



APPENDICES



APPENDIX A: Planning Group Members and Affiliates

Planning Group Members

Name	Organization
Michael Patrick	New Mexico State University
Paul Gutiérrez	New Mexico State University
Jeff Kiely	Northwest New Mexico Council of Governments
Brandon Howe	Northwest New Mexico Council of Governments
Jeremy Seaton	Northwest New Mexico Council of Governments

San Juan County Affiliations

Name	Organization
Bonnie Hopkins	NMSU - Cooperative Extension Services
Benita Litson	Dine College Land Grant Office
Mike King	Dine College
Andrea Etsitty	Dine College
Anita Hayes	Tsedaakaan Chapter
Chili Yazzie	Shiprock Chapter
Gilbert Yazzie	Local Producer
GloJean Todacheene	(Former) San Juan County Commissioner
Mike Stark	San Juan County
Sharon Sandman	Sheepsprings Community Member
Josey Foo	Capacity Builders Inc.

McKinley County Affiliates

Name	Organization
Dr. Christopher Dyer	University of New Mexico - Gallup, NM
Bruce Klewer	University of New Mexico - Zuni, NM
Al Henderson	University of New Mexico - Gallup, NM
Marie Julienne	University of New Mexico - Gallup, NM
Warner Orozco	University of New Mexico - Gallup, Main
Jason Arviso	Navajo Technical University
Ben Jones	Navajo Technical University
Kathy Landers	NMSU - Cooperative Extension Services
Karl Lohmann	McKinley County Youth Conservation Corps
Tom Kennedy	Zuni Tourism Department
Loren Thomas	Holona Plaza & Inn - Ramah, NM
Roger Thomas	Holona Plaza & Inn - Ramah, NM
Mario Hooee	Pueblo of Zuni
Steve Boone	Pueblo of Zuni
Darren Sanchez	Pueblo of Zuni
Daniel Bonannie	Pueblo of Zuni
Kate Brown	Local Business Owner - Ramah, NM
Yin May Lee	Ramah Navajo School Board
Sharlene Begay-Platero	Navajo Nation Economic Development Dept.
Darlynn Panteah	Zuni Education
Hazel James	Dine Food Sovereignty Coalition
Gloria Begay	Dine Food Sovereignty Coalition

Cibola County Affiliates

Name	Organization
Eileen Yarborough	Cibola Communities Economic Dev. Found.
Dr. Felicia Casados	New Mexico State University - Grants, NM
Michael Fields	New Mexico State University - Grants, NM
Harry Sheski	New Mexico State University - Grants, NM
Tammy Parker	NMSU - Cooperative Extension Services
Laura Jarimillo	City of Grants
Paul Pena	City of Grants
Marcella Sandoval	Village of Milan
Mac Juarez	Continental Divide Electric Coop
Georgia Mathews	Continental Divide Electric Coop
Bianca Mitchell	City of Grants Mainstreet Program
Tessa Jimenez	City of Grants Chamber of Commerce
Barbara Wesley	7 Cities Productions
David Batchelor	Community Member (Retired)
J. Wendy Brown	NMSU - Cooperative Extension Services
Mitzi Frank	National Parks Service - El Morro

State & Other Affiliates

Name	Organization
Terry Brunner	USDA - Rural Development - New Mexico
Bob Konen	USDA - Rural Development - New Mexico
Clemente Sanchez	State Senator
Calvert Curley	State Senate - Tom Udall
Leslie Kedelty	New Mexico Economic Development Dept.
Geri Binetheekirk	Navajo Nation Tourism Department
Rose Morgan	Navajo Nation Tourism Department
Carole Palmer	Nation Wildlife Federation
Jeannie Benally	Arizona Education



APPENDIX B: Public Meeting Information

<i>Date</i>	<i>Location</i>	<i>Training Session</i>
April 28, 2014 April 29, 2014	Shiprock, NM Pueblo of Zuni, NM	Launching SET and Building a Strong Regional Team Launching SET and Building a Strong Regional Team
May 01, 2014 May 28, 2014 May 28, 2014	Grants, NM Shiprock, NM Pueblo of Zuni, NM	Launching SET and Building a Strong Regional Team Exploring the Region's Economic and Demo. Foundations Exploring the Region's Economic and Demo. Foundations
June 23, 2014	Crownpoint, NM	Regional Meeting – Reviewing & Integration of Materials
July 29, 2014 July 30, 2014 July 31, 2014	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Focusing on Regional Competitive Advantage Focusing on Regional Competitive Advantage Focusing on Regional Competitive Advantage
August 19, 2014 August 20, 2014 August 21, 2014	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Exploring Strategies for Enhancing the Regional Economy Exploring Strategies for Enhancing the Regional Economy Exploring Strategies for Enhancing the Regional Economy
September 24, 2014	Shiprock, NM	Regional Meeting – Review & Integration of Materials
October 21, 2014 October 22, 2014 October 23, 2014	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Developing Your Vision and Goals Developing Your Vision and Goals Developing Your Vision and Goals
November 18, 2014 November 19, 2014 November 20, 2014	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Discovering Regional Assessts & Barriers Discovering Regional Assessts & Barriers Discovering Regional Assessts & Barriers
December 17, 2014	Gallup, NM	Regional Meeting – Review & Integration of Materials
January 13, 2015 January 14, 2015 January 15, 2015	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Planning for Success Planning for Success Planning for Success
February 24, 2015 February 25, 2015 February 26, 2015	Shiprock, NM Pueblo of Zuni, NM Grants, NM	Measuring for Success Measuring for Success Measuring for Success
May 5, 2015	Grants, NM	Regional Meeting – Review and Integration of Materials
June – October, 2015		Develop 1 st Draft of Regional Economic Development Plan
November 10, 2015	Gallup, NM	Regional Meeting – Review and Comment on 1 st Draft
December – February, 2016		Develop 2 nd Draft of Regional Economic Development Plan
March – April, 2016		Final Draft of Regional Economic Development Plan



APPENDIX C: Regional Demographics

Trail of the Ancients Region, NM

Stronger Economies Together Phase IV

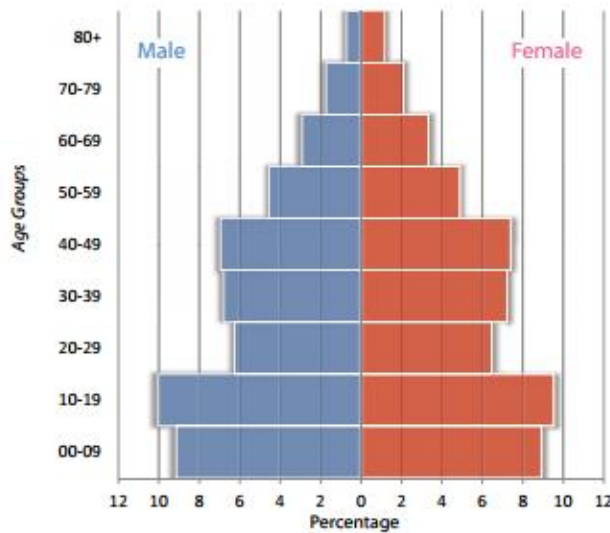


PROFILE

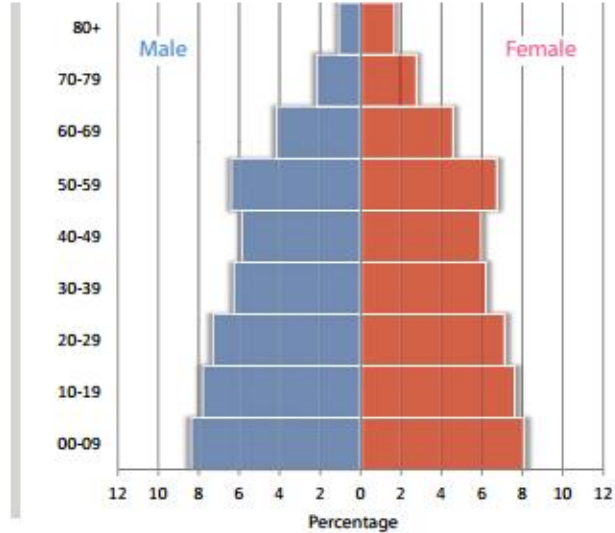
Total Population
Source: U.S. Census Bureau

	2000	2010	2020
Total Population	214,194	228,749	249,004

2000 POPULATION PYRAMID



2012 POPULATION PYRAMID



Source: U.S. Census Bureau

Components of Population Change 2000-2012

TOTAL Change	9,888
Natural Increase	28,926
International	2,272
Domestic	-20,397

Source: U.S. Census Bureau, Population Estimates; Pop. Change includes residual

Income & Poverty	2000	2011
Median Household Income	\$27,396	\$33,345
Poverty Rate (Individuals)	22.7	23.7

Source: Small Area Income and Poverty Estimates

Race/Ethnicity	2000	2012
White, Non-Hispanic	33.0	29.8
Black, Non-Hispanic	0.7	1.1
Other	48.7	49.2
Hispanic	17.6	19.9

Source: U.S. Census Bureau

MORTALITY (Length of Life)



MORBIDITY (How Healthy People Feel)



County Health Rankings
 □ Highest ■ Second Lowest □ Not Ranked
 ■ Second Highest ■ Lowest

Source: University of Wisconsin Population Health Institute

Trail of the Ancients Region, NM

Stronger Economies Together Phase IV



GEOGRAPHICAL MOBILITY (Over Past Year)



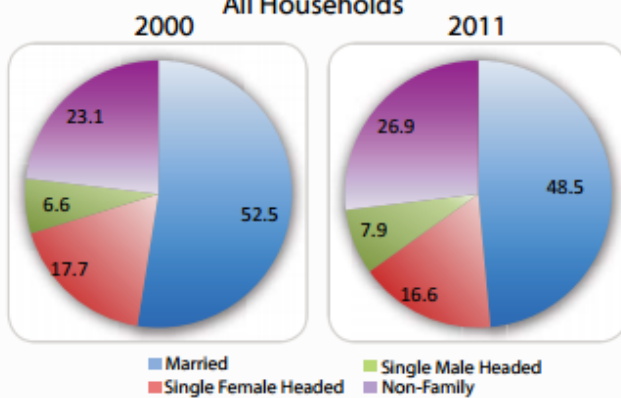
Educational Attainment	2000	2011
Less than High School	27.2	22.6
High School	30.4	33.9
Some College	29.6	30.3
Bachelor's or More	12.8	13.2

Source: EMSI 2012.4

What is the educational profile of residents who stayed or left the state over the past year? The first bar highlights the educational status of those 25 years old and over living in the state during the base year. The second bar outlines the educational levels of persons who have remained in the state a year later. The final bar showcases the educational credentials of adults who moved to another state a year later.

HOUSEHOLD TYPE

All Households



Occupied Housing Units	2000	2011
Owner-Occupied	74.6	72.7
Renter-Occupied	25.4	27.3

Households	2000	2011
TOTAL Number	67,514	67,515
Avg. Persons	3.13	3.29

Source: U.S. Census Bureau

PUBLIC HEALTH

Life Expectancy, 2010

Gender	Region	US average
Male, years	73.0	76.1
Female, years	78.8	80.8

Sufficient Physical Activity, 2011

Gender	Region	US average
Male, %	56.4	56.3
Female, %	51.1	52.6

Obesity prevalence, 2011

Gender	Region	US average
Male, %	36.3	33.8
Female, %	43.7	36.1

Source: Institute for Health Metrics and Evaluation, University of Washington

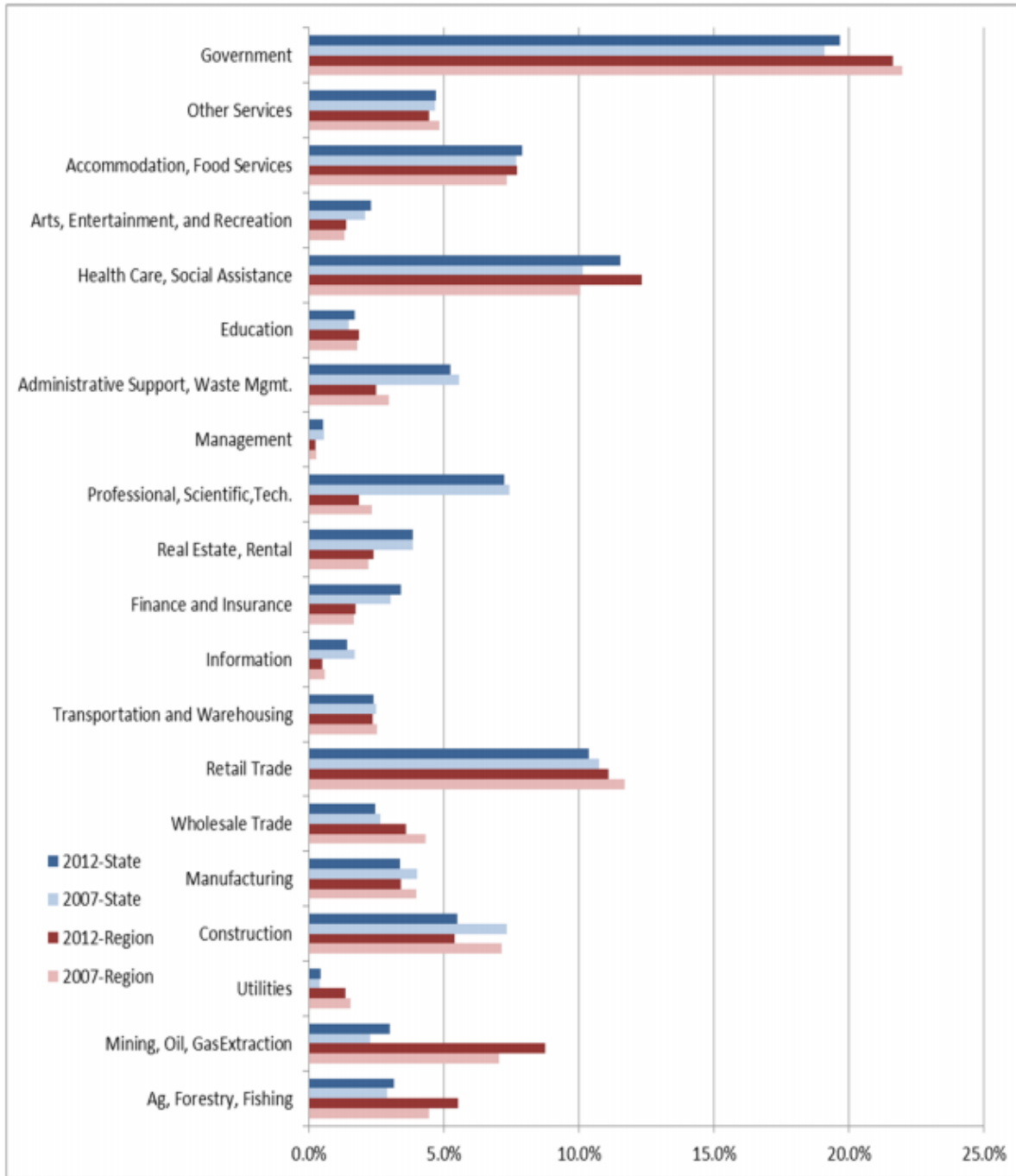


APPENDIX D: Regional Economy

Trails of the Ancients Region

Percent of jobs by Industry

Businesses & Industries

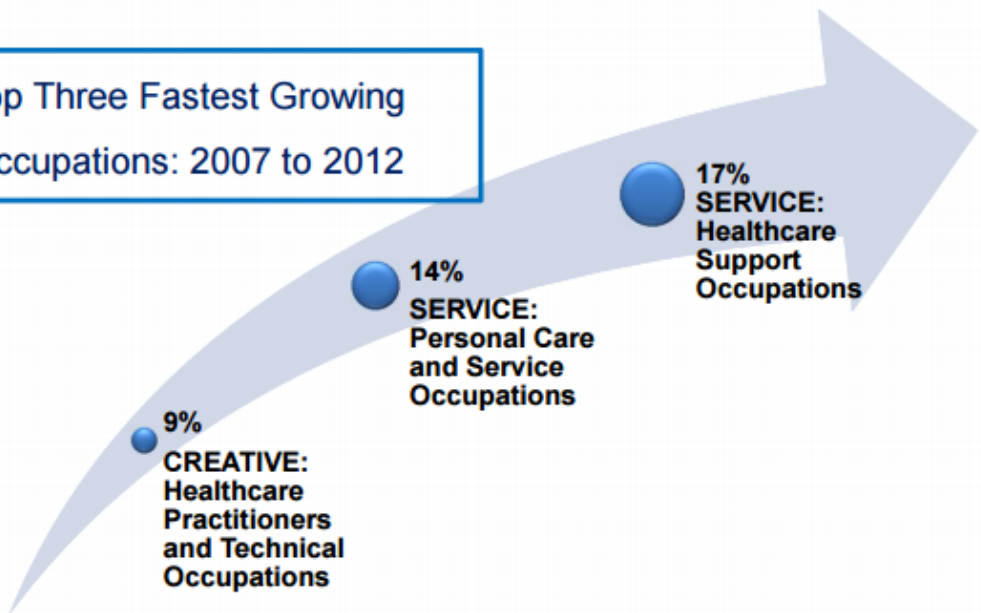


Trails of the Ancients Region						
Industry Type	2007 Jobs	2012 Jobs	Change	% Change	2012 Total Earning per Worker	2012 Establishments
Agriculture, Forestry, Fishing and Hunting	4,829	5,642	813	17%	\$27,979	17
Mining, Quarrying, and Oil and Gas Extraction	7,623	8,929	1,306	17%	\$81,969	258
Utilities	1,669	1,376	(293)	(18%)	\$122,040	30
Construction	7,715	5,518	(2,197)	(28%)	\$47,892	435
Manufacturing	4,313	3,469	(844)	(20%)	\$41,696	130
Wholesale Trade	4,691	3,670	(1,021)	(22%)	\$39,620	260
Retail Trade	12,664	11,322	(1,342)	(11%)	\$28,197	672
Transportation and Warehousing	2,738	2,416	(322)	(12%)	\$56,961	159
Information	654	490	(164)	(25%)	\$37,817	55
Finance and Insurance	1,787	1,763	(24)	(1%)	\$37,976	220
Real Estate and Rental and Leasing	2,375	2,449	74	3%	\$30,765	164
Professional, Scientific, and Technical Services	2,530	1,904	(626)	(25%)	\$38,854	317
Management of Companies and Enterprises	293	258	(35)	(12%)	\$65,696	13
Administrative and Support and Waste Management and Remediation Services	3,195	2,539	(656)	(21%)	\$28,718	176
Educational Services	1,932	1,893	(39)	(2%)	\$25,687	31
Health Care and Social Assistance	10,859	12,573	1,714	16%	\$40,630	484
Arts, Entertainment, and Recreation	1,434	1,413	(21)	(1%)	\$13,864	36
Accommodation and Food Services	7,941	7,879	(62)	(1%)	\$16,657	368
Other Services (except Public Administration)	5,221	4,556	(665)	(13%)	\$21,326	357
Government	23,758	22,097	(1,661)	(7%)	\$54,941	439
Total	108,225	102,159	(6,066)	(6%)	\$43,219	4,619

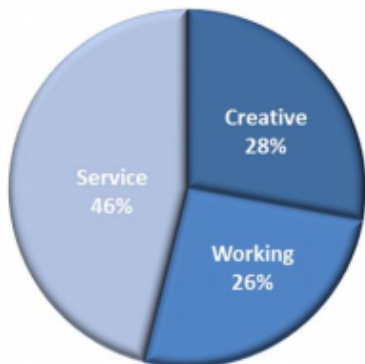
Note: red colored numbers in parenthesis are negative s
Source: EMSI Complete Employment- 2013.1

Trails of the Ancients Region

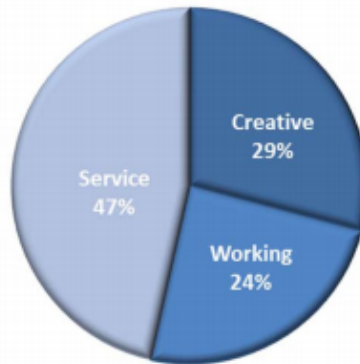
Top Three Fastest Growing Occupations: 2007 to 2012



Workers by Class: 2007

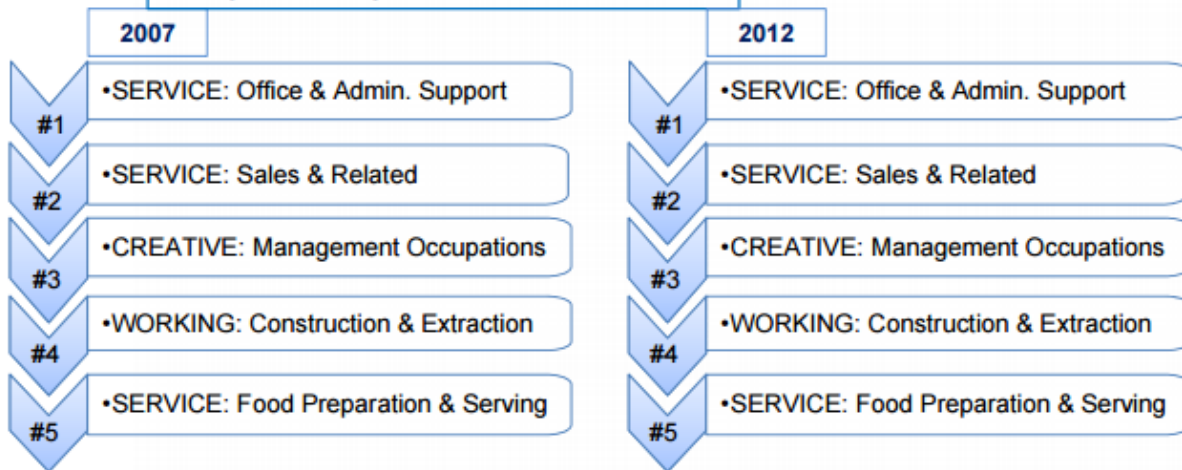


Workers by Class: 2012



Creative, Working & Service Classes

Top Five Occupations in Number of Jobs



Trails of the Ancients Region

CREATIVE CLASS: Occupations	2007 Jobs	2012 Jobs	Change	% Change	2012 Median Hourly Earnings	2012 Avg. Hourly Earnings
Management Occupations	10,066	10,441	375	4%	\$21.43	\$22.72
Business and Financial Operations Occupations	2,726	2,518	(208)	(8%)	\$23.02	\$24.32
Computer and Mathematical Occupations	710	613	(97)	(14%)	\$28.50	\$30.97
Architecture and Engineering Occupations	1,547	1,287	(260)	(17%)	\$31.44	\$32.45
Life, Physical, and Social Science Occupations	1,330	1,277	(53)	(4%)	\$25.87	\$26.59
Legal Occupations	428	396	(32)	(7%)	\$26.50	\$29.84
Education, Training, and Library Occupations	7,239	6,988	(251)	(3%)	\$19.04	\$19.67
Arts, Design, Entertainment, Sports, and Media Occupations	2,005	1,688	(317)	(16%)	\$12.74	\$13.38
Healthcare Practitioners and Technical Occupations	3,782	4,114	332	9%	\$33.96	\$35.55
Total	29,833	29,322	(511)	(2%)	\$23.10	\$24.26
WORKING CLASS: Occupations	2007 Jobs	2012 Jobs	Change	% Change	2012 Median Hourly Earnings	2012 Avg. Hourly Earnings
Construction and Extraction Occupations	10,027	8,664	(1,363)	(14%)	\$18.62	\$19.09
Installation, Maintenance, and Repair Occupations	5,522	4,998	(524)	(9%)	\$21.31	\$21.22
Production Occupations	5,353	4,655	(698)	(13%)	\$18.94	\$19.46
Transportation and Material Moving Occupations	6,884	6,245	(639)	(9%)	\$16.73	\$17.20
Total	27,786	24,562	(3,224)	(12%)	\$18.75	\$19.11
SERVICE CLASS: Occupations	2007 Jobs	2012 Jobs	Change	% Change	2012 Median Hourly Earnings	2012 Avg. Hourly Earnings
Community and Social Service Occupations	1,850	1,736	(114)	(6%)	\$17.96	\$18.51
Healthcare Support Occupations	2,623	3,067	444	17%	\$11.28	\$11.62
Protective Service Occupations	2,716	2,251	(465)	(17%)	\$17.24	\$17.82
Food Preparation and Serving Related Occupations	7,690	7,465	(225)	(3%)	\$9.05	\$9.30
Building and Grounds Cleaning and Maintenance Occupations	3,459	3,440	(19)	(1%)	\$9.70	\$10.32
Personal Care and Service Occupations	5,262	5,993	731	14%	\$9.06	\$9.24
Sales and Related Occupations	12,743	11,312	(1,431)	(11%)	\$12.23	\$13.02
Office and Administrative Support Occupations	12,871	11,544	(1,327)	(10%)	\$13.81	\$14.42
Total	49,214	46,808	(2,406)	(5%)	\$11.91	\$12.43

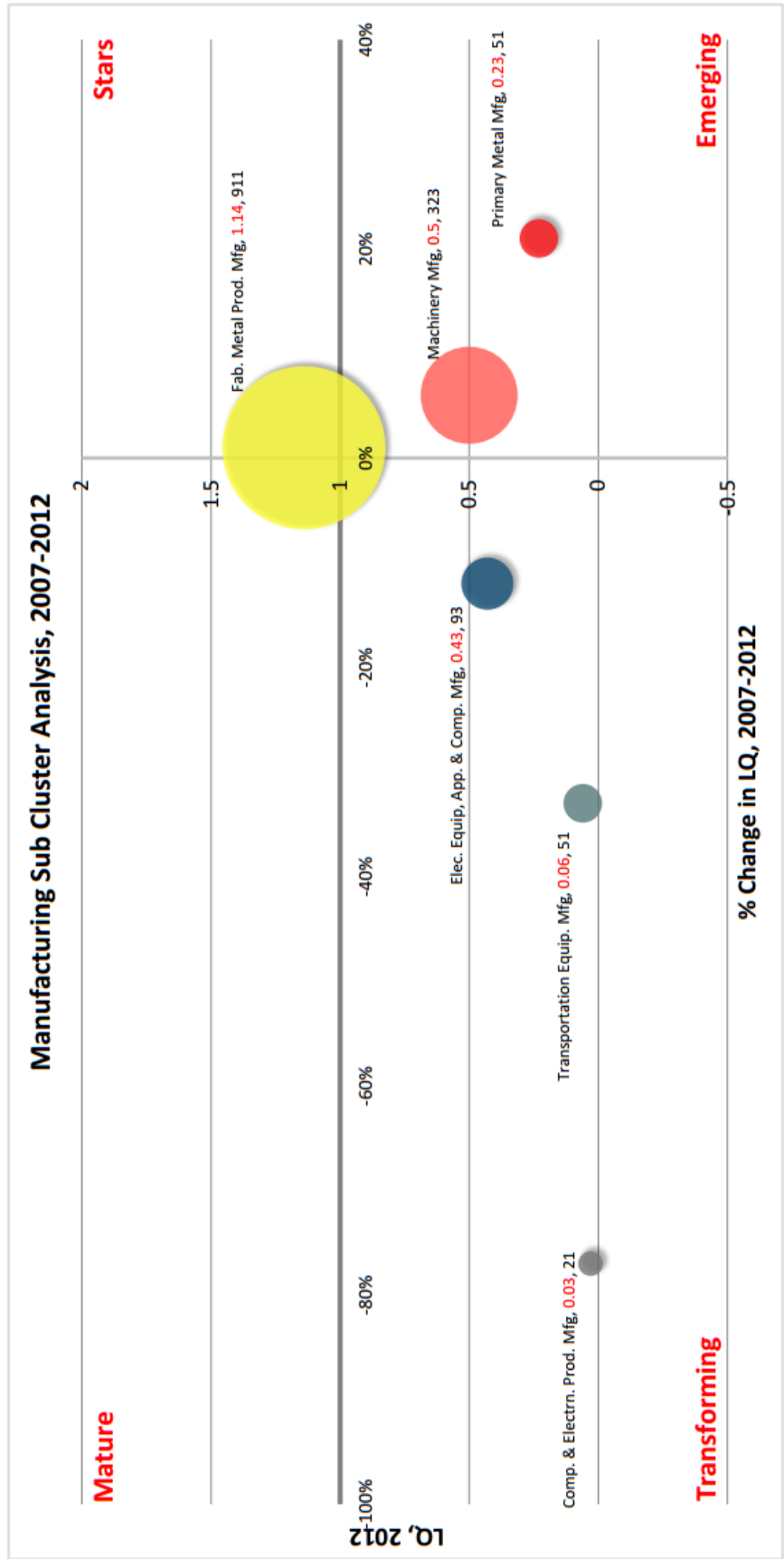
Source: EMSI Complete Employment- 2013.1

* Does not include military or agriculture related occupations

Industry Cluster Analysis, 2007-2012



Trails of the Ancients Region



Note: Label includes cluster name, LQ 2012, and Employment 2012

Data Source: EMSI 2013.1, industry cluster definitions by PCRD

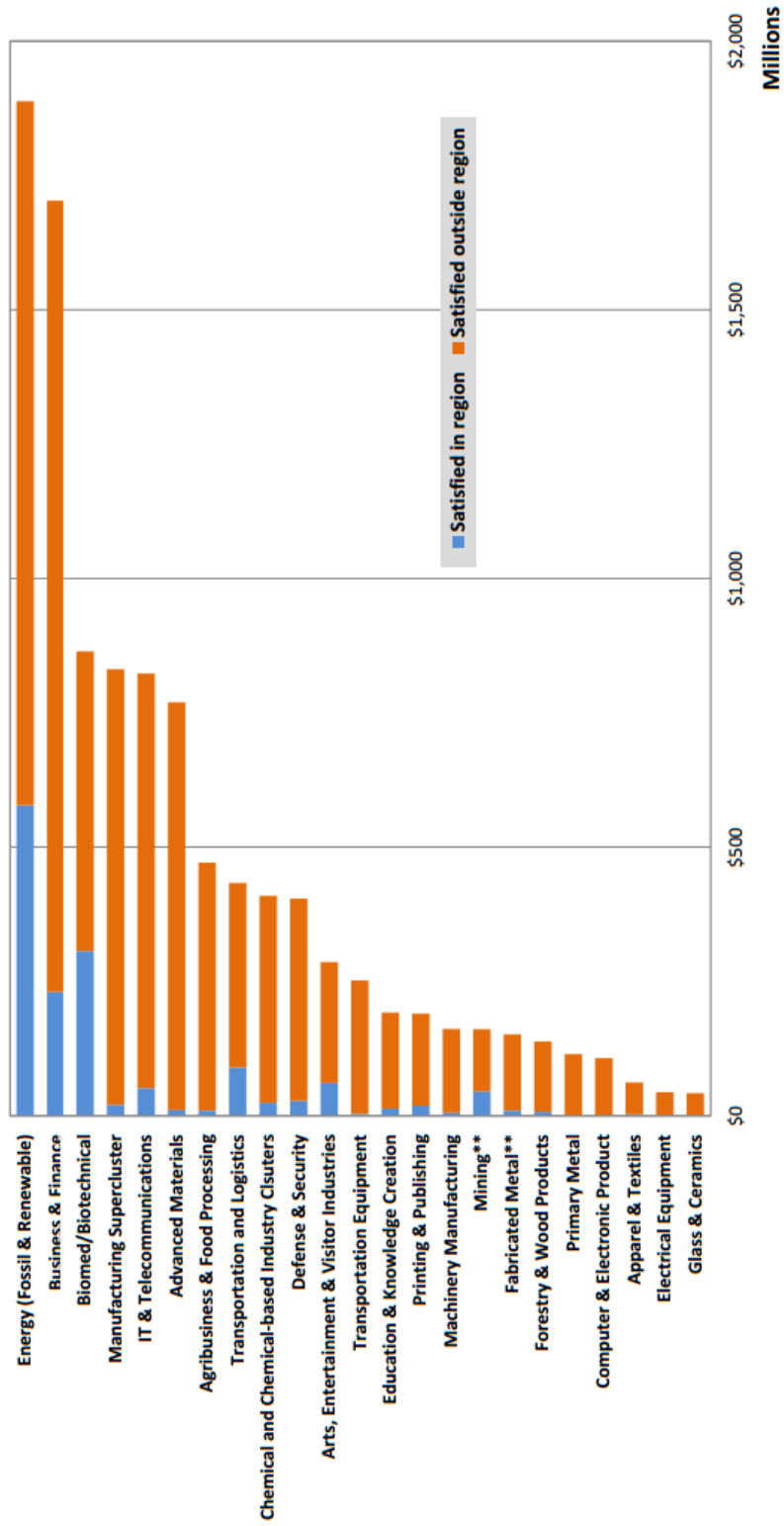
Trails of the Ancients Region, Industry Clusters, 2012

Cluster Name	2012 Jobs	2012 LQ	Percent Change LQ, 2007-2012	2012 EPW	Competitive Effect (shift-share) 2007-2012
Energy (Fossil & Renewable)	14,633	3.45	0%	\$ 77,682	-1,175
Biomedical/Biotechnical (Life Sciences)	6,947	0.88	18%	\$ 45,881	503
Business & Financial Services	3,835	0.3	-5%	\$ 34,507	-581
Arts, Entertainment, Recreation & Visitor Industries	2,777	0.7	-3%	\$ 17,360	-108
Transportation & Logistics	2,232	0.73	-14%	\$ 60,593	-262
Manufacturing Supercluster	1,451	0.43	-19%	\$ 44,863	-127
Advanced Materials	1,030	0.36	-12%	\$ 31,568	-46
Fabricated Metal Product Manufacturing	911	1.14	-14%	\$ 35,245	-41
Mining	799	2.79	-4%	\$ 76,655	-34
Defense & Security	777	0.25	-25%	\$ 42,094	-303
Chemicals & Chemical Based Products	606	0.51	-6%	\$ 40,182	53
Education & Knowledge Creation	569	0.24	-1%	\$ 13,251	-66
Forest & Wood Products	523	0.6	1%	\$ 38,815	139
Printing & Publishing	521	0.3	-17%	\$ 31,500	-57
Information Technology & Telecommunications	514	0.14	-30%	\$ 60,041	-220
Machinery Manufacturing	323	0.5	-8%	\$ 54,607	1
Agribusiness, Food Processing & Technology	299	0.2	-22%	\$ 34,403	-89
Apparel & Textiles	245	0.33	-31%	\$ 17,398	-56
Glass & Ceramics	129	0.79	-18%	\$ 14,288	-5
Electrical Equipment, Appliance & Component Manufacturing	93	0.43	-28%	\$ 89,543	-19
Primary Metal Manufacturing	51	0.23	-2%	\$ 22,963	5
Transportation Equipment Manufacturing	51	0.06	-46%	\$ 78,728	-31
Computer & Electronic Product Manufacturing	21	0.03	-79%	\$ 84,884	-66

Data Source: EMSI 2013.1, industry cluster definitions by PCRD

Trails of the Ancients Region, Industry Clusters

Regional Requirements, Expenditures & Leakages, 2011



Data Source: EMSI 2013-1, industry cluster definitions by PCRD



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