the *most challenging* and 1 being the *least challenging*.

FIGURE 15. TARGET INDUSTRIES

On a scale of 1 to 5, rank the potential impact the following target industries would have on Clovis’s economic growth.

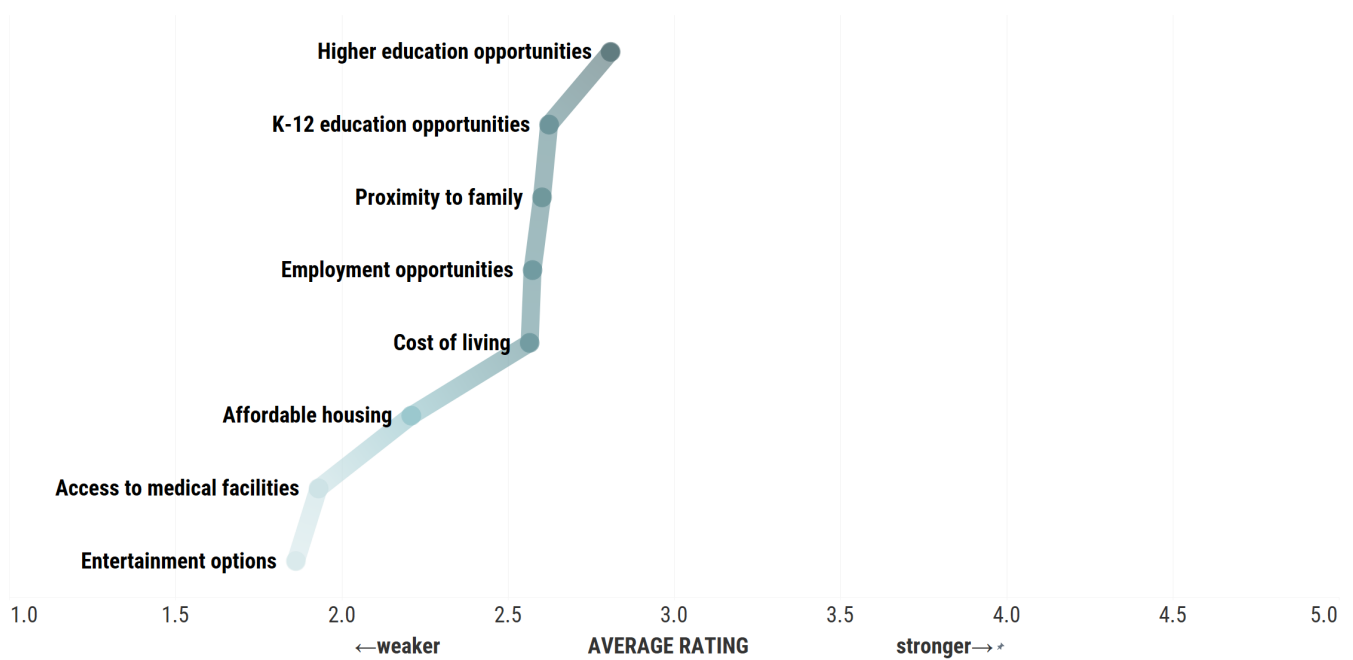


Source(s): Survey results compiled by TIP Strategies, Inc.

Note(s): Of the 817 total respondents, 707 answered this question. The scale indicates the average score, with 5 being the *highest potential* and 1 being the *lowest potential*.

FIGURE 16. RELATIVE STRENGTHS

On a scale from 1 to 5, rank how Clovis is performing in each of the following areas.

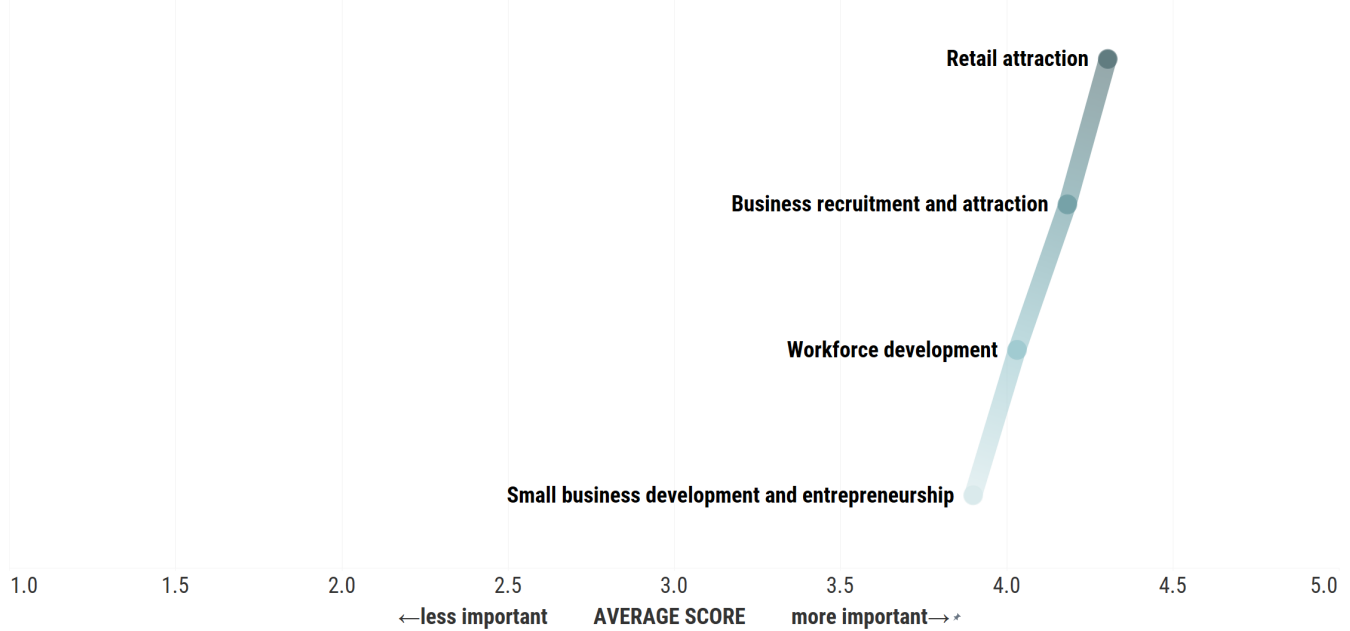


Source(s): Survey results compiled by TIP Strategies, Inc.

Note(s): Of the 817 total respondents, 680 answered this question. The scale indicates the average score, with 5 being the *strongest* and 1 being the *weakest*.

FIGURE 17. MOVING FORWARD

On a scale from 1 to 5, rank the importance of the following economic development activities to the City's growth.



Source(s): Survey results compiled by TIP Strategies, Inc.

Note(s): Of the 817 total respondents, 680 answered this question. The scale indicates the average score, with 5 being the *most important* and 1 being the *least important*.

FIGURE 18. QUALITY OF LIFE

Which of the following are most important to you with regard to the place you live?



Source(s): Survey results compiled by TIP Strategies, Inc.

Note(s): Of the 817 total respondents, 728 answered this question. Larger, darker font sizes indicate a higher frequency of responses. Respondents were allowed to select up to three options.



SWOT ANALYSIS

During the earliest phase of the project, the consulting team gathered qualitative input from stakeholders concerning local economic development issues. In addition, TIP conducted quantitative data analyses to understand the City’s competitive position in the region. The results of these efforts informed the following strengths, weaknesses, opportunities, and threats (SWOT) analysis.

The four components of a SWOT analysis can be defined as follows.

- **Strengths.** Assets and resources that can be built on to grow, strengthen, and diversify the local/regional economy.
- **Weaknesses.** Liabilities and barriers to economic development that could limit economic growth potential.
- **Opportunities.** Competitive advantages and positive trends that hold significant potential for the attraction of new businesses, investments, and skilled workers.
- **Threats.** Unfavorable factors and trends (often external) that could negatively affect the local/regional economy.

FIGURE 19. SWOT ANALYSIS

 Strengths	 Weaknesses
<ul style="list-style-type: none"> • Cannon AFB • Veteran and military spouse talent pool • Manufacturing base (e.g., Southwest Cheese, Cummins) • Eastern New Mexico University • Clovis Community College • Clovis Municipal School District • Clovis Regional Airport • Ned Houk and Hillcrest Parks • Affordable housing stock • Broadband access (gigabit city) • Proximity to US 60 and US 70 highways • Local Economic Development Act funding • Strong economic development leadership and structure 	<ul style="list-style-type: none"> • Lack of diversified employment • Supply chain disruptions • Limited labor pool for technical and professional positions • Water availability • Perception of City gateways • Prevalence of low-paying service jobs • Limited commercially zoned land • Limited housing • Large number of mall vacancies • Increasing cost of homeownership and rental housing • Difficulty retaining and recruiting talent • Limited technical training opportunities • Unmet demand for mental health services

Continued next page

FIGURE 19. SWOT ANALYSIS (CONTINUED)

 Opportunities	 Threats
<ul style="list-style-type: none"> • Completion of Eastern New Mexico Rural Water System • Recruitment of technology and data centers • Leveraging BNSF switching yard • Attracting employers related to Cannon AFB • Fostering entrepreneurship • Targeting renewable energy • Leveraging the skill sets of Veterans and military spouses • Expanding training partnerships • Creating shared technical training center • Retaining higher education graduates • Attracting remote workers • Leveraging low cost of living to attract residents • Downtown revitalization/ historic preservation • Redeveloping/transforming local gateways • Expanding and promoting local activities and community events • Enhancing local storytelling efforts • Celebrating music recording studio renovation 	<ul style="list-style-type: none"> • Shift in future military priorities that would negatively impact Cannon AFB • Brain drain • Continued outmigration, including Veterans and their families and college graduates • Continued supply chain disruptions • Continued labor shortages • Projected water shortage • Continued climate-related disasters (e.g., fires) • Resurgence of COVID-19 • Increased competition from regional hubs (e.g., Lubbock and Amarillo)

Source(s): TIP Strategies, Inc.