

# Chapter 2

## **Two-Year Community Business Plan**



# TWO YEAR COMMUNITY BUSINESS PLAN

Carrizozo Works, Inc. - Town of Carrizozo, NM  
**Two Year Community Business Plan**  
August 2008

## Business Plan Implementation

### **Community Goals:**

- Study, preserve and protect natural resources (water).
- Continue to improve schools and promote life-long education
- Explore ways to create new jobs
- Build an integrated capital base
- Promote and expand existing businesses
- Adopt a plan to attract retail business and professional services
- Ensure adequate, affordable housing
- Promote cultural tourism
- Encourage and reward historic preservation
- Expand and maintain affordable medical services
- Celebrate our cultural diversity and promote traditional values
- Provide a safe, healthy environment for all who live in or visit Carrizozo
- Improve communications between citizens and local government

### **Task Scheduling**

The Plan includes near term tasks to establish the basic infrastructure and processes for the Town's new economic development initiatives and then long term tasks to begin building and expanding the economic base of Carrizozo. The tasks are all focused on achieving goals and objectives stated at the beginning of the Plan.

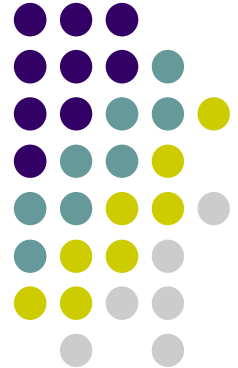
### **Spotlight on Career Technical Education and Art Incubator Program**

Carrizozo Works, Inc. has chosen education as the primary vehicle for economic development. Our plan includes career technical education and life skills development, with emphasis on work force and on-the-job training.

Initially, our focus is on metalworking, metal arts, woodworking, carpentry, cabinetry and meat processing using facilities in place and under-used within the Carrizozo School District.

The art community in Carrizozo provides part of the retail and wholesale business in the area. Carrizozo Works, Inc. seeks to encourage artists to live, work and sell their craft in Carrizozo (see Art Incubator Plan).

Long term plans call for additional technical education and training and work force experience in the areas of "green" technology. Programs will be set up to train technicians in wind power and solar power generation, maintenance and repair. Training will also be offered in the traditional building trades i.e. plumbing, electrical and mechanical. Curriculum will also include training for technical writing and information technology specialists such as programmers and virtual business.



# TWO YEAR COMMUNITY BUSINESS PLAN

## **Near Term Tasks (0-6 months from start)**

Goal -1: Institutionalize Economic Development

- a. Develop strategy for hiring a part-time Economic Development Director
- b. Develop detailed action plan and schedule for all Economic Development Activities
- c. Implement processes and contacts for identifying and responding to opportunities (Rapid Response Team)
- d. Initiate the Marketing Plan near-term strategies.
- e. Condense CCI application into a concise marketing brochure.

Goal -2: Implement Career Technical Education and Training

- a. The Carrizozo Schools have woodwork and metalworking shops in place and share their library and computer facilities with the public. The school system also provides support for the ENMU-Ruidoso GED program.
- b. ENMU has recently installed two interactive, distance learning stations which will provide advanced educational opportunities for middle and high school students as well as adults.
- c. Distance learning capabilities will allow students to work with a number of education and training resources, within and outside the area.

Goal -3: Implement Retention/Expansion Program

Schedule and complete initial communications and training efforts with local businesses (using NMEDD questionnaire as modified to Town of Carrizozo needs),

- a. Complete business survey and analyze results to identify key findings and actions (Initial survey was completed in 2008). Provide follow-up assessment at approved intervals.
- b. Develop prioritized response plans.

Goal -4: Participate in Regional and County-Wide Economic Development Coordination Groups

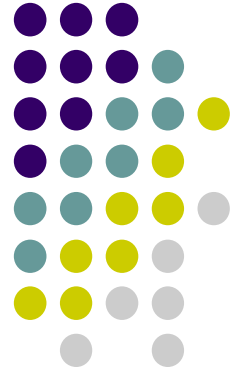
- a. Join the SENM Economic Development District.
- b. Host a roundtable discussion with local ED representatives to develop an approach,
- c. Define and implement cooperative processes, procedures and tactics for county alliance, and
- d. Establish and exercise communication channels and processes within the county

## **Long-Term Tasks (6-24 Months)**

Defining the specific long-term actions and tasks and developing the schedule for the remainder of the Economic Development Planning Cycle will be one objective of each short term activity.

Goal -1: Improve Commercial District Environment

- a. Develop information, education, and training programs,
- b. Continue to assess residents and the business community, compile results, and develop an action plan based on survey results.



# TWO YEAR COMMUNITY BUSINESS PLAN

Goal – 2: Expand Carrizozo Industrial Park

- a. Develop a plan to attract new businesses to the area.
- b. New business owners and existing businesses interested in expansion or relocation will be directed to the industrial park for possible growth and new buildings in this ideal commercial setting.

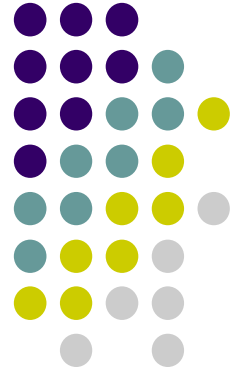
## **Measurements for Success and Progress Reviews**

A key aspect of the long term program processes is establishing key milestones and objectives as part of the task plan and performing a disciplined schedule of project status reviews and evaluations to assess progress. Each milestone or objective will have defined “exit criteria” that will be used to determine if the expected progress or success is being achieved and to decide if it is reasonable to continue to the next step in the task. Clearly, not all the initial projections and estimates for the activities will be realized and planned efforts to obtain funding, grants and project agreements may not all be successful. So these reviews will provide an opportunity to reassess to current situations and status and provide redirection or re-planning, depending on how realistic and achievable the goals and objectives are.

One of the challenges to economic development programs is measuring progress and the changes that result from projects and investments in both the short term and the long term and determining their value and impact on the economic environment. Some outcomes, including jobs created and additional tax revenue, are more easily measured. But attributing those results directly to economic development activities can be harder to establish. The first step is to identify indicators of performance and to establish baseline data. In selecting performance measures, the following criteria will be considered:

- Availability and frequency of updates of data and the extent to which it is likely to be collected and available in the same manner in the future
- Performance measure that relate to outcomes, not inputs
- Measures that accurately track progress toward goals
- Measures that can be compared to other regions within the State of New Mexico as well as nationally
- Measures that are easily understood

By establishing specific action steps and developing appropriate timeframes for completion, *Carrizozo Works, Inc.* economic development group will establish ways to measure the outcome of the various initiatives and projects undertaken. The periodic project reviews of progress also serve as a basis for submitting regular progress reports to the Governing Body. Where involvement is required from other organizations and institutions to complete an action, the Committee will play an active role in facilitating and supporting the completion of that activity. The final task schedule for the economic activities will also include annual comprehensive reviews and updates to each of the key planning documents and strategies. These annual reviews may be held as workshops that include opportunities for public comment.

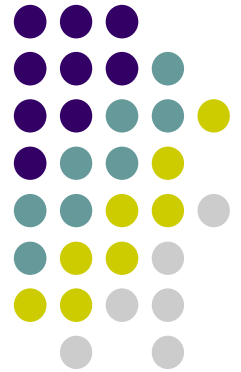


# COMMUNITY SWOT ANALYSIS



# Community SWOT Analysis

*A quick view of Strengths, Weaknesses,  
Opportunities, and Threats*



**S**

**W**

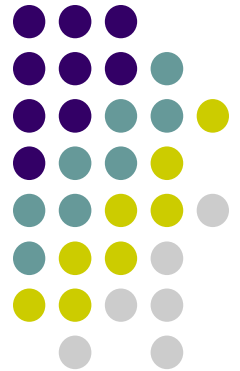
**O**

**T**

# STRENGTHS

*Strengths are those existing factors that could/should form the foundation of our economic growth. Some of these are obvious and others are a matter of perspective. For instance, our wind could be construed as a weakness to someone looking to do outdoor spray painting but a major strength for an energy producer or kite builder. Any business plan we develop should try to capitalize on these strengths:*

- Vital and growing Art community
- State of the art communications access
- Inexpensive land
- Strong traditional values
  - Hispanic community
  - Rancher community
- County seat
- Railroad
- Major highway crossroads
- Scenic valley location
- Open spaces
- Quiet rural location but within 60 miles of two major population centers (Ruidoso and Alamogordo)
- Near mountain recreation areas, skiing, hiking, camping
- Adequate water supply for the present and foreseeable future development
- Industrial Park owned by the Town
- Airport capable of handling light jet aircraft
- Inexpensive housing
- Success with past businesses (e.g., brewery, welding machine company) proves businesses CAN survive here – even if some of these have left for other reasons
- New influx of people with skills and energy
- Active senior center with meals on wheels program and senior transportation
- Local museum and active support to preserve local architectural treasures
- Spirit of volunteerism
- Well equipped and available facilities in the school system for woodworking, metal working, meat processing



**S**

**W**

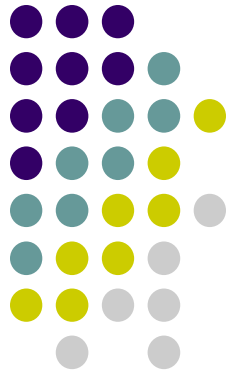
**O**

**T**

# WEAKNESSES

*Weaknesses are areas of concern, specific to Carrizozo, that impede our efforts to improve the business climate. They are also areas we have some control over and need to take into consideration in our planning.*

- Recent losses of businesses
- Negative public opinion
- Poor streets and sidewalks
- Low community self-esteem
- Community often divided along ethnic, religious lines
- Lack of:
  - coordination of efforts among local organizations funds
  - long-term specific plans, vision, goals
  - communication and cooperation among area communities
  - local retail establishments
  - recycling projects
  - work force
  - up-to-date zoning regulations and enforcement thereof
- Low local gross receipts tax income
- Older population
- Resistance to change
- Apathy
- Condition of vacant buildings



**S**

**W**

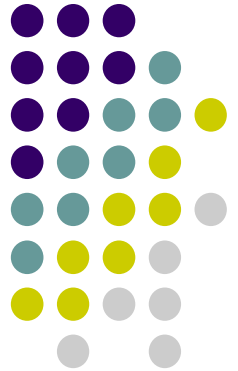
**O**

**T**

# OPPORTUNITIES

*Opportunities are events and trends that are outside local control but which may contribute to Carrizozo's attractiveness as a business environment if we can take full advantage of them*

- Recent attempts at regionalization of economic development
- Regional public transportation funded and in beginning stages including a park and Ride" connection from Carrizozo to the Ruidoso/Downs population center
- Airport potential
- Increased rural focus by State Government
- Improvements on and publicity around US 54
- Valle del Sol Subdivision/golf course
- Local Art incubator program of Gallery 408
- Increase in Art promotion throughout the County and State
- Exodus from larger cities, particularly retiring baby boomers
- National economy faltering
- National and State interest in solar and wind energy
- Surrounding areas are becoming population-saturated and expensive
- Great weather with no tornadoes, hurricanes, earthquakes or extremes of heat or cold
- Nearness to Spaceport
- Adequate water supply in the valley aquifers with the town holding sufficient water rights to accommodate reasonable development
- Surrounding parks and recreational facilities
- Rail passenger and freight potential as oil prices rise and mass transportation becomes more attractive



**S**

**W**

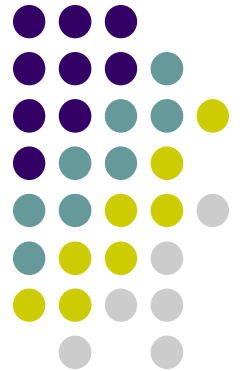
**O**

**T**

# THREATS

*Threats are external forces outside our immediate control that have the potential of limiting Carrizozo's ability to accomplish its goal of creating a viable business environment.*

- Isolation in terms of population centers
- Limited school system due to size and local resources
- Poverty level
- Lack of workforce qualified for many skilled jobs
- Lack of sufficient affordable housing for relocating workers
- Limited medical care
- Climate—dry, desert environment
- Limited cultural and entertainment resources within the municipality
- Apathy of many local inhabitants
- Limited access to raw materials and supplies
- Lack of natural resource inventory
- Lack of water resource and conservation studies/public policy



**S**

**W**

**O**

**T**