



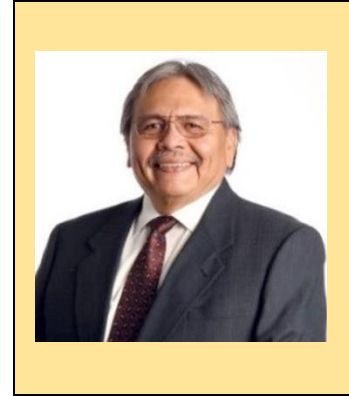
Annual Report


2021-2022

4CED had a great year in 2021! A year of capacity building, laying foundations, involving the community, executing the strategic plan and doing it all despite COVID.

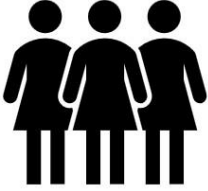
Below is our 2021 annual report. The report is divided into sections and concludes with my look into what's ahead for 2022.

Thank you, members and investors! We're working hard to be your champions for San Juan County's economic future.





Reduced budget deficit from (\$74K) to (\$34K). Secured APS and NM Gas Company grants.



Membership & Finances

Moving the Right Directions!

Grew Membership 39% from 56 to 78

2021 - THE YEAR IN REVIEW

Being visible in our communities by making presentations is essential to building and sharing vision and strategies for San Juan County's economic future.

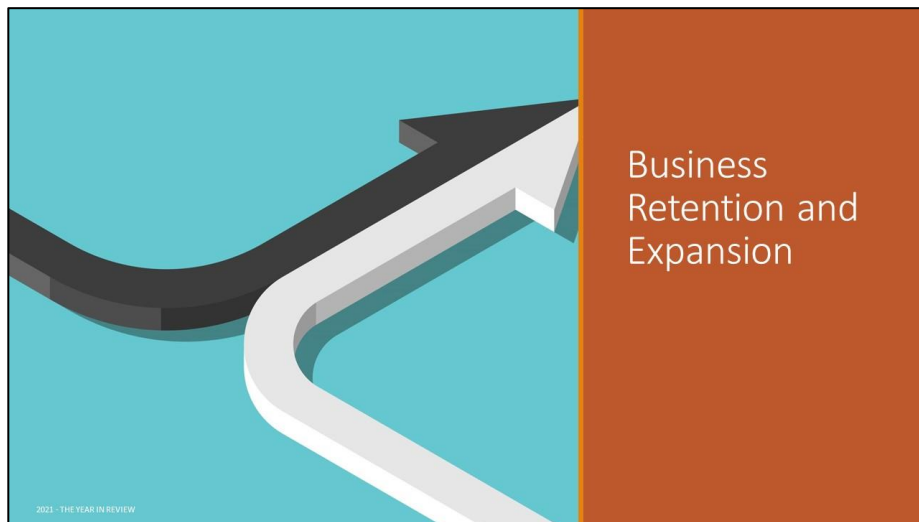
A highlight of the year was 4CED's first quarterly economic development briefing. Over 90 people attended to learn about economic development strategies in other coal-affected communities around the Nation.

Community Presentations

- Leadership San Juan
- Rotary
- Farmington Chamber of Commerce
- San Juan County Commission
- Various Navajo Nation groups
- Monthly KSJE radio program
- Quarterly Economic Development Breakfast – Coal-Affected Communities and Hydrogen
- NMSU Economic Development Summit with NAPI



2021 - THE YEAR IN REVIEW



As excited as the board of directors and I are to see new business and industry come to San Juan County, it's equally exciting to help retain and expand existing businesses. In economic development circles, this work is known as "Business Retention and Expansion" or "BRE" for short.


We're pleased to report great strides in 2021 with our BRE efforts. Thanks are owed to our partners at the University of Minnesota Extension Service who trained and led us through the baseline BRE process.

4CED now has a very clear understanding of the needs and concerns of 100 San Juan County businesses. This understanding is shaping our efforts and plans.

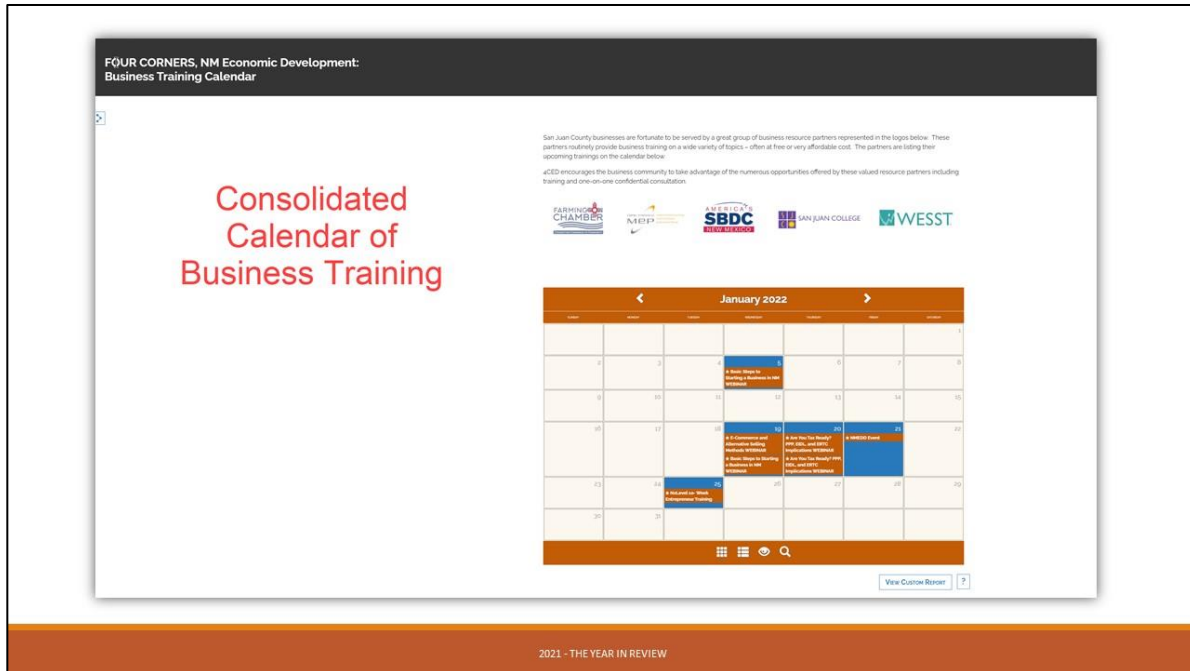
One recommendation was to create a consolidated calendar of all business training offered by our local business resource partners. [Check it out](#) or click the picture below. The partners have a lot to offer.

Business Retention and Expansion

- Select executive board members, the CEO and consultants received education on BRE from the University of Minnesota Extension Service
- Surveyed 100 San Juan County businesses. Results reviewed in working retreat by 28 community leaders.
- Five specific opportunities for community improvement identified
- Taskforce teams being formed to address opportunities
- One-stop business training calendar now on 4CED website



2021 - THE YEAR IN REVIEW



Strategic Plan Updated and Posted

At 4CED we like to “plan the work and work the plan.” Our strategic plan was updated in 2021 and reviewed with and approved by your board of directors. More about the plan can be found by [clicking here](#) or on the infographic below.

The key takeaway is that 4CED needs your involvement with our goal teams. Our work advances through the contributions of our passionate community volunteers and dedicated team of consultants. That’s how we do things. Oh, and by the way, we have fun too.

				
<p>GOAL #1: PARTNERSHIPS / RELATIONSHIPS</p> <p>Cultivate business relationships, develop regional partnerships, and catalyze Business Retention and Expansion projects.</p> <ol style="list-style-type: none"> 1. Cultivate relationships with existing businesses. 2. Develop regional partnerships with other economic development entities in the area. 3. Diversify and analyze the work of the BRE task forces. 	<p>GOAL #2: ORGANIZATIONAL DEVELOPMENT / EFFECTIVENESS</p> <p>Strengthen knowledge, governance, and finances to assure unity, accountability, and operational excellence.</p> <ol style="list-style-type: none"> 1. Initiate a series of economic development trainings for 4CED board members, 4CED members, and community members. 2. Build and maintain a stable, effective organization and its boards. 3. Develop a source of funding to provide organizational subsidy. 	<p>GOAL #3: TARGETED INDUSTRIES</p> <p>Pursue focused targets for recruiting, developing, and expanding industries.</p> <ol style="list-style-type: none"> 1. Analyze how asset map can be created and executed. 2. Utilize the asset map to determine targeted industries. 3. Create a project plan for pursuing targeted industries. 4. Clarify the mission on regional industries between 4CED and other EDOs. 5. Determine the viability of the 1-10 Initiative Projects with Navajo Nation and pursue projects that have merit. 	<p>GOAL #4: WORKFORCE CAPACITY</p> <p>Through Identified partnerships, drive the preparation of a skilled workforce based on targeted industry needs.</p> <ol style="list-style-type: none"> 1. Determine the gaps in workforce training between what is currently being offered and what is needed. 2. Create and conduct workforce training opportunities with the needs of employers. 3. Create a rapid response process model for workers about to be displaced. 4. Work with county public schools and San Juan College to connect their pathways to careers for location-neutral, 11 jobs. 	<p>GOAL #5: DATA ANALYSIS / MARKETING</p> <p>Establish brand identity and sustain The comprehensive economic database and asset map.</p> <ol style="list-style-type: none"> 1. Establish and manage a marketing plan for brand identity and to promote business retention, expansion, and attraction. 2. Fight users on how to manipulate the database and track their use of the data. 3. Establish and sustain an initial working asset map to support the work of Goal Teams #3 and #4.

Member Services

First and foremost, 4CED is a membership-driven organization. Members invest their time and dollars to help us accomplish our mission. We, in turn, strive to return them substantial value and high returns.



In 2021, 4CED made several key advances in member services. Much more to come in 2022.

Two highlights: The robust commercial and industrial land and building [search functionality](#) added to the 4CED website and our bi-weekly newsletter.

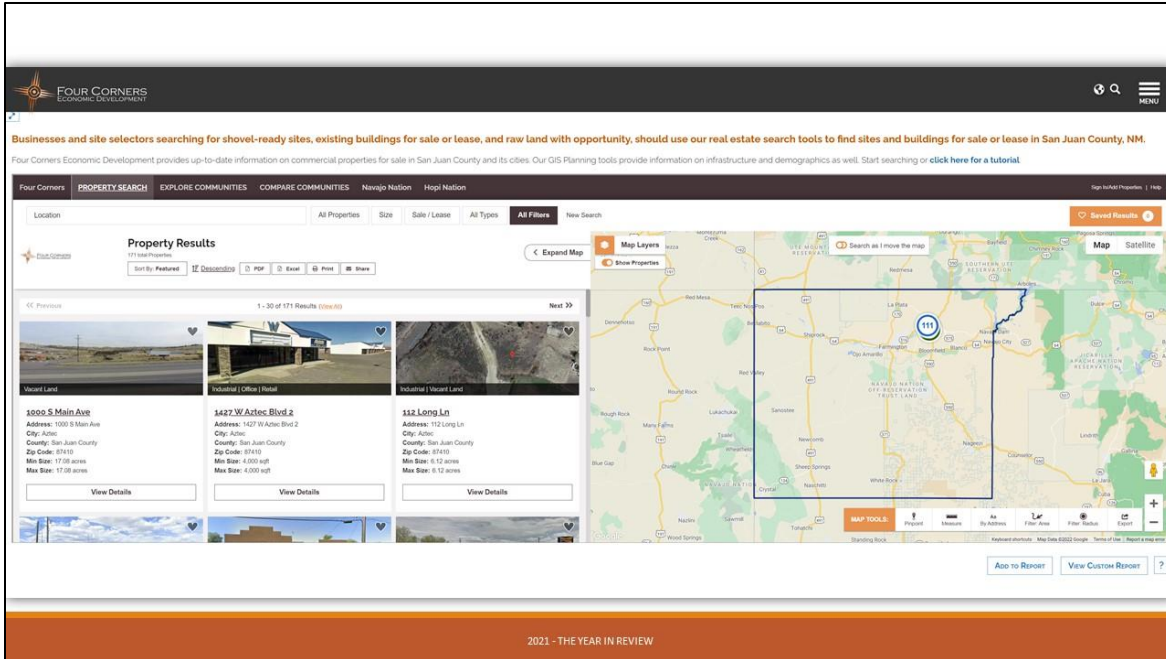
We're always seeking new ways to provide even greater value for members. Please reach out to us with your needs and ideas. We're working hard at being the champion for San Juan County's economic future.

Member Services



- Bi-weekly newsletter with economic development stories, data and links
- News reporting including U.S. Census and State of NM Economic Development data
- Regular one-on-one CEO meetings scheduled with community members and stakeholders
- Property search functionality added to 4CED website
- Dynamically listed commercial and industrial properties by community posted to community webpages

2021 - THE YEAR IN REVIEW



Collaborations & Partnerships

Economic development is a team sport. Winning requires collaboration and partnerships.

This is so fundamental to success that one of 4CED's five strategic goal teams is exclusively focused on partnerships and relationships.

Given the nature of this compact annual report, we're unable to update you on each of our partnerships and relationships, but the eight below are highlights. And, because "bullet points" are just that, please reach out to us should you have questions or want further information.

Five Navajo Initiatives



- Pump storage project – supporting resolution from Beclabito Chapter
- Railroad – in conjunction with SJ County
- Middle-Mile Broadband – in discussions with Arcadian Infracom on Tuba City to Farmington backbone
- Expansion of the Raytheon Diné Manufacturing Facility
- Navajo Dam Escrow Account

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Agriculture

- Fiscal agent for Grower's Market Alliance
- Marketing support for Harvest Hub
- Pursuing and supporting development of commercial kitchen to support food entrepreneurs
- Strong relationship with NAPI
- 2022 Grower and Buyer Agricultural Summit

2021 - THE YEAR IN REVIEW

New Mexico Economic Development Department



Building bridges with the NM EDD

4CED now has presence on the NM EDD website! We were MIA.

Quarterly work sessions with regional EDD representative

More to come in 2022

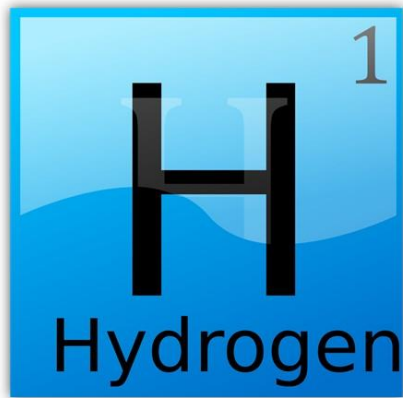
2021 - THE YEAR IN REVIEW

Four Corners Film Group

- Regular participation with the Four Corners Film Group
- County wide coalition established addressing film industry opportunities
- Working to promote San Juan County locations for productions
- Open to ideas to provide more support for this industry in 2022



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Coordinating	Hosting	Supporting
Coordinating community resources in support of attracting hydrogen hub status for San Juan County as part of New Mexico's regional initiative	Hosting two community education breakfasts to build community knowledge base	Supporting SJ County legislators in their efforts Supporting PESCO and related suppliers

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Railroad



- Received the U.S. DOT BUILD grant award of \$2 million
- Working with SJ County and Navajo Nation under terms of an MOU
- Placed bids to retain consultant
- Identified engineering consultant
- Engineering and right-of-way design work begins in 2022

2021 - THE YEAR IN REVIEW

Coal-Affected Communities

- Hosted quarterly economic breakfast briefing
- Opened channel of exploration to collaborate and share best practices with other coal-affected communities
- Seeking to develop coalition of communities in 2022 in partnership with NACo.



2021 - THE YEAR IN REVIEW

Desks to Career Initiative



- Goal: 200 high-wage IT jobs in 7 years
- Initial collaborative with Farmington Municipal School District and SJ College
- Will be working with Rio Grande Valley computer employers who came to SJ College CyberCon to help develop the educational framework
- Objective: Reduce export of educated workforce and building high-wage employment base

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Marketing

At its core, marketing is a contest for people's attention. . .

For 4CED the laser-focused object of that attention is all the great things San Juan County has to offer.

We're "undiscovered" country to most of the world and nation. 4CED is working to change that using best-practiced tools and messaging. Of course, our audience also includes the citizens of San Juan County and the surrounding region. Our hope is we're moving the needle. Come discover San Juan County.

4CED relies heavily on digital marketing and 2021 saw the relaunch of all of 4CED's digital platforms starting with [a new website](#) followed by a retooling of our social media.

New Website

- Golden Shovel, GIS Planning and ReSimplifi – three best-practiced vendors
- Website named a top-ten new economic development website of 2021
- Report tracking indicates thousands of users and many inquiries into the property for sale or lease database
- More specific content coming in 2022 to support marketing of target industries like retirees



2021 - THE YEAR IN REVIEW

Social Media

- Enhanced Facebook and grew to over 1,100 followers from less than 100
- Grew Constant Contact email subscribes to over 1,100. Newsletter a regular bi-weekly communication with a 30% plus open rate!
- Established 4CED YouTube Channel
- Reclaimed and working 4CED LinkedIn Page



2021 - THE YEAR IN REVIEW

More Help on the Way

Sometimes you can use a little help. The work of economic development can be accelerated with the support of industry specialists. In 2022 4CED is homing in on two consultants to help more precisely target our [industry focus areas](#) and support the attraction of out-of-area real estate investment dollars.

Consultants to Assist



- Seeking consultant to support creation of asset map to more precisely align community assets with specific types of industry participants. Marketing dollars won't be spent until targets more refined.
- Seeking consultant to support attraction of developer investment. Community members like Kirtland would like a grocery store.

2021 - THE YEAR IN REVIEW



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Thank you, members and investors! We're seeking to be your champions for San Juan County's economic future.

2021 - THE YEAR IN REVIEW

***Thank you for your interest in 4CED. How may we serve?
Call us at (505) 566-3720.***