



# CEDS 2017-2020

Comprehensive  
Economic Development  
Strategy

South Plains Association of  
Governments

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# South Plains Economic Development District

## SPEDD Board of Directors

Mike Fox (SPEDD President) - City of Plainview

Erik Rejino - City of Levelland

Judge Kevin Brendle - Dickens County

Judge Mike Braddock - City of Tahoka

Judge Jim Barron - Yoakum County

Danny Soliz - Workforce of the South Plains

Justin Brown - City of Floydada

Judge Duane Daniel - King County

Jim Jones - City of Littlefield

Terry Bartlett - City of Post

Darrell G. Newsom - City of Wolfforth

Don Provost - Reese Technology Center

| County             | Population     |
|--------------------|----------------|
| Bailey             | 7,165          |
| Cochran            | 3,127          |
| Crosby             | 6,059          |
| Dickens            | 2,444          |
| Floyd              | 6,446          |
| Garza              | 6,461          |
| Hale               | 36,273         |
| Hockley            | 22,935         |
| King               | 286            |
| Lamb               | 13,977         |
| Lubbock            | 278,831        |
| Lynn               | 5,915          |
| Motley             | 1,210          |
| Terry              | 12,651         |
| Yoakum             | 7,879          |
| <b>SPAG Region</b> | <b>420,659</b> |

South Plains Economic Development District (SPEDD), a non-profit corporation, covers the same 15-county region as the South Plains Association of Governments (SPAG), a state planning region. Any local government in the area is eligible for membership in SPEDD. All 15 counties have elected to be active participants in the district's organization and programming, and there are currently no non-participants. Participating members include Bailey, Cochran, Crosby, Dickens, Floyd, Garza, Hale, Hockley, King, Lamb, Lubbock, Lynn, Motley, Terry, and Yoakum Counties. The region composes of 44 cities and 9 special districts.

Through strategic planning and the development of a regional economic development plan, the program encompasses the areas of Industrial Marketing and Recruiting, Business Retention and Expansion, and Small Business Development. Also, through SPEDD and its affiliation with the Economic Development Administration (EDA), SPAG can assist eligible communities and counties through EDA's Public Works program. The program awards grants for the purpose of improving or providing infrastructure for economic development. Moreover, the district is responsible for maintaining and updating the Comprehensive Economic Development Strategy (CEDS) for the region.

# Summary of Economic Activity

Cochran  
COUNTY LINE

The SPAG Comprehensive Economic Development Strategy (CEDS) represents the South Plains Association of Governments (SPAG) economic development plan. The primary purpose of the CEDS is to analyze local conditions, identify problems and opportunities, define the vision and goals of the region, design strategies to accomplish these goals, and develop a plan for action that will meet the needs of the area. Along with demographic and economic changes, the CEDS addresses some new and recurring issues that include but aren't limited to social services, water supply, emergency preparedness, and economic development. Overall, the goal of the CEDS is to provide a picture of the current economic conditions in the region and develop a roadmap of opportunities to help the region's stakeholders drive the economic growth process.

The CEDS is updated on an annual basis to reflect the changes in the region. SPAG periodically solicits feedback from regional stakeholders and their input is used to determine the needs, strengths, and weaknesses of the region. Based on a needs assessment survey in 2011, the most common economic barriers cited by respondents to the survey included the lack of quality housing, insufficient capital resources for business development, lack of sites for business and industry, and an unskilled labor force. These deficiencies are reflected in the four priorities cited most by the respondents: affordable housing increased access to capital resources, small business development, and vocational/business training. Many rural areas cited their declining and aging populations as both their greatest resource and greatest economic consideration. Notably, the needs of the SPAG region continue to remain the same from year to year with the focus being on helping the region. The actions, decisions, and policies supported, as well as growth in small businesses, are all indicators of the commitment to economic stability from regional decision-makers.

At one point in time, economic development was primarily driven by the private sector. Where it was once banks, railroads, and business organizations stimulating economic growth, the responsibility has been slowly shifting towards development authorities, chambers of commerce, and local governments.

1989

Creation of the South  
Plains Association of  
Governments

1997

Reese Air Force  
Base disbanded

2005

South Plains College  
Plainview Center  
expands access

1996

City of Lubbock  
granted \$1,271,250  
to extend rail spur

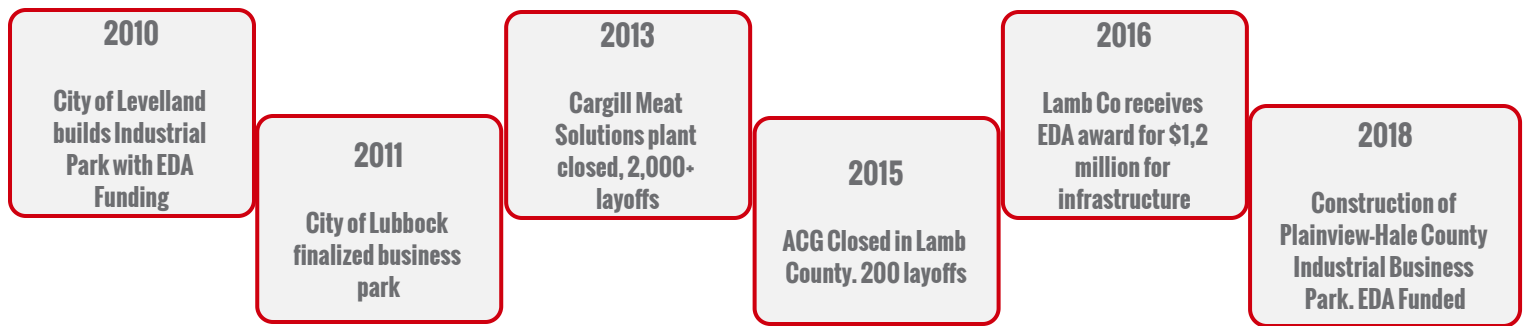
2004

City of Slaton  
receives \$560,000  
grant to restore  
Harvey House

2010

Beginning of 3 year  
drought that heavily  
impacted West  
Texas





The communities of the South Plains share a common culture, geography, environment, and social and economic interest as well as common problems, opportunities, and future. SPAG remains committed to promoting the positive aspects of all these shared elements of life in the South Plains region. The South Plains region is economically tenuous and remains highly vulnerable to changing industry and demographic environments. Changes in the farming industry have caused an increase in “corporate” farming and a reduction in “family” farming operations. The result is a population shift away from farms in the SPAG region to larger metropolitan areas outside the region.

The loss of large employers during the last twenty years, such as the closing of Texas Instruments, Reese Air Force Base, and Cargill Meat Solutions has impacted the regional economy as well. Furthermore, wavering oil prices, fluctuating cotton market prices and extreme vulnerability to changes in weather patterns have negatively affected the regional economy. The South Plains region experienced various droughts between 2011 and 2014 which were felt in almost every industry. Currently, the region faces threats of droughts in the future as a result of industries that are dependent on depleting water sources such as the Ogallala Aquifer. Several communities were declared disaster areas by the governor and received disaster relief funds throughout the years in order to create and/or prolong potable water sources. One of the hardest-hit communities was Plainview with the closure of the Cargill meat-processing plant. The lack of rain dropped the number of cattle herd to its lowest level since 1952. Without enough cattle to process, the plant was forced to shut its doors and eliminate over 2,000 jobs. That number accounted for nearly 13% of the county’s workforce in addition to an estimated loss of more than \$865 million in gross sales and \$60 million in labor income (Dudensing, Cross, Sageser & Guerrero, 2013). Although some of the employment and income loss was spread across surrounding counties, this doesn’t alleviate the challenge that economic development leaders have before them. The plant closure is expected to have a multiplier-effect on gross sales, labor income, property tax revenues, and sales tax to name a few. There is also the large possibility that residents have migrated outside of the region to pursue employment elsewhere. The reduction in population and resources is likely to create unpopular decisions, such as consolidation of government functions and elimination of various services. Cooperation between governmental and quasi-governmental units is currently underway. There is a great need to understand the economic impacts of having an economy that is heavily dependent on industries that can cause economic distress from instability. In 2015, the American Cotton Growers announced shutting down their Littlefield denim mill that laid off 340 employees. This was due to the unpredictable and unfavorable weather presented in our region.

There are a number of reasons that may explain the disparity between the South Plains and the state average income levels reflect the types of employment in the region. The region falls short of modern industry trends such as high-tech manufacturing and information-based employment when compared to other areas of the state. Opportunities like the one mentioned before with high tech manufacturing create opportunities for businesses to relocate or branch into a range that benefits the economy and further development pursuits. The addition of these sort of business advancements such as the additions of business parks and rail parks. Currently, the Cty of Plainview located in Hale County is constructing a Business Park that will house various businesses and aid in fostering jobs and the increase of economic activity. Also, the Cty of Levelland located in Hockley County is currently in the process of creating a rail park that can serve as a conduit for attracting industries seeking to enhance their logistical needs. Another glaring deficiency in the region is that recent economic growth is not distributed equally, geographically, or across ethnic and gender barriers. As seen above with income distribution, unemployment is high in rural areas.

The SPAG regional unemployment rate hovers around 4.7%. There are many communities with small economic bases, and these communities are extremely vulnerable to fluctuations of the economy caused by but not limited to non-economic influences. The loss of jobs and income effects spreads to sectors such as local retail businesses and financial institutions through multiplier effects. Individual communities have little control over the events that trigger their economic distress, such as the plant closure in Plainview, and many do not have the means to mitigate the severity of the economic losses sustained by their residents. The need for short-term focused growth and long-term diversification of the regional economy is ideal and should remain a primary focus of regional economic development efforts.

Current economic conditions dictate that businesses must determine their core competencies that create a competitive advantage for the business or region and then work to develop and protect those goals. In an economy experiencing hyper-competition, or the only true long-term competitive advantage may be a business’s employees or region’s citizens. Technology changes rapidly, and reliance on production-based or technology-based competitive advantages can be short-lived. In order to compete effectively, firms, organizations, and regions must look to their people as a source of competitive advantage. People are the source of innovation that fuels continued growth and development. This creates the importance of utilizing the universities and colleges in the area to train the region’s citizens and employ them. No economy can hope to sustain its growth when large segments of its population do not enjoy the benefits of growth, which will be counterproductive.

In this twenty-first century, the South Plains regional economy stands at a crossroads and cannot afford to be left behind when it comes to diversification of the economy, development of the labor force, creation of new businesses, and economic innovation. Economic sustainability requires that we develop an understanding of the economic, social, and political environment and adapt to changes in those environments. As the general economy moves toward a state of hyper-competition, it is vital that regional stakeholders receive the assistance they need to compete on a level beyond their own geographic location. For individuals, firms, and government agencies to compete effectively and create value, they must be able to adapt to an ever-changing environment. Foresight, flexibility, adaptability, and commitment are keys to the future of the South Plains region. SPAG helps to achieve the flexibility necessary to survive by providing information support, administrative assistance, and capital funding. The advancement of its members’ interests and the enhancement of capabilities remain as one of SPAG’s chief objectives.



2019

Levelland TCF, railway extension for LIRP

2020

COVID hits the South Plains Region

2020

Showcase of resiliency with 3 funded EDA projects

# CEDS Plan of Action

The SPAG Comprehensive Economic Development Strategy conducted by the SPEDD Board is to be utilized as a vehicle for economic activity guidance. This collaborative effort between the SPEDD, which is a collection of regional stakeholders from local governments throughout the region encompasses the diverse interest of the region. The board nature of the CEDS is intended to cover the region while offering county profiles that display the needs and desires of the 15 individual SPAG counties. The strategic plan outlines objectives and strategies to guided activity to becoming closer to satisfying the goals of the SPAG region. The SPEDD will continue to meet in order to update the progress of the CEDS and formulate innovative practices that grow with the local economy. The practices will be geared towards the coordination of development activities and strategy



# Regional Employment

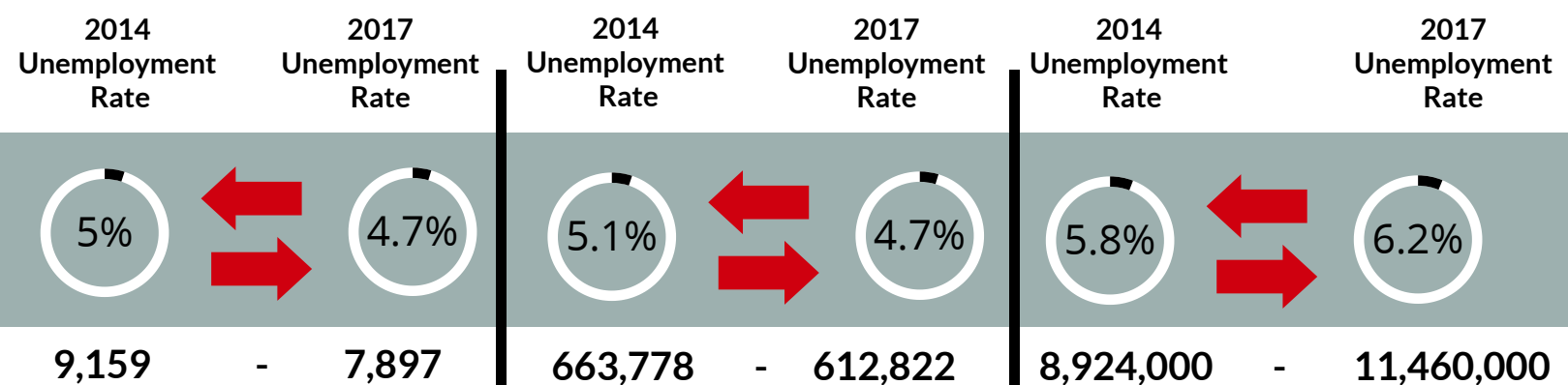
A county-by-county breakdown of unemployment rates and the number of unemployed persons are provided in the chart below (Texas Workforce Commission, 2017). The chart displays the year 2014 in comparison to the most recent unemployment numbers. The variation among counties reflects the diverse economic situations that exist within the region. The SPAG labor force has steadily grown while some of the individual counties suffer from a relatively high rate of unemployment. Small population sizes in some of the region's counties contribute to the high unemployment rates. As can be seen in the table, small changes in the number of unemployed persons in counties with small populations can result in large percentage increases in the unemployment rate.

| County  | Unemployment Number 2014 | Unemployment Number 2017 |  | Unemployment Rate 2014 | Unemployment Rate 2017 |
|---------|--------------------------|--------------------------|--|------------------------|------------------------|
| Bailey  | 115                      | 119                      |  | 5.1                    | 4.4                    |
| Cochran | 73                       | 66                       |  | 5.1                    | 5.6                    |
| Crosby  | 128                      | 117                      |  | 4.6                    | 4.4                    |
| Dickens | 48                       | 35                       |  | 6.3                    | 5.1                    |
| Floyd   | 218                      | 142                      |  | 7.0                    | 5.2                    |
| Garza   | 80                       | 83                       |  | 3.5                    | 3.9                    |
| Hale    | 1,289                    | 715                      |  | 9.4                    | 5.7                    |
| Hockley | 472                      | 519                      |  | 3.9                    | 4.7                    |
| King    | 10                       | 7                        |  | 4.3                    | 4.0                    |
| Lamb    | 357                      | 342                      |  | 5.7                    | 6.6                    |
| Lubbock | 5,805                    | 5,183                    |  | 3.9                    | 3.4                    |
| Lyn     | 126                      | 111                      |  | 4.3                    | 4.0                    |
| Motley  | 22                       | 19                       |  | 4.5                    | 3.7                    |
| Terry   | 245                      | 262                      |  | 4.4                    | 4.9                    |
| Yoakum  | 131                      | 177                      |  | 3.0                    | 4.7                    |

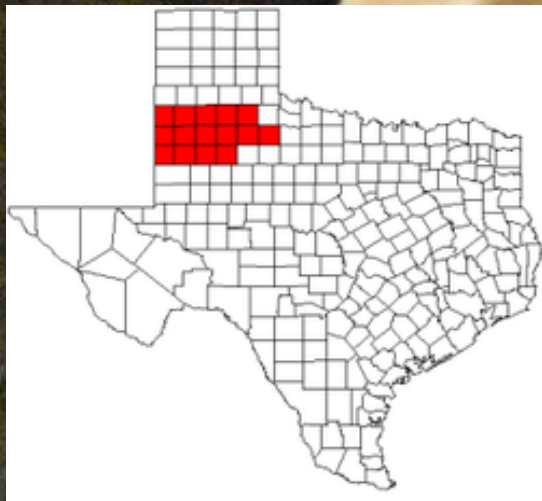
## SPAG Region

## Texas

## U.S.



# Geography



The SPAG region consists of the West Texas Rolling Plains, which is approximately the western two-thirds of the North Central Plains in Texas (purple region), and The South Plains geographical regions (orange region). In a direction of east to west, the altitude increases approximately from 750 feet to 2,000 feet beginning at the base of the Caprock Escarpment.

Caprock Escarpment is a physical feature caused by surface erosion and is abruptly 200 to 500 feet, and in some places almost 1,000 feet above the plains. The structure faces eastward creating a wall through Briscoe, Floyd, Motley, Dickens, Crosby, Garza, and Borden counties

The Region is a leader in the grain and sorghum industry and leads the state in cotton production. The city of Lubbock is the center of the region and is one of the state's largest cotton producers. The region is also known as one that has a large cattle-raising industry with some of the state's largest ranches.



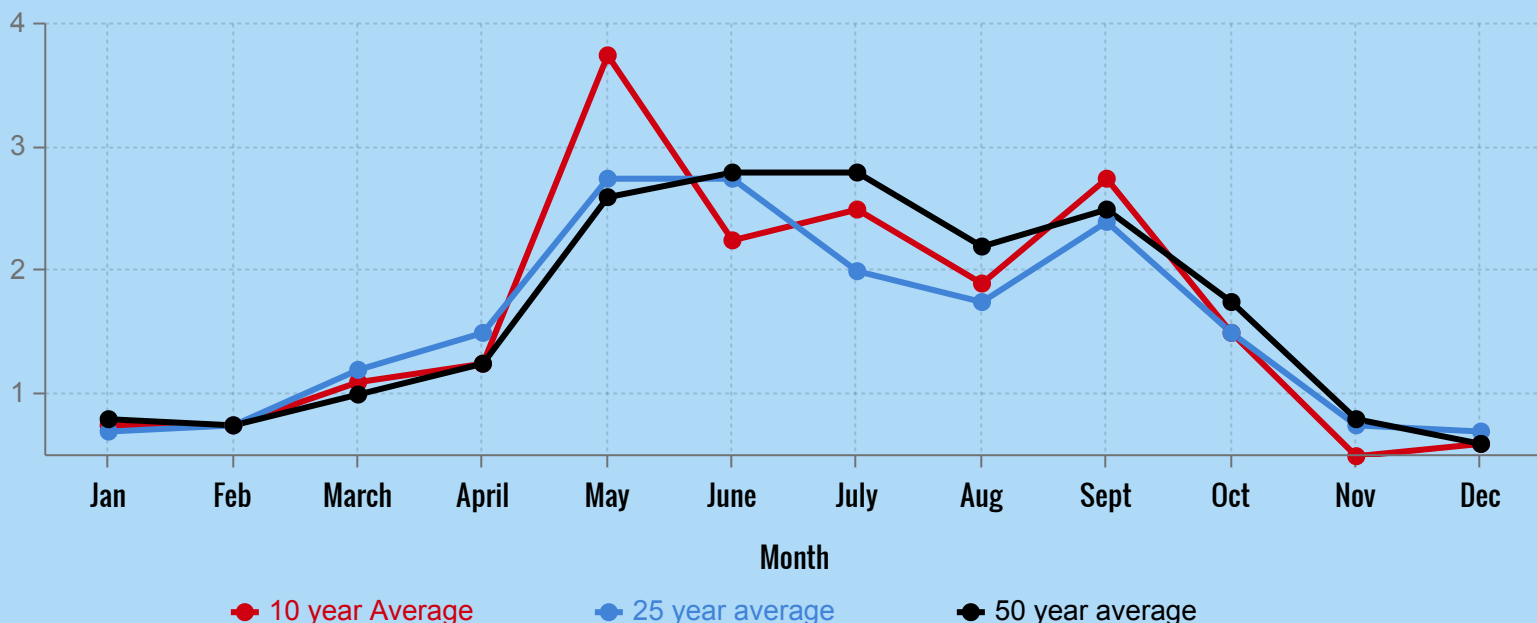
© 2010 Texas A&M University System  
Source: National Resources Conservation Service of the U.S. Department of Agriculture.



# Climate

The region has a unique climate in relation to the central, eastern, and southern regions of Texas. The climate ranges from winter temperatures of up to 74.3 degrees on average and as low as 47.4 degrees on average. This variability in temperature makes the region seem less favored in comparison to the other regions, but the climate cannot hold the region from reaching its full potential. Beyond the diversity in temperature, the region is known for having dust storms, rainy seasons, and snow seasons.

Average Rain Fall in Lubbock

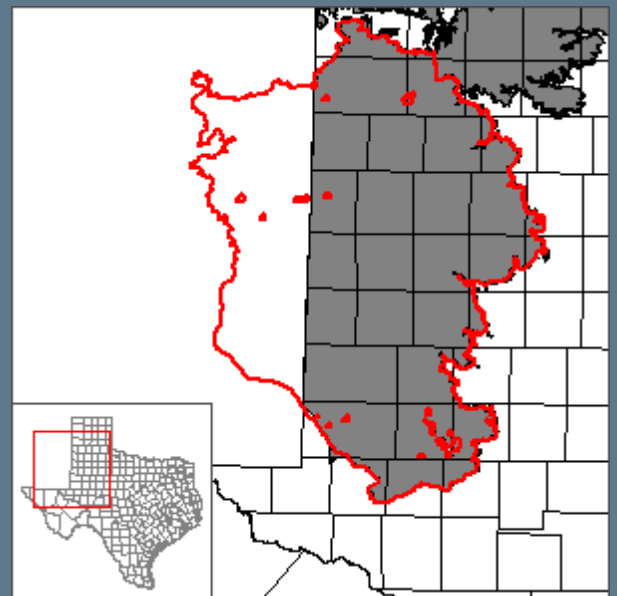


# Water Resource

The area's resources are vital to the regional economy. These unique resources should be protected, improved, and developed according to their natural, cultural, agricultural, and historical value. The Caprock, White River Lake in Crosby County, and Lake Alan Henry in Garza County are important physical resources, while the area's abundant cropland and oil reserves are economically viable assets.

Water is the primary resource constraint to economic growth in the region (for more information, see "Water Systems and Wastewater" under the Public Utilities section below). Much of the region rely on aquifers for water, and the limited rainfall and increased usage means that levels in the aquifers are declining faster than they are being recharged. While the rate of decline is less than in previous decades, it is still a serious problem. As water scarcity increases, costs associated with generating more water will be translated into higher consumer costs. Naturally occurring chemicals and metal deposits are increasing to potentially hazardous levels. Addressing these issues could be costly to affected communities.

- Approximately 97% of this area's water needs are dependent upon the Ogallala Aquifer
  - Approximately 90% of the water demand is for irrigation





# Parks and Wildlife

## Wildlife Management Areas

The White River Lake in Crosby County and Lake Alan Henry in Garza County provide a source of recreational water that is accessible to the region's population. Smaller natural lakes and playa lakes throughout the region also offer recreational opportunities and provide park resources, wildlife habitat, and hunting areas. Notably, the Muleshoe National Refuge in Bailey County is the only federally administered outdoor recreation area in the region. Recreational attractions and Wildlife Management areas include the following:

### **Parks and Recreation Areas:**

- 1) Mackenzie Park and Recreation Area
- 2) Muleshoe National Wildlife Refuge

### **Streams:**

- 1) Double Mountain Fork of the Brazos River
- 2) White River
- 3) Yellow House River

### **Lakes:**

- 1) Buffalo Springs Lake
  - 2) White River Lake
  - 3) Yellow House Canyon Lake
  - 4) Lake Alan Henry
- (There are approx. 2,871 total surface acres of freshwater lakes)

## Endangered Animals

The South Plains hosts a few endangered animals, and the Texas Parks and Wildlife Department is closely monitoring these species to prevent extinction. More extensive information on area endangered species is available from the Texas Parks and Wildlife Department at the Texas Parks and Wildlife website (Texas Parks and Wildlife, 2018).

## Floodplains and Wetlands

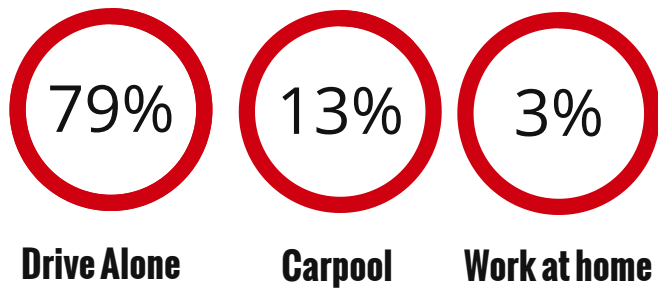
The South Plains Development Council maintains an inventory of current floodplain maps for the region. The U.S. Fish and Wildlife Service also possess area floodplain maps in addition to maintaining a list of wetland locations within the South Plains region. The Texas Parks and Wildlife Department has developed guidelines concerning the regulation and management of Texas wetlands, and information covering these and other Texas water issues is available at the Texas Parks and Wildlife website (Texas Parks and Wildlife, 2018).



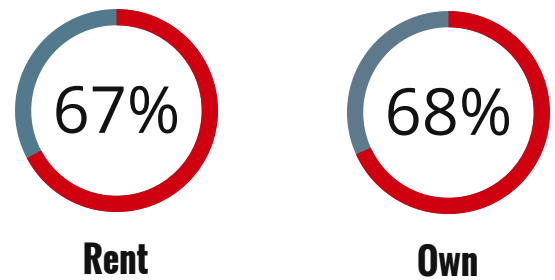
# The Region outside of Lubbock



## Most Common Method of Transportation



## Housing



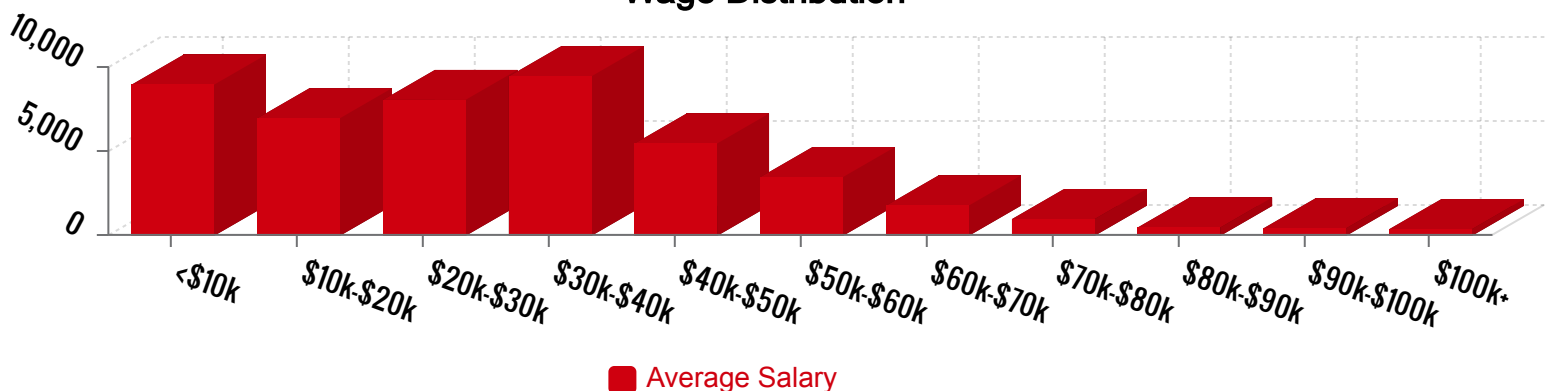
## Most Employment

|   |       |
|---|-------|
| Education Services                      | 6,290 |
| Agriculture, Forestry, Hunting, Fishing | 6,141 |
| Health and Social Assistance            | 5,948 |

## Highest Paying

|                                       |          |
|---------------------------------------|----------|
| Mining, Quarrying Oil, Gas Extraction | \$55,754 |
| Utilities                             | \$48,342 |
| Transportation and Warehousing        | \$36,089 |

## Wage Distribution



# Community

The community portion outlines the cost of living in the various counties as well as the number of households currently in each county.

| County  | Households |
|---------|------------|
| Bailey  | 2,392      |
| Lamb    | 4,865      |
| Hale    | 11,513     |
| Floyd   | 2,413      |
| Motley  | 445        |
| Cochran | 1,030      |
| Hockley | 8,089      |
| Lubbock | 108,485    |
| Crosby  | 2,189      |
| Dickens | 878        |
| King    | 113        |
| Yoakum  | 2,727      |
| Terry   | 4,046      |
| Lynn    | 2,188      |
| Garza   | 1,532      |

| County  | Monthly Cost of Living |
|---------|------------------------|
| Bailey  | \$5,493                |
| Lamb    | \$5,433                |
| Hale    | \$5,776                |
| Floyd   | \$6,124                |
| Motley  | \$5,436                |
| Cochran | \$5,481                |
| Hockley | \$5,610                |
| Lubbock | \$6,032                |
| Crosby  | \$5,602                |
| Dickens | \$5,619                |
| King    | \$6,124                |
| Yoakum  | \$5,506                |
| Terry   | \$5,507                |
| Lynn    | \$5,760                |
| Garza   | \$5,584                |

The monthly cost of living was calculated utilizing the Economic Policy Institutes Family Budget Calculator for a 2 adult and 2 child home.

EPI's Family Budget Calculator measures the income a family needs in order to attain a modest yet adequate standard of living. Compared with the federal poverty line and the Supplemental Poverty Measure, EPI's family budgets provide a more accurate and complete measure of economic security.

# South Plains SWOT Analysis

In May of 2017, the South Plains Economic Development District Board conducted an analysis of the region's strengths, weaknesses, opportunities and threats, known as a SWOT analysis. The SWOT analysis identifies what local government staff, elected officials, community members, and other stakeholders believe to be important in regard to improving the economic state of the region.

## Strengths

- Regional work Ethic
- Agriculture
- Texas Wine Industry
- Energy
- Logistical location
- Natural Resources
- Oil Industry
- Higher education attainment
- Low unemployment

## Weaknesses

- Public Transportation
- State Location
- Aging Infrastructure
- Conservative Nature
- Tourism

## Opportunity

- Workforce Development
- Historic Downtowns
- Tourism
- Industry Growth
- Population Growth
- Regional Marketing
- Higher Education

## Threats

- Water Availability
- Economic Diversity
- Stagnant Tax Basis/Inflation
- Housing Availability
- Adverse Climate

# Strengths

The Strengths portion of the SWOT analysis outlines the areas that the region has seen the most success

## Regional Work Ethic

Historically the South Plains region has been a blue-collar region with a very strong work ethic. The people of the region work hard to provide for families and develop communities and are not known to “job hop”.

## Agriculture

The region accounts for 24 of the 120 billion of cotton industry dollars added to the US economy every year. In addition to cotton, the region is beginning to create Guar Gum, a byproduct of cottonseed that serves as an important form of livestock feed across the country. In being a large producer of wheat, sorghum, corn, and sunflowers, 95% of land in the region is dedicated to agriculture creating a large stake in the region’s economy.

## Texas Wine Industry

With Texas being the site of the first vineyard established in North America, by Franciscan priests circa 1662, the South Plains is no stranger to the wine industry. The Texas High Plains wine region, located west of Lubbock in the Panhandle at an elevation of 3000-4000 feet. This region includes all 15 counties within the South Plains Region as well as other counties that are located in the High Plains Region, the northern portion of the panhandle. This region is ideal for the wine industry because of its appellation and very dry nature. The Texas High Plains AVA encompasses over 8 million acres and grows over 80% of Texas’ wine grapes. The region is the top in the state for the wine industry and will remain at the top with room for growth.

## Energy

According to the West Texas Energy Consortium, the region of West Texas boasts an annual growth rate of 2.2% compared to 1.8% of the state as a whole. With the nature of clean energy in the future, the region has a great range of open spaces to utilize wind energy and strive to be at the top of the charts in green energy.

## Logistical Location

The region’s location poses as a great platform for the logistical industry. The region is located on the western borders of eastern New Mexico, the western borders of Oklahoma, and along the northern borders of central west Texas. This ideal location serves as a platform for the surrounding regions to travel to and utilize for holiday, leisure, and life sustainment shopping as well as recreational activities.

The region is conveniently located along the “Port to Plains Corridor” created by the Ports-to-plains Alliance. It is a grassroots alliance of communities and businesses whose mission is to advocate for a robust international transportation infrastructure to promote economic security and prosperity throughout North America’s energy and agricultural heartland including Mexico to Canada. This economic development corridor spans 4,950 plus miles, connecting Mexico and Canada. The alliance consists of nine states (Texas, New Mexico, Oklahoma, Colorado, North Dakota, South Dakota, Montana, Nebraska, and Wyoming), two Canadian Provenances (Alberta and Saskatchewan), and central Mexico.

## Natural Resources

The South Plains is home to a good deal of natural resources. Among mineral deposits, oil an abundance of sunlight and wind that is now being harnessed as energy within the region.

# Strengths Cont.

## Low Unemployment rate

According to United States Census Bureau, the South Plains region has an unemployment rate of 5.3%. This rate is slightly above the Texas average of 4.4% but lands the same as the United States average of 5.3%.

## Higher Education Attainment

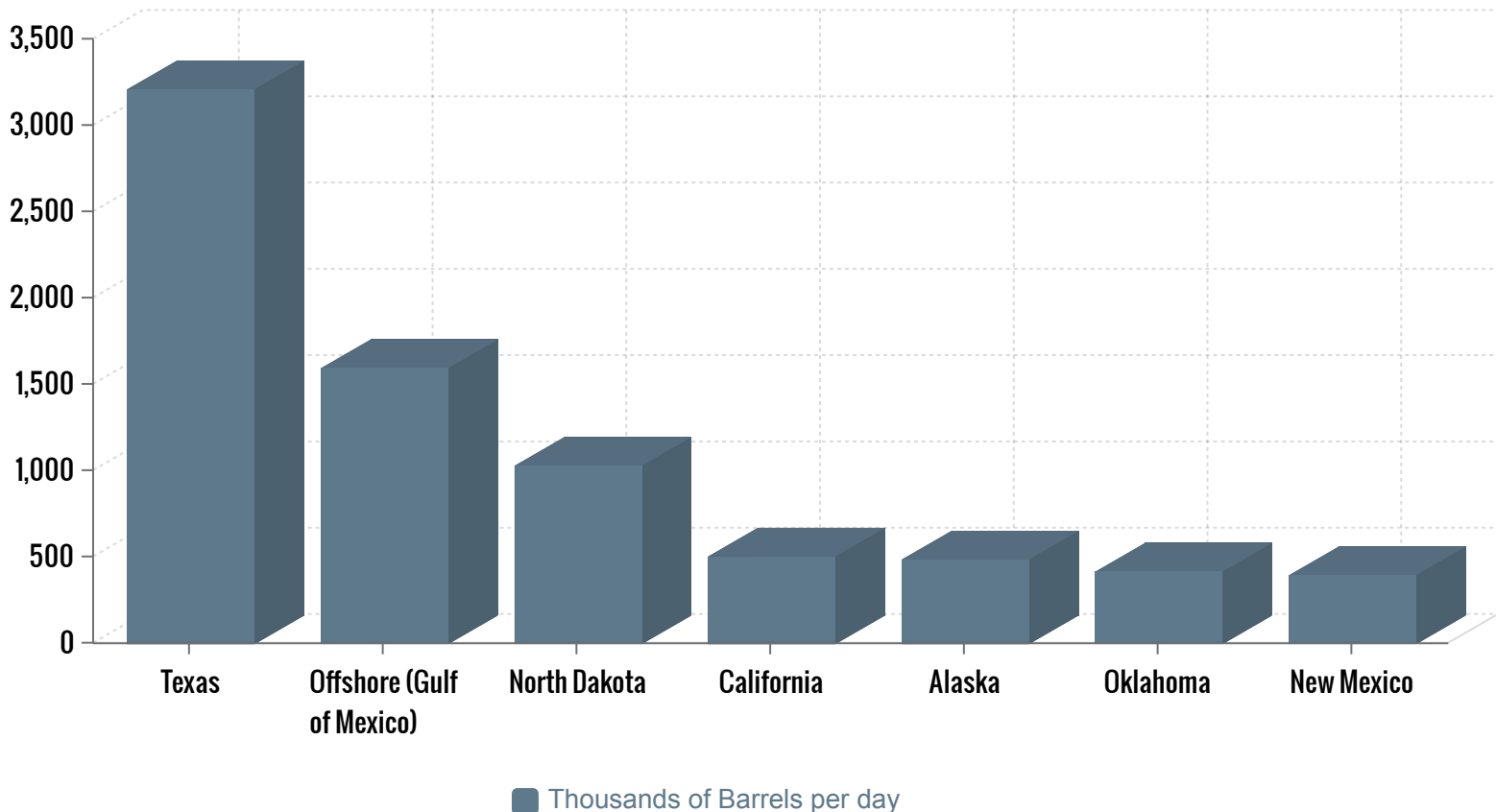
The region contains various colleges to offer higher education attainment to cater to the various needs and distances. Currently, the colleges in the region consist of Texas Tech University, West Texas A&M University, Wayland Baptist University, Lubbock Christian University, South Plains Community College and various technical and trade schools.

## Oil Industry

West Texas being the epicenter of oil since the 1920s, oil is responsible for the economic booms and downturns within the region. The oil industry is less regulated in Texas in comparison to other states. For example, it is generally less costly to drill for oil in West Texas than it is in New Mexico. Texas is also the biggest oil producer state in the U.S and is responsible for 36% of the country's oil production as stated by the U.S. Energy Information Administration.

## TOP 7 OIL PRODUCERS IN THE UNITED STATES (STATES AND OFFSHORE)

Measured in Thousands of Barrels per day





# Weaknesses

The Weakness of the SWOT Analysis consists of areas that place the region at a disadvantage. These disadvantages require economic attention in order for the region to have the greatest chance for building capacity that will sustain beyond the short term.

## Public Transportation

The public transportation system contains deficiencies regarding residents' travel of the 4,950-mile region. There is no easy access to public transportation means for residents to navigate the region on a regular basis. Travel from King County (the furthest county in relation to Lubbock County) to Lubbock County (the central county of the region) is an hour and 52-minute drive by personal vehicle. Obtaining work in the region's major city is unobtainable without the option of public travel for some residents. The lack of regional public transportation results in the county's benefit loss from the major city.

## State Location

Although the region has a great location in relation to the surrounding states, the region is quite a bit distant from the state's top cities such as Dallas, Houston, Austin, and San Antonio. This weakness can be utilized by allowing the region to serve as the cluster for West Texas, just as the Dallas/Fort Worth area is to East Texas, Austin is to Central Texas, and Houston is to South Texas.

| City in relation to Lubbock<br>(Central County) | Distance to Lubbock |
|---|---------------------|
| Houston (Largest city in Texas)                 | 520 miles           |
| San Antonio (2nd largest)                       | 385 miles           |
| Dallas (3rd largest)                            | 346 miles           |
| Austin (4th largest)                            | 373 miles           |
| Fort Worth (5th largest)                        | 320 miles           |

## Aging Infrastructure

Aging infrastructure in relation to increasing infrastructure demands present a weakness for the region. With the majority of water and sewer infrastructure being constructed prior to 1960 throughout the region, the need for reconstruction of failing infrastructure must be addressed. The nature of small populous communities, which is to draw small amounts of capital from taxing and utility rates, causes for reliance on state and federal funds.

## Traditional Views

The current ideals of the region consist of notions that change will create a region that is not consistent with the current western style of the region. In order to grow and remain true to its inhabitants, the region needs to involve its citizens as much as possible within all areas of economic growth in order to keep the resistance at a minimal level. Furthermore, there is a belief that West Texas encompasses an outlook of isolation and will not accept business additions that are foreign to the region.

# Opportunities

The Opportunities portions of the SWOT Analysis consists of regional areas that pose the ability for building a future with.

## Workforce Development

The region possesses the ability to reinforce its workforce quality, with the emergence of innovations within various industries. It is imperative that the community utilizes the colleges and trade schools within the region in order to partake in coursework, which will increase the public's knowledge and skillset for the industries.

## Historic Downtowns

Multiple towns within the region consist of historic characteristics such as downtown main streets that are romanticists of the historic times. These historic landmarks have the ability to be preserved and marketed to tourists that are looking to get away from the ever-changing paces of city life.

## Tourism

The region consists of communities and counties that entail a vast array of historical events and culture. Attractions ranging from historical museums, native vineyards, historic parks, festivals, and colleges. With enhanced marketing of the region, tourism can increase and cause an increase in tourist dollars spent around the region.

## Industry Growth

The region has a general consensus of moving away from the rooted industries that have persisted in the region since its origins. Diverse industries can expand into the region and enhance a population looking to grow. Ultimately, industries can exhibit growth with the additions in the region.

## Population Growth

Unlike regions such as Dallas/Fort Worth and Houston, the South Plains has uninhabited land that can support continued growth in population size without compromising the spacious nature and western culture of the region.

## Regional Marketing

The region has great strength in regionalism and collaboration. If the region markets itself to businesses and industries in order to offset the lack of information, then industries can become more aware of the appeal of doing business in the region. With the High Ground of Texas being one of the strongest regional marketing coalitions it is possible that the pursuits of regional marketing success are obtainable.

## Higher Education

The region consists of multiple institutions that offer degrees beyond a traditional Bachelor's degree. In particular, Texas Tech University is one of the few universities in the nation whose campus entails a medical school, law school, graduate school, and undergraduate institution. Within the region, various other schools are presenting their higher education options. This access to higher education creates an ideal opportunity to incentive further education and retaining these educated individuals within the region. For example, in the past, if a regional citizen wanted to obtain a sedentary degree, then that individual would attend a school outside of the region such as Texas A&M Veterinary school. This potentially causes loss to the region's talents.

# Threats

The Threats portion outlines areas of potential oppositions that pose as problematic or a hindrance to economic growth in the region and must be addressed.

## Water Availability

The region's climate is arid and limited to surface water causing 90% of municipal, agricultural and residential water usage to draw from the Ogallala Aquifer on an annual basis. In reference to the region's drought history, negative impacts affect the agriculture industry creating economic losses. The idea of future droughts poses a significant threat to the region.

## Economic Diversity

The region lacks diversity within its industries it is heavily built upon. Some areas are completely dependent on the business patterns of one industry or business. In order for the region to not suffer from the closing of a single business warehouse. In the past, the region has suffered large economic downturns from big layoffs due to macroeconomics and business-related reasons.

Furthermore, fluctuation of industries' pricing needs such as oil, gas, and cattle prices create high possibilities of unexpected layoffs. The regions' heavy reliance on the prices of oil and gas causes the economy to rise and fall significantly and simultaneously. A significant fall in prices creates 12-month layoffs and a large reduction in oil rigs. This potential drop also may cause the region's oil and gas consumers to be greatly affected as well.

## Stagnant Tax Basis/ Inflation

The region is known to exhausting its efforts to keep tax rates and utility rates as low as possible in order to maintain a content public interest. This poses a future problem that can cause public funding to not grow with the economic pursuits of the region. This creates the effects of limited resources available for many communities in the region to maintain and upgrade infrastructure. In order for the public funding to sustain future endeavors than the region will have to increase tax rates at some levels.

## Housing Availability

Currently, desired housing options are not available in all areas of the communities which limits economic growth to the areas that have housing in place. This can cause economic growth to become hindered by the lack of housing in areas creating long commutes for the hardworking eager workforce.

## Adverse Climate

The region contains a unique climate that ranges from a winter temperature ranging from an annual high of 74.3 and an annual low of 47.4. The climate's tendency to linger at the extreme ends of the high and low points of the heat indexes causes the relatively high average temperature. These characteristics cause the region to not be ideal in comparison to relocation from regions with more stable temperatures. Furthermore, in the past, the region has been known for having dust storms, extreme flooding in rainy seasons and snowstorms that can cease a city's workflow for up to four days in some cases.

# Economic Development Goals



The goals developed by the SPEDD Board of Directors and are designed to guide economic activity in a direction that is beneficial to the South Plains Region. The goals are evaluated and updated annually.

**Goal 1: Increase the quality of the workforce in the south plains region.**

**Goal 2: Generate an increasing level of per capita income rates for residents within the region.**

**Goal 3: Design and implement a commercial development campaign that effectively promotes and utilizes the region's cultural and retail sectors and ultimately attract visitors (shoppers and tourists) from outside the region.**

**Goal 4: Attract well-established businesses to relocate or branch into the region and entice new businesses to expand into the region.**

**Goal 5: Enhance and expand the economic environments ability to aid small businesses especially those located in the rural areas to flourish.**

**Goal 6: Coordinate the promotion of the region and support public relation efforts of local chambers, economic development organizations, and private utilities.**

**Goal 7: Increase the quality of living for regional citizens, by encouraging the development of safe and adequate housing, consistent with the real estate market.**

**Goal 8: Increase the comprehensive educational attainment rates within the region.**

**Goal 9: Maintain and improve the CEDS ongoing planning and management process.**





# 2018 South Plains Strategic Plan

The strategic plan outlines how the goals of the region will be implemented to stimulate and maintain economic development activity. The implementation of this plan will create economic resiliency for the region.



## **Goal 1: Increase the quality of the workforce in the south plains region.**

- **Objective A:** Coordinate with technical and vocational schools including South Plains College, TSTC, and all school districts to ensure training programs that address the needs of the region's businesses.

**Strategy 1:** Continue participation with regional workforce planning through Workforce Solutions of the South Plains.

**Strategy 2:** As established in the SPEDD economic development programs, bring staff into contact with businesses, and the businesses will be surveyed to their training and job skill needs.

- **Objective B:** Continue working with Workforce Solutions of the South Plains to assure that new industry and expanding businesses utilize these programs to their maximum potential.

**Strategy 1:** Make referrals to the appropriate Workforce Solutions of the South Plains program of businesses expanding or locating within the region

## **Goal 2: Generate an increasing level of per capita income rates for residents within the region.**

- **Objective A:** Promote existing programs and establish new ventures that will encourage the start-up of new businesses and ultimately assist in the diversification of the new general economic base of the region.



# 2018 South Plains Strategic Plan Cont.

**Goal 3: Design and implement a commercial development campaign that effectively promotes and utilizes the region's cultural and retail sectors and ultimately attracts visitors (shoppers and tourists) from outside the region.**

- **Objective A:** Explore ways of attracting visitors (shoppers and tourists) from outside the area and develop adequate accommodations and entertainment for these visitors.

**Strategy 1:** Continue to work with the Lubbock Convention and Visitors Bureau to define those locations, events, and activities throughout the region that would be of interest to conventions and tour groups committed to coming to Lubbock.

- **Objective B:** Assist and encourage the development of new and creative tourism attractions.

**Goal 4: Attract well-established businesses to relocate or branch into the region and entice new businesses to expand into the region.**

- **Objective A:** Develop physical infrastructure in the planning region as a means to enhance the attractiveness of areas and municipalities within the region for private investment.
- **Objective B:** Work with SPAG's Regional Services Department to secure community development and economic development funds to improve municipal sewer and water systems as needed. Potential funding sources will include EDA, TDOC, and FmHA.
- **Objective C:** Work with Regional Services Department to improve city streets for eligible cities by providing technical assistance for applications to TDCA for EDA as needed.
- **Objective D:** Ensure continued rail operation in the region

**Strategy 1:** Utilize the Rural Rail Transportation District to monitor the progress of the regional railroad.

# 2018 South Plains Strategic Plan Cont.

**Goal 5: Enhance and expand upon the economic environment to aid small businesses especially those located in the rural areas to flourish.**

- **Objective A:** Consult with all inquiries regarding business acquisitions and start-up.

**Strategy 1:** Work to expand the size and scope of the EDA Revolving Loan Fund.

Depending on the loan amount request, fund one to six loans a year.

**Strategy 2:** Assist businesses in acquiring either SBA 504 or EDA RCF loans with which to start a new venture.

**Strategy 3:** Explore and develop a regional incubator program designed to nurture the growth of small businesses in rural communities.

- **Objective B:** Continue to promote existing programs and establish new ventures that will encourage the expansion of existing businesses.

**Strategy 1:** Consult with businesses regarding federal contract opportunities and refer them to the Contract Procurement Center for assistance.

**Strategy 2:** Consult with businesses regarding export trade opportunities and refer them to the SBDC for technical assistance.

**Strategy 3:** Package, approve, and close six to ten SBA 504 loans. Loan volume should approach \$3,500,000.

**Strategy 4:** The City of Lubbock has obtained an FTZ sub-zone designation, and the city will be encouraged to market its availability to industrial prospects.

**Strategy 5:** Continue systematic marketing strategies designed to promote the use of the SBA 504 loan program and the SPAG RLF Program. This includes targeting financial institutions, contractors, commercial realtors, and economic development entities.

- **Objective C:** Acquaint prospects with the advantages of the area and arrange financing for site development, purchase of machinery and equipment, and working capital if necessary.

**Strategy 1:** Continue to sponsor and assist the regional industrial marketing program, the High Ground of Texas.

**Strategy 2:** Develop a systematic marketing strategy designed to reinforce SPEDD economic development programs with area financial institutions, chambers, economic development corporations, and government units.

# 2018 South Plains Strategic Plan Cont.

**Goal 6: Coordinate the promotion of the region and support public relations efforts of local chambers, economic development organizations, and private utilities.**

- **Objective A:** Develop appropriate instruments that would provide economic data that would be beneficial to chambers of commerce and economic development organizations in their marketing programs.

**Strategy 1:** Pursue the implementation of EDA's Regional Multipliers program as it relates to the 15 county area. This tool could prove invaluable in tracking the source of capital and economic growth in the region. Once this information is obtained, efforts to support existing industries and encourage growth in those areas of weakness would be encouraged.

**Strategy 2:** Utilize an Economic Development Project Analysis (EDPA) System to assist communities in determining net benefits of costs resulting from an industry location

**Goal 7: Increase the quality of living for regional citizens by encouraging the development of safe and adequate housing that is consistent with real estate market trends.**

- **Objective A:** Provide adequate housing throughout the region by continuing to explore avenues that would result in low-cost financing for both single and multi-family housing.

**Strategy 1:** Collaborate with the South Plains Housing Finance Corporation to ensure participation in its single-family mortgage program. Through the issuance of tax-exempt bonds, loans with lower than market interest rates will be provided in order to assist first-time owners in the purchase of a home.

(Participation in this program is administered by local area lenders)

**Strategy 2:** Continue to explore and develop a plan to construct small multi-family units in rural communities.

**Goal 8: Increase the comprehensive educational attainment rates within the South Plains Region.**

- **Objective A:** Increase promotion efforts of educational opportunities to the regions' citizens.

**Strategy 1:** Bring awareness of the various institutions within the South Plains Region and promote their accessibility and connection to current and future business.

# 2018 South Plains Strategic Plan Cont.

## **Goal 9: Maintain and improve the CEDS ongoing planning and management process.**

- **Objective A:** Assure broad representation and involvement in the program.

**Strategy 1:** Initiate and oversee SPEDD Board appointments in September of each year.

**Strategy 2:** Continue to monitor representation on the SPEDD Board with respect to the membership requirements set out in the SPEDD Bylaws and assure compliance with the EDA requirements.

**Strategy 3:** Coordinate appointment of committee members to subcommittees as necessary.

**Strategy 4:** Work with the SPEDD and respective counties to update and revise the CEDS on an annual basis.

- **Objective B:** Oversee SPEDD Board meetings.

**Strategy 1:** Plan meetings of the SPEDD on a continuous basis.

**Strategy 2:** Plan additional meetings of the SPEDD as projects and opportunities arise.

- **Objective C:** Coordinate the work of special-purpose groups so that their activities are consistent with the CEDS.

**Strategy 1:** Continue to meet regularly with representatives of programs and organizations including: chambers of commerce, foundations, JTPA, SBDC, SBI, SBA, TEC, Texas Department of Commerce, cities, counties, and institutions of higher education.

**Strategy 2:** Train volunteers in the basic concepts of economic development through the Rural Economic Development Initiative (REDI) program.

# General COVID-19 related updates from the South Plains Region

General updates from the South Plains Region with COVID Updates.

- **Solid Waste**
  - **City of Lubbock**
  - Issued PPE to employees to keep waste under control and keep employees safe with extra precaution.
  - Built educational programs focused on COVID-19
  - Foremen's and supervisors given stress recognition training
  - Plans were set into place for permanent "disaster state"
- **Housing**
  - The huge growth of homes to be built in Wolfforth in partnership with Betenbough Homes. Proves high resiliency for the region to show such massive growth and development in the middle of a pandemic
- **SPAG Weekly Regional Calls**
  - Organized by SPAG and the City of Lubbock
  - How each city is handling large events taking place
  - Calls targeted to elected officials, city managers/secretaries, and counties.





# 2020 COVID Funding Update

## Coronavirus Emergency Supplemental Funding (CESF) updates from the South Plains Region.

- **CESF from The Office of the Governor**
  - **SPEDD Region**
  - Funding towards preventing, preparing, and responding to COVID related calls for first responders
  - Also included, PPE, hiring, training, and addressing medical needs of inmates.

**\$808,787**

Funded to the SPEDD Region

## COVID Relief Fund (CRF) updates from the South Plains Region.

- **CRF from the CARES Act**
  - **SPEDD Region**
    - Released from the CARES Act, used by the Cities to help support all residents financially impacted by COVID-19
    - Used by multiple cities including the City of Lubbock, City of Plainview, City of Levelland, and the City of Brownfield.
    - 25 total cities and counties positively impacted.

**\$6.03**  
MILLION

**Total awarded to the SPEDD Region in CRF**

**\$327**  
THOUSAND

**Total awarded to the City of Slaton**

**\$325**  
THOUSAND

**Total awarded to the City of Littlefield**

**\$521**  
THOUSAND

**Total awarded to the City of Brownfield**

**\$147**  
THOUSAND

**Total awarded to the City of Tahoka**

**\$114**  
THOUSAND

**Total awarded to Terry County**

**\$95**  
THOUSAND

**Total awarded to Bailey County**

**\$404**  
THOUSAND

**Total awarded to Hale County**

**\$1.8**  
MILLION

**Total awarded to Lubbock County**

## Plainview CARES - Processed by SPAG

- **Plainview CARES**
  - **City of Plainview**
    - 25 small businesses funded
    - Funds used for utilities, rent/bills, and/or payroll.
    - The City of Levelland and The City of Brownfield used very similar models to run their own CARES programs for small businesses.

**\$184**  
THOUSAND

**Distributed to small businesses**

**Plainview**  
**CARES**

# 2020 COVID Funding Update Cont

**SPAG CoRe (Coronavirus Relief) processed by Caprock BFC.**

- **SPAG CoRe**
  - **SPEDD Region**
  - Processed by Caprock BFC at the SPAG Office
  - 10 Small/local business funded.
  - Provides financial relief, job retention, and sustainability of operations.

## \$600,000

Funded through SPAG CoRE

**SPAG Support Lubbock Fund Program**

- **Support Lubbock Fund**
  - **City of Lubbock**
    - Headed by Naomi Couture and Kelly Davila from the SPAG/Caprock Office
    - Partnered with Lubbock Economic Development Alliance (LEDA)
    - Focused on small businesses, most critical component of Lubbock's economy.
    - Provided working capital to keep businesses alive.



**Total funded to small businesses in Lubbock**

## After Effects

As time has progressed, we would love to get the success stories of each program SPAG conducted, assisted, or partnered with to see the impacts created.

- CESF
- CRF
- CORE
- Support Lubbock
- Plainview CARES



**PLAINVIEW, TX**  
*explore the opportunities*



# EDA Applications

In 2020, SPAG had the opportunity to partner with 3 different entities in partnership with the Economic Development Administration (EDA). These projects with Reese Technology Center (RTC), Lubbock Economic Development Alliance (LEDA), and the City of Levelland will help strengthen the resiliency of the region by helping provide education, job skills and agricultural opportunities.

## LEDA



- In partnership with LEDA
- Corn milling facility in Lubbock Industrial Rail Park
- Benefits will reach further out than just regionally
- Provide educational services to Texas Tech Ag programs
- Provide 125 new jobs
- Resiliency for food industry, TTU and future farmers/students of Ag

## RTC



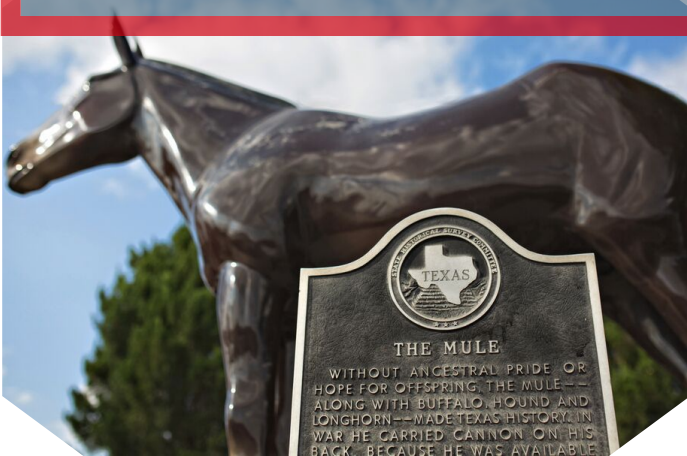
- In partnership with Reese Technology Center
- Security/Runway enhancements
- Meet requirements of customers
- Make the RCT more resilient to economic disasters
- Enhance competitiveness of the RTC to attract more businesses

## City of Levelland

- In partnership with the City of Levelland and the Texas Department of Agriculture
- Constructing Levelland Industrial Rail Park & railway improvements
- The business park will encourage economic-growth and diversify the local economy.
- EnviroTech Chemical Services, Inc. moved in and immediately began working



# Bailey County



The economic development in Bailey County is headed by the Muleshoe Economic Development Corporation. Their commitment to promoting high-quality development and improvement in the quality of life for its citizens. Formed in 1993, their focus is on vision, commitment, and cooperation. The City of Muleshoe is located 70 miles Northeast of Lubbock, TX on US Highway 84 and 30 miles Southwest of Clovis, New Mexico.

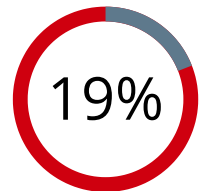
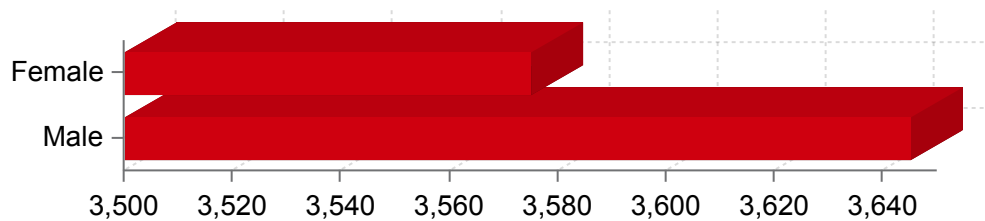
## Labor Force



■ Employed 96%

■ Unemployed 4%

## Population



Poverty Rate

7,165



Total Population

Median Household  
Income

\$37,397

Median Property  
Value

\$58,300

Median Age

34.9 years

According to the Muleshoe Economic Development Corporation the economic development goals are listed below.

**Retention and Expansion of Current Industry-** Supporting and understanding the greatest opportunity for growth comes from those businesses that are already established and invested here in Muleshoe/ Bailey County.

**New Job Creation-** Continue participation in various organizations that work as a region to attract new business to our area.

**Workforce Development-** Aim to become more involved at the High School level to establish a plan that helps the school produce a workforce that is valuable to the area.

**Retail & Quality of Life-** Placing value in creating a space that people are excited to live and work in.



# Lamb County



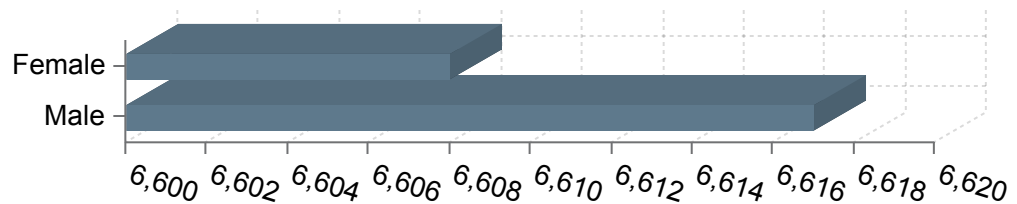
Created in 1876 and established in 1908, Lamb County was named in honor of Lieutenant George A. Lamb who was one of twelve soldiers who died in the Battle of San Jacinto on April 21st, 1836. The city of Littlefield is the "heart" of Lamb County with a population of 6,372. Other cities in Lamb County consist of Amherst, Earth, Olton, Springlake and Sudan.

## Labor Force



■ Employed 93%  
■ Unemployed 7%

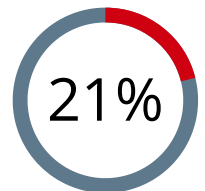
## Population



# 13,977



Total Population



Poverty Rate

Median Household  
Income

\$41,401

Median Property  
Value

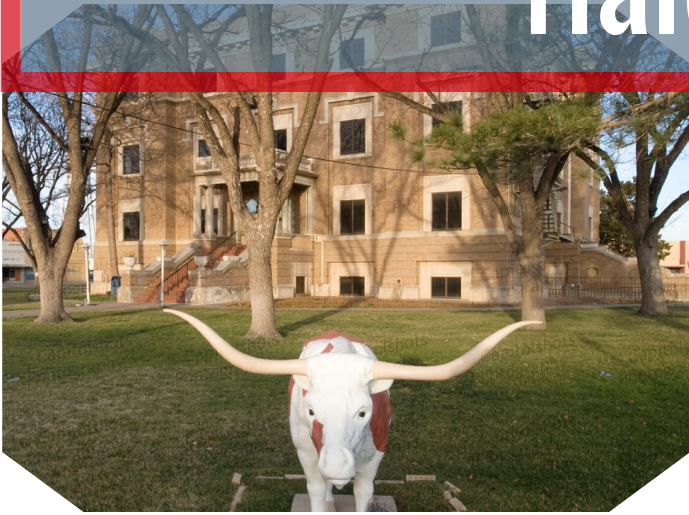
\$65,700

Median Age

36.3 years

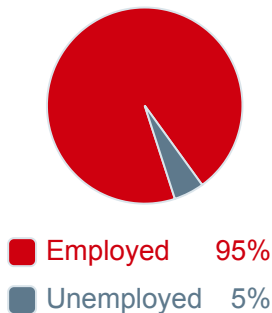
The economic development activity in the county is led by the Littlefield Economic Development Corporation. The development activities split into Type A and B Development. Type A Corporation focuses on industrial and manufacturing prospects interested in Littlefield while Type B Corporation focuses on the community infrastructure, retail, and service business ventures. These corporations are funded by sales tax revenues with the majority of funds designated towards the service of debt acquired by the Clayton Detention Center. The City of Littlefield has an application process to qualify for incentives from both EDCs that can be accessed through the city manager Jim Jones, the Executive Director of type A LEDC.

# Hale County

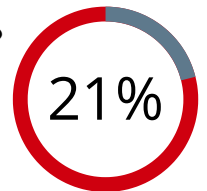
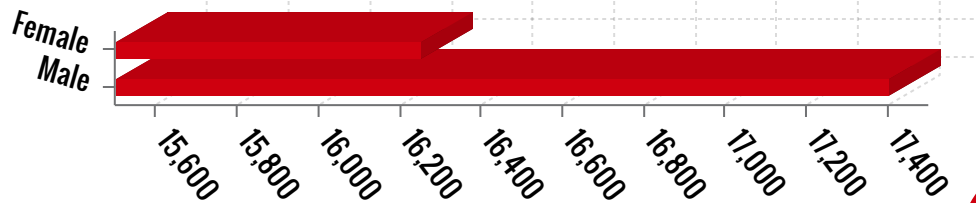


Labor Force

Hale County, organized in 1876 and established in 1888 was named after Lieutenant John C. Hale whom was one of twelve soldiers killed in action during the battle of San Jacinto, April 21st, 1836. Hale County's populous cities are Abernathy, Edmonson, Hale Center, Petersburg and Plainview. Plainview, the most populous city in Hale County, houses the Economic Development Corporation. In less than 15 years Plainview/Hale EDC is accredited with the creation of 5000 plus jobs through the promotion of economic development, teamwork and economic development memberships to local businesses.



Population



Poverty Rate

36,273



Total Population

Median Household  
Income

\$37,397

Median Property  
Value

\$58,300

Median Age

34.9 years

According to the SWOT analysis conducted on Hale County, economic development goals were developed and are listed below.

**Real Estate Improvement.** Create an abundant supply of inexpensive, improved real estate for use by primary employers.

**Increase Education Rates.** Reach a high school graduate level commensurate to the state average within ten years.

**Increase Workforce Quality.** Create education programs that teach basic work skills that are a necessity in today's advancing fields of employment.

**Partner with Local Institutions.** Maintain community relationships with the Wayland Baptist University, South Plains College Plainview Center, and Reese Technology Center.

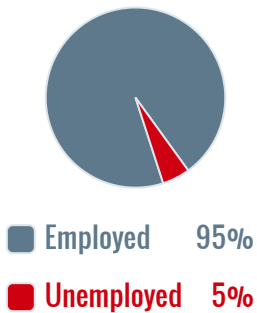
**Continue Economic Development Programs and Incentives.** Expand the Existing Industry program, Marketing Attraction program and the startup program in order to continue economic growth in the county.

# Floyd County

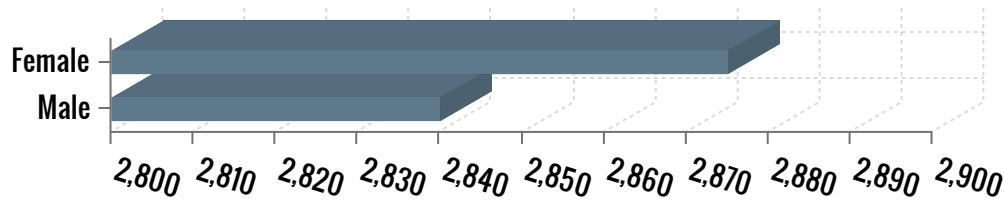


Floyd County located northeast of Lubbock in the High Plains region of the Panhandle. Named after Dolphin Ward Floyd who died while defending the Alamo. Floydada is the county seat and Floyd County's largest town. In addition to U.S. Highway 70 the county's transportation needs are served by U.S. Highway 62, State Highway 207, and the Fort Worth and Denver, the Atchison, Topeka and Santa Fe, and the Quanah, Acme and Pacific railroads.

## Labor Force



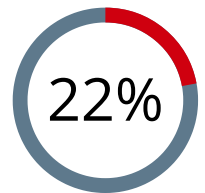
## Population



6,446



Total Population



Poverty Rate

Median Household  
Income

\$43,070

Median Property  
Value

\$57,900

Median Age

37.3 years

Floyd County is known for its recreational activities of hunting pheasant, deer, quail, and fishing. The local economy in Floyd County consists of cotton, wheat, sorghum, corn, and pumpkins creating a market value of \$282.7 million.

According to the 2016 U.S. Census Bureau Floyd County Economics are as followed:

Total Employer Establishments - 150  
Total employment - 949  
Total nonemployer Establishments - 371  
Total manufacturer shipments - 11,377  
Total retail sales - \$31,484  
Total retail sales per capita - \$4,945

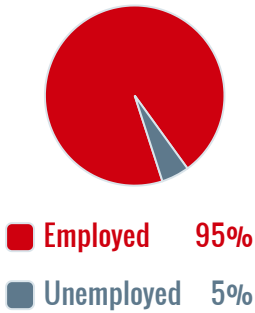


# Cochran County

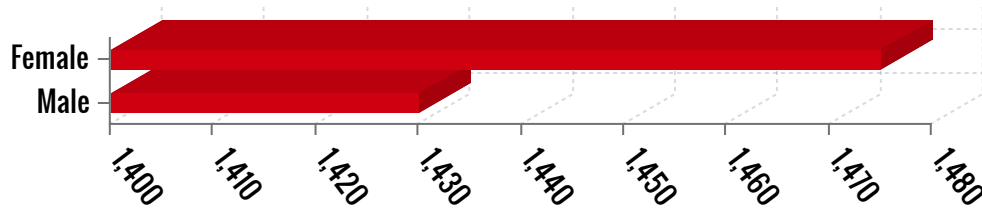


Cochran County, named after Robert Cochran, who died at the battle of the Alamo, is located west of Hockley County bordering the Texas/New Mexico state line. The county consists of approximately 775.2 square miles. The county's economy primarily consists of agriculture. The main crops are cotton, peanuts, sorghum, peas, sunflowers, and wheat. This creates a market value of \$100.8 million. The city of Morton, which is the county seat, is known for an economy primarily in oil, farming, meat packing, and light manufacturing.

## Labor Force



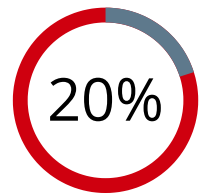
## Population



3,127



Total Population



Poverty Rate

Median Household  
Income

\$38,625

Median Property  
Value

\$33,000

Median Age

33.8 years

## Texas A&M AgriLife Extension Education

Cochran County has a Texas A&M AgriLife Extension Service office that aims to bring resources through file-based faculty and unbiased, research-based information, educational programs, and technical assistance through Agriculture, Community & economic development, individual & family Capacity, Youth development, and safety.

## The mission of the center is as follows:

Providing quality, relevant outreach, and continuing education programs and services to the people of Cochran County and Texas.



# Hockley County



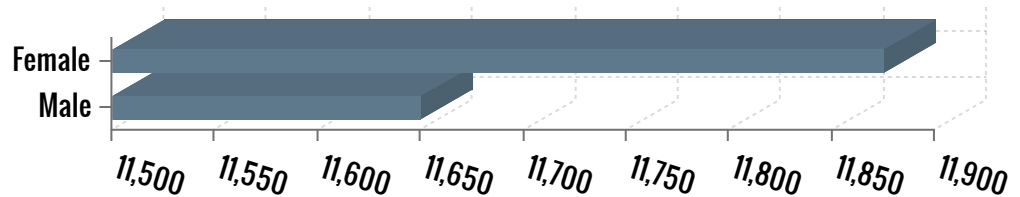
The county is named after George W. Hockley, who served as chief of staff of the Texas Army during the Texas Revolution. Hockley county is located east of Lubbock County and consists of Levelland as their most populous city with Anton, Opdyke West, Ropesville, Smyer and Sundown following. Hockley County economic activity is geared by Levelland Economic Development Cooperation. The city of Levelland is conveniently located 30.7 miles west of the city of Lubbock, making it an ideal city to draw tourists into the county. As the city of Levelland grows the cities around it will benefit as well aiding to the prosperity of Hockley County.

## Labor Force



■ Employed 96%  
■ Unemployed 4%

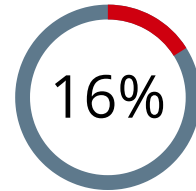
## Population



# 22,935



Total Population



Poverty Rate

Median Household  
Income

\$50,331

Median Property  
Value

\$80,800

Median Age

33 years

According to the SWOT analysis conducted on Hockley County Economic development goals were developed and are listed below.

## Quality of Living

## Infrastructure Increasing

## Business Diversity

Levelland and Hockley County has an 8 Million Acre Texas High Plains AVA. The soil and altitude creates the ideal climate for growing award winning wine grapes. According to Levelland EDC new grape vineyards are being planted each year in the rapidly expanding wine industry. Home of the South Plains College, which is the region's top two year college. Levelland Industrial Rail Park is 243 acres and includes over 20,000 linear feet of concrete railroad ties and is centrally located for east and west shipments.

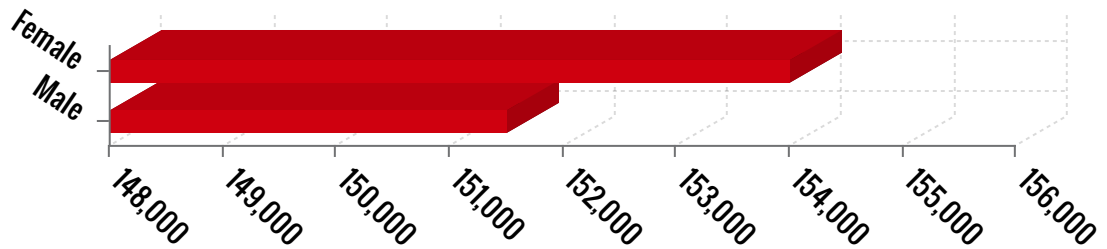
# Lubbock County



The city of Lubbock named after Thomas S. Lubbock a former Texas Ranger and Confederate officer is located in northwest Texas. It is the center of economic activity for northwest Texas and nicknamed the Hub City because of its central location. Lubbock is a continually growing city that focuses its efforts on the vast agricultural industry and manufacturing facilities. With Lubbock being the largest city in the region and West Texas, many visitors from outside and within the region are attracted to the city for various shopping needs.

## Labor Force

## Population



278,831



Total Population

20%

Poverty Rate

Median Household  
Income

\$49,316

Median Property  
Value

\$134,900

Median Age

30.6 years

## Lubbock Economic Development Association

Economic Development of the city of Lubbock is conducted by the Lubbock Economic Development Alliance whose mission is to "promote economic growth by creating high-quality jobs, investing in new capital improvements and improving Lubbock's quality of life". LEDA partners with various corporations and individuals across the region, state and nation to accomplish its mission.

LEDA is a Texas non-profit, tax-exempt economic development corporation.

Contact information

Lubbock Economic Development Alliance  
1500 Broadway, Sixth Floor Lubbock, TX 79401  
Lubbockeda.org

# Crosby County



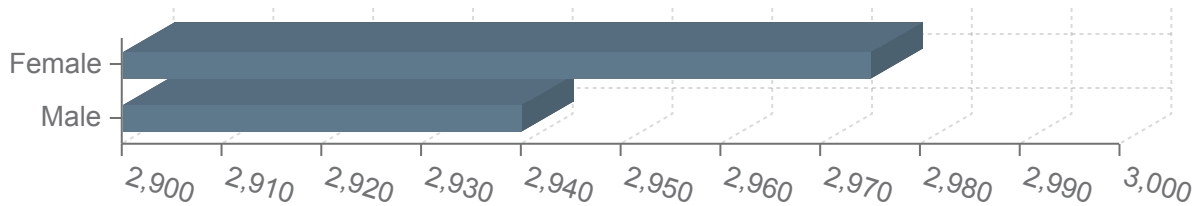
Crosby County, located on the eastern border of Lubbock County, is named after Stephen Crosby a Texas land commissioner during the mid-nineteenth century. The economy of the county agriculture-based and consists of cotton, cattle, sorghum creating a market value of \$71.6 million. Crosbyton which is the county seat and the most populous city in the county sees the majority of its activity in its agribusiness center, hospital care, the Pioneer Museum, the Prairie Ladies Multi-Cultural Center, and the annual Cowboy Gathering in October.

## Labor Force



■ Employed 95%  
■ Unemployed 5%

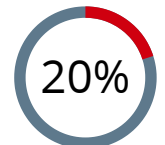
## Population



**6,059**



Total Population



Poverty Rate

Median Household  
Income

**\$39,026**

Median Property  
Value

**\$56,100**

Median Age

**38.7 years**

## Community Technology and Economic Development Center

Economic Development activities in Crosby County is stimulated by The Crosbyton Community Technology and Economic Development Center located:

204 West Aspen St  
Crosbyton, TX 79322

As a result of a USDA Rural Business Opportunity Grant and a revolving loan fund, the center was created. The center houses various programs such as GED classes, youth entrepreneurship training, and the Christian Women's Job Corps of Crosby County. The center encourages economic development by offering loans through the Microenterprise Loan program and by encouraging educational opportunities and job training. More information on the center can be found at:

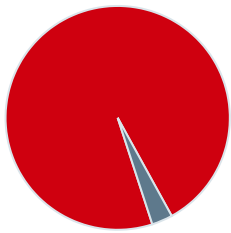
[www.cityofcrosbyton.org](http://www.cityofcrosbyton.org)

# Dickens County



Dickens County, named after J. Dickens who died at the Alamo, is located east of Crosby County. The vast farmlands of the county produce approximately \$21.5 million worth of goods annually. The goods consist primarily of beef cattle, horses, cotton, wheat, and sorghum. The county also has a Texas A&M AgriLife Extension Education, which is a research center that aids in progressing agricultural economics.

## Labor Force

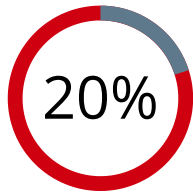


■ Employed 97%  
■ Unemployed 3%

2,

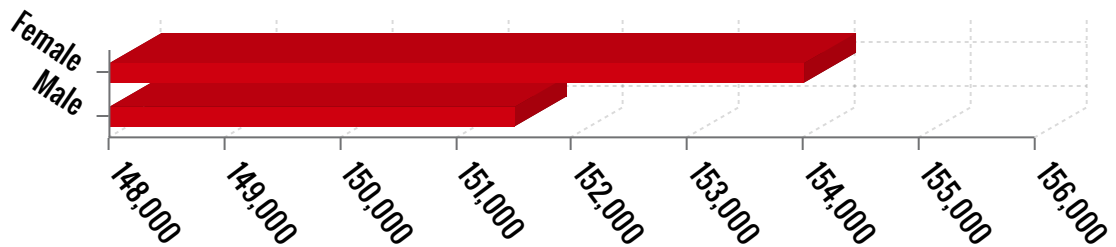


Total Population



Poverty Rate

## Population



Median Household  
Income

\$49,316

Median Property  
Value

\$134,900

Median Age

30.6 years

## Texas A&M AgriLife Extension Education in Dickens County

Established in 1910 the extension was set to be an agricultural experiment station on land donated by the Spur Ranch. The extension contributes vitally to the water and soil conservation efforts of the county as well as brush control, range management, and livestock production.

## MISSION STATEMENT

The Texas Cooperative Extension- Dickens County deals in expert, reliable, current information about hundreds of subjects and issues in the broad categories of nutrition and family and consumer sciences, community development, agriculture, horticulture, natural resources, and 4-H and youth development.

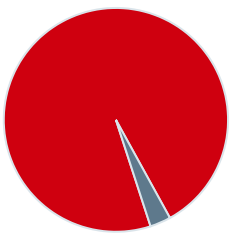


# King County



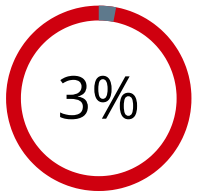
King County, named after William Philip King a volunteer who died at the Battle of the Alamo, is centrally located between Lubbock, TX and Wichita, TX. With a population of 286, King County is made up of a large ranching community. The community includes recreational activities such as 6666 Ranch, hunting, roping and ranch horse competitions.

## Labor Force



■ Employed 97%

■ Unemployed 3%



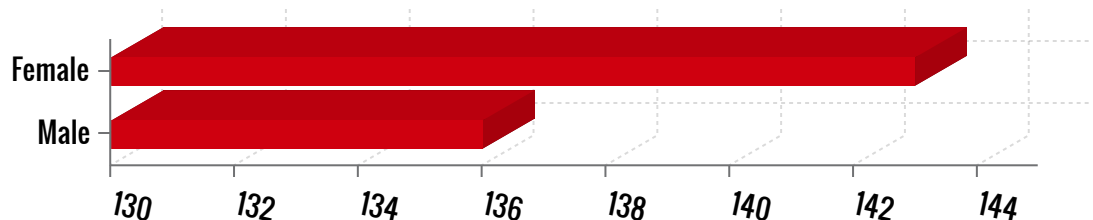
## Poverty Rate

286



Total Population

## Population



Median Household  
Income

\$57,083

Median Property  
Value

\$72,200

Median Age

39.8 years

## King County Economic Activity

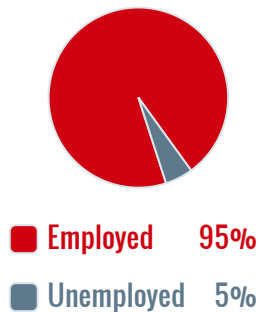
King County's economic activity consists of oil and gas, ranching and profits from recreational activities, such as hunting licenses. The Agriculture component of the economy consists of cattle, horses, wheat, hay, and cotton production to make up a \$6.6 million market value. The county seat, Guthrie, is known for its ranch-supply center, government services, community center complex, library, and Thanksgiving community supper that it brings to the county's community.

# Yoakum County



Yoakum County, located south of Cochran County and to the west of the Texas/ New Mexico state borderline, was named after Henderson King Yoakum a pioneer historian. The economy of Yoakum County consists of oil gas and agriculture. From the years of 1977 to 1980, Yoakum County was the top oil-producing county in the United States, totaling 889.9 million in oil and gas value. Agriculture consists of cotton, peanuts, sorghum, wheat, watermelons, and cattle. The agriculture maker value equates to approximately \$80 million and encompasses approximately 90,000 acres of irrigation. The 799.7 square mile county is composed of level terrain that aids in the 200 day average growing season

## Labor Force

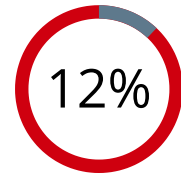


Total Population

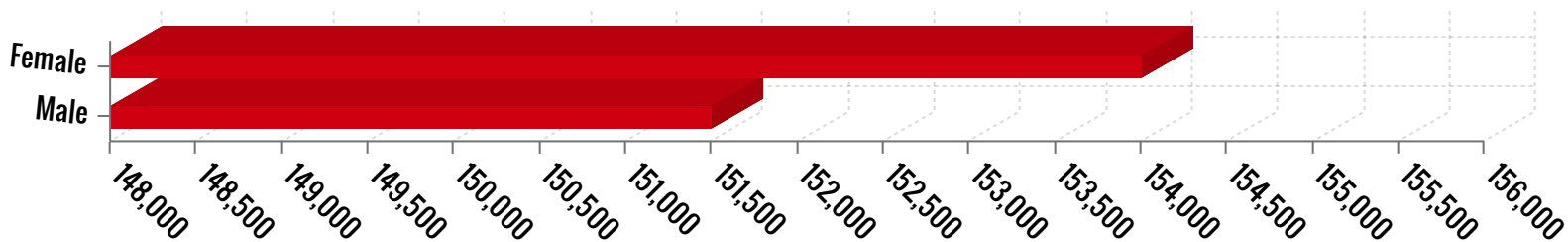
7,879



Population



Poverty Rate



Median Household Income

\$56,655

Median Property Value

\$81,000

Median Age

33.6 years

## Denver City Economic Development Corporation

Denver City is the most populous city in Yoakum County with a population of 4,842. The Denver City Economic Development Corporation drives economic activity that stimulates the county.

According to the DCEDC Denver City is the center of the world's largest CO-2 project. The project consists of three plants built and operated since the middle of the 1980s by Shell, Amoco, and Arco Oil Companies.

DCEDC continues to aid in the development of an agricultural economy for producing cotton, maize, peanuts, watermelons, and vegetables.

<http://denvercityedc.org>

# Terry County

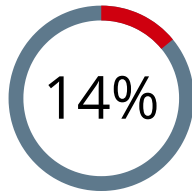


Terry County was named after Col. Benjamin Franklin Terry, who commanded the 8th Texas Cavalry division in the Civil War. The county is known for its vast land utilized for cotton irrigation. Cotton makes up 90 percent of the county's agricultural profits, which equates to approximately \$63 million. Terry County's economy also consists of oil field services and other agribusinesses, such as peanuts, sorghum, guar, wheat, melons, cucumbers, and sesame. The City of Brownfield is the county seat and has an economy that thrives in oil field services, wind energy, agribusiness, minerals peanut processing, hospital services, and prison services.

## Labor Force

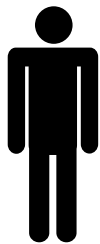


■ Employed 95%  
■ Unemployed 5%



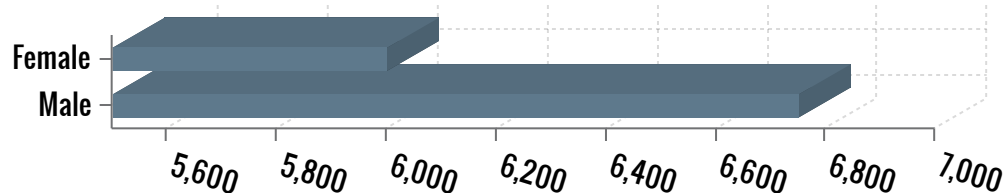
## Poverty Rate

**12,651**



Total Population

## Population



Median Household  
Income

**\$40,407**

Median Property  
Value

**\$65,900**

Median Age

**34.3 years**

Terry County has a Texas A&M AgriLife Extension Education center as well as an industrial development corporation located in the City of Brownfield

### Brownfield Industrial Development Corporation

BIDCorp has given top priority to attracting and supporting enterprises which will result in job creation and retention of primary jobs, and which will result in "new dollars" being brought into the Brownfield area economy.

The top priority areas for BIDCorp is as follows:

|              |                                 |
|--------------|---------------------------------|
| Agriculture  | Regional Wholesale              |
| Oil and Gas  | Regional Wholesale              |
| Industrial   | Service (supporting businesses) |
| Distribution | Technology Firms                |



# Lynn County



Located in the High Plains of the South Plains, Lynn County lies west of the Caprock escarpment. The county is located south of Lubbock, TX and between Terry and Garza County with a ranging rise above sea level at 2,650 to 3,300 feet. Lynn County was originally occupied by members of the Apache tribe. The county was named after W. Lynn who was a victim of the Alamo, according to Texas Almanac 2018-2019. The county consists of recreational activities which include but are not limited to the Tahoka Pioneer museum, the Dan Blocker museum in O'Donnell, and the Sandhill Crane migration that happens in the winter.

## Labor Force

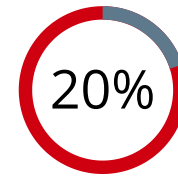


■ **Employed** 96%

■ **Unemployed** 4%

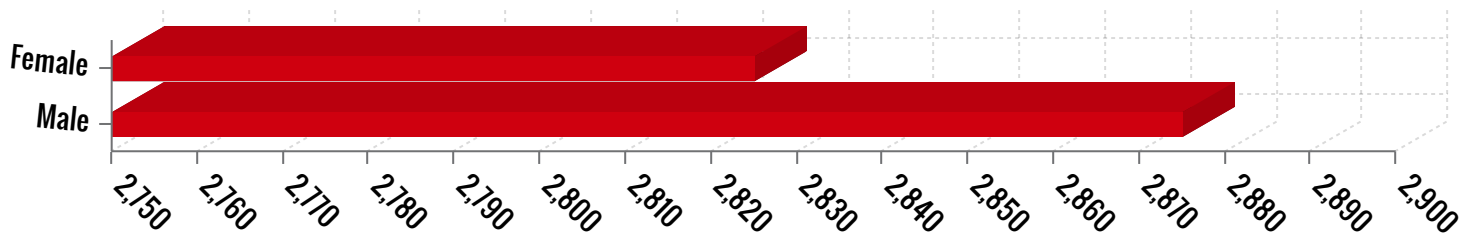
Total Population

5,915



**Poverty Rate**

## Population



Median Household  
Income

\$40,722

Median Property  
Value

\$70,600

Median Age

37.2 years

## Lynn County Economics

### Economy- Agriculture

The majority of the income is attributed to cotton production with 72,000 acres of irrigation. The following cotton is ranching and sorghum production with a total economy market value of \$67.6 million.

Minerals- Oil and Natural Gas

The 2012 Census report shows Lynn County as having the following:

Number of Farms 455

Crop Sales \$65,765,000

Live Stock Sales \$1,831,000



# Garza County

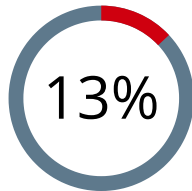


The most populous city in Garza County is Post, Tx. With an estimated population of 6,461, Post, Texas was founded in 1907 by cereal magnate Charles William Post, in what he hoped to be truly a "dream city". The city is located 3 miles below the Cap Rock, 40 miles Southeast of Lubbock, and centered on Highway 84. Known as "The Gateway" to the West Texas the city entails buildings constructed from 1907 and 1937 creating a historic scenic view for passing tourists. Currently, the city offers recreational activities such as the three-day Post Stampede Rodeo, various scenic sites that are true to the Old West Texas, recreational parks, and the newly revived Old Mill Trade Days. As a city that has its vibrant past restored and on display, the city would like to increase its economic activity while remaining true to its historic West Texas nature.

## Labor Force

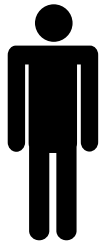


■ Employed 96%  
■ Unemployed 4%



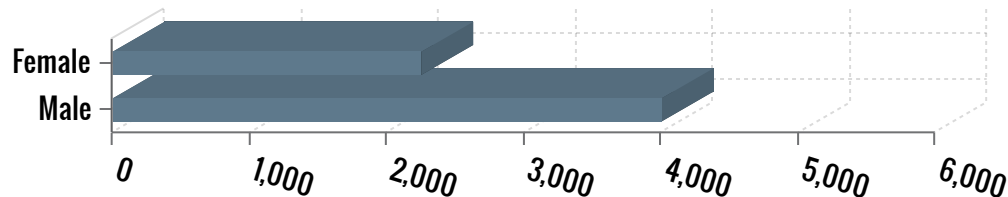
Poverty Rate

6,461



Total Population

## Population



Median Household  
Income

\$52,708

Median Property  
Value

\$83,300

Median Age

37.9 years

According to the SWOT analysis conducted on Post, Texas, the goals for the city and county are listed below.

**Retain Talent in the Region.** The region sees a lot of its talent relocate to other cities once they acquire skillsets from the local universities. The region would like to innovate ways to retain and enhance its talent pool.

**Recruit businesses that can benefit from the Traffic Flow.** According to the Texas Department of Transportation, the city of Post was accredited with a traffic flow of approximately 20,000 nonresidential cars a day. The region has the potential to utilize this daily traffic flow in the form of retail sales, grocery and gasoline sales as well as tourism overall.

**Increase the quality of the workforce.** With the access to the local universities in the panhandle, the region would like to further educate its workforce.

**Increase the quality of living.** With 68% of the total dwellings being homeowners the region can benefit from the additions of a restaurant, retail and amusement attractions.

**Diversify the economy.** Diversifying the economy in order to decrease dependency on the oil, cotton, agriculture industries. This will allow the economy to not partake in large downfalls with the wavering nature of the industries.



## References

- <https://www.tshaonline.org/home/>
- [https://www.agcensus.usda.gov/Publications/2012/Online\\_Resources/County\\_Profiles/Texas/cp48305.pdf](https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Texas/cp48305.pdf)
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- <http://denvercityedc.org/index.php>

# **South Plains Economic Development District**



**South Plains Economic Development District**

**1323 58th Street**

**Lubbock, Texas 79412**

**[WWW.SPAG.ORG](http://WWW.SPAG.ORG)**