NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

BOARD OF DIRECTORS
WINTER QUARTERLY MEETING
April 21, 2021

Virtual Meeting via Zoom – 10 AM
Streamed at www.facebook.com/NWNMCOG

AGENDA

TIME	TOPIC	PRESENTER
10:00 am	**I. PRELIMINARY BUSINESS** A. Call to Order/Introductions: *ESTABLISH QUORUM* B. Agenda & Minutes: *REVIEW & APPROVAL* C. Board Officer Vacancy – 2nd Vice-Chair *ACTION*	*Billy Moore* *Chair*
10:15 am	**II. SPECIAL PRESENTATION** Outdoor Recreation as an Economic Driver	*Jim Glover* *Co-Director, EndeavOR*
10:30 am	**III. REGIONAL PLANS** A. Comprehensive Economic Development Strategy *REVIEW & ADOPTION*	*Michael Sage* *Program Manager*
11:00 am	**IV. EXECUTIVE/STAFF REPORT** A. Staff Summary Report, 3rd Quarter (January – March 2021) B. Connecting the Dots Newsletter C. Legislative Session Review D. Personnel Policies Changes E. Work Program Overview	*Evan Williams* *Executive Director*
11:30 pm	**V. FINANCIAL REPORT** A. FY 2021 Financial Report, Q3: *REVIEW & APPROVAL* B. FY 2021 Budget Revision #4: *REVIEW & APPROVAL* C. FY 2022 Preliminary Budget: *REVIEW & APPROVAL*	*Evan Williams* *Armando Sanchez* *CPA, Loftis Group*
12:00 pm	**VI. ANNOUNCEMENTS; OTHER BUSINESS** A. Partner Spotlights B. FY2021 Board Meeting Calendar C. Announcements & General Comments	*Evan Williams*
12:15 pm	**VII. ADJOURNMENT**	*Chair*

I. Preliminary Business

NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

MINUTES

BOARD OF DIRECTORS
WINTER MEETING
January 20, 2021

Virtual Meeting
Held via ZOOM | Streamed & Recorded to Facebook

I. PRELIMINARY BUSINESS

A. CALL TO ORDER/INTRODUCTIONS/QUORUM.

Chairman *Billy Moore* (McKinley County) convened the meeting of the Board of Directors at 10:08AM. Roll call proceeded and in attendance were 16 Board Representatives/Alternatives, representing a quorum 9 of the 9 voting entities of the Board (100%), along with COG staff, guests, and their CPA.

BOARD MEMBERS IN ATTENDANCE:

CIBOLA COUNTY:	Judy Horacek; Martha Garcia
MCKINLEY COUNTY:	Billy Moore; Anthony Dimas, Jr.; Robert Baca
SAN JUAN COUNTY:	Jim Cox (late)
CITY OF AZTEC:	Michael Padilla, Steven Saavedra
CITY OF BLOOMFIELD:	Jason Thomas
CITY OF FARMINGTON:	Julie Baird
CITY OF GALLUP	Fran Palochak; Louie Bonaguidi; Michael Schaaf; JM DeYoung
CITY OF GRANTS:	Laura Jaramillo;
VILLAGE OF MILAN:	Ellen Baca

GUESTS IN ATTENDANCE:

Armando Sanchez, CPA
Eric Ghahate (Contractor)
Trisha Korbas, EDA
Vincent Martinez, Tri-State

STAFF IN ATTENDANCE:

EXECUTIVE DIRECTOR:	Evan Williams
ADMINISTRATIVE ASSISTANT:	Martina Whitmore
PLANNING TEAM:	Michael Sage, Brandon Howe, Martina Whitmore, Robert Kuipers

B. AGENDA & MINUTES ADOPTION.

Chairman *Moore* provided an overview of the day's agenda topics. Chairman *Moore* reviewed the minutes of October 21, 2020 for review and approval.

ACTION: *Fran Palochak (Gallup*) moved and *Louie Bonaguidi* (McKinley County) seconded adoption of the agenda and minutes. Motion carried – see voting sheet.

C. OPEN MEETINGS ACT RESOLUTION.

Chairman *Moore* provided the annual Open Meetings Act Resolution for approval noting the number error of 2020 instead of 2021.

ACTION: *Fran Palochak (Gallup*) moved and *Anthony Dimas, Jr.* (Gallup) seconded adoption

of Resolution 2021-01: Open Meetings Act. Motion carried – see voting sheet.

D. EMERITUS BOARD MEMBER RESOLUTION.

Chairman *Moore* provided the creation of an Emeritus Board Member position on the COG Board as non-voting to honor Jeff Kiely's request to continue his credentials for participation in the National Association of Development Organizations (NADO). He promoted this resolution for approval noting the number error of 2020 instead of 2021.

ACTION: *Louie Bonaguidi* (Gallup) moved and *Anthony Dimas, Jr.* (McKinley County) seconded adoption of Resolution 2021-02: Emeritus Board Position and approval of the nomination of Jeffrey G. Kiely to serve in this position. Motion carried – see voting sheet.

II. SPECIAL PRESENTATION

Vincent Martinez, Senior Governmental Affairs Advisor (NM), Tri-State Generation & Transmission provided a presentation on the recent award of community assistance. He also presented the factors that influenced the closure of Escalante Generating Station in Prewitt, NM, actions to date, and plans for the future.

III. REGIONAL PLAN PRESENTATION

A. REGIONAL TRANSPORTATION PLAN. *Bob Kuipers,* Program Manager, for the Northwest NM Regional Transportation Planning Organization (RTPO) provided a presentation on the Regional Transportation Plan. This plan is update and approved every five (5) years as per the COG's work program with the New Mexico Department of Transportation (NMDOT). This plan was approved by the RTPO Committee

ACTION: *Fran Palochak (Gallup*) moved and *Anthony Dimas, Jr.* (McKinley County) seconded adoption of Resolution 2021-03: Regional Transportation Plan. Motion carried – see voting sheet.

IV. EXECUTIVE/STAFF REPORT

A. Staff Summary Report: Executive Director *Williams* provided a summary of the past quarter's key activities and issues. Mr. Williams noted that the COG had a great year as reported in our Annual Report and historic first quarter of activity captured in our Connecting the Dots newsletter. Since there was an incredible amount of highlights and impact this quarter instead of reporting it all, he asked each COG staff to provide one major highlight that resulted from their work with the team.

B. Connecting the Dots Newsletter. Mr. Williams showcased our newsletter for the quarter, which highlights our work. He mentioned that the COG is producing Weekly News via Youtube and pushing that out to keep members, partners, and the public informed of our work.

C. Legislative Session Preview: Mr. Williams mentioned that COG transitioned Legislative Services to Brandon Howe and is coordinating capital outlay requests for our members and communities across the region. The COG will continue to track these requests and other bills that effect cities, counties, and the region.

D. **Member Survey Results:** A presentation on the results of the annual member survey was presented to the Board. This survey revealed several areas of improvement that the COG needs to work on and provided some ideas for presentations for future Board meetings.

V. FINANCIAL REPORT

A. **FY2021 Financial Report, Q2:** Armando Sanchez, CPA provided a brief overview of the first quarter financial reports provided in the Board packet. He mentioned that COG has moved from full accrual back to modified accrual, which resembles a more accurate financial position of the organization and its operations.

ACTION: *Fran Palochak* (Gallup) moved and *Louie Bonaguidi* (Gallup) seconded, to accept the FY2021 Financial Report, Quarter #2 as presented. Motion carried – see voting sheet.

B. **FY2021 Budget, Revision #3**: Mr. Williams presented and explained that this revision includes the new Tri-State funding and budgets only $35,000 to be used as mandatory match on a special NMDOT grant for the Prewitt/Milan Transportation Master Plan. Staff apologized for not including this in the Board Packet and will send as a copy in the Board De-brief.

ACTION: *Louie Bonaguidi* (Gallup) moved and *Martha Garcia* (Cibola County) seconded, to accept the FY2021 Budget, Revision #3 as presented. Motion carried – see voting sheet.

C. **FY2020 Audit**: Mr. Williams provided an overview of the audit as released by the State Auditor's Office. This audit represents the first unmodified opinion with no audit findings since 2011. Special thanks were extended to the Finance Team and Martina Whitmore.

VI. ANNOUNCEMENTS; OTHER BUSINESS

A. **Standing Partner Spotlights**: Based on guidance from the Executive Committee, rather than adding ex-officio members to our Board it was suggested to invite State and Federal agency partners to our meeting and allow them some time under this standing agenda item to present short updates and share critical information with our members.

B. **2021 Board Meeting Calendar**. Mr. Williams presented the approved COG Board Calendar. Next meeting will be April 21, 2021, which will be held virtually.

C. **Announcements & General Comments**: No announcements to report.

VII. ADJOURNMENT

ACTION: *Anthony Dimas, Jr.* (McKinley County) moved and *Michael Padilla* (Aztec) seconded, to adjourn. Motion carried. Chairman Moore again thanked all Board members for their participate and patience for this virtual meeting and adjourned the meeting of the Board of Directors at 11:02PM. Motion carried by acclamation.

Respectfully submitted,

_____ ATTEST: _____

Evan J. Williams
Board Secretary and Executive Director

Billy W. Moore
Board Chair

II. Special Presentation

III. Regional Plans

LA RISTRA NORTHWEST

Build Enterprise. Grow Communities. Empower People.

March
2021

2020-2025 Comprehensive Economic Development Strategy
Northwest New Mexico Council of Governments

Vision

Northwest New Mexico will have robust and diverse enterprise to sustain and grow our great places to live, work, play, and stay, while empowering people to expand household assets and prosperity.

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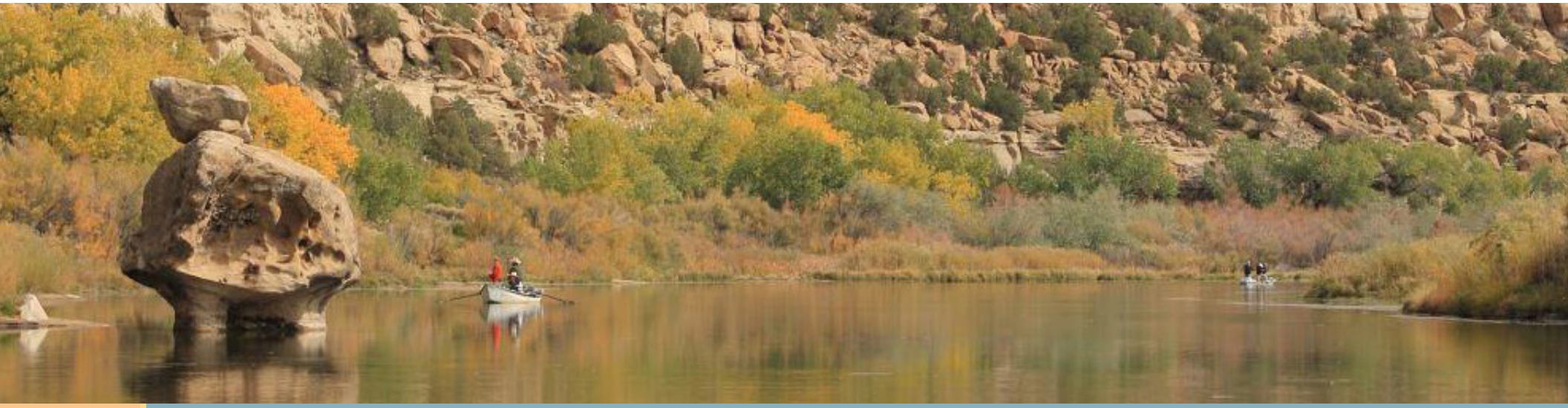


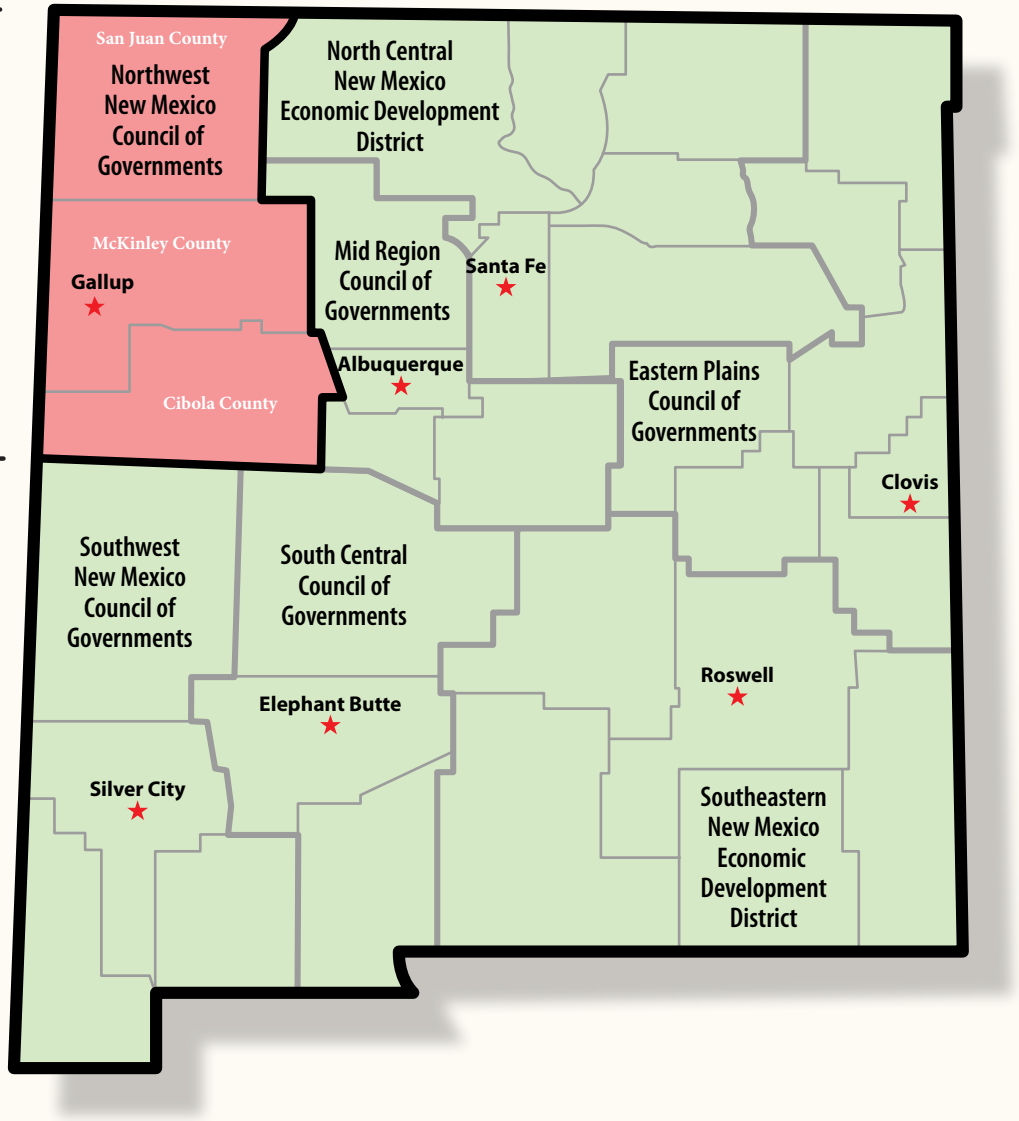
THE HIGH COUNTRY PLATEAU | Northwest, New Mexico

Northwest New Mexico Council of Governments

106 West Aztec Avenue
Gallup, NM 87301

505.722.4327

nwnmcog.com



New Mexico Association of Regional Councils

The 7 Districts of The New Mexico Association of Regional Councils (NewMARC)

The Northwest New Mexico Council of Governments is designated by the State of New Mexico as "State Planning & Development District 1," serving Cibola, McKinley and San Juan Counties.

The state's 6 remaining Districts join together with the Northwest COG in the statewide trade group, the New Mexico Association of Regional Councils (NewMARC).

I. WELCOME & OVERVIEW

Welcome to La Ristra Northwest, our region's comprehensive economic development strategies (CEDS) to guide growth and prosperity in the communities and counties of San Juan, McKinley, and Cibola. La Ristra is a symbol of New Mexico and our history, culture, and resiliency. In this plan, the Ristra represents that homegrown economic and community development does not happen in silos and that our impact is strengthened by the sum of our parts not the strength or power of one individually.

The question is always Red or Green, but the answer is **stronger together**.

The COVID-19 pandemic has exacerbated, accelerated, and under covered underlying economic trends, the interdependence of community and need for regional resiliency. La Ristra Northwest builds from a foundation of integrated and strategic economic planning and providing a guide to leaders and economic development practitioners to advance their roles in facilitating and initiating economic development in their communities as follows:

- ***Advocate:*** collect and transform strategic data into information on which to make decisions and base strategies, theaters, and targets.
- ***Catalyst:*** focused strategies that elicit engagement, enthusiasm, action, and move the needle.
- ***Gap Filler:*** provides an understanding of key gaps in the factors of production and identifies collaboration and partnership opportunities that can help them improve.
- ***Advocate:*** provides a policy framework for a business-friendly environment that balances community-led smart growth, resource protection, and family-based wealth creation.
- ***Educator:*** provides a common playbook with terms, concepts, and key themes to assist all readers and stakeholders with the goal of unifying and strengthening collective action.
- ***Visionary:*** sets a bold vision for the future that builds from assets; predicts key trends and builds towards a more equitable and inclusionary economy that provides opportunities and builds wealth where people are rooted.

La Ristra Northwest tries to be the integrator of locally-driven strategies, tactics, and projects and informer of Statewide, multi-State, and National planning, investment criteria, policy, and program development.

- Integrator:
  - Rolls-up local comprehensive, growth management master plans, economic studies, and land use plans to pull and aggregate strategies.
  - Integrates and builds from EDO strategic plans and tribal CEDS plans.
  - Ties in other regional plans such as the Stronger Economies Together (SET) plan, Regional Recovery Plan, Regional Economic Assessment & Strategy for the Coal-Impacted Four Corners Region, and other regional plans such as Transportation, Water, Broadband, etc.
- Informer:
  - Provides a framework that mirrors the six (6) other regional CEDS plans,
  - Informs the Statewide CEDS and economic development planning,
  - Provides information for Four Corners, multi-State, and National strategies.
  - Meets guidance and compliance from the US Economic Development Administration regarding a "Comprehensive Economic Development Strategies" (CEDS), along with a portfolio of emerging tools and resources for us in informing and energizing economic development efforts across the nation.

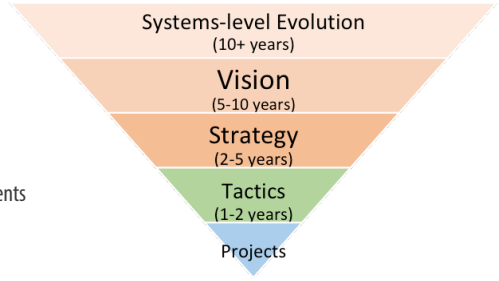
La Ristra Northwest focuses on the long-term rugs of economic planning in terms of strategy, vision, and systems level, and depending on local and tribal Economic Development Organizations (EDOs) and strategic partners to set and work on the tactical and project implementation. The Council of Governments (COG) assists on the regional level but is available to support EDO's and partners on tactical and project delivery as economic development is truly a team sport that takes collaboration and partnership to achieve results and lasting impacts. While accounting for the profound diversity of economies, cultures and resources across the region, La Ristra-Northwest provides a unified framework for collaborative action. In implementing this Strategy, stakeholders throughout the region will be engaged in the framework and the integrative communications involved in giving our priorities and initiatives the best chance for success. We encourage you to explore La Ristra New Mexico in detail.

Special thanks to Michael Sage, CEcD, Regional Economic Development Program Manager, for his leadership in producing this document and his fortitude in carrying it forward with our region.

To a Prosperous Future,

Evan Williams

Executive Director, CEcD
Northwest New Mexico Council of Governments



BUILD ENTERPRISE
GROW COMMUNITIES
EMPOWER PEOPLE

II. EXECUTIVE SUMMARY

Our regional strategy – ***La Ristra Northwest*** – puts forth a vision addressing Enterprise, Community, and People, identifies challenges and opportunities to address for our future development, and sets forth key strategies for moving the region forward.

Our vision challenges us to reach higher:

Northwest New Mexico
will be restored, sustained and transformed
by growing individual, household and community prosperity,
by creating great places to live, work, play and stay,
and by putting the region's workforce to work.

Our launch-point provides a mix of (a) serious chronic and cyclical challenges to a sustainable economy and (b) unique cultural, geographic, natural resource and infrastructural assets on which to build new capacity and growth.

Our challenges are most starkly represented in economic statistics that place our region in the bottom percentiles of the nation, with respect to poverty and economic competitiveness. The population of the region has remained flat reflecting increases in tribal populations being offset by population loss in urban areas. Brain flight continues as young adults and families leave the region providing the region a remaining population which is older with less educational attainment. Proprietors income and wages as percentage of the region's total income has been steadily eroding. Transformative declines in the energy sector have resulted in the regions employment being concentrated a few sectors like retail, government, and service - sectors which are currently experiencing transformative pressures as well.

With over half of the region's population and land base on American Indian reservations, multiple jurisdictional and economic frameworks overseeing land or people must be navigated creating a barrier in the flow of private investment and job creation.

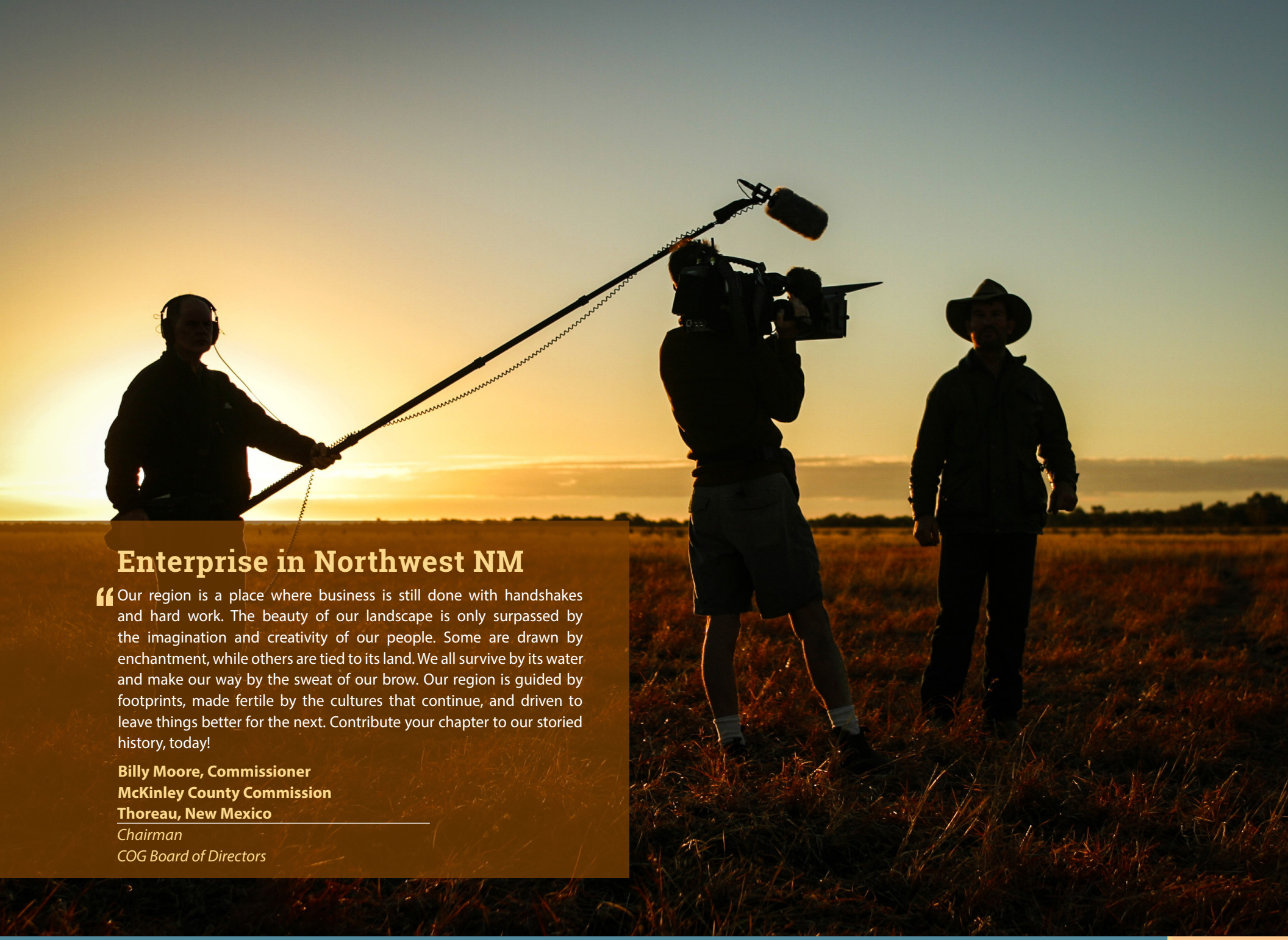
Our assets are also considerable – though often less than optimally leveraged to maximize the economic output of the region. Our people are the most important resource, but need support and opportunity in order to achieve their desired economic well-being.

The global tourism market maintains an attraction to and fascination with our indigenous art and culture, and combined with a growing market for outdoor recreation and experiences, the Four Corners region, in which we inhabit the New Mexico quadrant, is poised to become an international destination.

The energy economy has been a very big deal in northwest New Mexico, serving as a primary economic driver in the 20th century. The region's experience in mining (uranium, coal, oil and gas) and power generation may be seen as providing foundational industrial and human resource assets that can translate into newly diversified economic activity. The region will need continued support as it works to re-purpose legacy infrastructure and transfer and train workforce skill sets.

The goals and strategies of ***La Ristra Northwest*** represent a major "stretch" for the leaders, stakeholders and citizens of the northwest New Mexico region. We see that it will require a powerful synergy of actions taken along a number of different, but inter-related, strategic pathways. In this framework, we seek to align community development investments (in workforce, broadband and quality-of-life amenities, for example) with economic development objectives (new commerce, new employment, new infrastructure, and new investment in the regional community).

In carrying out, and continuously refining and updating the strategy, we look to achieve breakthroughs and reach important milestones through implementation of strategic projects and initiatives, while at the same time tracking the arc of our progress against big picture indicators, such as poverty alleviation, educational achievement and career pathways, entrepreneurship and business creation, and asset attainment.



Enterprise in Northwest NM

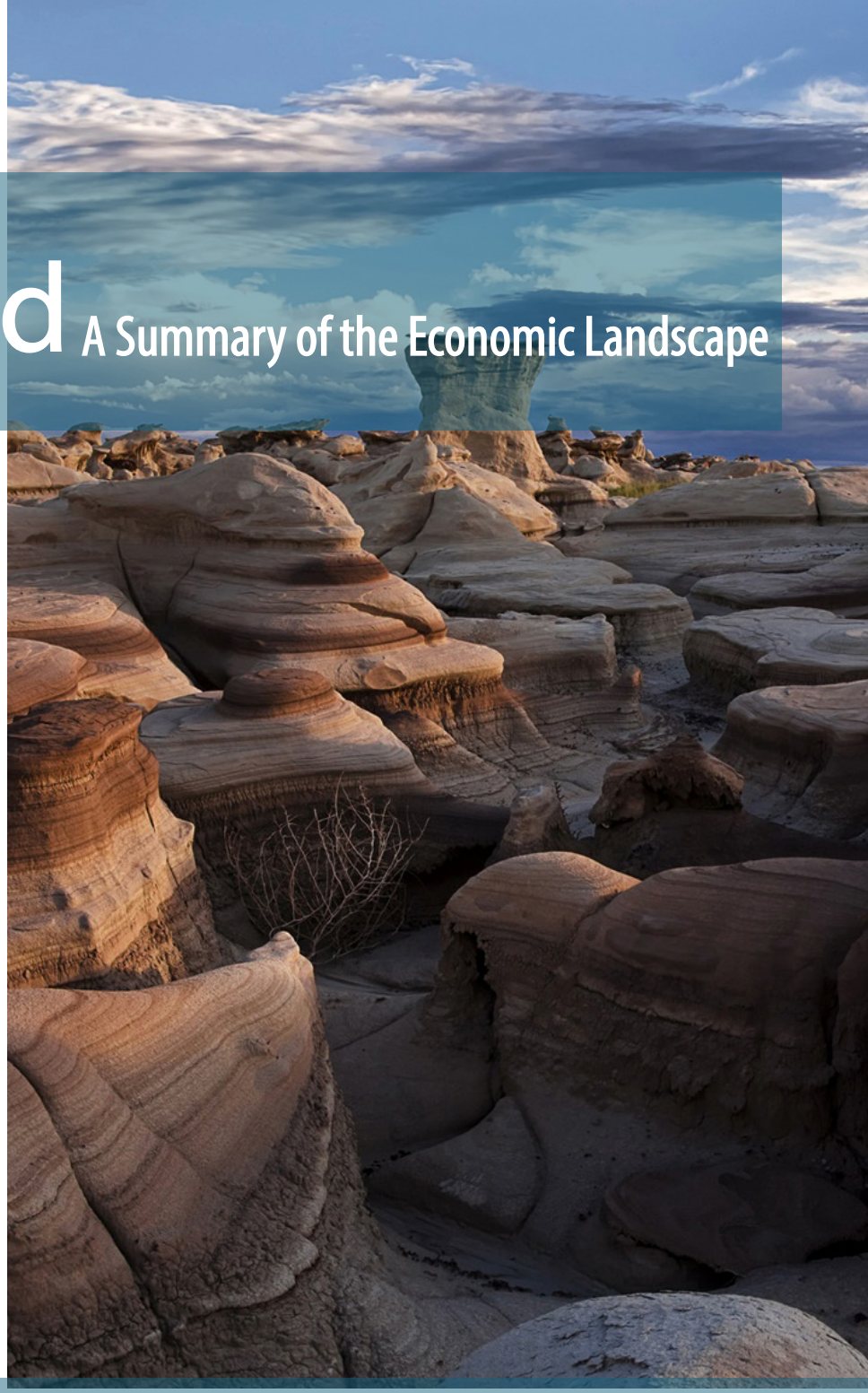
"Our region is a place where business is still done with handshakes and hard work. The beauty of our landscape is only surpassed by the imagination and creativity of our people. Some are drawn by enchantment, while others are tied to its land. We all survive by its water and make our way by the sweat of our brow. Our region is guided by footprints, made fertile by the cultures that continue, and driven to leave things better for the next. Contribute your chapter to our storied history, today!

Billy Moore, Commissioner
McKinley County Commission
Thoreau, New Mexico

Chairman
COG Board of Directors

III. Background

A Summary of the Economic Landscape



Overview

The communities of Northwest New Mexico occupy a unique place in the American economy – geographically, historically, industrially and culturally. As such, they represent unique sets of assets, challenges and opportunities.

Approximately 225,000 people inhabit 15,000 square miles of high plateau lands across three counties – Cibola, McKinley and San Juan – in the Four Corners quadrant of New Mexico, dispersed among 7 incorporated and 77 rural communities. One-half of the population and one-half of the land base are Native American, representing five tribal nations – Acoma Pueblo, Laguna Pueblo, Navajo Nation, Ute Mountain Ute Tribe, and Zuni Pueblo.

In broad strokes, the Northwest New Mexico region is a fragmented economy reflecting strong economic activity in some sectors while at the same time showing chronically high levels of poverty across the region – particularly in rural communities on American Indian reservations. High wage sectors found across the region such as mining are in decline while relatively low wage paying sectors like retail are increasing. Stackable credentials represents an opportunity to provide career pathways into high wage sector employment.

The region boasts abundant natural resources and a 20th century legacy of robust mining and power production activity, as well as high levels of governmental employment and income and an outsized "hub retail" sector capitalizing on a far-flung rural market. We are also rich in cultural diversity, in high quality indigenous arts and crafts, and in world-class geographic, archaeological and recreational assets. Interstate 40 and Burlington Northern Santa Fe Railroad provide major transportation and logistical assets, running east-west across the region's southern corridor, supplemented by north-south state and national highways, like US Hwy 491 & NM 371, extending into the Four Corners region.

Demographic statistics, however, place the northwest New Mexico region near the bottom of many state and national indicators of social and economic well-being, with unemployment rates soaring above 50 percent in many rural tribal communities and disproportionate levels of social distress reflected in such factors as alcohol abuse and addiction, domestic violence and low educational attainment.

Our ***La Ristra-Northwest*** strategy addresses the region's assets and challenges, while putting forth key elements for a strategic path forward for the region. These are the economic challenges and strategic opportunities facing Northwest New Mexico in the run-up to 2020:

Restore. The past decade has seen economic stress from the "great recession," deepened by substantial cutbacks in all areas of federal discretional funding in response to ballooning federal debt, placing downward stresses on state, municipal, county and tribal budgets, and producing an overall decline in economic well-being by increasing numbers of Northwest New Mexico families.

During the great recession alone, the region lost nearly 3,400 jobs between 2007 and 2009. In proceeding years to now, the region has lost an additional 6,500 jobs as regulatory and market forces produced a new wave of cutbacks and layoffs. Recent regulatory changes are not anticipated to result in increased levels of employment, and the challenge remains to restore economic viability in the face of these trends.

In rural communities, including many governed by our region's Tribal nations, economic challenges have grown and household incomes have suffered. The economic "tsunami" of Federal cutbacks and downward pressure on the mining and power generation industry conspire to further threaten economic opportunity and quality of life for thousands of our families. Our challenge is to restore momentum of progress and economic foundations that were eroded by recession and other economic forces.

Sustain. Our communities can claim many important assets, and our challenge will be to keep these assets in play as we forge our economic strategy for the next five years.

We have workforce - many of whom are unemployed or under-employed - that needs to be better trained through stackable credentials and put to work through career pathways. We have critical infrastructure (rail lines; interstate and highways; airports; and broadband fiber); shovel-ready industrial parks (green or brownfield); and water lines (including the Navajo-Gallup Water Supply Project). We have institutional power in our city, county and tribal governments, schools and colleges, economic development organizations and chambers of commerce, and private sector players. How will we collaborate to sustain these important regional assets?

Transform. The next challenge is to inaugurate collaborative actions that take the region to new levels of economic prosperity and well-being. If a tenth of our workforce is out of work (higher in rural), how will we create the 500 new jobs per year that will move us closer to full employment? How many economic-base jobs will get us there (i.e., in industries that export goods and services and import dollars into the economy)?

It is acknowledged that it's the private sector that creates jobs, but the role of the public sector (governments, schools, colleges) cannot be minimized. Our philosophy is that sustainable economic development occurs in combination and in partnership:

- The ***private sector*** invests in and establishes business and industry, produces goods and services to meet market demand, hires qualified people, and contributes tax dollars to the local and state economy;
- The ***public sector*** sets community vision, provides essential infrastructure, educates the workforce, and administers appropriate policy and regulation to provide for quality of life, promote justice and opportunity, protect the environment and secure broad public benefit.

In building up the economy and creating jobs for the population, community leaders are challenged to:

- Set the ***vision;***
- Attract and put in place supportive ***means*** (infrastructure, policy guidance and financial resources); and
- Proactively focus on a ***plan of action*** that will lead to positive results - otherwise not achievable without such planning and collaboration.

In many communities, this pubic commitment includes people and organizations who specifically focus on the core economic development activities of

- Business attraction and recruitment;
- Local business retention and expansion;
- New business start-up; and
- Entrepreneurship.

However, for these core activities to be successful, a broad spectrum of needs and capacities must be addressed at the local, regional and state levels. Conditions that must be in place for business activity to start, grow and prosper.

Reflection:

A Look Back at the 2018 Northwest New Mexico CEDS

It is a challenge to accurately measure capacity and output for Northwest New Mexico, especially when different parameters, data and approaches are being utilized by regional partners. In 2018, the Northwest New Mexico *Comprehensive Economic Development Strategy* identified five benchmarks to monitor regional growth and prosperity. These goals – to be impacted by a combination of economic development activities across the region and over a five-year span – included: 1) Increase household income; 2) Increase per capita income; 3) Decrease percent of people living in poverty; 4) Increase educational attainment; and 5) Create a net gain of 5,000 jobs. The following summary provides a brief assessment of goal attainment by the region.

INCOME:

With regard to Median Household Income (MHI), the data reveal positive change for the period, 2015-2019. Over the entire 5-year span covered by the data:

- Cibola County MHI improved over 14% from $34,565 to $39,413;
- McKinley County MHI improved over 17%, from $28,772 to $33,834;
- San Juan County MHI improved over 3%, from $48,671 to $50,518.

This reveals a significant spread across the three counties, with the regional average of $41,255 lagging the statewide average for New Mexico of $51,945. On this measure, **the 2018 CEDS goal was partially attained, but with overall gains falling behind annual inflation rates.**

In terms of Per Capita Personal Income (PCPI), from a baseline of $31,865 (2015), Regional PCPI in 2019 was $33,183. This showed an increase of about 4.1% over the 5 year period, though 23% below the 2019 New Mexico state average of $43,326. In this category of income growth, **the 2018 CEDS goal was partially attained, but again, with overall gains lagging behind inflation.**

POVERTY:

County-level data for poverty show poverty levels climbing faster in each county and for the region than for the state as a whole:

- In McKinley County, poverty went down from 34% in 2015 to 30.1% in 2019;
- In Cibola County, a 12% decrease from 29% in 2015 to 25.5% in 2019;
- In San Juan County, a 4.7% increase from 19% in 2015 to 19.9% in 2019.

For the regional as a whole, the poverty level remained flat from 25.5% in 2015 to 25.2% in 2019, which was 31% higher than the statewide average poverty level of 17.5% (a 4% increase in poverty levels compared with 2015). **The 2018 CEDS goal was not attained.**

EDUCATIONAL ATTAINMENT:

Educational attainment in the region was mixed. In the period 2007 to 2014, the region's rates for high school graduation and beyond dropped, from a 78% rate in 2007 to 73% in 2014. In this respect, **the 2018 CEDS goal was not met.** In 2007, region's college attainment rates of 11% were 130% below New Mexico statewide, at 25%. By 2014, the region's rate of bachelor's degree attainment had improved by one-third to 15%, while New Mexico's rates increased by one-sixth, to 29%, or nearly double the region's average. **The 2018 CEDS goal was partially met.**

EMPLOYMENT:

Drawing from Custom Region-Builder on the StatsAmerica website, trend lines show 4.5% net job loss, or 3,539 fewer jobs, between 2009 and 2019, i.e., from 78,789 to 75,250. The number of unemployed residents are 5,230; the unemployment rate decreased from 8.3% in 2016 to 6.3% in 2019. In that period, there were interim periods of pronounced fluctuation, as reflected in net loss of about 5,000 jobs between 2008 and 2010 in the San Juan Basin related to contractions in the oil and gas industry. Net job losses were seen across all three counties - Cibola, McKinley, and San Juan Counties. Overall, the employment goal in the 2018 CEDS was not met.

THE INNOVATION INDEX

The ***Innovation Index*** was created by the US Economic Development Administration to support strategic economic development planning in rural regions. The Innovation Index provides a set of analytic tools that can help regional leaders reach a strong consensus on strategic direction. The data can also be used to see and understand a region's weaknesses, strengths and potential. In this way, data and analysis can inform stakeholders' collective action toward a common vision and can guide complex decision-making by analyzing a region's assets or liabilities in detail.

Innovation Headline —the one, high-level summary index—is comprised of five major categorical indexes organized thematically. Those five major indexes are built up from several core indexes defined below.

Community in Northwest NM

"Our organizing principle is to bring the region together in the belief that what is good for one is good for all. We believe that we are stronger together and only united can we transform our economy from boom-bust to robust. We need to create opportunities that have staying power, build based on our assets, and provide our people with livehoods to continue to reside and prosper where they are rooted.

Martha Garcia, Commissioner
Cibola County Commission
Pinehill, New Mexico
Vice-Chair
COG Board of Directors

The "SWOT":

Demographic and socio-economic analysis conducted for each of the three counties produced rich data points identifying the Strengths, Weaknesses, Opportunities and Threats inherent in each county community. From these analyses, as well as other inputs over time, a regional "SWOT" analysis emerged, which can be summarized in the following:

INTERNAL: CAPACITY FACTORS

Strengths

1 **LOCATION** – The region is a unique crossroads of cultures blessed with abundant natural resources, geotourism assets, transcontinental transportation systems, and proximity to fast-growing markets in the southwestern United States – major locational assets at the foundation of the regional economy. The region is known for its unique high-desert environment, featuring vast open spaces punctuated by remarkable buttes, mesas and red-rock cliffs and hosting world-class fly fishing, mountain biking and other recreational spaces.

2 **PEOPLE** – The region is a Native-American majority population consisting of nearly a quarter million residents from diverse indigenous and immigrant backgrounds, with unique cultural assets and skill sets – a rich asset that can be uplifted through collaboration and a commitment to human resource development.

3 **COMMUNITY** – In an era when people are seeking to leave urban centers, the region boats some of the shortest mean travel times to work which translates into highly accessible communities. Shorter travel times translates into higher productivity rates as people are less likely to experience induced stress from traffic congestion and corresponding higher rates of cost and maintenance.

4 **CREATIVE INDUSTRY** – Northwest New Mexico serves as a regional epicenter for wholesale and retail trade in world-class indigenous arts and crafts, featuring the work of Navajo, Zuni artisans and other artisans; there is also an upswell of broader interest in and commitment to arts and culture, as shown in new initiatives in downtown revitalization.

5 **WORKFORCE DEVELOPMENT** – Efforts are underway to expand rapid workforce training programs which are developed in concert with industry participation. These programs with a focus on industry recognized stackable credentials provide a condensed and compressed curriculum with the goal of providing graduates with a broad base of skill sets which can expanded through additional investment in training.

6 **LEADERSHIP** – The region's governmental and civic leaders represent uniquely tested governing and professional skills, now being increasingly committed to socioeconomic innovation through downtown revitalization and economic development organizations operating in each county.

Weaknesses

1 **INFRASTRUCTURE** – The lack of available shovel ready sites (land, building, and utilities) for development prevents communities from capitalizing on opportunities when presented. Additionally, while there are strong transportation assets (rail and interstate) traversing the region's southern tier, the energy and agricultural fields of the San Juan Basin lack both interstate and rail infrastructure to facilitate the transport of goods to markets.

2 **INDUSTRY CONCENTRATION** – Recent market changes affecting the region's main economic sector – mining & energy – have resulted in widespread job losses driving further concentration into the few remaining sectors for employment, i.e., government, retail and hospitality. Sector concentration can lead to additional stress on the economy, particularly if remaining sectors are vulnerable and experiencing sector pressures as well.

3 **EDUCATIONAL ATTAINMENT** – While leaders uphold the belief in the region's people as its most valuable asset, we lag behind in education, training, and talent retention. In particular, our workforce has been seen as unprepared to meet the requirements of economic-base jobs.

4 **WIDESPREAD POVERTY** – Chronic structural poverty is reflected in low per capita income and high unemployment in our rural communities, a phenomenon that historically has not yielded to decades of government investment. The population registers high rates of underemployment.

5 **POPULATION LOSS** – The region has experienced a decline in the '35-44 yr' age group along with the 'Under 18' age group indicating young workers and families are leaving the region.

6 **BROADBAND** – The region suffers in last mile delivery of broadband services resulting in low broadband penetration rates for homes and businesses. For those fortunate to have broadband services, inadequate capacity limits and data caps strangle education and business innovation.

7 **LACK OF ENTREPRENEURIAL CULTURE** – For a range of historical and economic reasons – predominant among them a relative lack of entrepreneurial knowledge & experience, limited access to capital, and prohibitive regulatory barriers to business permitting and development - small business development has lagged state and national averages. Across the region, proprietor income as a percentage of the total labor earnings has declined.

INTERNAL: CAPACITY FACTORS

Opportunities

1 **ECONOMIC DIVERSIFICATION** – The region's economic development organizations are tapping new opportunities for leveraging economic growth through re-purposing or developing new community assets. This movement, supported by significant private and public investment, is creating opportunities for communities to reposition their economy and diversify into new high growth employment sectors.

2 **BABY-BOOMERS** – People born between 1946-1964 have entered or are nearing retirement, presenting opportunity to leverage their skill sets, education and wealth to drive economic growth. The region has benefited from an increase in the '65 year and older' age category along with a corresponding increase in age-related transfer payments (SSI). A regional strategy to recruit additional baby boomers may benefit from further evaluation.

3 **AIRPORTS** –Each county in the region hosts local municipally owned and operated airports with varying degrees of capacity to serve both passenger and cargo traffic. Regular scheduled service for commercial air passenger flights continues to remain elusive and recent efforts at accessing federal and state funding have produced mixed results.

4 **TOURISM** – Based on the region's considerable cultural, archaeological, recreational and geographical assets, but in light of changing trends in global tourism, there is opportunity to reinvent and reinvigorate regional tourism, including capitalizing on recent launch of the Outdoor Recreation Industry Initiative region and focus on the world-class geotourism assets of the Four Corners Region.

5 **AGRICULTURE** – Productive agriculture constitutes a small proportion of the region's cash economy, but there is an upsurge of interest and activity in restoring community agriculture and its role in developing and managing local and regional food systems and providing new pathways to livelihood for rural families and entrepreneurs.

6 **DOWNTOWNS** – Lying at the heart of our villages and towns, our downtowns represent an important venue for economic revitalization and diversification, and there is a strong and growing interest and investment in downtown redevelopment, including in the country's first Native American MainStreet community, the Pueblo of Zuni.

7 **MANUFACTURING** – Leveraging significant investment in regional infrastructure in recent years, notably the $1 billion Navajo-Gallup Water Supply Project and the upgrading of the north-south US 491 corridor with 4-laning, the region has increased its capacity to support a revival of manufacturing. **Each county has a burgeoning manufacturing which with support could be targeted for expansion.**

Threats

1 **POPULATION GROWTH** – The region has experienced a decade of stagnant population growth. Population loss in Cibola and San Juan County have been offset by an increase of McKinley County's population. The lack of local amenities and job opportunities may continue to depress population growth in the region, thus depriving our communities of vital energy and our workforce of young talent. Population growth is generally an indication of a healthy economy. No growth or long-term decline generally occur when an area is struggling.

2 **AGE OF POPULATION** – Each of the three counties in the region registered increases in the median age of their populations. San Juan County registered the largest percentage increase reaching a median age of 35 years old while Cibola County has the highest median age at 36.8 years old. The change in the median age indicates the population of the region has gotten older. Outmigration is the largest contributor to the increase in median age.

3 **LACK OF PROPRIETORS** – The number of proprietors in the region has remained relatively flat. Accordingly, proprietors' income as a percentage of total labor earning has steadily declined. A high level of growth in proprietors and employment could be interpreted as a sign of entrepreneurial activity, which is an indicator of economic health. Flat or declining levels of proprietors may indicate a lack of opportunity.

4 **INCOME GROWTH**– Despite the construction of the $1 billion Navajo-Gallup Water Supply Project, featuring a water pipeline that will serve over 40 communities in the region with sustainable surface water supply, extended drought and other climate factors may stress water resources and limit growth opportunities.

5 **POVERTY** – In consultation with the State's Jobs Council, planners have noted the adverse trend of a growing Dependent class and a shrinking Producer class, which may threaten the region's economic stability, vitality and viability.

6 **HEALTH CARE ACCESS** – Since the recent recession, planners and leaders have noted the intensification of the crisis in federal, state and local budgets, with compounded consequences for government services, the "opportunity ecosystem" and social and economic well-being in rural communities.

7 **FRAGMENTED COORDINATION** – Public agencies and private entities have long championed for greater inclusion in the community and economic development planning process. This desire for greater horizontal and vertical integration recognizes a fragmented response unnecessarily expends critical time and resources, which ultimately results in no real capacity to drive economic growth to the detriment of the region.

IV. STRATEGY

The Framework

The ***La Ristra Northwest*** Strategy draws from the ***La Ristra New Mexico*** framework adopted by New Mexico's seven Economic Development Districts (also known as Councils of Governments or "COGs"), who banded together under the umbrella of the New Mexico Association of Regional Councils (NewMARC) to fashion a Statewide strategy. The statewide initiative sets the template for and draws from the seven regional Comprehensive Economic Development Strategies (CEDS), as well as from other economic development initiatives and strategies across the State. Planning work has been supported and funded, in part, by the US Economic Development Administration (EDA), and has followed EDA's newly published CEDS Guidelines.

Three core objectives have driven this statewide and regional planning effort:

- **STRATEGIC VISION** – Forging a unified vision for development
- **CLEAR TARGETS** – Creating bold goals and strategies, and
- **COLLABORATIVE PROCESS** – Developing a simplified planning and collaboration process to better plan, manage and measure economic performance and prosperity.

Drawing from robust research into best practices across the nation, and adapting them to the New Mexico cultural and economic landscape, NewMARC created an overall framework that it named "La Ristra" – reflecting the New Mexico symbol of the bundles of red and green chile's that hang in kitchens and on porticos for use in the state's iconic regional cuisine but representing the ability of La Ristra to tie together and harness regional resources for growth and prosperity. The strategies, then, are represented by chile's, organized into three primary "bundles" or visions:

Enterprise – putting the region's workforce to work

Community – creating great places to live, work, play and stay

People – growing individual and household prosperity

The ***La Ristra*** framework identifies 7 top-level goals and 19 related strategies. A summary chart illustrating the *La Ristra Strategic Vision* is displayed below. We then proceed to tie our strategies to the "SWOT" Analysis summarized in the above section, followed by a detailing of those strategies, as well as major projects and programs with high promise and potential to move the region's economy forward.

La Ristra Northwest is now a "living document," designed to be updated on a regular basis and to enable users to make informed decisions based on real-time data and feedback on regional accomplishments, results and shortfalls.

La Ristra Str

A Strategic Path for Growth and P

VISION: Enterprise
Increasing the Region's Economic Competitiveness

GOAL 1
Entrepreneurial Promotion & Support

Establish an ecosystem for generating entrepreneurs and robustly support new business in the region

Strategy 1.1:
Entrepreneurship & Startup

Invest in programs and services that foster and support new entrepreneurship, through developing, commercializing and adapting new technologies responsive to both the global marketplace and the unique needs and challenges of the region's population

Strategy 1.2:
Business Policy and Climate

Promote a business climate and emvironment needed to attract and retain high-quality businesses and jobs

Strategy 1.3:
Financing Capital

Expand access to financial resources and instruments responsive to the characteristics, needs and opportunities of entrepreneurs

GOAL 2
Economic Infrastructure

Develop catalytic, strategic physical and financial infrastructure to meet needs of targeted employment sectors

Strategy 2.1:
Broadband Infrastructure

Invest in the deployment of broadband infrastructure to increase regional connectivity to enhance opportunities for economic growth, education and quality of life

Strategy 2.2:
Business Infrastructure

Prioritize and invest in the development of shovel-ready infrastructure assets needed to attract and retain high-quality businesses and job including warehouse, office space, and master-planned parcels complete with utility installation already complete

Strategy 2.3:
Innovative Financing

Develop innovative financial resources and instruments to increase available funding to support infrastrucutre development

VISION: C
Making the Region a Great Pl

GOAL 3
Workforce & Talent Supply

Create a robustly effective talent development system linked to future economic opportunity

Strategy 3.1:
Educational Excellence

Support on-going efforts to achieve state funding equity and promote inter-institutional collaborations in the region that target and strengthen the connection between school and centers of employment

Strategy 3.2:
Workforce Development & Deployment

Improve the collaboration between public workforce development infrastructure and local and regional employers with training based on career ladder pathways

Strategy 3.3:
Youth Retention

Create incentives, amenities and career opportunities for the region's youth, encouraging them to remain in or return to the community to apply their education and training in the regional economy

GOAL 4
Direct Job Cre

Target support to growing bus clusters to produce new jobs f

Strategy 4.1:
Business Retention &

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Targeted Labor-Drive

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workforce

VISION: People
Growing Individual & Regional Prosperity

GOAL 5
Quality of Life & Place

Promote stewardship of cultural, physical, natural, recreational, residential and visitor assets that attract and keep people and businesses in the region

Strategy 5.1:
Live-Work-Play-Stay
Promote and invest in physical, cultural, social and other assets that create attractive, safe and vibrant communities

Strategy 5.2:
Local Reinvestment
Support and invest in "wealth that sticks" through growing assets that are locally owned, controlled and reinvested and through reducing resource leakage by promoting statewide food and energy systems and "grow/sell/buy local" initiatives

Strategy 5.3:
Resiliency
Build local and regional resiliency through economic diversification, regional problem solving and the application of sustainability principles and practices

GOAL 6
Participation in Prosperity

Empower individuals and families to build economic assets and participate more fully as beneficiaries and contributors in the region's economy

Strategy 6.1:
Asset-Building
Increase investments in programs and services that empower individuals and families to reduce debt, increase savings, manage personal, family and business finances, acquire property, and improve access to quality education and healthcare

Strategy 6.2:
Technical & Policy Support
Examine creation of a regional nonprofit corporation designed to create an Empowerment Fund and promote public policy initiatives that increase asset opportunities for individuals and households and reduce barriers to prosperity

Strategy 6.3:
Solo/Location-Neutral Work
Identify and capitalize on opportunities to support, attract and retain independent, self-employed workers

GOAL 7
Regional Integration

Promote a regional mindset, and seek innovative and collaborative outcomes

Strategy 7.1:
Institutional Leadership
Provide transparent, proactive, coordinated, sustained and accountable leadership of the comprehensive regionwide strategy

Strategy 7.2:
Social Capital
Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and regional levels

Strategy 7.3:
Training & Development
Expand upon and customize programs and initiatives to develop local and regional economic leadership

La Ristra Strategic Vision

A Strategic Path for Growth and Prosperity

VISION: Enterprise

Increasing the Region's Economic Competitiveness

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Strategy 2.3:
Innovative Financing

Develop innovative financial resources and instruments to increase available funding to support infrastrucutre development

Enterprise

Northwest New Mexico will be sustained and transformed by bold and courageous residents willing to undertake new projects and ventures to create exciting companies, busineses, and organizations.

La Ristra Strategic Vision

A Strategic Path for Growth and Prosperity

VISION: Community

Making the Region a Great Place to Live, Work, Play & Stay

GOAL 3
Workforce & Talent Supply

Create a robustly effective talent development system linked to future economic opportunity

Strategy 3.1:
Educational Excellence
Support on-going efforts to achieve state funding equity and promote inter-institutional collaborations in the region that target and strengthen the connection between school and centers of employment

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Strategy 3.3:
Youth Retention
Create incentives, amenities and career opportunities for the region's youth, encouraging them to remain in or return to the community to apply their education and training in the regional economy

GOAL 4
Direct Job Creation

Target support to growing businesses and industrial clusters to produce new jobs for the region's workforce

Strategy 4.1:
Business Retention & Expansion
Invest in programs and services that retain and create jobs through working directly with locally-owned businesses to solve problems, access capital, provide coaching and technical support, and generally increase business success

Strategy 4.2:
Economic-Base Recruitment
Invest in activities that resolve factor-of-production gaps and target the creation of jobs in economic-base industrial sectors and clusters with the greatest potential to grow in the region

Strategy 4.3:
Targeted Labor-Driven Employment
Identify and create employment opportunities that tap the skill sets of the existing region-wide workforce

GOAL 5
Quality of Life & Place

Promote stewardship of cultural, physical, natural, recreational, residential and visitor assets that attract and keep people and businesses in the region

Strategy 5.1:
Live-Work-Play-Stay
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Strategy 5.3:
Resiliency
Build local and regional resiliency through economic diversification, regional problem solving and the application of sustainability principles and practices

Community

Northwest New Mexico is more than a group of people living in the same place, it's a particular area that together with its inhabitants creates a proud and unique identity and joint ownership is fortified through common attitudes, interests and goals.

La Ristra Strategic Vision

A Strategic Path for Growth and Prosperity

VISION: People
Growing Individual & Regional Prosperity

GOAL 6
Participation in Prosperity

Empower individuals and families to build economic assets and participate more fully as beneficiaries and contributors in the region's economy

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Provide transparent, proactive, coordinated, sustained and accountable leadership of the comprehensive regionwide strategy

Strategy 7.2:
Social Capital

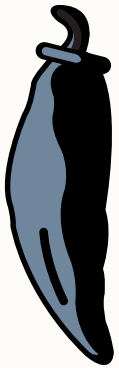
Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and regional levels

Strategy 7.3:
Training & Development

Expand upon and customize programs and initiatives to develop local and regional economic leadership

People

Northwest New Mexico wil be transformed through growth in household and community prosperity, made possible through strong leadership and the embrace of the striking and unique character of the region's populace.



CREATE ENTREPRENEURS Increasing the Region's Economic Competitiveness

Success Factor 1 / Entrepreneurial Promotion & Support

To build competitiveness in the global economy, we need to differentiate ourselves from other regions. A major challenge is to create a stronger entrepreneurial culture, which must include broad-based support for starting, retaining and expanding businesses in the community – including continued reform of regulations that impede business development, especially on Native American reservations.

Legacy industries, such as in natural resource extraction or the arts & crafts trade, are witnessing erosion or transformation, as global markets change and new industries emerge. Regionally and locally, technology can be applied toward meeting basic economic needs. For example, many rural households are without basic utilities, and innovative work will need to be done to apply solar, water reuse and other technologies to the well-being and sustainable development of rural communities.

For private business to serve as a productive source of employment, we must address factors of importance to entrepreneurs, such as tax policy, regulation, business incentives, technical and financial support for businesses, and a hospitable reception and support for businesses and their employees.

It can be intimidating for rural and small-town communities to compete for investments in technological innovation and commercialization, or to get attention from industrial site locators. At the same time, our region can boast unique asset values, as well as opportunities for innovation and entrepreneurship. Our high plateau country, home for example to the *Trail of the Ancients Scenic Byway* and the *Four Corners Geotourism Initiative* and their cultural and archaeological treasures, has many qualities to attract and sustain business, including quality of life amenities of value to workers and families. We are also taking advantage of major regional infrastructure (e.g., an interstate and rail corridor, expanded highway capacity, and a $1 billion water pipeline), as well as assets inherent in the region's natural, constructed and human resources in tourism and in energy-related industries.

CHALLENGES

Northwest New Mexico ranks below the state on most measures related to entrepreneurship and business formation, and near the bottom of the list in proprietorship.

The number of proprietors in the region estimated at 20,000 has remained relatively flat since 2004. Wages and salaries for proprietors has declined over the same time frame. In 2018, 4% of the region's labor earning came from proprietors, down from 11% in 1970.

Absent a dedicated focus to retain and grow entrepreneurs and proprietors, the region will see further erosion in its capacity to support business innovation and growth.

Based on input from our regional stakeholders, several factors stand out as gaps and barriers related to entrepreneurship and innovation, most prominently:

- Insufficient entrepreneurial training and development;
- Inadequate broadband connectivity;
- Limited access to business capital;
- Lack of suitable land and building inventory for new enterprise;
- Lack of collaboration among public agencies, and poor communication generally among entrepreneurial groups;
- Multi-jurisdictional and regulatory complexity

In recent years, access to capital for locally-owned businesses has tightened up and new mechanisms are needed to assist entrepreneurs to access the capital needed to grow their businesses.

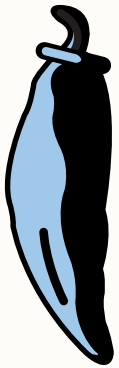
OPPORTUNITIES

Regional stakeholders identified a number of community strengths and assets to build on as related to the growth of entrepreneurship in the region, including:

- Large regional youth (under 18 yr) population;
- STEM-based Navajo Technical University;
- Strong region legacy in entrepreneurship;
- Proximity to Sandia and Los Alamos National Lab for internships, training, and support;
- Quality-of-life features, including temperate and disaster-free climate, abundant geographic spaces and landscapes, natural beauty and open spaces, diverse cultural resources, and low cost of living;
- Significant legacy of natural resource-based industry and employment;
- World class indigenous arts and crafts industry;
- Locational assets: transportation and logistics corridors; geotourism sites; recreational venues; proximity to four neighboring states;
- Legacy businesses and wealth centers that could be tapped for new investment and support of new enterprise;
- Strong retail sector, providing a cohort of employees with skills that can take them to next-level employment and careers;
- Commitment and support for revitalization of our downtowns as core economic units in our communities;
- An available and under-tapped workforce.

Goal 1: Establish an attractive environment for business and robustly support new and sustained business in the region.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
1.1 Entre-preneurship & Start-Up	Invest in programs and services that foster and support new entrepreneurship, with particular attention to moving the region into the global innovation economy through developing, commercializing & adapting new technologies responsive to both the global marketplace & the unique needs & challenges of the region.	a) Strengthen business-education partnerships to grow interest in entrepreneurism b) Provide business financing and training resources c) Expand capacity of region's incubators to support entrepreneurism	• Small Business Development Centers • Universities / Colleges • Chambers of Commerce • National Laboratories • Local EDOs	• New programs to grow and incubate enterprise in applied technologies	
1.2 Business Policy & Climate	Promote the design and shaping of a local and regional regulatory environment that proactively supports the attraction, start-up & growth of enterprise in the region.	a) Engage local, state & federal stakeholders in regulatory analysis & reformulation to improve support for growing & sustaining profitable business in the region's communities	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies	• New business-friendly local, state & federal regulation, in balance with environmental protection objectives	
1.3 Financing Capital	Expand access to financial resources and instruments responsive to the characteristics, needs and opportunities of entrepreneurs.	a) Increase capacity of regional organizations to serve as finance cohort for federal and state entrepreneurship funding b) Examine creation of regional fund to provide seed funding for entrepreneurs	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies	• # of entrepreneurs provided financial counseling • # of regional non-profits providing financing and funding • New programs to provide start-up financing	



BUILD TALENT Increasing the Region's Economic Competitiveness

Success Factor 2 / Economic Infrastructure

As in the state and nation, infrastructure is a critical factor in the attraction, development and sustainability of business and industry in our region. Investments in transportation, communications, energy, water, housing, utilities and strategic land use fundamentally contribute to the economic vibrancy of a region.

In the economic development context, infrastructure is made strategic by its clear relationship to job creation objectives across the region's highest-yield industrial sectors and clusters. It is made sustainable by solid planning, coordination and commitment to long-term management and stewardship of our built capital assets, along with ensuring the provision of the financial capital necessary to initiate and sustain development.

In addressing infrastructure investments for such long-term value, the ***La Ristra Northwest*** Strategy provides for both (a) general, systemic infrastructure development – community facilities, capacities, capital resources and amenities as a foundation for growth and development, and (b) cluster-specific or project-specific development, which creates infrastructural capacity directly such as land, building, and equipment tied to the successful location, startup and/or retention and expansion of specific types of business operations.

In alignment with local community comprehensive plans, this strategy is alert to investments needed to help communities across the region reach their goals related to economic recruitment and job growth. To support this focus, we will vet projects and programs, and track their progress, according to economic factors and criteria.

CHALLENGES

In our regional conversations, a common complaint is that our communities' infrastructure needs outweigh the resources available; in rural communities, even basic public infrastructure is lacking. A similar gap is reflected in infrastructure capital improvement plans updated each year by cities, counties and tribes for use by State agencies in allocating funds. Without replacement of inadequate or the improvement of deteriorating infrastructure, the region is unable to participate in the economic growth of the country.

The link between infrastructure and economic growth is apparent when examining the availability of broadband in the region. The lack of sufficient broadband access across the region stifles growth of existing businesses and inhibits innovation and creation of new opportunities and businesses. The digitization of existing businesses lags both state and national averages.

Extending beyond broadband and digital infrastructure, communities face gaps in fixed assets. In the national recruitment and retention of industry, many communities in the region lack competitive infrastructure sought by site selectors such as available buildings for locating business operations. Business sites for development with all major utilities available remains an additional barrier.

The challenge is to set infrastructure priorities according to critical needs and strategic objectives, and to bring forward highly competitive projects that rise to the top of the list. Unfortunately, many communities have the disadvantage of lacking the developmental expertise and resources to fully "projecteer" initiatives from "need stage" to investability.

OPPORTUNITIES

Across the region, communities have begun investment into their downtowns focusing on place making and quality of place. Revitalization has brought with it opportunities to replace inadequate utility infrastructure, address deteriorating buildings, and install new broadband capacity.

The Navajo-Gallup Water Supply Project pipeline is being constructed to run parallel to US Highway 491 and will join other modern utility infrastructure installations along that corridor, thus setting that corridor up for significant potential economic development. Construction of the main laterals is anticipated to be complete within this CEDS time-frame but challenges in last mile delivery will remain.

In recent years, Burlington Northern Santa Fe Railroad has increased interactions with communities strategically located along its corridor. In our region, the cities of Grants and Gallup continue to make investments for industrial development. The Gallup Energy Logistics Park is a BNSF Railway Certified Site and the Milan Industrial Park is poised to attract a cluster of businesses associated with the community's rail assets.

Related to this rail, in more of a planning vein, Farmington and its neighbors in San Juan County are actively exploring construction of a rail line northward from the BNSF Transcon line into the San Juan Basin, as a long-term investment in moving economic resources into global markets.

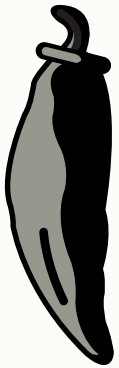
Broadband deployment will generate business and private investment and is needed to ensure community growth and prosperity.

Goal 2: Develop catalytic, strategic physical and financial infrastructure that is based on sound and coordinated planning and that creates capacity for long-term, multi-sector development.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
2.1 Broadband Infrastructure	Prioritize and invest in the development of regional and local broadband networks focused on last mile delivery.	a) Increase and expand public broadband networks in the region b) Develop community broadband plans to outline phase developement c) Engage NM Federal delegation to increase support for last mile delivery	• Local governments • Telecomms • Electric cooperatives • Public-owned utilities • School Districts • State Agencies	• # of Broadband projects on infrastructure capital improvement plans • County broadband penetration rates • Regional broadband upload/ download speeds	

2.2 Business Infrastructure	Prioritize and invest in the development and long-term sustainability of infrastructure assets that solve gaps in the factors of production needed to attract and retain high-quality businesses and jobs.	a) Increase basic capacity of the region's infrastructure to help attract industries
		b) Increase and expand the broadband network of the region
		c) Develop an initiative or agreement to increase the collaboration between Federal, State, Local, and Tribal Governments
			• Local economic development organizations:
			  • Cibola Communities EDF
			  • Greater Gallup EDC;
			  • Four Corners Economic Development
				• # of infrastructure projects in the region (by type)
				• Dedicated infrastructure funding (by type)
				• # of ROW acquisitions and average length of time to complete
				• Broadband capacity Data
				• # of industries recruited to the region	

2.3 Innovative Financing	Develop, innovate and expand access to financial resources and instruments responsive to the characteristics, needs and opportunities of regional businesses, communities, downtowns and entrepreneurs.	a) Convene regional lenders forums b) Consult with tribal agencies to remove barriers to lending and investment in Native American communities c) Establish a regional business lending collaborative	• Local EDOs • Chamber of Commerce • Electric cooperatives • Non-profits organizations • Financial Institutions • Council of Governments	• Dollars loaned to small business • Dollars in the business lending pool	



EMPOWER PEOPLE Growing Individual & Household Prosperity

Success Factor 3 / Education & Talent Supply

Shared with most of New Mexico and the nation, we face a "crisis in human capital" – a growing unmet need for a skilled and educated workforce. We know that the labor asset has replaced physical infrastructure as the top demand of companies seeking to site-locate their operations. Our challenge is especially steep, due to low student performance in our schools and the shortage of skill sets required by our employers. We can point to some examples of educational excellence, and there is now a momentum of progress, but overall we lag behind on many achievement indicators. The response must include and coordinate all educational efforts from early childhood through adulthood.

Business and industry demand rapid turn-around training of local workers to feed the labor needs of those companies. Post-secondary institutions also have an urgent call on pre-K to 12 school systems to produce graduates with higher skill levels and readiness to pursue work and career. And all, in turn, have a call on our families and communities. The need for collaboration between education, business, community and family has never been greater.

Most alarming, we have experienced increased "youth flight" as younger generations seek out places that offer more opportunities for education, employment, and modern quality-of-life amenities. The challenge is to create economic and social conditions that attract the return of young people to their home communities, where they can contribute to and enjoy new prosperity.

CHALLENGES

The region wrestles with unique educational challenges. For many schools, attaining student performance standards has proven difficult, and many remain ranked at the bottom of the list. Educational shortfalls are found at the K-12, adult education and postsecondary levels, and early childhood education in the region is limited and expensive. Many single parents or young families cannot afford the tuition.

As a result of community conditions, the region is challenged by an exodus of middle-aged families which creates a condition in which the skill sets of the parent are removed from the workforce and any children from the workforce pipeline. Many of these issues are a direct cause of poverty, rurality and unemployment. Our skilled residents often flee to metropolitan areas of the state and in neighboring states, seeking higher wages, better quality of life, and career opportunities.

A major challenge is the need to more effectively link employers and educators, accompanied by a more agile and responsive system of training for employability in high-demand and economic-base jobs.

A major challenge is navigating the complex and multi-layered workforce development apparatus found in New Mexico for both employers and employees.

Linking education and business through internships and work study to develop hard and soft skills remains elusive.

Availability of reliable transportation to access education and workforce development opportunities presents a unique challenge for a largely rural and expansive area.

OPPORTUNITIES

The region has a sizable population which is of the education and workforce age that can be trained and skilled up to lead and participate in the new economy. Communities, institutions, parents and students are demonstrating higher awareness of the value of education, and more of us are seeking to ensure pathways to workforce development opportunities.

There is an abundance of artistic talent in the population, which can support an asset-based approach to education and training for the creative economy. Retirement of baby boomers present opportunity to transfer skill set through conversion to workforce instructors or advisors.

The region's educational facilities are becoming better equipped to encompass all facets of 21st century education, offering classrooms that allow alternative approaches to teaching and learning. Incorporating broadband infrastructure as educational facilities are replaced presents a unique opportunity to continue investments into strengthening education.

Our colleges in collaboration with local high schools are creating dual credit courses that are designed to lead to degrees and certificates tailored to the region's economy. Given the vital role played by the region's educational institutions, their contributions to new breakthroughs in human resource development will be critical to the achievement of a sustainable economy.

The recent launch of the Greater Gallup Industrial Workforce Program in McKinley County joins the School of Energy at San Juan College as workforce development assets in the region providing capacity to draw employer participation to understand workforce skill set needs leading to curriculum providing stackable credentials and recognized certifications.

Goal 3: Create a robustly effective talent development system linked to future economic opportunity.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
3.1 Educational Excellence	Support inter-institutional collaborations in the region that target dramatic systemic improvements in educational processes and outcomes, and strengthen the connection between school and economic livelihood.	(a) Research and implement alternative types of educational models (b) Strengthen Leadership and Policy (c) Stabilize Funding	• School Board Districts • Education Institutions (K-12, Secondary/Post-Secondary) & Educators • Policy Officials • Regional Communities/Parents & Students	• High School Graduation Rates • Schools overall grade through NM PED • Grade 8 Math, Reading & Science Performance • STEM Talent • Kindergarten Readiness • Certifications	
3.2 Workforce	Improve the quality, flexibility, employability and placement of the regional workforce in relation to employers' labor needs and opportunities.	(a) Connect opportunities with students outside of school (b) Alternative Job Training Approaches (c) Improve & Expand Existing Job Training Programs (d) Implement the Northern Area Local Workforce Development Board strategic plan to build a collaborative regional workforce system	• School Board Districts • Education Institutions & Educators • Policy Officials • NM Workforce Connection agencies and offices • Northern Area Local Workforce Development Board • Regional Industries with Demand • Existing & Upcoming Regional Workforce	• Educational Attainment • High School Graduation Rates • Schools overall grade through NM PED • # of students receiving local scholarships • # of regional jobs filled by regional citizens	
3.3 Youth Retention	Create incentives, amenities and career opportunities for the region's youth, encouraging them to remain in or return to the community to apply their education and training in the regional economy.	(a) Deployment & Placement Programs (b) Cultivate youth leadership and participation in local Quality of Life improvement initiatives (c) Target Educated Youth with employment opportunities, including specific assistance to certified and degreed youth still out of work	• Existing Institutions & Places of Service • NM Workforce Connection agencies and offices • Northern Area Local Workforce Development Board • High occupational demand Regional Industries • Upcoming Entrepreneurs (to cater to the younger generations) • Regional & Local Economic Development Organizations • Downtown Districts • Local Government Agencies	• Educational Attainment • Employment per Sector • Labor Force Data; Unemployment Rates • Diversity of the Economy • Migration and Out-Migration	

CREATE JOBS & ENTERPRISE Putting the Region's Workforce to Work

Success Factor 4 / Direct Job Creation

The Northwest region and its communities are aware that the professional tasks and processes associated with job creation -- e.g., via the disciplines of industrial recruitment, business retention & expansion, and business startups – require solving critical gaps in the success factors (or "factors of production") that would be needed to support the job creation enterprise. The Northwest New Mexico "La Ristra" model provides for the coordinated consideration of, and potential investment in, all of these factors in support of direct job creation activities.

The professional job creation enterprise itself has gone underfunded for years, allowing neighboring and other states to far outpace New Mexico – Northwest New Mexico included – in achieving economic growth. The Northwest New Mexico "La Ristra" framework calls for significant new investment in the economic development enterprise, thus increasing the cohort of trained, certified and capable economic development professionals throughout the Region, along with the provision of tools that can be leveraged to increase recruitment success – such as supportive local and state policies and procedures, closing funds, in-plant training and other incentives.

Although the emphasis is on "economic-base" jobs, there remains a strong need and opportunity to retain and grow existing businesses by tapping the skill sets of the workforce and providing support for further skill development.

Additionally, an entire sector has emerged characterized by the recruitment of international companies, known variously as "foreign direct investment". Work must be done to attract and support this budding but promising venture.

CHALLENGES

The ongoing transformation in the national energy landscape continues to a cyclical downturn in the local energy economy. The impacts of down-sizing at coal mines and power plants are strongly felt across all three counties. For every economic-base job lost, at least one service-sector job was also lost.

Employment opportunities throughout the region are spotty at best. It has become clear that it will be very difficult – often impossible – to "replace" the high-paying jobs that were lost in the coal, oil & gas, and power industries with equivalent wages in other occupations. High paying jobs once lost are irreplaceable instead jobs created or filled tend to be lower skill and wage.

Sector declines have resulted in employment now being concentrated to a few key sectors most notably government and retail/hospitality, sectors which themselves are vulnerable to shocks to the economy.

More chronically, in most of the region's 77 rural and unincorporated communities – the majority of them on Native American lands – unemployment rates continue at much higher rates than in the urbanized communities, often exceeding 50% of the workforce. In many cases, the most able and enterprising community members migrate away from home for education and work – a pattern reflected, for example, in the negative population growth in the regions urban areas like Farmington, NM.

OPPORTUNITIES

The region's county-based economic development organizations have been proactive in rising to the job creation challenge.

In San Juan County, Four Corners Economic Development Corporation is undertaking a comprehensive feasibility analysis examining the creation of a spur line to provide rail service. The launch of the Outdoor Recreation Industry Initiative (ORII) seeks to a leveraging of recreational, cultural, and historical assets to drive economic growth.

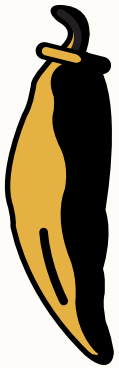
In McKinley County, Greater Gallup Economic Development Corporation, Inc. continues the push to diversify into logistics, health care, and manufacturing. The Gallup Energy Logistics Park and Prewitt Industrial Park represent new infrastructure helping to drive the diversification efforts.

In Cibola County, the Cibola Communities Economic Development Foundation has been active in leading the development of the Milan Industrial Park. Efforts have produced a design for a 120,000 sq. ft. building as well master planning of the park including extension of utility and road corridors.

Across all region, significant efforts are also being mobilized for downtown redevelopment, with a focus on creating live-walk-play ecosystems. Further, communities are looking to support local airports to provide residents with options for commercial air service.

Goal 4: Establish an attractive environment for business and robustly support new and sustained business in the region.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Metrics & Performance Measures	
4.1 Business Retention & Expansion	Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and regional levels.	a) Expand local business R&E initiatives through broader partnerships, to attract resources & implement strategies that support local business activity	• Local EDO's • Universities / Colleges • Chambers of Commerce • State EDO's • Local Governments	• Expanded partnerships in support of local business R&E • Number of locally-owned businesses retained & expanded	
4.2 Economic-Base Jobs	Invest in activities that resolve factor-of-production gaps and target the creation of jobs in economic-base industrial sectors and clusters with the greatest potential to grow in the region.	a) Focus recruitment efforts on job-creation program theaters with highest potential, i.e.: Local Business; Energy; Tourism; & Agriculture b) Expand civic leadership in targeting & attracting economic-base industry into the region c) Implement programs to support transformation of workforce development systems & their connection with business & industry	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies • Northern Area Local Workforce Development Board	• # Economic-Base Jobs • # of LEDA applications • # Economic-Base Jobs created in targeted sector • Average starting salary	
4.3 Local-Driven Employment	Identify & create employment opportunities that tap the skills sets of the existing regional workforce.	a) Utilize workforce skill assessment studies to identify existing skill sets & job experience of in the region, and to identify & recruit employment opportunities to match those skill sets	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies	• # Jobs created in all industrial sectors • # new businesses created in all industrial sectors • # skills assessment given	



BUILD COMMUNITY Creating Great Places to Live, Work, Play & Stay

Success Factor 5 / Quality of Life & Place

Recent economic development research has uplifted the importance of "place" as an integral component of prosperity, noting the shift from generations that once chased "the job" first, wherever it took them, to the current generation that tends to select "place" first and job second.

Our future depends on preserving and enhancing a wide range of integrated elements that together express the robustness of our culture and the positive perceptions of those things that make us healthy, safe, comfortable, secure and involved.

The cultural, historical, recreational amenities of the region complement the aesthetics of the local community. Infrastructure assets whether it be a hiking or biking trail, or a community square contribute to the growth of the community and help to strengthen its ability to attract and retain talent. Bringing together the right mix of amenities and aesthetics creates a thriving community and a competitive economy.

CHALLENGES

Our high plateau country offers a unique palette of life-enhancing places and opportunities for residents and visitors, but overall quality of life is stressed by the undertow of broadly experienced, endemic poverty and under-developed amenities and modern infrastructure. For example, the region's *Trail of the Ancients Scenic Byway* features many geographical, archaeological and cultural treasures, but was unable to gain Federal designation due to the lack of supportive facilities and amenities on large portions of the byway.

Many rural residents in the region continue to live in what is sometimes referred to as "Third World" conditions. Case in point: the federally authorized, $1 billion Navajo-Gallup Water Supply Project was given top priority when Congress learned that 40% of rural households in the service area had never had public water supply.

While most rural residents are attached to their homelands, their quality of life often suffers from lack of local opportunity for employment and services. Younger generations increasingly seek livelihood and opportunity away from their home communities, as reflected in the region's stagnant population growth in the last 15 years.

As new economic development initiatives are pursued, we find that site selectors look to several quality-of-life factors as part of the screen for placement of industry, such as quality of education, aesthetic townscapes, cultural events, clean and safe streets and spaces, recreational opportunities and quality health care. While we measure up in some ways, and in some communities, we are often not competitive.

Do not have the right mix of housing in the right location to meet the needs of the population. Downtowns, high walk ability, and proximity to amenities, and updated home construction are some of the most sought after items.

OPPORTUNITIES

The Four Corners region can boast numerous cultural, economic and geographical assets, on which improvements in quality of life and place can be based. Our freedom from catastrophic weather events renders the region a haven for people seeking to avoid the extremes of heat and cold, as well as the dangers of hurricanes, earthquakes and tornadoes.

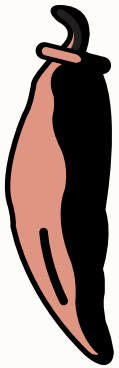
The region's indigenous peoples are tied to the sacredness and continuity of their Place in the world, and many of their neighbors consider the region's cultural diversity a major reason for making this their home. Emerging from this milieu is the production of world-class fine arts and crafts bearing the distinctive artistry and materials of the Navajo, Zuni and other native artisans. The power of this diversity and cultural expression can also serve as a basis for cooperative efforts to uplift our quality of place.

The Navajo Nation continues to emerge as a major institutional and economic player in the region, and strengthened partnerships with America's largest indigenous tribe will benefit all our populations. The same is true for our neighbors in the Four Corners states, who share the commonality of being isolated from the states' metropolitan centers.

Our community colleges provide affordable access to postsecondary education, collectively serving more Native American students than any other region, and providing a gateway to careers and further education. Our region is also home to a resurgence in the redevelopment of our downtowns at the heart of our communities, building on our historic past while catering to modern interests and opportunities – including the fashioning of live-work-play-stay environments, walkable streets, arts and entertainment spaces, and local business venues.

Goal 5: Promote stewardship of cultural, physical, natural, recreational, residential and visitor assets that attract and keep people and businesses in the region.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
5.1 Live-Work-Play-Stay	Promote and invest in physical, cultural, social and other assets that create attractive, safe and vibrant communities.	a) Promote the downtown redevelopment movement in the region's small towns b) Re-vision and energize regional tourism through cooperation & new investment	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies	• Increased occupancy by small business in downtown properties • Increased tourism business & revenues	
5.2 Local Reinvestment	Reduce economic leakage by stimulating business start-ups and expansions that provide goods and services within the region that were formerly supplied from outside the region.	a) Develop recruitment and R&E strategies based on leakage, target industry & supply / value chain studies in sub-regional development areas to increase in-region goods & services for local industry	• Small Business Development Centers • Local Economic Development Organizations • Council of Governments • Chambers of Commerce • Local Governments	• New recruitment & business development targets based on the research • Number of new businesses tied to existing local business clusters	
5.3 Resiliency	Build local and regional resiliency through economic diversification, natural resource stewardship and the application of sustainability principles and practices.	a) Expand the local entrepreneurship base through increased investment in business incubation, access to capital and other supports b) Increase investment in economic-base enterprise & industry c) Increase in-region manufacturing and deployment of alternative energy technologies	• Small Business Development Centers • Business Incubators • Local Economic Development Organizations • Higher education institutions • Council of Governments • Local nonprofit agencies	• Increase public & private investment in small business incubation • Increased lending activity to local entrepreneurs • Number of new economic-base businesses & jobs	



EMPOWER PEOPLE Growing Individual & Household Prosperity

Success Factor 6 / Participation in Prosperity

Decades of battles in the war on poverty have failed to produce breakthroughs or sustained progress in the economic well-being of large numbers of families and individuals in the Northwest New Mexico region. The provision of housing, welfare and other social programs has alleviated the depth of the struggle for many, but has not succeeded in altering the structure of the economy in terms of universal participation by citizens as beneficiaries of and contributors to the economy. Although cash often flows through our communities to support consumer spending on life's basic provisions, many families lack the assets necessary to improve their life condition or to access opportunities and resources that lift them out of poverty.

The ***La Ristra Northwest*** strategy, then, sets a priority on empowering individuals and family households to acquire the assets –such as in the form of savings accounts, homeownership, automobiles, education and training, business startups and access to healthcare – that reflect economic well-being and set a foundation for further opportunity.

CHALLENGES

There are many structural barriers in the region to full participation by the generality of the population in the wealth and opportunities represented in the broader economy.

Decades of federal regulation and control over tribal lands and businesses have served to suppress economic opportunity on Native reservations, and most tribal communities do not generate the economic revenues necessary for local self-governance and development. In the absence of local financial resources, communities remain dependent on outside funding from federal and state governments, and such resources tend to meet only a fraction of local demand for basic infrastructure and community development. With few job opportunities and without a tribal banking system, many families scramble to make ends meet, becoming vulnerable to high-interest predatory lending.

Educational attainment across the region continues to lag behind state and national averages, and low employability skill levels render access to jobs extremely difficult.

Conclusions from a 25-year-old study of the region by the Corporation for Enterprise Development remain essentially true today, namely, that cash is not the problem; rather, the chronic issue is very low asset acquisition, such as in property ownership, family savings, and access to higher education and training.

Local political subdivisions tasked with providing critical infrastructure and services related to health, fire, and safety are in largely governed by boards comprised of volunteer community residents.

OPPORTUNITIES

Dating back 25 years to the CFED report on the region's household assets profile, several efforts have been initiated to introduce asset-building opportunities for individuals and families, including small business loan funds and individual development accounts. Some work continues in that arena, with asset-building programs primarily administered by nonprofits corporations from outside the region.

Financial literacy training opportunities have substantially increased in recent years, led by the First Financial Credit Union.

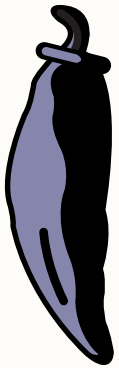
The ACT WorkKeys and KeyTrain programs have begun to be institutionalized in our postsecondary and workforce training centers, thus providing more specific pathways for career development and job acquisition for local citizens. The City of Farmington has achieved certification as a "Work Ready Community," with both employers and training institutions engaged in a partnership to get the local workforce qualified for available jobs.

The Northwest New Mexico COG and its partners have undertaken microenterprise and local micro-agriculture initiatives in rural corridors, geared toward assisting local arts and farm producers to formalize their work and increase income from their production.

The Greater Gallup Industrial Workforce Program has introduced rapid skills development training using the CORE curriculum from the National Center for Construction & Education Research (NCCER), leading to stackable credentials providing career pathways for residents and workers.

Goal 6: Empower individuals and families to build economic assets and participate more fully as beneficiaries and contributors of the region's economy.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
6.1 Asset-Building	Increase investments in programs and services that empower individuals and families to reduce debt, increase savings, manage personal, family and business finances, acquire property, and improve access to quality education and healthcare.	(a) Identify existing programs, services, agencies and funding streams serving the asset-building mission in the region (b) Convene a regional asset-building conference to share information and build momentum in the implementation of asset-building in the region	• ProsperityWorks • State Human Services offices in the region • State Workforce Connection offices in the region • Community-based nonprofit organizations identified in regional survey	• Numbers of individuals enrolled in Individual Development Accounts • Numbers of individuals enrolled in Children's Savings Accounts • Numbers of financial literacy courses offered in the region; numbers enrolled • New bank accounts opened • Changes in total savings	
6.2 Technical & Policy Support	Create a regional nonprofit corporation designed to create an Empowerment Fund and promote public policy initiatives that increase asset opportunities for individuals and households and reduce e barriers to prosperity.	(a) Empowerment Fund Create a regional nonprofit corporation designed to establish an Empowerment Fund and promote public policy initiatives that increase asset opportunities for individuals and families and	• Northwest New Mexico COG, in consultation with North Central New Mexico EDD • Northwest New Mexico Enterprise Loan Fund and community lending partners	• Establishment of an Empowerment Fund in support of asset-building investments	
6.3 SoloWork	Identify and capitalize on opportunities to support, attract and retain independent, self employed workers.	a) Support, expand on & replicate the Cibola SoloWorks Job Creation Center initiative b) Develop recruitment & support systems to attract & sustain location-neutral business.	• Local economic development organizations • Small Business Development Centers • State agencies • Local non profits	• New investments in SoloWork support in the region's communities • # of SoloWorks graduates employed by out-of-state employers.	



EMPOWER PEOPLE Growing Individual & Household Prosperity

Success Factor 7 / Regional Integration

Economic development is not only the traditional disciplines of business recruitment, retention & expansion, and startups, but also investment in a range of success factors that create an environment where those core job creation activities can be most productive. It involves a "full circle" of stakeholders and partners, from business and industrial leadership to financial, educational and healthcare institutions to local government to community-based organizations, and others.

To elevate our competitiveness and economic progress, a broad-based plan is needed, reflecting the unique diversity of the region's economies and populations. At the same time, we need to move into collaborative relationships – unifying the conversation and focusing resources where positive impact can be greatest.

We see that sustainable prosperity will largely depend on the ability to implement the collaborative plan in our communities and region. This includes quality leadership that can set a compelling vision, bring together diverse interests and constituencies, and invest resources aligned with prosperity goals and sustainable public benefit. Community leadership also includes public engagement with local citizens on how communities work to build prosperity.

New leaders, drawn from the ranks of the youth and entrepreneurs, are needed to replace current leaders nearing retirement. The need for mentoring and communication between these cohorts will be critical to ensure a smooth and painless transition, but will also lay the foundation for the launch of potential catalytic projects reflecting the priorities of new leaders.

CHALLENGES

While there are positive examples of visionary leadership in our region, barriers remain to creating unified direction across the diverse cultures, jurisdictions and geographies of the region. Local leadership is often constrained by political and bureaucratic forces, and in rural communities, by lack of access to flexible resources that are responsive to local needs.

Our stakeholders note a lack of collaboration between institutions and sectors, citing a complex web of jurisdictions comprising the regional community, as well as a legacy of inter-community competition and mistrust that limits cooperative efforts that could scale up to benefit all citizens. Educational institutions show low graduation rates, reflecting the challenge of producing a workforce qualified for a knowledge-based economy. School-business partnerships have been insufficient to build a workforce ready to meet employers' demands.

Stakeholders also note the difficulty arising from the cyclical changes in political leadership and its impact of catalytic initiatives. There is a tendency to focus on short-term achievements and local issues, with less commitment to longer-term, more regional strategies and partnerships. Funders, however, encourage regional approaches and sustainability of initiatives over time.

We see a need for greater investment in our social and political capital – groups and processes demonstrating ability to collaborate for common benefit. Real challenges exist when attempting to communicate and collaborate across vast distances. Emphasis for success is to include investing in a cadre of "boots on the ground" to grow and provide community facilitators.

OPPORTUNITIES

Despite unique challenges, stakeholders note the strong sense of community and cultural identity that is nurtured in most of our cultures, households and communities. Residents have strong ties to the region and generally prefer to stay close to home for long-term residence and work. This sense of community appears to be a strong social asset that leaders can call upon to address the challenges of the future. In modern times, even in rural outposts, there is growing access to Internet and social media, presenting new opportunities for connecting residents with each other and with the digitization of the global economy.

Our region's five higher education institutions provide a significant human resource development asset that can be increasingly tapped to cultivate the next generation of community leaders across the many disciplines of community development. They can also increase their outreach and relationship with local business and industry, thereby forging effective career pathways for the 21st century workforce.

There is an opportunity to achieve new breakthroughs in support of sustainable development in communities along our rural corridors – including most prominently the US Highway 491 corridor now hosting construction of the $1 billion Navajo-Gallup Water Supply Project, which in coming years will join other modern infrastructure to support new economic development. Success in that endeavor will require new approaches, investments and partnerships aligned with the collaborative vision of multiple leaders and stakeholders.

Goal 7: Grow the region's social and political capital to produce broad-based, informed and cooperative economic leadership into the future.

Strategy	Objectives	Tactics	Contributors & Stakeholders	Outputs	Outcomes
7.1 Institutional Leadership	Provide transparent, proactive, coordinated, sustained and accountable leadership of the comprehensive regional strategy.	(a) Invest and recruit strategic partners that actively contribute to a collaborative approach to leadership development and training for internships, professional development, apprenticeship, etc. (b) Institutional collaboration and leaders addressing local economies as a system, rather than as individual jurisdictions and political mandates (c) Strategic coordination, proactive planning, efficient/targeted investments, and systemic implementation of regional projects that support and sustain regional economic development over the long-term	• Federal, State, & Tribal Governmental Institutions • Colleges & Universities • Local Businesses & Regional Industries • Community leaders and community members	• High School Graduation Rates • Schools overall grade through NM PED • Grade 8 Math, Reading& Science Performance • STEM Talent • Kindergarten Readiness • Certifications	
7.2 Social Capital	Develop, support and expand activities and initiatives that build bridges between communities, sectors and agencies and that strengthen collaborative partnerships at the local and regional levels.	(a) Connecting communities with valuable resources throughout the region via networking, professional training, workshops, etc. as to build capacity (b) Provide more opportunities for collaboration, inclusive roundtable discussions, idea-sharing, etc. (build trust with rural communities and thus, better cooperation and confidence in participating) (c) Involve more community members into the decision-making process	• Federal, State, & Tribal Governmental Institutions • Local Community Members • Community Leaders • Community Organizations	• Number of neighborhood/ community associations, community organizations, charitable clubs, churches. • Voter participation numbers • Number of community volunteers / active community groups • Attendance numbers at local government & community meetings, & public participation	
7.3 Leadership Training & Development	Expand upon and customize programs and initiatives to develop local and regional economic leadership.	(a) Invest in programs that align with emerging industries preparing qualified workforce (b) Collaborate with educational institutions and local businesses to design curriculum that will help train and develop competent workforce (c) Connect regional residents with professional development workshops, training opportunities and educational	• Federal, State, & Tribal Governmental Institutions • Colleges & Universities • Regional business & industry • Community members	• # and frequency of leadership development workshops, conferences, & training sessions • # of internships & apprenticeships available; how many people these programs recruit and graduate • Number of educational programs that are geared towards local emerging industries	

V. INDUSTRY CLUSTERS

Regional Industry Cluster

Industry clusters are used to quantify and illustrate how concentrated a particular industry is in a region compared to a larger geographic area. These analyses reveal important information about the regional economy :

- It helps determine which industries make the regional economy unique.
- It helps identify "export-orientation" of an industry and identify the most export-oriented industries in the region.
- It helps identify emerging export industries beginning to bring money into the region.
- It helps identify endangered export industries that could erode the region's economic base.

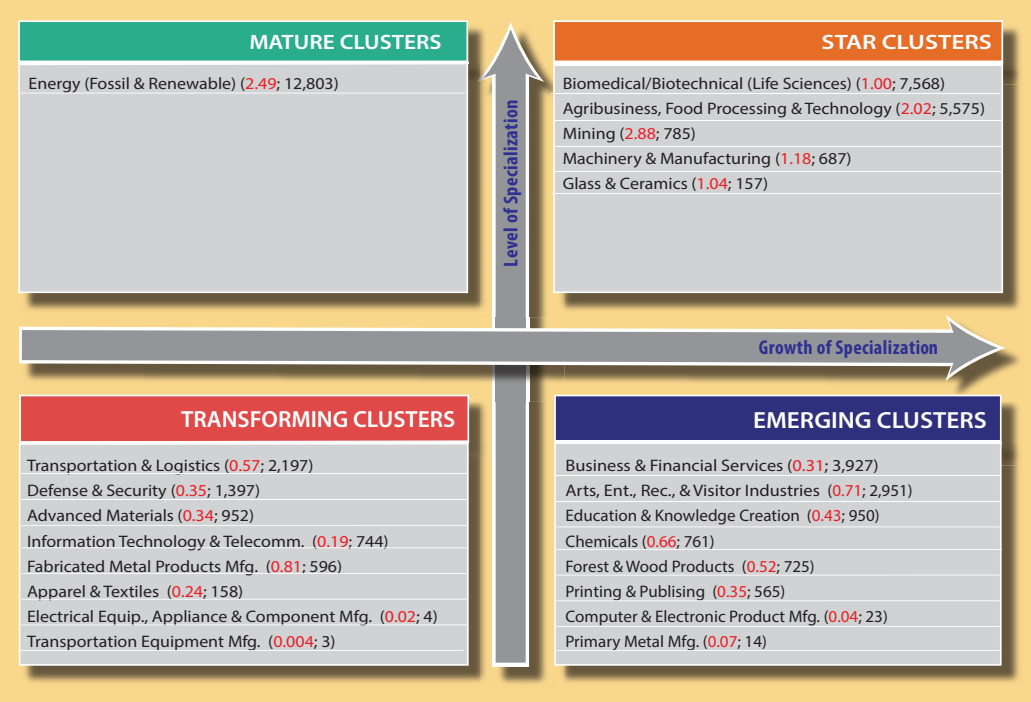
Special attention should be given to industries with higher Location Quotients (LQ) since they typically bring money into the region and form a strong economic base for the region. These industries generally produce a multiplier effect for the region by creating jobs in other dependent industries such as retail trade, food service, hospitality, etc.

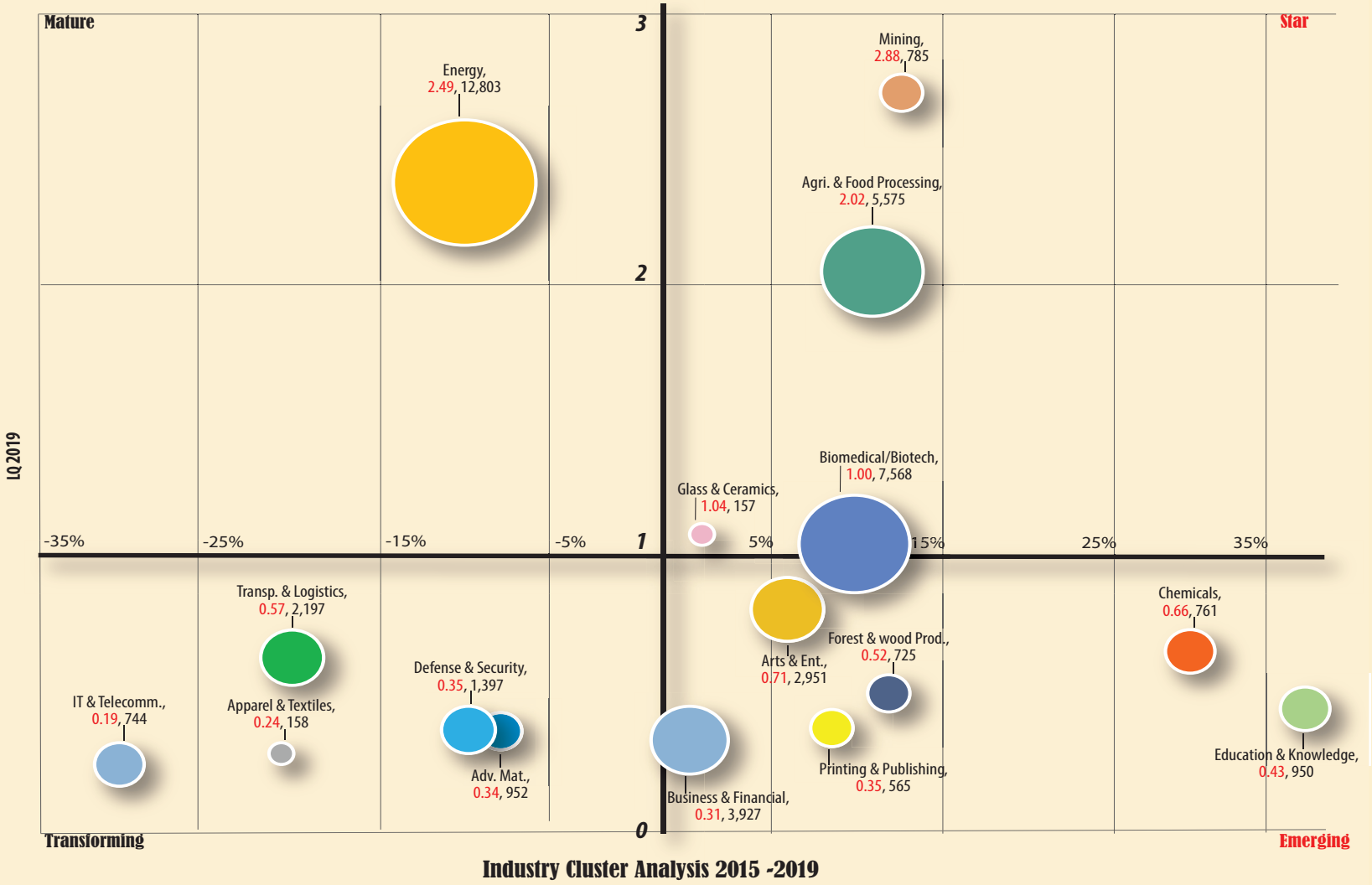
However, a high LQ industry with a small number of jobs may be an export-oriented industry but may not be a vital driver for employment in the region's economy. A large, high-LQ industry with declining LQ over time represents a dangerous trend in the regional economy.

The goal of cluster initiatives is to develop one or more economic sectors in a geographic region that will attract new businesses or to revitalize an industry. Regional clusters depend on reliable and efficient networks of transportation to establish and sustain competitive advantage.

Industry clusters that often benefit greatly from rail transportation are mining, agriculture, and manufacturing industries, which can generate significant economic-base revenues from the export of regional products.

It is also important to create policies and processes that can optimize competitive performance and retain the high multipliers generated by these clusters.





Industry Cluster Analysis 2015 -2019

Location Quotient

"Industry Cluster Analysis 2015-2019", illustrates the current economic base of the northwest region of New Mexico.

The region's two industry staples, energy, and mining, continue to represent a large share of the regional economic base. The energy sector is now a "mature" industry and has continued to showcase negative trends including a decrease in employment, and a reduction in its share of the regional economic base. The mining industry has assumed a larger share of the regional economic base due to the reductions in the energy sector. Both industries still reflect higher concentrations than national averages, which indicates reductions at the regional level and shifting away from traditional energy production and extractive industries at the national level. One of the more noticeable change in the regional economy is the rise in agriculture & food processing industry. This sector was previously categorized as "transforming" and has since grown to represent a large share in the regional economy and now has "star" characteristics.

Lastly, the biomedical/biotechnical industry did not reach anticipated projections and has remained an emerging industry but still has the potential to become a key contributor to the economy.

Strategic Clusters | *Focal Points for Development*

Our greatest opportunities for development lie within a few economic clusters, customized for their relevance to the Northwest New Mexico economy. In the diverse conversations informing this regional framework, these clusters have been identified on the basis of:

- *Location Quotient* – the relative prominence of that cluster in the economic activity of the region, as compared with other regions of the country; i.e., does this cluster represent a higher or lesser portion of the regional economy than the national norm?

- *Retrospect and Prospect* – the extent to which a cluster of economic activities has played a significant role in the regional economy, as well as the extent to which that cluster may continue to be a driver in the future – although in different form. Do our regional assets – human skill base, location, infrastructure, market position, etc. – align with continued growth in this sector? Does it represent a synergy of inter-related economic activities?

- *Commitment & Interest* – has the regional community expressed interest, passion and commitment to an economic cluster, even if it falls short of other measures of prospective success? Did it emerge as a priority? Can it be re-kindled, re-positioned, and re-energized to create new economic opportunity for the region's citizens and communities? Might it uniquely reach and benefit sectors of the regional population? Does it have a champion to lead the initiative?

Emerging from the planning process, the following Synergistic Clusters have risen up for targeted research, development, investment and action:

Transportation & Logistics

Economic initiatives to grow economic-base industry and employment through building on the strong asset-base of the region, including: major transportation facilities running east-west and northward to the San Juan Basin; 100+ years of history in energy-related industries; continued natural resource availability, including renewables, for development and contribution to the national and regional energy portfolio; and a workforce ready for retraining and deployment in new E-L-M employment opportunities.

Agribusiness & Food Processing and Technoloy

Leverage NAPI, San Juan River and NGSWP to launch new economic initiatives to renew and expand the historical agricultural activity of the region as a means of building new regional and local food systems that stimulate and support agricultural production and distribution in communities, eliminate food deserts, empower local and family-based self-sustenance and livelihood, and increase the economic viability of cooperative agricultural enterprise.

Tourism, The Arts & Outdoor Recreation

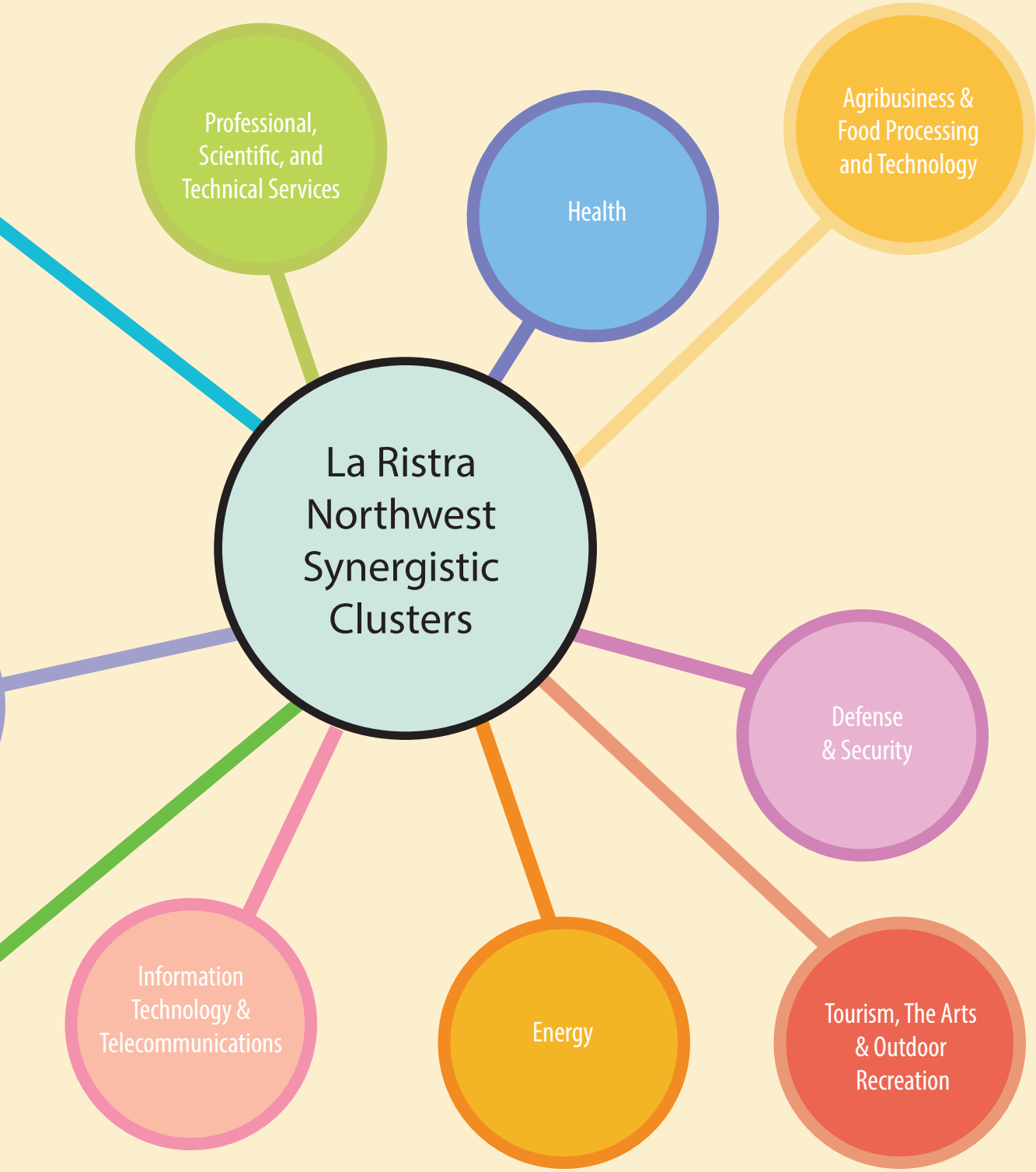
Economic initiatives related to stimulating new enterprise and employment through re-positioning and re-branding the region as a destination for uniquely authentic, culturally rich, robust and transformative tourism experiences, including targeted work in adventure tourism (including the outdoor recreation industry), artisan trade & entrepreneurship, regional marketing & customer experience, and geotourism inter-connected with attractions in the broader Four Corners region.

Downtown Revitalization

Economic initiatives organized around the revitalization and redevelopment of downtown centers in our urban and rural communities by uplifting the townscape through progressive design and physical improvements, restoring economic and cultural viability at the "heart" of these communities, attracting new enterprise and magnetizing investment and the flow of people and activities into these vital centers.

Manufacturing

Economic initiatives to grow economic-base industry and employment through building on the strong asset-base of the region, including major transportation facilities running east-west and northward to the San Juan Basin, 100+ years of history in energy-related industries, continued natural resource availability, including renewables, and a workforce ready for retraining and deployment to target domestic and foreign direct manufacturing.



Professional, Scientific & Technical Services

Economic initiatives to grow an expansive sector comprising establishments that specialize in performing professional, scientific and technical services for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries, and in some cases, households. The sector will be critical to the growth and diversification of the regional economy.

Health

The healthcare sector consists of businesses that provide medical services, manufacture medical equipment or drugs, provide medical insurance, or otherwise facilitate the provision of healthcare to patients. Sector operators include among others medical equipment makers, back-office managed healthcare support, and third party laboratories to perform tests and analysis.

Defense & Security

Economic initiatives related to national security and defense with a focus on technology integration in "space" - outer space or cyberspace. The biggest opportunities will be to support development of new technologies including artificial intelligence, virtual/augmentative reality, and process robotics. Additional areas of focus include data gathering, processing and analysis.

Energy

Economic initiatives organized around the power sector transformation, the energy assets of the region including natural gas, solar, and battery storage, and the remediation activities for past development present areas of focus for future development.

Information Technology & Telecommunications

Economic initiatives to grow a sector comprised of companies that support or produce software, hardware, or semiconductor equipments, or companies that provide Internet or related telecommunication services. The roll out of broadband networks will drive long term growth in this sector.

VI. EVALUATION FRAMEWORK

The evaluation framework for ***La Ristra Northwest*** is embedded in the strategy.

- For each of the strategic goal areas, there is a summary plan that lays out objectives, tactics, stakeholders and metrics. All of these details are amenable to updating, modifying and replacing on an annual basis, but lend themselves to measurement and monitoring along the way.

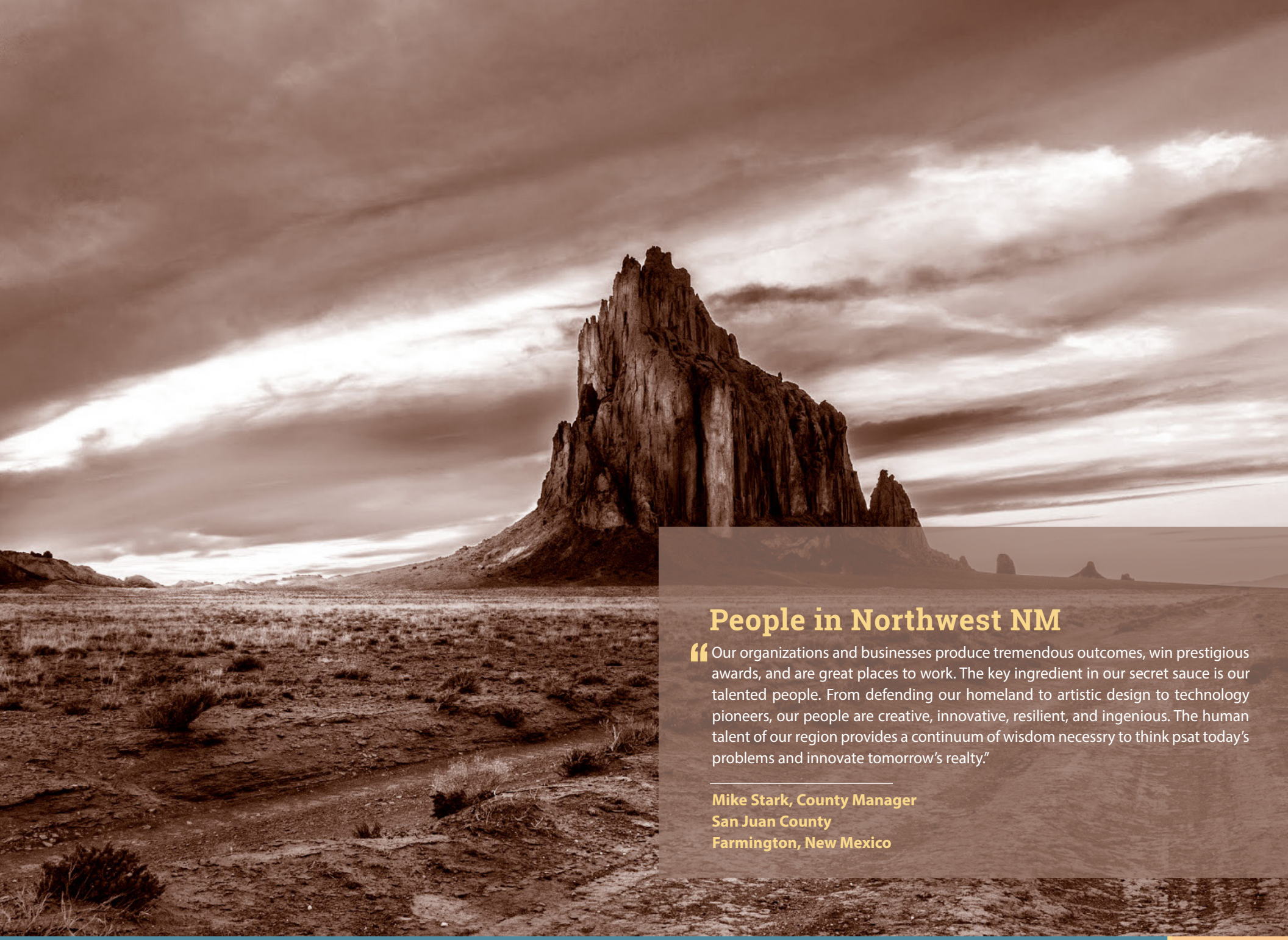
  Achievement of goals and objectives within this framework can be tracked as milestones are reached, captured as "outputs" from the system of tactics and activities undertaken by the region's stakeholders.

- For the Northwest New Mexico economy as a whole, baseline data for our region are summarized above in the Background section. These measures lend themselves to tracking and monitoring over time, in comparison with the region's own past measures, as well as with the statistics showing up by county, by region across the state, and by district across the country. With consensus, additional measurements can be identified and tracked to ensure a full undertanding of the regional background.

  These metrics may be considered "synergistic," as changes in their profiles result from a combination of factors, only some of which are under the control of stakeholders within the region. For example, positive change in educational attainment measures may result from asset-building programs in support of families, from curricular breakthroughs in the schools, and/or from increased employment opportunities for breadwinners across the region. Positive change in the number of persons employed in high-tech jobs may result from the interplay of several concurrent initiatives, such as incubator support for new entrepreneurship, new housing for all levels in the residential market, targeted industrial recruitment and/or a newly funded program at the local community college. Nonetheless, the region should remained committmed to tracking change where ever it may originate from.

The *La Ristra* strategy as currently summarized here needs to be further operationalized through collaborative assignment of specific roles and responsibilities, prioritization of work to be undertaken and establishment of accountability timelines for implementation of actions in service to the over-arching strategies. The *La Ristra* is a living document and should be updated as goals and objectives are achived or as the needs of communitiies and the region shift.

The Northwest New Mexico Council of Governments is champion and implementor of the CEDS for the region. As the region's federally-designated Economic Development District, the Northwest New Mexico Council of Governments, will serve as overall facilitator and coordinator of the La Ristra Strategy, with work to be accomplished and tracked via numerous partnerships – existing and new – throughout the region.



People in Northwest NM

"Our organizations and businesses produce tremendous outcomes, win prestigious awards, and are great places to work. The key ingredient in our secret sauce is our talented people. From defending our homeland to artistic design to technology pioneers, our people are creative, innovative, resilient, and ingenious. The human talent of our region provides a continuum of wisdom necessry to think psat today's problems and innovate tomorrow's realty."

Mike Stark, County Manager
San Juan County
Farmington, New Mexico

RESOURCESANDREFERENCES

Name	Link
NWNMCOG Member Organizations	
City of Aztec	http://www.aztecnm.gov
City of Bloomfield	http://www.bloomfieldnm.gov
City of Farmington	https://www.fmtn.org
City of Gallup	https://www.gallupnm.gov
City of Grants	https://www.cityofgrants.net
Village of Milan	http://www.villageofmilan.com
Cibola County	http://www.cibolacountynm.com
McKinley County	https://www.co.mckinley.nm.us/
San Juan County	https://www.sjcounty.net

Name	Link
NewMARC Membership	
Northwest New Mexico Council of Governments	http://www.nwnmcog.com/
North Central New Mexico Economic Development District	https://www.ncnmedd.com/
Mid-Region Council of Governments	https://www.mrcog-nm.gov/
Eastern Plains Council of Governments	http://www.epcog.org/
Southwest New Mexico Council of Governments	http://www.swnmcog.org/
Southeastern New Mexico Economic Development District	http://snmedd.com/
South Central New Mexico Council of Governments	https://www.sccog-nm.com/
New Mexico Economic Development Department	https://gonm.biz
NWNM Economic Development Organizations	
Acoma Economic Development Office	http://www.puebloofacoma.org/Economic_Development_Office.aspx
Cibola Communities Economic Development Foundation	http://www.cibolaedc.com
Four Corners Economic Development	https://4cornersed.com
Greater Gallup Economic Development Corporation	https://www.gallupedc.com
Laguna Development Corporation	https://www.lagunadevcorp.com
Navajo Nation Division of Economic Development	https://navajoeconomy.org
Zuni Pueblo Mainstreet	https://zunipueblomainstreet.org

APPENDIX

CEDS Committee

APPENDIX _: CEDS COMMITTEE

Below is a depiction of how the La Ristra Northwest CEDS Committee works to incorporate a diverse and broad-base of grasstops leaders in the public, private, and tribal sectors. This approach is not hierarchical but seeking a new form of partnership that seeks to have thousands of conversations to mold lasting actions and to join others at their tables rather than forming yet another. This builds from a duality of "thinking regionally, acting locally and thinking locally, acting regionally" as we have three district economic regions according to the US Cluster Mapping Project. Yet we still have many strategies in common, for example, outdoor recreation and downtown development. Ultimately, the COG depends on the review and input from various economic development organizations (EDO's) and the official adoption lies with the COG Board of Directors.

- Government and Tribal Entities
- School Districts
- Colleges & Universities
- Workforce Development Providers
- Hospitals and Health Providers
- Housing Organizations

- Regional and Small Business Development Centers
- Manufacturing Extension Partnership
- State Departments
- NM Partnership
- Business Support & Financing Organizations

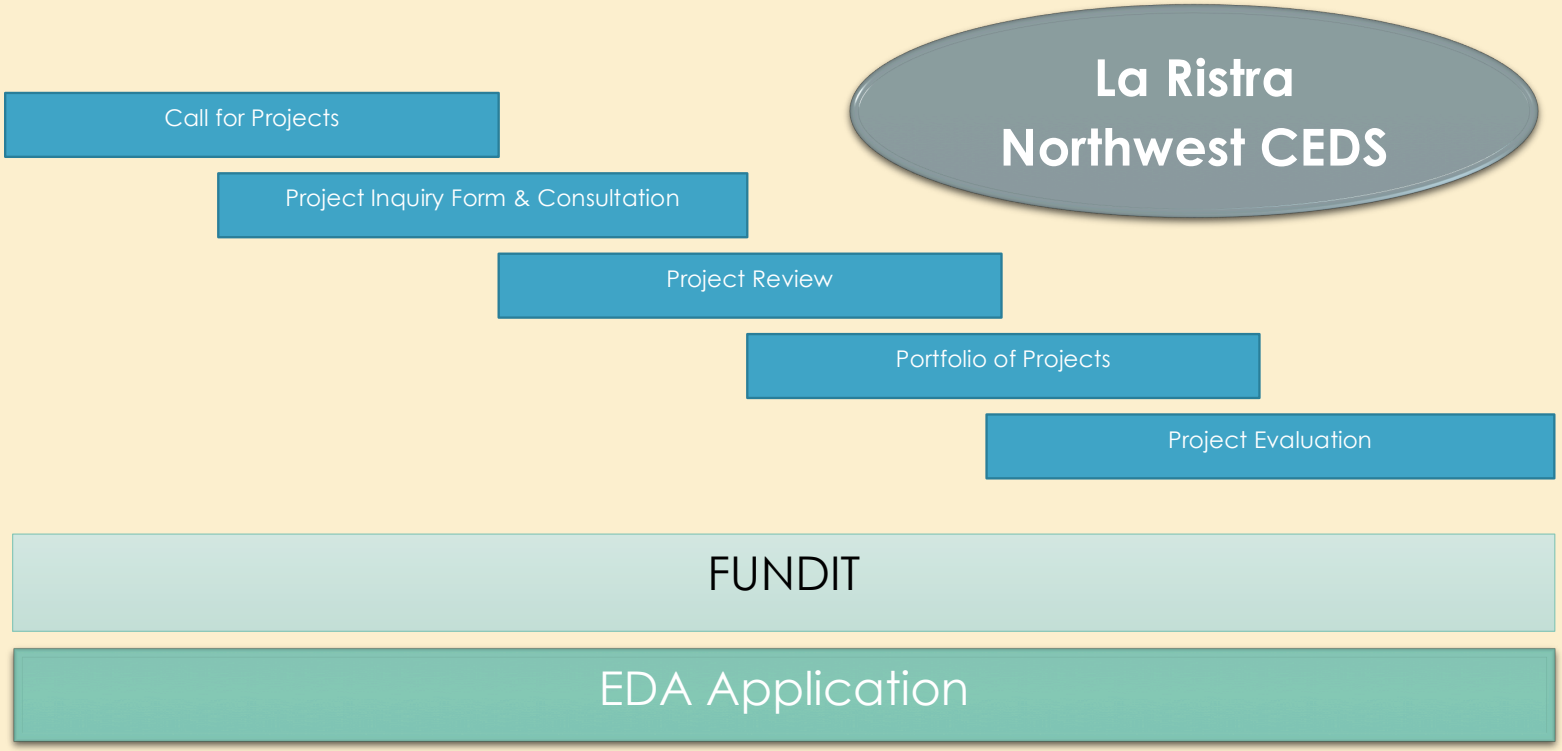
- Financial Institutions
- Chamber of Commerces
- Business Improvement Districts
- Main Streets
- Tourism & Trade Associations
- Developers
- Relators
- Business & Property Owners

APPENDIX _: CALL FOR PROJECTS

The CEDS sets forth the global regional strategies to be flexible and adaptable. With its adoption, the Northwest NM Council of Governments (COG) will hold an official Call for Projects aimed to advance these economic development strategies. These market-driven projects may require public sector investment from US EDA and/or other State and Federal funding to support job creation businesses and private investment that without which would not be feasible. These projects should make the distinction of being primarily economic development projects instead of community development projects. COG staff will promote project proponents using FUNDIT, the State's one-stop shop for economic development funding as well as looking to attract a full circle of project funding.

The initial Call will be crafted around funding available from the American Rescue Plan Act of 2021 directed to US EDA, but after that the COG will accept project submissions via a simple online application on annual ongoing basis.

EDA Project Inquiry Forms: https://www.surveymonkey.com/r/Z6JYWCD

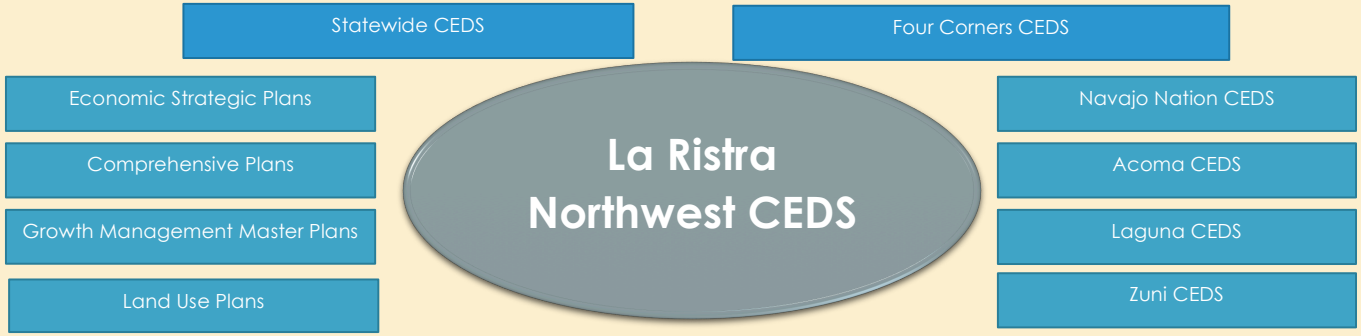


APPENDIX

Planning Integration

APPENDIX _: PLANNING INTEGRATION

The CEDS was developed as the region's global strategy, which rolls up other regional plans as well as local and tribal plans including other CEDS, Strategic Economic plans, and other documents. It also is produced in a way that is similar and comparable to the other six (6) CEDS in the State of New Mexico with the ability to roll-up into Statewide plans and multi-State plans.



Regional Economic Assessment & Strategy for the Coal-Impacted Four Corners Region

EDA Coal Transition Strategy Drilldown

- Large-Scale Food Processing (SJC)
- Crop Production (SJC)
- Tourism (Regionwide)
- Petrochemical (SJC)
- Transloading/Warehousing (MC)
- Local Food Manufacturing (MC)*
- Greenhouse (CC)
- Forest Products (CC)

Trail of the Ancients Stronger Economies Together (SET)

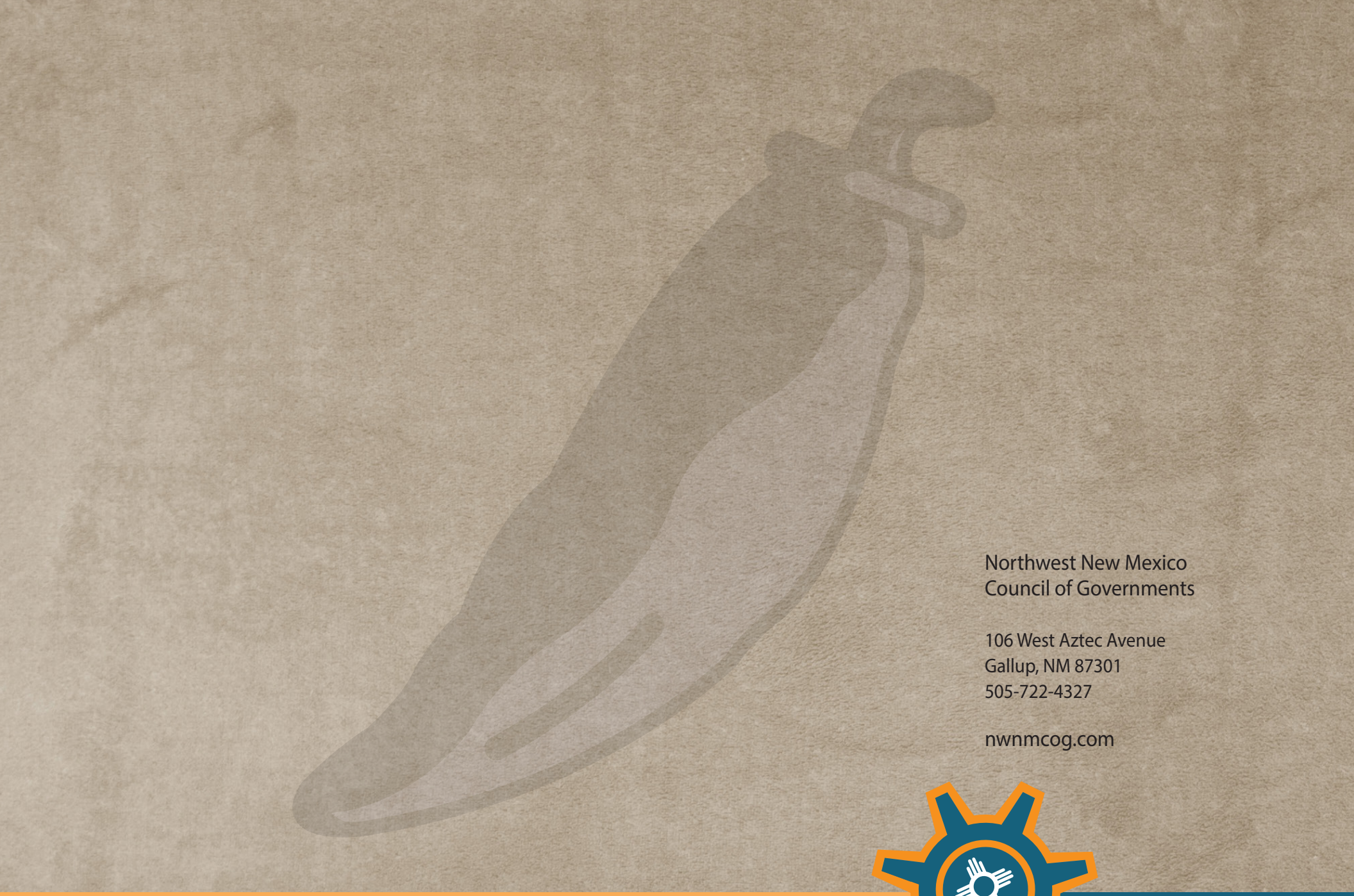
USDA Rural Strategy Drilldown

- Agriculture & Food Systems
- Tourism & Artisan Enterprises
- Manufacturing
- Workforce Development & Entrepreneurship

Regional Economic Recovery Plan

EDA COVID-19 Recovery Drilldown

- Tourism, Arts & Creative Economy
- Downtown Survival
- Shovel-Ready Sites & Targeted Growth Sectors
- Location Neutral and Solowork
- Agriculture & Food Systems
- Health Sector
- Workforce Development
- University Centers & Revolving Loan Fund



Northwest New Mexico
Council of Governments

106 West Aztec Avenue
Gallup, NM 87301
505-722-4327

nwnmcog.com

NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

106 West Aztec Avenue
Gallup, NM 87301
Phone: [505] 722-4327
Fax: [505] 722-9211

US Economic Development District #1
NM State Planning District #1
www.nwnmcog.com
Executive Director | *Evan Williams*

RESOLUTION NO. 2021-04
of the NWNM Council of Governments Board of Directors
Supporting the La Ristra Northwest Plan

Adopting and Approving a Comprehensive Economic Development Strategy (CEDS)
for the Northwestern New Mexico

WHEREAS, the Northwest New Mexico Council of Governments is funded and designated by the US Economic Development Administration (EDA) to plan and implement a Comprehensive Economic Development Strategy (CEDS) for our region and the communities within it; and

WHEREAS, the Board of Directors of the Council of Governments acts as the policy body for the approval of this plan and the work of the CEDS Committee to develop this plan every five (5) years with annual updates and implementation evaluation; and

WHEREAS, the New Mexico Economic Development Department is starting to develop the New Mexico Economic Development Plan for the State of New Mexico and this plan will roll up into that process; and

WHEREAS, Northwest COG staff coordinated its CEDS update planning process to align with the NM Economic Development Plan, both of which will be aligned and consistent with federal policy and guidance; and

WHEREAS, the CEDS provides the global strategy a basis for planning and programming economic development projects within the Northwest area and adoption will trigger a new Call for Projects process; and

WHEREAS, the CEDS provides all our communities a document to base and focus EDA applications on that uplifts these projects and makes them competitive to EDA and other State and Federal funding agencies.

WHEREAS, the CEDS Committee has worked with COG staff to develop goals, objectives, and performance measures for our CEDS; and

NOW, THEREFORE, BE IT RESOLVED by the Northwest New Mexico Council of Governments Board of Directors that the Comprehensive Economic Development Strategy (CEDS) entitled La Ristra Northwest is approved, adopted, and recommended to the US Economic Development Administration (EDA) and use by the COG staff and its members for implementation.

PASSED, APPROVED AND ADOPTED by the Northwest New Mexico Council of Governments Board of Directors at a duly called meeting held on April 21, 2021.

SIGNED: _____
Billy Moore., Chairman

ATTEST: _____
Evan Williams, Executive Director

IV. Executive / Staff Report

NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS
STATE PLANNING DISTRICT #1

STAFF SUMMARY REPORT

FY 2021/ 3RD QUARTER

FOR THE PERIOD: January 1, 2021 – March 31, 2021

The State Grant-in-Aid (SGIA) work program is utilized by the State Planning Districts to develop a dynamic framework of integrated general services to support planning, development, and technical assistance activities as a regional service to local and state government. This report reflects functions and tasks in the approved FY2021 Work Program and Budget. The following are functions and tasks completed by the Northwest New Mexico Council of Governments during the third quarter of FY2021:

Function 1:	**Organizational Management.** Provide for general administration and development of the Planning District organization, including management of the State Grant-in-Aid in conjunction with other grants and programs, building organizational capacity, sustainability, and networking with other Planning Districts and with a multi-sector variety of public and private institutions in service to the regional development mission.

QUARTERLY ACTIVITY HIGHLIGHTS & RECAP

(1) **Resource Development**: This quarter, staff continued to work on diversifying and expanding services:

- AmeriCoprs VISTA: Updated and resubmitted a VISTA concept proposal to establish the Northwest New Mexico VISTA program aimed at providing economic development assistance to agencies across the region. (Pending)

(2) **Quarterly Planners Meeting:** The COG has instituted quarterly planners' meetings to review, discuss and plan for upcoming work plans both locally and regionally. Many SGIA activities are featured during this internal workshop.

(3) **Professional Development Plans:** Due to new normal, COG has asked each staff member to develop their own career plans. Since COG is reinvesting saved travel costs into talent development of our team.

(4) **Online & Virtual Resources and Training**: During this quarter, the COG has made a concerted effort to move orientations and training online, virtual, and available on-demand via YouTube.com.

TASK TRACKING		
TASK	DUE DATE	STATUS

1.1 Professional Development Provide ongoing professional development training or continuing education classes for staff, i.e. training, webinars, professional conferences.		Q1	✓ COG staff participated in a series of trainings hosted by the Special Projects Bureau of NM Department of Finance and Administration. Trainings included the following: ICIP 101, Capital Outlay, Projecteering, Cost Estimating, Fund It, and CPMS ✓ Angelina Grey participated in annual ESRI Conference, NMAPA annual conference and board meeting, National Tribal Airport Association webinar, APA Planning webinar, APA Texas Mini Conference, Intro into Cooperatives webinar, NM Pivotal Communications Training. ✓ Brandon Howe participated in IEDC Tourism and Covid Recovery webinar, NM Outdoor recreation Fund grant Training ✓ Evan Williams and Martina Whitmore participated in several Leadership trainings, IEDC certification, and HR/Benefits training. ✓ Bob Kuipers started an online webinar regarding Statewide Transportation Planning. ✓ Carrie House: Participated in annual ESRI conference
		Q2	✓ COG staff participated in a series of trainings hosted by the Special Projects Bureau of NM Department of Finance and Administration. Trainings included the following: ICIP and Capital Outlay. ✓ Angelina Grey participated in National Transportation In Indian Country Conference, Water Trust Board Application training, ADA Webinar, Intro into Cooperatives Webinar, NM Pivotal Communications Training Webinar, Outdoor Economic Fall Forum, ICIP 101 Training, Rural Prosperity Summit, TAP's Climate Resilience Webinar Series, APA Webinars, ITEP Data Academy & Conference, Grant Writing 101 webinar, Kansas State University Indigenous Planning, Congresswoman Deb Haaland virtual grants funding workshop, Southwest Climate Adaptation Center, Capital outlay webinar, Kansas State University Phase II Environmental Assessment, NDN Collective Grant Writing 101 Series, America Walks – Inclusive planning with tribal communities. ✓ Brandon Howe participated in the NM Outdoor Conference, Capital Outlay Training. ✓ Evan Williams participated in LTAPs "Leadership in changing times, "ABCs of employment engagement" - Water Trust Board Training, CDBG de-briefs and implementation training, and IEDC Trainings. ✓ Bob Kuipers started an online webinar regarding Statewide Transportation Planning. ✓ Carrie House: Participated in the Capital Outlay training, BBER Data Users Conference, etc.
		Q3	✓ COG staff participated in following trainings: USDA – Rural Community Development Initiative Grant, USDA – Strategic Economic & Community Development Program, American Relief Act Informational session hosted by Senator Tom Udall. ✓ Angelina Grey: Attended Transforming New Mexico's Future Through Local Economic Development hosted by New Mexico First, Harnessing the Power of Community Feedback hosted by American Planning Association, New Mexico Clean and Beautiful Grant Training hosted by New Mexico Tourism Department, Mobility Roundtable hosted by Greater Gallup Economic Development Corporation.
		Q4	✓

1.2 Board Training & Support Provide workshops and training as needed to COG boards and committees, i.e. annual workshop, handbook for board members.		Q1	✓ Annual Board Meeting (July 15th) was hosted via video conference due to COVID-19. ✓ COG Executive Committee Meeting (July 31) ✓ RTPO Orientation made available via YouTube
		Q2	✓ Board Meeting (October 21st) was hosted via video conference due to COVID-19. ✓ COG Executive Committee Meeting (October 21st) was held before Board Meeting. ✓ COG Orientation made available via YouTube. ✓ COG Weekly News Briefing made available via YouTube.
		Q3	✓ Board Meeting (January 20th) was hosted via video conference due to COVID-19. ✓ COG Executive Committee Meeting (January 20th) was held before Board Meeting. ✓ COG weekly news briefing made available via YouTube.
		Q4	✓
1.3 Networking Facilitate & strengthen working relationships with local, tribal, state, federal, nonprofit and private sector agencies and partners.		Q1	✓ NewMARC: NWNMCOG set up weekly virtual calls with all COGs and EDA due to COVID-19 Recovery Plan and Implementation. ✓ ICIP: COG conducted outreach and provided technical assistance to special districts regarding ICIP
		Q2	✓ As part of the upcoming Legislative Session, the COG has conducted extensive outreach to member governments, special districts and tribal agencies. ✓ The COG hosted the Cibola Legislative Forum on December 21st which include Cibola area governments, special districts, educational institutions, and hospitals.
		Q3	✓ The COG has been working with various local governments and local economic development organizations to develop a framework for a Northwest New Mexico AmeriCorp Vista Program to increase capacity at the local level to assist with economic recovery efforts. An Updated Concept Plan was submitted. ✓ The COG has initiated a Regional Initiative with Cibola County Managers to discuss regionally significant projects, programs, and initiatives.
		Q4	✓
1.4 SGIA Administration Submit Annual Work Program/Certification, audit, reports, and invoices to the Local Government Division.			
1.4.1 AWP & Certification Submit annual work program packet including certification by the end of each State fiscal year in compliance with DFA requirements.	Annual		✓ Annual work program and certification was submitted and approved

1.4.2 Audit Submit audit report to Local Government Division upon release by State Auditor.	Q2	✓ Executive Director Evan Williams and Finance Administrator Martina Whitmore worked closely with hired Certified Public Accountant and the audit firm to conduct and finalize audit activities. Audit activities have been completed and the audit has been posted publicly on the NM Office of State Auditor. No audit findings.
1.4.3 Reporting & Invoicing	Quarterly	✓ FY2020 Annual Report: Completed ✓ FY2020 Q4: Completed ✓ FY2021 Q1: Completed ✓ FY2021 Q2: Completed ✓ **FY2021 Q3: Completed**

Function 2:	**Local Government Support.** Provide a range of technical assistance services and guidance to local governments and to other public entities in the region, focused on identifying, cultivating, financing and implementing investable community development projects.

QUARTERLY ACTIVITY HIGHLIGHTS & RECAP

(1) **Projecteering:** The COG has coined the term "Projecteering" which is an action planning process that showcases the COG's talent to vet, develop phasing strategies, identify roles and responsibilities, outline a financing strategy, and develop task lists to ensure priority projects (infrastructure, planning, etc) get implemented. The COG has modeled this process and has workshopped various local governments during the third quarter.

(2) **Recreation Economy for Rural Communities:** COG participated in the RERC initiative and attended several steering committee meetings and assisted in the development and finalization of the 2-year work plan to develop and promote outdoor recreation in Cibola County.

(3) **Legislative Assistance:** This quarter, COG worked with all local governments, tribal entities, and special districts to develop and submit capital outlay requests for priority infrastructure projects. In total the COG assisted 9 local governments, 10 special districts and 12 tribal entities with capital outlay submissions. The COG also monitored relevant policy recommendations and provide technical assistance, research and review as needed.

(4) **Community Development Block Grant (CDBG):** This quarter, COG staff has continued to assist Cibola area governments with CDBG participation. Cibola has since decided not to participate this year, the City of Grants will resubmit its application, Village of Milan has selected its projects and is developing an application.

TASK TRACKING

TASK	DUE DATE	STATUS	
2.1 General Technical Assistance			
2.1.1 Policy Assistance Identify and develop policy needs and issues that are viable legislative initiatives and assist in promoting	Ongoing	Q1	✓COG staff monitored and provided guidance to local governments regarding CARES Act funding and other COVID-19 related programs at the Federal and State Level.
		Q2	✓COG continued to monitor and provide guidance to local

and tracking these initiatives throughout the legislative process.			governments regarding CARES Act funding and other COVID-19 related programs. The COG also monitored legislation at the state level that impacts the region.
		Q3	✓ **COG staff monitored and provided guidance to local governments regarding President Biden's American Rescue Plan and various state funding programs for infrastructure development and COVID-19 response and recovery.**
		Q4	
2.1.2 Funding Provide guidance to local governments to help meet basic eligibility requirements for receiving government funding for community and economic development activities.	Ongoing	Q1	✓ COG continued to email #GrantOps, and provide a filter, funnel, and follow-up approach to COVID-19 opportunities and other annual state programs such as CDBG, NMFA Water Trust Board, Local Government Planning Fund, Youth Conservation Corps.
		Q2	✓ COG continued to email #GrantOps, and provide a filter, funnel, and follow-up approach to COVID-19 opportunities and other annual state programs such as CDBG, NMFA Water Trust Board, Local Government Planning Fund, Youth Conservation Corps.
		Q3	✓ **COG continued to email #GrantOps, and provide a filter, funnel, and follow-up approach to COVID-19 opportunities and other annual state programs such as CDBG, NMFA Water Trust Board, Local Government Planning Fund, Youth Conservation Corps. COG is closely monitoring the American Rescue Plan and has been in close contact with Congressional staff regarding guidelines for use of allocated funds, and programs.**
		Q4	
2.1.3 Fiscal Agency Provide fiscal agent services as mutually agreed upon with member governments in connection with Executive Order 2013-006. i.e. including capital outlay appropriations, Community Development Block Grant, and Water Trust Board funding.	Ongoing	✓ Q1-2: COG service as fiscal agent for 2 remaining projects on behalf of two member governments, working with local and State staff to produce agreements and smooth over bureaucratic issues. ✓ Q3: COG service as fiscal agent for 2 remaining projects on behalf of two member governments, working with local and State staff to produce agreements and smooth over bureaucratic issues.	

2.1.4 Asset Management Provide guidance to local governments upon request to improve capacity to manage infrastructure, such as development of asset management plans.	Ongoing	✓Q1: As a part of working with communities on ICIPs, COG staff has helped with asset management. Several training opportunities were shared with members. COG staff attended various trainings provided by the Special Projects Bureau of the NM Department of Finance and Administration. These trainings provided necessary training on asset management from beginning to end. ✓Q2: COG continued to share information and training opportunities regarding asset management. ✓**Q3: COG continued to share information and training opportunities regarding asset management. COG has promoted Rural Communities Assistance Corporation (RCAC) and their asset management training series to small water system throughout the region.**
2.1.5 Planning & Technical Support Provide related technical assistance, such as census data, land use planning, comprehensive plans, and mapping, upon request and availability of resources.	Q3	**<u>Gallup - MRA Plan Update:</u> The COG facilitated a second downtown committee meeting to assess the implementation of the current MRA Plan. The COG will work with the city to update the plan to remain usable for the coming years.** **<u>Grants - Recreation Economies for Rural Communities (RERC):</u> COG staff continued its participation in the City of Grants outdoor recreation initiative and has assisted with the prioritization and finalization of the 2-year work plan. Additionally, the COG has participated in various strategy meetings to move actions forward.** **<u>Regional Plans:</u> COG staff has completed the NWNM Economic/Covid Recovery Plan and the Regional Transportation Plan and is finalizing the Comprehensive Economic Development Strategy (CEDS) Plan, Zuni Mountains Trails & Conservation Master Plan. These plans required data collection and analysis and map generation and other planning and technical support.**
2.2 ICIP Management		
2.2.1 Trainings Collaborate with the Local Government Division to organize and host Infrastructure Capital Improvement Plans (ICIPs) training in the COG region.	Q1-4	Q2: COG continued to offer ICIP assistance to local governments, special districts and tribal entities. COG has coupled ICIP assistance with Capital Outlay to ensure local priorities have been vetted. **Q3: No ICIP training activities conducted during Quarter 3**
2.2.2 Plan Development Provide technical assistance to local governments in updating, utilization and monitoring of local ICIPs upon request.	Q1-4	Q2: COG staff supported over 35 entities in their preparation, submission, and corrections of their ICIPs. COG has assisted various entities with ICIP amendments after conducting thorough review. **Q3: The COG assisted a few entities with amendments to their ICIP as part of legislative capital outlay preparation. Amendments were approved by the Special Projects Bureau of DFA.**

2.2.3 Funding Analysis Work with local governments and the legislature to prioritize, evaluate, and recommend projects for compatible funding sources.	Q3	**Q3: COG staff has worked with local governments, special districts and tribal entities to prepare and submit legislative capital outlay requests.** **COG staff also assisted a number of tribal entities with reauthorization of unspent capital outlay to avoid reversion.** **COG staff monitored relevant bills and policy decisions that impact funding availability for critical resources that invest millions of dollars into the region.**
2.3 CDBG Support		
2.3.1 Inform & Notify Provide information to staff and officials regarding the Community Development Block Grant (CDBG) programs and training events.	Ongoing	**Q3: COG staff worked closely with LGD staff to monitor updates to timelines and get approval for reduced requirements due to difficulty brought on by COVID-19. COG staff has shared info with participating entities and will continue to act as liaison.**
2.3.2 Application Selection & Development Provide technical assistance as requested to local municipalities and counties to identify, select and develop eligible applications for projects for CDBG funding.	Ongoing	**Q3: COG staff has worked with Cibola and McKinley Counties, City of Grants and the Village of Milan to prepare for CDBG. All four entities have undergone public participation activities. After much deliberation, projects were selected for McKinley County, City of Grants and the Village of Milan. Cibola County opted to postpone participation.**
2.3.3 Presentations Assist local CDBG applicants in preparation of presentations to the Community Development Council.	Q3	**Q3: No presentations to the Community Development Council were made this quarter.**
2.3.4 Implementation Provide technical assistance as requested to implement awarded CDBG projects.	Ongoing	**Q2-3: COG staff continued to work with and provide assistance to McKinley County, Village of Milan and the City of Gallup on their construction grants.**
2.3.5 Project Administration Provide project administration as mutually agreed upon to member governments to implement CDBG projects, i.e. monitoring, procurement, pay requests and closeout.	Ongoing	**Q3: Currently, the COG is not contracted for project administration services, but does serve as the fiscal agent for the Village of Milan. Staff has regular and routine discussions and check-ins on progress with staff.**

Function 3:	Integrated Planning & Development. Incorporate common and core regional work programs, such as the Regional Transportation Planning Organization (RTPO), the Economic Development Administration (EDA) and the State Grant-In-Aid (SGIA), into a unified statewide model.

QUARTERLY ACTIVITY HIGHLIGHTS & RECAP

(1) **Regional Plans**: COG continued work to update its Comprehensive Economic Development Plan and Regional Transportation Plan and has initiated the update of the Zuni Mountains Trails & Conservation Master Plan. Plans will establish the basis for local level plans and will link with statewide plans.

(2) **AmeriCorps Vista:** The COG retooled its workplan to meet requirements of AmeriCorps Vista and resubmitted its proposal. The COG's goal of increasing capacity at local Economic Development Organizations is still the focus of the Northwest New Mexico AmeriCorps Program.

(3) **Grant and Project Technical Assistance:** COG was able to assist entities in securing grant funding. In the third quarter the COG was able to help secure $2,505,000 in grant funding to aid in local government work.

TASK TRACKING

TASK	DUE DATE	STATUS
3.1 COG Partnership Partner with other regional Planning Districts to focus resources, streamline reporting, administrative compliance, and identify best practices as well as needs.	Ongoing	**Q3: COG has participated in weekly EDA calls with other Regional Planning Districts to develop plans, programs, and projects to aid in economic recovery during and post pandemic.**
3.2 Outreach & Marketing Provide outreach and marketing for local government inclusion into the integrated planning process, such as FUNDIT, Comprehensive Economic Development Strategy (CEDS), etc.	Ongoing	**Q3: COG continued to promote the update of the CEDS and other regional plans to notify members of timeframe for comment and public outreach. COG staff distributed information regarding various trainings.**
3.3 Related Planning & Development Initiatives Include related planning initiatives into the integrated planning model as Planning District staff and financial resources permit, such as regional water planning, Legislative Jobs Council, energy initiatives, workforce, etc.	Ongoing	**This year, our COG is involved in updating our Regional Transportation Plan, Comprehensive Economic Development Plan and the Zuni Mountains Trails & Conservation Plan. Plans are developed in a manner that allow seamless inclusion into statewide plans.** **AmeriCorps Vista: The COG retooled its workplan to meet requirements of AmeriCorps Vista and resubmitted its proposal. The COG's goal of increasing capacity at local Economic Development Organizations is still the focus of the Northwest New Mexico AmeriCorps Program.** **McKinley County Water Regionalization: The COG has continued its work to assist McKinley County and the small water system within to regionalize and build local capacity.**

3.3.1 Grantsmanship & Project Technical Assistance (TA):

CLIENT	GRANT/SOURCE	AMOUNT	STATUS
City of Gallup	NMEMNRD Youth Conservation Corps: COG assisted the City to apply to continue its YCC program.	$144,500	In Review
Region	AmeriCorps VISTA: COG retooled and resubmitted a concept proposal to AmeriCorps Vista to build local capacity at Economic Development Organizations.	$222,940	In Review
McKinley County	EPA Water Infrastructure Improvements for the Nation (WIIN): The COG developed, submitted, and was awarded a WIIN grant from EPA to aid in water regionalization efforts, conduct trainings for small water systems and to develop and host a water summit.	$420,000	In Review
San Juan County	EDA CARES: The COG prepared and applied to the EDA Cares funding program for improvements to the San Juan Regional Medical Center.	$1,250,000	Awarded
COG	EDA CARES: The COG submitted a proposal to EDA to fund its Revolving Loan Fund to provide capital for local businesses and entrepreneurs.	$990,000	Awarded
COG	Tri-State: provided a grant for community assistance.	$250,000	Awarded

3.3.2 Healthy Communities: The COG team led by Carrie House worked with State of New Mexico Health Department on the "Data Across Sector of Health" (DASH) to support this initiative and developed a Navajo Nation Food Map. COG staff has remained in contact with the UNM Prevention and Research Center on the VIVA Connects program in eastern Navajo Nation. Activities have been put on hold due to Covid-19.

3.3.3 Workforce: The NWNMCOG has partnered with NM Workforce Solutions and Greater Gallup Economic Development Corporation (GGEDC) to develop an industry-driven workforce development program for various cohorts and job skills that currently are in high demand for local, high-paying jobs. COG has continued partnership with the industrial workforce program.

3.3.4 Economic & Tourism Development: The COG team continued to administer the multi-year contract with the US Economic Development Administration.

Project highlights for this quarter include:

NATIONAL LEVEL

Economic Development Administration (EDA):

- Applications & Awards:

3.2 *District CARES Application.* The COG is continuing to implement this $400,000 CARES Act application to EDA under its non-competitive pool of funding including its contractor Eric Ghahate as Recovery Coordinator.

3.3 *Assistance to Coal Communities Grant Application.* The COG was awarded a second $988,400 grant under EDA's ACC program. Two contracts have been executed already with Four Corners

Economic Development and Wilson & Company. Substantial completion of final design was been completed for the Milan Industrial Park.

3.4 *Revolving Loan Fund.* Under the competitive CARES Act program, COG was awarded an application for $990,000 to develop a COVID-19/CARES Act RLF. http://www.nwnmcog.com/uploads/1/2/8/7/12873976/5._nwnmcog_press_release_draft.pdf

3.5 *G.A.L.L.U.P CARES Planning Grant*: The City of Gallup and Greater Gallup Economic Development Corporation were awarded $600,000 for an autonomous and airport plan to promote the area as Mobility USA. They held the Gallup Mobility Hub virtual economic roundtable on February 11-12, 2021 and procured a contractor for the Mobility piece of the project.

3.6 *EDA-COG Weekly Check-in*: The COG and Trisha Korbas, Economic Development Representative (EDR) continued to facilitate weekly video conference calls to share information on COVID-19.

- Statewide CEDS Plan: The COG continued to support the State of New Mexico Department of Economic Development roll-out its award for $1,500,000 to update the statewide plan and a state recovery plan to interlink with Regional CEDS and Recovery Plans.
- Regional CEDS Plan: Michael Sage finalized the Regional CEDS "La Ristra Northwest" update including re-designing the CEDS committee and recruiting participation. A presentation was be made to COG Board on October 21, 2020 with final approval expected on April 21, 2021.

Census 2020/Stats America: COG Associate Planner Carrie House maintained communication with census planners at the state and regional levels in this process. COG staff spearheaded Complete Count Committees in all three counties and completed designating Community Designated Places (CDP). The major focus of this quarter was finalizing information for each county related to the Participant Statistical Areas Program (PSAP).

EPA Brownfields Coalition: The COG continued promote this opportunity and discuss sites for assessment work. This quarter, COG completed Phase I reports for four sites in McKinley County, two sites in Milan, and two sites in Bloomfield. About 90% of this grant has been deployed.

EPA Recreation Economy for Rural Communities Program: The City of Grants was one of 10 communities selected nationally to participate in this program. Staff assisted in finalizing the Community Action Plan and is serving on several committees to move the plan to implementation.

Developer of the Year: Michael Sage was selected by his peers from NM IDEA association of economic developers for this prestigious award.

IEDC Certification: Evan Williams earned the designation of Certified Economic Developer (CEcD).

STATE LEVEL

"FUND IT" Initiative: COG executive staff attended periodic meetings of the "FUNDIT Task Force" established by the State Economic Development Department for multi-agency vetting and co-financing of economic development projects. This quarter, COG supported Village of Milan with a presentation on its Industrial Park.

Opportunity Zones: During this quarter, COG continued to track opportunities and best practices, including readying a presentation to San Juan County with SBDC and MEP.

State Land Office: COG staff continued to engage State Land Office to authorize redevelopment planning and access in Prewitt, including finalizing the planning & development lease for three years.

COVID-19: The COG has taken an active role in the mitigation, response, and recovery from this crisis including conferences calls with State agencies and disseminating information from the CARES Act.

REGIONAL LEVEL

National Development Council: The COG and its partners engaged this non-profit for services that could help our whole region including a Grow Fund, RLF support, and financial review on project deals.

Enterprise Loan Fund. This quarter, COG researched and began setting up its internal structure to launch this program again.

"POWER" Assistance to Coal Communities: The COG was invited by EDA-Austin to present to its entire staff on the progress of these linked investments.

- Electric Generating Facility Economic Development District: After 10 months of work, the COG and Tri-State Generation & Transmission helped McKinley County stand up a new regional authority focused on redevelopment for the Prewitt Opportunity Zone. COG made several presentations and is excited that Cibola County is eager to join this authority. http://www.nwnmcog.com/mcegfed-document-library.html
- Prewitt Industrial Park Master Plan & Design: won a NADO Impact Award. http://www.nwnmcog.com/prewitt-industrial-park.html
- Milan Industrial Park Master Plan & Design: is also receiving national attention and inquiries from site selectors and businesses looking to locate. http://www.nwnmcog.com/milan-industrial-park.html
- Greater Gallup Industrial Workforce Program: has gone digitally and implemented COVID-19 safe practices in recruiting for its third cohort. https://www.gallupedc.com/workforce
- Energy Transition Act: The COG continues to build from momentum of EDA's investment to assist Coal Impacted Communities, including tracking statewide policy rolled up in Senate Bill 489, entitled Energy Transition Act, which was passed and signed into law. COG staff participated in the Northwest Regional Economic Outlook Forum.
- Tri-State Generation and Transmission: COG staff has also been hyper focused on understanding future plans of TriState as it relates to Escalante Generating Station. The shutdown will eliminate 107 jobs in our region by December 2020. COG staff presented to Tri-State's board in order to secure $5M in community transition funding and supported legislation and funding from the State Legislature. It was announced that COG will receive $250,000 for its continued work.
- McKinley Paper: COG and its partners have been quietly working with this 40-year company that supports the bi-county economy to sustain its current 100 jobs and add up to 10 more through a LEDA application. The State of New Mexico provided a $5M LEDA grant. https://www.bizjournals.com/albuquerque/news/2020/10/27/state-to-invest-5m-to-help-keep-manufacturer-open.html

SET Initiative-US Department of Agriculture-Rural Development (USDA-RD): The COG has joined a group headed by NM State University (NMSU) that has interest in regrouping and resurrecting this rural initiative. COG has submitted an AmeriCorps* VISTA proposal aimed at bringing the capacity needed. This plan was incorporated into the CEDS.

VISTA Proposal: The COG has submitted an AmeriCorps* VISTA proposal aimed at bringing the capacity needed to support several initiatives and organizations. Award expected in June 2021.

Adventure Tourism. COG staff continued service on the Board of Directors of Adventure Gallup & Beyond, Inc., and served as an integral part of its initiatives, including collaborative work on the *Zuni Mountains Trails Partnership* Master Plan with the US Forest Service and other stakeholders. COG work, this quarter, included:

(1) Zuni Mountains Trail Project: During this quarter, COG began updating the Master Trails & Conservation Master Plan that guides this project.

(2) Mount Taylor and Zuni Mountains Collaborative: staff also continued attending these joint-county meetings and supporting subcommittees for NM579 Lobo Canyon Bike Lanes, Grants Trail Project, La Mosca Road Project, and Equestrian Staging Area.

(3) Northside Mecca Project: continue to look for investments to purchase this amazing asset.

Trail of the Ancients Byway and Four Corners Geotourism Website: The COG has assumed a leadership role in applying for national certification of our regional byway, NM Trail of the Ancients and looking to take over ownership and management responsibilities of this website as a marketing and asset inventory asset to promote authentic trips and travel in our region. https://fourcornersgeotourism.com/ This byway did receive national designation.

Broadband: COG staff is supporting a Four Corners regional broadband project and individual applications to build out redundancy in Northwest NM. The COG is eager to utilize an EDA-CARES grant headed by the Department of Information Technology (DOIT) to develop more deployment projects.

San Juan County

Four Corners Economic Development (4CED): COG staff finalized a contract for services based on our EDA ACC #2 grant.

Rail Service: San Juan County received an award for $2M from FHWA's BUILD Program to continue feasibility and planning of a freight rail line that could service the Farmington area.

McKinley County

Carbon Coal Industrial Park: COG participated in site master planning and spec-building planning for this new park including identification of funding options for design and build-out of onsite and offsite infrastructure including wastewater extension.

Coal Avenue Commons: Funded through National Endowment for the Arts, the COG is a lead partner in re-designing downtown Gallup through a creative placemaking approach. COG staff worked on new gap funding strategies including DOT funding. https://www.coalavenuecommons.com/

Greater Gallup Economic Development Corporation, Inc. The COG continued its active partnership with the GGEDC, including:

- Gallup Executive Directors' Association (GEDA) – COG staff continued to attend these meetings.
- Economic Roundtable: COG staff participated in 2021 Roundtable focused on autonomous vehicle industry and mobility.

Cibola County

Milan Industrial Park: COG staff presented to the Village on the design efforts as well as the need to set up a quick response team. The COG developed a 15-year plan of action and build-out.

3.3.5 Transportation: Report for January thru March for the N.W. Regional Transportation Planning Organization; Quarterly highlights as follows:

Long Range Planning:

- Prewitt Milan Transportation Master Plan (PMTMP): Correspondence with Wilson & Co. for development of the Prewitt / Milan Transportation Master Plan – to design rail and roadway infrastructure supporting expansion of the Prewitt and Milan Industrial Parks, after the closure of the Escalante Electric Generating Plant at the Prewitt Park. This project will support ongoing viability and potential growth for industrial parks in Prewitt and Milan. COG staff designed a list of participants for a Policy Oversight Team, and a Technical Working Group to support Wilson & Co. for development of this project.
- FFY2020 Regional Transportation Plan Update: Completed and authorized via Resolution at our January 13 meeting; This included major updates to most sections of the RTP document based on more recent (up to 2019) data available from a variety of regional and state sources. Supporting Resolutions from both the NWNMCOG and NWRTPO.
- State Long-Range Transportation Plan: Periodic correspondence with our NMDOT Liaison regarding the state's Long Range Transportation Plan update priorities to ensure the NWRTPO follows suit for our major RTP update.

Technical Support & Data Management:

- Carrie House worked on equipment needed for more mapping and development of recreational trails in the Zuni Mountains – now moving into Cibola County. Total trail system is over 200 miles.

Project Development & Monitoring:

- 2020 RTIPR Revision was approved at our February 10 meeting, and at the March 10 meeting NMDOT District 6 decided to wait until April to finalize their RTIP to give Catron and Sandoval Counties a little more time to update their projects for inclusion in the DOT District 6 RTIP.
- Developed FFY2021 Call for Transportation Projects and posted to our RTPO website. Informing members on upcoming funding opportunities for Transportation Alternatives Program (TAP), Recreational Trails Program (RTP), Congestion Mitigation / Air Quality (CMAQ) program, and the Transportation Project Fund (TPF) from the State of New Mexico.
- Participated in a Road Safety Audit from Lee Engineering for the I-40 corridor in west Gallup including the I-40 and US491 intersection.

- Research and support for NMDOT and GGEDC's initiative for autonomous vehicles related to our region; participated in the GGEDC Economic Roundtable related to autonomous vehicles.

Other Activities and Monitoring:

- Follow up with RTPO members and other regional colleagues about portions of our Trail of the Ancients Scenic Byway receiving designation as a National Scenic Byway, which carries significant economic opportunities from visitors to our region.
- Support to the Navajo Nation for their development of 60 miles of recreational trails in the Chuska Mountains.

General RTPO Support:

- Staff continue to develop monthly meeting packages and monitor annual deliverables to assure that all required actions are delivered within required timelines. These include reporting on required staff activities and time investment, monthly expenditures, and incoming news on funding or training opportunities.
- This quarter included confirming continued positions for our RTPO leaders, our Regional Transportation Plan update, finalizing our RTIPR, developing another annual meeting schedule for May, 2021 thru April 2022.
- Follow up with RTPO members on progress with RTPO Orientations for their elected leaders.

RTPO Administration:

- Staff completed the FFY2021 2nd Quarter Report within timelines.
- Developed and submitted an administrative amendment request to add hours to Long Range Planning, borrowing from Other Activities, as we completed major updates to our Regional Transportation Plan in the first quarter, burning up most of our available hours.

Respectfully submitted
on behalf of the COG staff,

Evan J. Williams, Executive Director

FOR MORE INFORMATION, TAP RESOURCES AND FOLLOW THE COG VIA:

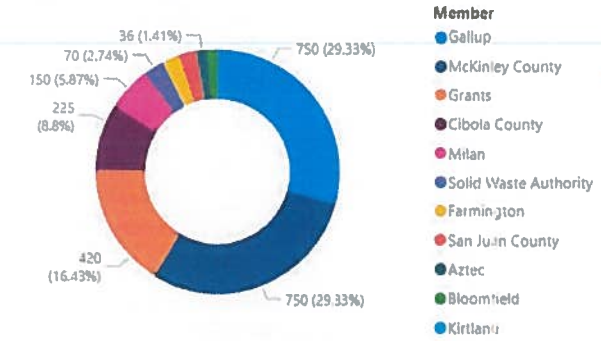
Website: www.nwnmcog.com
Facebook: https://www.facebook.com/NWNMCOG
Twitter: https://twitter.com/NWNMCOG
YouTube: NWNMCOG

Northwest New Mexico Council of Governments

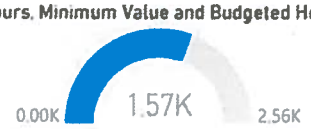
MEMBER HOURS REPORT

FY2021
as of March 31, 2021

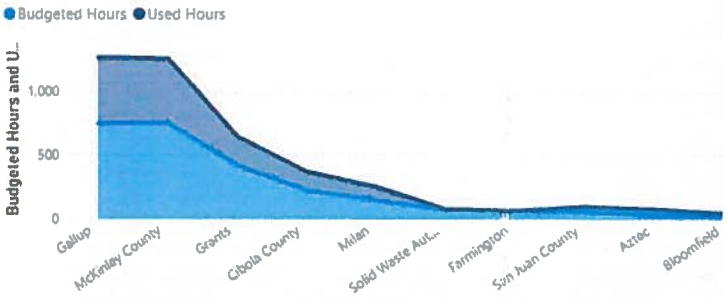
Budgeted Hours by Member



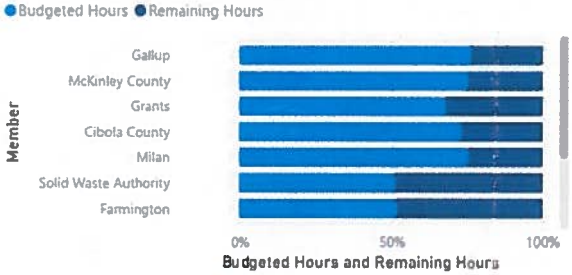
Used Hours, Minimum Value and Budgeted Hours



Budgeted Hours and Used Hours by Member



Budgeted Hours and Remaining Hours by Member



Fund #	Member	Budgeted Hours	Used Hours	Remaining Hours
110	Cibola County	225	142.25	82.75
120	McKinley County	750	502.25	247.75
130	San Juan County	60	33.75	26.25
210	Aztec	36	38.50	-2.50
220	Bloomfield	36	7.75	28.25
230	Farmington	60	3.75	56.25
240	Gallup	750	515.50	234.50
250	Grants	420	220.50	199.50
260	Milan	150	101.00	49.00
270	Kirtland	0	0.00	0.00
310	Solid Waste Authority	70	3.00	67.00
2350		**2557**	**1,568.25**	**988.75**

Northwest New Mexico Council of Governments

IMPACT BY THE NUMBERS

Performance Report, FY21
as of March 31, 2021

Impact Area	Metric	Goal	Progress	Gap
Investment	Grant Funding	$10,000,000	$10,188,506	$188,506
Leverage	Federal	$647,321	$2,625,721	$1,978,400
Leverage	State	$310,000	$430,000	$120,000
Leverage	Private	$250,000	$250,000	$-
Dues	Membership	$235,000	$220,000	$(15,000)
Investment	Brownfields	$220,000	$30,000	$(190,000)
Leverage	Fee for Service Contracts	$144,000	$89,000	$(55,000)
Building Improvements	Roof Repair #2	$126,000	$-	$(126,000)
Building Improvements	Gates	$3,000	$-	$(3,000)
Building Improvements	Garden Project	$1,200	$-	$(1,200)
Building Improvements	Interior Upgrades	$-	$-	$-
Total		**$11,936,521**	**$13,833,227**	**$1,896,706**

Progress, Minimum Value and Goal

G Northwest New Mexico Council of Governments

IMPACT BY THE NUMBERS

Performance Report, FY21
as of March 31, 2021

Impact Area	Metric	Goal	Progress	Gap
Audit	Findings	0.00	0.00	0.00
Awards	NADO Impact Award	1.00	1.00	0.00
Awards	NMIFC Best Practice Award	0.00	0.00	0.00
Awards	Scenic Byway Designation	1.00	1.00	0.00
Marketing	Facebook Followers	150.00	116.00	34.00
Marketing	Twitter Followers	100.00	83.00	17.00
Marketing	Website	1.00	1.00	0.00
Marketing	Youtube Subscribers	50.00	20.00	30.00
Member Satisfaction	Survey (Good or Excellent)	0.90	0.00	0.90
Reporting	Annual Report	1.00	1.00	0.00
Reporting	Newsletters	3.00	1.00	2.00
Reporting	Snapshot of the Session	2.00	0.00	2.00
Staff	Turnover	0.00	0.00	0.00
Total		**309.90**	**224.00**	**85.90**

Progress, Minimum Value and Goal

CONNECTING THE DOTS

NEWSLETTER

The Connecting the Dots Quarterly Newsletter is a product of the Northwest New Mexico Council of Governments

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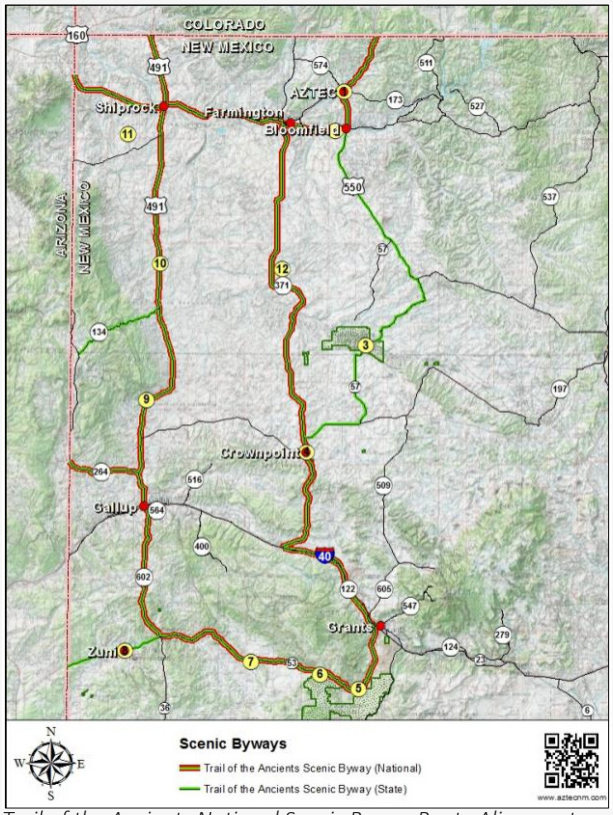
Trail of the Ancients National Scenic Byway

National Designation

The Trail of the Ancients Scenic Byway Corridor has been a three-county initiative in Northwest New Mexico for two decades. It began in our three-county region in October 2002 entitled the "Native Heritage Trail." In 2003 – 2005 a three county Byway Council was formed and began developing and promoting the byway. In 2007 the byway was renamed "Trail of the Ancients" and joined a four-state initiative expanding the corridor through Utah, Arizona, New Mexico, and Colorado. At that time, the Utah and Colorado corridors were already designated as National Scenic Byways. In 2008 our first corridor management plan was completed, and we submitted our first attempt for national designation which was denied around required national criteria.

In 2009 – 2012 the Byway Council received grants for signage along our corridors and kiosks at the Manuelito and Grants Visitor Centers along I-40. In 2012 – 2019 the federal government eliminated the byway programs around fiscal constraints. However, we retained our byway corridor, and focused more on our regional tourism board, the Regional Transportation Planning Organization, and the Four Corners Geotourism Stewardship Council, which also has participation from all four-corners states to continue promoting our byway.



Trail of the Ancients National Scenic Byway Route Alignment

In December 2019 President Trump signed a new National Scenic Byway Bill "Reviving America's Scenic Byway Act of 2019" into law with FHWA program guidance. As a result, the TOA Byway Council was re-formed, and COG staff submitted a new application for national designation for portions of our NWNM corridor. This time our application for portions of our byway was approved for national designation in 2020 and is now a national byway corridor. A map below provides the entire TOA New Mexico Byway corridor, with the nationally designated corridor (which requires pavement to accommodate all vehicles – including freight).

There are six intrinsic qualities the federal government has established for scenic byways nationally, including: Scenic,
Natural, Historic, Cultural, Archaeological, and Recreational qualities; the TOA Byway corridor possesses all six qualities in abundance. Related to national designation, the TOA Council selected Archaeological as our primary byway quality, and Cultural as our secondary byway quality, but as stated our byway has all six qualities in abundance along our corridors. Our current TOA Byway Council includes representatives from: Navajo Nation, Ramah Navajo, Pueblo of Zuni, Pueblo of Acoma, Pueblo of Laguna, Grants, Milan, Gallup, Farmington, Aztec / Bloomfield, San Juan County, McKinley County, and Cibola County.

COG staff are now working to reinvigorate the Trail of the Ancients Byway Council, and begin mapping, developing, advertising, and Marketing our national and state corridors, in collaboration with our colleagues from Arizona, Utah and Colorado. This will involve strong participation from our regional tourism agencies, communities, transportation agencies, state, and national parks - forests and monuments, municipal, county, and tribal governments, historic associations, and recreational organizations. We will need to mutually produce marketing products, guiding signs, maps with latitude and longitude citations for our attractions, and participation from potential tour guides around our various attractions, some of which entail sacred cultural and historic sites.

Zuni Mountain Trails Projects

McKinley and Cibola Trail Construction

Yolynda Begay, District Ranger of the Mount Taylor Ranger District, shared information of anticipated drought conditions this season and its potential impact on trail construction. Proposed machine construction may result in corollary hand construction. McKinley County in addition, is in adherence to biological and heritage restrictions. These queuing of delays, let alone the Novel Coronavirus (SARS-CoV-2/COVID-19) and Mexican Spotted Owl (MSO) Court Injunctions has affected all trail construction decisions and Zuni Mountain Partnerships.

Arnold Wilson, Recreation and Trails/Travel of Mount Taylor Ranger District, Kerry Wood, Trails and Wilderness Manager of Cibola National Forest and Carrie House, Associate Planner of Northwest New Mexico Council of Governments were instrumental in assisting both Cibola and McKinley Counties in preparation of Scopes of Work (SOW) and Request for Proposals (RFP). The COG will provide quality assurance and quality control of USFS Standards and Specifications, per contractor and trail system.

The Quartz Hill Trail system in Cibola County, has undergone full design and is ready for construction. To ensure timely construction of the trail system, Cibola County has opted to high a professional trail building contractor and will employ machinery to construct trail, prep landscape and improve drainage. Additionally, Cibola County has identified its Roads Department as the the team responsible for constructing the Quartz Hill Trailhead.

In McKinley County, the McGaffey and Milk Ranch area trail systems are prepared for construction of approximately 20-miles of new trail. Milk Ranch trailhead is near completion with additional equipment, kiosk, and NM400 road pedestrian and speed signage.

McKenzie Ridge Trail Connector (Twin Springs) 20-mile trail system has been designed by COG Associate Planner, Carrie House.

The COG continues its revision of the Zuni Mountains Trail & Conservation Master Plan and anticipates complete in the summer of 2021. We encourage everyone to participate and provide comments or suggestions to the plan. The current plan is available for public comment at http://www.nwnmcog.com/current-plan-updates.html

Overall, the grand vision of non-motorized trail build-out in the Zuni Mountains has made tremendous strides this year. Seeing gaps in local ability to effectively implement trail design and construction activities, the COG felt the needs to increase its role to ensure completion of this long-standing community priority.

McKenzie Ridge Overlook in the Zuni Mountains

2021 Legislative Session Recap

Held in a hybrid virtual/in-person setting, the 2021 New Mexico Legislative Session was one for the books!

The COG's station in Santa Fe was set to receive a fresh face as Planner Brandon Howe was officially appointed as the COG's point person for legislative assistance. Manned by Executive Director Evan Williams for the last 15 years, the COG was able to provide unmatched legislative services to communities across the region. Services ranging from planning and facilitating legislative forums, identifying, and assisting with prioritization of projects, developing financing strategies, submitting capital outlay requests, presenting to interim committees and tracking policy and legislation were provided leading up to and during legislative sessions. Mr. Williams is confident in Mr. Howe's abilities to continue this level of service and will continue to provide guidance and mentorship.

Mr. Howe's transition into this new role was met with hurdles brought on by the COVID-19 pandemic. With public access into the roundhouse virtually eliminated, the COG had to alter its usual form of technical and legislative assistance this year. Annual legislative forums and interim committee participation were held virtually along with one-on-one trainings to identify, prioritize, and submit capital outlay requests. Navigating these obstacles, the COG still managed to partner with all member governments and various special districts and tribal entities to ensure capital outlay submissions and provided advocacy for bill and legislation. In total, the COG assisted with the submission of 101 capital outlay requests assisting 9 government entities, 10 special districts, and 12 Navajo Chapters.

The legislative session itself was focused on pandemic relief including public health, education, and economy. Some of the key highlights this year include:

- Education – HB6 "Impact Aid" was approved and signed into law. This bill is a result of continuous effort to reformulate the Impact Aid credit program that had negative implications for many school districts in Northwest New Mexico. The bill will allow school districts to fund needed capital infrastructure projects and other activities.

- Broadband – SB377 "Junior Bill" was approved and signed into law. This bill provided the framework for legislators to make additional appropriations to State agencies and add funding to programs, pilots, or special initiatives. The bill provides $5M from the general fund to local governments, tribes, electric cooperatives, and telephone cooperatives for strategic planning and grant writing support for broadband service in unserved areas. $25M was also appropriated from the public education reform fund to plan, design, engineer, construct, purchase and equip broadband infrastructure for public schools statewide. Lastly, the bill provided $10M to the economic development department for projects that support emerging broadband technology pursuant to the Local Economic Development Act.
- Transportation Investments – SB20 was approved and signed into law. This bill provided the framework for reintroduction of the Transportation Project Fund formerly known as the "Local Government Transportation Project Fund". The bill also established recurring funding to this program in the amount of

2021 Capital Outlay Appropriations - Cibola

Entity	Project Title	Requested Amount	Appropriated Amount
Cibola County	Public Safety Building Renovation	$500,000	$37,500
Cibola County	CR 1 Improvements	$500,000	$-
Cibola County	Cibola General Hospital Parking Lot Improvements	$250,000	$200,000
Cibola County	Regional Drainage Master Plan	$150,000	$-
City of Grants	Domestic Violence Shelter Renovation	$175,000	$225,000
City of Grants	Golf Course Pump Station Upgrade	$175,000	$175,000
City of Grants	Washington Ave Drainage Improvements	$250,000	$-
City of Grants	Sakelares Blvd Replace & Improve	$175,000	$-
Village of Milan	Water & Wastewater System Construction	$1,000,000	$-
Village of Milan	Water & Wastewater System Design	$200,000	$-
Village of Milan	Water & Wastewater System Equipment	$800,000	$40,000
		Total	**$677,500**

$40M. HB2 was approved and signed into law. This budget bill provided a one-time special appropriation of $121M into the Transportation Project Fund. Also in this bill was a one-time appropriation to the NMDOT District Office for transportation projects in the Grants and Milan areas and the NM 118 overpass (Allison Road).

- Economic Development - HB2 "Budget Bill" was signed into law. This bill provided the budget for various economic development programs including appropriating $7,000,000 to the Tourism Department for revitalization strategy to restart the tourism economy. The bill also provided continued funding in the amount of $7,000,000 for the Job Training Incentive Program (JTIP) and $17,500,000 for the Local Economic Development Act (LEDA) fund.

2021 Capital Outlay Appropriations - San Juan			
Entity	**Project Title**	**Requested Amount**	**Appropriated Amount**
San Juan County	CR 5500 Improvements	$175,000	$175,000
San Juan County	Jackson Lake Wildlife Area Improvements	$200,000	$200,000
San Juan County	Bridge Design	$150,000	$150,000
San Juan County	Facility Accessibility Improvements	$200,000	$200,000
San Juan County	Regional Medical Center Renovation	$270,000	$270,000
San Juan County	Regional Medical Center Equipment	$60,000	$60,000
City of Farmington	Police Vehicle Purchase	$550,000	$450,000
City of Farmington	Farmington Lake Response Equipment	$200,000	$200,000
City of Farmington	Lions Pool Renovation	$150,000	$250,000
City of Farmington	Broadway Avenue Bridge Repair	$400,000	$400,000
City of Farmington	Security Camera System Installation	$563,333	$875,000
City of Aztec	Reservoir 1 Repair	$2,000,000	$2,000,000
City of Aztec	Water System Construction	$100,000	$200,000
City of Aztec	Main Avenue Construction	$100,000	$100,000
City of Aztec	Public Safety Vehicle Purchase	$150,000	$150,000
City of Bloomfield	East Blanco Blvd Bridge	$2,900,000	$2,400,000
		Total	**$8,080,000**

2021 Capital Outlay Appropriations - McKinley			
Entity	**Project Title**	**Requested Amount**	**Appropriated Amount**
McKinley County	Adult Detention Center Construct	$150,000	$100,000
McKinley County	Industrial Sites Development	$2,100,000	$-
McKinley County	Law Enforcement Building Improvements	$100,000	$-
McKinley County	Community Pantry Improvements	$250,000	$127,000
McKinley County	Courthouse Security Improvements	$100,000	$-
McKinley County	Law Enforcement Vehicles Purchase	$225,000	$-
McKinley County	CR43 Superman Canyon Road & Bridge Construction	$1,000,000	$-
McKinley County	CR4 Manuelito Canyon Road Construction	$200,000	$-
McKinley County	CR1 Construction	$250,000	$300,000
McKinley County	Old Churchrock Mine Road & Bridge Construction	$700,000	$250,000
City of Gallup	Public Safety Building Construction	$7,459,000	$4,014,000
City of Gallup	Coal Ave Commons Phase II Construction	$500,000	$-
City of Gallup	Coal Ave Alley Pedestrian Corridor Improvements	$1,000,000	$-
City of Gallup	Nizhoni Blvd / College Drive Intersection Improvements	$515,000	$-
City of Gallup	Regional Animal Shelter Design	$300,000	$-
City of Gallup	2nd & 3rd Street Rail Crossing Improvements	$100,000	$-
City of Gallup	Police Department Vehicles	$200,000	$80,000
		Total	**$4,871,000**

Water Planning & Regionalization

Water Commons

McKinley County is working closely with the COG to develop a water program that will be dedicated to addressing local issues with small water systems as well as offering direct assistance and administrative support. This initiative is geared towards establishing a strong intergovernmental relationship with the county's rural special districts (water systems, solid waste, soil and water, etc.).

This idea has stemmed from decades of on-going planning efforts to become a more self-sustaining program, and meeting these goals will require full participation between local governments, special districts, state agencies and other stakeholders. With an overall goal to gain a deeper insight on a number of key issues impacting these small water systems, the COG hopes to develop an effective and impactful program to serve the residents of McKinley County.

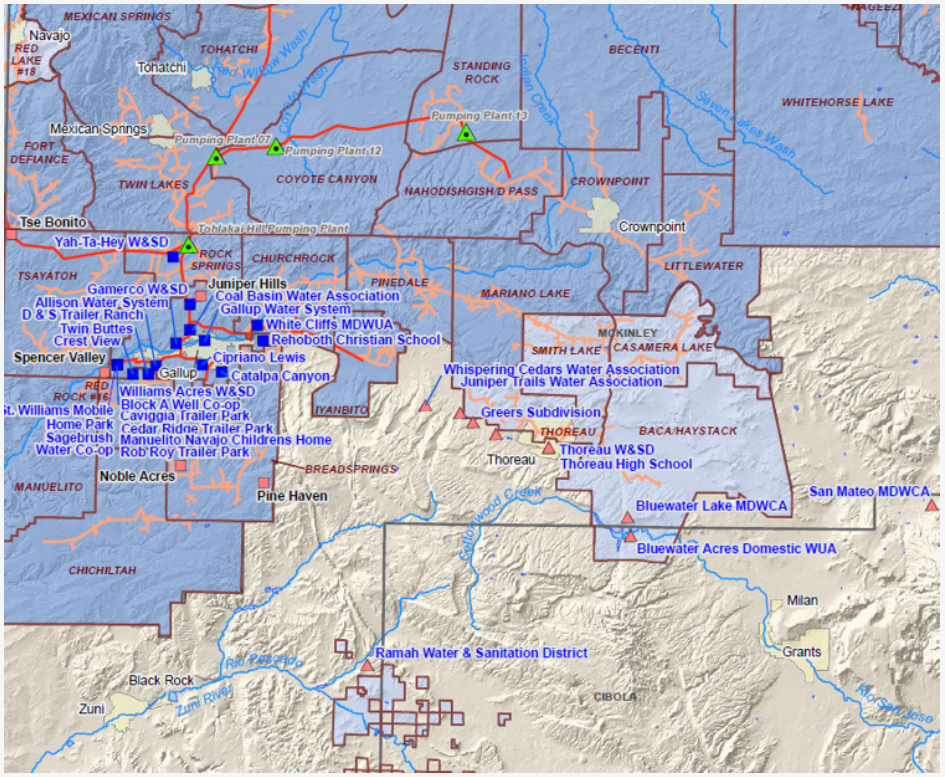
The intended water program will be modeled after our region's Regional Transportation Planning Organization (RTPO) program. For decades, the RTPO has provided a regional forum focused on transportation and has provided tremendous values for all member governments and tribal entities in out region. The COG plans to replicate this program but for water and hopes the impacts are similar to that of the RTPO. The program will assist with the identification of small waster system needs, help recognize and promote the importance of collaboration, and provide various forms of technical assistance.

The regional water program will provide the necessary venue for all stakeholders to contribute to effective and responsible management of our shared finite resource.

Water Regionalization

On a separate measure, the COG is working with the County to research the possibility of water regionalization to assist small water systems with the management and maintenance of their water infrastructure and assets. This model has been employed in other parts of the state with success and have reaped the benefits of a shared management system. Our small water systems in McKinley County and across the region, are stretched thin and are often run by a group of local volunteers. The days of isolated operation and maintenance has passed and the county recognizes the need for this collaborative approach.

The COG encourages all small water systems in McKinley County to participate in this regional collaborative.



Rural Water Systems in McKinley County

Comprehensive Economic Development Strategy

The Council of Governments is happy to announce the region's Comprehensive Economic Development Strategy, referred to as 'La Ristra Northwest', has been completed thereby providing the region with a 5-year road map.

Drawing on a Chile Ristra analogy where individual chiles (local communities) are stronger when tied together in a ristra (region), La Ristra Northwest outlines strategies to achieve economic growth and prosperity through coordinated collaboration from multiple stakeholders.

The updated CEDS emphasizes job creation, community development, and personal wealth creation.

Recognizing the on-going transformation of the regional economy brought on by a shifting national and state energy policy and the impacts of the COVID-19 pandemic on the region, an update of the CEDS provided an opportunity to acknowledge and recognize the changing paradigm and to provide a road map for how the region will ensure resiliency in the face of a changing landscape.

The updated CEDS presents seven (7) goals for the region; top among them is the creation of new entrepreneurs to create the new economy. Additional goals emphasize the need for investments into communities, as a means to both retain and attract young families, and people to help generate wealth.

Another objective of the CEDS were to integrate vertically and horizontally the number of local and regional planning documents with the goal of providing as much as possible a single overarching guiding document.

Going forward, the COG anticipates launching a regional call for projects to create a portfolio of CEDS projects. It is the intent of COG to evaluate each project based on readiness and other factors to produce a robust portfolio of CEDS projects full of multi-tiered readiness projects.

Additional efforts will be made to convene a CEDS committee comprised of community representatives from throughout the region including local and tribal economic development organizations who will volunteer their time and expertise to help guide implementation and evaluation of the CEDS.

Lastly, the CEDS is anticipated to be a living document and will updated on a yearly basis as goals and objectives are implemented but to also ensure the document is relevant and reflects the needs of the region and its populace. With the upcoming release of 2020 Census Data, the CEDS will be updated to include the latest socio-demographic information.

La Ristra Northwest - 2020 - 2025 Comprehensive Economic Development Strategy Plan

The Comprehensive Economic Development Strategies (CEDS) document contributes to effective economic development in communities and regions through locally based, regionally driven economic development planning processes. A CEDS document is required by the U.S. Department of Commerce, Economic Development Administration (EDA) to maintain Economic Development District (EDD) status and must be updated at least once every five years to qualify for EDA assistance.

Region 1 is the designated Economic Development District for the three-county area of northwest New Mexico (Cibola, McKinley, and San Juan) and is responsible for preparing the CEDS update report.

A CEDS is designed to:

- Bring together the public and private sectors
- Be an economic road map to diversify and strengthen regional economies
- Analyze the regional economy
- Serve as a guide for establishing regional goals and objectives
- Be a regional plan for implementation and action
- Identify investment priorities and funding sources

NWNMCOG staff are in the process of updating the CEDS for 2020-2025. The CEDS will incorporate new EDA requirements such as an increased focus on economic resiliency, timely considering the COVID-19 pandemic. In addition, new demographic and socio-economic information will help shed light on the current state of the regional economy. Along with an updated SWOT analysis, the new data will help to define goals and objectives to increase economic growth over the next 5 years. A final report will be posted on the COG website (http://www.nwnmcog.com/ceds-update-2020.html).

Considering the COVID-19 pandemic and the impacts on the local and regional economy from the diversification away from fossil fuels (crude, natural gas, and coal), the 2020 CEDS is one of the most important documents for region as we look to combat economic stagnancy and foster economic growth.

CEcd Certification

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

Evan Williams receives Designation of Certified Economic Developer from the International Economic Development Council

Gallup, NM - Evan Williams, Executive Director of Northwest NM Council of Governments earned the designation of Certified Economic Developer (CEcD), a national recognition that denotes a mastery of skills in economic development, professional attainment and a commitment to personal and professional growth.

The International Economic Development Council (IEDC) administered the CEcD Exam on March 6, 2021, and candidates received their results on March 12, 2021. With 15 years of economic development experience, Mr. Williams has led recently on developing and implementing a Regional Economic Recovery Plan and Program including several US Economic Development Administration (EDA) investments throughout the region.

The CEcD designation recognizes qualified and dedicated practitioners in the economic development field and sets the standard of excellence within the profession. Candidates must pass a rigorous and comprehensive examination, which has three parts and spans two days. The exam tests a practitioner's knowledge, proficiency and judgment in the following key areas of economic development:

- Business retention and expansion
- Finance & credit analysis
- Marketing and attraction
- Strategic planning
- Entrepreneurial & small business development
- Managing economic development organizations
- Neighborhood development strategies
- Real estate development & reuse
- Technology-led economic development
- Workforce development strategies
- Foreign direct investment & exporting

As highly competent economic development professionals, Certified Economic

Developers work with public officials, business leaders and community members to create leadership to build upon and maximize the economic development sector. Excellence in the economic development profession improves the wellbeing, quality of life and opportunities for individuals, businesses and communities. There are currently over 1,100 active CEcDs in the United States.

Developer of the Year!

Distinguished Award bestowed by NM IDEA.

During the annual luncheon of New Mexico IDEA, the Statewide Association of Economic Developers, Michael Sage was awarded the Developer of the Year award. This award recognizes the outstanding efforts of a person who spearheaded a major project that relocated, consolidated or expanded in NM during the receding twelve (12) months. A person who prepared a community for economic growth in a unique way.

As many are aware, our region was put on economic life support 12 months ago with the announcement of several power plant closures, including the very unexpected closure of the modern Escalante Generating Station in Prewitt, NM. Tri-State Generation and Transmission Association announcement might that the entire cluster of businesses that anchor McKinley and Cibola counties were on the chopping block including mine-mouth coal mines of El Segundo and Lee Ranch and McKinley Paper, a recycled cardboard manufacturer that was powered by the waste stream and a boiler from the power plant. This cluster represents over 600 high-paying jobs and a major portion of the overall tax base of McKinley County. Everyone knew that if this cluster closed, someone would be asked to pull the plug and turn off the lights.

While economic development is a team support and no one does it alone, there was one person that the region turned to and depended on and that was Michael Sage. Michael Sage is the Deputy Director for the Greater Gallup Economic Development Corporation and works as the Regional Economic Development Program Manager for the Northwest New Mexico Council of Governments. The following are accomplishments in the last 12 months that have stabilized our regional economy and started to change our situation and the narrative including but not limited to:

- Prior to the public announcement, Michael Sage led a bi-county delegation to meet with the Board of Directors of Tri-State helping to secure a commitment for a $5M Community Assistance Fund.
- Michael Sage authored the global strategy and presented numerous to local stakeholders, Tri-State, and regional organizations and State agencies including:
  - » Support of the implementation of House Memorial 72 & 41 Committees.
  - » Facilitation and support for the passage of House Bill 8 that sets up a new bi-county redevelopment authority.
  - » Facilitation of weekly ZOOM call of the HB8 Stakeholder group to mobilize actions.
- Creation the investment framework for the use of those funds to maximize impact and effectiveness.
- Lead Business Retention and Expansion efforts with McKinley Paper and the coal mines to find out what the community could do to support their continued operation and avoid shutdown.
- Supported the planning, design, and site control for the Prewitt Industrial Park including a shovel-ready 120,000 spec building to promote expansions and future growth, including negotiations with State Land Office and attracting Brownfields investment.
- Spearheaded of one of the State's highest LEDA investments ($5M) in history to save McKinley Paper, its 100+ jobs, and cement them as an anchor for decades to come.
- Assisted the Council of Governments secure several Assistance to Coal Communities grants including one in September 2020 for $988,400 to continue this work.
- Assisted in submitting another LEDA grant that is in review by NMEDD for $750,000 to provide final design of the Prewitt Industrial Park Site #1 as a shovel-ready site for the region and set in motion site certification and foreign-direct investment.

All of this work was done with the double whammy of COVID-19 and bringing together people during a time when physically we were not allowed to – without the visionary leadership and ability to implement of Michael Sage we would not be able to tell this story. He is definitely our region's "Developed of the Year" that overcame incredible odds to transform our region from boom-bust to robust.

As a regional agency, our organizing principle is to bring the region together in the belief that what is good for one is good for all. We believe that we are stronger together and only united can we transform our economy from boom-bust to robust. Mr. Sage is an embodiment of this belief and his work over the past year is proof.

Return on Investment

This quarter, COG built up its Youtube.com channel and posted several new videos including a new Weekly Regional New Briefing playlist and several training and orientation videos as requested by its membership.

The COG continues its total quality management approach to become a results-oriented work environment. To better track outputs, the COG staff has put together a number of performance metrics and set goals for fiscal year 2021 based on previous year's performance and expectations for the current year. Using Microsoft's Power BI application, the COG can track this and report in real time providing a new level of transparency and accountability to our members, clients, partners, and to the region.

New attracted investments:

- **$1,250,000 from US Economic Development Authority to San Juan County for fiber and power redundancy at San Juan Medical Center.**
- **$990,000 from US Economic Development Authority to the NWNMCOG for the Revolving Loan Fund.**
- **$15,000 in site assessment reports from our Brownfields Coalition program in Milan.**
- **$250,000 in private community assistance funding from Tri-State Generation and Transmission Association, Inc.**

IMPACT BY THE NUMBERS				
Impact Area	***Metric***	***Goal***	***Progress***	***Difference***
Investment	Grant Funding	$10,000,000	$10,188,506	$188,506
Leverage	Federal	$647,321	$2,625,721	$1,978,400
Leverage	State	$310,000	$430,000	$120,000
Leverage	Private	$250,000	$250,000	$-
Dues	Membership	$235,000	$220,000	-$15,000
Investment	Brownfields	$220,000	$30,000	-$190,000
Leverage	Fee for Service Contracts	$144,000	$89,000	-$55,000
Building Improvements	Roof Repair #2	$126,000	$-	-$126,000
Building Improvements	Gates	$3,000	$-	-$3,000
Building Improvements	Garden Project	$1,200	$2000	$800
Building Improvements	Interior Upgrades	$-	$-	$-
	Total	**$11,936,521**	**$13,835,227**	

A Message from the Director

Together Let's Fast Forward to Better

The COVID-19 pandemic has underlined and exacerbated the cracks in our systems, economy, and social fabric. If something was eroding, it was torn down; if something was under the surface, it got exposed; if certain markets or businesses were declining, they closed; and while workers that use technology continued, those in touch industries were sidelined. This crisis reminded us all that we are related and connected – the virus did not discriminate, nor did it abide to jurisdictional boundaries and lines on a map.

As the economic development district for the region, we look to add capacity and value at the macro-level by setting and implementing the global strategy. Last year, the Northwest New Mexico Council of Governments (COG) laid out a seven-point strategy in an article entitled, "Plan Today for Recovery Tomorrow", and we will benchmark our accomplishments against those same goals to showcase our organization's commitment to not just talking about it but being about it.

Tactics and outcomes that highlight getting things done that make a difference in our region:

1. Working every day on planning, developing, and financing needed infrastructure projects, including transportation and broadband crucial to our economic competitiveness as a region. **This work continues everyday with large projects in the pipeline targeted for new State and Federal funding. Over the last 9 months, COG attracted over $10M for projects in the region representing an 11-to-1 return on investment for our members and region.**
2. Working with the US Economic Development Administration to target $988,400 in creating shovel-ready industrial sites in our region through their Assistance to Coal Communities program. **COG and its partners have developed two spec-building designs, one shovel-ready site, and two sites ready for final design. A good example is the Prewitt Industrial Park, which was awarded an Impact Award by the National Association of Development Organizations (NADO) in 2020.**
3. Helping Local Government Division setup a Small Business Assistance Program using Community Development Block Grant (CDBG) funds. **COG continues to support the roll-out of recovery programs throughout the State and our region. COG helped the City secure $1M for West Logan Avenue project through CDBG – the largest award in program history in New Mexico.**
4. Continuation of a regional Brownfields program aimed to invest $500,000 to restore environmental concerns and flip properties and building from non-productive sties to community catalysts. **90% of program funding has been deployed including investments on two sites in Milan, four sites in McKinley County, and two sites in Bloomfield.**
5. Nomination for National designation of the Trail of the Ancients byway as a tourism tool to drive visitation to and around our region once restrictions are lifted. **The Trail of the Ancients Byway received national designation and we launched the reboot of the Four Corners Geotourism website.**
6. Producing a series of Community Prospectus for each county to drive Opportunity Zone investments into our region. **Opportunity Zone brochures were produced and are actively being used to attract investment and potential deals in our region.**
7. Approving and updating our Revolving Loan Program to help new business start-ups and entrepreneurs after CARES Act funding is exhausted but access to capital remains an issue. **COG attracted another $990,000 for this program, which is set to relaunch this program to increase access to capital throughout the region in the Summer.**

The COG also completed several planning processes including creation of a Regional Recovery Plan, Comprehensive Economic Development Strategy, Regional Transportation Plan, McKinley County Comprehensive Plan, and the Zuni Mountains Trails & Conservation Master Plan. I am most proud of my team as they stepped out and stretched further to meet the challenges and opportunities to assist our communities in making their visions a reality. They did not wait for plans to be completed but planned and produced in real time. We invite you to our YouTube channel where we are putting out weekly pressers on our work and its impact.

We don't want to see our region just return to normal, we want to fast forward to better. We are stronger together and louder when we speak with one voice – let's make sure they can hear us from the Roundhouse to halls of Congress.

NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

MEMORANDUM

DATE: April 15, 2021

TO: Board of Directors

FROM: Evan Williams, Executive Director

RE: Personnel Policies Changes

A. BACKGROUND

The COG is undergoing review and update of its Personnel Policies as they are over 10 years old, and based on that review we are recommending two immediate changes

B. ACTIONS TO DATE

These changes have been reviewed with staff with no concerns raised or feedback.

Proposed Changes:

(1) **Hospitality Fund**: This was a fund created by paycheck deductions that helped the COG pay for water, coffee, birthday cakes, etc. At this point, I believe it is feasible for the COG to cover these minor costs.

(2) **Annual Leave Buy-back Program:** A program to buy-back unused leave from longer tenured employees (5-year threshold). This program only currently effect Martina Whitmore and Evan Williams. There are a number of other staff that are approaching the 5-year threshold, but no one is within 1 year. Due to budget constraints and the way that this is paid out, staff is recommending that we end the program at the conclusion of the fiscal year, thus providing all owed and obligated benefits. This change would take effect July 1, 2021.

V. Financial Report

Northwest New Mexico Council of Governments
Balance Sheet
As of March 31, 2021

	Mar 31, 21	
ASSETS		
Current Assets		
Checking/Savings		
10100 · Pinnacle Bank - Operating (Operating - Checking)		
10100.1 · Operating Reserve	215,000.00	
10100 · Pinnacle Bank - Operating (Operating - Checking) - Other	303,493.58	
Total 10100 · Pinnacle Bank - Operating (Operating - Checking)		518,493.58
10102 · Pinnacle Bank - R.L.F		101,458.18
10103 · Pinnacle Bank - RLF Sequestered		95,521.51
10104 · Pinnacle Bank - F.S.L.F.		62,316.42
Total Checking/Savings		777,789.69
Accounts Receivable		
10300 · Accounts Receivable (Unpaid or unapplied customer invoices and credits)		343,519.44
10602 · Loans Receivable - L.F.		173,438.02
10604 · Loan Allowance		-173,438.02
Total Accounts Receivable		343,519.44
Other Current Assets		
103XX · Accounts Receivable - Manual		5,045.18
Total Other Current Assets		5,045.18
Total Current Assets		1,126,354.31
Other Assets		
10400 · Due From		147,760.82
20400 · Due To		-147,760.82
Total Other Assets		0.00
TOTAL ASSETS		**1,126,354.31**
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Other Current Liabilities		
20200 · Deferred Revenue		123,620.54
20300 · Accrued Wages		10,108.28
203000 · Accrued Payroll Liabilities (Unpaid payroll liabilities. Amounts withheld or acc...		
203001 · PERA Liability		
203001A · PERA Liability - Employer	38.16	
203001 · PERA Liability - Other	990.62	
Total 203001 · PERA Liability	1,028.78	
203002 · EE Insurance Liability	2,031.13	
203003 · NM Workers Compensation	34.00	
203004 · NM Unemployement Liability	266.54	
203005 · Federal Unemployment Liability	304.58	
203006 · Employee Fund Liability	797.50	
203000 · Accrued Payroll Liabilities (Unpaid payroll liabilities. Amounts withheld or ...	-837.81	
Total 203000 · Accrued Payroll Liabilities (Unpaid payroll liabilities. Amounts withheld ...		3,624.72
20302 · Accrued Payroll Taxes		1,148.41
20304 · Accrued Employee FB		-1,657.17
20305 · Accrued Interest		80.50
20500 · Employee Fund		470.00
Total Other Current Liabilities		137,395.28
Total Current Liabilities		137,395.28
Total Liabilities		137,395.28

Northwest New Mexico Council of Governments
Balance Sheet
As of March 31, 2021

	Mar 31, 21
Equity	
30000 · Opening Balance Equity (Opening balances during setup post to this account. The b...	61,301.76
30002 · Opening Balance Equity - L.F.	259,279.00
32000 · Retained Earnings (Undistributed earnings of the corporation)	96,994.58
39000 · Invested in Capital Assets	19,088.00
Net Income	337,295.69
Total Equity	773,959.03
TOTAL LIABILITIES & EQUITY	**911,354.31**

Northwest New Mexico Council of Governments
Profit & Loss
January through March 2021

	Jan - Mar 21	
Ordinary Income/Expense		
Income		
100 · General		
40400 · Local Revenue		
40401 · Member Dues	53,625.00	
Total 40400 · Local Revenue		53,625.00
40501 · Interest Income		26.33
48000 · Matching Revenue		31,591.45
Total 100 · General		85,242.78
500 · Federal grants and contracts		
40100 · Federal Grant Revenue		285,360.52
Total 500 · Federal grants and contracts		285,360.52
600 · State grants and Contracts		
40200 · State Grant Revenue		38,345.64
Total 600 · State grants and Contracts		38,345.64
700 · Private Grants & Contracts		
40300 · Private/Foundation Revenue		250,000.00
Total 700 · Private Grants & Contracts		250,000.00
800 · Local Grants & Contracts		
40402 · Special Project Revenue		72,933.17
40403 · Local Fiscal Agency Fees		3,871.71
Total 800 · Local Grants & Contracts		76,804.88
900 · Asset Maintenance Fund		
40502 · Rent Income		13,500.00
Total 900 · Asset Maintenance Fund		13,500.00
Total Income		749,253.82
Gross Profit		749,253.82
Expense		
a. Personnel		
50000 · Payroll Expenses		369.08
50001 · Wages & Salaries		78,802.57
Total a. Personnel		79,171.65
b. Fringe Benefits		
50002 · Employee FB		7,722.74
50004 · Payroll Taxes		7,114.61
50100 · Insurance		5,363.93
Total b. Fringe Benefits		20,201.28
c. Travel		
60108 · Registration		1,265.00
60200 · Travel & Per Diem		828.00
Total c. Travel		2,093.00
e. Supplies		
60100 · Office Supplies		767.07
60500 · Computer Software & Equipment		17,551.00
Total e. Supplies		18,318.07

Northwest New Mexico Council of Governments
Profit & Loss
January through March 2021

	Jan - Mar 21	
f. Contractual		
60405 · Professional Services-Restrict	224,411.01	
60406 · Professional Services-General	28,673.96	
60504 · Audit	4,638.63	
Total f. Contractual		257,723.60
h. Other		
Facility Expenses		
60404 · Rent Expense	6,750.00	
60700 · Facility Maintenance	1,249.32	
60701 · Utility	1,683.66	
Total Facility Expenses		9,682.98
Vehicle Expenses		
60602 · Vehicle Insurance	887.00	
60703 · Vehicle Maintenance	64.13	
60704 · Fuels Expense	53.60	
Total Vehicle Expenses		1,004.73
60101 · Duplicating & Copying		1,979.85
60102 · Postage and Delivery		200.00
60103 · Telephone & Telecom		3,916.74
60104 · Subscription & Dues		1,102.30
60603 · Other Insurance		2,771.30
60802 · Hospitality Employee Fund		16.93
Total h. Other		20,674.83
58000 · Grant Match Expense		31,591.45
60113 · Payroll Processing Fees		370.77
Total Expense		430,144.65
Net Ordinary Income		319,109.17
Net Income		**319,109.17**

Northwest New Mexico Council of Governments
Statement of Cash Flows
July 2020 through March 2021

	Jul '20 - Mar 21
OPERATING ACTIVITIES	
Net Income	337,295.69
Adjustments to reconcile Net Income to net cash provided by operations:	
10300 · Accounts Receivable	62,256.92
20100 · Accounts Payable	-198,413.90
20200 · Deferred Revenue	-46,970.68
203000 · Accrued Payroll Liabilities:203002 · EE Insurance Liability	749.51
203000 · Accrued Payroll Liabilities:203003 · NM Workers Compensation	14.00
203000 · Accrued Payroll Liabilities:203005 · Federal Unemployment Liability	210.01
203000 · Accrued Payroll Liabilities:203006 · Employee Fund Liability	245.00
Net cash provided by Operating Activities	155,386.55
INVESTING ACTIVITIES	
14000 · Property & Equipment	567,767.61
14010 · Software	4,178.00
14050 · Accumulated Dep	-139,039.00
1500X · Deferred Outlfows	147,082.00
Net cash provided by Investing Activities	579,988.61
FINANCING ACTIVITIES	
2200X · Net Pension Liability	-550,490.00
2300X · Deferred Inflows	-100,299.00
27000 · Compensated Absences	-25,983.00
3100X · Beginning Net Position	434,396.00
32000 · Retained Earnings	69,311.00
39000 · Invested in Capital Assets	-432,906.61
39500 · FB - Long term Debt	25,983.00
Net cash provided by Financing Activities	-579,988.61
Net cash increase for period	155,386.55
Cash at beginning of period	407,403.14
Cash at end of period	**562,789.69**

NWNMCOG FY 2021 Approved Budget

Board Review & Approval: 4/15/20; Revision #1: 7/15/20; Revision #2: 10/21/20; Revison #3: 1/20/21; Revision #4: 4/21/2021

REVENUES

Fund Class:		TOTAL ANNUAL BUDGET	General Fund	Federal Grants & Contracts					State Grants & Contracts				Private Contracts	Local Grants & Contracts									Asset Management Funds			
Fund/Program:			100	501	513	514	515	502	601	602	628	629	718	830	833	840	821	843-A	843-B	843-C	852	854	855	901	902	903	904
Budget Line Item:			General & Member Svcs	USDOC/ EDA-PPG	EDA: ACC	EDA: CARES	EDA: ACC #2	USDOC/ EDA-RLF	New Mexico LGD-SGIA	New Mexico DOT- RTPO	LGD: Capital Outlay	NMDOT: PMTMP	Tri-State	EO Fiscal Agent: Gallup	EO Fiscal Agent: Milan	EO Fiscal Agent: Bloomfield	McKinley: ESPC	McK: ZMTP McGaffey QA/QC	McK: ZMTP McKenzie (Design)	CC: ZMTP Quartz Hill QA/QC	McK/Milan: ACC	McK: CARES	Cibola Comp Plan	Reserve Fund	Facility Asset Fund	Vehicle Fleet Asset Fund	Other
100	**GENERAL FUND**	$ 224,500	$ 86,750	$ 17,500	$ -			$ -	$ 99,000	$ 21,250	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	MEMBERSHIP DUES	$ 224,500	$ 224,500																								
110	*Cibola County*	$ 20,000	$ 20,000																								
120	*McKinley County*	$ 65,000	$ 65,000																								
130	*San Juan County*	$ 5,000	$ 5,000																								
210	*Aztec*	$ 3,000	$ 3,000																								
220	*Bloomfield*	$ 3,000	$ 3,000																								
230	*Farmington*	$ 5,000	$ 5,000																								
240	*Gallup*	$ 65,000	$ 65,000																								
250	*Grants*	$ 37,500	$ 37,500																								
260	*Milan*	$ 13,500	$ 13,500																								
310	*NWNM RSW Authority*	$ 7,500	$ 7,500																								
	MATCHING FUND TRANSFERS	$ -	$ (137,750)	$ 17,500					$ 99,000	$ 21,250	$ -	$ -															
500	**FEDERAL GRANTS & CONTRACTS**	$ 886,104	$ -	$ 48,000	$ 326,500	$ 201,604	$ 310,000	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
600	**STATE GRANTS & CONTRACTS**	$ 428,700	$ -						$ 99,000	$ 85,000	$ 124,700	$ 120,000		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
700	**PRIVATE GRANTS & CONTRACTS**	$ 35,000	$ -						$ -	$ -	$ -	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
800	**LOCAL GRANTS & CONTRACTS**	$ 187,365	$ -											$ -	$ -	$ -	$ -	$ 4,000	$ 16,400	$ 4,000	$ 111,750	$ 10,000	$ 5,000	$ -	$ 36,215	$ -	$ -
	Local Grants & Contracts	$ 111,829												$ -	$ -	$ -	$ 36,215	$ 4,000	$ 16,400	$ 4,000	$ -	$ 10,000	$ 5,000		$ 36,215		
	INTERFUND TRANSFERS	$ (36,215)												$ -	$ -	$ -	$ (36,215)	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
900	**OTHER REVENUES/Asset Mgt**	$ 42,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 27,000	$ 15,000	$ -
	Rent Revenue	$ 27,000																							$ 27,000		
	Fleet Mileage Revenue	$ 15,000																								$ 15,000	
	TOTAL NET REVENUES	$ 1,768,669	$ 86,750	$ 65,500	$ 326,500	$ 201,604	$ 310,000	$ -	$ 198,000	$ 106,250	$ 124,700	$ 120,000	$ 35,000	$ -	$ -	$ -	$ -	$ 4,000	$ 16,400	$ 4,000	$ 111,750	$ 10,000	$ 5,000	$ -	$ 63,215	$ 15,000	$ -
	Percentage of Total Revenues	100.00%	4.90%	3.70%	18.46%	11.40%	473.28%	0.00%	11.19%	6.01%	#DIV/0!	6.78%	40.35%	0.00%	0.00%	0.00%	0.00%	0.23%	18.90%	0.23%	6.32%	#VALUE!	#DIV/0!	0.00%	3.57%	0.85%	0.00%

EXPENSES

FUND CLASS:		TOTAL ANNUAL BUDGET	GENERAL FUND	FEDERAL GRANTS & CONTRACTS					STATE GRANTS & CONTRACTS					LOCAL GRANTS & CONTRACTS									RESERVES			
FUND/PROGRAM:			100	501	513	514	515	502	601	602	627	629	718	830	831	840	821	843	843	843	852	854	855	901	902	903	904
BUDGET LINE ITEM			General Admin	EDA PPG	EDA: ACC	EDA: CARES	EDA: ACC #2	EDA RLF	NM LGD-SGIA	NM DOT-RTPO	LGD: Capital Outlay	NMDOT: PMTMP	Tri-State	EO Fiscal Agent: Gallup	EO Fiscal Agent: Milan	EO Fiscal Agent: Bloomfield	McK: ESPC	McK-ZMTP: McGaffey QA/QC	McK: ZMTP McKenzie (Design)	CC: ZMTP Quartz Hill QA/QC	McK/Milan: ACC	McK: CARES	Cibola Comp Plan:	Reserve Fund	Facility Asset Mgt Fund	Vehicle Asset Mgt Fund	Other
a.	**PERSONNEL (Wages/Salaries)** 50001	$ 433,775	$ 43,325	$ 24,031	$ 3,500	$ 30,000	$ 2,000	$ -	$ 92,836	$ 54,584	$ -	$ -	$ 4,000	$ -	$ -	$ -	$ -	$ 2,000	$ 8,000	$ 2,000	$ 75,000	$ 5,000	$ 5,000	$ -	$ -	$ -	
b.	**FRINGE BENEFITS**	$ 109,993	$ 13,552	$ 5,936	$ 865	$ 7,410	$ 494	$ -	$ 22,930	$ 13,482	$ -	$ -	$ 988	$ -	$ -	$ -	$ -	$ 494	$ 1,976	$ 494	$ 18,525	$ 2,470	$ -	$ -	$ -	$ -	$ -
	Employee Fringe Benefits (9.8%) 50002	$ 42,510	$ 4,246	$ 2,355	$ 343	$ 2,940	$ 196	$ -	$ 9,098	$ 5,349	$ -	$ -	$ 392	$ -	$ -	$ -	$ -	$ 196	$ 784	$ 196	$ 7,350	$ 980	$ -	$ -	$ -	$ -	$ -
	Payroll Taxes (8.7%) 50004	$ 37,738	$ 3,769	$ 2,091	$ 305	$ 2,610	$ 174	$ -	$ 8,077	$ 4,749	$ -	$ -	$ 348	$ -	$ -	$ -	$ -	$ 174	$ 696	$ 174	$ 6,525	$ 870	$ -	$ -	$ -	$ -	$ -
	Insurance (6.2%) 50100	$ 26,894	$ 2,686	$ 1,490	$ 217	$ 1,860	$ 124	$ -	$ 5,756	$ 3,384	$ -	$ -	$ 248	$ -	$ -	$ -	$ -	$ 124	$ 496	$ 124	$ 4,650	$ 620	$ -	$ -	$ -	$ -	$ -
	Life and Disability Insurance 50101	$ 600	$ 600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Worker's Compensation 50102	$ 30	$ 30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Annual Leave Accrual (2.00%) 50103	$ 2,221	$ 2,221	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
c.	**TRAVEL**	$ 37,175	$ 4,018	$ 4,523	$ -	$ 5,500	$ 300	$ -	$ 3,916	$ 5,000	$ -	$ -		$ -	$ -	$ -	$ -	$ 250	$ 250	$ -	$ 12,000	$ -	$ -	$ -	$ -	$ -	$ -
	Registration (Training) 60108	$ 8,785	$ 515	$ 1,273	$ -	$ 1,000	$ -	$ -	$ 1,916	$ 3,000	$ -	$ -						$ 50	$ 50	$ -	$ 5,000	$ -	$ -				
	Travel & Per Diem 60200	$ 16,140	$ 1,900	$ 1,750	$ -	$ 1,500	$ 100	$ -	$ 1,000	$ 1,000	$ -	$ -		$ -	$ -	$ -	$ -	$ 100	$ 100	$ -	$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -
	Mileage Costs 60201	$ 12,250	$ 1,603	$ 1,500	$ -	$ 3,000	$ 200	$ -	$ 1,000	$ 1,000	$ -	$ -						$ 100	$ 100	$ -	$ 2,000	$ -	$ -		$ -		
d.	**EQUIPMENT**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Equipment Purchase 69000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -			$ -	$ -	$ -	$ -	$ -	$ -	$ -	
e.	**SUPPLIES**	$ 126,294	$ 2,000	$ 4,440	$ -	$ 104,244	$ -	$ -	$ 6,120	$ 3,240	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,250	$ -	$ -	$ -	$ -	$ -	$ -
	Office Supplies 60100	$ 15,000	$ -	$ 2,640	$ -	$ 3,000	$ -	$ -	$ 6,120	$ 3,240	$ -	$ -									$ -	$ -	$ -	$ -			
	Office Furniture & Equipment Lease 60109	$ 6,800	$ -	$ 800	$ -	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -									$ -	$ -	$ -	$ -			
	Computer Software & Equipment 60500	$ 104,494	$ 2,000	$ 1,000	$ -	$ 95,244	$ -	$ -	$ -	$ -	$ -	$ -									$ 6,250	$ -	$ -	$ -			
f.	**CONTRACTUAL**	$ 892,808	$ -	$ 12,122	$ 322,100	$ 43,400	$ 307,206	$ -	$ 28,102	$ 14,878	$ -	$ 120,000	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Professional Services/Restricted 60405	$ 834,306	$ -	$ -	$ 322,100	$ 40,000	$ 307,206	$ -	$ -	$ -	$ -	$ 120,000	$ 30,000					$ -	$ -	$ -	$ -	$ -	$ -				
	Professional Services/General 60406	$ 40,000	$ -	$ 8,800	$ -		$ -	$ -	$ 20,400	$ 10,800	$ -	$ -									$ -	$ -	$ -				
	Audit(s) 60504	$ 18,502	$ -	$ 3,322	$ -	$ 3,400	$ -	$ -	$ 7,702	$ 4,078	$ -	$ -									$ -	$ -	$ -	$ -			
g.	**CONSTRUCTION**	$ 134,222	$ (34,384)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 126,000	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42,606	$ -	$ -
	Property Improvements 69001	$ 134,222	$ (34,384)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 126,000	$ -													$ 42,606		
h.	**OTHER**	$ 120,534	$ 4,500	$ 13,713	$ -	$ 11,050	$ -	$ -	$ 39,356	$ 15,806	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,609	$ 15,000	$ -
	Duplicating/Copying 60101	$ 11,000	$ -	$ 1,870	$ -	$ 2,500	$ -	$ -	$ 4,335	$ 2,295	$ -	$ -										$ -	$ -				
	Postage & Delivery 60102	$ 2,500	$ -	$ 330	$ -	$ 1,000	$ -	$ -	$ 765	$ 405	$ -	$ -										$ -	$ -				
	Telephone & Telecom 60103	$ 14,000	$ -	$ 2,299	$ -	$ 3,550	$ -	$ -	$ 5,330	$ 2,822	$ -	$ -										$ -	$ -				
	Subscriptions & Dues 60104	$ 14,000	$ -	$ 2,200	$ -	$ 4,000	$ -	$ -	$ 5,100	$ 2,700	$ -	$ -										$ -	$ -				
	Meeting Costs 60105	$ 4,000	$ 3,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -										$ -	$ -				
	Printing 60106	$ 3,950	$ -	$ 869	$ -	$ -	$ -	$ -	$ 2,015	$ 1,067	$ -	$ -										$ -	$ -				
	Advertising 60107	$ 2,300	$ -	$ 506	$ -	$ -	$ -	$ -	$ 1,173	$ 621	$ -	$ -										$ -	$ -				
	Special Events 60111	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -										$ -	$ -				
	Service Charges 60112	$ 500	$ -	$ 110	$ -	$ -	$ -	$ -	$ 255	$ 135	$ -	$ -										$ -	$ -				
	Other Insurance (WMC & Director's) 60603	$ 4,177	$ -	$ 919	$ -	$ -	$ -	$ -	$ 2,130	$ 1,128	$ -	$ -										$ -	$ -				
	Miscellaneous Expense 60801	$ 498	$ -	$ 110	$ -	$ -	$ -	$ -	$ 254	$ 134	$ -	$ -										$ -	$ -				
	FACILITY EXPENSES	$ 47,609	$ -	$ 4,500	$ -	$ -	$ -	$ -	$ 18,000	$ 4,500	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,609	$ -	$ -
	Rent 60404	$ 27,000	$ -	$ 4,500	$ -	$ -	$ -	$ -	$ 18,000	$ 4,500	$ -	$ -															
	Insurance 60601	$ 4,609	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -												$ 4,609			
	Maintenance 60700	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -												$ 6,000			
	Utilities 60701	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -												$ 10,000			
	VEHICLE EXPENSES	$ 15,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,000	$ -
	Insurance 60602	$ 2,864	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -														$ 2,864	
	Maintenance 60703	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -														$ 6,000	
	Fuels Expense 60704	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -														$ 6,000	
	Vehicle Acquisition 60705	$ 136	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -														$ 136	
	TOTAL EXPENSES	$ 1,656,790	$ 33,011	$ 64,764	$ 326,465	$ 201,604	$ 310,000	$ -	$ 193,260	$ 106,989	$ 126,000	$ 120,000	$ 34,988	$ -	$ -	$ -	$ -	$ 2,744	$ 10,226	$ 2,494	$ 111,775	$ 7,470	$ 5,000	$ -	$ 63,215	$ 15,000	$ -
	NET, REVENUES less EXPENSES	$ 111,878	$ 53,739	$ 736	$ 36	$ -	$ -	$ -	$ 4,740	$ (739)	$ (1,300)	$ -	$ 12	$ -	$ -	$ -	$ -	$ 1,256	$ 6,174	$ 1,506	$ (25)	$ 2,530	$ -	$ -	$ -	$ -	$ -

Line-Items	Minimum Value	FY20 Budget	FY21 Budget	Q1	Q2	Q3	Q4	Total	Balance	Annual % Variance	Mid-Point Variance
PERSONNEL	**$ -**	**$ 335,000**	**$ 341,813**	**$ 81,887.31**	**$ 90,256.19**			**$ 172,143.50**	**$ 169,669.00**	**-50%**	**1%**
FRINGE BENEFITS	**$ -**	**$ 121,386**	**$ 124,482**	**$ 18,014.76**	**$ 21,673.25**			$ 39,688.01	$ 84,793.99	**-68%**	**-36%**
Registration (Training)	$ -	$ 9,001	$ 8,785	$ 385.00	$ 3,385.00			$ 3,770.00	$ 5,015.00	**-57%**	**-14%**
Travel & Per Diem	$ -	$ 16,584	$ 16,140	$ -	$ -			$ -	$ 16,140.00	**-100%**	**-100%**
Mileage Costs	$ -	$ 15,000	$ 12,250	$ -	$ -			$ -	$ 12,250.00	**-100%**	**-100%**
Equipment Purchase	$ -	$ 1	$ 1	$ -	$ -			$ -	$ 1.00	**-100%**	**-100%**
Office Supplies	$ -	$ 15,000	$ 15,000	$ 2,186.10	$ 1,740.35			$ 3,926.45	$ 11,073.55	**-74%**	**-48%**
Office Furniture & Equipment Lease	$ -	$ 1,800	$ 6,800	$ -	$ -			$ -	$ 6,800.00	**-100%**	**-100%**
Computer Software & Equipment	$ -	$ 400	$ 104,494	$ -	$ -			$ -	$ 104,494.00	**-100%**	**-100%**
Professional Services/Restricted	$ -	$ 865,700	$ 834,306	$ 40,037.04	$ 61,732.41			$ 101,769.45	$ 732,536.55	**-88%**	**-76%**
Professional Services/General	$ -	$ 35,000	$ 40,000	$ 6,643.76	$ 9,340.64			$ 15,984.40	$ 24,015.60	**-60%**	**-20%**
Audit	$ -	$ 18,540	$ 18,502	$ -	$ 10,463.88			$ 10,463.88	$ 8,038.12	**-43%**	**13%**
Property Improvements	$ -	$ 78,391	$ 134,222	$ -	$ -			$ -	$ 134,222.00	**-100%**	**-100%**
Duplicating/Copying	$ -	$ 8,500	$ 11,000	$ 1,238.58	$ 1,972.77			$ 3,211.35	$ 7,788.65	**-71%**	**-42%**
Postage & Delivery	$ -	$ 1,500	$ 2,500	$ 386.68	$ 193.43			$ 580.11	$ 1,919.89	**-77%**	**-54%**
Telephone & Telecom	$ -	$ 8,500	$ 14,000	$ 3,456.87	$ 3,524.74			$ 6,981.61	$ 7,018.39	**-50%**	**0%**
Subscriptions & Dues	$ -	$ 10,000	$ 14,000	$ 2,958.74	$ 5,493.28			$ 8,452.02	$ 5,547.98	**-40%**	**21%**
Meeting Costs	$ -	$ 2,500	$ 4,000	$ -	$ 98.58			$ 98.58	$ 3,901.42	**-98%**	**-95%**
Printing	$ -	$ 3,950	$ 3,950	$ -	$ -			$ -	$ 3,950.00	**-100%**	**-100%**
Advertising	$ -	$ 1,700	$ 2,300	$ 78.76	$ 231.61			$ 310.37	$ 1,989.63	**-87%**	**-73%**
Special Events	$ -	$ 1	$ 1,000	$ -	$ -			$ -	$ 1,000.00	**-100%**	**-100%**
Service Charges	$ -	$ 500	$ 500	$ -	$ -			$ -	$ 500.00	**-100%**	**-100%**
Other Insurance	$ -	$ 4,177	$ 4,177	$ 744.50	$ 2,176.10			$ 2,920.60	$ 1,256.40	**-30%**	**40%**
Miscellaneous Expense	$ -	$ 477	$ 498	$ 311.42	$ -			$ 311.42	$ 186.58	**-37%**	**25%**
Rent	$ -	$ 24,000	$ 27,000	$ 6,750.00	$ 6,750.00			$ 13,500.00	$ 13,500.00	**-50%**	**0%**
Facility Insurance	$ -	$ 4,609	$ 4,609	$ (324.00)	$ -			$ (324.00)	$ 4,933.00	**-107%**	**-114%**
Facility Maintenance	$ -	$ 6,000	$ 6,000	$ 1,286.15	$ 1,158.61			$ 2,444.76	$ 3,555.24	**-59%**	**-19%**
Utilities	$ -	$ 10,000	$ 10,000	$ 1,845.90	$ 1,371.88			$ 3,217.78	$ 6,782.22	**-68%**	**-36%**
Vehicle Insurance	$ -	$ 2,864	$ 2,864	$ 586.00	$ 887.00			$ 1,473.00	$ 1,391.00	**-49%**	**3%**
Vehicle Maintenance	$ -	$ 6,000	$ 6,000	$ -	$ -			$ -	$ 6,000.00	**-100%**	**-100%**
Fuels Expense	$ -	$ 6,000	$ 6,000	$ 42.10	$ 24.74			$ 66.84	$ 5,933.16	**-99%**	**-98%**
Vehicle Acquisition	$ -	$ 136	$ 136	$ -	$ -	$ -	$ -	$ -	$ 136.00	**-100%**	**-100%**
		$ 1,613,217	**$ 1,777,329**	**$ 168,516**	**$ 222,474**	**$ -**	**$ -**	**$ 390,990**	**$ 1,386,338**	**-78%**	

NWNMCOG FY 2022 DRAFT Budget

Board Review: 4/21/21

REVENUES

Fund Class:		TOTAL ANNUAL BUDGET	General Fund	Federal Grants & Contracts					State Grants & Contracts				Private Contracts	Local Grants & Contracts					
Fund/Program:			100	501	513	514	515	502	601	602	628	629	718	821	843-A	843-B	843-C	852	855
Budget Line Item:			General & Member Svcs	USDOC/ EDA-PPG	EDA: ACC	EDA: CARES	EDA: ACC #2	USDOC/ EDA-RLF	New Mexico LGD-SGIA	New Mexico DOT- RTPO	LGD: Capital Outlay	NMDOT: PMTMP	Tri-State	McKinley: ESPC	McK: ZMTP McGaffey QA/QC	McK: ZMTP McKenzie (QA/QC)	CC: ZMTP Quartz Hill QA/QC	McK/Milan: ACC	Cibola Comp Plan
100	**GENERAL FUND**	**$ 224,500**	**$ 86,750**	**$ 17,500**	**$ -**			**$ -**	**$ 99,000**	**$ 21,250**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	MEMBERSHIP DUES	*$ 224,500*	*$ 224,500*																
110	*Cibola County*	*$ 20,000*	*$ 20,000*																
120	*McKinley County*	*$ 65,000*	*$ 65,000*																
130	*San Juan County*	*$ 5,000*	*$ 5,000*																
210	*Aztec*	*$ 3,000*	*$ 3,000*																
220	*Bloomfield*	*$ 3,000*	*$ 3,000*																
230	*Farmington*	*$ 5,000*	*$ 5,000*																
240	*Gallup*	*$ 65,000*	*$ 65,000*																
250	*Grants*	*$ 37,500*	*$ 37,500*																
260	*Milan*	*$ 13,500*	*$ 13,500*																
310	*NWNM RSW Authority*	*$ 7,500*	*$ 7,500*																
	MATCHING FUND TRANSFERS	*$ -*	*$ (137,750)*	*$ 17,500*					*$ 99,000*	*$ 21,250*	*$ -*	*$ -*							
500	**FEDERAL GRANTS & CONTRACTS**	**$ 886,104**	**$ -**	**$ 48,000**	**$ 326,500**	**$ 201,604**	**$ 310,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
600	**STATE GRANTS & CONTRACTS**	**$ 454,000**	**$ -**						**$ 99,000**	**$ 85,000**	**$ 150,000**	**$ 120,000**		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
700	**PRIVATE GRANTS & CONTRACTS**	**$ 35,000**	**$ -**						**$ -**	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
800	**LOCAL GRANTS & CONTRACTS**	**$ 275,975**	**$ -**											**$ -**	**$ 54,825**	**$ 16,400**	**$ 43,000**	**$ 111,750**	**$ 45,000**
	Local Grants & Contracts	*$ 169,225*												*$ 5,000*	*$ 54,825*	*$ 16,400*	*$ 43,000*	*$ -*	*$ 45,000*
	INTERFUND TRANSFERS	*$ (5,000)*												*$ (5,000)*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*
900	**OTHER REVENUES/Asset Mgt**	**$ 42,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Rent Revenue	*$ 27,000*																	
	Fleet Mileage Revenue	*$ 15,000*																	
	TOTAL NET REVENUES	**$ 1,882,579**	**$ 86,750**	**$ 65,500**	**$ 326,500**	**$ 201,604**	**$ 310,000**	**$ -**	**$ 198,000**	**$ 106,250**	**$ 150,000**	**$ 120,000**	**$ 35,000**	**$ -**	**$ 54,825**	**$ 16,400**	**$ 43,000**	**$ 111,750**	**$ 45,000**
	Percentage of Total Revenues	*100.00%*	*4.61%*	*3.48%*	*17.34%*	*10.71%*	*473.28%*	*0.00%*	*10.52%*	*5.64%*	*#DIV/0!*	*6.37%*	*40.35%*	*0.00%*	*2.91%*	*18.90%*	*2.28%*	*5.94%*	*#DIV/0!*

EXPENSES

FUND CLASS:		TOTAL ANNUAL BUDGET	GENERAL FUND	FEDERAL GRANTS & CONTRACTS					STATE GRANTS & CONTRACTS				LOCAL GRANTS & CONTRACTS						
FUND/PROGRAM:			100	501	513	514	515	502	601	602	627	629	718	821	843	843	843	852	855
BUDGET LINE ITEM			General Admin	EDA PPG	EDA: ACC	EDA: CARES	EDA: ACC #2	EDA RLF	NM LGD-SGIA	NM DOT-RTPO	LGD: Capital Outlay	NMDOT: PMTMP	Tri-State	McK: ESPC	McK-ZMTP: McGaffey QA/QC	**McK: ZMTP McKenzie (QA/QC)**	CC: ZMTP Quartz Hill QA/QC	**McK/Milan: ACC**	Cibola Comp Plan:
a.	**PERSONNEL (Wages/Salaries)**	50001	**$ 441,721**	**$ 44,709**	**$ 21,466**	**$ 3,000**	**$ 30,000**	**$ 2,000**	**$ -**	**$ 92,497**	**$ 56,271**	**$ -**	**$ -**	**$ 4,000**	**$ -**	**$ 11,654**	**$ 8,000**	**$ 12,000**	**$ 60,000**	**$ 11,000**
b.	**FRINGE BENEFITS**		**$ 111,996**	**$ 13,934**	**$ 5,302**	**$ 741**	**$ 7,410**	**$ 494**	**$ -**	**$ 22,847**	**$ 13,899**	**$ -**	**$ -**	**$ 988**	**$ -**	**$ 2,879**	**$ 1,976**	**$ 2,964**	**$ 14,820**	**$ 5,434**
	Employee Fringe Benefits (9.8%)	50002	$ 43,289	$ 4,381	$ 2,104	$ 294	$ 2,940	$ 196	$ -	$ 9,065	$ 5,515	$ -	$ -	$ 392	$ -	$ 1,142	$ 784	$ 1,176	$ 5,880	$ 2,156
	Payroll Taxes (8.7%)	50004	$ 38,430	$ 3,890	$ 1,867	$ 261	$ 2,610	$ 174	$ -	$ 8,047	$ 4,896	$ -	$ -	$ 348	$ -	$ 1,014	$ 696	$ 1,044	$ 5,220	$ 1,914
	Insurance (6.2%)	50100	$ 27,387	$ 2,772	$ 1,331	$ 186	$ 1,860	$ 124	$ -	$ 5,735	$ 3,489	$ -	$ -	$ 248	$ -	$ 723	$ 496	$ 744	$ 3,720	$ 1,364
	Life and Disability Insurance	50101	$ 600	$ 600	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Worker's Compensation	50102	$ 30	$ 30	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Annual Leave Accrual (2.00%)	50103	$ 2,261	$ 2,261	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
c.	**TRAVEL**		**$ 37,175**	**$ 4,018**	**$ 4,523**	**$ -**	**$ 5,500**	**$ 300**	**$ -**	**$ 3,916**	**$ 5,000**	**$ -**	**$ -**		**$ -**	**$ 12,000**	**$ 250**	**$ 12,000**	**$ 12,000**	**$ 1,000**
	Registration (Training)	60108	$ 8,785	$ 515	$ 1,273	$ -	$ 1,000	$ -	$ -	$ 1,916	$ 3,000	$ -	$ -			$ 2,000	$ 50	$ 2,000	$ 5,000	$ -
	Travel & Per Diem	60200	$ 16,140	$ 1,900	$ 1,750	$ -	$ 1,500	$ 100	$ -	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	$ 5,000	$ 100	$ 5,000	$ 5,000	$ 250
	Mileage Costs	60201	$ 12,250	$ 1,603	$ 1,500	$ -	$ 3,000	$ 200	$ -	$ 1,000	$ 1,000	$ -	$ -			$ 5,000	$ 100	$ 5,000	$ 2,000	$ 750
d.	**EQUIPMENT**		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**		**$ -**	**$ 25,000**	**$ -**	**$ 13,000**	**$ -**	**$ -**
	Equipment Purchase	69000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000		$ 13,000	$ -	$ -
e.	**SUPPLIES**		**$ 126,294**	**$ 2,000**	**$ 4,374**	**$ -**	**$ 104,244**	**$ -**	**$ -**	**$ 5,967**	**$ 3,159**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,250**	**$ 300**
	Office Supplies	60100	$ 15,000	$ -	$ 2,574	$ -	$ 3,000	$ -	$ -	$ 5,967	$ 3,159	$ -	$ -						$ -	$ 300
	Office Furniture & Equipment Lease	60109	$ 6,800	$ -	$ 800	$ -	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -						$ -	$ -
	Computer Software & Equipment	60500	$ 104,494	$ 2,000	$ 1,000	$ -	$ 95,244	$ -	$ -	$ -	$ -	$ -	$ -						$ 6,250	$ -
f.	**CONTRACTUAL**		**$ 892,808**	**$ -**	**$ 12,122**	**$ 322,100**	**$ 43,400**	**$ 307,206**	**$ -**	**$ 26,102**	**$ 14,878**	**$ -**	**$ 120,000**	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,000**
	Professional Services/Restricted	60405	$ 834,306	$ -	$ -	$ 322,100	$ 40,000	$ 307,206	$ -	$ -	$ -	$ -	$ 120,000	$ 30,000		$ -	$ -	$ -	$ -	$ 25,000
	Professional Services/General	60406	$ 40,000	$ -	$ 8,800	$ -	$ -	$ -	$ -	$ 20,400	$ 10,800	$ -	$ -						$ -	$ -
	Audit(s)	60504	$ 18,502	$ -	$ 3,322	$ -	$ 3,400	$ -	$ -	$ 7,702	$ 4,078	$ -	$ -						$ -	$ -
g.	**CONSTRUCTION**		**$ 134,222**	**$ (26,778)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Property Improvements	69001	$ 134,222	$ (26,778)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ -						$ -	$ -
h.	**OTHER**		**$ 120,534**	**$ 4,500**	**$ 13,119**	**$ -**	**$ 11,050**	**$ -**	**$ -**	**$ 37,979**	**$ 15,077**	**$ -**	**$ -**		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,200**
	Duplicating/Copying	60101	$ 11,000	$ -	$ 1,650	$ -	$ 2,500	$ -	$ -	$ 3,825	$ 2,025	$ -	$ -							$ 1,000
	Postage & Delivery	60102	$ 2,500	$ -	$ 330	$ -	$ 1,000	$ -	$ -	$ 765	$ 405	$ -	$ -							$ -
	Telephone & Telecom	60103	$ 14,000	$ -	$ 2,299	$ -	$ 3,550	$ -	$ -	$ 5,330	$ 2,822	$ -	$ -							$ -
	Subscriptions & Dues	60104	$ 14,000	$ -	$ 2,200	$ -	$ 4,000	$ -	$ -	$ 5,100	$ 2,700	$ -	$ -							$ -
	Meeting Costs	60105	$ 4,000	$ 3,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							$ 500
	Printing	60106	$ 3,950	$ -	$ 539	$ -	$ -	$ -	$ -	$ 1,250	$ 662	$ -	$ -							$ 1,500
	Advertising	60107	$ 2,300	$ -	$ 462	$ -	$ -	$ -	$ -	$ 1,071	$ 567	$ -	$ -							$ 200
	Special Events	60111	$ 1,000	$ 1,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							$ -
	Service Charges	60112	$ 500	$ -	$ 110	$ -	$ -	$ -	$ -	$ 255	$ 135	$ -	$ -							$ -
	Other Insurance (WMC & Director's)	60603	$ 4,177	$ -	$ 919	$ -	$ -	$ -	$ -	$ 2,130	$ 1,128	$ -	$ -							$ -
	Miscellaneous Expense	60801	$ 498	$ -	$ 110	$ -	$ -	$ -	$ -	$ 254	$ 134	$ -	$ -							$ -
	FACILITY EXPENSES		***$ 47,809***	***$ -***	***$ 4,500***	***$ -***	***$ -***	***$ -***	***$ -***	***$ 18,000***	***$ 4,500***	***$ -***	***$ -***		***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***
	Rent	60404	$ 27,000	$ -	$ 4,500	$ -	$ -	$ -	$ -	$ 18,000	$ 4,500	$ -	$ -							$ -
	Insurance	60601	$ 4,609	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							$ -
	Maintenance	60700	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							$ -
	Utilities	60701	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							$ -
	VEHICLE EXPENSES		***$ 15,000***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***		***$ -***	***$ -***	***$ -***	***$ -***	***$ -***	***$ -***
	Insurance	60602	$ 2,864	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							
	Maintenance	60703	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							
	Fuels Expense	60704	$ 6,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							
	Vehicle Acquisition	60705	$ 136	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -							
	TOTAL EXPENSES		**$ 1,786,038**	**$ 42,382**	**$ 60,905**	**$ 325,841**	**$ 201,604**	**$ 310,000**	**$ -**	**$ 191,308**	**$ 108,283**	**$ 150,000**	**$ 120,000**	**$ 34,988**	**$ -**	**$ 51,533**	**$ 10,226**	**$ 39,964**	**$ 93,070**	**$ 45,934**
	NET, REVENUES less EXPENSES		$ 96,541	$ 44,368	$ 4,595	$ 659	$ -	$ -	$ -	$ 6,692	$ (2,033)	$ -	$ -	$ 12	$ -	$ 3,292	$ 6,174	$ 3,036	$ 18,680	$ (934)

Northwest New Mexico Council of Governments

Board Meeting Calendar | Fiscal Year 2020-21

QUARTERLY BOARD MEETINGS

DATE	TIME	LOCATION
July 15, 2020	Board Meeting: 10AM – 12PM Luncheon: 12 – 2PM	Virtual (TBD)
October 21, 2020	10AM – 1PM	Virtual (TBD)
January 20, 2021 *(Second Day of Session)*	10AM – 1PM	Virtual (TBD)
April 21, 2021	10AM – 1PM	San Juan Area (TBD)
July 21, 2021	10AM – 1PM	Cibola Area (TBD)

NOTES:

(1) The Board of Directors of the Northwest New Mexico Council of Governments generally meets on the third Wednesday one month after the quarter ends (July, October, January, and April) at 10AM.
(2) Executive Committee meets an hour prior to the Board Meeting.
(3) Meeting Business is typically scheduled for two hours with lunch after.

ANNUAL LUNCHEONS:
2020 (48th): Postponed (COVID-19)
2021 (49th): Cibola Area;
2022 (50th): McKinley Area

OTHER ANNUAL EVENTS, TRAININGS, & CONFERENCES

DATE	EVENT	LOCATION
July 28-30, 2020	National Regional Transportation Conference	Kansas City, MO
October 17-20, 2020	Annual NADO Training Conference	Cleveland, OH
December 2020	Southwest Region Economic Development Association (SWREDA) Conference	Houston, TX

NOTES:

(1) The COG does encourage and welcome Board members to travel and participate to these conferences to understand what regional development organizations (RDO's) are doing throughout the country.
(2) Typically, travel is worked out through and reimbursed via your local governments and COG handles registration.

NM Legislative Session 2021: January 19 – March 20

Updated: 10/13/2020

New Mexico Association of Counties: Calendar of Events 2020

NMC Meetings & Conferences

1/20-1/23 - NMC Legislative Conference (Santa Fe County)
1/20-1/22 - NM EDGE Classes (Santa Fe County)
1/21 - Legislative Session Begins 12PM
1/21 - NMCIA Membership Meeting 9AM (Santa Fe County)
1/21 - NMCIA Board Meeting 10:15AM (Santa Fe County)
1/21 - Board of Directors Meeting 2PM (Santa Fe County)
1/30 - Executive Committee Teleconference 11AM
2/5 - Bill Introduction Deadline
2/8 - Board of Directors Meeting 8:30AM (Santa Fe County)
2/13 - Executive Committee Teleconference 11AM
2/20 - Legislative Session Ends 12PM
2/29-3/4 - NACo Legislative Conference (Washington, DC)
~~3/18 - Legislative Meeting 10AM (Bernalillo County), 3/19 - Legislative Meeting 10AM (Doña Ana County)~~ CANCELLED
~~3/25 - Legislative Meeting 10AM (San Miguel County), 3/26 - Legislative Meeting 10AM (Chaves County)~~ CANCELLED
~~3/23-3/27 - NM EDGE Classes (Bernalillo County, Albuquerque)~~ CANCELLED
4/3 - Executive Committee Budget Teleconference 10AM
4/15 - Advisory Council Meeting 11AM (Doña Ana County)
4/15 - NMCIA Board Meeting 8:30AM (Santa Fe County - NMC Office)
5/1 - Board of Directors Meeting 8:30AM (McKinley County)
5/6 - NMCIA Board Meeting 8:30AM (Santa Fe County - NMC Office)
5/13-5/15 - WIR Annual Conference (Mariposa County, CA)
6/23-6/26 - NMC 84th Annual Conference (Doña Ana County)
6/22-6/24 - NM EDGE Classes (Doña Ana County)
6/25 - Board of Directors Meeting 4:30PM (Doña Ana County)
7/17-7/20 - NACo Annual Conference (Orange County, Orlando, FL)
8/7 - Board of Directors Meeting 8:30AM (Otero County)
8/19 - NMCIA Board Meeting 8:30AM (Santa Fe County - NMC Office)
8/2-9/4 - NMML 63rd Annual Conference (Santa Fe County, Santa Fe)
8/9 - Legislative Initiatives Review w/Legislative Committee 11AM (Santa Fe County - NMC Office)
8/10 - Gathering of Counties (NM State Fair, Bernalillo County, Albuquerque)
8/21-9/25 - NM EDGE Classes (Bernalillo County, Albuquerque)
10/1-10/2 - Board of Directors Legislative Meeting 2PM & Board of Directors Meeting 8:30AM (Rio Arriba County)
10/28-10/29 - NMCIA Retreat & Board Meeting (TBD)
October TBD - Infrastructure Finance Conference (TBD)
October or November TBD - WUF Summit (TBD)
11/5 - Executive Committee Meeting 2PM (Santa Fe County - NMC Office)
11/6 - NMC/NMML Joint Legislative Meeting 9AM (Santa Fe County)
12/1-12/3 - NMC Better Informed Public Officials (BIPO) Conference (TBD)
12/3 - Advisory Council Meeting 1PM (TBD)
12/9 - NMCIA Board Meeting 8:30AM (Santa Fe County - NMC Office)

Approved by NMC Board of Directors on 10/4/2019
Last Updated On: 3/26/2020

New Mexico Municipal League: Calendar of Events 2020

July 1	Report of Declared NMML Board Candidates sent to all members
July 1	In absence of any NMML Nomination/Declaration of candidacy, the League President appoints a Nominating Committee
July 8 - 10	Municipal Court Clerks Conference - Embassy Suites - Albuquerque
July 9 - 10	NLC MIC Board and Committee Meetings - Essex, Vermont
July 17	If necessary, the Nominating Committee meets to recommend Candidate(s) for any NMML Board undeclared office or at-large directorship
July 17	NM Police Chiefs Assn. Meeting - Marriott Uptown (Louisiana) – Albuq.
July 18	Resolutions Committee Meeting - Sheraton Uptown - Albuquerque
July 21	If necessary, Nominating Committee Report mailed to member municipalities
July 22 - 24	NLC State Staff Development Workshop - New Orleans, Louisiana
August 4 - 7	State League Executive Directors Workshop - Eldorado Hotel - Santa Fe
August 7	NM Airport Managers Assn. Meeting - Albuquerque Sunport
August 25 - 27	Municipal Judges Conference - Sheraton Uptown - Albuquerque
September 2 - 4	NMML Annual Conference - Santa Fe Convention Center
September 3	Election of officers and at-large directors at NMML Annual Conference. Nominations from the floor may be made then.
September 10 - 11	New Municipal Judges Orientation Phase IV - Location TBD - Albuquerque
September 16 - 18	NMLZO Annual Meeting - Sagebrush Hotel - Taos
September 16 - 18	MOLI Governance Program - La Posada Hotel - Santa Fe
September 23 - 26	ICMA Annual Conference – Toronto, Canada
September 23 - 27	IMLA Annual Conference - La Quinta, California
September 24 - 27	NM Fire Service Conference - Ruidoso Convention Center
October 3	NMML Board of Directors Meeting - Eldorado Hotel - Santa Fe
October 17 - 20	IACP Annual Conference - New Orleans, Louisiana
October 18 - 23	Clerks Certification Institute – Ramada by Wyndham - Albuquerque
October 21 - 23	Master Municipal Clerks Academy – Ramada by Wyndham - Albuquerque
October 21 - 23	NM Library Assn. Annual Conference – Marriott Pyramid North –Albuq.
October 25 - 28	NLC-RISC Pool Administrators/Staff Workshop - Louisville, Kentucky
October 26	NLC-MIC Board of Directors Meeting – Louisville, Kentucky
October 28 - 30	NM Infrastructure Conference – Location TBD
November 5 - 6	NMML/NMC Joint Executive Committee Meeting - Santa Fe
November 11 - 13	MOLI Leadership Program - La Posada Hotel - Santa Fe
November 13	NM Airport Managers Assn. Meeting - Albuquerque Sunport
November 18 - 20	DFA/Local Government Division Budget Conference - Marriott Uptown (Louisiana) - Albuquerque
November 18 - 21	NLC City Summit – Tampa, Florida
December 2 - 4	NM City Management Assn. Conference - Marriott Uptown (Louisiana) – Albuq.
December 2 - 4	NMGFOA Winter Conference - Marriott Uptown (Louisiana) - Albuquerque
December 2 - 4	Municipal Attorneys Assn. Conference - Marriott Uptown (Louisiana) – Albq
December 8 - 10	NLC-MIC Board of Directors Meeting – Scottsdale, Arizona
December 9 -11	NM Law Enforcement Conference - Crowne Plaza Hotel - Albuquerque