



Annual Report & Strategic Outlook

March 2023

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

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

Thank you, members and investors! 4CED is working hard to be your champion for San Juan County's economic future.

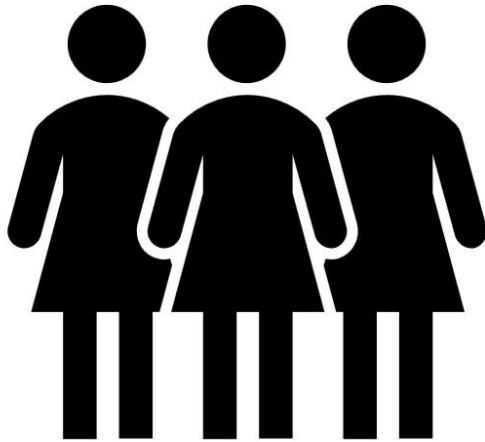


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Substantial strategic investments with consultants were made in 2022 to help 4CED better target the right industries for attraction and to support our municipalities' efforts with new retail attraction. Investment was also made in developing an application for a major U.S. Department of Energy grant that would support hydrogen investment in San Juan County. As a result of these long-term investments and despite solid membership growth and retention, the organization's near-term fiscal position is challenged. More work is ahead regarding membership development, securing grants and closing the budget deficit.



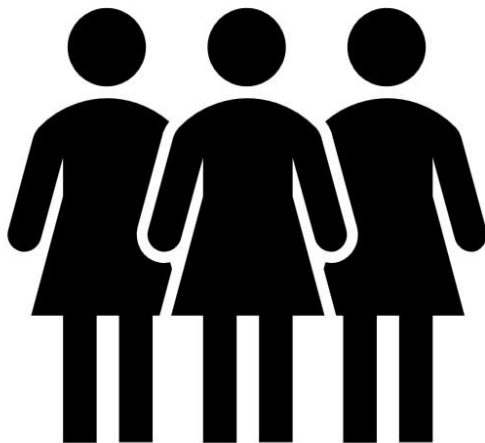
Membership, Finances & Grants

92 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

CALENDAR YEAR 2022 - YEAR IN REVIEW & STRATEGIC UPDATE

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Membership, Finances & Grants

- Membership **grew** 19.5% from 77 to 92 businesses.
- 94% percent of private business members renewed their annual memberships.
- New member recruitment occurs at all 4CED events and is where most new members are recruited.
- Members see value for membership investment.
- All SJ County municipalities, SJ County and San Juan College are members.
- 4CED **is** firmly positioned as SJ County's Economic Development Organization (EDO)!

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Membership, Finances & Grants

Welcome New Members!

Sun Glass

Navajo Dam Enterprises

Invenergy

Carol Cloer

Stephanie Thompson

Enchant Energy

DWN Consulting, LLC

Navajo Preparatory School

Boys & Girls Club of Farmington

Cheney Walters Echols

A Plus Well Service

Walker Agency

Bill and Pat Fortner

Animas Valley Mall

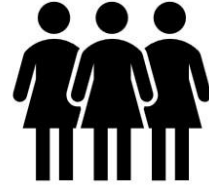
Wells Fargo

SJ Gabaldon

Steve Neville

New Mexico State University

AE Properties (Alan Elmore)



Membership, Finances & Grants



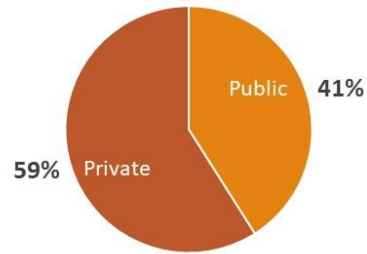
- Made a greater than \$100k of strategic investment in conducting a Competitive Asset Assessment and Retail Business Gap Analysis.
- Forecasted revenue for the 2022-2023 budget cycle up \$50K or 17.6%.

Membership, Finances & Grants

Private Sector Investment Percentage Continues to Gain Over Public Sector!



4CED's Private and Public Revenue Split



Membership, Finances & Grants

Seeking Grant Writing & Management Resources!

- Working to develop an active grant application submission and management process.
- Process will benefit from dedicated professional assistance.
- Pursuing U.S.D.A. grants to examine business feasibility of several value-adding agriculture ventures – meat packing, pelletized alfalfa and seed oil processing.

Membership, Finances & Grants

Grants & Sponsorships Received During Year:



- U.S. EDA \$40,000
- Arizona Public Service Company \$25,000
- Merrion Foundation \$10,000 for BRE





As exciting as it is to work on recruiting new business and associated high-wage jobs, it's equally, if not more 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 over 100 San Juan County businesses. This came through interviews conducted in 2021 and continuing into 2022 and beyond. BRE 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 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 in San Juan County have much to offer!

Business Retention and Expansion

- BRE is a core function of best-practiced EDOs.
- Seeking funding to permanently staff 4CED's BRE activity. SJ County and City of Farmington are signaling support in their upcoming budget cycles to help fund BRE efforts.
- Building on work done with the University of Minnesota Extension Service. Seven specific BRE opportunities targeted for community improvement.



Business Retention and Expansion

1. Core skill certification – Action taken.
2. Marketing of existing workforce training programming – Action pending.
3. Marketing of business trainings – Action taken.
4. Beautification of Transportation Corridors – Action taken.
5. SJ County Agriculture Industry Coordination and Promotion – Action taken.
6. Broadband – Action taken.
7. Railroad – Action taken.

Business Retention and Expansion

- Received a \$10,000 grant from Merrion Family Foundation for strategic planning to enhance the beauty of San Juan County transportation corridors. Benchmarking complete.
- Taskforce of community leaders formed to identify high-priority community beautification projects.
- Task force toured main SJ County transportation corridors to identify locations for action.



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Business Retention and Expansion



- Collaborated with SJ College Workforce Development to offer work ethics training embedded within their other workforce trainings. SJ College contracted several entities to deliver training.

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Business Retention and Expansion



Another Example BRE Project . . .

Consolidated, one-stop calendar for all small business training now on 4CED's website – A need surfaced through BRE interviews.



Railroad

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Railroad



- Received \$2 million U.S. DOT BUILD grant award.
- 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.
- Held informational meetings in Shiprock and Farmington.

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Broadband

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Broadband



- 4CED CEO is chairman of the Navajo Nation Telecommunications Regulatory Commission.
- Work proceeding to close middle-mile gaps across Navajo Nation, unincorporated SJ County and Farmington Electric Utility System service territory.

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Agriculture

- Serving as fiscal agent for Grower's Market Alliance.
- Marketing support for Harvest Hub.
- Supporting commercial kitchen development to support food entrepreneurs
- 2022 Grower and Buyer Agricultural Summit
- Strong relationship with Navajo Agricultural Products Industry (NAPI)



Members, investors and the public look to 4CED as San Juan County's Economic Development Organization. There is much at stake in these important transformative 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.

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 well attended meetings in case you missed one.

Community Presentations

- Aztec, Bloomfield and Farmington City Commission or Councils
- San Juan County Commission
- 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
- 4CED's annual meeting



Member Services

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Members and serving them are at the

of all we do.

4CED offers a broad array of member services and they vary by member classification and needs. Below are some of the highlights. An example of member services is the county-wide commercial and industrial land and building search capability featured on the 4CED website. [Click here to check it out.](#)

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

Member Services



- 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
- \$30K invested in Retail Business Gap Analysis for the Cities of Farmington, Aztec, Bloomfield and Kirtland.
- Set stage for each community to pursue new retail businesses with development company that identified gaps.

Four Corners Economic Development

Businesses and site selectors searching for shovel-ready sites, existing buildings for sale or lease, and raw land with opportunity, should use our real estate search tools to find sites and buildings for sale or lease in San Juan County, NM.

Four Corners Economic Development provides up-to-date information on commercial properties for sale in San Juan County and its cities. Our GIS Planning tools provide information on infrastructure and demographics as well. Start searching or [click here for a tutorial](#).

Four Corners **PROPERTY SEARCH** EXPLORE COMMUNITIES COMPARE COMMUNITIES Navajo Nation Hopi Nation Sign In/My Properties | Help

Location: All Properties Size Sale / Lease All Types **All Filters** New Search 3 Saved Results

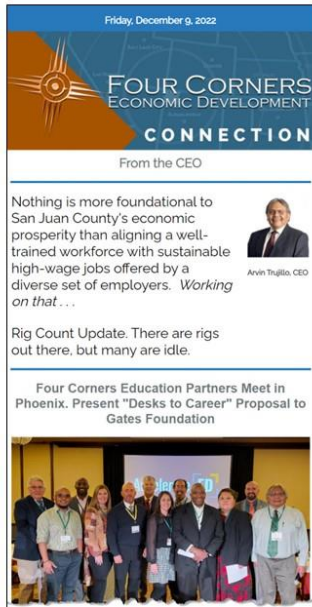
Property Results
1 - 30 of 171 Results [View All](#)

Sort by: Featured | If Descending | PDF | Excel | Print | Share

1000 S Main Ave	1427 W Aztec Blvd 2	112 Long Ln
Address: 1000 S Main Ave City: Aztec County: San Juan County Zip Code: 87410 Min Size: 17.08 acres Max Size: 17.08 acres	Address: 1427 W Aztec Blvd 2 City: Aztec County: San Juan County Zip Code: 87410 Min Size: 4.000 sqft Max Size: 4.000 sqft	Address: 112 Long Ln City: Aztec County: San Juan County Zip Code: 87410 Min Size: 6.12 acres Max Size: 6.12 acres
View Details	View Details	View Details

MAP TOOLS: Project Measure An Layer Full Screen Print Share

[Add to Report](#) [View Custom Report](#)



- Newsletter with economic development stories, data and links. Every other Friday at 10:30 am.
- Twelve-month average open rate 36%, up 9% from calendar 2021! Industry average open rate down 2%.
- 86,685 sends. 1,250 subscribers. 199 subscribers organically added during the year.
- News reporting includes State of NM Economic Development data, rig count reports and special announcements.

<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

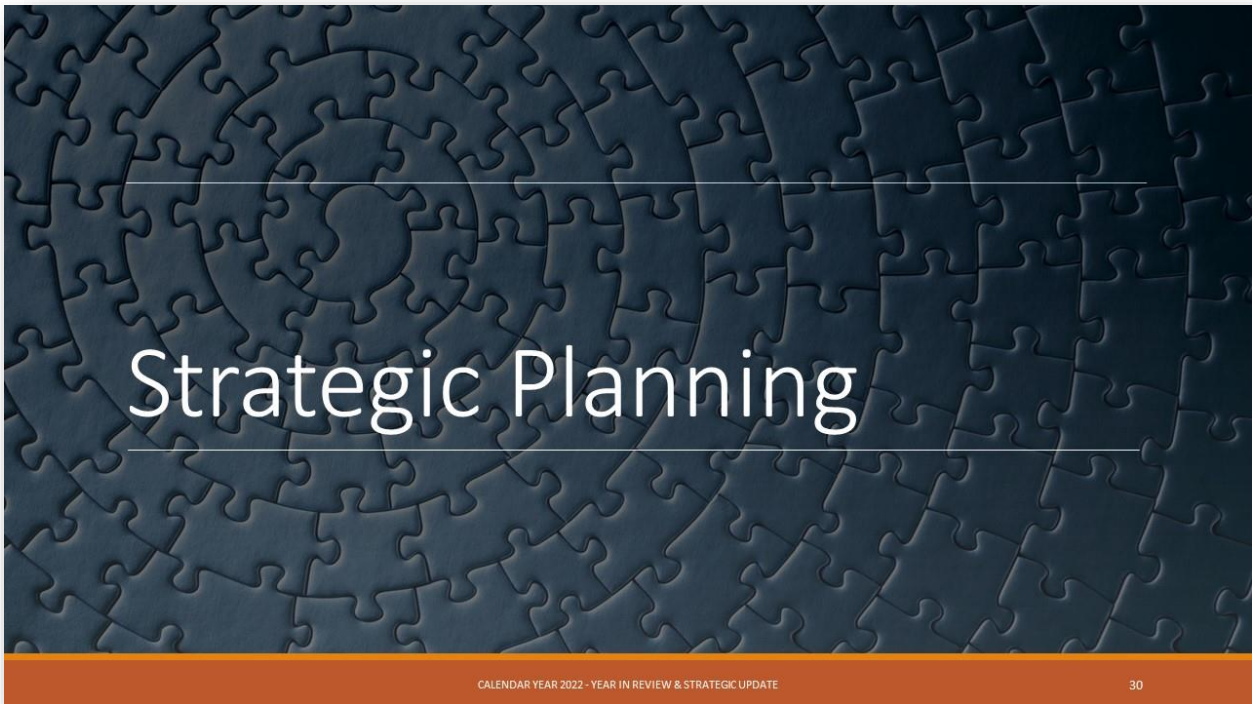


Joe Day,
Operations Manager



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 and driven by a set of prioritized objectives.

Two major strategic planning activities occupied much of the year. The first was development of a comprehensive competitive economic asset assessment of San Juan County to help 4CED more sharply define target industries for recruitment purposes. The work was led by Diane Lupke and Associates and is [posted to the 4CED website here](#). The second is an ongoing effort to assist San Juan County municipalities in attracting select retailers to fill identified gaps. This work is being led by Nextsite, a commercial development advisory firm.

As part of attracting new business and industry to San Juan County, 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 involved cataloging those advantages and aligning them with selected industries the Lupke Team identified as needing what San Juan County has to offer. Targeted industry specific marketing plans will follow-up as a next step.

Using the Lupke Team work, 4CED is now positioned to begin developing work plans, staffing requirements, budgets, milestones and key performance indicators for each of the organization's identified objectives.

4CED Strategic Plan Summary

2022-2025

 <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. 2. Build and maintain a stable, effective organization and its boards. 3. Develop sources 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. Utilize the asset map to determine targeted industries. 2. Create a project plan for pursuing each targeted industry. 3. Clarify the intersect on targeted industries between 4CED and other EDOs. 4. Focus on major infrastructure and energy projects within San Juan County. 	 <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 targeted industry workforce training needs. 2. Create and connect workforce training opportunities with the needs of current employers. 3. Collaborate to create a pathway between public schools and higher education that supports students in securing economic base jobs in San Juan County. 	 <p>Goal #5: Data Analysis/ Marketing Establish brand identity, market target industry value propositions, 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 recruitment, retention, and expansion. 2. Identify best marketing practices of other EDOs and/or resource partners. 3. Train users on how to manipulate databases and track their use of data. 4. Build internal record support for this organization and its resource partners.
<p>Mission: Building economically vibrant businesses and communities in the Four Corners Region through effective partnerships</p>		<p>Vision: Leading regional collaboration for a future of economic prosperity</p>		

Strategic Planning – Key Initiatives & Investments



Diane Lupke & Associates
Jerry Szatan, Site Locator

Competitive Asset Assessment & Targeting Refinement – a Critical \$100,000 Investment Completed in 2022.

Follow-on steps taken in February 2023.

Strategic Planning – Key Initiatives & Investments

Competitive Asset Assessment & Targeting Refinement

Four Intensive Multi-Day Work Sessions



Over 90 community participants! All SJ County Communities.



Three-Step Strategic Priority Setting and Assignment Process



Step 1: 24 Existing and New Initiatives Gleaned from Asset Assessment



Step 2: Initiatives Sorted Into Four “Buckets”



Step 3: Initiatives Prioritized by Impacts (*Economic, Visual and Quality of Life*) and Assigned to Goal Teams

The "Bucket Sort"



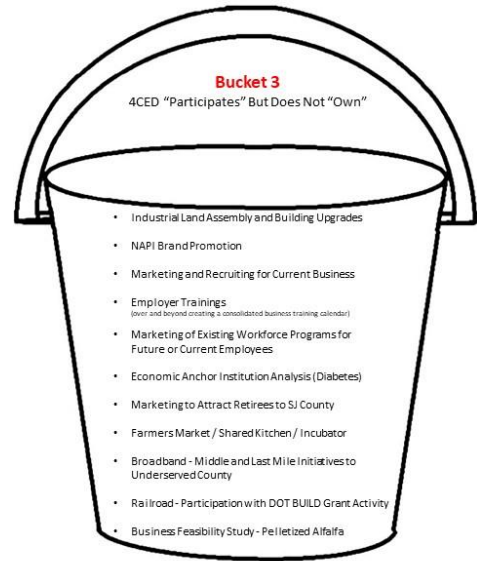
Bucket 1
4CED "Owns" & Has Funds

- Identification and Promotion of Featured Properties
- NW New Mexico EDOs and State of NM EDD Relationships



Bucket 2
4CED "Owns" & Does Not Have Funds

- Attraction Package Focused on Welcoming Community
- Desks to Careers Project with Regional School Districts and SJ College
- Alternative Energy Application Opportunities: Solar, Carbon Capture, Hydrogen, Helium
- NACO - Coal-Affected Communities Collaborative
- Development of Ongoing BRE Program
- County Corridor Beautification
- Core Skills Certification (work ethics, communication, etc.)
- Navajo Nation Relationships



Bucket 3
4CED "Participates" But Does Not "Own"

- Industrial Land Assembly and Building Upgrades
- NAPI Brand Promotion
- Marketing and Recruiting for Current Business
- Employer Trainings (over and beyond creating a consolidated business training calendar)
- Marketing of Existing Workforce Programs for Future or Current Employees
- Economic Anchor Institution Analysis (Diabetes)
- Marketing to Attract Retirees to SJ County
- Farmers Market / Shared Kitchen / Incubator
- Broadband - Middle and Last Mile Initiatives to Underserved County
- Railroad - Participation with DOT BUILD Grant Activity
- Business Feasibility Study - Pelletized Alfalfa

Bucket 4
4CED Has No Project Involvement and Clarifies Publicly

- Sustainable Small Ranches - Shared Ownership Meat Processing, Business Feasibility Study - Meat Packing
- Business Feasibility Study - Seed Oil Extraction
- Targeted Expansion or Relocation of Outdoor Recreation Manufacturer or Related Activities
- Capture of Visitor Spending Through Cross-Marketing and Event Enhancement

Prioritized Initiatives from Buckets 1, 2 & 3

Priorities weighted to favor an initiative's economic impact while also considering visual and quality of life impacts.

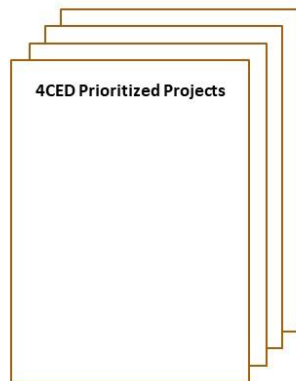
Sort	Project
1	Business Retention & Expansion (BRE)
2	Alternative Energy Opportunities
3	Navajo Nation Relationships
4	Railroad Development
5	Broadband Development
6	National Association of Counties - Coal Affected Communities Initiative
7	Industrial Property ID & Website Promotion
8	Desks to Careers Workforce Development
8	SJ County Corridor Beautification
10	Regional and State Economic Development Organization Relations
11	Industrial Developmental Land Assembly
12	Healthcare as Anchor (Clustering)
13	Marketing San Juan County to Out-of-State Retirees
14	Pelletized Alfalfa
15	Marketing of Employee Training Offerings
16	Marketing of Workforce Programs
17	Core Workforce Skills Certification
18	NAPI Brand Building
19	Attraction Package - Remote Workers
20	Farmer's Market Support

Strategic Initiative Ownership by Goal Team

Prioritized Project Initiatives and Goal Team Assignment

Goal Team #1	Goal Team #2	Goal Team #3	Goal Team #4	Goal Team #5
Partnerships/Relationships	Organizational Development / Effectiveness	Targeted Industries	Workforce Capacity	Data Analysis / Marketing
#1 Business Retention & Expansion (BRE)		#2 Alternative Energy Opportunities	#9 Desk to Careers	#7 Featured Properties
#3 Navajo Nation Relationships		#12 Healthcare Economic Anchor	#17 Core Workforce Skills Certification	#11 Industrial Land Assembly
#4 Railroad Development		#13 Marketing Retirees		
#5 Broadband Development		#14 Pelletized Alfalfa		
#6 National Association of Counties – Coal Affected Communities Initiative		#18 NAPI Brand		
#8 SJ County Corridor Beautification		#19 Attraction of Remote Workers		
#10 Regional and State Economic Development Organization Relations		#20 Farmers Market, Shared Kitchen, Incubator		
#15 Marketing of Employee Training Offerings				
#16 Marketing of Workforce Programs				

Strategic Planning Next Steps for Initiatives



Work Plan Development

- Specified objectives
- Required Partners (if any)
- Schedule
- Budgets
- Staffing Requirements
- Milestones
- Key Performance Indicators

Strategic Planning – Key Initiatives & Investments

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

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



Three Questions:

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

Strategic Planning – Key Initiatives & Investments



- Customized presentations made to four municipalities and SJ County
- Unique gaps in retailing 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 collaborative relationships 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.

New Mexico Economic Development Department



Much stronger working relationship built with the NM EDD.

Regular in-person work sessions with regional EDD representative.

Learning to pursue leads in partnership with NMEDD!

New Mexico Economic Development Department

Development Acreage and Suitable Buildings Needed in SJ County!



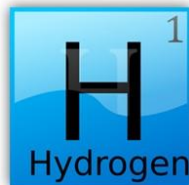
- The Lupke Team's Competitive Asset Assessment revealed a **critical gap** for SJ County – the lack of large parcels of development acreage and “ready-to-occupy” industrial buildings.
- The NMEDD is regularly submitting requests for 4CED and the City of Farmington to respond to development opportunities.
- Neither 4CED or the City of Farmington have inventory to meet needs of large, new out-of-state parties.
- Activity planned in 2023 to work on strategies to close gap and be more attractive to out-of-state businesses.

Four Navajo Initiatives



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

Hydrogen – Very Much on the Horizon



Coordinating	Hosting	Developing
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.	Working with NAPI and the Northern Rio Grande Corridor Collaborative to submit a design proposal for a NAPI/4CED jointly owned H2 project on the NAPI farm. In hunt for very substantial U.S. DOE grant funding.



Coal-Affected Communities

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

Desks to Career Initiative



Goal: 200 high-wage IT jobs in 7 years

- Collaborative underway with NW New Mexico school districts and SJ College. Application delivered to Gates Foundation for support.
- Will be working with regional employers and Rio Grande Valley computer employers to help design and deliver an innovative workforce education framework blending academics, soft skills trainings and internships to create “career-ready” workers.
- **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 to its members, investors and partners 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, New Mexico.

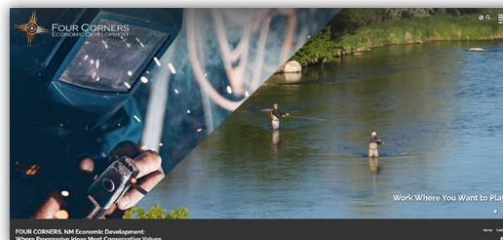
To do the work, 4CED relies heavily on digital marketing and we're building on a variety of platforms and leaning heavily on a recognized industry best-practiced [website](#).

4CED's biweekly newsletter has a very high open rate (above 30%) and strong subscriber growth. Social media presence is also growing rapidly and particularly for the professionals-oriented LinkedIn page.

[Click here if you're not a subscriber to 4CED's newsletter.](#)

Website Proving Itself!

- Golden Shovel, GIS Planning and ReSimplifi – three best-practiced vendors!
- Website named a top-ten new economic development website in 2021.
- Report tracking indicates thousands of users.
- More video content coming in 2023.



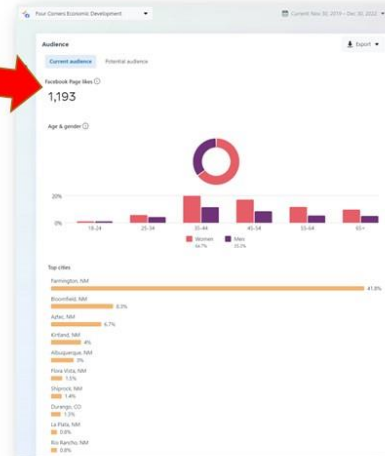
Social Media

- Enhanced Facebook presence now has over 1,250 followers (likes), up 8% from 2021.
- Constant Contact subscriber base also now at 1,250. Newsletter consistently has a very high open rate.
- 4CED LinkedIn has 374 followers up 87%.
- Added content to 4CED's YouTube Channel.



Social Media

All these without ever doing a “boosted” post! **Imagine the national reach to retirees and location neutral workers with a marketing budget.** Same is true for LinkedIn.





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.

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) 566-3702.***