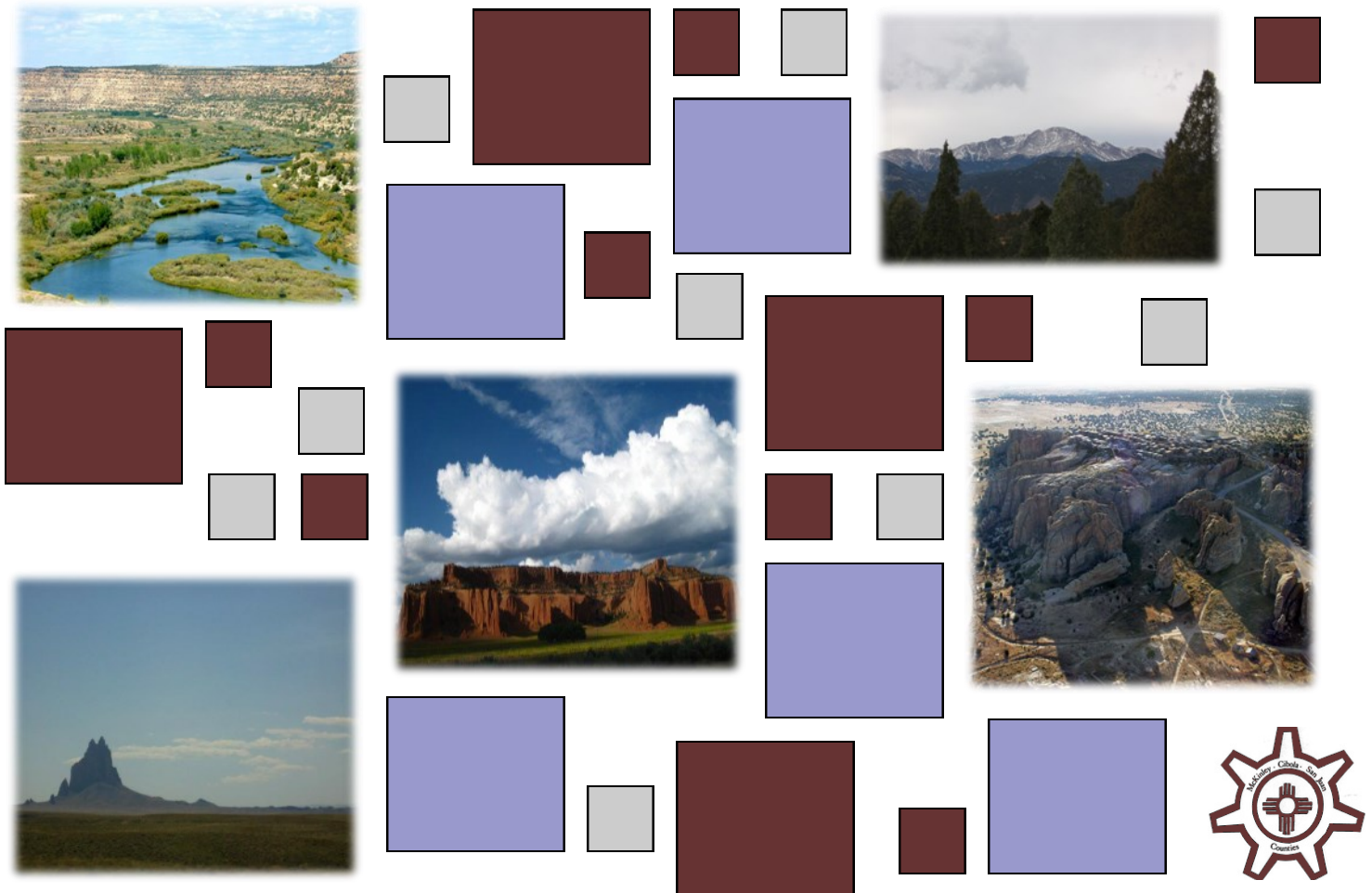


***NORTHWEST NEW MEXICO  
COUNCIL OF GOVERNMENTS  
ANNUAL REPORT  
FY 2014***

***Our Region, Your COG***



. Cibola

. McKinley

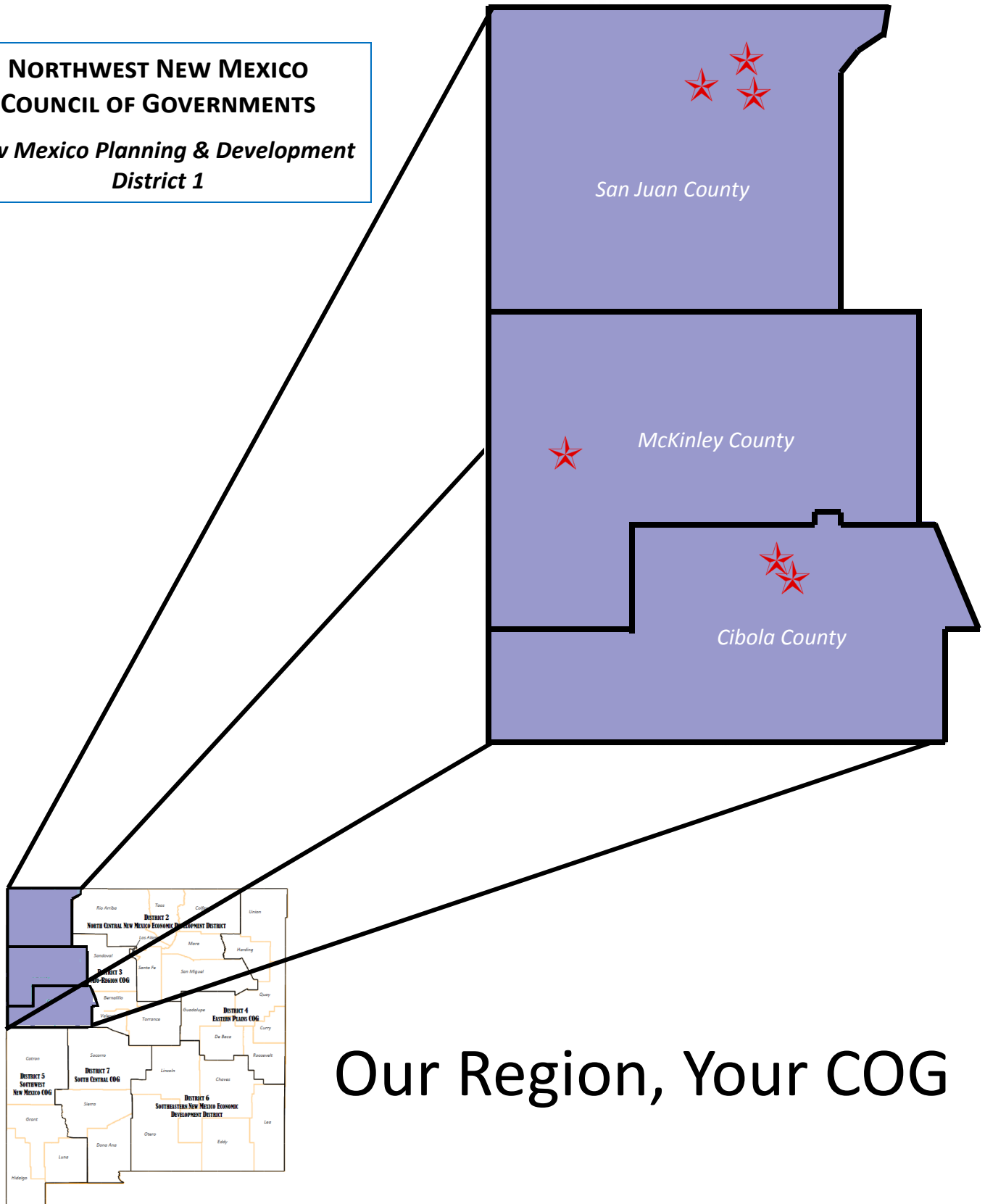
. San Juan

***“Leading the Field  
to Empower Communities & Move the Region”***

# *DISTRICT 1: Northwest New Mexico Council of Governments*

## **NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS**

*New Mexico Planning & Development  
District 1*



## Our Region, Your COG



# Table of Contents

<b>Regional Leadership .....</b>	<b>1</b>
<b>Message From The Board Chairman .....</b>	<b>3</b>
<b>Message From The Executive Director.....</b>	<b>4</b>
<b>Regional Champions.....</b>	<b>5</b>
<b>Regional Solutions .....</b>	<b>8</b>
Broadband.....	8
Economy .....	9
Energy .....	14
Environment .....	15
Quality of Life .....	16
Transportation.....	19
<b>Local Initiatives .....</b>	<b>21</b>
Rural National Veterans Cemetery .....	21
Aztec Vision Plan .....	23
CDBG Funding.....	24
<b>Financial Report .....</b>	<b>26</b>
<b>Enterprise Loan Fund.....</b>	<b>27</b>
<b>NWNMCOG Staff.....</b>	<b>28</b>



## 2013 - 2014 Northwest New Mexico Council of Governments Board of Directors

### Executive Committee:

#### **Chairman of the Board**

Billy Moore  
Citizen Appointee  
*McKinley County*

#### **Immediate Past Chairman**

Dr. William A. Hall  
Citizen Appointee  
*City of Farmington*

#### **1st Vice-Chair**

GloJean Todacheene  
County Commissioner  
*San Juan County*

#### **2nd Vice-Chair**

Lloyd Felipe  
County Commissioner  
*Cibola County*

#### **Treasurer**

Louie Bonaguidi  
Citizen Appointee  
*City of Gallup*

### Voting Representatives:

Michael Lewis  
City Councilor  
*City of Grants*

Ruben Sandoval  
City Councilor  
*City of Grants*

George Knotts  
Mayor  
*Village of Milan*

Yogash Kumar  
City Councilor  
*City of Gallup*

Allan Landavazo  
City Councilor  
*City of Gallup*

George Kozeliski  
City Attorney  
*City of Gallup*

Scott Eckstein  
Mayor  
*City of Bloomfield*

Sally Burbridge  
Mayor  
*City of Aztec*

Pat Simpson  
County Commissioner  
*Cibola County*

Genevieve Jackson  
County Commissioner  
*McKinley County*

Doug Decker  
County Attorney  
*McKinley County*

Carol Bowman-Muskett  
County Commissioner  
*McKinley County*

### Alternate Representatives

T. Walter Jaramillo  
County Commissioner  
*Cibola County*

Joshua Ray  
City Manager  
*City of Aztec*

Jackie McKinney  
Mayor  
*City of Gallup*

Bruce Swingle  
County Manager  
*McKinley County*

David Fuqua  
City Manager  
*City of Bloomfield*

Helen Dayan  
Trustee  
*Village of Milan*

Kim Carpenter  
County Executive Officer  
*San Juan County*

## Member Governments

Cibola County  
McKinley County  
San Juan County

City of Gallup  
City of Grants  
Village of Milan

City of Farmington  
City of Aztec  
City of Bloomfield

## Northwest Regional Transportation Planning Organization (RTPO) Committee

Royce Gchachu, Chairman (*Pueblo of Zuni*)  
Stan Henderson, Vice-Chair (*City of Gallup*)

Cibola County  
McKinley County  
San Juan County

Pueblo of Zuni  
Pueblo of Acoma  
Pueblo of Laguna  
Navajo Nation

City of Grants  
City of Gallup  
Village of Milan

## Your COG Headquarters



**409 South 2<sup>nd</sup> Street Gallup, New Mexico**

# Message from the Board Chair



Dear Friends,

Here's your COG report for FY 2014.

The COG's big thing this year: **Economic Development**. In December, we invited many of you to our "High Desert Vision 21" Economic Strategy forums in each of our three counties – and about 150 of you participated. The results were strong, and they'll be feeding into the update of our Regional Plan, known as the CEDS ("Comprehensive Economic Development Strategy").

This Spring we also joined forces with USDA-Rural Development and NMSU-Extension to help lead the region's "Stronger Economies Together" initiative, in which over 50 of you have been involved in county-level and regional learning/planning sessions, moving toward creation of a "high quality plan" for the rural corridors of our region.

We've also been working with partners at all levels to move forward on our region's "catalytic" projects, such as the 4-laning of US Highway 491, forging a regional broadband plan, and the inland port industrial park being planned by Greater Gallup Economic Development Corporation in close collaboration with Gallup Land Partners – our region's newest and most progressive investors.

My thanks to the COG Board for allowing me the honor of serving as the COG Chairman. I take great pride in helping lead this great organization with a long history of "leading the field." Thanks also to Jeff, Evan and the great COG staff. No one works harder and better. And lastly, thanks to our top-rate planners Bob Kuipers and Prestene Garnenez, both of whom worked well for us and have now gone on to new adventures. We wish them well!

One challenge we're facing this coming year: we need to find a new office space for the COG. The State DOT is condemning the County property we're currently leasing, in order to repair the underground infrastructure on 2<sup>nd</sup> Street – which is a State highway right-of-way. Wish us luck, and we'll invite you to the festivities when we open for business in our new space.

Best wishes to all of our friends, neighbors and partners, and we look forward to working with all of you in the coming year as we work together to "move the region",

— Billy Moore, Chairman of the Board

# Message from the Executive Director

Dear Friends,

I hope you enjoy checking us out in this year's Annual Report.

Your Northwest New Mexico Council of Governments had a good year "in the trenches" of regional and local economic development. We're fully engaged in a variety of planning projects at the State and Regional levels, in such inter-related fields as transportation, broadband, water, workforce and economic development.

Our role here at the Council of Governments, of course is to help "Connect the Dots" between the needs, plans, agencies and resources of the region, and in so doing, to create momentum of growth that will move the region forward.

This summer we are re-building the Council of Governments staff team, having said good-byes to two of our best people – Bob Kuipers and Prestene Garnenez. We have two new faces within the Council of Governments staff already — Brandon Howe and Nick Pappas — and hopefully we will add another face to the staff as we are advertising another position within the Council of Governments. We will have a good strong team as we head into the Fall of this year!

We are also looking forward to new office headquarters in the coming months. The Council of Governments Board and McKinley County officials are focused on Downtown Gallup as the location of the new office headquarters. We hope to achieve a "win/win" solution in the coming months.

My thanks always to our many great partners, colleagues, and customers,

— Jeff Kiely, Executive Director



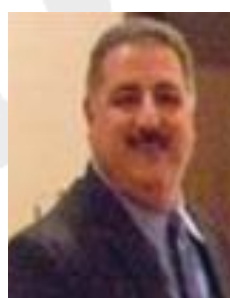
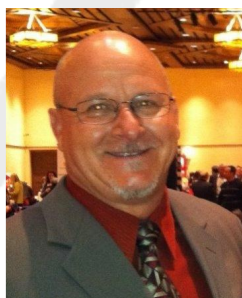


## Standing Up for the Region, in Service to our Communities

### The *Regional Champions* Program

*Over the years, the COG Board has established a tradition of recognizing citizens who best exemplify a commitment to regional collaboration in the work of building opportunity and quality of life for the region's communities and citizens. Each year, a person from each of Cibola, McKinley and San Juan Counties is chosen for this designation, and in some years a "Special Recognition" award is given to a state or federal agency partner who has served the region with distinction.*

*Here on this page is a look at some past recipients, and our new awardees are featured on the following pages.*





# Regional Champions 2014



## Royce Gchachu – McKinley County

For years, Royce Gchachu's colleagues have called upon him to chair the Technical Committee of the Northwest Regional Transportation Planning Organization (RTPO).

Building on his civil engineering expertise and experience, for the last 13 years Royce has served as Program Manager and Tribal Engineer for the Zuni Tribe – truly the Tribe's "Road Man," representing the Pueblo in negotiating many Federal investments in the Pueblo's transportation infrastructure. He has been appointed to a number of local and national boards, currently serving in the midst of a 3-year Federal appointment to the Tribal Transportation Program Coordinating Committee (TTPCC) under the MAP-21 Federal transportation law.

For nearly a decade, Royce has been arm-wrestled into serving as the RTPO Chair. This rural planning group was formed by the State back in the early 1990s in response to new federal regulations requiring increased consultation with local officials in planning for Federal transportation investments. The State originally called them "RPOs" and turned to the COGs to administer them, in service to policy and technical committees with representatives from each region's local and tribal governments. These organizations – now called "RTPOs" – are still supported by the State through contracts with the COGs.

Royce has "hung in there" in good faith with the RTPO, even though State funding streams have rarely been available to directly benefit his Zuni Pueblo community. But he has earned the respect and appreciation of his fellow RTPO members from across the region, has modeled cooperation and respectful leadership in his position, and has been an important and enduring player in the work of uplifting northwest New Mexico.



## Eddie Michael – Cibola County

Even he will say they "broke the mold" when he was made. Edward "Eddie" Michael has served for two terms on the Cibola County Commission – six of those years as Chairman – as a one-of-a-kind leader and public servant, and Cibola County and the region will never be the same.

A native son of the territory, Eddie has kept his eye on the future well-being of the Cibola communities, building on his many friendships and working relationships with people at every level of society. He also used his talents as a businessman to bring bold vision, keen focus, aggressive energy and a good measure of "horse sense" to the work of local government and economic development. In this manner, he has assisted Cibola County with important new achievements, most notably landing a \$625,000 industrial revenue bond that enabled the successful development of the 5,000-acre Red Mesa Wind Farm, with IRB payments returning to benefit the County, the local School District and the Hospital. He also led the purchase of the old Smith's building as a venue for local government offices, which included accommodating the return of workforce development and veteran's affairs offices to the community.

During his recent retirement speech, outgoing Cibola County Manager Scott Vinson told Eddie Michael: "In the five years I've been here, you've been Chairman. And in three counties in twenty-six years of being a County Manager, you are the best leader I have ever worked for. The absolute best."

We would add to these accolades our observation that, even in his boldness and commitment to getting big things done, Eddie Michael showed forth a spirit of uncommon friendship, cooperation and mutual support – nowhere in greater evidence than at his famed Bibo Bar and Grille out on the Cebolleta Land Grant. The COG staff will argue the vote with anyone about who has the best green chili cheeseburger in the State of New Mexico!

# Regional Champions 2014



## Sally Burbridge—San Juan County

Sally Burbridge has served for 8 years on the Aztec City Commission, and for its last 6 years as Mayor. This year, she finally became the City's representative to the Council of Governments Board of Directors.

In a political world often characterized by disunity and dominated by male personalities, Sally has emerged as a unifying, solution-oriented, visionary and highly effective leader, not only in her home community, but in the broader region as well.

During her service as President of San Juan Economic Development Service, a group of Sally's fellow leaders in the San Juan Basin began crafting a new economic development strategy for the region, and when it was ready for primetime, they turned to Sally to help them shepherd the plan into viable reality. She worked closely with the COG to shape and focus a transitional strategy and organizational plan that would respond to the economic challenges being faced in the wake of the "great recession." She served as first Board Chair of the newly formed nonprofit corporation, Four Corners Economic Development, Inc., assisted in hiring Ray Hagerman as 4CED's superb first CEO, and now continues to serve on the Executive Committee – working to ensure that, in the San Juan Basin region, the Economy ("E") grows faster than the Population ("P"), summarized by the code formula: "E > P."

Sally has been active at the local, state and national levels in search of tools, programs and ideas that help move her community – and the region – forward, and she has been a leading member of the Stewardship Council for the remarkable interstate tourism initiative known as "Four Corners Geotourism," which was launched in the summer of 2012 in partnership with National Geographic Magazine. Meanwhile back in her home community, Sally used the COG's facilitation services to help clarify a strong vision for Aztec City government, resulting in landing Josh Ray as City Manager. She then led the charge in gathering broad-based community input and, with the COG's help, creating an exciting and progressive Vision Plan for the community. Now, as of the most recent municipal election, Sally serves as Mayor on the State's only all-woman City Commission.

The COG is fortunate to have in this region a leader of Sally's exceptional skill, vision and compassion.



## Anthony Griego—Distinguished "Friend of the COG"

Anthony Griego is another "Road Man" in the COG's wheel-house, serving as a highly capable professional partner on behalf of the State DOT's District 6 Project Office in Milan in the work of regional transportation planning and development in the southern counties of our region.

Anthony has been with the State Transportation Department for 25 years now and is getting ready for his retirement. The COG's transportation planning group, the Northwest RTPO, has learned and gained a lot from Anthony over the years, and we found him to be knowledgeable, cooperative, generous and trustworthy in his dealings with us. Not everybody in government offices is this way ... but Anthony has always been a problem-solver, rather than a nay-sayer. He knows the rules, he won't bend or break the rules, but he'll help you figure out a way to work with the rules and get done what you need to get done. For many years, Anthony was our "go-to" guy at the RTPO, working with us to get our projects into the scary and complicated hoppers of the State Transportation Improvement Program, the STIP.

The COG thanks Anthony for his years of service and for his helping hand as we all work to "move the region."

## **Northwest New Mexico Broadband Taskforce**

For a couple of years now, the Council of Governments has been working to help improve and develop access to broadband. Initial conversations in late 2012 and early 2013 with the Cibola Communities Economic Development Foundation and Greater Gallup Economic Development Corporation launched an effort by the COG to obtain additional funding and resources to build up broadband in Northwest New Mexico.



The COG also applied for, but did not receive, broadband grant funding in mid-2013;. However, earlier this year, the COG was awarded \$25,000 in technical assistance for broadband planning from the New Department of Information Technology (DoIT). Now working with the Northwest New Mexico Broadband Taskforce (a joint taskforce of knowledgeable, technical staffers from the City of Gallup, UNM-Gallup, the Navajo Nation's Information Technology Department, Greater Gallup EDC and others), the Council of Governments will utilize the technical assistance funding to address issues of “redundancy, connectivity, availability, and affordability” of broadband in Northwest New Mexico. The initial step is to expand the taskforce by inviting McKinley County, the Zuni Tribe, Gallup-McKinley County Schools, Navajo Technical University, the local hospitals, and public safety entities.

### **Goals:**

- Inventory the needs, identify existing assets, and plans including network facilities, poles, interconnection, identify opportunities, to leverage, share, and resell.
- Conduct a DoIT gap analysis
- Continue to build and work with the region's technical committee.

The task force met mid-June and will convene again to continue with inventories, look at consulting resources, and develop a conceptual framework.



## “High Plateau Vision 21”

### Forging the region’s new Comprehensive Economic Development Strategy (CEDS)

2013 and 2014 have been a couple of great years for Economic Development planning at the Council of Governments. Several parallel economic development planning processes – at the regional and state levels – have been in the works:

- **The New Mexico Economic Development Department’s 5-year strategic plan**
- **The Legislature’s Interim Jobs Council**
- **The Department of Transportation’s Long Range Transportation Plan, including Freight & Rail Plans**
- **The Statewide “Comprehensive Economic Development Strategy” (CEDS) being coordinated by our state association, NewMARC**
- **The Regional & State Water Plans**



We have also been working on updating our own **Regional CEDS** for the 5-year period 2014-2019. We have been working with consultant Jim Glover of The Idea Group of Santa Fe to help weave various facets of these plans and planning processes together and help create a dynamic, usable and strategic Regional CEDS Plan for Northwest New Mexico. The Regional Comprehensive Economic Development Strategy will be created in alignment with the Statewide Economic Strategy which is currently being worked on by all 7 COGs in New Mexico (New MARC) and our many partners.

The CEDS will incorporate a framework that will identify and rank projects by their readiness, the milestones they have achieved, potential for investment by other public and/or private partnerships, ability to catalyze other projects, and budget and timeline to complete or complete phases. Projects will be vetted for local, regional, state and federal investability.











# Regional Solutions: *ECONOMY*

## *High Plateau Vision 21 [continued]*

The CEDS organizes strategies and initiatives according to  
**The “6 Keys” Model**

	<b>Infrastructure</b> Identifying critical infrastructure needs strategically tied to desired economic development sectors, projects and outcomes.
	<b>Innovation and Sustainability</b> Focusing on growing the entrepreneurial ecosystem, providing support to local business, supporting research and development, and accelerating technology transfer.
	<b>Business Climate and Competitiveness</b> Identifying & resolving issues and gaps in the regulatory environment, the tax and incentive structure, international trade, and access to capital.
	<b>Education and Talent Supply</b> Identifying current & projected workforce demands & opportunities, resolving gaps between those demands and outputs of education and workforce development systems, and developing education-work linkages and partnerships that sustainably ensure the readiness of the local workforce for available jobs in the community.
	<b>Quality of Life</b> Providing services and amenities in the community that affect the overall quality of life, including access to healthcare, availability of affordable housing, preservation of natural resources, and support and promotion of culture, including honoring cultural diversity.
	<b>Civic Leadership &amp; Governance</b> Involving the growth of knowledge by local business and civic leaders in community leadership and economic development, cultivation of partnerships in support of economic goals, building venture capital from both the public/private sectors, promoting cross-sectoral synergy and support, and building and promoting a regional/community brand.



# Regional Solutions: *ECONOMY*

## *High Plateau Vision 21 [continued]*

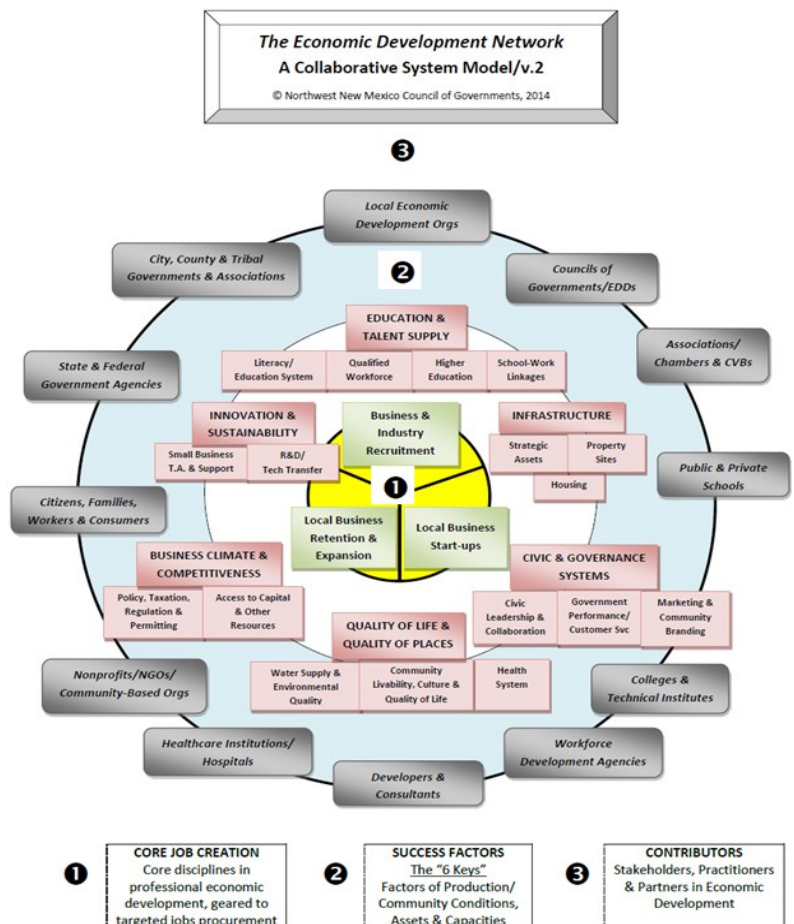
The COG has been consulting a number of “best-practices” like the American Dream Composite Index, the 8 forms of Community Capital, Triple Bottom-Line and the “6 Pillars of Florida’s Future,” among others from across the nation, to assist in developing our new CEDS and looking for ways to increase usage and implementation across Northwest New Mexico.

In June, COG staff and consultant Jim Glover met with local economic development organization partners from Cibola, McKinley, and San Juan Counties to discuss the planning framework for “reinventing the CEDS” in a way that is customer-focused, easy-to-use, easy-to-share, and easy-to-track. The goal is a web-based CEDS that is tied to our Panoramic project collaboration software, which will allow widespread access by economic developers, community leaders, potential business developers and others.

The Northwest COG is also helping lead the NewMARC effort to create the Statewide CEDS, building on our experience with our new regional CEDS model. We are working to gain broad support from State agencies for various elements that we need to implement the CEDS, such as access to economic metrics that will help to gauge progress on the strategies outlined in the new CEDS — jobs created and retained, for example.

This graphic model was developed by the COG, in consultation with our partners, to assist in showing all facets of the Economic Development enterprise, including

- (1) The **Core Job Creation** activities customarily associated with professional economic development;
- (2) The **Success Factors** (sometimes called “factors of production”) that need to be addressed in order to prepare for and support core job creation; and
- (3) The **Contributors**, or Stakeholders, who are involved in the work of economic development at all levels.



For More Information about **High Plateau Vision 21** Visit:  
<http://www.theprosperitycollaborative.com/hp-vision-21.html>



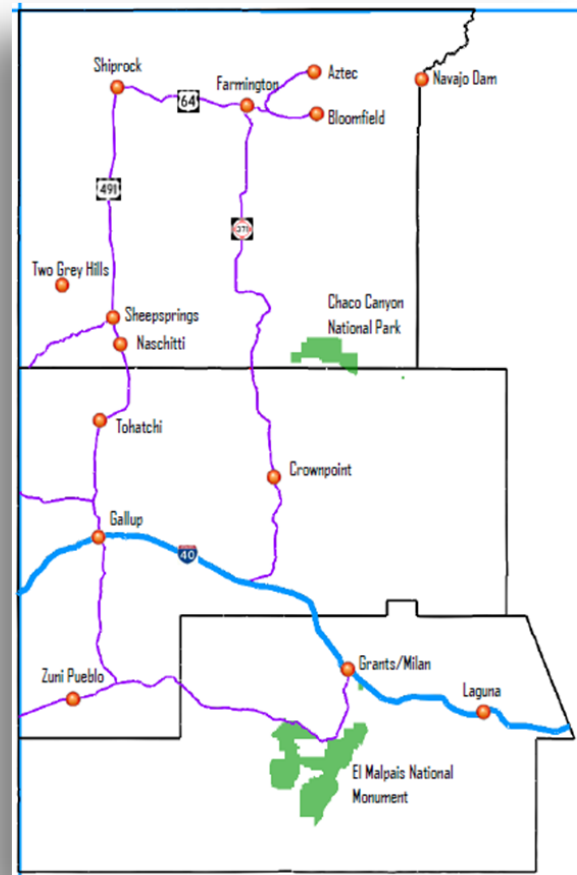
## \* S \* E \* T \*

### “The Trail of the Ancients Network” Stronger Economies Together (SET) Initiative

The **Stronger Economies Together** (SET) Initiative is a USDA program designed to strengthen the capacity of communities and counties in rural America and to foster a working collaborative to develop and implement an economic development blueprint (“**High Quality Plan**”) that builds on current and emerging economic strengths of the region.

The Northwest Region of New Mexico was selected by USDA’s New Mexico Rural Development Office as a designated SET Region. Our SET initiative is being organized around the rural corridors that make up the “Trail of the Ancients” Scenic Byway — with study/action groups in Cibola, McKinley, and San Juan Counties. Collectively we call it the “Trail of the Ancients Network” (or TOTA Network).

The TOTA Network meets on a monthly basis in each county, and on a quarterly basis, there are joint regional meetings in which all members from all counties are encouraged to attend. The participants of the SET initiative will complete 8 training modules that will be communicated over the course of 12-15 months; the modules will guide the development of the High Quality Plan. After the 8 training modules have been completed the final product will result in a High Quality Plan that focuses on economic development strategies for rural areas of Northwest New Mexico. The purpose of this



plan is not only to give direction to the region and local communities, but also to seek funding from Federal, State, and other sources, some of which can only be obtained through the use of the High Quality Plan.

The SET initiative will also form the foundations of a Rural Leadership & Development Academy in our region, and SET participants will be the founding members. At the end of the initiative, founding members (those who attend most of the 8 modules) will be given certificates signed by NMSU Vice-President for Economic Development Dr. Kevin Boberg. Additional benefits from participation in the Stronger Economies Together Initiative are: networking opportunities, and access to the latest data, demographics, and data trends.



# Regional Solutions: *ECONOMY*

## *SET Initiative [continued]*

The Trail of the Ancients Network has completed 2 training modules along with its first regional collaborative session, with many of the members continuing to be active participants. While it is early in the process, some participants are emerging as strong, rural leaders and are on their way to becoming founding members of the initiative. As the initiative progresses, collaboration continues to grow, and members are beginning to “think regionally.” Ideas, challenges, solutions and experiences are shared during these training sessions, and the foundations of the “High Quality Plan” are being put in place.

**Module 1** was part introduction and part discussion about how to build a strong team. Facilitators Michael Patrick and Paul Gutierrez from NMSU and Council of Governments Director Jeff Kiely discussed Stronger Economies Together and expectations of the participants, along with the final product of the initiative which will also weave potential strategies and projects into the region’s “Comprehensive Economic Development Strategy.”

**Module 2** began to dive into the region’s economic and demographic data, which were presented to help participants understand the region. The data consisted of State, Region, and County Profiles, and Workforce and Occupation Reports, all of which were provided by the Center for Regional Development at Purdue University.

In June 2014, the Trail of the Ancients Network convened its first regional collaborative session, which was well attended by members from all three counties. The regional session continued with the review of economic and demographic data and an introduction to the Region’s Cluster Report. The Cluster Report is a way of visually representing similar and related firms in a defined geographic area that share common markets, technology, worker skill needs and buyer-seller relationships. Within this report, industries in the region will be classified into four categories: Mature, Transitional, Emerging and Stars. With help from the facilitators and key information gleaned from the economic and demographic data, members provided insight into the region’s challenges and possible solutions to these challenges.

As the SET initiative continues forward, the NMSU and COG team looks forward to preparation of the “High Quality Plan” — with a focus on the “rural agenda” for Northwest New Mexico. With that plan in place, the SET partners will look to attract new federal and other resources into our regional communities, as we work together to build prosperity and move the region forward.



For More Information about the Stronger Economies Together—Trail of the Ancients Network Initiative  
visit: <http://www.theprosperitycollaborative.com/>

## McKinley County Energy Efficiency & Utility Savings Program Update

In 2009, McKinley County asked the Northwest COG to manage and execute a US Department of Energy "Energy Efficiency & Conservation Block Grant" (EECBG) under the ARRA stimulus program. The COG helped the County develop a Comprehensive Energy Plan, perform investment grade audits for all County facilities, and implement a lighting retrofit on the County's Adult Detention Center. Based on this success and strong partnerships the COG has developed, the County sought to pursue an Energy Performance Contract, from which the County could make other recommended improvements and pay for them based on the guaranteed energy savings over time.

In December 2013, the McKinley County Commission approved the Financing Intent Resolution for the Energy/Utility Cost Savings Program scope. New Mexico Energy, Minerals, Natural Resources Department (NMEMNRD) staff reviewed and approved technical issues of scope and analysis in the report entitled "Investment Grade Audit and Proposal" (IGA). In March 2014, initial contractor Eaton Energy Solutions, Inc. changed its business model, which included the decision to discontinue its energy efficiency services work. With the concurrence of the County and the COG, Eaton proceeded to assign the contract to Energy Control, Inc. (ECI), a division of OpTerra Energy Group. Currently, the COG has worked through this transition and is assured it has a strong local partner in Energy Control, Inc. We are literally "cooking with gas" now!

The Investment Grade Audit (IGA) & Energy Savings Performance Contract (ESPC) proposal evaluated projects totaling \$4.4 million, including energy efficiency and solar electric and hot water systems. Because of longer paybacks on several items, a GEEM package totaling \$2,124,794 (including GRT) was assembled under Energy Control's recommendation. A 5% owner contingency is added, amounting to \$106,240, thus bringing the total of the financing package to \$2,231,034. This package will improve the comfort, health, and working environments in the buildings while reducing energy, maintenance, and capital improvement costs.

This package of projects is estimated to reduce the County's \$723,000 utility bills plus \$100,000 in outside maintenance annually by \$335,161 (including \$211,814 in utility costs and \$123,347 in maintenance, deferred maintenance, and avoided equipment replacement costs).



Courthouse	Road Maintenance	Thoreau Senior Ctr	Red Mesa Art Center
Law Enforcement	Fleet Maintenance	Fort Wingate VFD	Pine Haven VFD
Adult Detention Center	Fire/Rescue	County Extension Office	Prewitt VFD
Juvenile Detention Center	Gallup Service Center	Crownpoint VFD	Ramah VFD
Metro Dispatch	Health Dept	Whitecliffs VFD	San Mateo VFD
Pantry	BOE Storage	McKinley West VFD	Tse-Ya-Toh VFD
Office of Emergency Mgt	Thoreau VFD	Timberlake VFD	Vanderwagen VFD
Navajo Estates VFD	Thoreau Ambulance	Thoreau Sheriff's Substation	Chichiltah VFD
Blue Water Acres VFD	Bluewater Lake VFD	Bluewater VFD Office	Blue Water VFD
Zuni Village VFD	Streetlights — Hwy 491	Streetlights — Thoreau	

37 Buildings Plus Streetlights

# Regional Solutions: *ENVIRONMENT*

## BROWNFIELDS Tools for Redevelopment

The Northwest Council of Governments collaborated with the New Mexico Environment Department's Brownfields Program (NMED) and EPA—Region 6 and their contractor, Kansas State University-Technical Assistance to Brownfields (KSU-TAB) to bring a Brownfields workshop to our region.

The workshop, titled, “**Brownfields: Tools for Redevelopment**” was held in Farmington in April, with attendants from both the private and public sectors and from communities and agencies of the Navajo Nation and Zuni Tribe. The workshop was part of broader effort to reach out and educate about Brownfields. Specifically, we wanted to offer folks a better understanding of what a Brownfield is by offering presentations by our State and Federal partners. Further, we wanted to help participants learn how a Brownfield site revitalization can be a part of their community's economic development strategy. There were great presentations by local Gallup non-profit CARE 66, and by the Pueblo of Zuni, who both detailed how their Brownfields sites are now in various stages of reuse.

The workshop also offered information on State and Federal resources available to assist communities in Brownfields site redevelopment. Presenters included the New Mexico Finance Authority, USDA-Rural Development, New Mexico Economic Development Department, New Mexico Energy, Minerals & Natural Resources Department, and the New Mexico Indian Affairs Department.



# TAB

TECHNICAL ASSISTANCE TO BROWNFIELDS



## Arts & Cultural District Gallup, New Mexico



In November 2013, the State Economic Development Department designated new “Arts and Culture Districts” in Gallup, Mora and Artesia.

New Mexico’s Art & Cultural District (ACD) Program was adopted in 2007 by the State Legislature and signed into law by then Governor Bill Richardson. The program is an inter-agency collaboration between the Departments of Economic Development, Cultural Affairs and Tourism. It is directed toward place-based economic development focusing on the unique cultural and arts assets of each authorized district.

The Northwest New Mexico Council of Governments worked hard alongside the City of Gallup, McKinley County, the Gallup Business Improvement District, and Gallup ARTS (the area’s new Arts Council) to help the City obtain this designation.

This Core Group collaborated and facilitated two community charrettes to gain input and map assets. The group also produced a survey process and used ArcGIS software to map, detail and inventory Downtown Gallup assets in an inventory. Along with the inventory map, the Arts Council and the COG produced a Cultural/Historic building assessment. Throughout the process, the group received a wealth of support from the community, garnering support and commitment letters from over 50 organizations. On this foundation, the next step involved submitting a top-notch application, which in turn led to an oral interview and the creation of a video and Power-Point presentation that compelled the New Mexico Arts Commission to select Gallup.

Since the ACD designation, Gallup has been classified as a “Start-Up” Arts & Cultural District and will be working with a State Arts & Cultural District Coordinator and the State Arts & Cultural District Council on a two-to-three-year course. Once the Start-Up period has ended , the City of Gallup and the Arts & Cultural District Program will establish a 5-year Letter of Agreement to continue its certification in the ACD program.



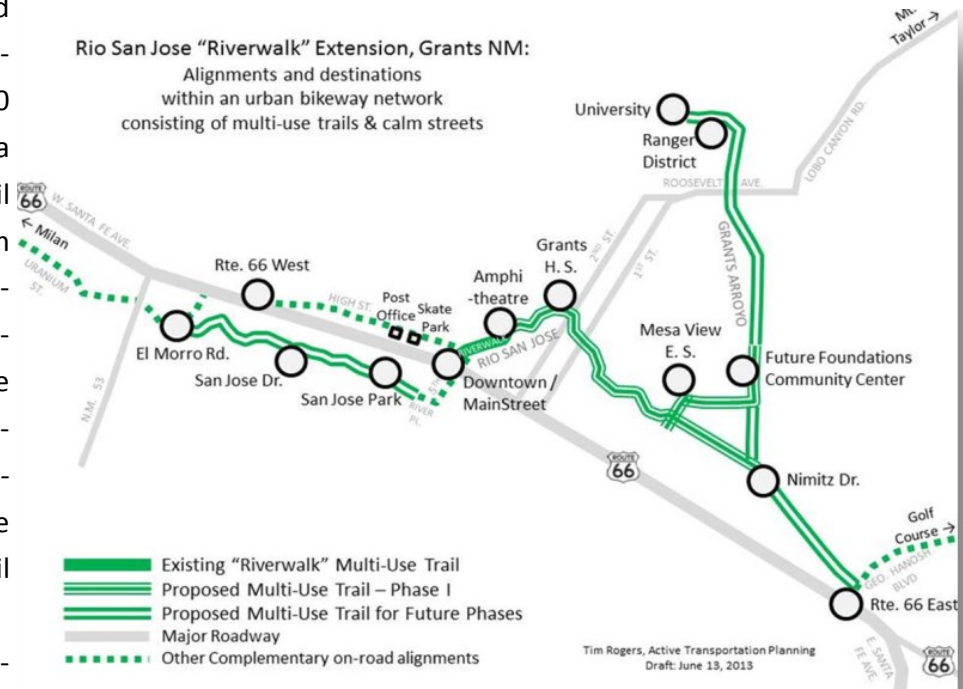
# Regional Solutions: *QUALITY OF LIFE*

## River Walk Legacy Trail Project Grants, New Mexico

The Rio San Jose has served and still serves many functions to the communities along its banks. More than 20 years ago, the river was to serve as a backbone to a planned multi-use trail system for the communities of Milan and Grants. In support of such planning, the City of Grants passed a resolution which accepted the Rio San Jose Master Plan. The plan outlined improvements including the maintenance of roads along the banks of the river which serve as a multi-use trail for locals and visitors.

In 2003, Cibola County indicated that trails were part of the #1 Goal in the County's 20-year Comprehensive Plan: *"a safe, efficient, high quality, well maintained, network of highways, roads, bridges, sidewalks, drainage structures and bike/pedestrian/equestrian trails"* that would provide for and encourage a variety of transportation modes. Cibola County envisioned an alternative transportation network that minimized conflict among users, minimized impact on wildlife, provided access to natural areas, and allowed for improved amenities such as benches, bike racks, sidewalks and lighting. In that same year, the City of Grants listed the project as one of its top priorities within the City's own Comprehensive Plan. The City of Grants hoped to promote walking and bicycling in the community for both recreation and transportation along the Rio San Jose and all points beyond the existing River Walk Park.

Rio San Jose "Riverwalk" Extension, Grants NM:  
Alignments and destinations  
within an urban bikeway network  
consisting of multi-use trails & calm streets





# Regional Solutions: *QUALITY OF LIFE*

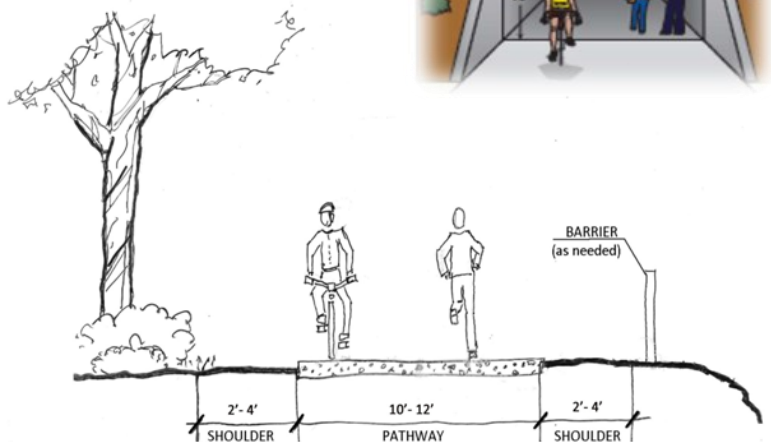
## ***Riverwalk Legacy Trail Project [continued]***

The Rio San Jose River Walk “Legacy Trail” Plan, prepared by the NM Economic Development Department/Main-Street Program and the New Mexico Department of Health/Healthy Kids Healthy Community Initiative, was unveiled during the course of two public hearings. During these public hearings, three goals of the project were presented. First the project aims to connect the City’s neighborhoods to downtown, schools, and other public facilities by off-street trails for pedestrians and bicyclists, joggers, and other non-motorized trail users.

The project also aims to improve public health by providing an interconnected off-road non-motorized transportation system that complements the on-road transportation system.

The Project will create public open gathering spaces, and will link community amenities, facilities, and businesses.

The City of Grants will work with Cibola County to develop the trail north of the River Walk Park. Collaborative efforts are now underway between the City of Grants, Cibola County, Grants MainStreet, and Future Foundations Family Center on improving the San Jose River banks and the Grants Canyon Arroyo. Future Foundations and Grants MainStreet spearheaded the application process through the State DOT’s Transportation Alternatives Program (TAP) to request funding for \$200,000. Along with the TAP program, other sources of funding are being considered, including local funds, capital outlay, and the Safe Routes to School (SRTS) program.



# *Regional Solutions: TRANSPORTATION*

## **US 491**

### **Funding Achieved for 4-Lane Completion: Naschitti to Twin Lakes**



On March 25, a celebration was held near Naschitti as New Mexico Governor Susana Martinez announced the State's commitment to complete the US 491 four-lane project. With the commitment from the State, the first phase of completion will begin in Naschitti and work its way south to Twin Lakes.

Cabinet Secretary Tom Church and Navajo Nation President Ben Shelly gave much appreciation to District 6 Transportation Commissioner Jackson Gibson and State Senator John Pinto for their persistent dedication and efforts to enable this project to obtain funding for completion.

The US 491 Safety and Infrastructure Improvement Project has been in the works for more than 20 plus years. In that time the State of New Mexico has been working to reconstruct the entire 70 mile two-lane corridor into a continuous four-lane corridor from Gallup to Shiprock. As of the announcement, the project was 70% complete, with 20 plus miles left for construction and total project completion.



# Regional Solutions: *TRANSPORTATION*



Above is a map of US 491, Completion from Naschitti to Twin Lakes. Map was obtained from the Navajo Department of Transportation Website.

## *US 491 Completion [continued]*

The New Mexico Department of Transportation recently issued \$80 million in “new money” revenue bonds to fund certain eligible highway projects, including Highway 491. The Governor announced during the celebration that the US 491 Corridor Project will receive \$78 million of these bond proceeds to complete the project. Prior to the Governor’s announcement, the State of New Mexico had already invested about \$120 million towards the completion of the US 491 four-lane project.

US 491 intersects strategically in Gallup with the east-west Interstate 40 and Burlington Northern-Santa Fe Railroad corridors. Completion of the US 491 four-laning project sets up the Northwest New Mexico region with significant economic opportunities. These three major infrastructure facilities provide the transportation assets necessary to establish Gallup & McKinley County as a major regional transportation & logistics hub., serving consumer and energy markets in the Four Corners area.

Opportunities include industrial development and potential rail-to-freight transportation loading facilities in Thoreau and west of the City of Gallup. Upon completion of the US 491 four-lane development, hundreds of jobs are projected to be created with high annual salaries for our local population within the region.







## Rural National Veterans Cemetery

Gallup, New Mexico

Rand McNally's "*Most Patriotic Small Town in America*"

In July 2013, Governor Martinez initiated the ***Strategic Veterans Cemetery Initiative***, which would allow the State of New Mexico to apply for a Veterans Administration (VA) "Veterans Cemetery" Grant. The grant would build VA-funded, State-managed veterans cemeteries in rural communities in New Mexico. The criteria for submission included \$600,000 in down payment to plan, design and construct regional cemeteries statewide. If selected, the VA will provide the funding required to design and construct the cemeteries. Estimated cost to build one cemetery can range from \$1.3 to \$1.6 million. The plan would be to build several State-managed final resting places for veterans in their home areas, thus eliminating the need to travel hundreds of miles to lay a veteran to rest for families wishing to visit the burial site of a loved one.

Gallup was one of 10 communities in the State that expressed interest in submitting a proposal during a town hall meeting hosted by Lt. Governor John Sanchez last summer. With assistance from the Council of Governments and the City of Gallup, the Gallup-McKinley County Veterans Committee submitted a proposal to establish a cemetery in Gallup. The proposal showcased the City of Gallup's readiness, merit, respect, and community support for our Veterans.

Most certainly the City of Gallup's recent designation as Rand McNally's "Most Patriotic Small Town in America" provided additional value, support and advantage to the proposal and the quest for a National Veterans Cemetery. In late June, the Governor's office submitted 4 cemetery applications to the US Veterans Administration. These proposals will be processed along with others received from around the country, and notification of selection will be made in October 2014.

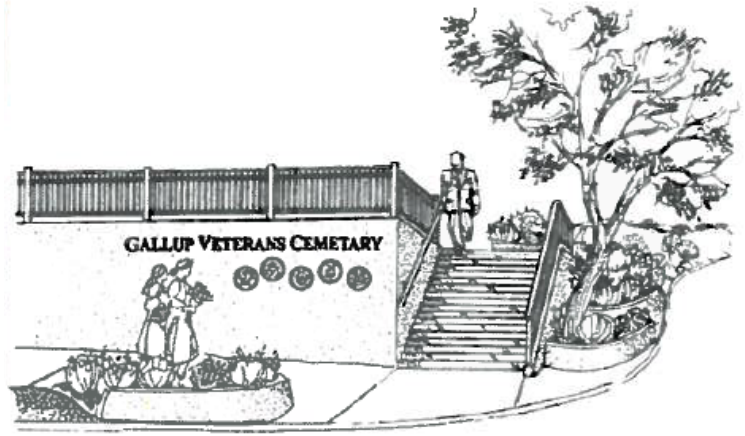
The requirements for the cemetery included:

- A site of three to five acres – sufficient land to bury veterans and eligible family members for a 20- to 50-year period
- Cemetery location must be easily accessible
- Clear legislative authority from the State to establish and operate a State Veterans Cemetery in accordance with VA standards

# Regional Solutions: LOCAL INITIATIVES

## *Rural National Veterans Cemetery [continued]*

In mid-April, Governor Martinez announced the selection of Gallup as one of four proposed sites for a new rural national veteran's cemetery. This selection was the result of steady and dedicated efforts by the City of Gallup, the Gallup McKinley County Veterans Committee, and others to honor our local veterans. The other sites selected include Angel Fire in Northern New Mexico, and Carlsbad and Fort Stanton in Southern New Mexico.



New Mexico currently has two national cemeteries, which are located in Santa Fe and at Fort Bayard near Silver City. Fort Bliss National Cemetery in El Paso, Texas is also the final resting place for many New Mexico Veterans living in the southern part of the State.

For over a decade the Gallup-McKinley County Veterans Committee has worked diligently on expanding and upgrading the current Veterans Plot at Hillcrest Cemetery in Gallup. Over the years, the committee has worked with the City of Gallup and McKinley County to secure local funding and with local legislators to leverage State Funds. These funding have been used for various initiatives including a feasibility study, planning and design work, and for obtaining clearance documents to expand or build a veterans cemetery.

Good luck, Gallup-McKinley County vets!





# Regional Solutions: LOCAL INITIATIVES

## City of Aztec Vision Plan

The COG assisted the City of Aztec in compiling dozens of community surveys and producing a design for a Vision Plan that was inspired by Aztec residents who thoughtfully shared their desires, likes, dislikes, hopes and ideas about the City and its leadership. The plan will help the City to focus on new opportunities for growth, while also preserving the community's unique small-town character.

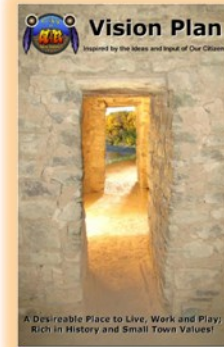
The Plan focuses on four main collaborative efforts:

**“Live Aztec”** – aims to provide a quality of life second to none

**“Wok Aztec”** – builds on progress and prosperity

**“Stay Aztec”** – ensures visitors a friendly and inspiring visit

**“Play Aztec”** – targets fun and excitement for residents and guests alike



To ensure that the four collaborative efforts take place within the City of Aztec, the plan utilizes a value system that is central to all residents of the city.

- 1: **Keeping that Small Town Spirit**
- 2: **Living Local** and buying “Aztec First”
- 3: Improving upon and maintaining the great **Quality of Life** in Aztec
- 4: **Strong and Growing** local economy
- 5: **Gateway to Fun** that welcomes new and old visitors alike to the many attractions Aztec has to offer
- 6: **History and Hope Unite** for rich experiences for both residents and visitors
- 7: **Sustainability & Livability** of assets, housing, and infrastructure
- 8: **Visionary Leadership**



The Vision Plan is available on the City of Aztec's website:  
<http://www.aztecnm.gov/plans/AztecVisionPlan2014.pdf>



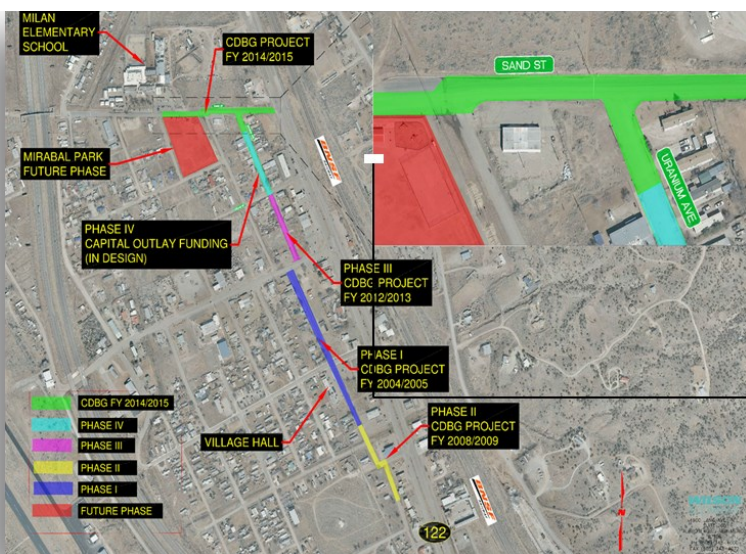
## Village of Milan

### Another Top CDBG Award: Uranium Avenue & Sand Street Improvement Project



The Village of Milan was recently awarded \$500,000 in CDBG funds to complete Phase 5 of its multi-phased Uranium Avenue and Sand Street Improvement Project. The multi-modal corridor (vehicle, pedestrian, bicycling, and public transit) has now been in the works for 10 years and has accounted for \$3 million dollars.

Now in Phase 5, the project will upgrade an aging water/sewer utility network and provide proper drainage and flood control benefits to homeowners and residents in this neighborhood. Aimed at enhancing the livability of the community, the corridor will provide a multi-modal connection for residents and school kids from the Village of Milan to Milan's only Elementary School. The school, completed in 2010, currently serves approximately 550 students from the Village of Milan, the City of Grants, and the surrounding communities. The project will also provide strategic infrastructure for community facilities and in-fill development.



The completion of this project will also alleviate flooding by enhancing drainage and storm water facilities and infrastructure upgrades to 50-year-old water and sewer lines. Safety features will be incorporated into the project, including: new curbs, gutters, sidewalks, drive pads and ADA ramps, signage, street-striping and street lighting. The Village of Milan has secured Wilson & Co. out of Albuquerque for professional engineering services and management of the project.

Map: Phases of the Uranium Avenue and Sand Street Improvement Project

# Regional Solutions: *LOCAL INITIATIVES*

## City of Grants

### CDBG Funding for *Radio Street Infrastructure Improvement Project*

The City of Grants was awarded \$367,000 in Community Block Development Grant (CDBG) funding this year for the Radio Street Infrastructure Improvement Project. The Radio Street Project will address community safety and health by providing adequate access for vehicular, pedestrian, and life safety services, such as EMS, Police, and Fire. The project will upgrade an old utility network that was installed in the 1950's, and will provide flood control benefits to homeowners and residents.



The Radio Street Infrastructure Improvement Plan will address the following community needs:

- **Safety & Well Being:** Enhance the access for emergency vehicles and installation of fire hydrants for suppression. Replacement of clay piping and functional obsolete sewer lines to eliminate infiltration into the ground water.
- **Livable Community:** Enhance the pedestrian safety through construction of sidewalks and enhancements that will promote HUD-EPA-DOT livability principles and provide amenities increasing the community's sense of place and property values.
- **Flood Prevention:** Alleviation of flooding through enhanced drainage and storm water facilities. In 2006,

residents experienced significant flooding and erosion, which lead to the City to conduct a Master Drainage Plan in collaboration with the Army Corp of Engineers.

The community has strongly supported this project, and Right-of-Ways, and other easements have been obtained, along with an Environmental Review which is now taking place. Wilson & Company out of Albuquerque, NM will provide professional services to complete the project.



Rendering by Wilson & Company

# FINANCIAL REPORT—FY 2014

## Northwest New Mexico Council of Governments



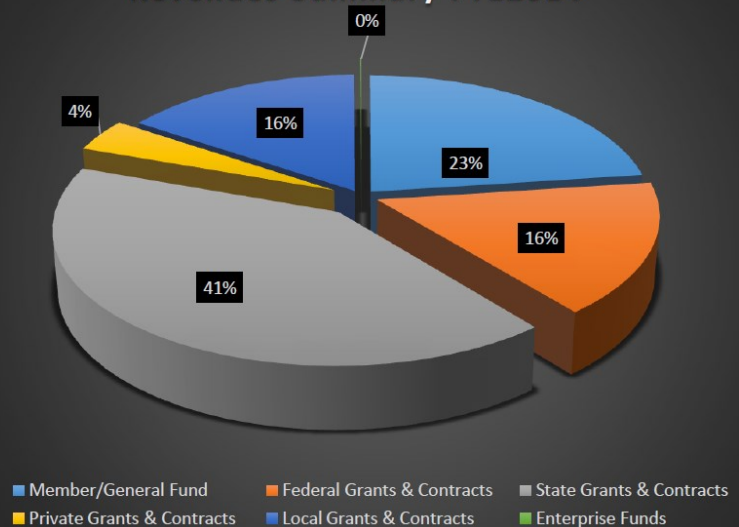
NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS  
GALLUP, NEW MEXICO

### FYE2014 Financial Report Summary

#### Revenues Summary

Member/General Fund	164,848.00
Federal Grants & Contracts	116,161.00
State Grants & Contracts	297,733.00
Private Grants & Contracts	28,563.00
Local Grants & Contracts	111,597.00
Enterprise Funds	647.00
<b>Total</b>	<b>719,549.00</b>

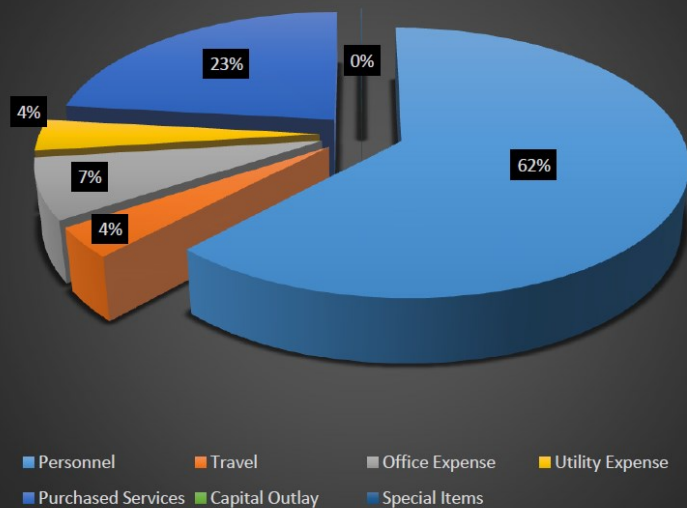
#### Revenues Summary FYE2014



#### Expenses by Category

Personnel	446,082.00
Travel	26,143.00
Office Expense	53,144.00
Utility Expense	27,109.00
Purchased Services	166,648.00
Capital Outlay	-
Special Items	423.00
<b>Total</b>	<b>719,549.00</b>

#### Expense Summary FYE2014





# Northwest New Mexico's Enterprise Loan Fund

## ***“Promoting Business Development & Helping to Start & Grow Small Businesses in Northwest New Mexico”***

The Northwest New Mexico Enterprise Loan Fund (the “ELF”) was established in 1996 to improve access to capital for small businesses and entrepreneurs, in support of business and job creation to expand opportunities to put New Mexicans to work in Cibola, McKinley and San Juan Counties.

The Fund was initially co-capitalized by the US Economic Development Administration’s “Revolving Loan Fund,” with matching funds from the State of New Mexico using *Community Development Block Grant (CDBG)* funding – for a total beginning corpus of \$587,250. In the mid-2000s, the COG also incorporated the “Sustainable Forestry Revolving Loan Fund” with funding from the US Forest Service to support small businesses involved in the processing and marketing of forest products.

Having been launched in Farmington, the Council of Governments was asked in the late 1990s to take on the task of marketing and managing the Fund. The ELF is comprised of three (3) separate loan programs in order to better meet the needs of different kinds and sizes of businesses. Since the turn of the century, the Fund has made over \$1 million in loans, and at the end of FY 2014, the Fund had a lendable corpus of over \$220,000.

ELF loans are generally between \$5,000 and \$75,000, depending on the “type” and size of business, and eligible borrowers must have been denied a loan by a local bank or other commercial lender. Any interested entrepreneurs are welcome to submit an application, accompanied by a business plan in addition to financially detailed documentation. They can also be assisted by one of the region’s three Small Business Development Centers (SBDCs) within the tri-county area.

### The ELF Offers

- Below market interest rates
- Flexible loan amortization schedules
- Assistance in business planning & management
- Supportive Staff members committed to your success
- Networking capabilities
- Referrals to training assistance programs

### ***ELF Portfolio Financial Status***

***Total RLF Funding Sources .....\$587,250.00***

***Sum of Earned Income less Administrative Costs,***

***Loan Losses & Outstanding Principal .....< \$360,696.45 >***

***Net: Current Balance Available for Lending .....\$226,553.55***

# *Council of Governments* **STAFF**



## **Your COG Team/FY 2014**

### **EXECUTIVE LEADERSHIP**

Jeffrey G. Kiely, Executive Director  
Evan Williams, Deputy Director

### **ADMINISTRATIVE TEAM**

Bebe Sarmiento, Executive Secretary  
Teresa Mecale, Finance Manager  
Martina Whitmore, Finance Assistance

### **PLANNING TEAM**

Prestene Garnenez, Regional Planner  
Robert Kuipers, Regional Planner  
Brandon Howe, Planning Assistant