



New Mexico CREATE Academy

Presenters:

October 21, 2021

Partners



Phase I States



EXTENSION



Community, Professional & Economic Development
Strengthening Arkansas Communities

Phase II States

NC STATE

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CREATE BRIDGES



Stands for:

Celebrating **RE**tail, **A**ccommodations,
Tourism, and **E**ntertainment by
Building **R**ural **I**nnovations and **D**eveloping
Growth **E**conomies

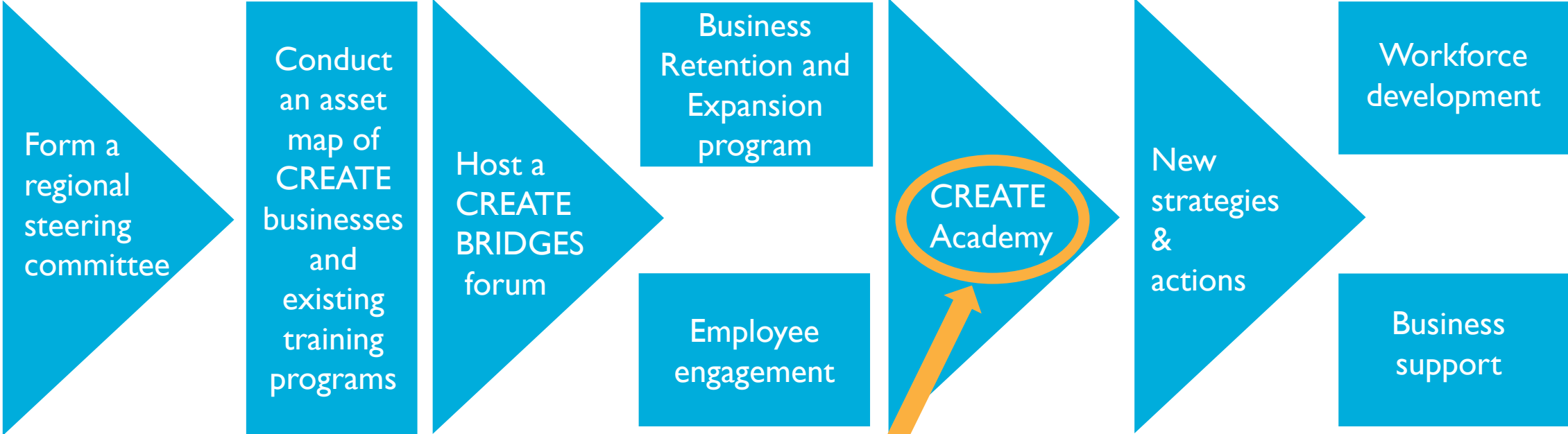
Today's Agenda



- Highlight the process to date
- Overview of the data used for the CREATE Academy
- Review results to date
 - CREATE Forum
 - CREATE Business Interviews
 - CREATE Employee Survey
- Opportunities for Action
 - CREATE Working Groups
- Next Steps
- Q&A



CREATE BRIDGES PROCESS



We're here!

Data-driven Planning



- Secondary economic data (regional data profile)
- CREATE Forum perspectives
- Business owner perspectives (BR&E)
- Employee perspectives (survey)



- Initial reactions & ground-truthing
- Themes & commonalities across datasets
- Prioritization & strategy development



CREATE Forums

CREATE FORUMS



- Dates: Mora County- December 10, 2020; Colfax, Union, Harding Counties- December 10, 2020; De Baca, Quay, San Miguel Counties- December 15, 2020
- Seven County Region
 - ❖ Assets/Strengths
 - ✓ Natural resources (mountain terrain, forests, wildlife, lakes, streams, fertile land)
 - ✓ Rich heritage, traditions, culture, family values, resilient people
 - ✓ Historical sites, events, and activities
 - ✓ Interstate highways (I-25, I-40)

CREATE FORUMS



- Seven County Region

- Challenges

- ✓ Declining population, aging population, out-migration of youth
- ✓ Workforce issues- lack of skilled, motivated workers, and worker education/training that meets employers needs,
- ✓ Business issues- declining sales, lack of capital, employee retention problems, weak planning/management practices, low rates of business ownership succession, limited promotion and support for emerging entrepreneurs.
- ✓ Infrastructure and services issues- lack of access to affordable high speed internet service, housing, health care, education, and job training.

CREATE FORUMS



- Seven County Region

- Opportunities/Solutions

- ✓ Promote regional branding, marketing, and collaboration
 - ✓ Promote regional tourism- outdoor recreation (state parks, national forests, biking, hiking, fishing, hunting), historical sites, culture events and activities
 - ✓ Promote and support value-added agriculture (food and wood products)
 - ✓ Promote and support emergent entrepreneurs and business attraction based on the region's economic opportunities.
 - ✓ Increase capital and technical assistance for businesses.
 - ✓ Establish a regional education/training system that provides a skilled workforce that meets the needs and opportunities of businesses and industries today and in the future.
 - ✓ Make a regional commitment to improving the quality of life (accessible, affordable housing, health care, education, broadband, and employment opportunities) that will retain the region's youth and attract new families and businesses



CREATE Businesses

Business data



- Employment and wage data (JobsEq)
- Customer draw: pull factors (Woods and Poole) and BRE interviews
- Online presence (pre/post COVID): BRE interviews
- Future plans/succession planning: BRE interviews
- Workforce and training needs: BRE interviews

Top 3 Industry Subsectors



Industry	Subsector	Employment	Average Annual Wages
Retail	General Merchandise Stores	340	\$25,852
	Supermarkets & Other Grocery Stores	197	\$17,004
	Gasoline Stations with Convenience Stores	166	\$14,643
Arts & Entertainment	Nature Parks & Other Similar Institutions	15	\$18,719
	Independent Artists, Writers & Performers	10	\$19,267
	Museums	5	\$21,212
Accommodation & Food	Restaurants & Other Eating Places	560	\$13,116
	Hotels & Motels	60	\$16,381
	RV (Recreational Vehicle) Parks & Recreational Camps	8	\$16,802
Tourism	All Other Amusement & Recreation Industries	32	\$13,891
	Golf Courses & Country Clubs	16	\$15,089
	Marinas	16	\$16,670

Data Source: JobsEQ, 2018 data

Source of Sales



BR&E

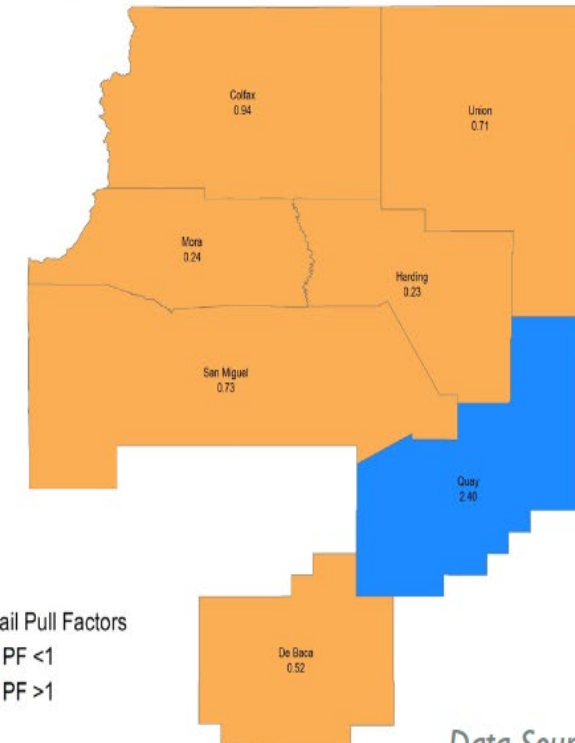
Range (N=54)	In Region	Outside Region	Outside U.S.
100%	12	1	0
75-99%	14	9	0
50-74%	8	11	0
1-49%	12	16	24
0%	4	6	26

PULL FACTORS (2020)

A Pull Factor (PF) measures a county's ability to attract shoppers in the retail sector.

PF > 1: the county is pulling retail shoppers from another county.

PF < 1: the residents are shopping in another county.

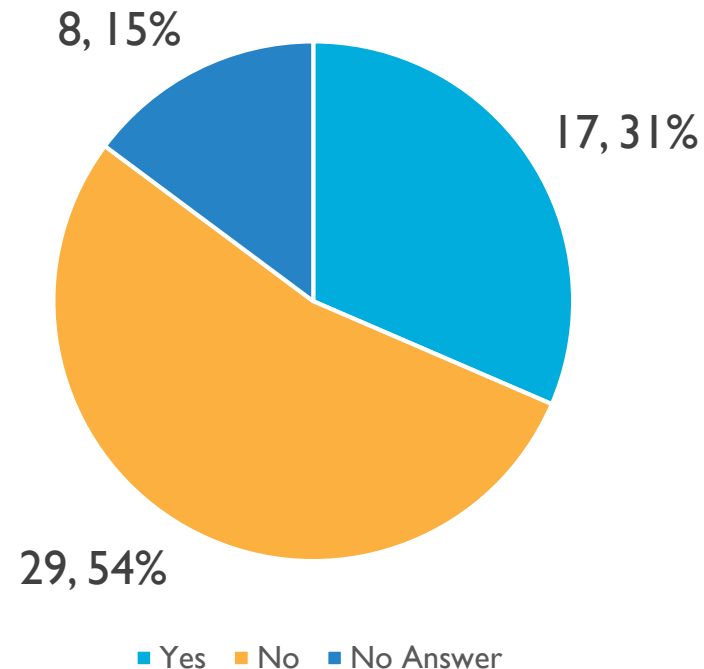


Data Source: Woods & Poole

Online Presence



Is Your Business Selling Online? (N=54)



Obstacles to Selling Online

Time Constraints (8)

Advertising (3)

No/Poor Internet Service (11)

Cost (9)

Staying Current (5)

Future Plans & Customer Changes



	Expanding Locations	New Equipment	Renovating	Going Online	Down-sizing	Moving	Closing
Yes	8	26	29	23	2	1	0
No	34	16	16	18	39	43	44

	Changing Client Base?
Yes	15
No	26

Common Changes in Client Base

- Online/Younger Generation
- More Diverse- Local & Non-Local
- More Lower Income Customers

Information/Training Desired



- Market Research (24)
- Available Economic Incentives (25)
- Creating/Updating Business Plan (16)
- Energy Efficiency Upgrade (26)
- Support in Hiring Employees (22)
- Selling/Transitioning My Business (11)
- Identifying Financing Options (16)
- Disaster Relief Support (17)

	Have Succession Plan?
Yes	11
No	25

Infrastructure Factors Impacting Business

Frequently Cited as Needing Some Work

- Cost/Availability of Land
- Cost/Availability of Buildings
- Internet Service
- Aging Water Lines
- Solid Waste Disposal
- Street and Sidewalk Cleaning
- Abandoned Buildings

Mostly Cited as Working Well

- Electric
- Sewer
- Gas Service

Other Factors Impacting Business



Frequently Cited as Needing Some Work

- Access to Credit to Support Business Operations/Expansion
- Internet Service
- Business Insurance Cost
- Government Regulations

Mostly Cited as Working Well With a Few Exceptions

- Local elected leadership
- Chamber of Commerce
- Main Street Program
- Economic Development Organizations

Other Business Perspectives



- Ways community can be more supportive
 - Spend more money, shop local, use services after purchase
 - Bring in more customers, advertising, word of mouth
- One thing CB could do to benefit you?
 - Advertising/Marketing (brochures, billboards, encourage shopping local, online mapping)
 - Consistent Internet
 - Beautification
 - Attract/incentivize more industry, trade skills workers, CREATE activities
 - Cut red tape, taxes, expenses
 - Funds to support businesses
 - Facilitate working/ideas sharing/problem solving together
 - More awareness of existing available resources
- Benefit from regional branding? 45 yes, 3 no

CREATE FORUM

- Promote and support
 - Regional collaboration
 - Regional tourism
 - Value-added agriculture
 - Entrepreneurship & business attraction
 - Retention and growth of existing businesses
 - Regional education/training system to provide skilled workforce to meet businesses needs and opportunities
 - Regional commitment to improving quality of life that will retain the region's youth and attract new families and businesses



CREATE Employees

Employee data



- CREATE occupations and wage data: JobsEq
- Employee draw: Census OnTheMap
- Barriers to work (Perceptions vs Reality): BRE & Employee perspective survey
- Costs of Turnover: On the Line: A Publication from Toast
- Training needs: Employee perspective survey

Top CREATE Occupations



Industry	Subsector	Employment	Avg Ann Wages	Annual Demand
Retail	Cashiers	286	\$19,100	51
	Retail Salespersons	232	\$24,300	33
	First-Line Supervisors of Retail Sales Workers	147	\$34,200	15
	Stock Clerks and Order Fillers	111	\$20,400	14
	Pharmacy Technicians	39	\$24,200	4
Entertainment	Writers & Authors	3	\$36,400	0
Accommodation & Food	Combined Food Preparation and Serving Workers	186	\$18,500	36
	Waiters and Waitresses	107	\$19,100	20
	First-Line Supervisors of Food Prep & Serving Wkrs	57	\$20,600	8
	Cooks, Restaurants	50	\$25,000	7
Tourism	Landscaping and Groundskeeping Workers	12	\$23,000	1
	Amusement and Recreation Attendants	12	\$19,500	3
	Waiters & Waitresses	6	\$19,100	1

Data Source: JobsEQ,
2018 data

Commuting Patterns



8,129 work in the region

11,492 live in the region



IN-COMMUTERS
4,014



WORK & LIVE IN REGION
4,115



OUT-COMMUTERS
7,377

In your region, the highest percentage of workers are most likely:

- Workers ages 30-55 (55%)
- Workers earning between \$15K - \$40K income (44%)
- Workers in all other services (62%)

- Workers ages 30-55 (56%)
- Workers earning between \$15K - \$40K income (46%)
- Workers in all other services (70%)

- Workers ages 30-55 (54%)
- Workers earning between \$15K - \$40K income (46%)
- Workers in all other services (56%)

Data Source: On The Map

Barriers to Employee Ability to Work



Business Perspective (N=54)

- Transportation Availability (8)
- Child or Elder Care (17)
- Broadband Access (5)
- Housing Availability (13)
- Healthcare Access (9)

Employee Perspective (N=35)

- Broadband Access (5)
- Transportation Availability (1)
- Walkability (3)
- Safety Concerns (3)
- Low pay (16)
- Healthcare Access (3)
- Housing Availability (5)
- Child or Elder Care (5)

Top Five Skills Needed



Retail

Customer and Personal Service
Sales and Marketing
Administration and Management
Oral Expression
Persuasion

Entertainment

Customer and Personal Service
Public Safety and Security
Problem Sensitivity
Static Strength
Far Vision

Accommodation

Customer and Personal Service
Food Production
Public Safety and Security
Oral Comprehension
Oral Expression

Tourism

Customer and Personal Service
Stamina
Gross Body Coordination
Instructing
Administration and Management

Data Source: JobsEQ, 2018

Employee Skills



Employer Preferred (N=54)

- Teamwork (27)
- F2F Communication (30)
- Customer Service (30)
- Appropriate Dress, Time Mgmt, On Time (29)
- Reading/Writing (25)
- Phone Etiquette, Math, English (26)
- Cash Handling (28)
- Inventory Control, Recording Keeping (22)
- Sales (24)
- Marketing (17)

Employee Current Skills (N=35)

- Math, Reading & Writing, English (32)
- Teamwork, On Time, Appropriate Dress, Customer Service (31)
- F2F Communication, Phone Etiquette (29)
- Record Keeping (23)
- Cash handling, Word processing (23)
- Sales (19)

Employee Needs (N=35)

- Teamwork, spreadsheets, inventory control (26)
- Marketing, Basic accounting, Sales, (22)
- Specialized equipment, database management (17)
- Time Management (11)

Employee Training



Employer Offered (N=54)

- General Orientation (30)
- Orientation- Related to Changes in Technology, Policies and Trends (27)
- Cross-training/Advancement (25)

Employee Received (N=35)

- Orientation- Informal by supervisor/co-worker (29)
- Orientation- Written (14)
- Formal training class (8)
- Orientation- Online (9)

- To Stay Current (12)
- No Additional (15)
- To Move Up (9)

- Post-promotion (18/35)

Employer Support for Employees



Employer Offers (N=54)

- Health Insurance (7)
- Flexible Schedule (29)
- Discounts/Free Product (20)
- Paid Time Off (13)
- Cross Training for Other Positions (27)
- Higher Wages (20)
- Child Care Assistance (3)
- Transportation Assistance (8)

Employee Receives (N=35)

- Flexible Schedule (23)
- Paid Holidays (13)
- Health insurance, paid sick leave, paid vacation, opportunities for learning (23)
- Periodic pay raises, Bonus (12)
- Higher Wages (14)
- Cross Training (10)
- Health Insurance (10)

Employee Would Benefit (N=35)

- Higher wages (14)
- Child care assistance (12)
- Debt relief (18)
- Periodic pay raises (16)
- Transportation assistance, Tuition support (12)
- Bonus, Health insurance (18)

Employee Turnover & Recruitment



- 33% of employers say turnover is a problem. Common reasons: higher paying jobs elsewhere, lack work ethic/desire to work, consider job temporary (students)
- Recruitment barriers: lack work ethic, lack of experience/skills, job too physically demanding, job hopping, moving out of area, back to/in school

Costs of High Turnover



- National average restaurant turnover in 2018 was 74.9% (on the rise since 2010)
- It can cost approximately 16% to 20% (over 200% for higher level positions) of a worker's annual salary to replace an employee in the CREATE sector.
- Compare the costs of turnover to entry/mid-level wages
- Costs associated with turnover:
 - Advertising
 - Time interviewing and screening
 - Onboarding and training new employees
 - Lost productivity because person is new
 - Paying overtime to cover shifts
 - Poor customer service and lower return rates
 - Limited capacity
 - Cultural impact

Other Employee Perspectives



- Employee's notion of current position
 - 77% want to stay in current position
 - 23% considering leaving current position
 - 14% want to move up the ladder with current employer
- 7% Position is temporary until going on for further education
- 71% have not/are not considering leaving current position
- 70% feel valued by employer
- 73% feel valued by community
- 35% have some college; 26% have college degrees; 12% high school graduates; 9% have GEDs; 9% have advanced college degrees; 9% have certifications



Opportunities for Action

Create Working Groups



1. **Broadband** - Drill down deeper on gaps in service; engage the private sector
2. **Workforce** - Inventory workforce data available from each county; develop online customer service and employability skills training
3. **Tourism** - Continue development of regional tourism marketing; find ways to collaborate with local programs
4. **Entrepreneurship** - Inventory existing entrepreneurship programs
5. **Housing** - Identify developers able to take advantage of financing models
6. **OTHER ?**

Next Steps



- Review CREATE Academy data and information presented (power point and group discussion) on your own
 - Think about opportunities identified today
 - Is there something else that should be on the list? Let your county lead, Pat, or Tim know.
- Schedule next meeting
- Reach out to others that need to be involved in strategy decisions before the next meeting.
- Next meeting:
 - Prioritize areas of focus
 - Strategy & action planning



Questions?
