



Growth Lab

# **Identifying local opportunities: Curry County**

January 2025

# Key Takeaways on Curry County's Economic Snapshot

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*The first part of this presentation provides an economic snapshot of the county. The following key takeaways stand out.*

- **Economic cluster:** Curry County has one of the largest hubs of economic activity in Eastern New Mexico. Most of the activity occurs within the boundaries of the city of Clovis, although a wider geographic cluster extends into Roosevelt County and crosses state lines into Texas.
- **Long-term trajectory:** Curry County never reached the population size of the largest metros in New Mexico, but until 1970, it kept pace with other mid-sized counties. Over the last 50 years, population growth has slowed considerably, though it has never experienced a decade of decline.
- **Recent economic performance:** Over the past few decades, the county's economic performance has stood out within New Mexico and among peer counties. Its income growth is only overshadowed by booming oil and gas counties and much smaller counties with higher volatility. Its economy has expanded much faster than the state's economy and Curry County did not experience the long stagnation that affected the overall state economy.
- **Underlying economic engines:** Although government activity is the largest sector in the economy, it has not been the main driver of growth. In fact, the economy initially grew in the early 2000s despite a lack of growth in government activity, thanks to the expansion of manufacturing, agriculture, transportation and warehousing, and other sectors. Over the last 10-15 years, a more active public sector accompanied emerging sectors such as utilities and growth in established sectors like manufacturing to boost the economy as other sectors slowed or even shrank.
- **Housing dynamics:** The housing stock has grown by less than 5% since 2014, mainly driven by single-family units. Despite a vacancy rate below 15% and fewer vacant units available for rent or purchase, housing prices are nearly the same level as in 2014, unlike other peer counties, which have experienced sharp increases.
- **Conclusion:** Even with expanding opportunities, few are drawn to live in Curry County. From 2010 to 2020, the population remained nearly the same, and although housing units did not grow much, prices stayed mostly unchanged. Therefore, Curry County's economic growth is limited by its struggle to attract labor, possibly due to a lack of amenities and public services. This situation blocks the county from reaching its full potential across various economic sectors.

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# Observations on Curry County's Diversification Opportunities



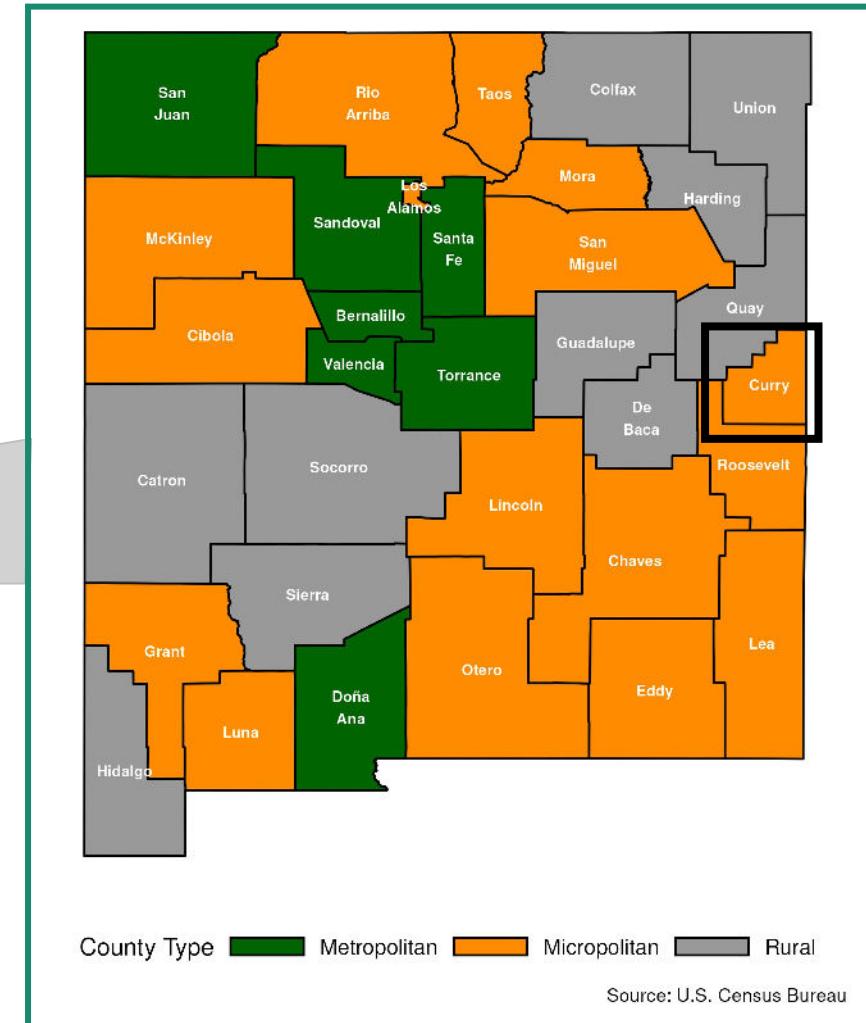
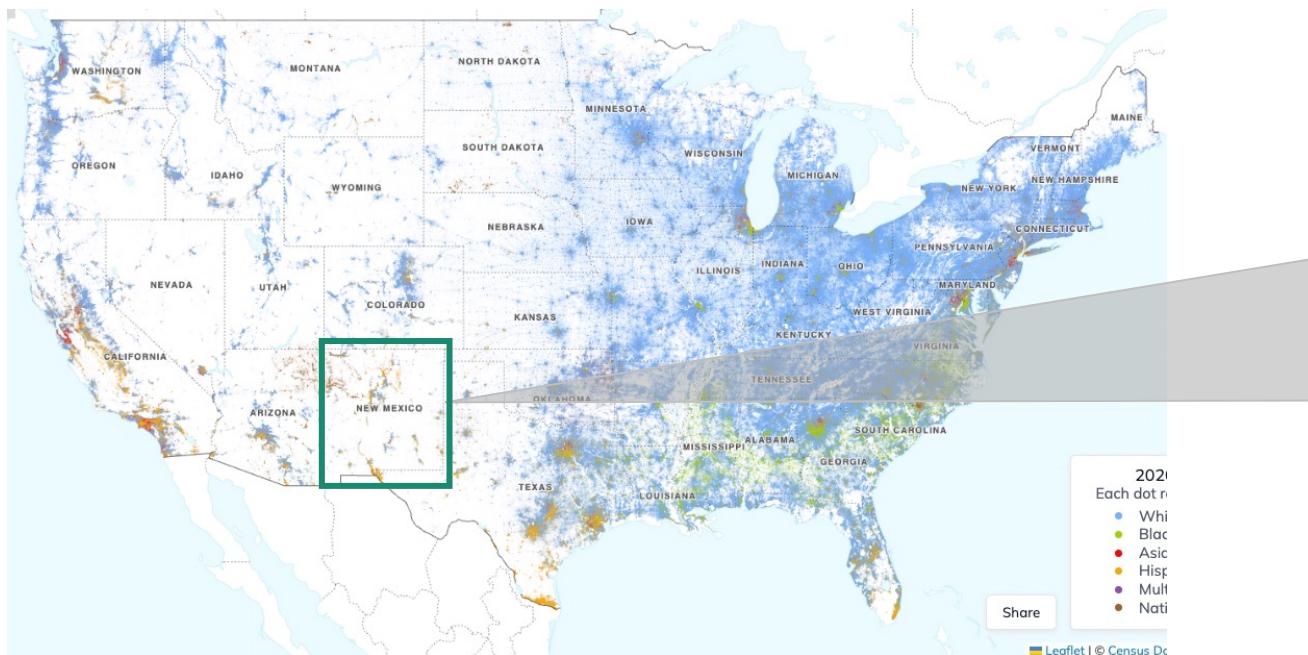
*The second part of this presentation provides an analysis of diversification opportunities grounded in an economic complexity approach. This analysis is meant as an input for local strategy rather than a conclusive list. Several observations are noteworthy that may warrant local investigation.*

- **Manufacturing, still a small sector in the economy, has been growing steadily.** It accounts for less than 5% of the economy, yet few sectors have grown faster. To further expand its manufacturing base, Curry County can continue to support its established industries, particularly in the food-processing cluster. Industries such as “Meat Processed from Carcasses” and “Other Animal Food Manufacturing” are adding jobs to the state economy, and the county can leverage that momentum. There are also promising opportunities to grow manufacturing in the “Land, Vehicles and Related” cluster. For example, Curry County is an attractive location for “Construction Machinery Manufacturing” because it is closer to this industry's demand than 46% of other U.S. counties. An additional advantage is that this industry requires relatively less electricity but has high water needs.
- **Unlike manufacturing, which has experienced steady growth, agriculture has recently been in decline.** It remains among the largest sectors, accounting for approximately 15% of the economy. However, it has struggled to sustain its prior rapid expansion in output. During this decline, the “Cattle Feedlots” industry has been adding jobs in the Commuting Zone (CZ) each year, whereas “Cotton Ginning” has been losing jobs. Although both align with the state's industry-level trends, local conditions can favor one industry while hindering the other.
- **Like agriculture, the smaller construction sector has also been in decline.** “Industrial Building Construction,” an established tradable industry that has been creating jobs for the state's economy could grow more in the county.

# County economic snapshot

*Unpacking population and economic patterns*

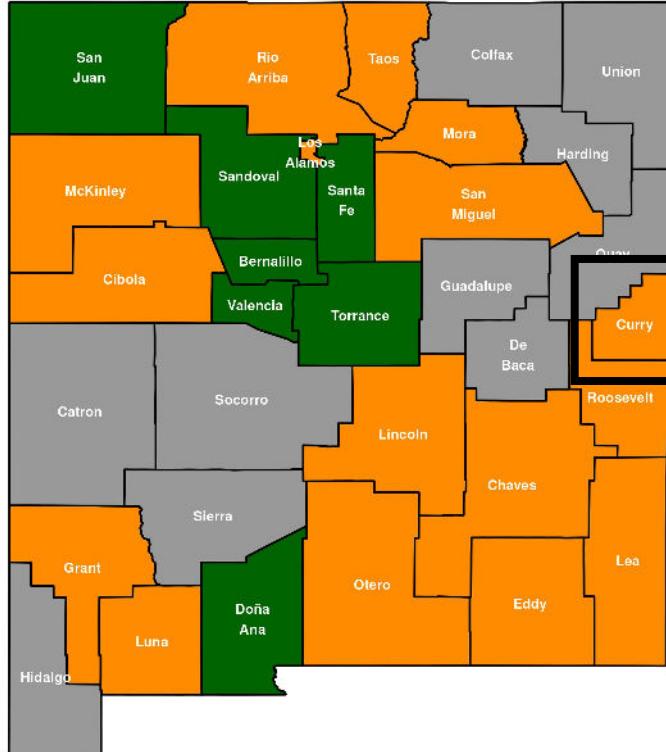
# Curry county location



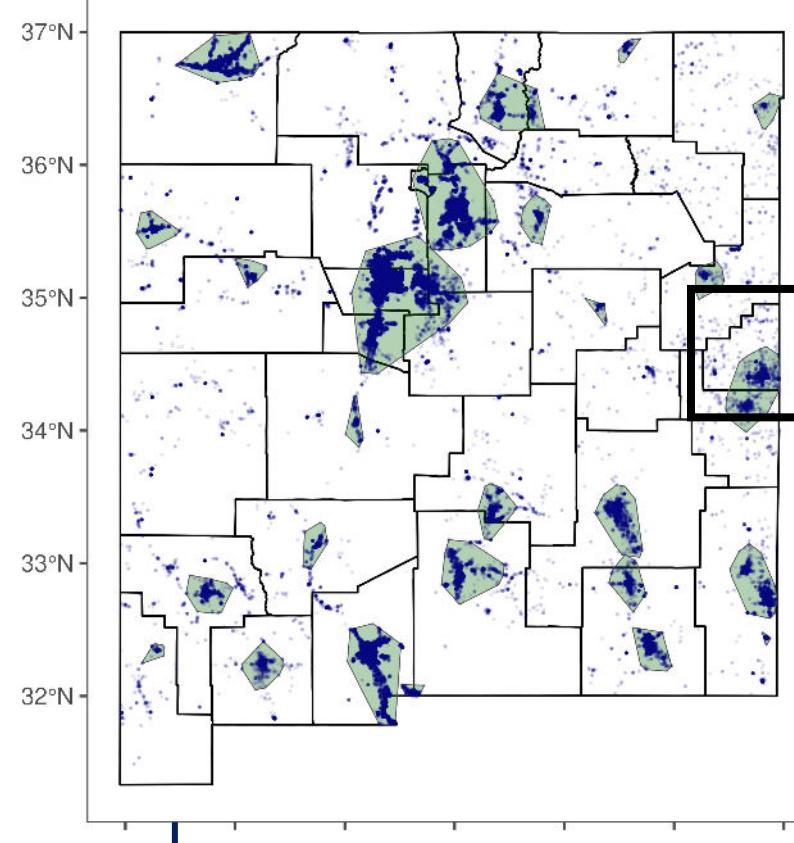
Note: Full map: <https://www.censusdots.com/race/new-mexico-demographics>

# Economic cluster – Firms in Curry county & New Mexico

Map of Counties and Statistical Areas in New Mexico



New Mexico Firms' Location



County Type    Metropolitan    Micropolitan    Rural

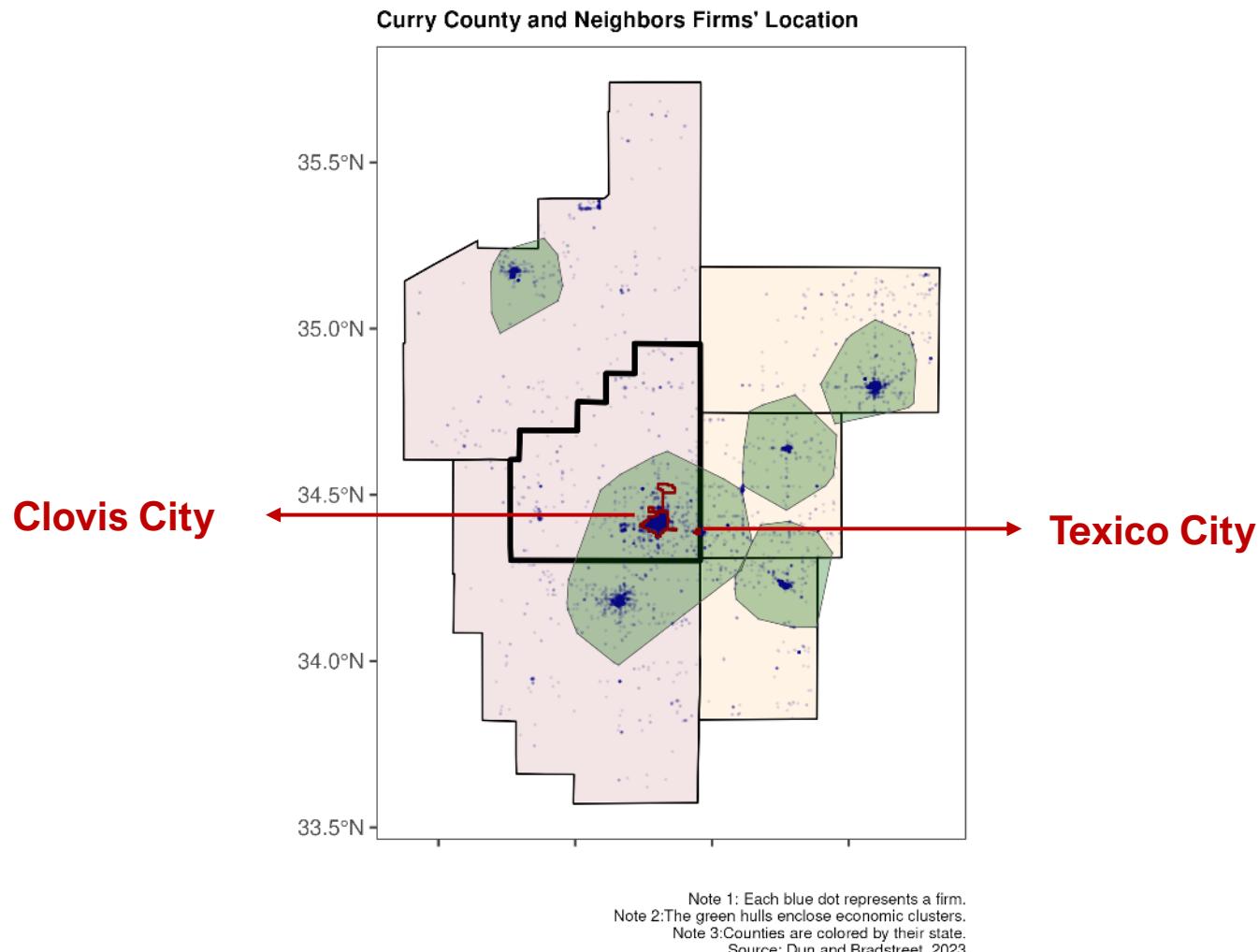
Source: U.S. Census Bureau

Note 1: Each blue dot represents a firm.  
Note 2: The green hulls enclose economic clusters.  
Source: Dun and Bradstreet, 2023

The county type definitions are based on the size of local population centers and their connection to larger urban areas. Metropolitan and micropolitan areas differ by the size of their core community, with a threshold of 50,000 residents. In contrast, rural areas do not have a population center with at least 10,000 residents.

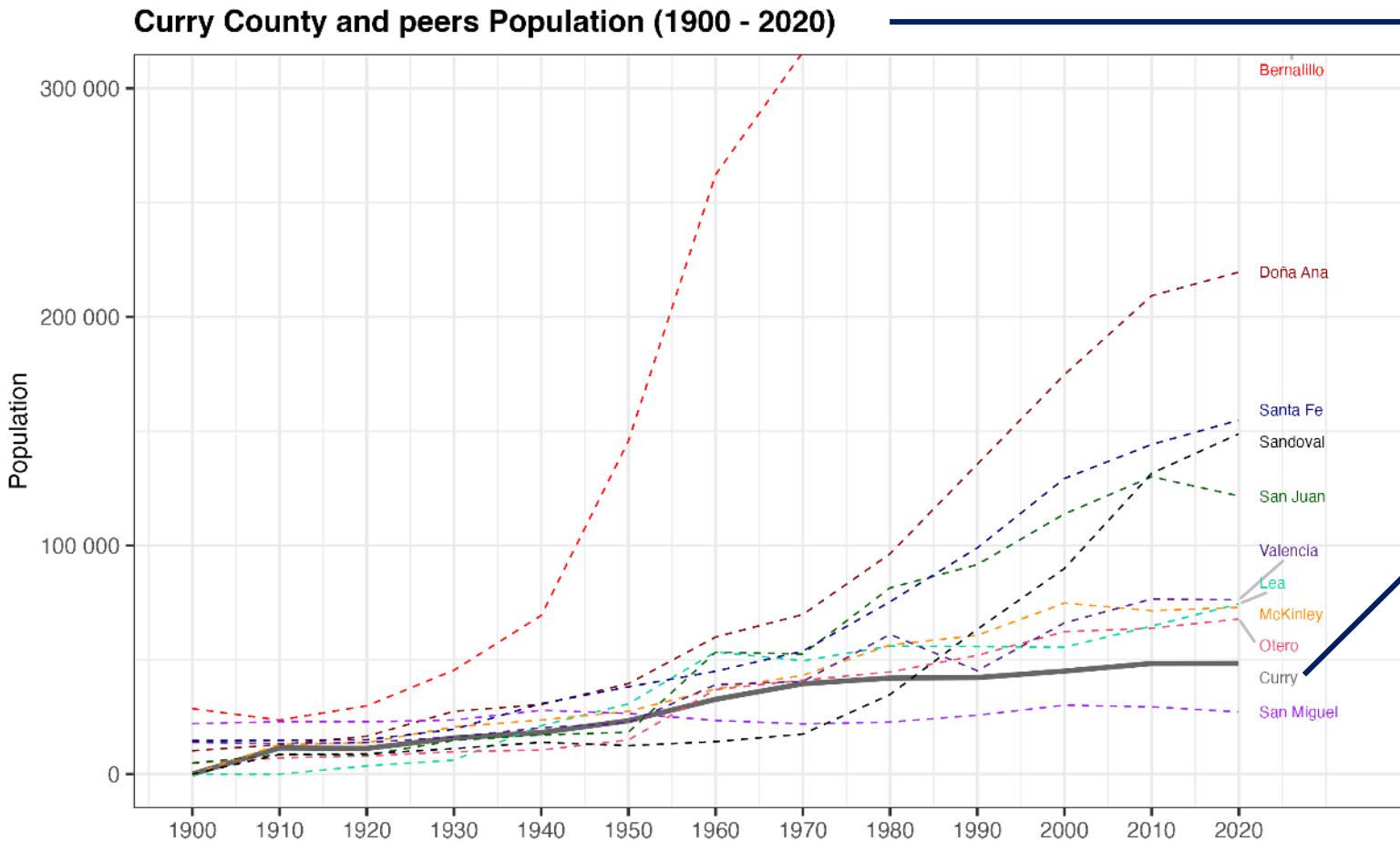
The clusters of economic activity (shown by the green outlines) are defined by the proximity of firms (blue dots). These clusters reveal connections between counties, both within the state and across state borders.

# Economic cluster – Firms in Curry county and adjacent counties



Curry's main economic cluster extends across county lines, into Roosevelt, and state lines, into Parmer and Bailey (Texas). While there is significant concentration around Clovis City itself, economic activity in the cluster reaches beyond the city's boundaries.

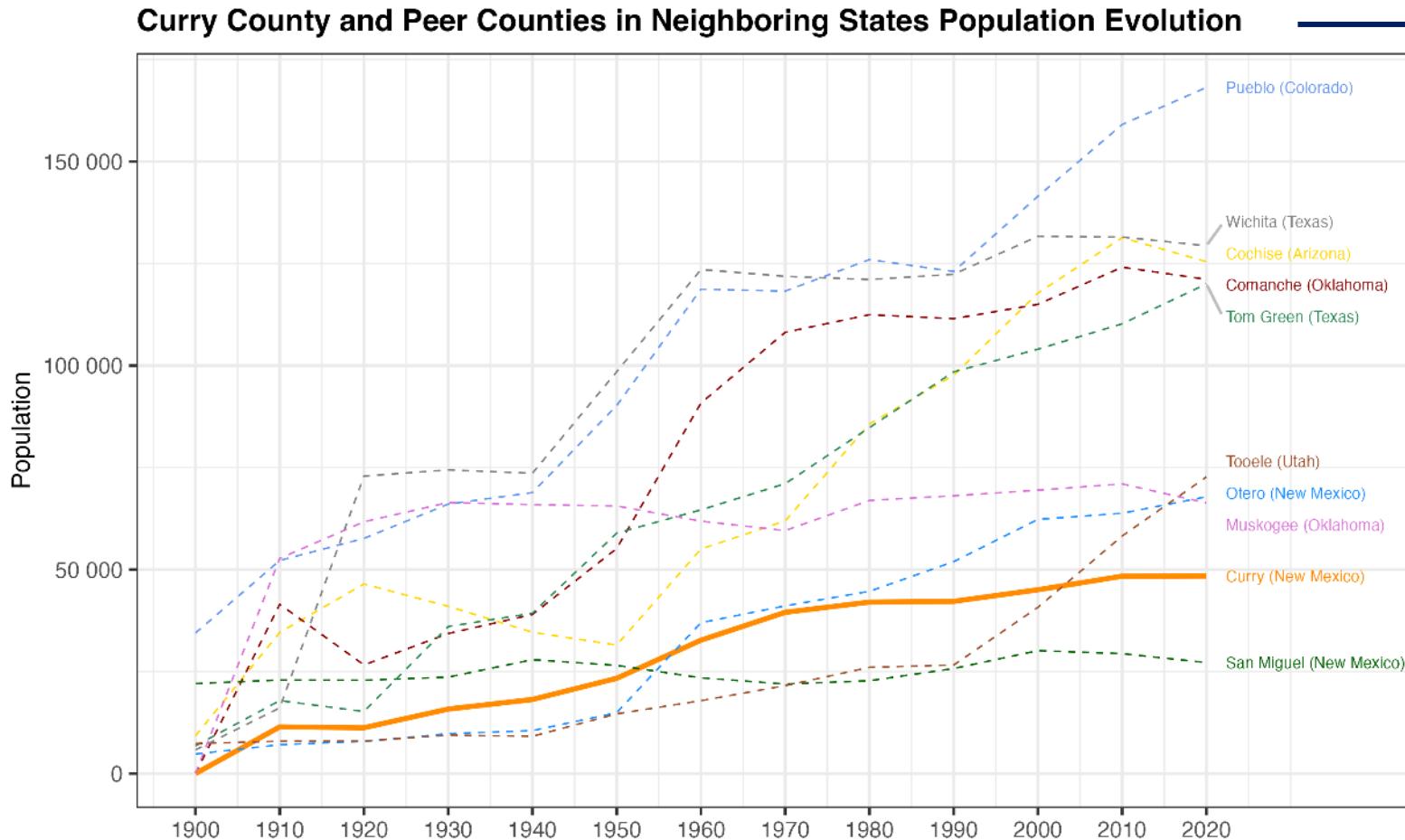
# Long-term trajectory – Population growth among New Mexico's counties



Understanding Curry's economy requires looking at the county's long-term evolution. Demographic and economic trends are closely connected: job opportunities attract people and drive population growth, while job losses can lead to outmigration. At the same time, the size and skills of population influences which new economic activities, as critical mass of knowhow and networks enable economic activity.

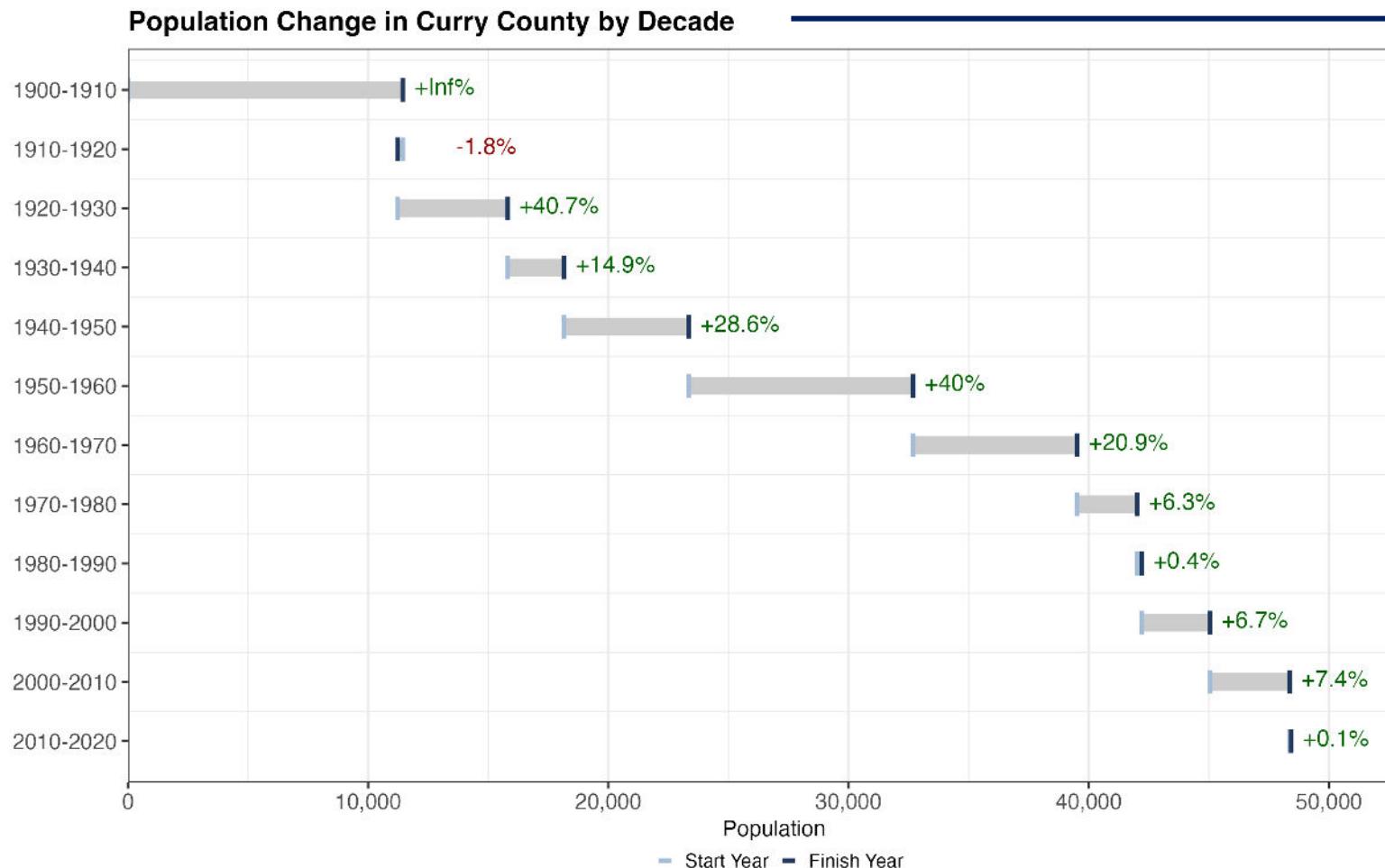
Curry's long-term population growth is shown alongside New Mexico's other largest counties. (Bernalillo County, not shown for scale, has a much larger population of around 680,000.)

# Long-term trajectory – Population growth among peers



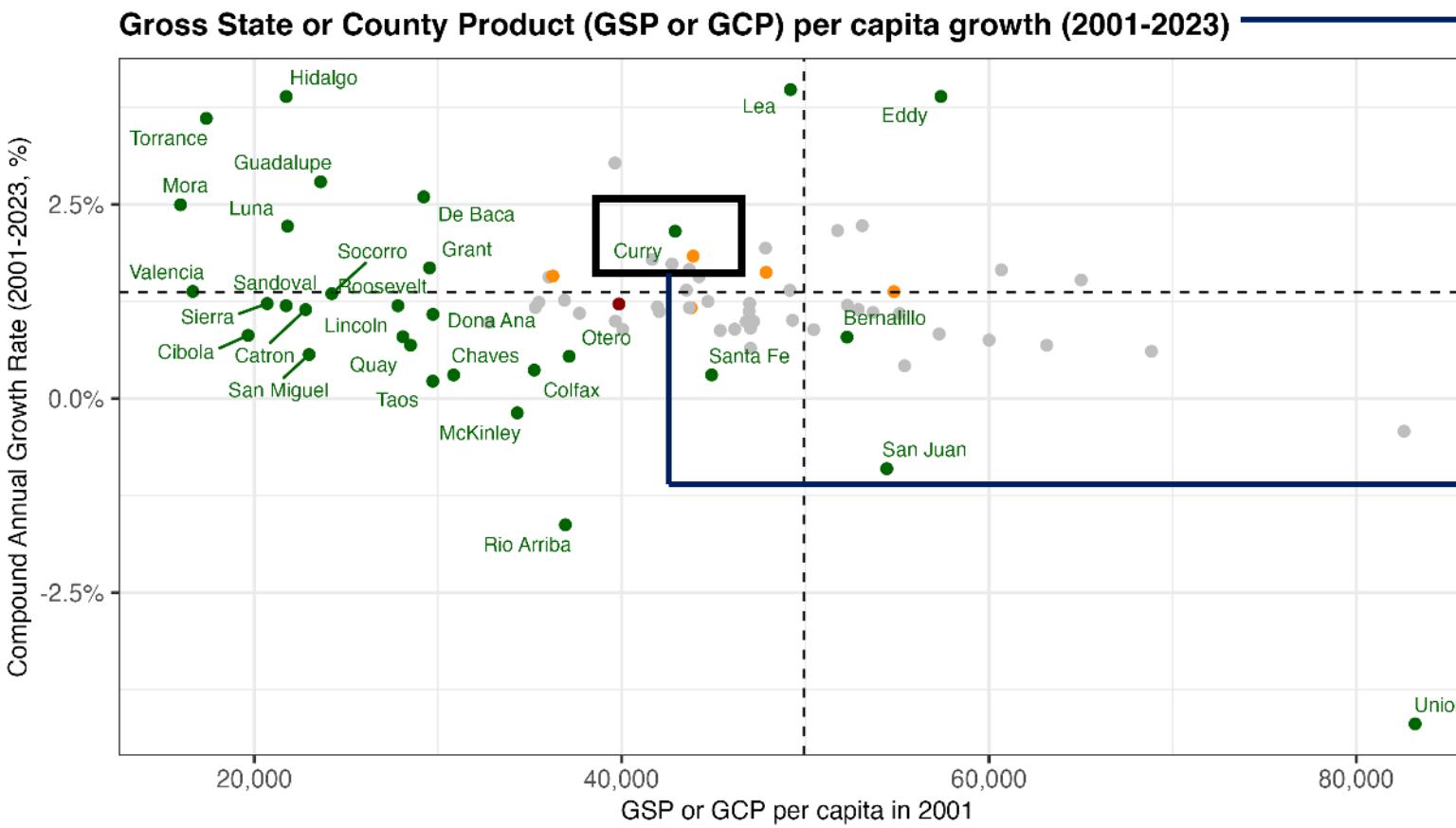
The previous slide compared Curry's long-term population growth with other large counties in New Mexico. To give further context, the following analysis looks at a set of peer counties across New Mexico and five neighboring states (Arizona, Colorado, Oklahoma, Texas, and Utah). These counties were selected because they are mid-size counties (micropolitan) and some with military history.

# Long-term trajectory – Population growth by decade



Now, the focus shifts from comparing long-term trends to examining Curry's population changes decade by decade. This graph shows the population at the start and end of each decade, as well as the total growth rate during each period.

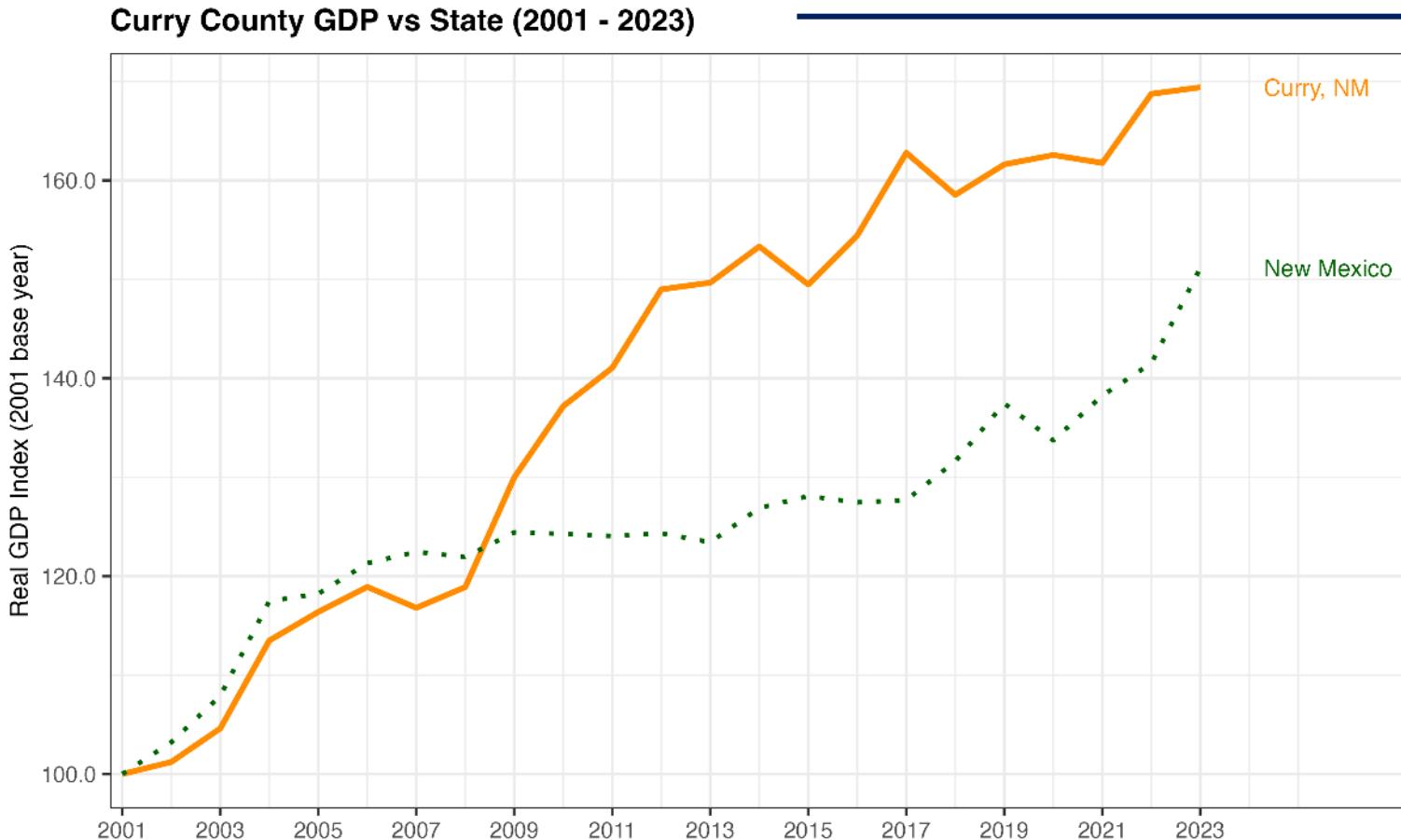
# Recent economic performance – Income level growth



Demographic trends offer a long-term perspective on Curry's economy. For a closer look at more recent decades, Gross County Product (GCP) provides annual data going back to 2001, capturing the value of economic activity produced within the county's borders. Dividing GCP by the local population gives a per capita figure, which serves as income level, a useful benchmark for comparing overall standards of living between places.

Curry's average income growth rate is shown here alongside New Mexico's 32 other counties, the state average, and neighboring states.

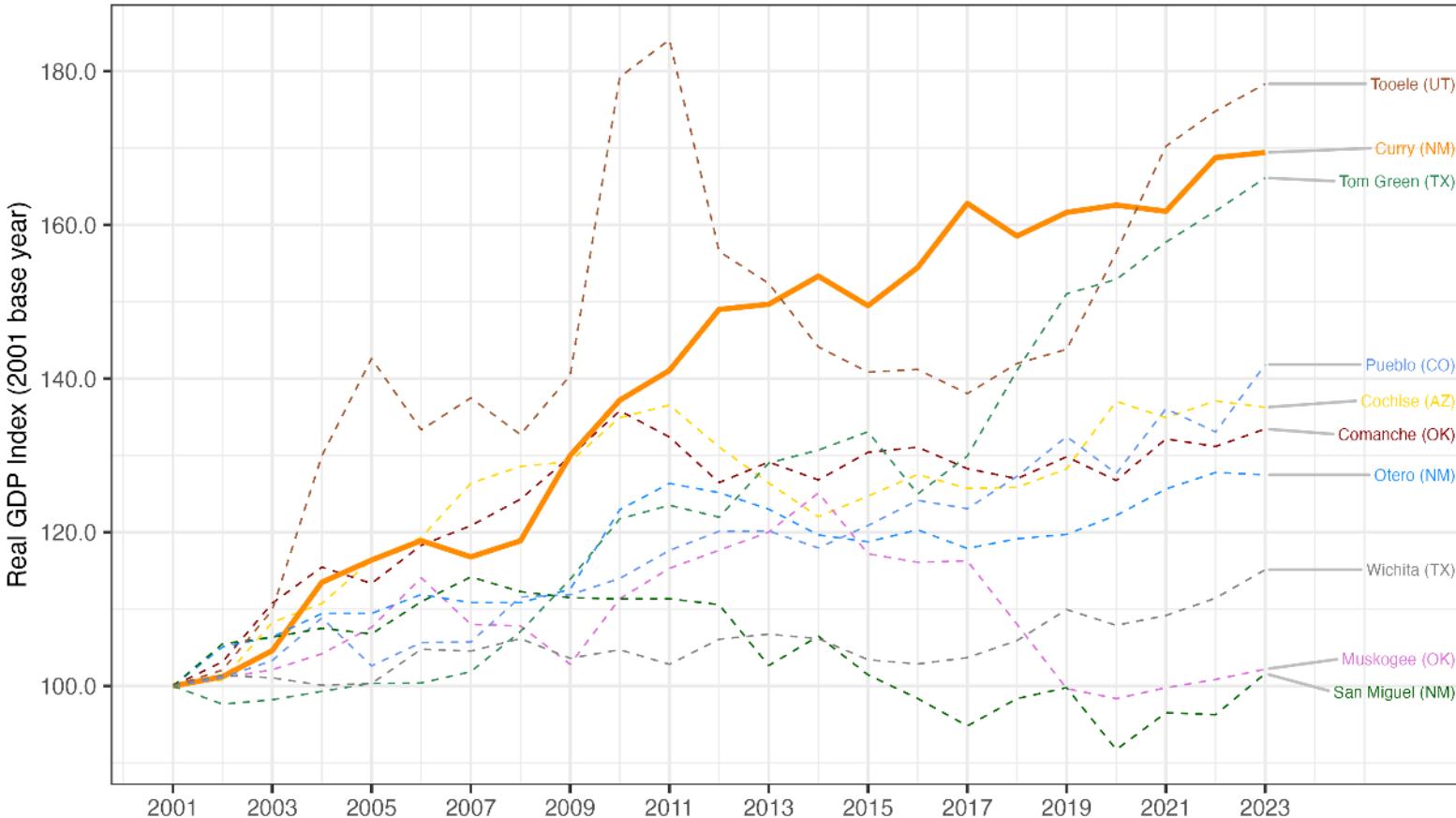
# Recent economic performance – Gross County Product



Shifting from per capita measures to total GCP levels gives a sense of the overall size of the local economy, based on everything produced within the county's borders. To make comparisons between places clearer, GCP is shown as an index using 2001 as the base year. This approach allows for easy tracking of economic trajectories across places of different sizes and helps highlight specific periods when significant changes or challenges occurred. Curry's economic trajectory is shown alongside that of New Mexico as a whole.

# Recent economic performance – GCP trajectory relative to peers

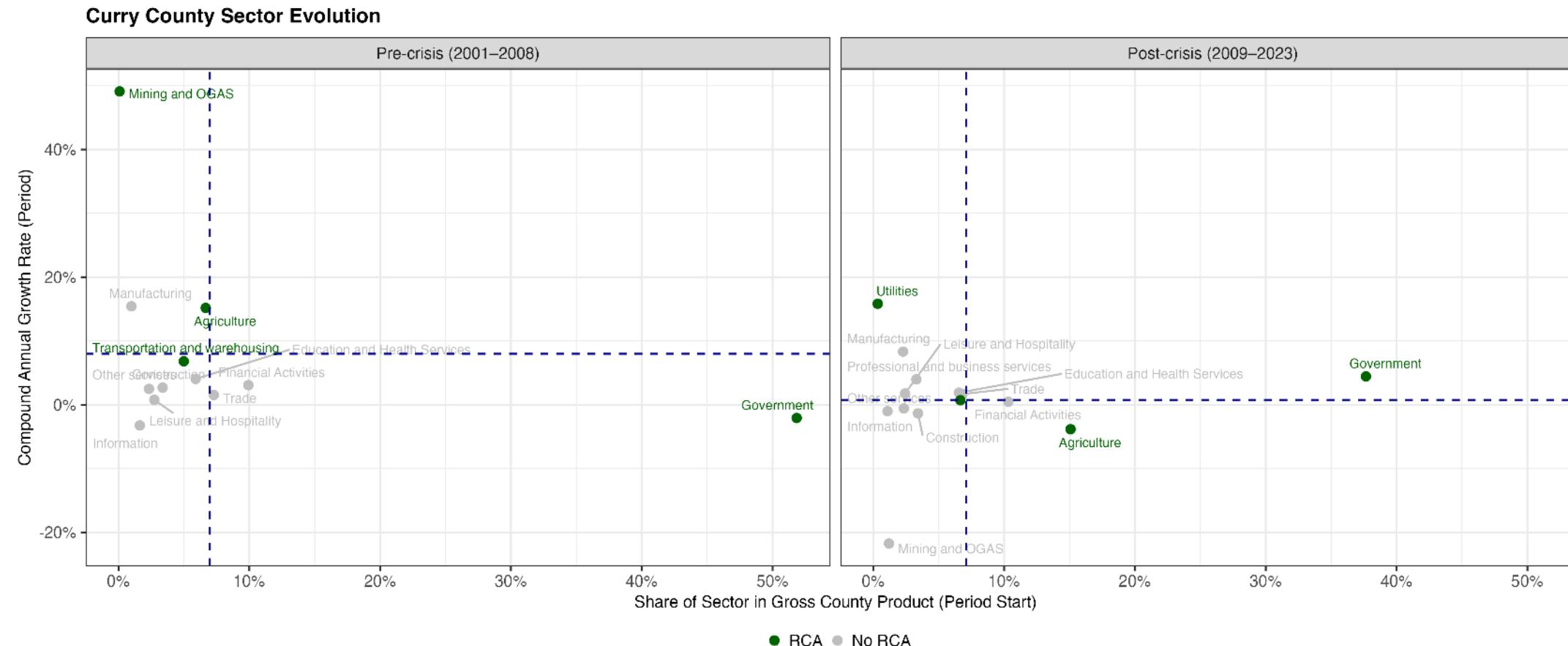
Curry County and Peer Counties in Neighboring States GDP Evolution



This graph uses the same set of peer counties as in the population comparison but now focuses on economic trends. As with the previous comparison to the state, each county's GCP is indexed to 2001, making it easier to spot major changes and differences in trajectory over time. Curry's GCP is shown alongside that of its peer counties.

# Underlying economic engines

GCP can be broken down into the sectors that drive the local economy. The following graph does this by showing each sector's average growth rate and share of the economy before and after the financial crisis. Each dot is a sector; its position reflects both its average growth and its importance to the county's economy.

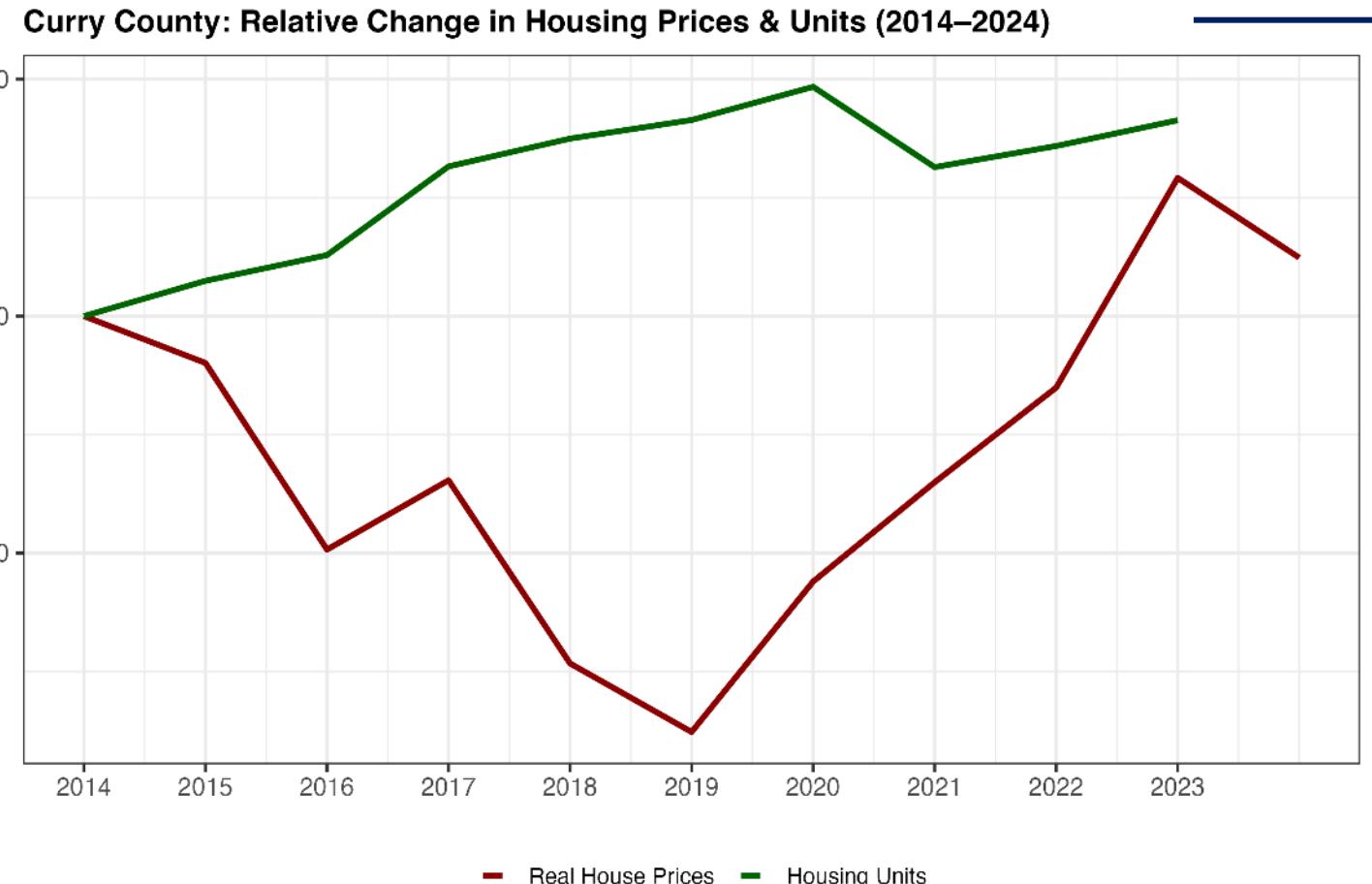


Source: Bureau of Economic Analysis (BEA)

Note: This RCA is comparing the county's share vs US to identify the distinctive sectors for the county.

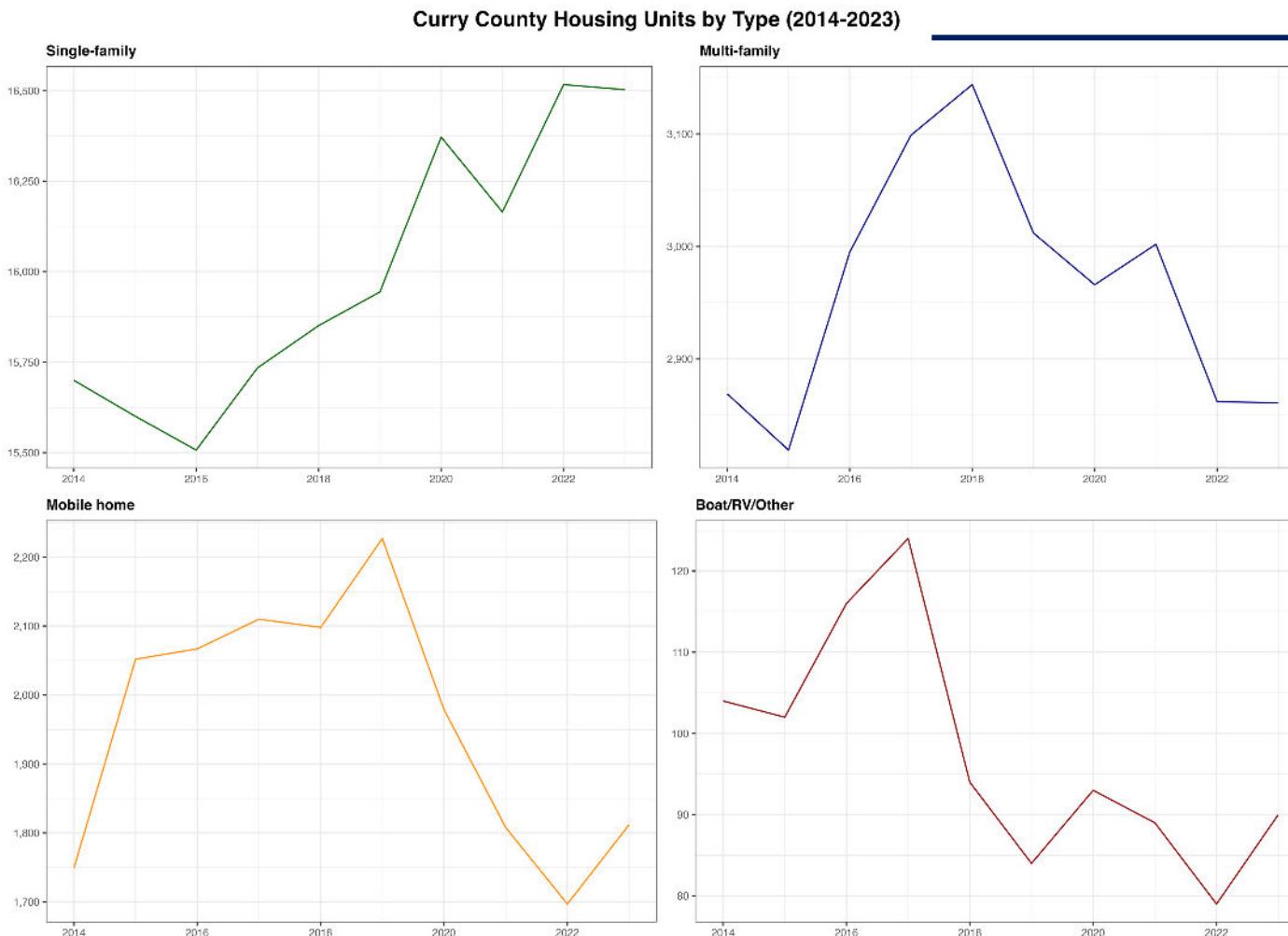
Note 2: Some sectors are not included in both graphs due to data availability

# Housing dynamics – local prices and housing supply



So far, the analysis has focused on economic activity as a driver of growth. However, as noted earlier, people are not only drawn by job opportunities, but also by the overall quality of life a place can offer. Factors such as amenities, public services, and housing availability all play a role in where people choose to live. While this analysis doesn't cover every factor, it offers some insight into a community's ability to attract and retain talent by examining trends in housing demand and supply.

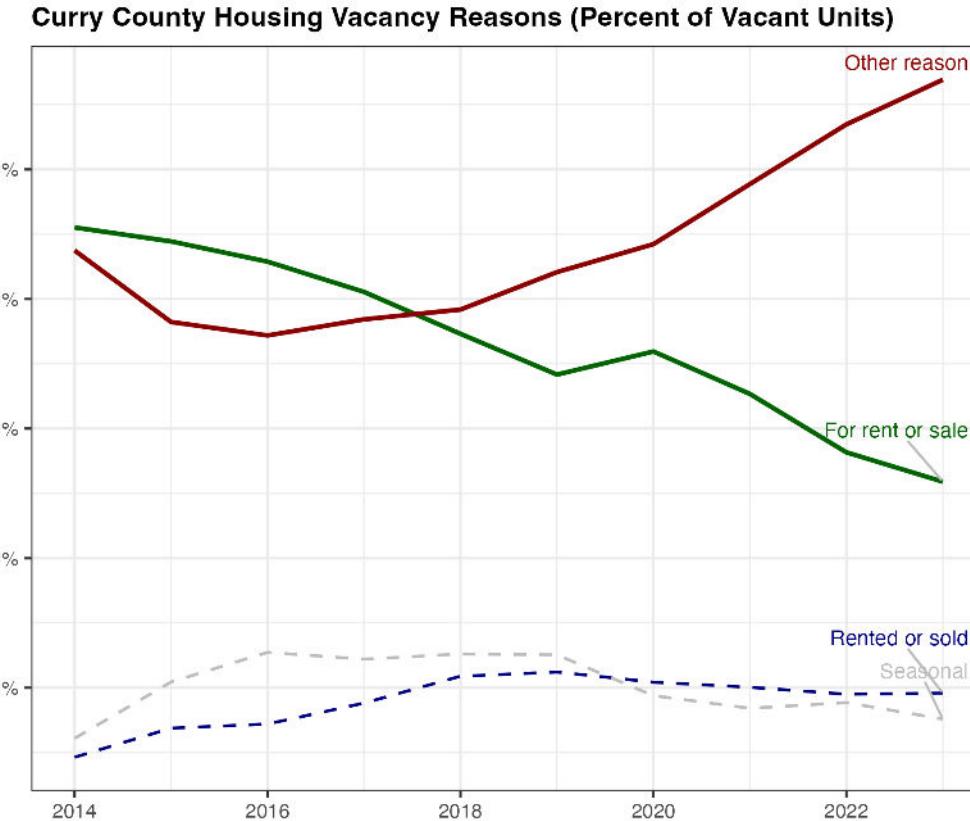
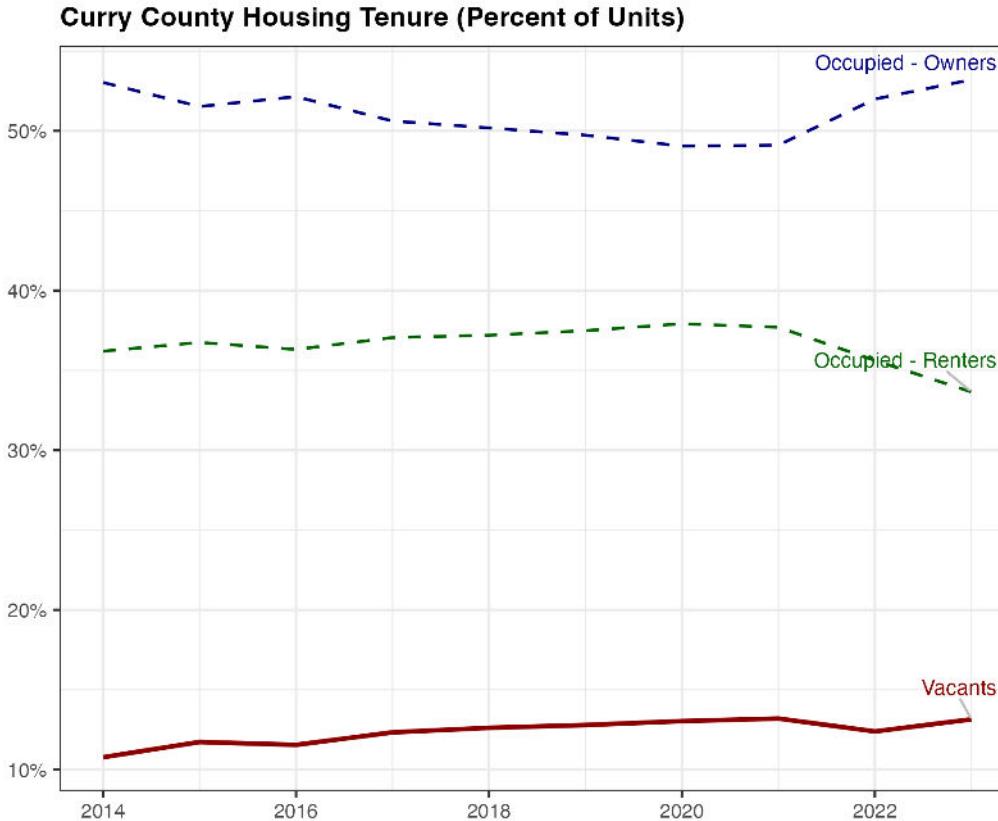
# Housing dynamics – Breakdown of housing supply



The U.S. Census Bureau classifies the housing structure according to how many units it has: one, two, three and so on. This analysis uses four main categories: Single-family (only one unit), Multi-family (two or more units), Mobile homes and Boat/RV or other types of housing.

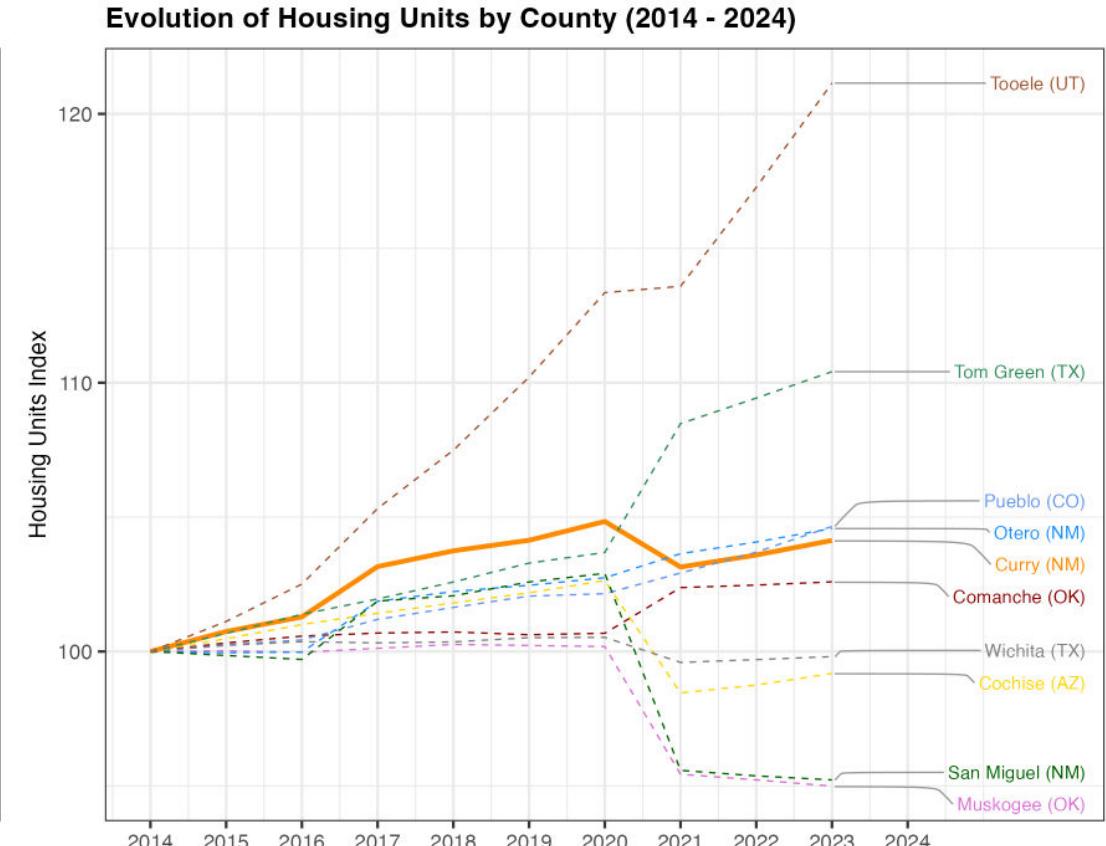
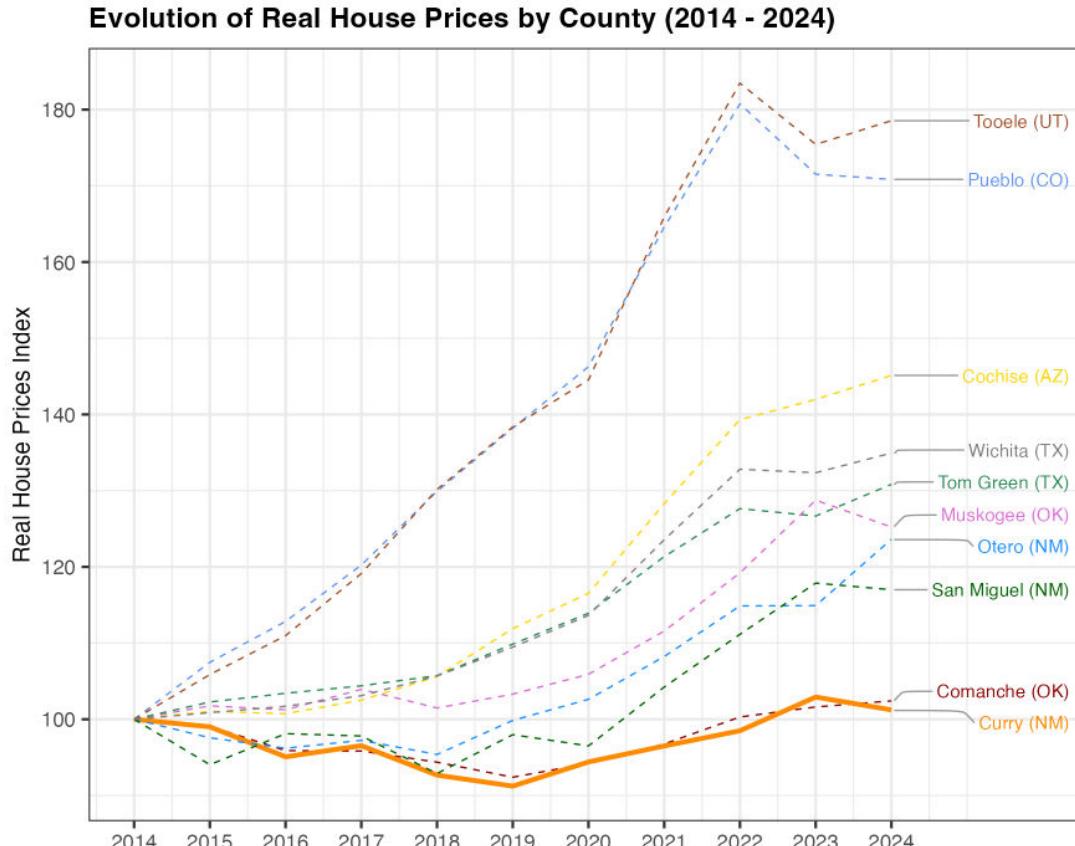
# Housing dynamics – Tenure and vacancy

Housing units can be occupied by either owners or renters, while some remain vacant for various reasons. Some vacant units are already taken and are awaiting new residents, while others are actively on the market for rent, for sale, or available seasonally. The most concerning are those listed as vacant for “Other” or unclear reasons.



# Housing dynamics – Comparison with peers

The previous slides examined Curry County's housing supply and demand on its own. The following graphs add context by comparing these trends to the same peer counties used earlier



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# Diversification opportunities

*Which industries are better positioned to fuel Curry County's economy?*

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# Overview of the selection of promising industries

- **Background.** The prior section, “County Economic Snapshot,” provided a preliminary diagnosis of the county’s current situation by examining main population and economic trends. This analysis helps clarify whether the county faces greater challenges in fostering economic activity or in attracting and retaining workers for future growth. Regardless of these constraints, every community can benefit from identifying which industries are best positioned to bring new jobs.
- **Complement to local knowledge.** While local stakeholders often have valuable insights into which industries could thrive, the sheer number of possible options, over 1,000 industries at the 6-digit NAICS level, means there is room to complement local knowledge with data-driven observations, including some that may not be immediately obvious as a local fit.
- **Selection.** From the whole universe of potential industries, the analysis first identifies the industries the country is already good at and, second, other industries that require similar capabilities to these. Finally, it focuses in on which of these are tradable industries. Within tradable industries that align with the region’s existing capabilities, there are two key groups. “Already Competitive” industries have a strong local presence and serve as current economic strengths. “Potential Opportunities” are industries that are either smaller or not yet established locally, but whose growth requirements closely match the local economy’s current mix of know-how, skills, infrastructure, and other inputs (productive capabilities). These industries may offer pathways for future job creation and diversification.
- **Building blocks.** These groupings are based on an approximation of the local productive capabilities (knowhow, skills, infrastructure and other inputs) and how well these match the needs of different industries. By examining both the mix of existing industries and their broader relationships, the analysis highlights which industries the local economy is best equipped to support, either by reinforcing established strengths or by fostering new sources of job growth.

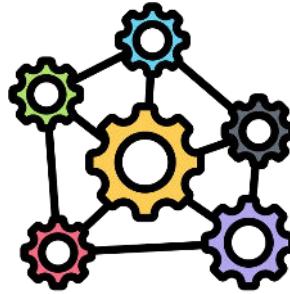
# Our analysis is built on three cornerstones

## Local Capabilities



**What is Curry good at?**  
Revealed Comparative Advantage (RCA) or Location Quotient (LQ) as key metric

## Industries Relatedness



**How interconnected are industries with one another and with Curry's capabilities?**  
Proximity and Density as key metrics

## Tradable Income



**Which industries can bring external income to Curry?**  
Tradable or base industries that export goods and services

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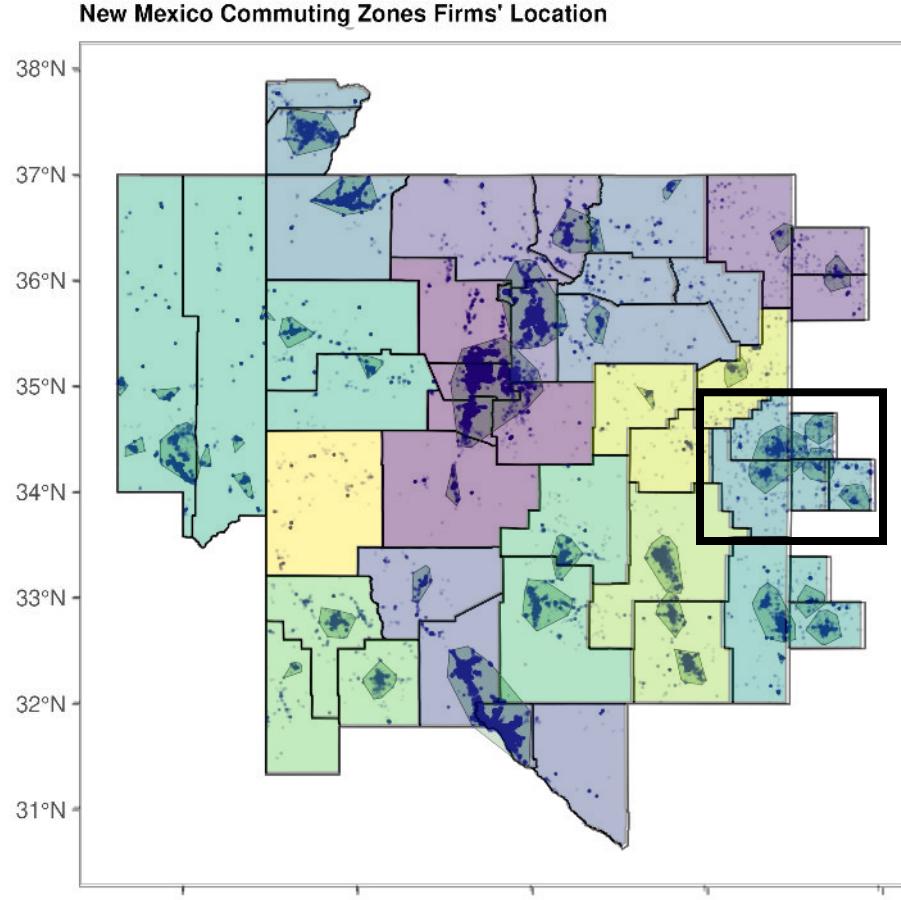


## Tradable Income



# What is considered “local”? Beyond administrative borders

## ► *We think of the local economy as a commuting zone (CZ).*



Workers often commute beyond the administrative boundaries of towns and cities. To capture this, the USDA defines commuting zones across the country, grouping areas based on where residents travel for work.

Curry's commuting zone, highlighted by the black square on the left map, includes Roosevelt County (NM), and Bailey, Lamb and Parmer counties (TX).

The analysis in this document focuses on Curry's commuting zone (CZ), so references to Curry refer to its CZ

# Which are Curry capabilities? Looking for signals

▶ *Productive capabilities could be collective knowhow, skills, infrastructure and other inputs. We cannot observe all, but the current economic activity gives us a hint of which industries they can support.*

## Key metric:

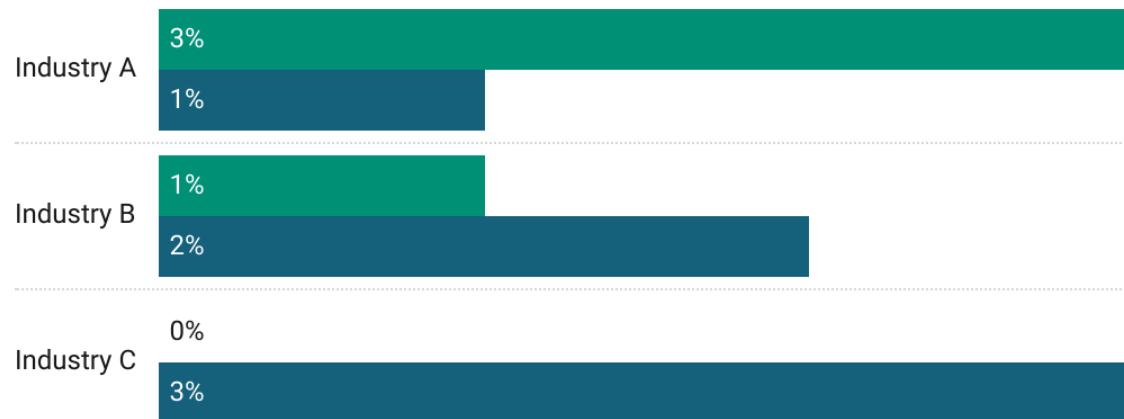
$$RCA = \frac{\% \text{ of CZ Jobs in industry } i}{\% \text{ of US Jobs in industry } i}$$



*By comparing an industry's presence in the CZ relative to its presence nationally, it tells us what is Curry good at.*

## For example:

County share   U.S Share



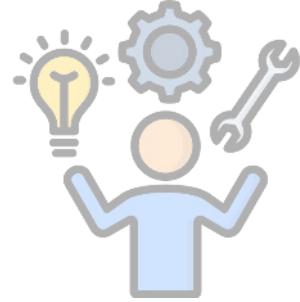
**RCA = 3 (RCA > 1, Competitive edge).** The CZ has the capabilities to excel in this industry.

**RCA = 0.5 (RCA < 1, Not competitive).** The CZ has some capabilities to participate in the industry

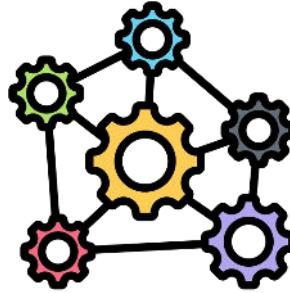
**RCA = 0 (No presence).** The industry is not currently active, but it could be developed in the future

# Our analysis is built on three cornerstones

## Local Capabilities



## Industries Relatedness



***How interconnected are industries with one another and with Curry's capabilities?***  
*Proximity and Density as key metrics*

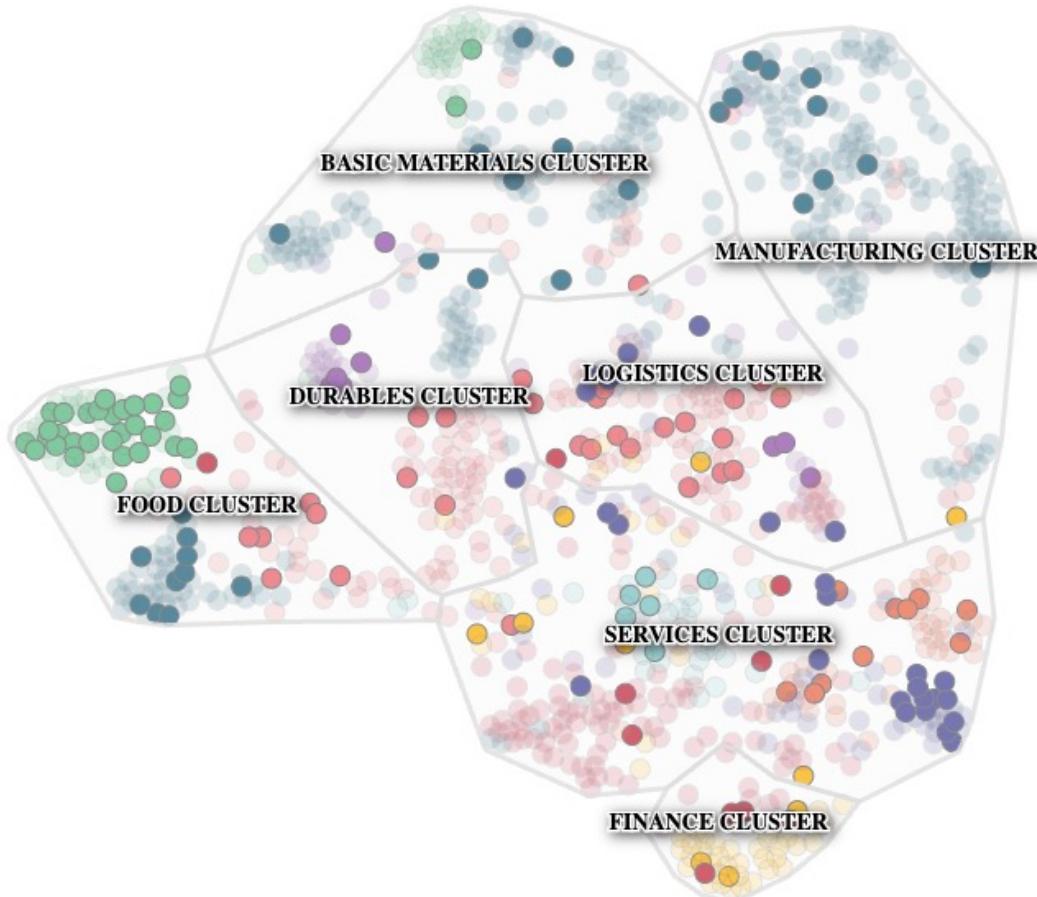
## Tradable Income



# What else could Curry capabilities support? Let's start by looking at the relationships between industries



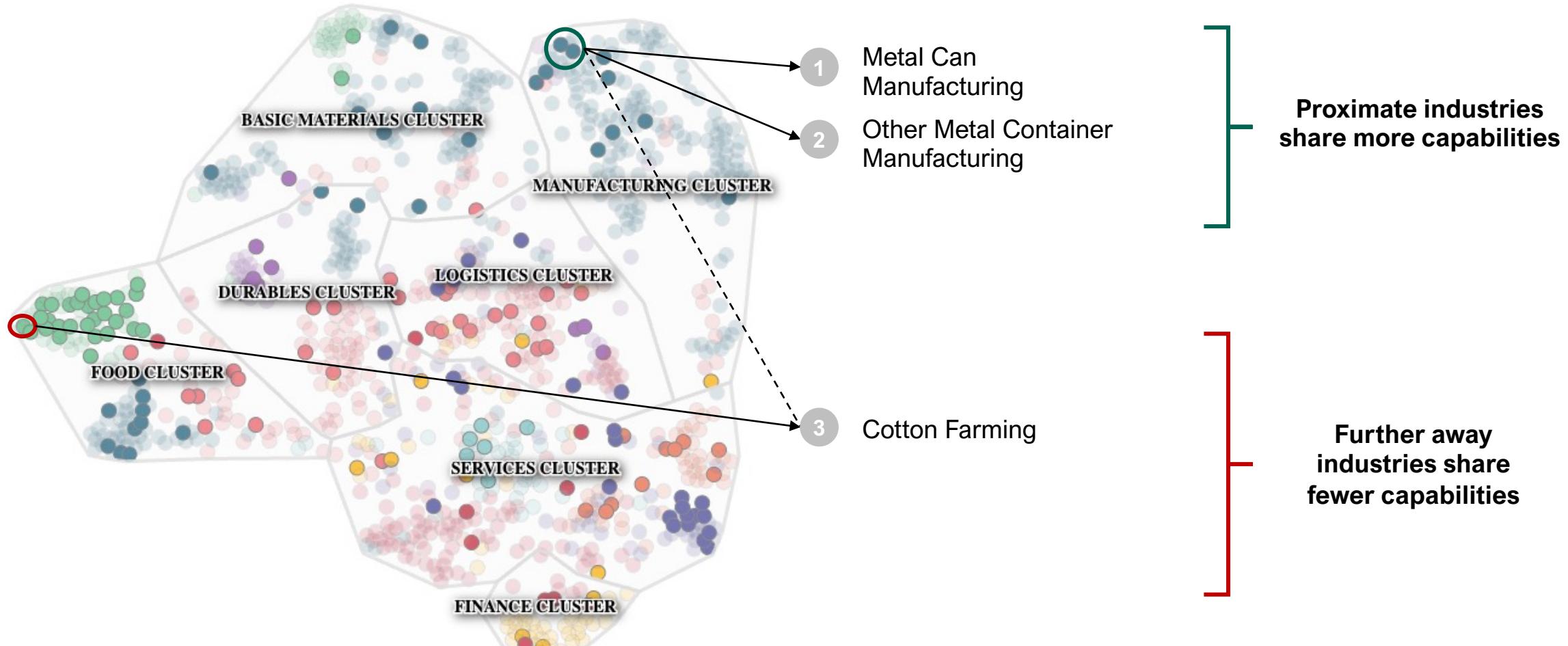
➤ *The industry space is the visual representation of the relatedness between all the existing industries.*



- Each dot represents an industry.
- Each color represents an economic sector
- Each area outlined in grey represents a cluster of economic activity. In each, industries from different economic sectors require similar capabilities.
- The stronger colored dots are industries with a significant presence in Curry County commuting zone relative to the rest of the US ( $RCA > 1$ ).

# Which industries are more alike? It's all about their position

▶ **Proximity tells us how similar two industries are.**

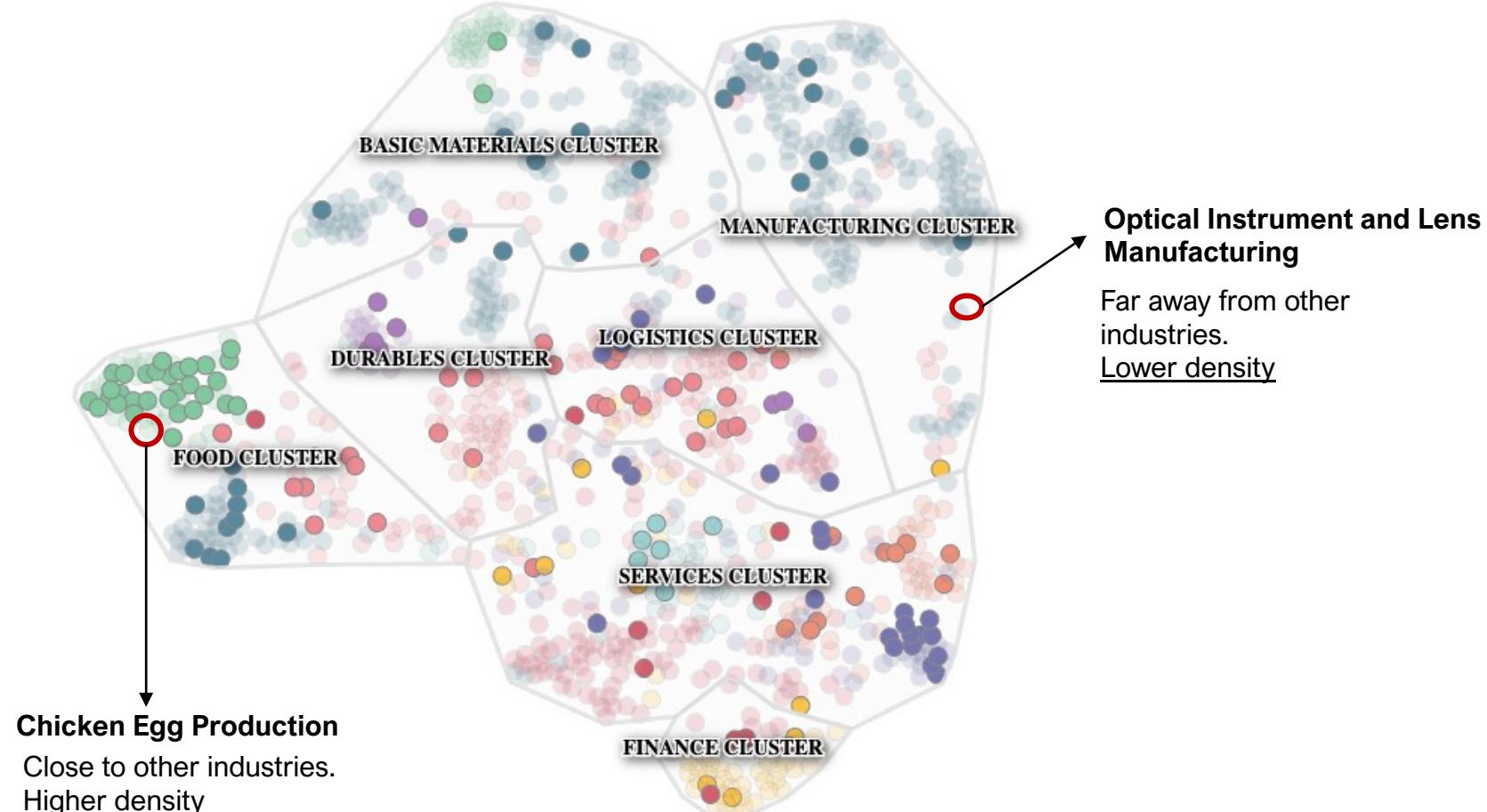


# What industries require similar capabilities as those found at Curry? Depends on their proximity to current industries

► *Density considers the connections between an industry and the CZ's current economic activity. It provides a notion of which other industries the productive capabilities could support.*

When thinking about new industries, development will be easier if the industry is located in a part of the industry space where Curry already has significant economic activity and strong capabilities. Regions typically grow by developing these

Curry already has significant economic activity and strong capabilities. Regions typically grow by developing these



# Our analysis is built on three cornerstones

## Local Capabilities



## Industries Relatedness



## Tradable Income

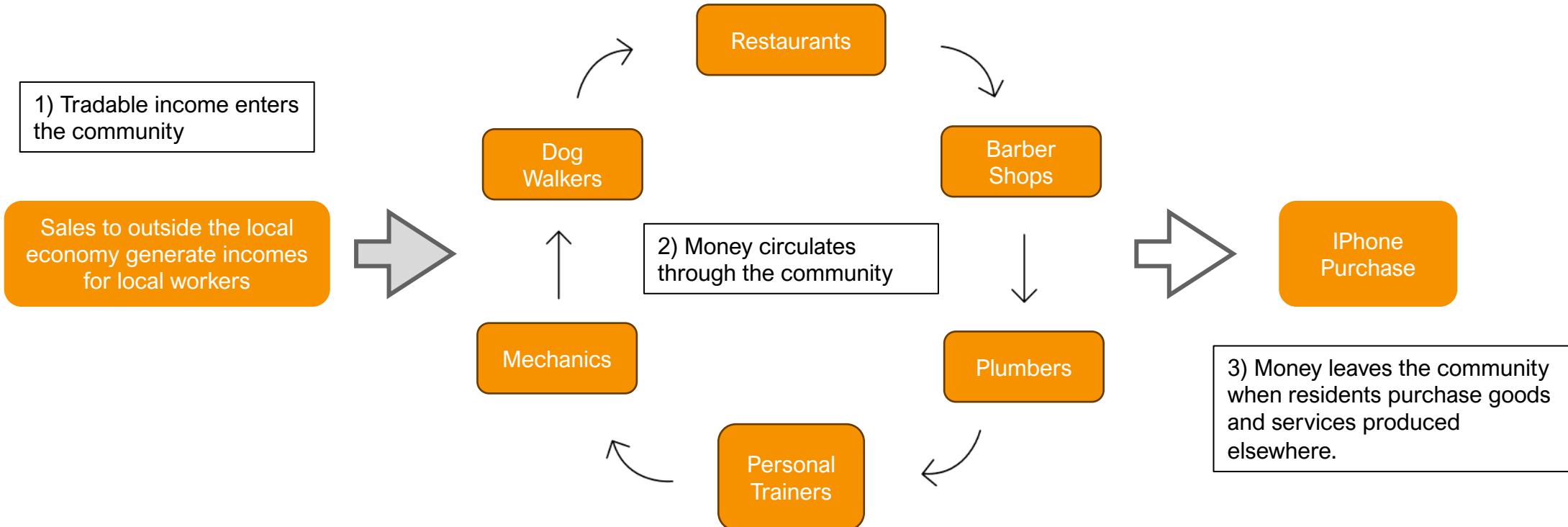


***Which industries can bring external income to Curry?***

*Tradable or base industries that export goods and services*

# What are the industries that could bring external income to Curry? The relevance of tradable income

➤ **Tradable income is jargon for money generated from stuff that a local economy sells beyond its borders. It is essential for economic survival as it allows to purchase goods and services that are not produced locally and creates local jobs.**



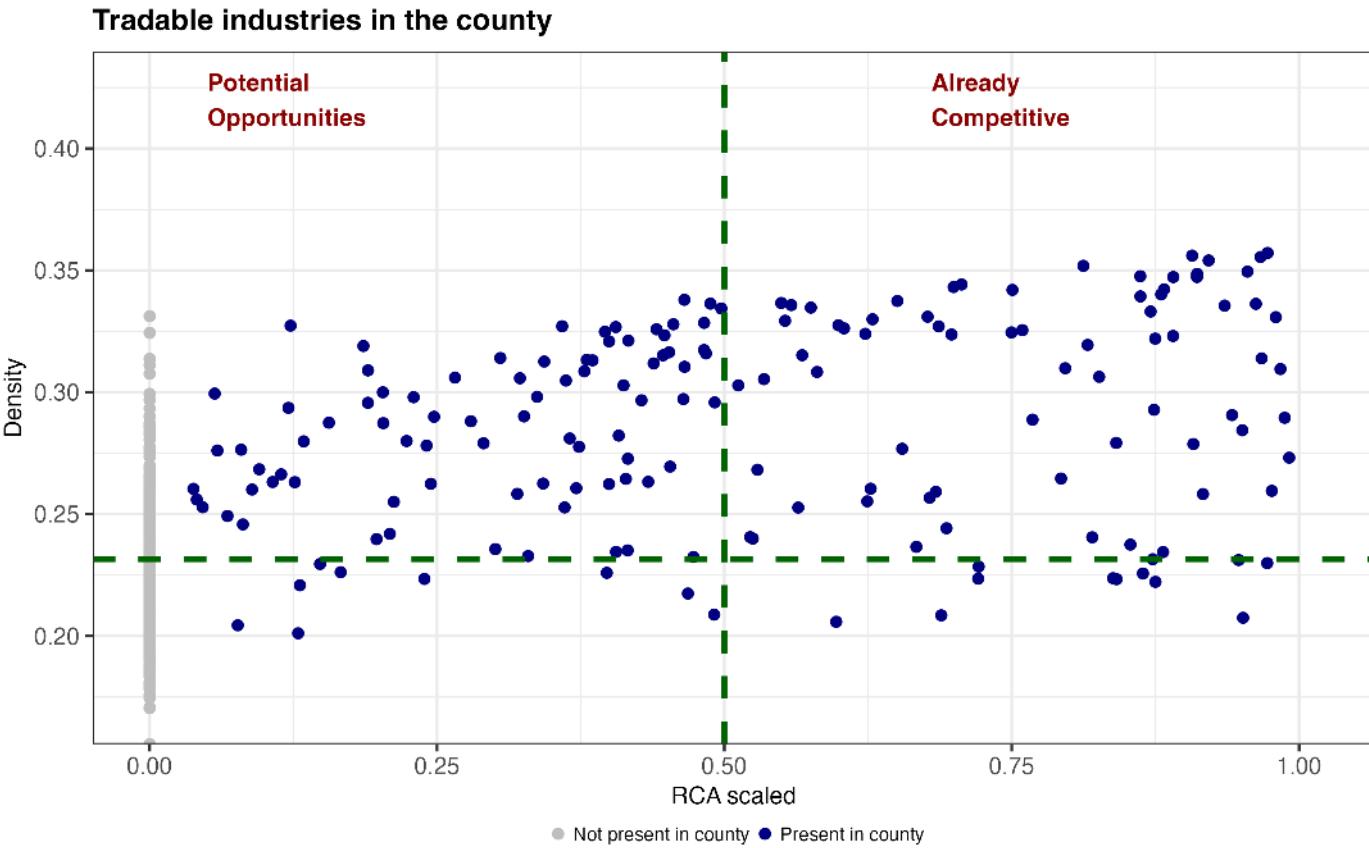
There are 1012 industries (6-digit NAICS 2022 code). Using County Business Pattern (CBP) dataset from Eckert et al. (2021), Growth Lab research has determined that 52% of them are tradable.

# What are the opportunities in the tradable sector? RCA and Density as criteria

Remember:

- 1 **RCA.** What is Curry good at?
- 2 **Density.** How close is an industry to the Curry's existing capabilities?

**Defining the groups.** The first threshold for group definitions is set at  $RCA = 1$  (or 0.5 on the scaled horizontal axis), separating industries with relatively larger and smaller local presence. The second threshold uses the median density among all tradable industries to identify those most similar to the local productive capabilities. The focus is on industries above the median density, as they are more closely aligned with existing capabilities.



Source: Dun & Bradstreet

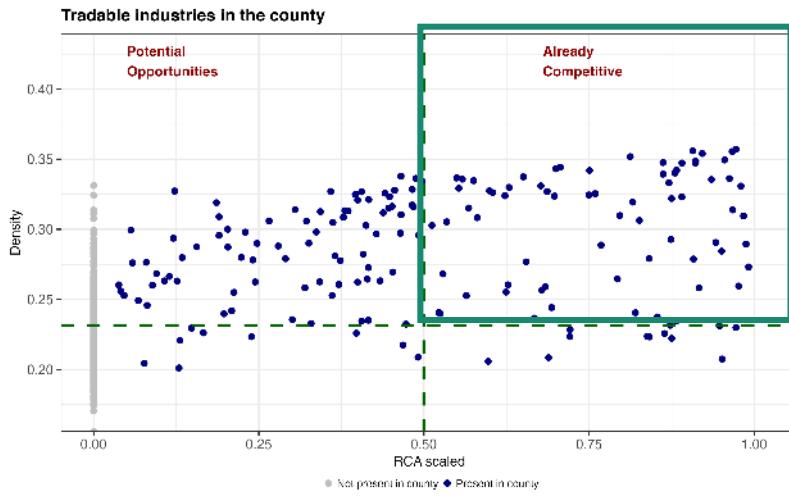
Note about RCA scaled formula:  $RCA \text{ scaled} = \frac{RCA}{RCA+1}$ .  $RCA=1$  is represented as 0.50 in the horizontal axis

# How to start exploring promising industries

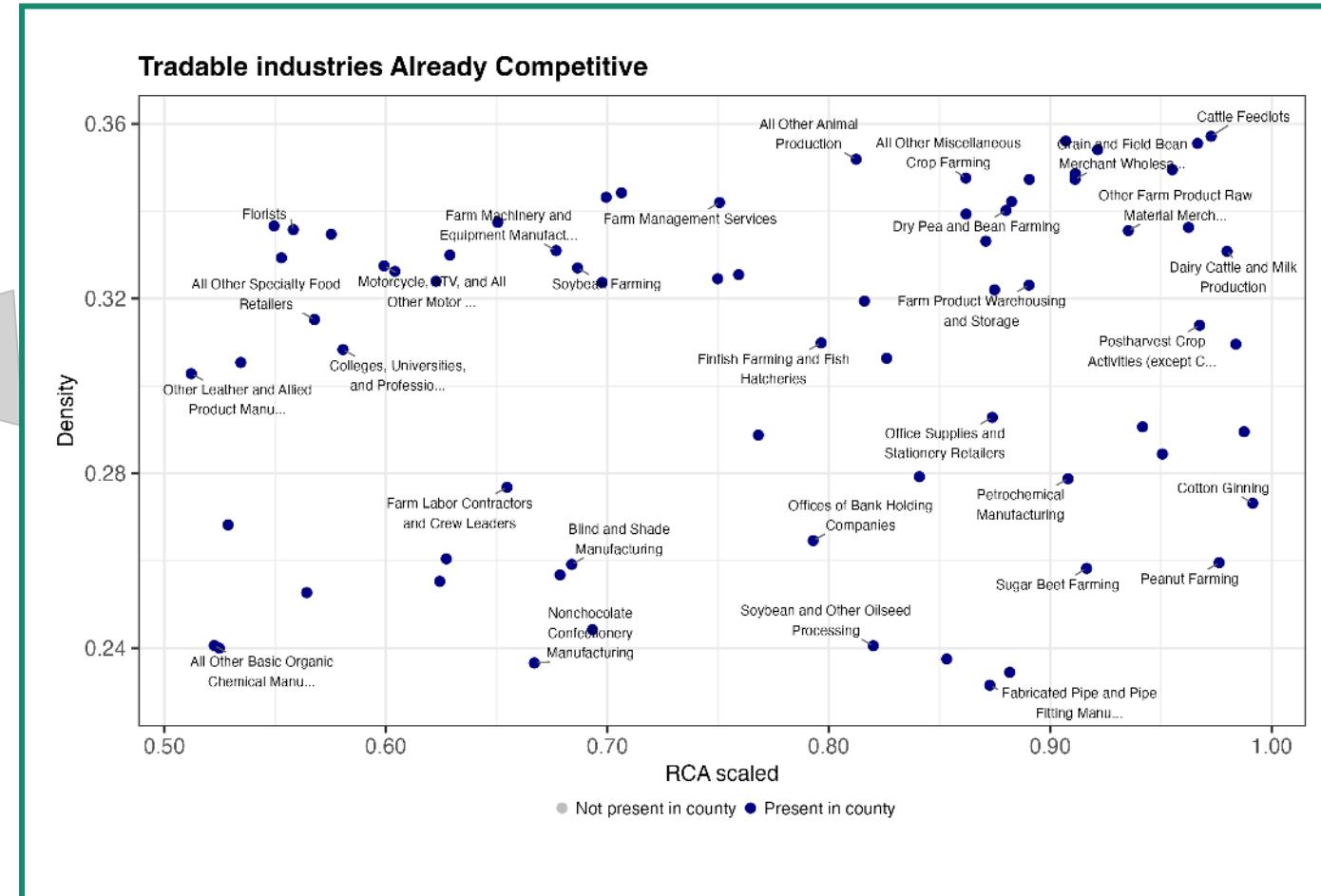
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- **Wide set of possibilities.** The analysis highlights over 200 potential industries for growth (either by supporting industries already established locally or by creating conditions for new ones with potential to thrive). Ultimately, choosing which industries to pursue depends on local priorities, assets, and experience. The following slides and the attached dataset offer multiple ways to explore these opportunities. There is not a unique way of using these resources.
- **First pass.** If you're unsure where to begin, start by reviewing the visuals that display all opportunities by category (Manufacturing, Trade, Services, and Natural Resources) to get a sense of the landscape. Alternate between the visuals and the dataset, and make note of any industries that immediately catch your attention for further exploration. The dataset provides several variables for each industry, but at this stage, simply flag those that seem particularly relevant or interesting for your context. You can later assess which of these options are most practical or realistic based on the specific conditions required for development.
- **Exercise caution with opportunities that feel off.** Promising industries are identified based on their similarity to the local economy's capabilities, but a perfect fit is uncommon: some capabilities (skills, infrastructure, or inputs) may still be missing, especially for new or emerging sectors. The next step is to identify and assess these gaps with input from local firms and industry partners. In some cases, missing capabilities (like climate conditions for "Cotton Ginning") or unfavorable market conditions (as with "Support Activities for Coal Mining") mean the opportunity isn't realistic or practical. It is recommended to set aside options that clearly do not fit local conditions and instead focus on opportunities that align better with community strengths and potential.

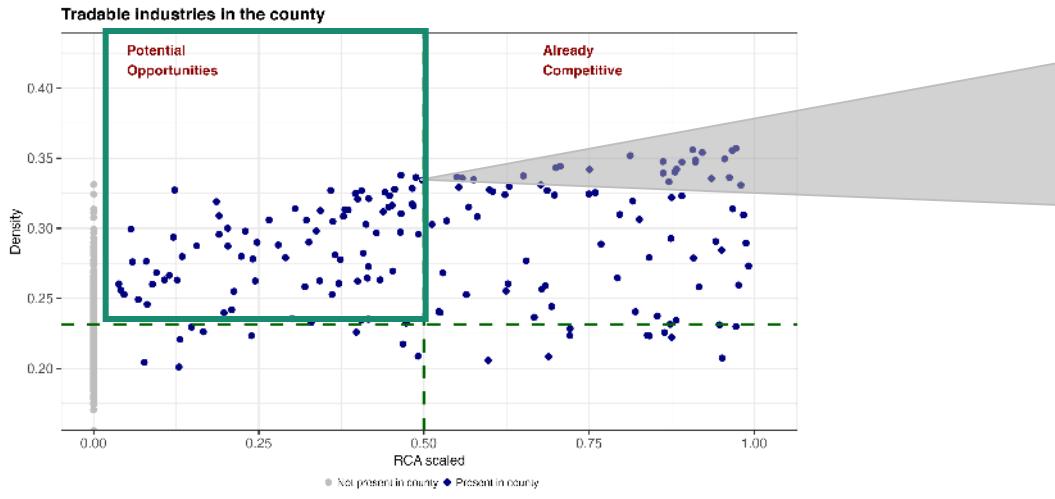
# Already competitive industries in Curry's commuting zone



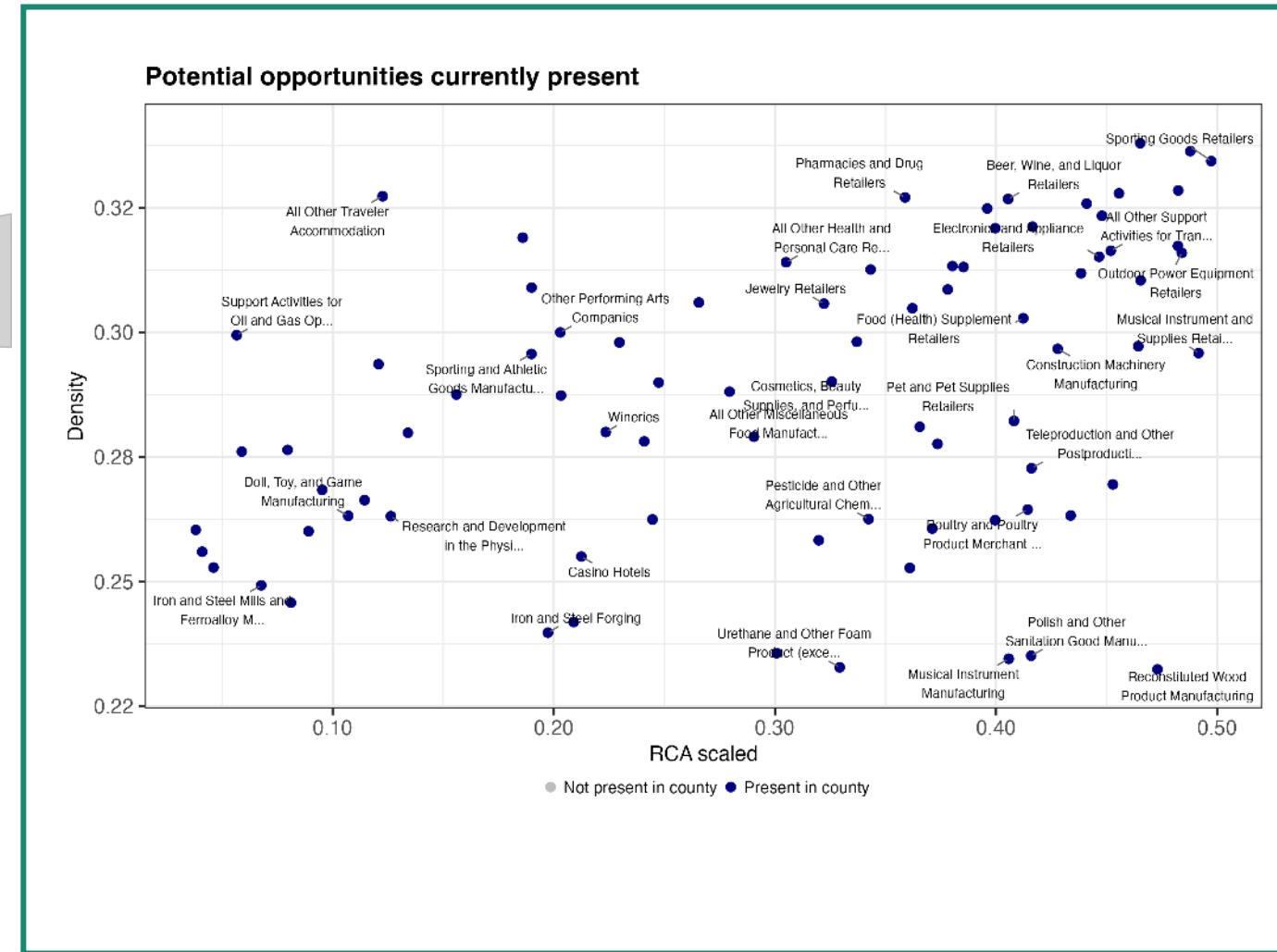
Industries in the top-right quadrant already have a strong foothold in Curry (RCA > 1 or RCA scaled > 0.5). A development strategy could focus on creating the right conditions – such as infrastructure, skilled workforce, and supportive policies – to help them grow and thrive even further.



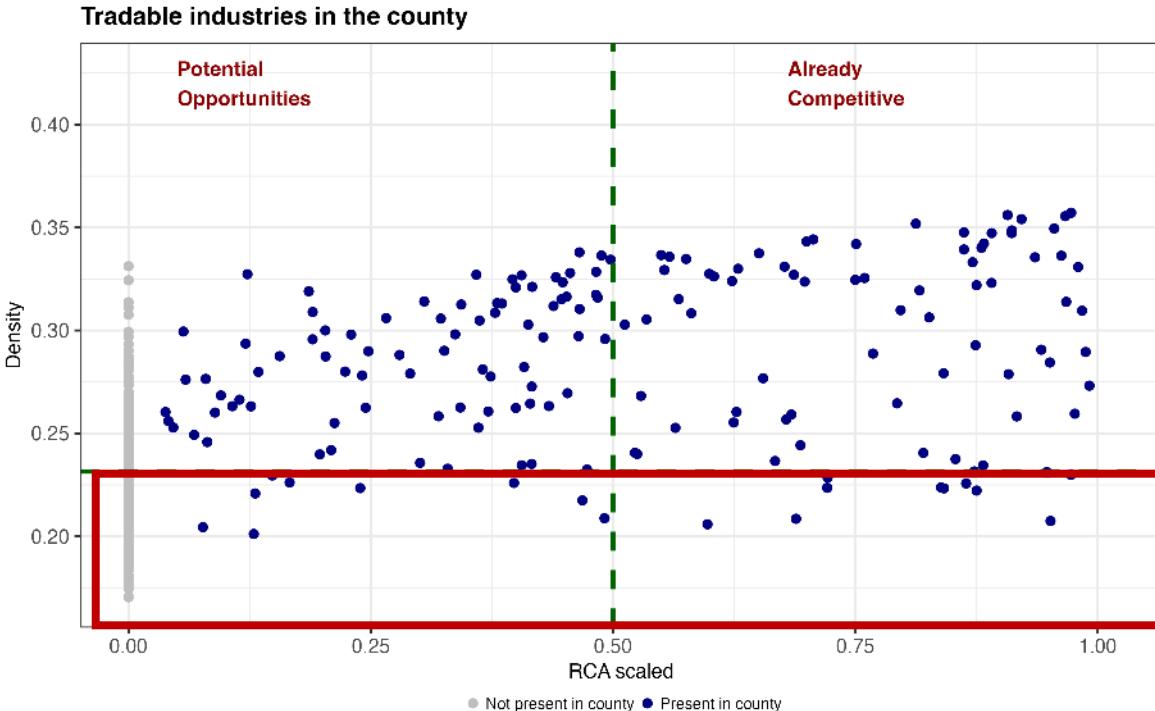
# Potential opportunities currently present in the county



Industries in the top-left quadrant are particularly relevant for the county's development strategy because they already have some presence and are closely related to existing capabilities. In other words, they hold significant potential for growth. A development strategy could focus on creating the right conditions to help these industries flourish.



# Industries further away from Curry's capabilities



The analysis does not focus on this set of industries because their requirements are not closely aligned with Curry's current capabilities. Industries with little local presence are unlikely to take root, while those with a larger footprint but a weak fit are more likely to shrink or eventually leave the community.

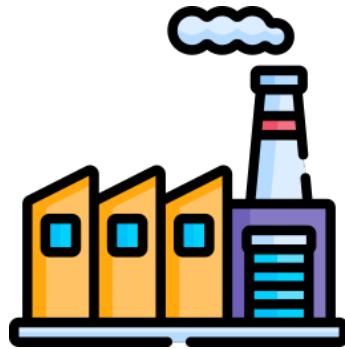
# We identify 192 industries with potential opportunities.

## Four major categories.



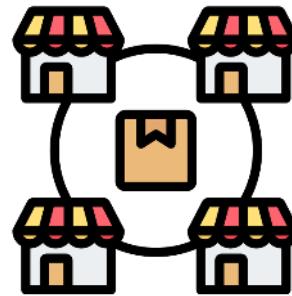
*Several industries in Curry offer emerging and new promising opportunities for increased tradable income. While these industries are not yet as competitive in Curry as in other parts of the U.S., they share capabilities with industries that are already strong locally. This means they could expand relatively easily if the right conditions are in place.*

### Manufacturing



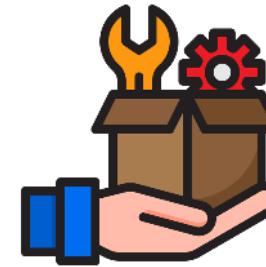
*88 industries as potential opportunities*

### Trade



*33 industries in retail and wholesale*

### Services



*42 industries across different sectors*

### Natural Resources



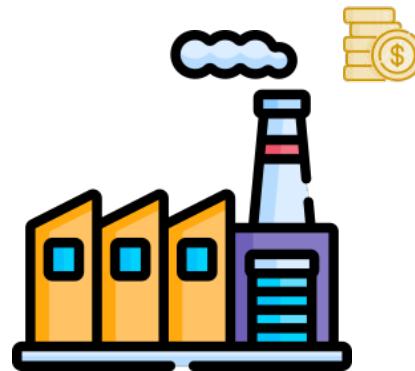
*29 industries in Agriculture and mining*

# Potential opportunities with high and medium level wages. 144 industries across categories



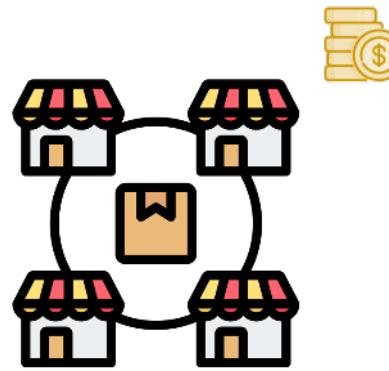
*Industries are grouped by wage levels using U.S. averages: the top 25% are classified as high-wage, the bottom 25% as low-wage, and the rest as medium-wage. The analysis focuses on high- and medium-wage industries, as these are more likely to provide quality jobs and stronger economic benefits for the community.*

## Manufacturing



*82 industries as potential opportunities*

## Trade



*13 industries in retail and wholesale*

## Services



*36 industries across different sectors*

## Natural Resources

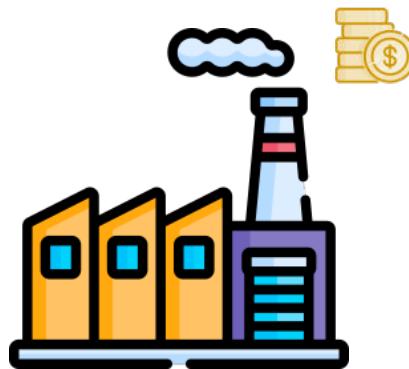


*13 industries in Agriculture and mining*

# Potential opportunities with high and medium level wages. 144 industries across categories

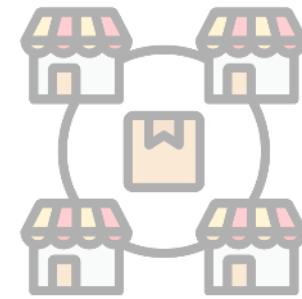
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## Manufacturing

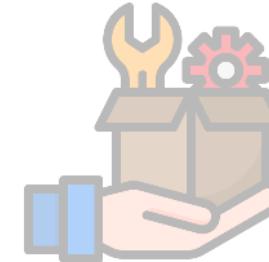


*82 industries as potential opportunities*

## Trade



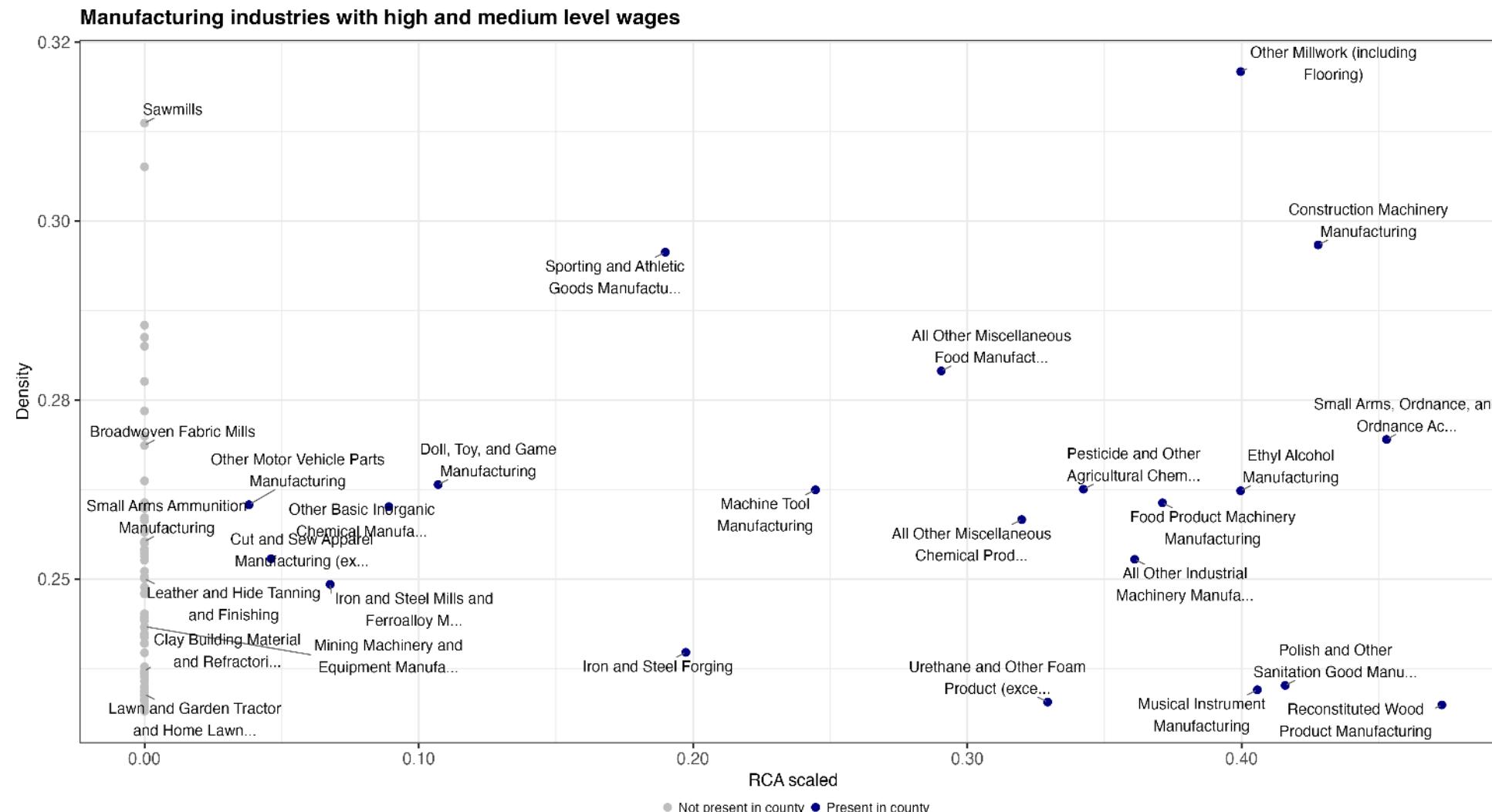
## Services



## Natural Resources



# High and medium wages opportunities. 82 manufacturing industries



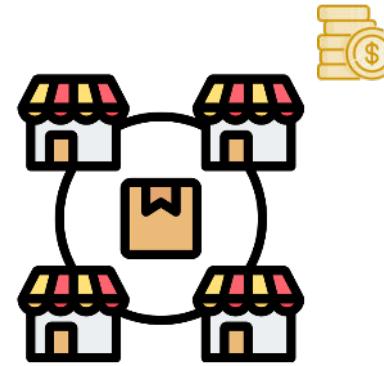
# Potential opportunities with high and medium level wages. 144 industries across categories

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## Manufacturing

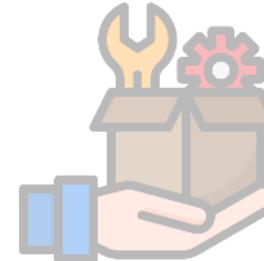


## Trade



*13 industries in retail and wholesale*

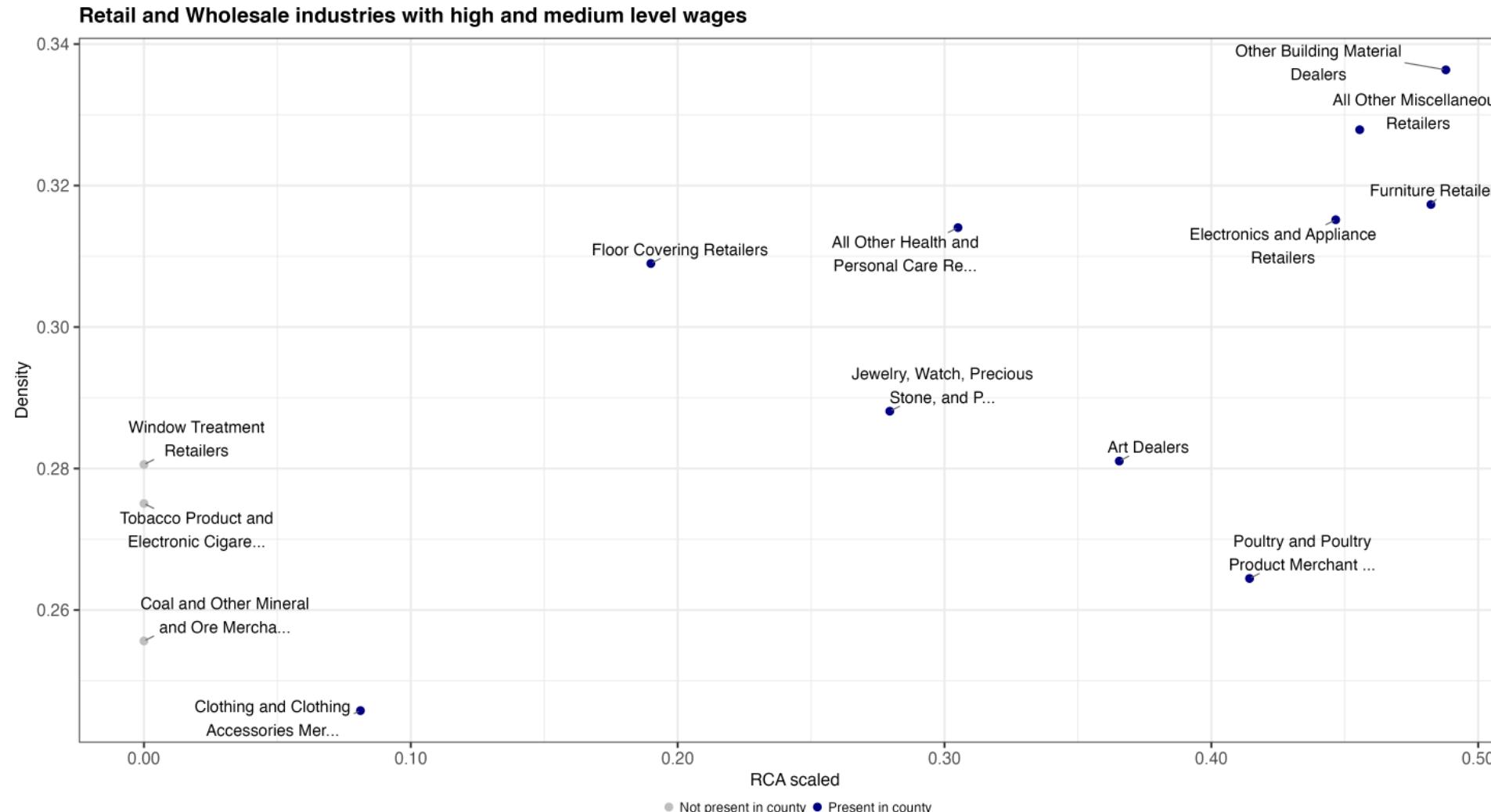
## Services



## Natural Resources



# High and medium wages opportunities. 13 retail and wholesale trade industries

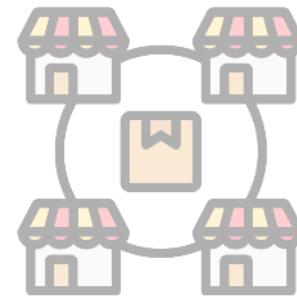


# Potential opportunities with high and medium level wages. 144 industries across categories

## Manufacturing



## Trade



## Services

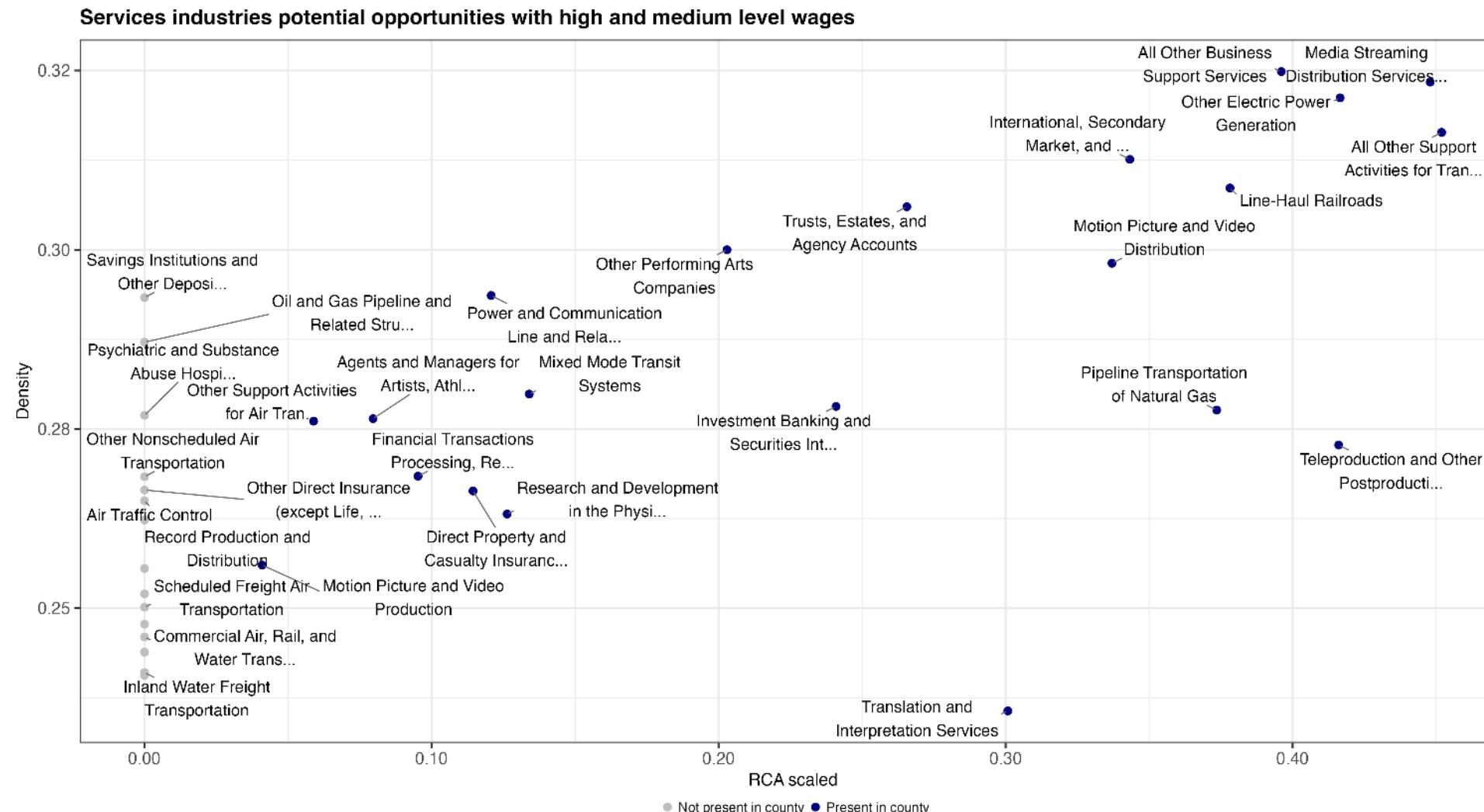


*36 industries across  
different sectors*

## Natural Resources



# High and medium wages opportunities. 36 services industries

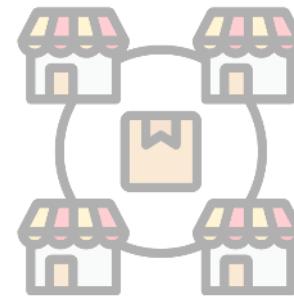


# Potential opportunities with high and medium level wages. 144 industries across categories

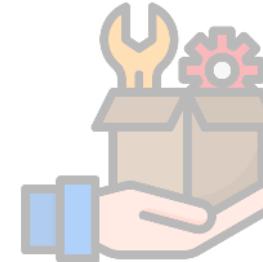
## Manufacturing



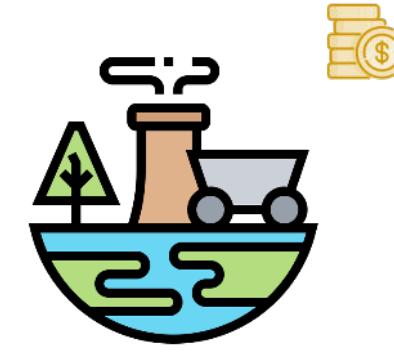
## Trade



## Services

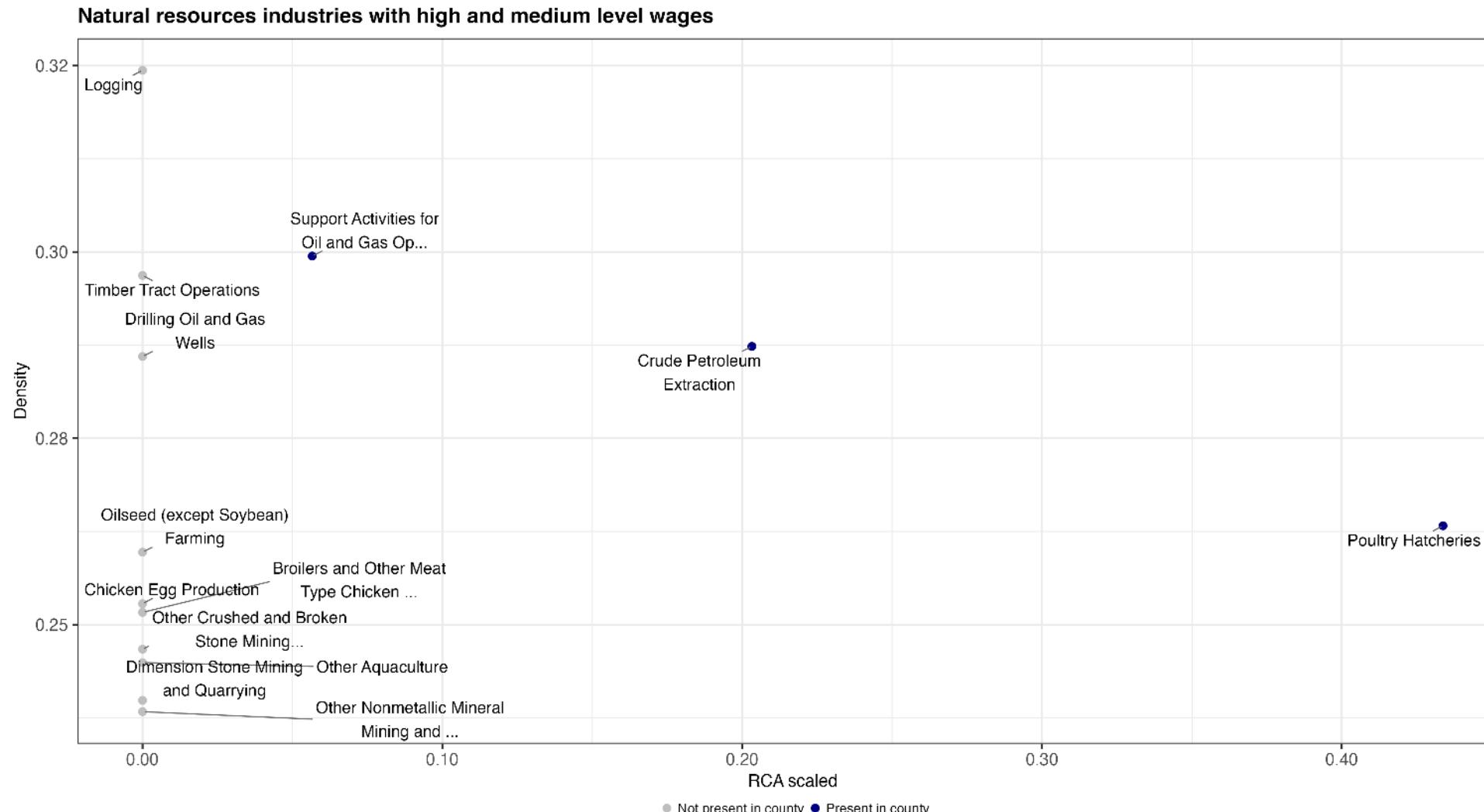


## Natural Resources



*13 industries in  
Agriculture and mining*

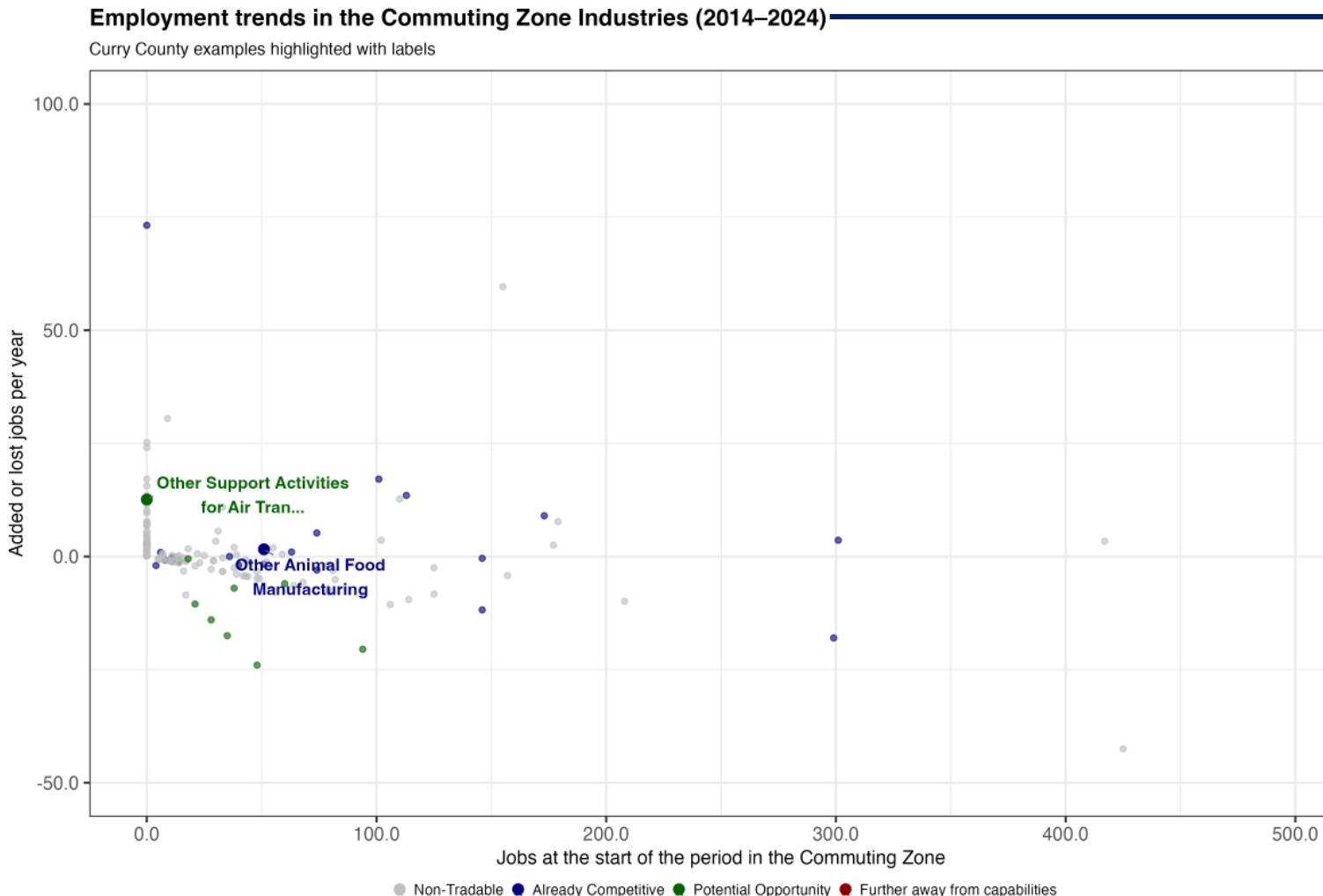
# High and medium wages opportunities. 16 extractive industries



# How to further assess the selected options

- **Background.** After selecting a list of industries that feel particular relevant or attractive, the next step is to figure out which are the missing capabilities and what can be done, if anything, to provide them.
- **Dataset as a reference.** The dataset provides useful information about potential gaps in productive capabilities, such as electricity needs or supply chain positioning, but it is not meant to offer all the answers. Instead, it serves as a starting point for further questions and discussions among local stakeholders. For instance, while the data show which industries have added or lost jobs in recent years, understanding the underlying reasons requires local and industry insights.
- **Examples as guidance rather than prescription.** External analysis cannot replace local insight or dictate which industries to target. The following slides highlight selected industries and explore various dimensions of each, not to prescribe priorities, but to demonstrate how to use the dataset's variables to prompt questions and guide decision-making. The examples focus on "Potential Opportunities" with medium or high wages that already have some local presence. The industries are drawn from sectors highlighted in the previous section, and Manufacturing because this sector offers additional variables to consider.
- **Review process.** The examples start by comparing job trends at the local, regional, and state levels to provide an overview of growing industries and to prompt consideration of the factors enabling or hindering growth. For some industries, job data may not be available. In these cases, reaching out, perhaps with help from the local Economic Development Organization (EDO), to firms already active in the industry can offer valuable qualitative insight. The examples then explore additional variables that assess industry attractiveness and specific requirements.
- **Build your own story.** Apply this approach to other industries of interest by examining all available variables in whatever order makes the most sense for your context. Engage local partners early and often to provide further insight and complement the analysis. The aim is to use this process to spark productive questions, identify the most promising opportunities, and guide actionable next steps for supporting industry growth in the community.

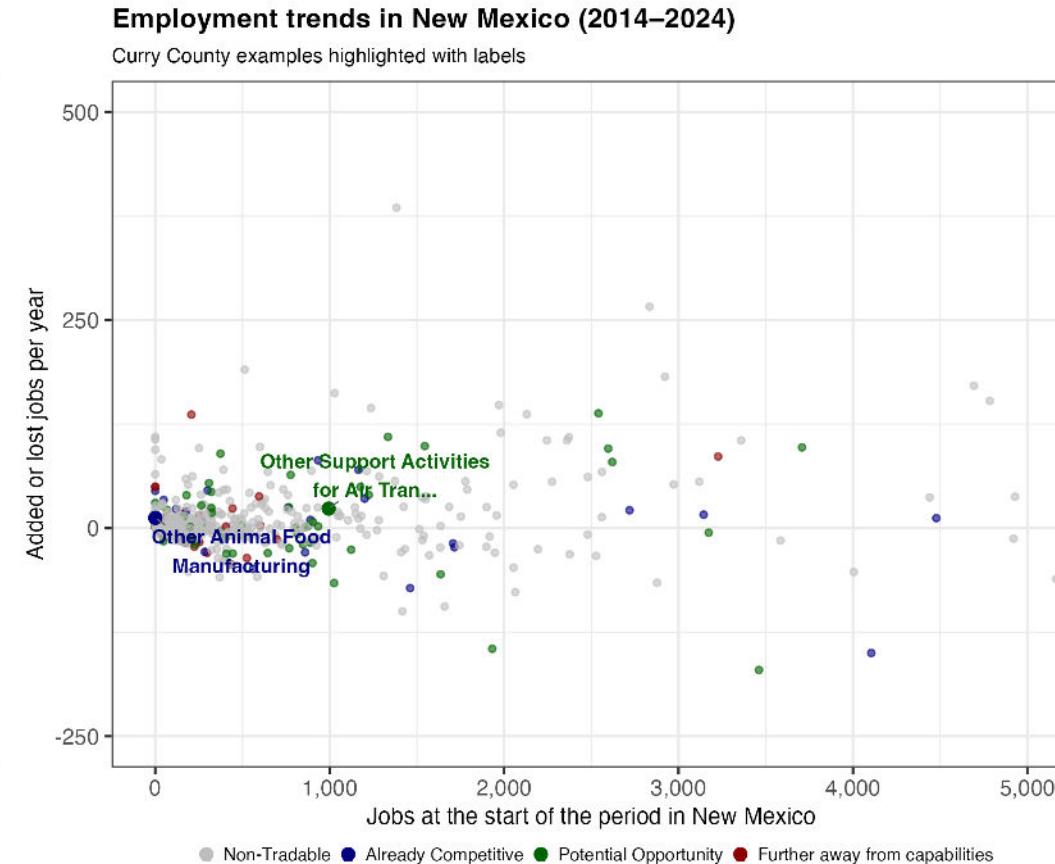
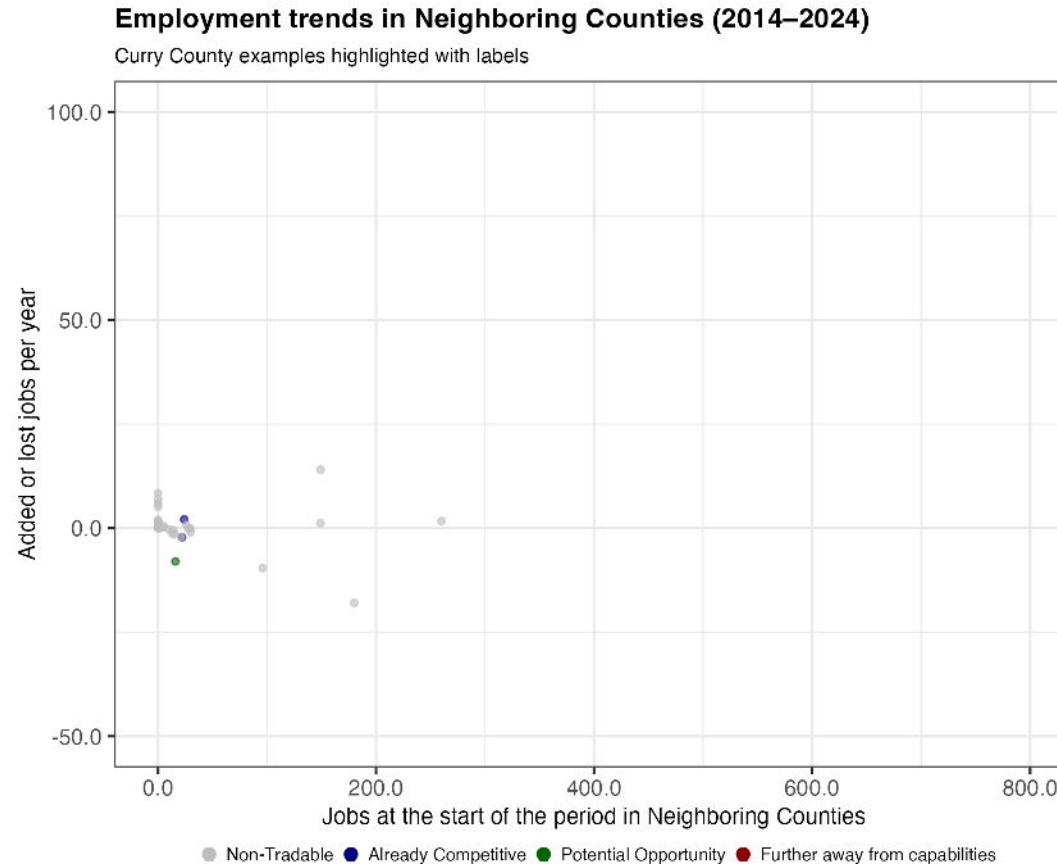
# Are local conditions favorable or holding this industry back?



In this graph, the x-axis shows the number of starting jobs in each industry, providing a sense of the industry's initial size and its potential contribution. The y-axis displays the average number of jobs added or lost per year, rather than growth rates, since several industries began with zero employment. The total was divided by the number of years between the earliest and latest data points for each industry. The axes were capped to improve visualization.

# Is the industry facing a different situation elsewhere?

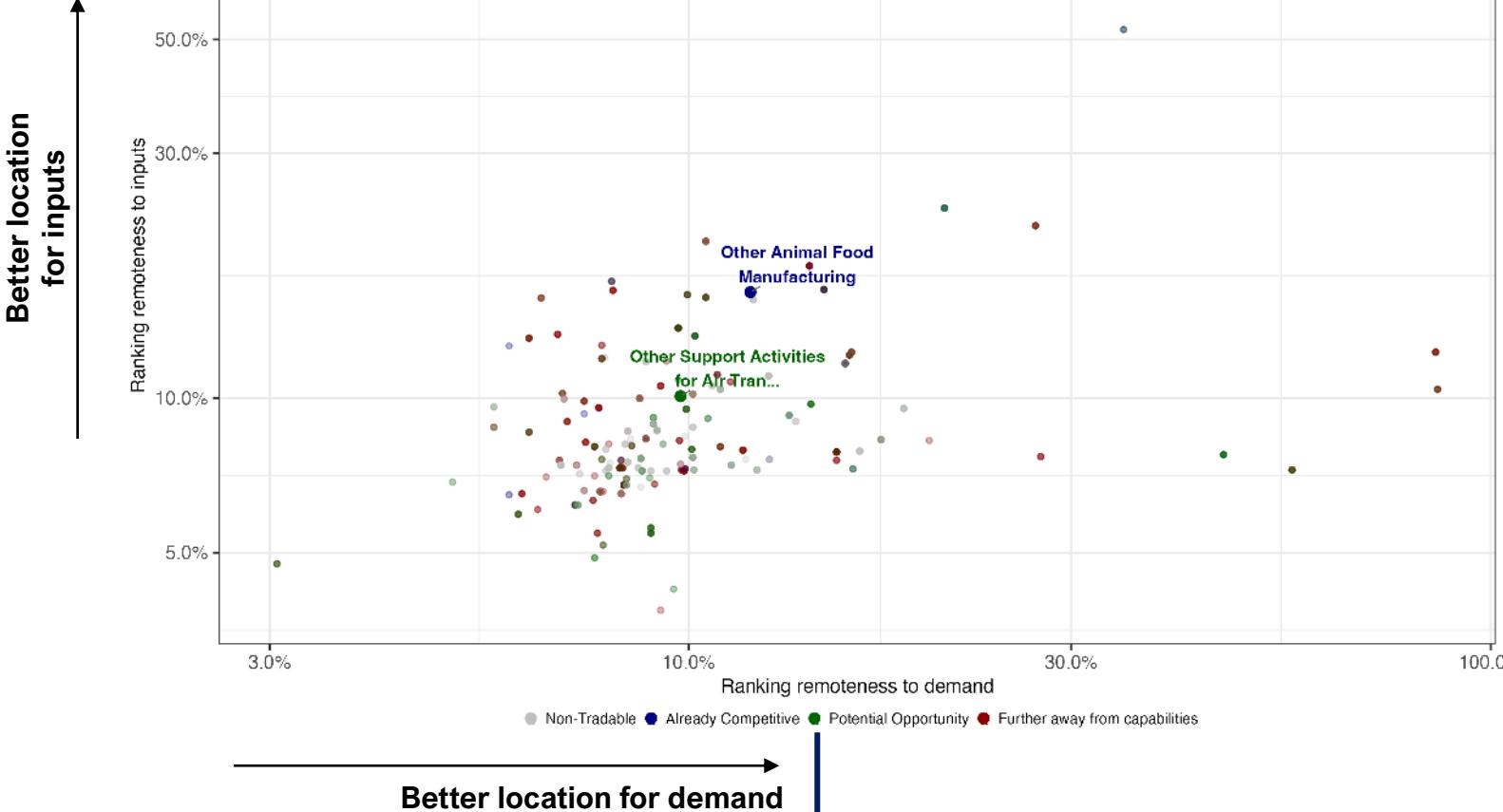
Same axes as the previous graph but for different regions. For neighboring counties, only those that share a border, whether in-state or out-of-state, and are not part of the commuting zone were included. In this case, the selected counties are Quay in New Mexico and Deaf Smith in Texas. While barriers to grow may not be obvious for every industry, they could be more evident in some cases than in others.



# How attractive is Curry's location for the industry?

Curry County location attractiveness by industry

Curry County examples highlighted with labels



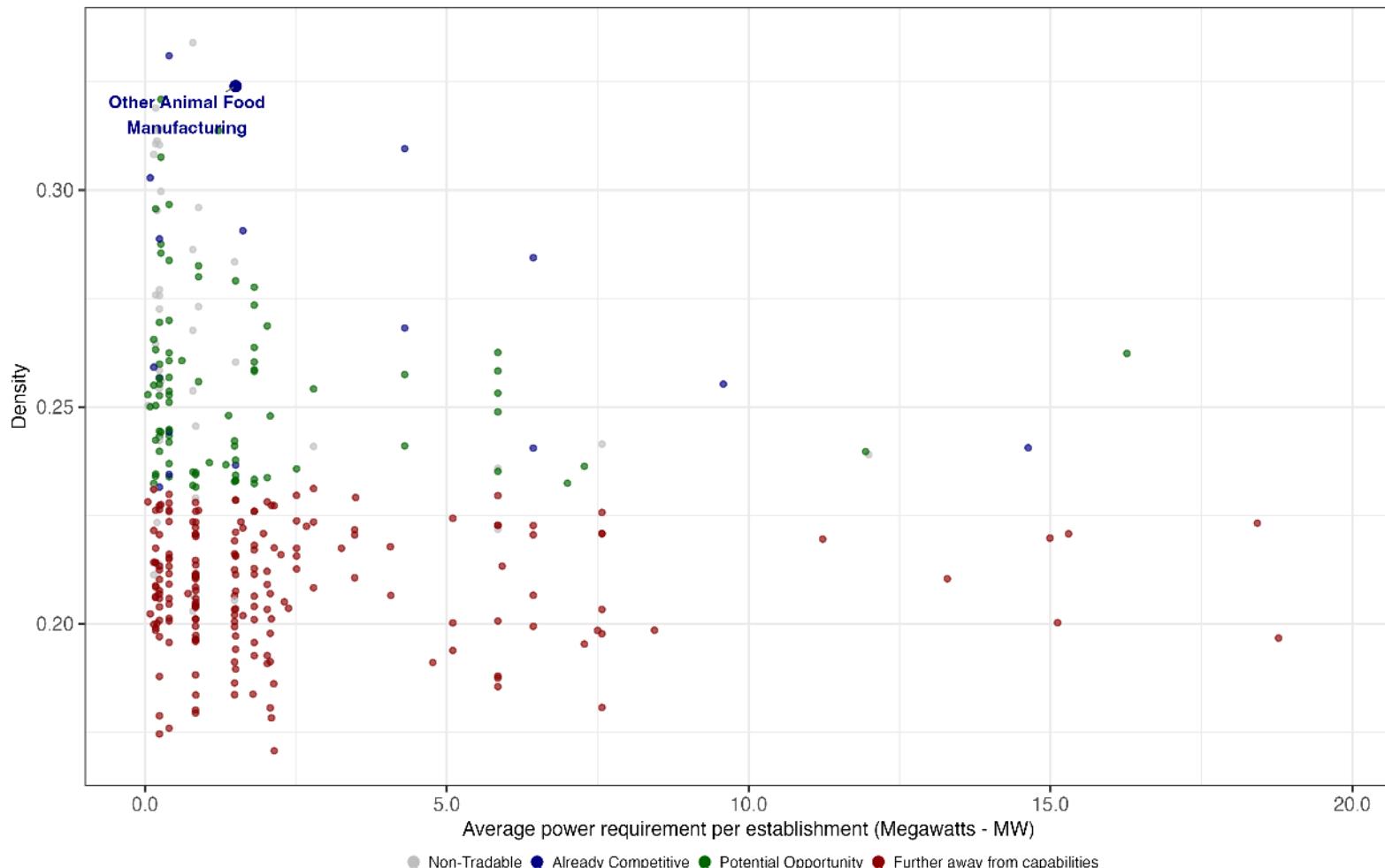
The competitiveness of some industries depends more on proximity to inputs, while others rely on being close to consumers. By identifying each industry's main inputs and where they are produced and then calculating the driving time from the county to those locations, a "remoteness to inputs" score is created. A similar score for demand is based on the location of main consumers. Together, these scores allow the county's position to be ranked relative to others in terms of access to both inputs and markets.

Curry's commuting zone is closer to the required inputs for "Other Animal Food Manufacturing" than almost 16% of U.S. counties, and closer to the demand than 12% of other counties.

# Can Curry meet the electricity needs of the manufacturing industry?

## Manufacturing industries power requirement

Curry County examples highlighted with labels



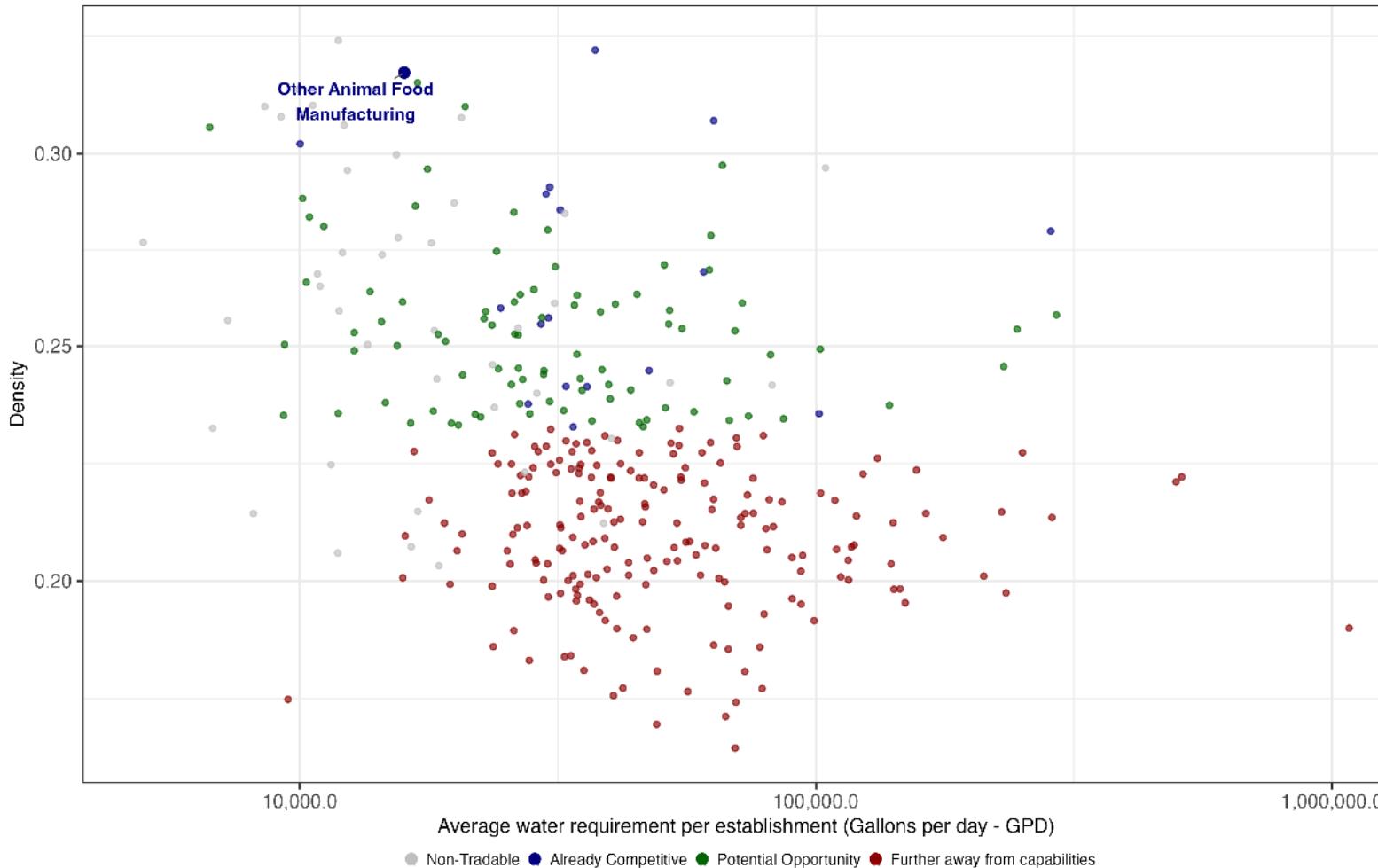
The x-axis shows the average power demand per establishment (in megawatts) for each manufacturing industry. Measuring in MW provides a standard metric to compare how much electricity a typical facility would draw from the grid during operating hours. Only manufacturing industries are included due to data availability. Some industries may be feasible with existing capacity and others could require major upgrades or entirely new infrastructure.

# Is Curry equipped to supply the manufacturing industry with enough water?



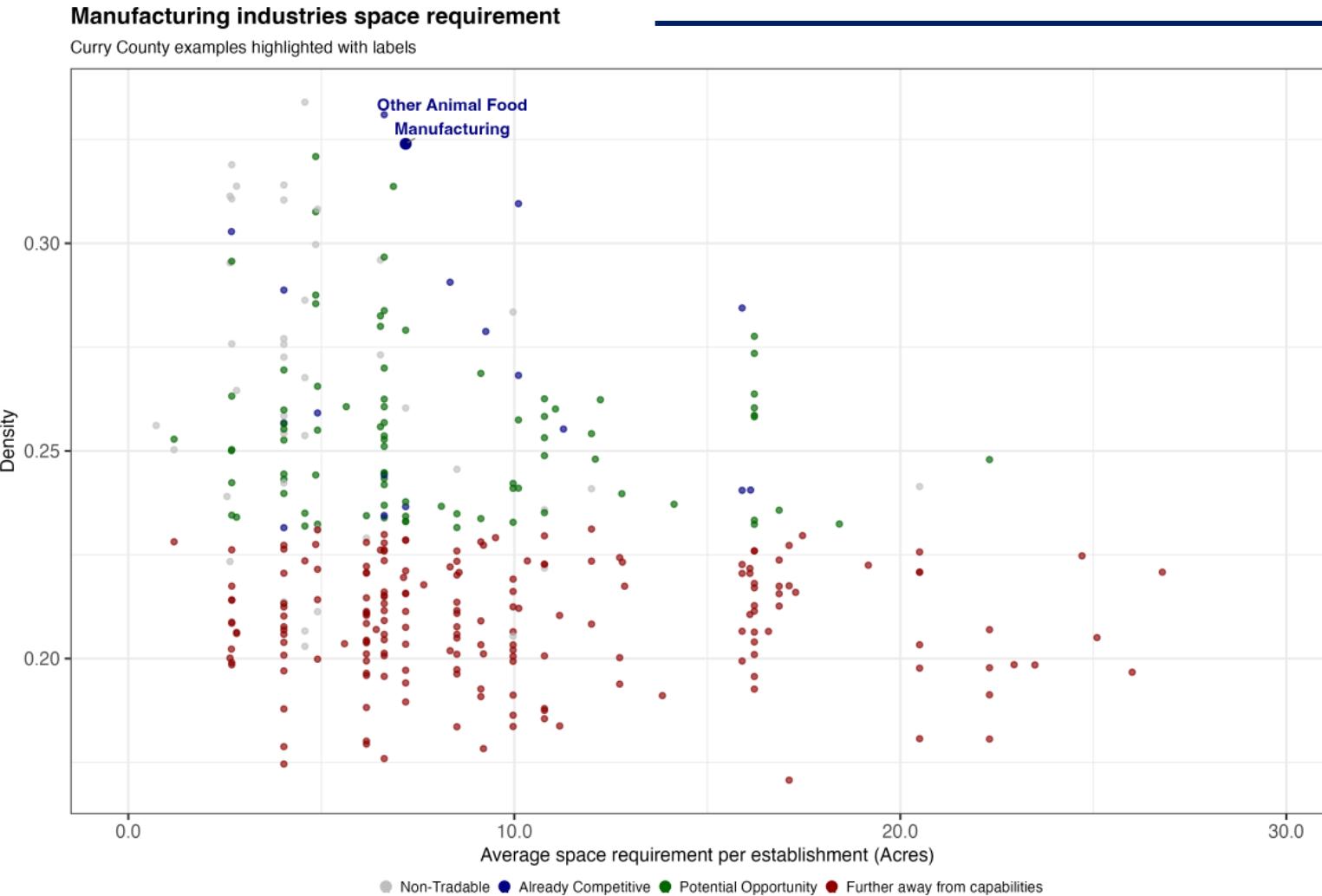
## Manufacturing industries water requirement

Curry County examples highlighted with labels



The x-axis shows the average daily water use per establishment (in gallons per day) for each manufacturing industry. Only manufacturing industries are included due to data availability.

# Can Curry provide the necessary space for the manufacturing industry?





Growth Lab

# **Identifying local opportunities: Curry County**

January 2025