

FOUR CORNERS  
ECONOMIC DEVELOPMENT

# The Fiscal Year in Review

## June 30, 2022

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ARVIN TRUJILLO, CEO  
PRESENTATION TO THE 4CED BOARD OF DIRECTORS & MEMBERSHIP

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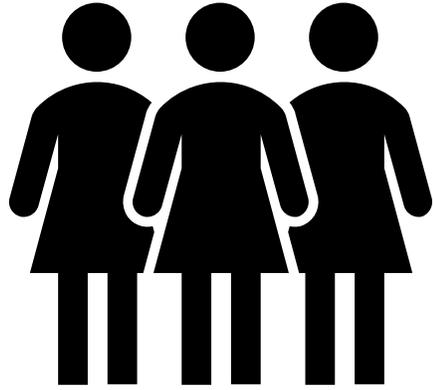
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1. Membership, Finances & Grants
2. Business Retention & Expansion
3. Community Presentations
4. Member Services
4. Strategic Planning
5. Collaboration & Partnerships
6. Marketing



# Membership, Finances & Grants

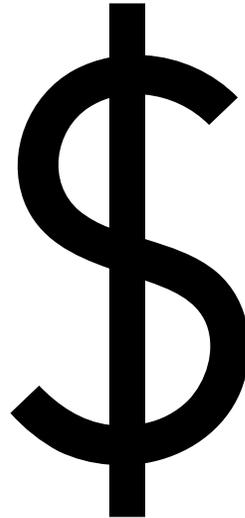
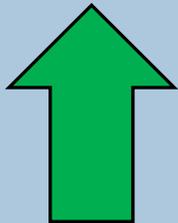
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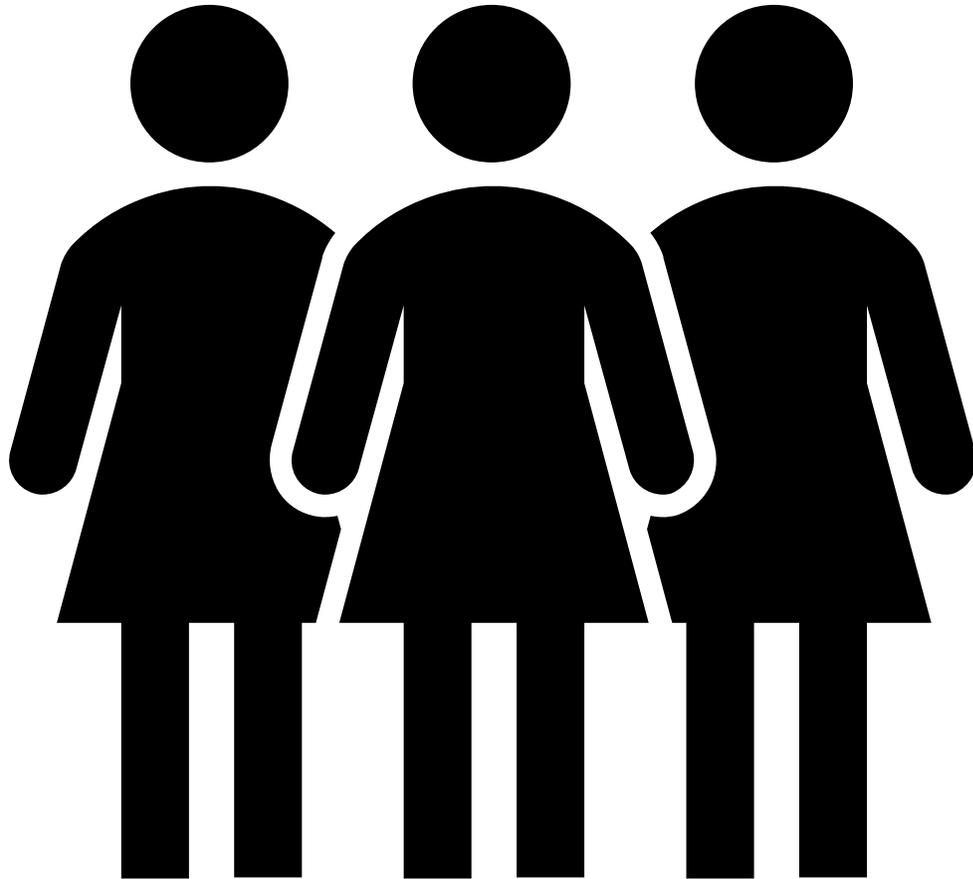


# Membership, Finances & Grants

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





# Membership, Finances & Grants

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## 87 Members Representing:

Advertising & Media

Auto Sales

Civic Organizations

Construction Equipment &  
Contractors

Energy

Government

Individuals

Oil & Gas

Real Estate

Agriculture

Business & Professional Services

Computer & Telecommunications

Education

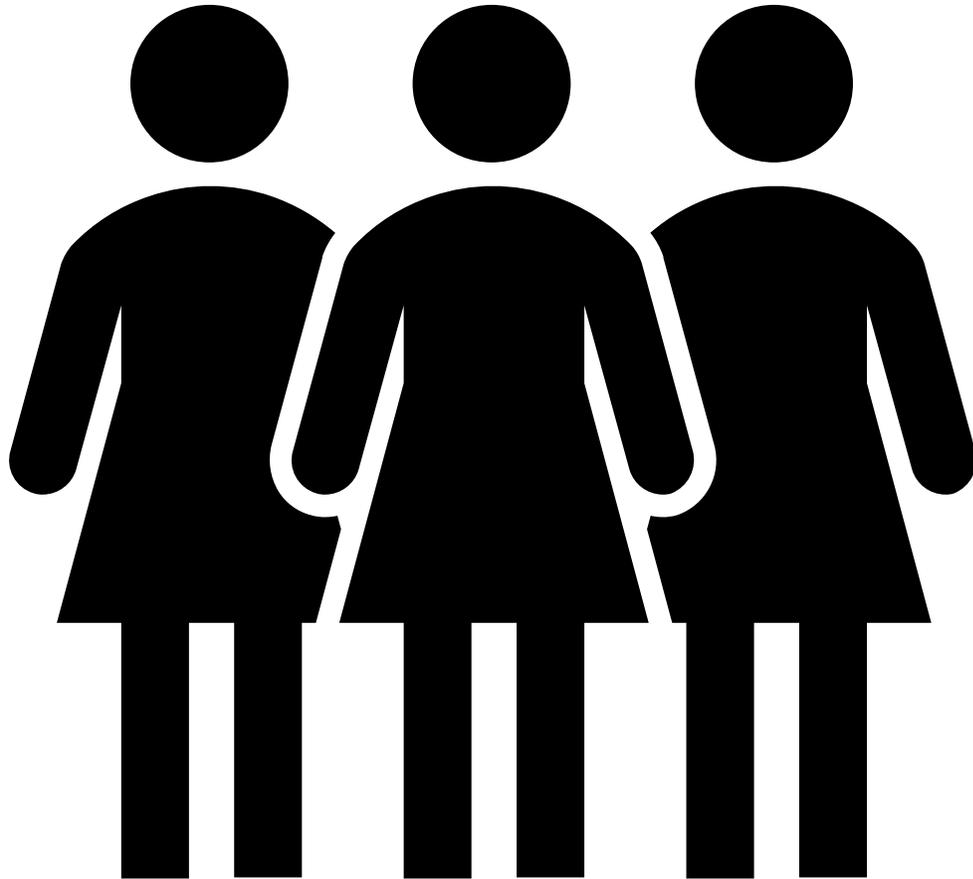
Financial

Healthcare

Manufacturing

Personal Services & Care

Sanitation & Recycling



# Membership, Finances & Grants

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- 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

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## 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

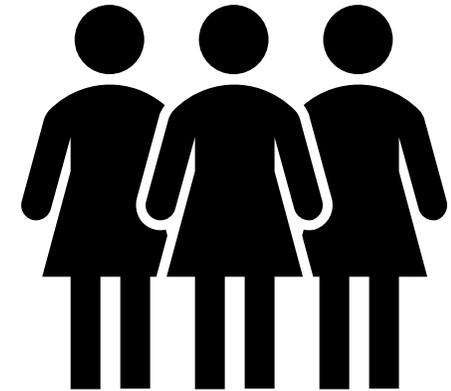
NM Business Coalition

Cheney Walters Echols

A+ Well Service

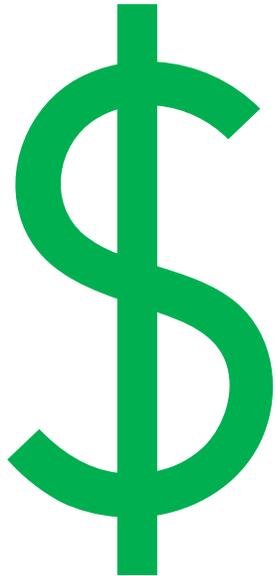
Walker Agency

Bill & Pat Fortner



# Membership, Finances & Grants

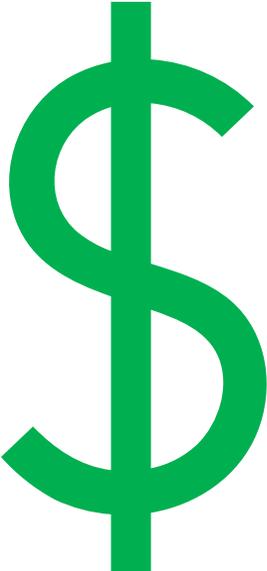
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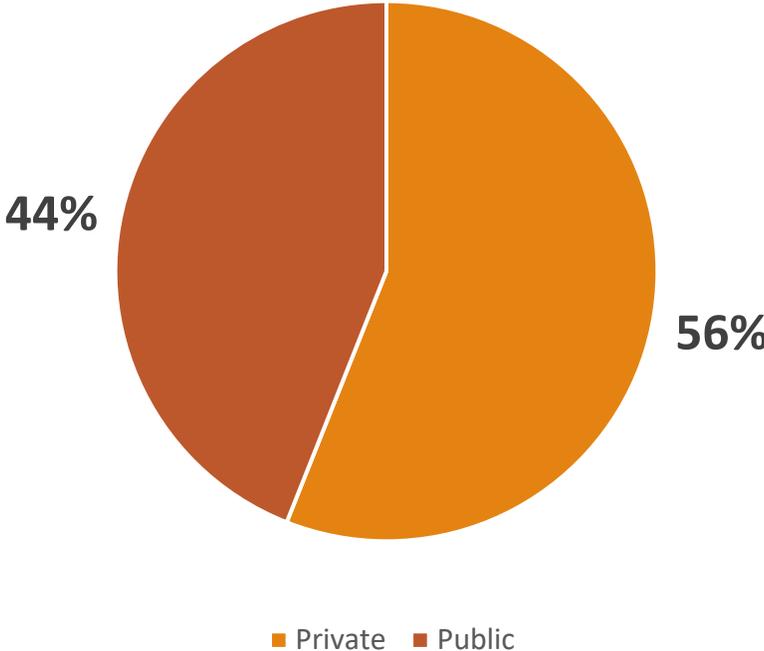
- Year-over-year deficit declined 45% or \$42k
- \$100k of investments made in strategic planning work associated with Competitive Asset Assessment and Retail Business Gap Analysis
- City of Aztec doubled its investment in 4CED. Thank you!

# Membership, Finances & Grants

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Public and Private Revenue Split





# Membership, Finances & Grants

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## 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

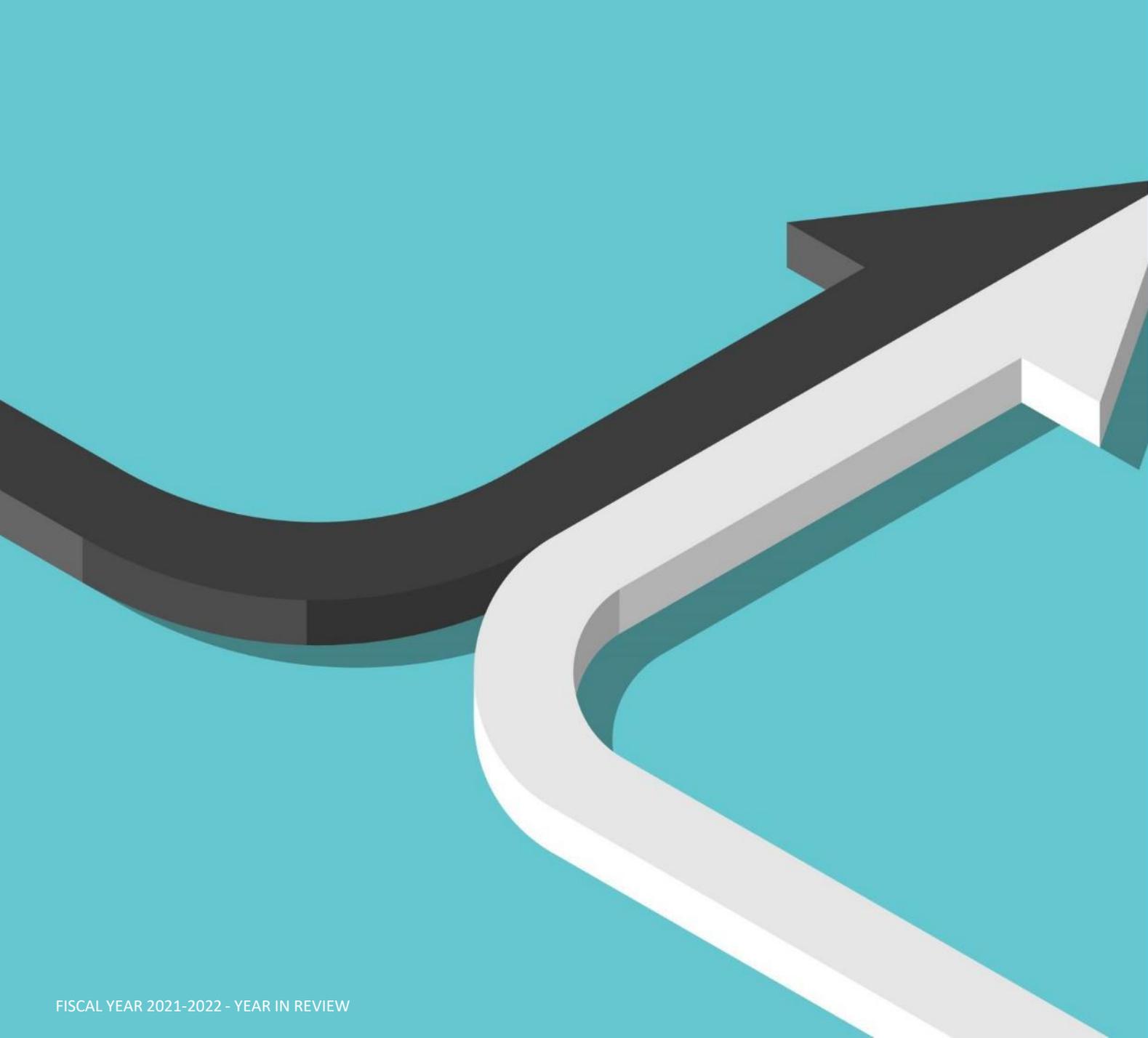
# Membership, Finances & Grants

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## Grants & Sponsorships Received During Year:



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



# Business Retention and Expansion

# Business Retention and Expansion

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- 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



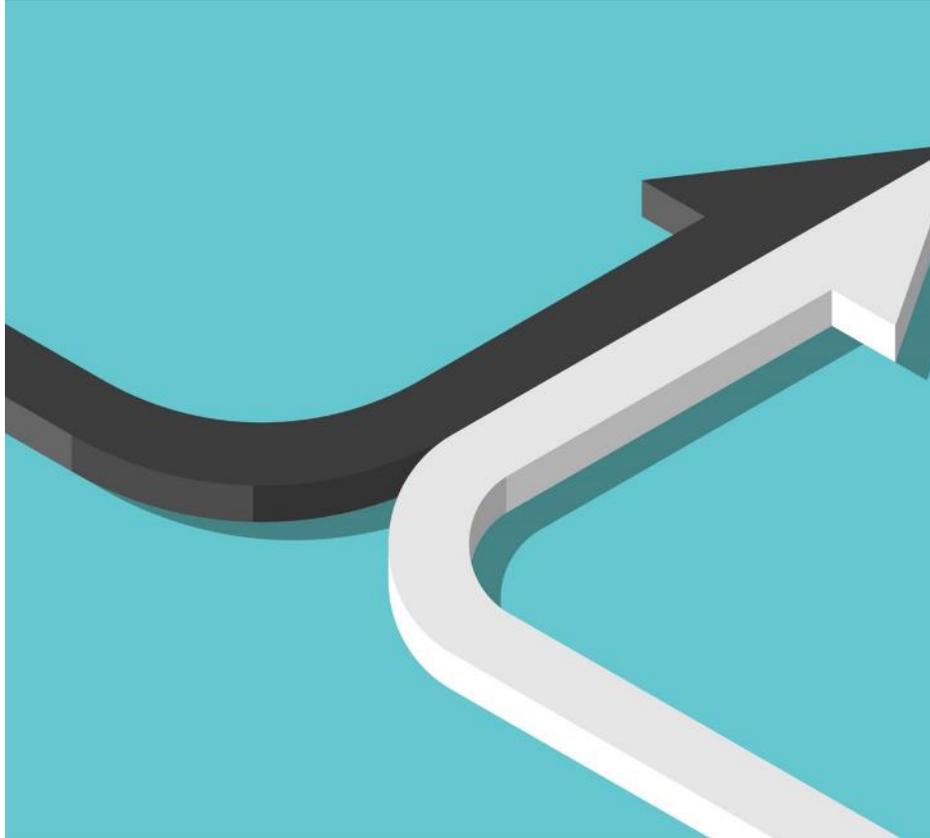
## An Example BRE Project . . .

June 2022						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 ★ Basic Steps to Starting a Business in NM ★ Basic Steps to Starting a Business in NM	2 ★ Expert Tips On Buying and Selling a Business ★ SBA Mentor-Protege Program: Community of Practice	3	4
5	6 ★ Branding for Small Businesses	7	8	9	10	11
12	13 ★ Create Sell.Bank! Community Online Course - Start or Expand your Business	14 ★ Marketing is A Marathon, Not a Sprint	15 ★ Fund Your Business In Six Steps	16	17	18
19	20	21 ★ Basic Bookkeeping	22 ★ Tax Strategies: Keep Your Profits in Your Pocket	23 ★ E-Commerce and Alternative Selling Methods ★ Basic Steps to Starting a Business in NM 11:00am	24	25
26	27	28 ★ Marketing is A Marathon, Not a Sprint	29 ★ Fund Your Business In Six Steps	30 ★ Cyber Security Awareness WEBINAR		

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

# Business Retention and Expansion

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- 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.

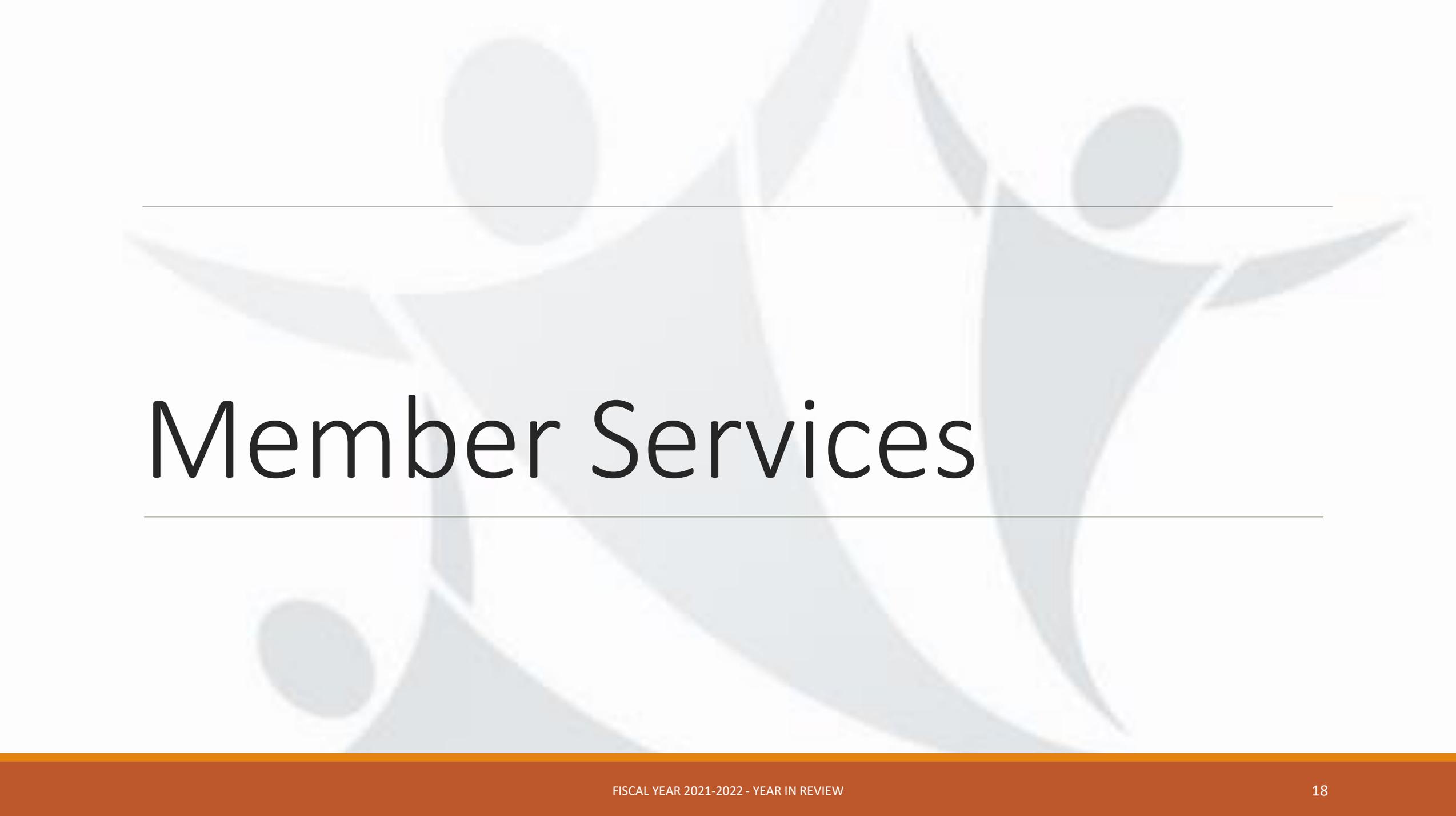
# Community Presentations



# 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





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# Member Services

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# Member Services

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**At the**



**of All We Do!**

# Member Services

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- 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

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/Add Properties | Help

Location

All Properties Size Sale / Lease All Types All Filters New Search

♥ Saved Results 0

### Property Results

1/1 total Properties

Sort By: **Featured**
Descending
PDF
Excel
Print
Share

<< Previous
1 - 30 of 171 Results [View All](#)
Next >>

<p style="text-align: center; font-weight: bold;">Vacant Land</p> <p style="text-align: center; font-weight: bold; color: #0070c0;"><u>1000 S Main Ave</u></p> <p style="font-size: 0.8em;">Address: 1000 S Main Ave City: Aztec County: San Juan County Zip Code: 87410 Min Size: 17.08 acres Max Size: 17.08 acres</p> <div style="text-align: center; border: 1px solid #ccc; padding: 5px; width: 100%;">View Details</div>	<p style="text-align: center; font-weight: bold;">Industrial   Office   Retail</p> <p style="text-align: center; font-weight: bold; color: #0070c0;"><u>1427 W Aztec Blvd 2</u></p> <p style="font-size: 0.8em;">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</p> <div style="text-align: center; border: 1px solid #ccc; padding: 5px; width: 100%;">View Details</div>	<p style="text-align: center; font-weight: bold;">Industrial   Vacant Land</p> <p style="text-align: center; font-weight: bold; color: #0070c0;"><u>112 Long Ln</u></p> <p style="font-size: 0.8em;">Address: 112 Long Ln City: Aztec County: San Juan County Zip Code: 87410 Min Size: 6.12 acres Max Size: 6.12 acres</p> <div style="text-align: center; border: 1px solid #ccc; padding: 5px; width: 100%;">View Details</div>
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Map Layers Show Properties

Search as I move the map

Map Satellite

Expand Map

MAP TOOLS:
Pinpoint Measure By Address Filter Area Filter Radius Export

FISCAL YEAR 2021-2022 - YEAR IN REVIEW

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Friday, July 8, 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.

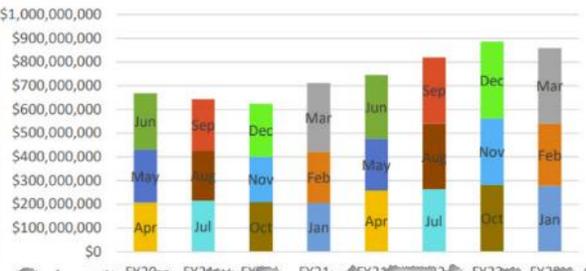


Arvin Trujillo

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



Fiscal Year	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FY20	\$650,000,000	\$550,000,000	\$450,000,000	\$350,000,000	\$250,000,000	\$150,000,000	\$50,000,000	\$0	\$0	\$0
FY21	\$600,000,000	\$500,000,000	\$400,000,000	\$300,000,000	\$200,000,000	\$100,000,000	\$50,000,000	\$0	\$0	\$0
FY22	\$550,000,000	\$450,000,000	\$350,000,000	\$250,000,000	\$150,000,000	\$100,000,000	\$50,000,000	\$0	\$0	\$0

- 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.4cornersted.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

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



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# Strategic Planning

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### **GOAL #1: PARTNERSHIPS / RELATIONSHIPS**

**Cultivate business relationships, develop regional partnerships, and catalyze Business Retention and Expansion projects.**

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.



### **GOAL #2: ORGANIZATIONAL DEVELOPMENT / EFFECTIVENESS**

**Strengthen knowledge, governance, and finances to assure unity, accountability, and operational excellence.**

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.



### **GOAL #3: TARGETED INDUSTRIES**

**Pursue focused targets for recruiting, developing, and expanding industries.**

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 intersect on targeted industries between 4CED and other EDOs.
5. Determine the viability of the Five Initiatives Projects with Navajo Nation and pursue projects that have merit.



### **GOAL #4: WORKFORCE CAPACITY**

**Through identified partnerships, drive the preparation of a skilled workforce based on targeted industry needs.**

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-neutral IT jobs.



### **GOAL #5: DATA ANALYSIS / MARKETING**

**Establish brand identity and sustain The comprehensive economic database and asset map.**

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.

# Strategic Planning – Key Initiatives & Investments

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



Diane Lupke & Associates



# Strategic Planning – Key Initiatives & Investments

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## Competitive Asset Assessment & Targeting Refinement

Three Intensive Multi-Day Work Sessions



Over 90 community participants!



# Strategic Planning – Key Initiatives & Investments

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

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



### **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?

# Strategic Planning – Key Initiatives & Investments

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- 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



# Collaborations & Partnerships



# Railroad

# Railroad

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- 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



# Broadband

# Broadband

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- 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!

# Agriculture

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- 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

# New Mexico Economic Development Department

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Building bridges with the NM EDD

Regular work sessions with regional EDD representative.

Learning to pursue leads in partnership with NMEDD!

# Three Navajo Initiatives

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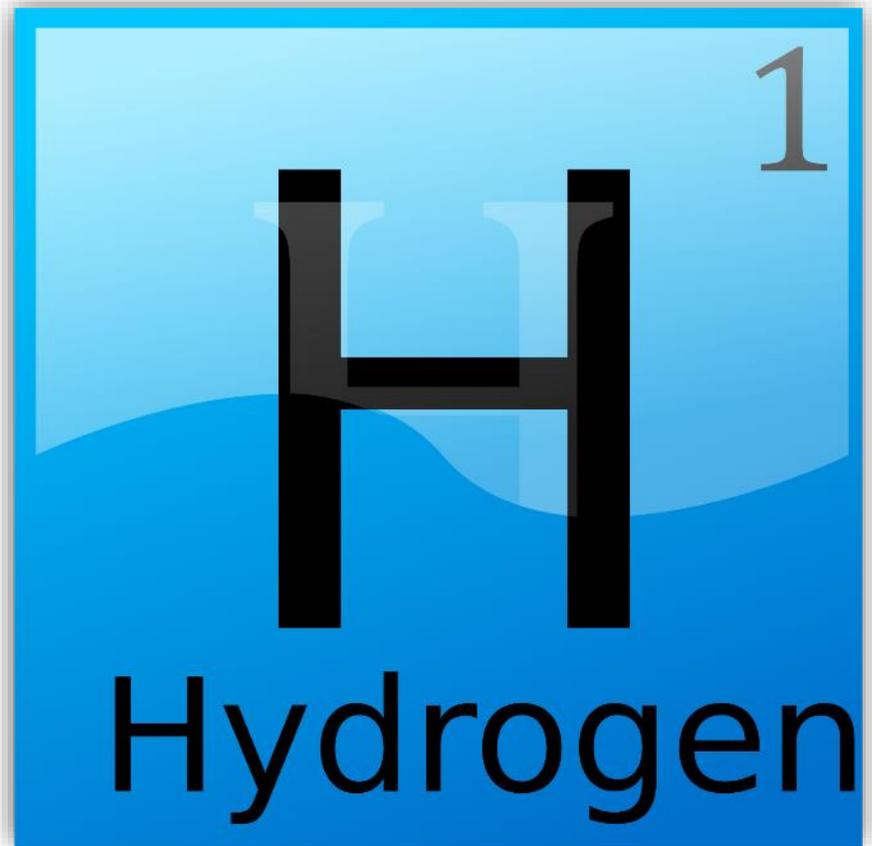


- Pump storage project – supporting resolution from Beclabito Chapter
- Railroad – in conjunction with SJ County
- Middle-Mile Broadband – in discussions with Arcadian Infracom on Tuba City to Farmington backbone

# Four Corners Film Group

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- 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



### Coordinating

Coordinating community advocacy in support of attracting designated hydrogen hub status

### Hosting

Hosted two community education breakfasts to build community awareness. Over 225 attendees. Videos posted to 4CED website.

### Supporting

Supporting PESCO and related suppliers

Supporting NMSU in its lead role for the 4-state initiative



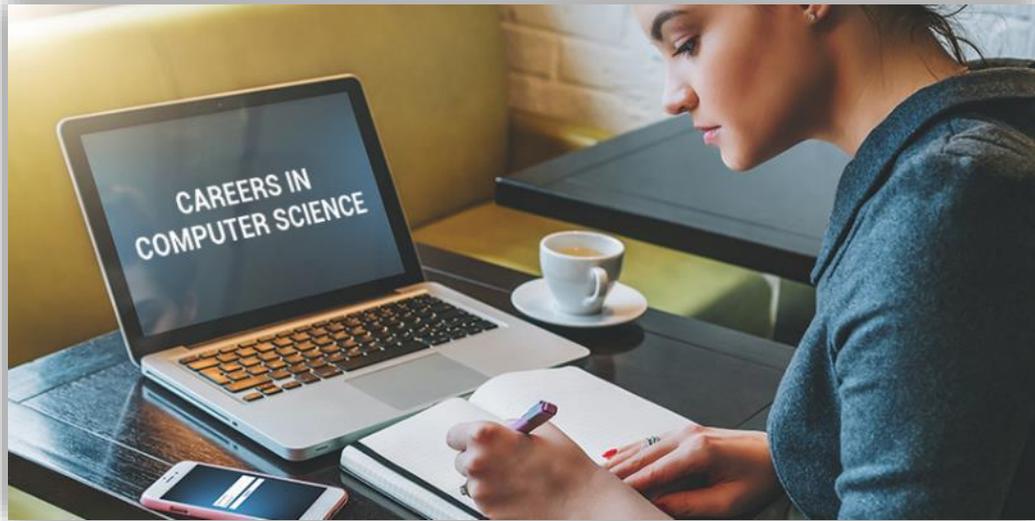
# Coal-Affected Communities

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- 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

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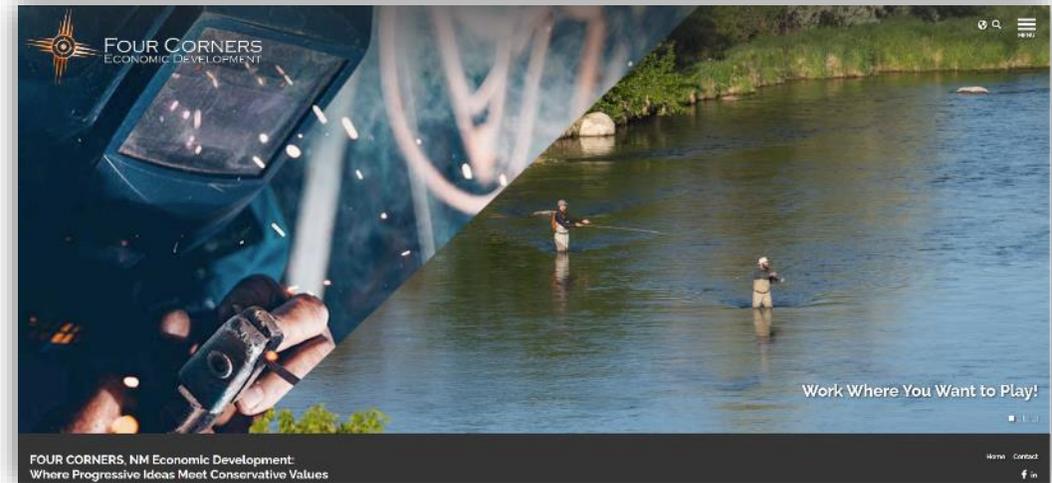
- Goal: 200 high-wage IT jobs in 7 years
- Initial collaborative with Farmington Municipal School District and SJ College. Gates Foundation support possible.
- Will be working with Rio Grande Valley computer employers who came to SJ College CyberCon to help develop the educational framework
- Objective: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



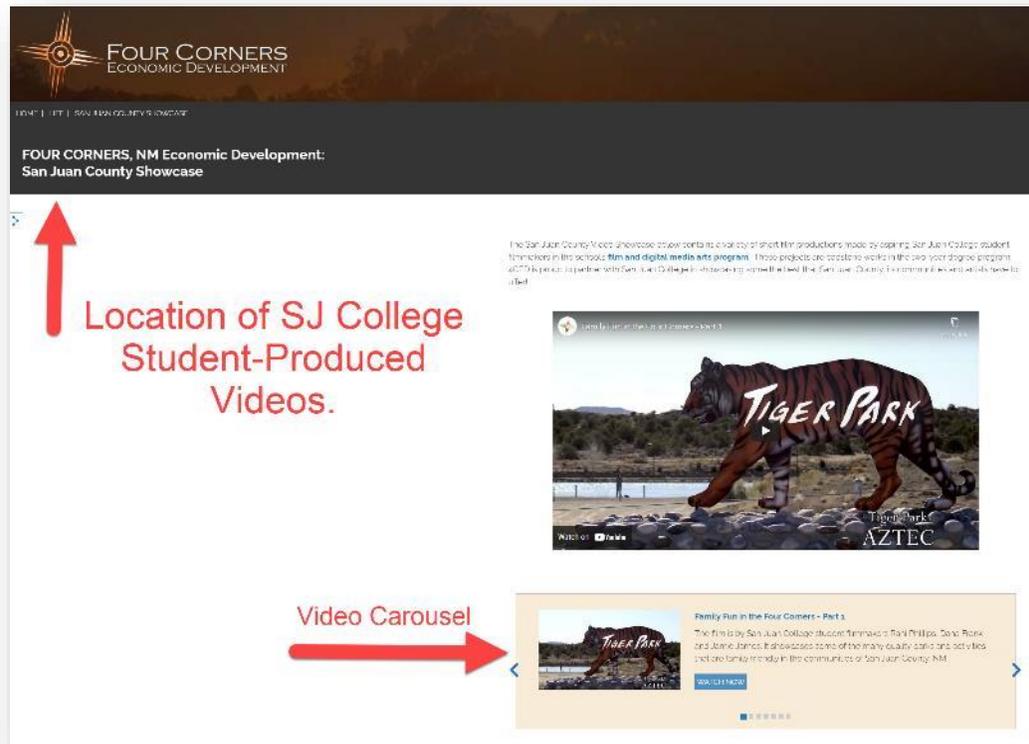
# Website Proving Itself!

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- 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



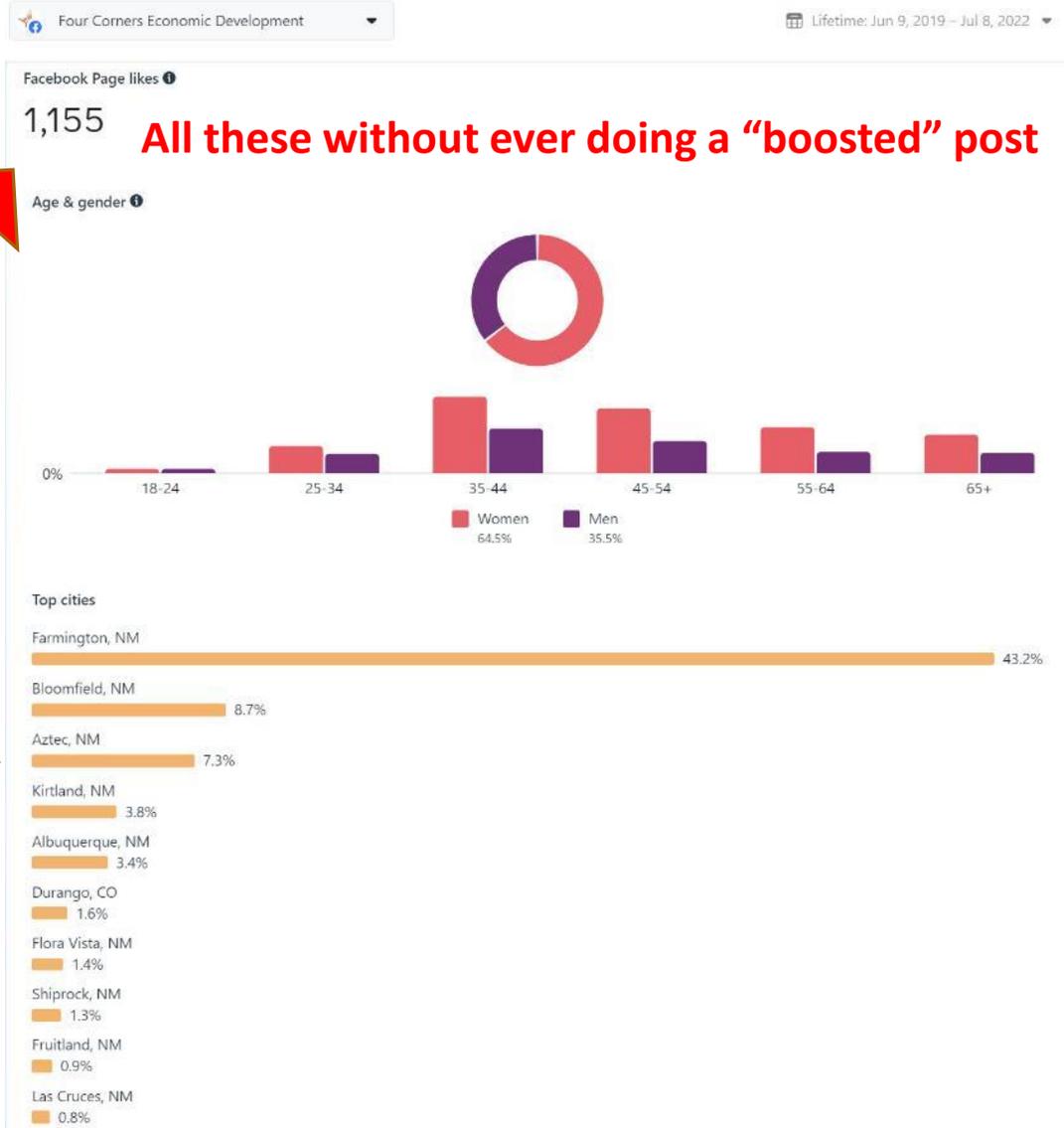
- Video content crucial for effective website engagement and storytelling
- Creating great video requires talent, is complex and expensive
- 4CED is in working partnership with the SJ College Film & Digital Media Arts program
- Student capstone projects tell visual stories of San Juan County places,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

# Social Media

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- 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.