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#### **Director's Notes**



A new year brings new opportunities. In that spirit, we wanted to provide you some insight into the new aspects and approaches the COG is taking in 2021. COG staff is focused in four main arenas:

- 1. New Investments. The COG is a different kind of government. Our unique structure and entrepreneurial attitude mean that we can be innovative, forward looking, and find value in filling niches. Our team is talented and our entity that is flexible and flat enough to act like an enterprise. We are looking at several diversification strategies to build long-term stability for our organization including building our special projects portfolio, adding a non-profit arm, and attracting private investments.
- **2. New Projects.** Working for the COG does not really get old, we are always taking on new projects and new initiatives. This year, we are adding some projects that should get our juices flowing and make our planning staff stretch even further to deliver value.
- **3. New Communication.** The COG has used this COVID-19 transition year to beef up its digital communication and marketing approach. We have added orientations and in-depth trainings to our YouTube channel. We have initiated weekly news briefing videos to roll-out our highlights and impact. Sign-up to join the COG family and receive our news, follow us on social media platforms, subscribe, like, and comment on Youtube.

- **4. New Capacity.** The COG continues to look innovative and partnership approaches to attracting capacity in our region. Here are number of concrete approaches we are happy to report:
- Direct Investment: COG has been able to leverage funds from EDA's Assistance to Coal Communities and committed a portion to investing directly into local economic development organizations (EDOs). In FY2020, COG invested about \$350,000 and is on pace to provide \$360,000 in funding this year.
- Joining the Club: COG has used its special relationship with EDA to ask for recognition of tribal entities in our region as official Economic Development Districts. If approved, tribal entities would receive an annual investment from like the COG does.
- Americorps\*VISTA Program: Based on survey results and our Regional Recovery Plan, the COG has applied for 10 VISTA members to be placed at local economic development organizations to add even more capacity and human talent to fuel various initiatives.
- National Development Council: Lead by the Gallup Business Improvement District, a regional alliance has formed to contract with this national non-profit to support various project and programs with a focus on project financing, deal attraction, training, and technical support. The COG is hopeful that this firm will help directly with our Revolving Loan Fund.
- Recovery Coordinator: The COG has contracted with Dwell-evate and Principal Eric Ghahate to help implement our regional recovery efforts. Mr. Ghahate has been an extended part of our COG team and we are excited to take things to the next level with his expertise.
- Technology Services: The COG will also bring on a technology firm to help build and launch a new projecteering platform that should help all communities and members move projects to completion.

I want to thank our Board members, partners, and funders as many of these "new" areas are a result of our network and your financial support. It happens because you care, you ask, you invest, you believe in our mission, you take another "dam" survey, and you push us to do more, better. If you have opportunity or see an opportunity for service, give us a call or drop us a line.

We will continue to raise the bar in 2021, while maintaining on base programs, meeting our performance goals, and growing our 50-year reputation.

#### Mexican Spotted Owl Litigation Dissolved Moves the Zuni Mountains Forward

On October 28, 2020 in the United States District Court of Arizona approved the joint stipulation for dismissal of the associated court injunction concerning the Mexican Spotted Owl (MSO). The MSO injunction has limited certain timber management activities across five national forests in New Mexico and Tonto National Forest in Arizona over the past year, is now dissolved. Trail construction initiatives in the Zuni Mountains are to commence this season of 2021. Request for proposal, scope of work, bid, pre-construction meetings will start this spring. Request for proposals would be issued for trail building services for both McKinley and Cibola counties. McKinley County is targeting five trails within the McGaffey and Milk Ranch Trail Systems. Spring construction is a high priority in certain areas due to the seasonal timeline of biological (MSO) restricted areas, weather permitting. Cibola County has Quartzhill Trail System and Quartz Hill Trailhead are ready to move forward this season as well. The expected construction of McKenzie Ridge Trail Connector is to begin in 2022. The five-year revision of the Zuni Mountains Trail & Conservation Master Plan is in draft form. 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-up-



### COG Impact by the Numbers

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.

Total		\$11,936,521	\$11,343,227	\$(593,294)	Total	
Buildina Improvements	Interior Upgrades	\$-	\$-	\$-	Marketing	Facebook Followers
<b>Building Improvements</b>	Garden Project	\$1,200	\$-	\$(1,200)	Audit	Findings
<b>Building Improvements</b>	Gates	\$3,000	\$-	\$(3,000)	Awards	NADO Impact Award
<b>Building Improvements</b>	Roof Repair #4	\$126,000	\$-	\$(126,000)	Reporting	Newsletters
Leverage	Fee for Service Contracts	\$144,000	\$89,000	\$(55,000)	Awards	NMIFC Best Practice Av
Investment	Brownfields	\$220,000	\$30,000	\$(190,000)	Awards	Scenic Byway Designat
Dues	Membership	\$235,000	\$220,000	\$(15,000)	Reporting	Snapshot of the Sessio
Leverage	Private	\$250,000	\$-	\$(250,000)	Member Satisfaction	Survey (Good or Excelle
Leverage	State	\$310,000	\$430,000	\$120,000	Marketing Staff	Turnover
Leverage	Federal	\$647,321	\$1,635,721	\$988,400	Marketing	Website Twitter Followers
Investment	Grant Funding	\$10,000,000	\$8,938,506	\$(1,061,494)	Marketing	Youtube Subscribers
Impact Area	Metric	Goal	Progress	Gap	Impact Area	Metric
Northwest New Mexico C IMPACT BY THE Performance Report, FY2' as of December 31, 2020	NUMBERS				IMPACT BY TH Performance Report, F as of December 31, 20	Y21 20

This quarter, COG built up its Youtube.com channel and posted 11 new videos including a new Weekly Regional New Briefing playlist and several training and orientation videos as requested by its membership. New attracted investments:

- \$120,000 from New Mexico Department of Transportation to develop the Prewitt-Milan Transportation Master Plan,
- \$50,000 from New Mexico Finance Authority for Cibola County to update its Comprehensive Plan,
- \$600,000 from US Economic Development Authority to the City of Gallup to plan out a mobility and autonomous transportation hub.
- \$15,000 in site assessment reports from our Brownfields Coalition program in McKinley County.

2.00

3.00

150.00



We recommend our members and regional partners to engage in the following capital outlay process with the COG

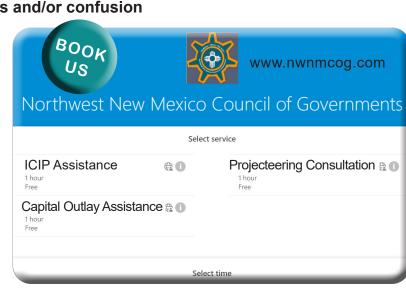
STEP #1 ► Set Community Priorities

STEP #2 ► Set Legislative Priorities

- √ Recommend Smaller/Phased Projects
- √ Focus on 3 Projects
- √ Large Asks to Governor
- Think about COVID-19 Nexus
- STEP #3 ► Discuss Projects with Legislators
- STEP #4 ► Consult with COG Staff
  - √ Submit Capital Outlay Requests via the online Legislative portal
  - $\sqrt{\phantom{0}}$  Establish one source of contact to eliminate any potential issues and/or confusion

#### Following this process will enable COG staff to:

- √ Enter request into COG master tracking system.
- √ Support Legislator and/or Assistant in selecting projects from spreadsheet
- √ Reviewing language in individual Legislator's Capital Outlay bill
- √ Assist Legislators in triaging requests and coordinating cost-sharing opportunities
- √ Double check language in final bill
- √ Breakdown funding from final bill
- √ Prepare local entities for bond certifications and grant agreement



## **Grants - Recreation Economy for Rural Communities**

In the fall of 2019, the City of Grants, with assistance from the COG, successfully obtained the Recreation Economy for Rural Communities (RERC) technical assistance grant from the United States Environmental Protection Agency (EPA). The grant provides planning assistance to help communities develop strategies and an action plan to revitalize their Main Streets through outdoor recreation. With outdoor activities and traffic increasing dramatically throughout the nation and state, the City of Grants and the larger Cibola community can take advantage of this trend to draw interest back into their downtowns and commercial districts.

During the second half of 2020, the City of Grants along with numerous partners including the COG, worked with consultants to analyze the existing recreation

economy of Cibola County. In addition to the existing conditions analysis, the steering committee planned a 3-day community workshop. The workshop, which was originally intended to be held in-person was ultimately conducted virtually.

In short, the RERC 3-day virtual workshop was a success! In total, approximately 61 people attended at least one of the seven sessions, which was the most participants recorded by any of the awarded communities. This group was comprised of federal, state, and local partners along with residents of the City of Grants and the larger Cibola community. The workshop deployed creative and interactive methods to obtain information regarding the needs and desires of the community along with ideas to revitalize its core through recreation and outdoor opportunities.

The workshop resulted in the identification of four goal areas in which efforts for the next two years will be focused:

**Goal 1**: Shape our identity as an outdoor recreation destination.

Goal 2: Improve Connectivity.

**Goal 3**: Increase attractions, amenities, and infrastructure for staying power.

Goal 4: Improve local coordination.

The RERC initiative is near its end, and soon the City of Grants and its partners will be working towards implementing actions outlined in the action plan. The steering committee is confident that the implementation of those actions will result in increased recreation and outdoor activity in Cibola County and hopes that translates to the revitalization of their Main Streets and commercial corridors.





### A Lifeline and Lasting Gift

#### Tri-State Generation and Transmission Invest in Region's Future

ing up from Christmas. For nearly 40 years, this cluster of businesses has provided paychecks, taxes, and opportunities to work for both Cibola and McKinley County. Again, our region finds itself in period of economic decline with the potential of a new wave of energy production on the horizon.

This investment gives the community a chance to shape our own future and to position our region for jobs and prosperity that will perpetuate for generations. Many communities around the country are struggling with economic disruptions and global energy market changes that they have no control over but effect their ability to put food on the table and remain in the communities they are rooted.

The goal is simple – provide working people opportunities to make a living and take care of their families while sustaining a tax base for critical services like schools, public safety, and infrastructure. The plans have been in the works for several years, strategies are in place and the targets are set, now it just takes partnership, timing, and hard work to see it through.

Tri-State Generation & Transmission (Tri-State) issued a press release outlining their investments to support the community with economic transition in light of the closure of the Escalante Generating Station. First and foremost, the Northwest New Mexico Council of Governments (COG) would like to showcase its appreciation and highlight how these investments aim to provide an opportunity and on-ramp for new industry, base employers, and quality jobs. It is not reported very often that a company goes beyond what is required and even what is responsible – to the point that you would say that they truly care about the people, its place, and the legacy left behind.

"We appreciate Tri-State Generation and Transmission Association for being a pillar of the community for close to 40 years. Many of my relatives and neighbors have benefitted from their employment at Escalante Generating Station, and while we are sad to see it go, know that it has made an impact in many lives and families. This generous donation to our area will cement Tri-State's legacy and provide a foundation for our future. -- Billy Moore, Chairman of the Northwest New Mexico Council of Governments

The powerplant built by Plains Electric Generation and Transmission went operational in 1984. At that time, our region was deep in the throes of the bust of the uranium industry, and this economic anchor was a welcomed addition. This powerplant provided a mine-to-mouth market for nearby coal mines, produced affordable power for the region, and its waste stream would eventually propel McKinley Paper to  $_{\mbox{Page}|\ 5}$  produce the recycled cardboard that many of us are still clean-



The COG believes that the collective investments that Tri-State provided should work hand-in-glove to provide a regional, local, and



site-specific approach that covers immediate, short-term, and long-term investment needs of the area. For example:

- Local Economic Development Organizations, who have traditionally been under resourced in comparison to their counterparts, will likely focus on workforce development strategies, capacity building, and short-term, criteria-based investment that leverages other private and public funds to act as a development fund to attract companies to locate into the bi-county area.
- Northwest New Mexico Council of Governments will utilize funds to provide foundational support, strengthen its regional efforts, and provide regional investments that help with implementing economic transition strategies.
- Electric Generating Facility Economic District and Authority will steward longer-term investment, lead on asset repurposing, and focus on driving development of the Prewitt Opportunity Zone.

The COG was completely caught off guard and taken back to receive \$250,000. We typically put our hands in and not out and advocate from the background on behalf of others, so this truly is a surprise. Our stance has been to support the two counties that are losing the tax base as they are facing the double whammy of economic collapse coupled with the untallied tolls of the COVID-19 pandemic. And we have also supported our local economic development organizations in mobilizing action as they are challenged to perform retention, re-purposing, recruitment, and recovery all at the same time.

The COG will finalize a plan with our Board of Directors on January 20, 2021, but some critical pieces are:

Provide a required match to pull down \$120,000 in New Mexico Department of Transportation grant funds to complete the Prewitt-Milan Transportation Master Plan to build on our transportation, mobility, and logistics assets, and identify transportation improvements needed to attract and accommodate growth.

- Continued project support for designing and building-out the national awarded and internationally known Prewitt Industrial Park as well as readying other shovel-ready sites in our region.
- Standing up several programs that provide regional tools and resources for economic development and community capacity-building including a revolving loan fund, Americorps\*VISTA program, and bolster other COVID-19 Economic Recovery programs in development.

The COG applauds both the Obama and Trump Administrations, our partner US Economic Development Administration, and its Regional Director Jorge Ayala as they have provided over \$6M in investments through their Assistance to Coal Communities and other programs in the last five years. Also, the COG appreciates Governor Michelle Lujan Grisham, our Legislative Delegation, and several State agencies for mobilizing about \$13M in direct appropriations including \$5M in local economic development act support to keep McKinley Paper operational, retain its 100 employees, and focus on growing its future in Prewitt, New Mexico.



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.

## Clean Bill of Health FY2020 Financial Statements and Audit



The audit is an important thermometer of an organization's health for a given year. It provides a check and balance on internal controls, standard operating procedures, accounting practices, and financial reporting of an organization. It offers a general review and provides recommen-

dations including finding or areas of improvement that need to be addressed moving forward by the leadership of an organization. Highlights include:

- This audit was submitted to the State Auditor's office approximately 45 days earlier than the prior year.
- For the second year in a row, the COG's Finance Team including our consultant Armando Sanchez, Managing Principal, SJT Group, LLC. was able to draft and submit our own financial statements. Our Auditor estimates that of the governmental agencies that are required to have annual financial audits; less than 10% can draft their own financial statements.
- The COG received an unmodified opinion, e.g. "clean opinion".
- The COG received no findings.
- The COG's ability and capacity provides the Board of Directors a high level of confidence in our budget and financial reports to base policy decisions.
- The last time that the COG received a "perfect audit" e.g. a clean opinion with no findings was 2011.

#### Here is a snapshot of our audit history:

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Opinion	Unqualified	Unqualified	Unmodified							
<b>Previous Year Findings</b>	0	0	1	1	4	1	2	3	3	1
Current Findings	0	1	1 "	4	1	2	3	3	1	0

Special thanks and appreciation to our Finance Team and for Martina Whitmore's leadership in making this a smooth and efficient process. She also has become a Notary Public and our certified Chief Procurement Officer, which resolved the only previous year findings for FY2019.



## Updating the Gallup Metropolitan Redevelopment and Arts & Cultural District Plans

In the Fall of 2020, the COG was asked to facilitate the reconvening of the City's Downtown Coordinating Committee (DCC). The DCC is comprised of representatives from organizations that are involved in the revitalization of the downtown district. This small group of individuals is tasked with implementing actions outlined in various plans including the Metropolitan Redevelopment Area (MRA) and the Arts & Cultural District (ACD) plans to name a few.

In order for this group and other affiliated partners to continue revitalization of the downtown district, it's imperative that guiding documents are current. The two most heavily utilized guiding documents for the downtown district, the MRA and ACD plans are currently out-of-date. With the direction to reconvene the DCC, the COG has identified the update of these two plans as the first and most important activity for the DCC to undertake.

With virtual conferencing the required method for convening, the COG developed and implemented an interactive virtual process to assess the current action plans from both the MRA and ACD plans. This assessment along with other anticipated activities will aid in the update of the plans to ensure usability moving forward.

In addition to the assessment of the existing action plans, the COG utilized a survey to garner information regarding other activities that work towards the revitalization of downtown. This process of course resulted in the identification of new capital projects but more importantly resulted in the need to include programming and policy activities, both of which are not incorporated into the current action plans. These items are seen as simple but effective measures to rejuvenate and encourage downtown activity.

In the coming months, the COG will continue to work with the DCC to update the MRA and ACD plans and strives to assist the City in developing quality action plans that move downtown Gallup forward.

# Gallup Area Transportation Safety Plan wins Innovation in Planning Award

When the NM Department called and asked who in the region might be a good candidate to pilot a new approach to transportation safety planning, the Council of Governments pointed to the City of Gallup with its two Interstates; plethora of State highways and roads; railroad intersections and at-grade crossings; pedestrian safety issues; and crash/near miss hot spots.

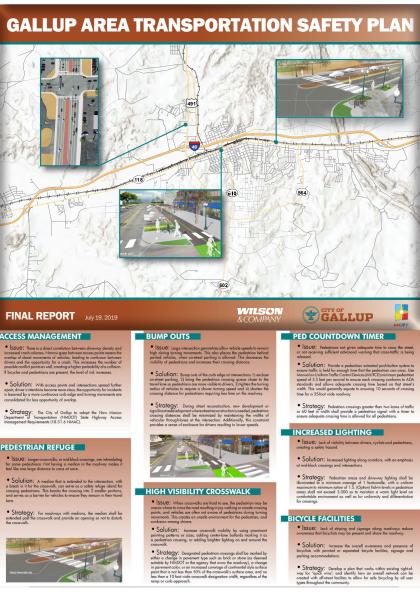
The City of Gallup and its partners along with NMDOT and Wilson & Company developed an inclusive and compelling planning product with actionable recommendations, so much so it won the New Mexico American Planning Association's Innovation in Planning award this year. This is a major achievement for everyone involved.

The great part is that NMDOT has committed over \$2M in funding in the Statewide Transportation Improvement Plan (STIP) for four projects including safety and Phase A/B Studies along US491/I-40, NM118, and 2nd/3rd Streets interchange with BNSF transcon line in Downtown. These improvements will make a real difference in the multi-modal safety of all users.



#### Innovation in Planning

**Regional Transportation Safety Plan Program**, New Mexico Department of Transportation, Multimodal Planning & Programs Bureau, City of Gallup, City of Española, Wilson & Company



	Projects programi	med in the Statewide Transportation Improven from the Gallup Area Transportatoin Safe	· ·	
Control #	Lead Agency	Title	Description	Total Cost
6101480	Transit & Rail Division	NM610 (2nd Street), Gallup-USDOT 024950M	Install new widened crossing surface to accommodate pedestrian traffic	\$ 362,650
6101470	Transit & Rail Division	3rd Street, Gallup-USDOT 024951U	Install new widened crossing surface to accommodate pedestrian traffic	\$ 362,650
6101400	NMDOT	NM118 Study	Phase A/B Study of NM118 between Defiance Draw and Rehoboth Drive Intersections, as outlined in the Gallup Area Transportation Safety Plan.	\$ 980,000
6101390	NMDOT	I-40/US491 Interchange	Phase A/B Study of the I-40/US491 Interchange, as outlined in the Gallup Area Transportation Safety Plan.	\$ 550,000
			Total	\$2,255,300



NWNMCOG @NWNMCOG · Jan 8

NWNMCOG thanks Tri-State for the economic impact of Escalante Station and the generous community assistance. Press Release: nwnmcog.com/uploads/1/2/8/...

U.S. Economic Development Administration New Mexico Economic Development Department #POWER #ACC #HB8



↑ NWNMCOG Retweeted



NWNMCOG @NWNMCOG

Christmas Miracles | COVID Economic Relief Act - find out more by watching our Regional Weekly News Brief:



Christmas Miracles | News Brief

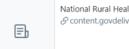
Weekly Regional News Briefing | December 25, 2020To provide a overview of the top accomplishments of the week and ...  ${\cal S}$  youtube.com

1

1:00 PM · Dec 23, 2020 · Hootsuite Inc.



Major U.S. Department of Agriculture investments in NM for #NationalRuralHealthDay including Rhino Health and \$15M loan for equipment to manufacture medical gloves in Church Rock. This is the first nitrile glove manufacturing plant in the US. Read More:



National Rural Health Day Celebrated in NM

⊗ content.govdelivery.com

11:58 AM · Nov 19, 2020 · Hootsuite Inc.

1 Like

Page 9



Prepping for the Session | Cibola Legislative Forum NM Legislative Delegation dialogues with local entities on priorities and needs of the community - facilitated by @NWNMCOG. #nmleg @CityofGrants Watch it: youtu.be/GEIRHIn-vNE





The Totah Theater will serve as a film hub in the area and will have places for film making, education and offices.



Farmington approves agreement to acquire the Totah Theater from San Juan Co..

The Farmington City Council voted to approve a cost sharing and transfer agreement that will result in the city owning the Totah Theater.

& daily-times.com

9:03 AM · Dec 10, 2020 · SocialNewsDesk



\$2.4 billion. 33,065 jobs. \$1.2 billion in income. That's the outdoor industry's 2019 contribution to the New Mexican economy bea.gov/news/2020/outd...

2:46 PM · Nov 10, 2020 · Twitter Web App

2 Retweets 1 Like



15 to 16 million elementary and secondary students – especially those from low-income and rural households, do not have adequate internet access or digital devices for online learning.



States Tap Federal CARES Act to Expand Broadband
Nationwide, the COVID-19 pandemic has heightened demand for internet
connectivity as work, education, and access to services have shifted online, ...

Pewtrusts.org

11:28 AM · Dec 5, 2020 · Hootsuite Inc.

6 Retweets 4 Quote Tweets 5 Likes

\times \t



Replying to @pewtrusts

been by-passed by greedy comm companies.

Join @NMecondev's "Council of Government Overview" webinar on 11/18 to learn how COGs are engaged in regional planning & economic recovery. You'll gain insight into the assistance they can provide to small businesses, non-profits and communities.

Let municipalities develop their utilities. Works in smaller cities that have

register.gotowebinar.com/register/40819... #NMEcon



8:56 AM · Nov 10, 2020 · Twitter Web App

\$38 million grant will allow Continental Divide to provide its Red Bolt broadband internet access to more than 8,400 homes and businesses in the region.

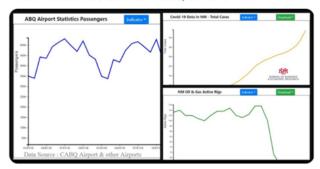
ow.ly/M4vC50CJrDp



3:44 PM · Dec 11, 2020 · Hootsuite Inc.



Don't forget we have a dashboard tracking COVID-19's impact on New Mexico's economy. #KnowledgelsPower #NewMexicoTrue bber.unm.edu/covid19



4:12 PM · Oct 22, 2020 · Twitter Web App

McKinley County adopts ordinance to create a special district and authority to focus on re-purposing, sustaining, and expanding the Prewitt Industrial Cluster to create quality jobs and replace tax base. Read the Ordinance: nwnmcog.com/uploads/1/2/8/...



@TheDailyTimes

The U.S. Bureau of Reclamation recognized the completion of one of the pipelines in the Navajo-Gallup Water Supply Project.



Bureau of Reclamation marks completion of Navajo-Gallup Water Supply Project ...
The completed Cutter Lateral, along with its treatment and pumping plants, is one of two pipelines under the Navajo-Gallup Water Supply Project.

& daily-times.com

7:00 AM · Oct 21, 2020 · SocialNewsDesk

NWNMCOG Retweeted



NM Economic Development @NMecondev

Excited to announce our first-ever Special Projects and Outdoor Infrastructure Fund Awardees #NMEcon @NMoutdoorrec These 6 projects will increase accessibility to outdoor recreation for locals and visitors. Good for your health, good for the economy! gonm.biz/uploads/docume...



10:31 AM · Oct 28, 2020 · Twitter Web App

1 Retweet 3 Likes



.@SecretaryRoss announces the launch of EDA's new Scaling Pandemic Resilience Through Innovation and Technology (SPRINT) Challenge, which will enable organizations across the country to address the economic, health, and safety risks caused by #COVID19: bit.ly/3dtKpE5



11:47 AM · Oct 14, 2020 · Twitter Web App

6 Retweets 3 Quote Tweets 6 Likes



Weekly Regional News Briefing - mailchi.mp/dfec23b17e70/w...



4:40 PM · Nov 6, 2020 · Mailchimp



### Gallup Mobility Project ~ EDA Award

On November 4, 2020, the City of Gallup (Gallup) announced it was the recipient of a \$600,000 grant from the US Economic Development Administration (EDA) through its CARE Act Recovery assistance to support economic recovery strategies in Gallup,

New Mexico. The project will be matched with \$150,000 in local funds and will be co-led by the City of Gallup and the Greater Gallup Economic Development Corporation (GGEDC).

This project was made possible by the regional planning efforts led by Northwest New Mexico Council of Governments (NWNMCOG), which EDA funds to help bring together the public and private sectors to create an economic development roadmap to strengthen the regional economy, support private capital investment, and create jobs.

The CARES act provided EDA with \$1.5 billion for economic development assistance programs to help communities prevent, prepare for, and respond to the coronavirus pandemic.

The grant will examine the return of scheduled commercial air passenger service to the Gallup Municipal Airport, and how air service can be leveraged to establish Gallup as a community leader in autonomous in New Mexico and a national hub for autonomous research, development, and manufacturing. Grants funds will be used to develop an Airport Feasibility Study as well as an accompanying Airport Master Plan, which collectively will provide the City of Gallup a roadmap for repurposing an underutilized community asset.

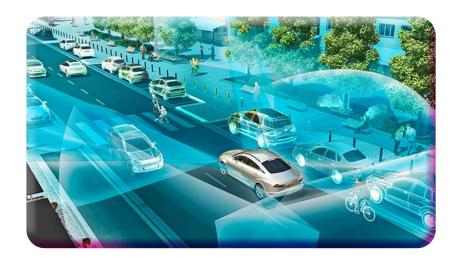
In addition, grant funding will be used to develop the Gallup Autonomous Mobility Plan and a corresponding Target Industry Analysis. The push into autonomous and mobility builds on Gallup's long-standing connection to transportation beginning with its creation as a railroad outpost.

Lastly, the grant funding provides an opportunity to integrate several economic development initiatives which have a transportation slant such as the Gallup Energy Logistics Park, Carbon Coal Road, Navajo

Gallup Water Supply Project, Gallup Super Center, foreign trade subzone, and federal qualified opportunity zones.

While separate from the US EDA grant, the City of Gallup will also be undertaking development of a comprehensive city-wide transportation master plan.

In total, the three transportation-related projects present an opportunity to transform the economy of the City of Gallup by embracing the mobility revolution currently underway. The current downtrend in the energy economy and its impacts on the local economy with the closure of the Escalante Generating Station and the indefinite idling of the Gallup Refinery, compounded by the COVID pandemic that has decimated the retail and hospitality industry, the region will take considerable time to recover and the pandemic has shown the local economy needs to diversify to withstand any future shocks.



The COG will provide technical assistance to the City of Gallup leveraging their experience and expertise having successfully managed several US EDA grants in the past few years.

The timeframe for program implementation is expected to run 24 months.

