



Annual Report & Strategic Outlook

FY 2021-2022

4CED continues to deliver! Below is our FY 2021-2022 annual report and 2022-2023 strategic outlook.

The report is divided into sections and concludes with my look into what we're planning for the year ahead.

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



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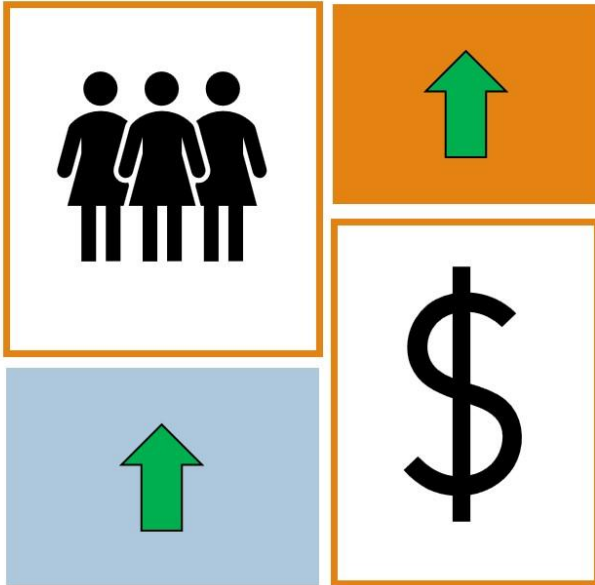


Membership, Finances & Grants

FISCAL YEAR 2021-2022 - YEAR IN REVIEW

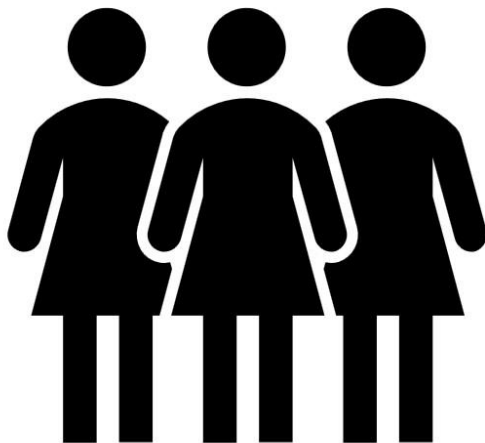
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The organization's fiscal position is improving. The work ahead is membership development, securing grants and closing the budget deficit. Substantial strategic investments with consultants were made to help 4CED better target the right industries for attraction and to support our municipalities' efforts with new retail attraction.



Membership, Finances & Grants

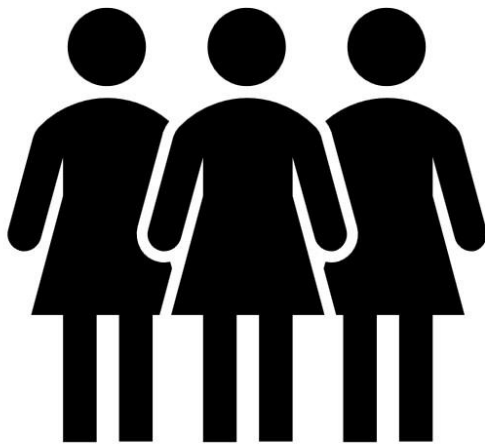
Two Years in a Row of Moving in
the Right Directions!



Membership, Finances & Grants

87 Members Representing:

- | | |
|--------------------------------------|----------------------------------|
| Advertising & Media | Agriculture |
| Auto Sales | Business & Professional Services |
| Civic Organizations | Computer & Telecommunications |
| Construction Equipment & Contractors | Education |
| Energy | Financial |
| Government | Healthcare |
| Individuals | Manufacturing |
| Oil & Gas | Personal Services & Care |
| Real Estate | Sanitation & Recycling |



Membership, Finances & Grants

- Membership grew **21%** from 72 to 87 businesses
- **96%** percent of private business members renewed their membership
- New member recruitment occurs at all 4CED events and is where most new members are recruited. They are finding value for their membership investment.
- All San Juan County municipalities and San Juan County are members
- 4CED **is** firmly positioned as San Juan County's Economic Development Organization (EDO)!

Membership, Finances & Grants

Welcome New Members!

Hilcorp

NECA

SJ Gabaldon

Steve Neville

NMSU

AE Properties (Alan Elmore)

Connect Space

ConocoPhillips

Carol Cloer

Stephanie Thompson

Enchant Energy

DWN Consulting

NM Business Coalition

Cheney Walters Echols

A+ Well Service

Walker Agency

Bill & Pat Fortner



Membership, Finances & Grants



- Year-over-year deficit declined 45% or \$42k
- \$100k of investments made in strategic planning work associated with Competitive Asset Assessment and Retail Business Gap Analysis
- City of Aztec **doubled** its investment in 4CED. Thank you!

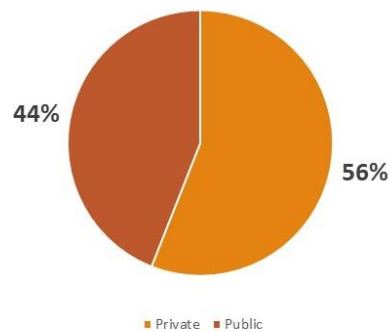
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Membership, Finances & Grants



Public and Private Revenue Split



FISCAL YEAR 2021-2022 - YEAR IN REVIEW

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Membership, Finances & Grants

Retained a NM-based Grant Writing Resource!

- Working to develop an active grant application submission and management process
- Pursuing a U.S.D.A. grant to examine business feasibility of several value-adding agriculture ventures

Membership, Finances & Grants

Grants & Sponsorships Received During Year:



- U.S. EDA \$40,000
- Arizona Public Service Company \$50,000
- Merrion Foundation \$25,000



As exciting as it is to work on recruiting new business and associated high-wage jobs, it's equally important and exciting to help retain and expand San Juan County's existing businesses. In economic development circles, this work is known as "Business Retention and Expansion" or "BRE" for short.

4CED has a very clear understanding of the needs and concerns of 100 San Juan County businesses. This came through interviews conducted in 2021 and these interviews are continuing to shape our efforts and service deliverables. We are now actively seeking funding to staff a position dedicated to the BRE role.

Using the interview findings and best-practiced tools taught us by the University of Minnesota extension service, we identified and completed several deliverables and report on them below.

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

Business Retention and Expansion

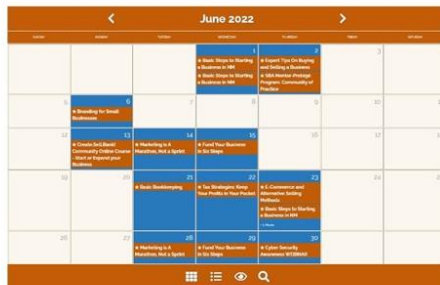
- BRE is a core function of best-practiced EDOS
- Seeking funding to permanently staff 4CED's BRE activity
- Building on work done with the University of Minnesota Extension Service, seven specific BRE opportunities targeted for community improvement



Business Retention and Expansion



An Example BRE Project . . .

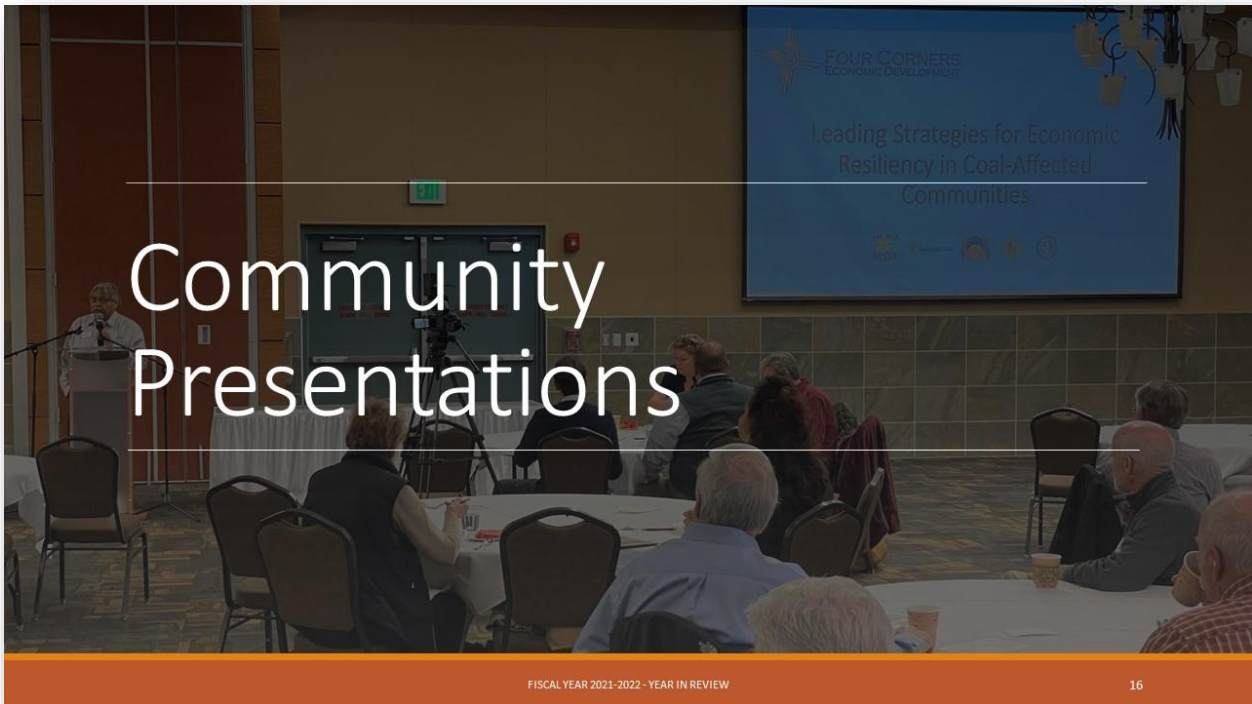


Consolidated One-Stop Calendar for all small business training now on 4CED's website – A need surfaced through BRE interviews

Business Retention and Expansion



- Collaborated with SJ College Workforce Development to offer work ethics training embedded with their other workforce trainings. SJ College contracted several entities to deliver training.
- Received a \$10,000 grant from Merrion Family Foundation to do strategic planning for enhancing the beauty of San Juan County. Benchmarking complete and one initial meeting occurred. Work accelerating in new fiscal year.



Members, investors and the public look to 4CED as San Juan County's EDO. There is much at stake in these important times as we all work to diversify and strengthen the local economy.

A big responsibility is keeping the community informed and collecting community feedback for local governmental leadership, state and federal economic development partners and industry leaders.

FY 2021-2022 was a busy year for community presentations as we, in addition to routine briefing presentations, added focused quarterly economic development breakfast briefings to the mix. [Click here to access the recordings](#) of these large meetings in case you missed one.

Community Presentations

- San Juan County Commission
- Aztec, Bloomfield and Farmington City Councils
- Monthly KSJE radio program
- Leadership San Juan
- Rotary & Kiwanis
- Farmington Chamber of Commerce
- National economic development podcast
- Various Navajo Nation groups
- Quarterly economic development breakfasts



Member Services

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Members and serving them are at the

of all we do.

Member services are broad and vary by member classification and needs. Below are some of the highlights. A big addition this year was county-wide commercial and industrial land and building search capability to the 4CED website. [Click here to check it out.](#)

Also, BIG news is the return of the EDGE Awards Banquet. A great time to celebrate achievements of some of San Juan County's leading businesses.

Member Services



- Regular one-on-one CEO meetings scheduled with community members and stakeholders
- Property search functionality added to 4CED's website
- Dynamically listed commercial and industrial properties sortable by community posted to each of SJ County's community webpages

Property Results

1 - 30 of 171 Results

Address	City	County	Zip Code	Min Size	Max Size
1000 S Main Ave	Artee	San Juan County	87410	17.08 acres	17.08 acres
1427 W Artee Blvd 2	Artee	San Juan County	87410	4,000 sqft	4,000 sqft
112 Long Ln	Artee	San Juan County	87410	6.12 acres	6.12 acres

Friday, July 9, 2022



FOUR CORNERS
ECONOMIC DEVELOPMENT
CONNECTION

From the CEO

SJ County Gross Receipts Decline Slightly; Energy Markets Briefing, Annual Meeting and Lupke Team Returns

Lots to report as 4CED enters the new fiscal year. I hope you'll consider attending the annual meeting next Wednesday where you'll be able to network and learn about the plans for the year ahead and the achievements of the past year.



Arvin Trujillo

Also in this issue are several pieces of data that are key economic indicators of how San Juan County is doing. Our readers like data and I encourage you to visit our website for more. If you can't find what you're needing, please let us know. We're here for you!

San Juan County Gross Receipts Decline Slightly

Chart 1. Matched Taxable Gross Receipts Per Quarter



- Newsletter with economic development stories, data and links. Every other Friday at 10:30 am.
- News reporting includes U.S. Census and State of NM Economic Development data and special announcements
- Twelve-month average open rate 33%, up 7%! Industry average open rate down 3%.
- 65,546 sends. 1,200 subscribers. 192 subscribers organically added during the year.

<https://www.4cornersed.com/news/sign-up-for-our-newsletter>



Four Corners Economic Development

EDGE Awards Banquet

economic development, growth, and excellence

San Juan County's Premier Event for Recognizing the Contributions of Leading Local Companies to the Causes of Economic Development, Growth and Excellence

The 2022 Winners



Clint & Cliff Freeman,
Owners

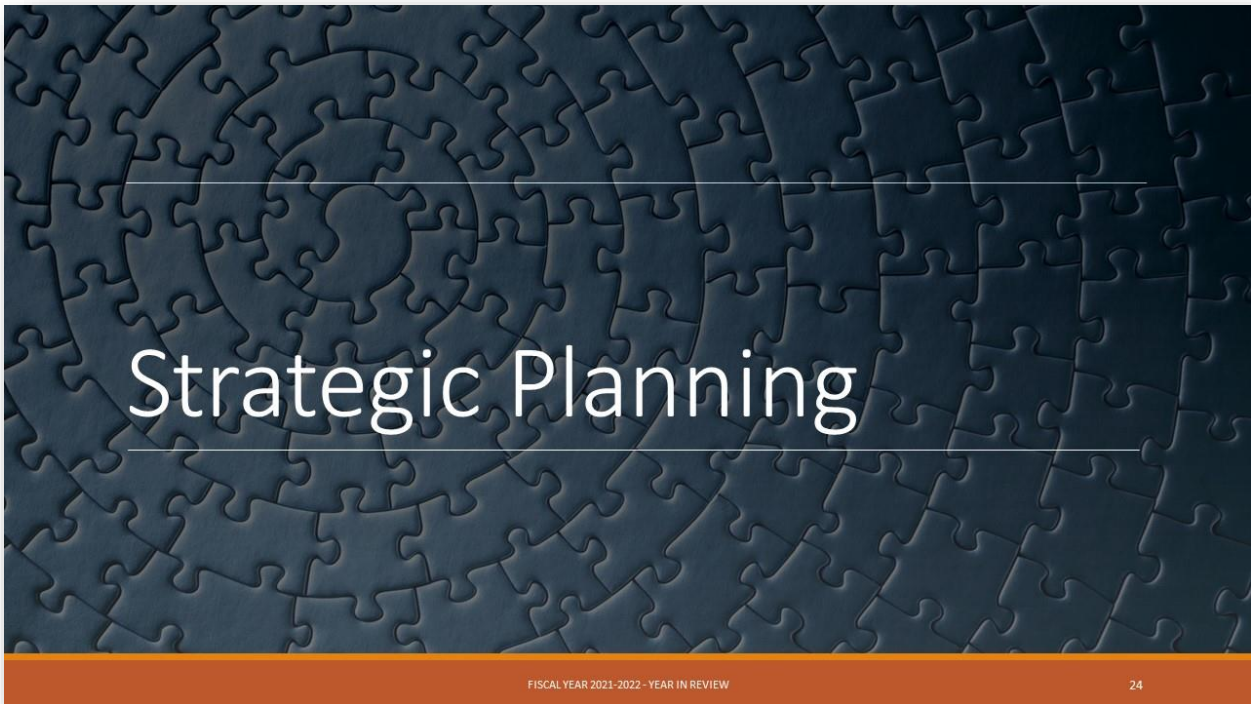


Joe Day,
Operations Manager



Jay Paul McWilliams,
CEO

Well attended in its first year back and only going to grow as one of 4CED's premier membership events








At 4CED we “plan the work and work the plan.” Strategic work plans are conducted through the efforts of five Goal Teams comprised of 4CED staff, consultants and community volunteers.

Two large strategic planning activities occupied much of the year. The first is a competitive economic asset assessment exercise to help 4CED more sharply define target industries for recruitment purposes. The second is an effort to assist San Juan County municipalities in attracting select retailers to fill identified gaps.

As part of attracting new business and industry, it is important to clearly communicate our value propositions to targeted industries. A big part of the value proposition is our unique set of sustainable competitive advantages.

The asset assessment exercise involves cataloging those advantages and aligning them with selected industries the consultants identify as needing what San Juan County has to offer. Targeted industry specific marketing plans will follow-up as a next step.

More on the 2022-2023 strategic outlook follows at the end of this report.

 <p>GOAL #1: PARTNERSHIPS / RELATIONSHIPS 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. Oversee and analyze the work of the BRE task forces. 	 <p>GOAL #2: ORGANIZATIONAL DEVELOPMENT / EFFECTIVENESS 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 stability. 	 <p>GOAL #3: TARGETED INDUSTRIES 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 interest on targeted industries between 4CED and other EDCs. 5. Determine the viability of the Five Initiatives Projects with Navajo Nation and pursue projects that have merit. 	 <p>GOAL #4: WORKFORCE CAPACITY 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 gap in workforce training between what is currently being offered and what is needed. 2. Create and connect 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-relevant jobs. 	 <p>GOAL #5: DATA ANALYSIS / MARKETING 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. Train users on how to manipulate the database and track their use of that data. 3. Establish and sustain an initial working asset map to support the work of Goal Teams #3 and #4.
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Strategic Planning – Key Initiatives & Investments

Competitive Asset Assessment & Targeting Refinement -- \$75,000 Investment



Diane Lupke & Associates



Strategic Planning – Key Initiatives & Investments

Competitive Asset Assessment & Targeting Refinement

Three Intensive Multi-Day Work Sessions



Over 90 community participants!



FISCAL YEAR 2021-2022 - YEAR IN REVIEW

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Strategic Planning – Key Initiatives & Investments

Retail Business Survey & Gap Analysis -- \$30,000 Investment

Genesis? A member-driven request. The Town of Kirtland wants help securing a grocery store.

NextSite

Three Questions:

1. What retail businesses do we have?
2. What retail businesses are missing?
3. How do we attract new retailers for “discovered” opportunities?

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Strategic Planning – Key Initiatives & Investments



- Customized presentations made to four municipalities and San Juan County
- Unique gaps found in each community
- Findings will be helpful to local entrepreneurs as municipalities make the data available to citizens
- Attraction strategy planning underway through partnerships of NextSite and communities



Economic development is a team sport and 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 those below are highlights. And, because "bullet points" are just that, please reach out to us should you have questions or want further information.



Railroad

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Railroad



- Received U.S. DOT BUILD grant award of \$2 million
- Working with SJ County and Navajo Nation under terms of an MOU
- HDR retained as engineering consultant
- Engineering and right-of-way design work underway

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Broadband

FISCAL YEAR 2021-2022 - YEAR IN REVIEW

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Broadband



- 4CED CEO is chairman of the Navajo Nation Telecommunications Regulatory Commission
- Work proceeding to address middle-mile gaps across Navajo Nation, unincorporated San Juan County and Farmington Electric Utility System service territory
- Broad coalition brought to table to apply for American Rescue Plan Act grant to build broadband. Unsuccessful, but successful in coalition building!

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Agriculture

- Serving as 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

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New Mexico Economic Development Department



Building bridges with the
NM EDD

Regular work sessions with
regional EDD representative.

Learning to pursue leads in
partnership with NMEDD!

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Three Navajo Initiatives



- Pump storage hydroelectric project – supporting resolution from Teec Nos Pos Chapter
- Railroad – in conjunction with SJ County
- Middle-Mile Broadband – in discussions with Arcadian Infracom on Tuba City to Farmington backbone

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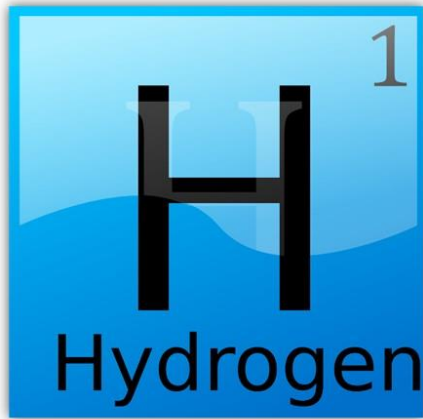
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Four Corners Film Group

- 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

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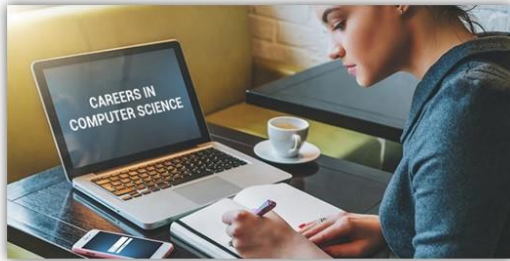
Coordinating	Hosting	Supporting
Coordinating community advocacy in support of attracting designated hydrogen hub status	Hosted two community education breakfasts to build community awareness. Over 225 attendees. Videos posted to 4CED website.	Supporting PESCO and related suppliers Supporting NMSU in its lead role for the 4-state initiative



Coal-Affected Communities

- Hosted quarterly economic breakfast briefing
- Exploring collaboration potential to share best practices with other coal-affected communities
- Active engagement with NACo

Desks to Career Initiative



- Goal: 200 high-wage IT jobs in 7 years
- Initial collaborative with Farmington Municipal School District and SJ College. Gates Foundation support possible.
- 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 supporting high-wage employment base



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

4CED has primary responsibility for letting the whole world know about all the great things San Juan County has to offer!

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

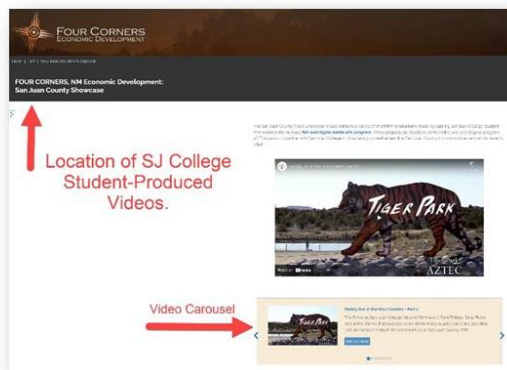
To do the work, 4CED relies heavily on digital marketing and we're building on a variety of platforms and leaning heavily on a recognized best-practiced [website](#).

Website Proving Itself!

- Golden Shovel, GIS Planning and ReSimplifi – three best-practiced vendors
- Website named a top-ten new economic development website
- Report tracking still indicating thousands of users and many inquiries into the property for sale or lease database
- More video content coming in 2022



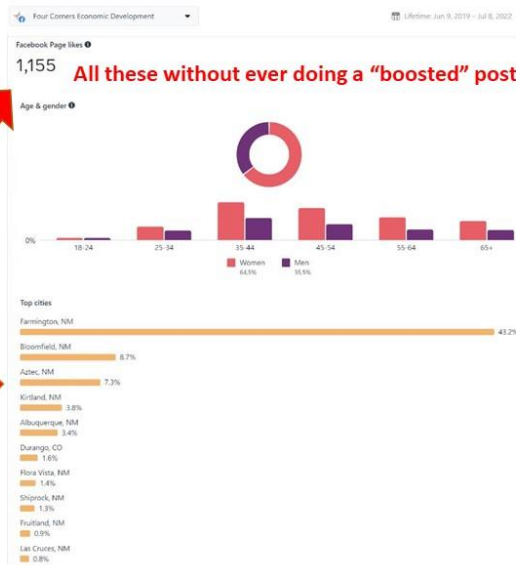
SJ College Film Partnership in Marketing



- Video content crucial for effective website engagement and storytelling
- Creating great video requires talent, is complex and expensive
- 4CED is in working partnership with the SJ College Film & Digital Media Arts program
- Student capstone projects tell visual stories of San Juan County places, people and culture through student eyes. Check out the content!

Social Media

- Enhanced Facebook now has over 1,100 followers (likes)
- Constant Contact subscriber base now over 1,200. Newsletter has a very high open rate.
- 4CED LinkedIn has over 200 followers and 462 page views – up 1,390%
- Established 4CED YouTube Channel



User Statistics



Social Media



FOUR CORNERS
ECONOMIC DEVELOPMENT

4CED had a great year in 2022. A year of capacity building, building stronger foundations, involving more community members, executing the strategic plan and doing it all while growing membership and strengthening finances.

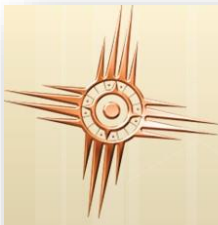
Thank you, members and investors! We're San Juan County's economic development organization.

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

Keep reading for the 2022-2023 Strategic Outlook . . .



FOUR CORNERS
ECONOMIC DEVELOPMENT

Strategic Outlook 2022-2023

Presented by
Arvin Trujillo, CEO

July 13, 2022
4CED Annual Membership
Meeting



FOUR CORNERS
ECONOMIC DEVELOPMENT

Who is Four Corners Economic Development?



- Non-profit, public-private organization focused on regional economic diversification.
- Focus on county-wide initiatives and projects that will support economic and community development efforts.
- Partnerships are critical to bring needed resources, manpower, and investment to diversify the regional economy.

2022-2023 Strategic Outlook

Strategic Plan

- **Vision:** Leading regional collaboration for a future of economic prosperity
- **Mission:** Building economically vibrant businesses and communities in the Four Corners Region through effective partnerships.
- **Guiding Principles**
 - Transparent Accountability
 - Clear Communications
 - Uncompromising Collaboration
 - Innovative Leadership

2022-2023 Strategic Outlook

Strategic Goals

- Through community participation, five (5) strategic goals were developed
- Staying consistent with the Mission and Guiding Principles, Strategic Goal Teams were established comprised of community members.
- The strategic plan has provided focus and direction for the 4CED organization.
- The team process builds partnership and unity, promotes ownership, incorporates accountability, and encourages communication and transparency.
- Different points of view and ideas can be identified and considered as the goal objectives and action plans are developed.



2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

Strategic Goal #1 Relationship / Business Retention & Expansion

- Cultivate relationships with existing businesses, develop regional partnerships, and catalyze business retention and expansion (BRE) projects that deliver economic results
 - Relationship Building
 - Working with the Navajo Nation
 - Working with communities within and outside of San Juan County
 - Working with EDOs both regionally and nationally
 - Continue to develop relationship with State Departments and Agencies
 - Business Retention & Expansion (BRE)
 - Expand on identified tasks
 - 5 BRE Tasks, 2 Infrastructure, and 1 industry target
 - Continue to showcase local businesses through the EDGE awards

2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

Strategic Goal #2 Organizational Development / Effectiveness

- Strengthen knowledge, governance, and finances to assure unity, accountability, and operational excellence
 - Board Development
 - Board Orientation
 - Benchmark "Best Practice" through training and presentations
 - Financial Stability
 - Fundraising and Development Process
 - Grant Development
 - Staffing Strategy

2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

Strategic Goal #3 Target Industries

- Pursue focused target for recruiting, developing, and expanding industries and business development
 - Identify Target Industries / Build on these assets
 - Continue with the Asset Assessment with Lupke and Associates
 - Build on NextSite analyses looking at retail gaps and opportunities
 - Current Infrastructure / Economic Projects
 - Railroad / Broadband
 - Hydrogen Hub / Pump Storage Hydroelectric Project
 - Agriculture
 - Film
 - Retiree / Location Neutral Attraction

2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

Strategic Goal #4 Workforce Capacity

- Through identified partnerships, drive the preparation of a skilled workforce based on targeted needs
 - Desk to Careers
 - Develop a process where local school districts and colleges develop curriculum in consultation with local businesses to prepare students for potential employment
 - Funding to meet these expectations are realized through a Gates Foundation grant
 - Work with the Center for Workforce Development and other labor organizations to meet employers needs for employees

2022-2023 Strategic Outlook



Strategic Goal #5 Marketing / Data Analysis

- Establish brand identity and sustain THE comprehensive economic database and asset map
 - Continue marketing efforts through the 4CED website
 - Working with consulting firms, Golden Shovel, GIS Planning, and Resimplifi, continue to improve the website
 - Continue social media outreach through LinkedIn and Facebook
 - Build public economic development knowledge base through the ED Breakfast Briefings
 - Continue Communication efforts through the 4CED Newsletter
- Develop a marketing plan incorporating Target Industries

2022-2023 Strategic Outlook



How does our strategy compare?

- Looking at the strategic focus of San Juan County and the Cities of Aztec and Farmington; common strategic targets include:
 - Value-added Agriculture
 - Energy Sector Development / Hub
 - Retirement Destination
 - Film
 - Shop Local / Retail development
 - Broadband
 - Railroad Development
 - County Aesthetics

2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

How can you be a part of this effort?

- Invest your time or the time of your employees to participate in Goal Teams, advisory committees, or focus groups to gain better insight into the community or move initiatives forward. We cannot meet the challenges in front of us as a region without your help and support.
- We understand times are challenging, but we ask you to consider becoming/remaining/enhancing your investment in the 4CED organization
- Help identify other businesses and/or organizations that would be interested in participating in 4CED and be a part of the effort to "diversify the local economy through partnerships"



2022-2023 Strategic Outlook



FOUR CORNERS
ECONOMIC DEVELOPMENT

Will you join us in this effort to prepare for the next phase of economic and community development in the Four Corners region?

Contact: Arvin Trujillo
Chief Executive Officer
5101 College Ave., Farmington, NM 87402
Phone: (505) 566-3702
Email: admin@4cornersed.com

Thank you.

2022-2023 Strategic Outlook