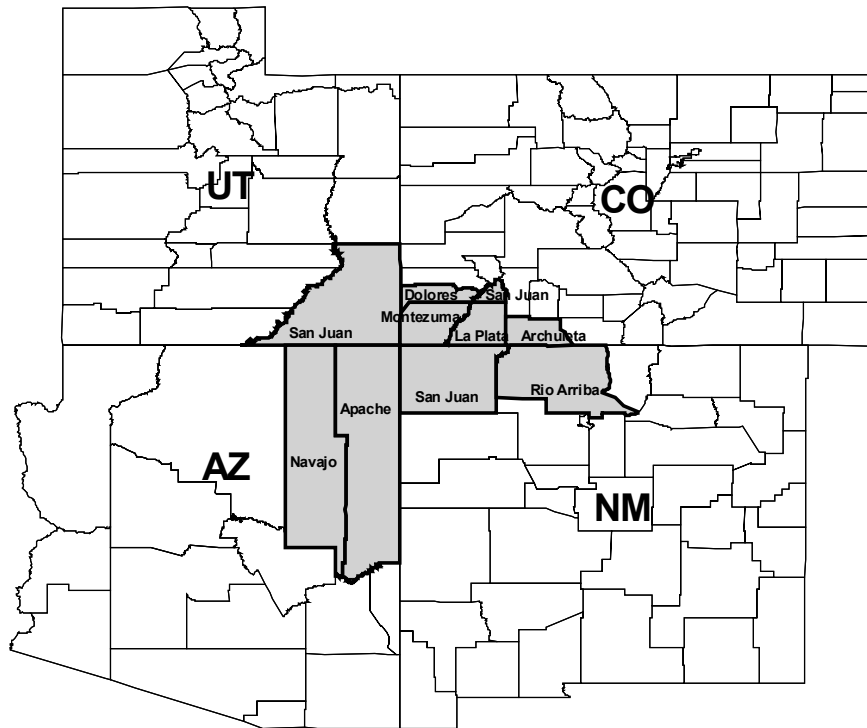


FOUR CORNERS REGIONAL STUDY ECONOMIES AND ISSUES

Commissioned by the San Juan Forum
In cooperation with the San Juan Economic Development Service
And the Region 9 Economic Development District of Southwest Colorado



Final Report - January 2003

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Executive Summary

This project was initiated and funded by the San Juan Forum, in cooperation with the San Juan Economic Development Service (SJEDS) and the Region 9 Economic Development District of Southwest Colorado (R9EDD). The San Juan Forum (SJF) is a non-profit corporation whose goal is to enhance economic development in the Four Corners region while preserving and advancing the quality of life for area residents. Members of the forum share mutual interests in rural and economic development. The Forum serves as a unifying force for local, state and tribal governments from Arizona, Colorado, New Mexico and Utah.

The goal of this study is to define the Four Corners Region (FCR) as a discrete economic unit and identify issues and strategies that cross-cut state, county and tribal boundaries. Ideally this information will enable decision-makers to identify regional challenges, coordinate regional resources, and develop regional policies. The project is intended as a baseline study that will ultimately promote economic development and opportunity, and balance resources through sound management of development.

The study is divided into two sections; economies and issues. The first section uses current economic and demographic information to provide a snapshot of the FCR. Several indicators were selected for comparison at the county and census tract levels; these include 1) Population; 2) Total Personal Income (TPI); 3) Per Capita Income (PCI); 4) Top Employment Sectors; and 5) Unemployment Rates.

A comparison of TPI within the counties included in the FCR illustrates that 1) employment earnings provide most of the income; and 2) that these counties generally rank low within their respective states as well as within the larger United States. A comparison of PCPI within the counties and tribal entities included in the FCR illustrates that most areas generally rank low within their respective states as well as within the larger United States. The Service Sector clearly provides the greatest number of jobs, while job income is drawn primarily from Service and Government Sectors.

At the census tract level unemployment rates varied from 2.8% to 38.9%. Average unemployment in census tracts within the study area was 10.2%. Household income varied from \$12,371 to \$62,365. Average household income in the study area was \$31,678. Per Capita Income varied from \$4,844 to \$28,968. Average PCI in the study area was \$15,262. The percentage of individuals below the poverty threshold varied from 2% to 59%. The average for the study area was 21%. Obviously there is quite a disparity in incomes and employment opportunities within the Four Corners.

Generally most job opportunities in the FCR are found in the towns and cities. However, population growth has created a demand for municipalities to provide services, such as water and sewer, and infrastructure improvements such as new schools and transportation systems, to newly annexed commercial and residential areas. In some portions of the FCR the rural, unincorporated areas are seeing the highest population increases. This means that people in the region are often commuting long distances to take advantage of better employment opportunities, better shopping, and lower real estate prices.

The second section of this report examines the issues identified within the available Comprehensive Economic Development Strategies (CEDS), and the strategies each area has developed to cope with the issues. Although each CEDS is unique, based on the analyses prepared for each area, there are several underlying themes.

- **The state of the regional economy.** What are the strengths and weaknesses? What are the growth sectors and clusters? What is driving the local economy and where is it heading?
- **External trends and forces.** What are the opportunities and threats? How is the region positioned in the national and global economies?
- **Partners for economic development.** Who are the important actors in the region (these may include organizations, businesses, individual and other planning projects)? Who represents issues important but unfamiliar to the economic development organization (such as workforce development, social service delivery and natural resources)?
- **Resources for economic development.** What groups, organizations or individuals does the area have to work with? Who can provide support and funding for development activities?

The commonalities of the different entities within the region are reflected by the primary issues identified in the CEDS. These revolve around infrastructure development (primarily telecommunications and transportation); workforce development; economies that are highly dependent on one or two sectors, or are seasonal; healthcare; affordable housing; and education.

There is a generalized inadequacy in most of the Four Corner Region's infrastructure. Widespread infrastructure improvements are needed, including transportation, housing, utilities, telecommunications and information technology, water and waste management. Basic infrastructure needs in rural communities, such as the provision of running water, electricity, phone service, and all-weather roads represent an overwhelming demand on public resources.

Economic development in the rural and isolated portions of the FCR is constrained by small or untrained labor forces, inadequate infrastructure, and few markets for goods or services. However, there are also common opportunities and incentives for regional economic development, such as an available workforce; low labor costs; access to capital; relatively abundant natural resources; shared visions of what constitutes "quality of life"; and a wide variety of potential partnerships that could focus on finding solutions to ecological, social and economic problems.

The information in this section can be used as a tool to identify strengths, weaknesses, opportunities and threats to the Four Corners Regional economy - and create a regional strategic plan. Ultimately, a strategic plan will enable the members of the San Juan Forum to 1) prioritize regional goals; 2) identify specific projects; 3) take action steps to implement projects.

Background

Regions define themselves through geography and culture and by the shared interests of the people who live in them. When these “regions” overlap political boundaries, as they do in the Four Corners area, counties, towns and people find that they often have more in common with each other than with the states in which they are located. A recent issue of *Community Reinvestment* (Winter 2002), prepared by the Federal Reserve Bank of Kansas City, takes a look at the Four Corners (and other areas) to gain perspective on regional approaches to economic development. Their focus was on how the balance between community independence and interdependence create healthy regional economies. One observation was that in “rural communities, survival can depend on neighboring communities collaborating to define an area large enough to provide jobs and cost-effective goods and services”.

This timely discussion grew, in part, out of a work session in June of 2001 among a variety of entities involved in "regional" economic development. The dialogue centered on the discussion of a "Four Corners Region" economic development strategy that would cross-cut state lines and unify the efforts of local government and other groups in their development strategies. The outcome of the session was a proposal to define the Four Corners area as a discrete economic unit and begin collaborative research that would provide a snapshot of economic and demographic information pertinent to the defined area.

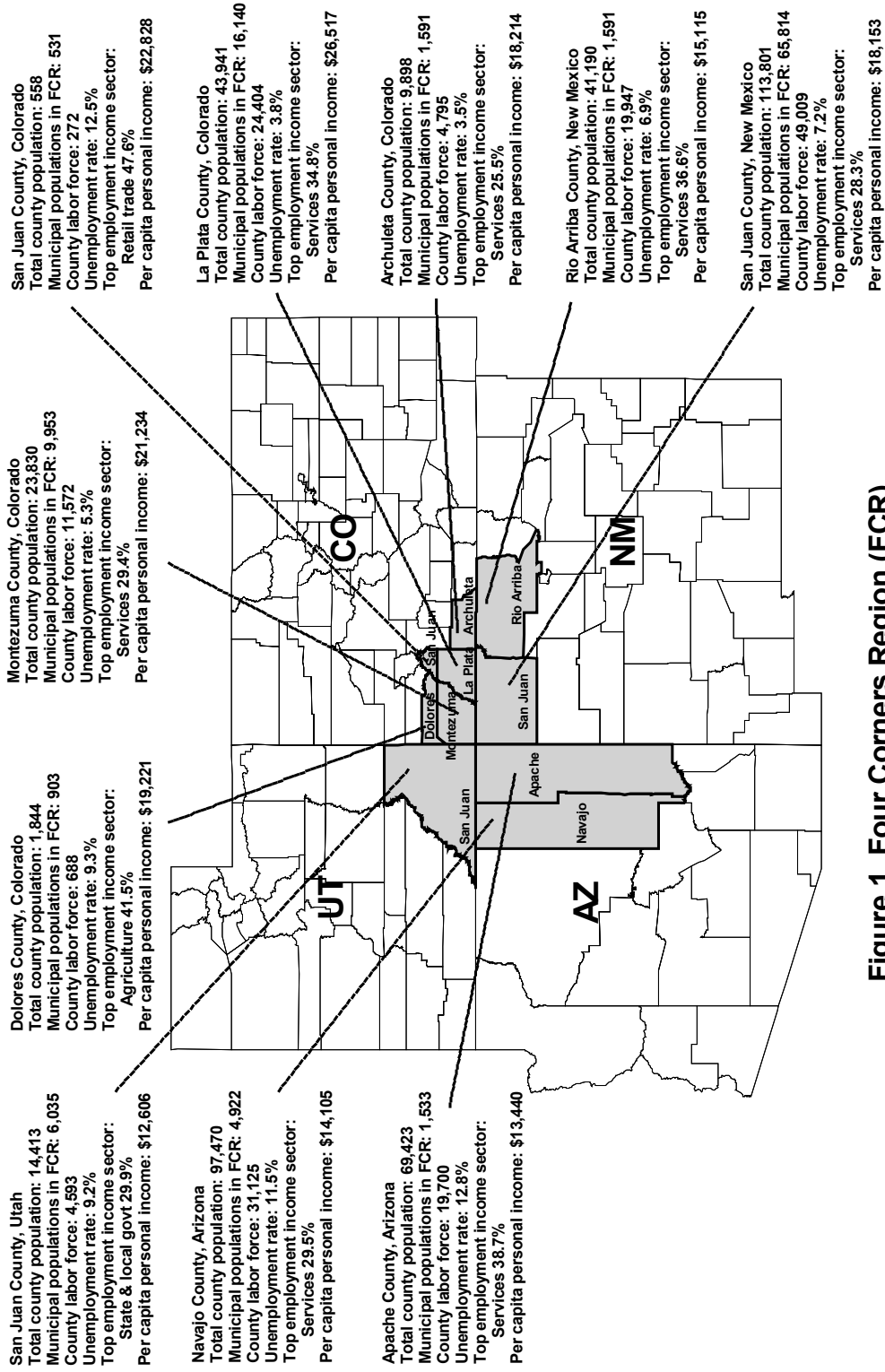
In September 2001 a meeting of the San Juan Forum was held at Fort Lewis College in Durango, Colorado. The San Juan Forum (SJF) is a non-profit corporation whose goal is to enhance economic development in the Four Corners region while preserving and advancing the quality of life for area residents. Members of the forum share mutual interests in rural and economic development. The Forum serves as a unifying force for local, state and tribal governments from Arizona, Colorado, New Mexico and Utah. The forum includes the cooperative efforts of the Southern Ute Tribe; the Ute Mountain Ute Tribe; the Navajo Nation; the Jicarilla Apache Tribe; San Juan County, NM; San Juan County, UT; and Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, CO. At the September meeting Donna Graves, of Information Services, presented a research design for a baseline study that would use already existing Comprehensive Economic Development Plans to identify issues, goals and strategies; as well as forthcoming 2000 U.S. Census data to provide a snapshot of current economic and demographic information. Funds were allocated for 1) data collection, 2) compilation and 3) dissemination.

What is the outcome of this project?

The goal of this study is to define the Four Corners Region (FCR) as a discrete economic unit and identify issues and strategies that cross-cut state, county and tribal boundaries. Ideally this information will enable decision-makers to identify regional challenges, coordinate regional resources, and develop regional policies. This project is intended as a baseline study; information gathering is the first step towards making informed decisions. This information can be used to identify strengths, weaknesses, opportunities and threats to the Four Corners Regional economy - and create a strategic plan. Ultimately, a strategic plan will enable the members of the San Juan Forum to 1) prioritize regional goals; 2) identify specific projects; 3) take action steps to implement projects.

The Study Area

For this project, the Four Corners Region (FCR) will include the counties shown in Figure 1, which also summarizes key findings at the county level. This area was defined based on the following criteria: 1) the area should represent the members of the San Juan Forum; and 2) the research should initially focus on areas in which Comprehensive Economic Development Strategies (CEDS) were available. CEDS are generally developed at the district/county/tribal level. Based on the availability of 2000 Census data, a smaller “study area” was also defined, using census tracts as units of measurement. The study area is shown in Figure 2.



Data Sources:
 Population- 2000 Census
 Civilian labor force and unemployment rate - 2000 labor market information by state/county
 PCI and earnings by industry - 1999 Bureau of Economic Analysis

Figure 1. Four Corners Region (FCR)

Total population in selected counties: 416,368
 Total labor force in selected counties: 166,105

I. ECONOMIES

Summary of Key Findings – County Level

Key Indicators

Several indicators were selected for comparison at the county and tribal level; these include 1) Population; 2) Total Personal Income; 3) Per Capita Personal Income; 4) Top Employment Sectors; and 5) Unemployment Rates.

Population

Generally most job opportunities in the FCR are found in the towns and cities. However, population growth has created a demand for municipalities to provide services, such as water and sewer, and infrastructure improvements such as new schools and transportation systems, to newly annexed commercial and residential areas. These service demands are increasing while the local governments are searching for ways to set spending priorities in the face of decreasing property tax revenues resulting from (in some areas) declining mineral, oil and gas production.

Economic development in the rural and isolated portions of the FCR is constrained by small or untrained labor forces, inadequate infrastructure, and few markets for goods or services. In some portions of the FCR the rural, unincorporated areas are seeing the highest population increases. This means that people in the region are often commuting long distances to take advantage of better employment opportunities, better shopping, and lower real estate prices. This pattern has created traffic congestion and transportation safety hazards that will only get worse in the foreseeable future. Population centers within the FCR study area are shown in Figure 2.

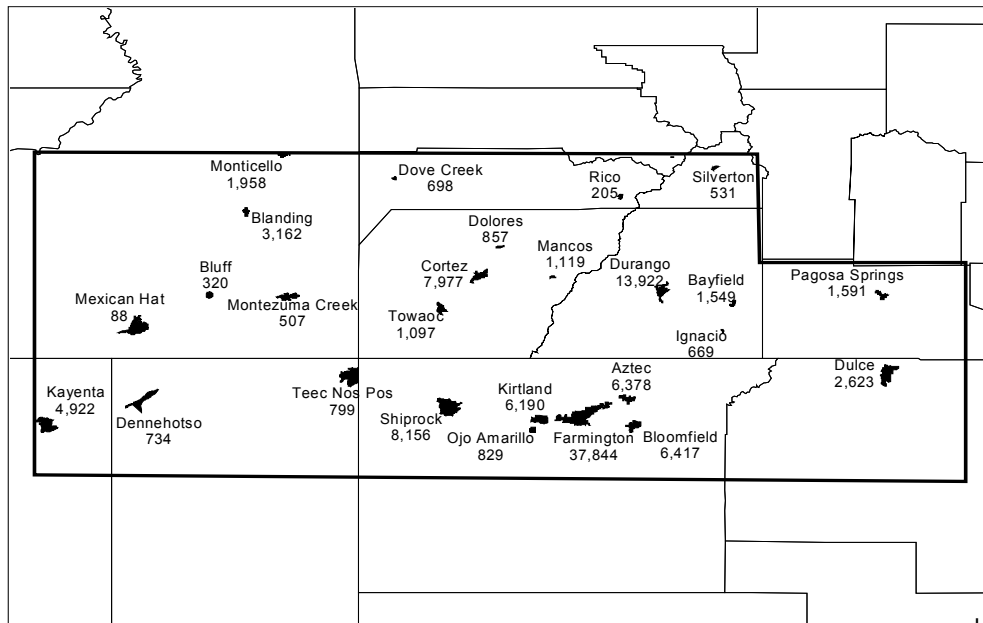


Figure 2. Population Distribution of Communities in the Four Corners Region

Total Personal Income (TPI)

TPI is a measurement in which all sources of income in an area are added together. These sources consist of:

- **Transfer payments** consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran's benefits and payments to nonprofit institutions.
- **Dividends, Interest & Rent** - Dividend income is that paid in cash and in other assets to stockholders who are residents of an area by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the imputed net income of owner-occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.
- **Residency adjustments** are made when a person receives income for work performed and paid for from outside their place of residency, i.e. commuters. Negative numbers (as in the case for San Juan County) indicate that more people are commuting into the county for employment than are commuting out for employment.
- **Employment earnings** are derived from employment within the region.

A comparison of Total Personal Income within the counties included in the FCR illustrates that 1) employment earnings provide most of the income; and 2) that these counties generally rank low within their respective states as well as within the larger United States.

Counties/Entities in Study Area	2000 TPI \$000	Earnings % of TPI	Dividends, Interest & Rent % of TPI	Transfer Payments % of TPI	Rank in State
Arizona-Statewide	\$ 129,068,761	68.2%	18.8%	13.0%	*23rd in USA
Apache, AZ	\$ 930,354	55.4%	8.8%	9.5%	11th
Navajo, AZ	\$ 1,382,545	58.0%	13.7%	28.3%	9th
Colorado-Statewide	\$ 140,224,394	73.9%	17.7%	84.0%	*21st in USA
Archuleta, CO	\$ 182,923	54.2%	31.4%	14.4%	40th
Dolores, CO	\$ 35,482	56.7%	21.1%	22.2%	59th
La Plata, CO	\$ 1,171,655	65.1%	25.6%	9.3%	13th
Montezuma, CO	\$ 507,080	61.7%	21.7%	16.6%	25th
San Juan, CO	\$ 12,761	63.5%	22.3%	14.2%	63rd
New Mexico-Statewide	\$ 39,942,882	65.6%	18.7%	15.7%	*38th in USA
Rio Arriba, NM	\$ 622,943	59.2%	15.2%	25.6%	14th
San Juan, NM	\$ 2,067,719	69.3%	14.1%	16.6%	4th
Utah-Statewide	\$ 52,532,150	73.2%	16.7%	10.1%	*35th in USA
San Juan, UT	\$ 181,510	61.8%	15.0%	23.1%	19th

State and County data is from the Bureau of Economic Analysis (BEA). Tribal data is not available in this format.

*These ranks are drawn from a total of 51 states. The District of Columbia is included for ranking purposes

Per Capita Personal Income

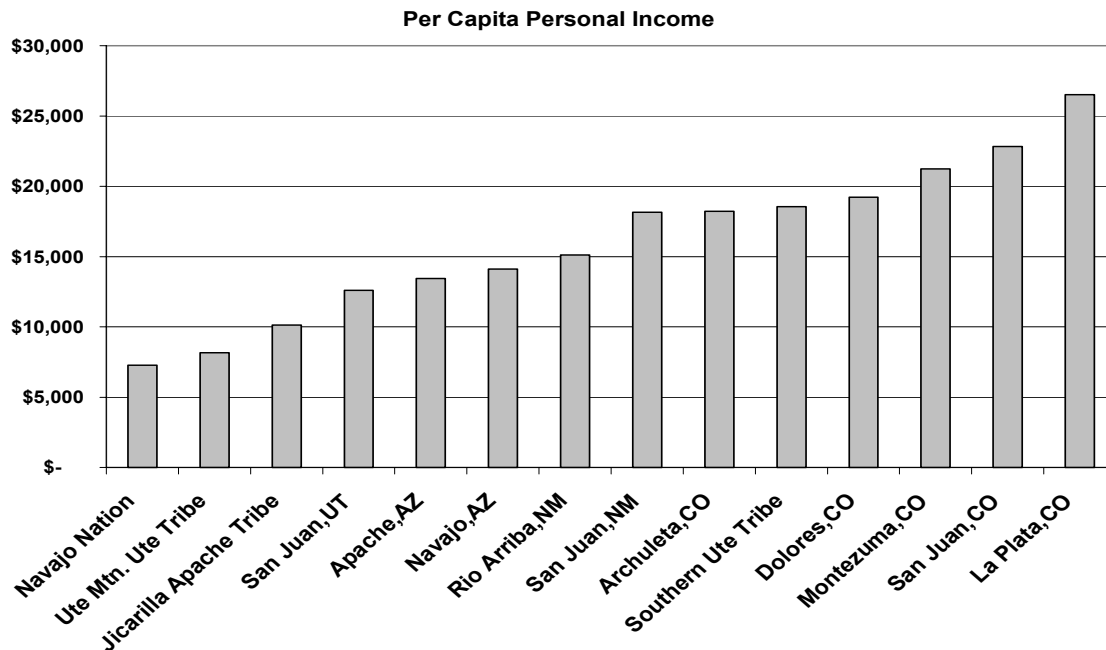
All income in a region is added together (Total Personal Income), and then divided by the number of residents. A comparison of PCPI within the counties and tribal entities included in the FCR illustrates that most areas generally rank low within their respective states as well as within the larger United States, as shown in the following table.

Counties/Entities in Study Area	2000 Per Capita Personal Income	Rank in State	% of State Avg	% of National Avg
United States-Nationwide	\$ 29,469			
Arizona-Statewide	\$ 24,988	*38th in USA		85%
Apache,AZ	\$ 13,440	15th	54%	46%
Navajo,AZ	\$ 14,105	13th	56%	48%
Navajo Nation	\$ 7,269	not ranked	29%	25%
Colorado-Statewide	\$ 32,434	*8th in USA		110%
Archuleta,CO	\$ 18,214	55th	56%	62%
Dolores,CO	\$ 19,221	53rd	59%	65%
La Plata,CO	\$ 26,517	18th	82%	90%
Montezuma,CO	\$ 21,234	44th	65%	72%
San Juan,CO	\$ 22,828	34th	70%	77%
Southern Ute Tribe	\$ 18,552	not ranked	57%	63%
Ute Mtn. Ute Tribe	\$ 8,159	not ranked	25%	28%
New Mexico-Statewide	\$ 21,931	*49th in USA		74%
Rio Arriba,NM	\$ 15,115	28th	69%	51%
San Juan,NM	\$ 18,153	16th	83%	62%
Jicarilla Apache Tribe	\$ 10,136	not ranked	46%	34%
Utah-Statewide	\$ 23,436	*45th in USA		80%
San Juan,UT	\$ 12,606	29th	54%	43%

State and County data is from the Bureau of Economic Analysis (BEA). Tribal data is from the 2000 Census

*These ranks are drawn from a total of 51 states. The District of Columbia is included for ranking purposes

If we rank PCPI among the FCR counties and tribes on a column chart, it allows us to see how they stand in relationship to each other in a more graphic way. The Navajo Nation has the lowest PCPI at \$7,269. La Plata County, CO has the highest PCPI at \$26,517. Obviously there is quite a disparity in average incomes within the Four Corners.



Top Employment Sectors

Sector Analysis- Jobs are grouped according to types known as Standard Industrial Codes (SIC). The larger groups include: 1) Agricultural products and services, 2) Mining, 3) Construction, 4) Manufacturing, 5) Transportation, Communications & Public Utilities, 6) Wholesale & Retail Trade, 7) Finance, Insurance & Real Estate, 8) Services, and 9) Government.

Counties/Entities	2000 Top Employment Sectors	% of Total Employment	2000 Top Employment Income Sectors	Income % of Total Employment
Archuleta,CO	Services	25.5%	Services	21.5%
Dolores,CO	Agriculture	41.5%	Government	22.5%
La Plata,CO	Services	34.8%	Services	33.5%
Montezuma,CO	Services	29.4%	Services	24.8%
San Juan,CO	Retail Trade	47.6%	Retail Trade	33.8%
Ute Mtn. Ute Tribe	Services	53.5%	Not Available	
Southern Ute Tribe	Services	39.4%	Not Available	
Rio Arriba,NM	Services	36.6%	Services	34.4%
San Juan,NM	Services	28.3%	Services	21.6%
Jicarilla Apache Tribe	Services	42.1%	Not Available	
Apache,AZ	Services	38.7%	Government	43.1%
Navajo,AZ	Services	29.5%	Government	28.5%
Navajo Nation	Services	47.3%	Services	46.0%
San Juan,UT	State & Local Govt	29.9%	State & Local Govt	39.7%

The Service Sector clearly provides the greatest number of jobs in the FCR. Job income is drawn primarily from Service and Government Sectors. Sectors and average wages within counties/areas are more closely examined in the Profiles section of this document.

Unemployment Rates

These unemployment rates are drawn at the county level, and are seasonally adjusted. Archuleta County, CO has the lowest unemployment at 3.5%. Apache County, AZ has the highest unemployment at 12.8%. The average unemployment rate for counties in the FCR is 8%.

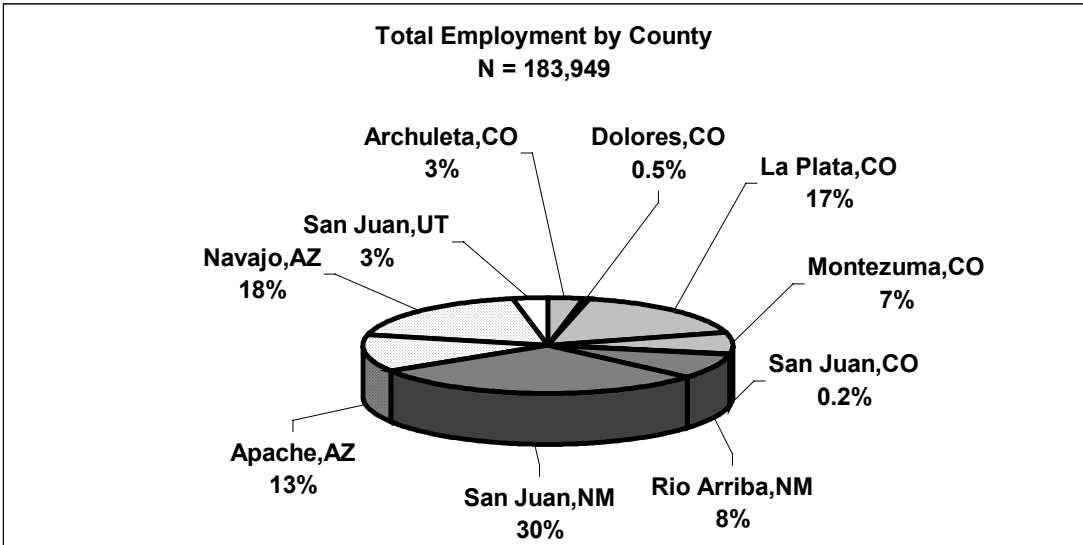
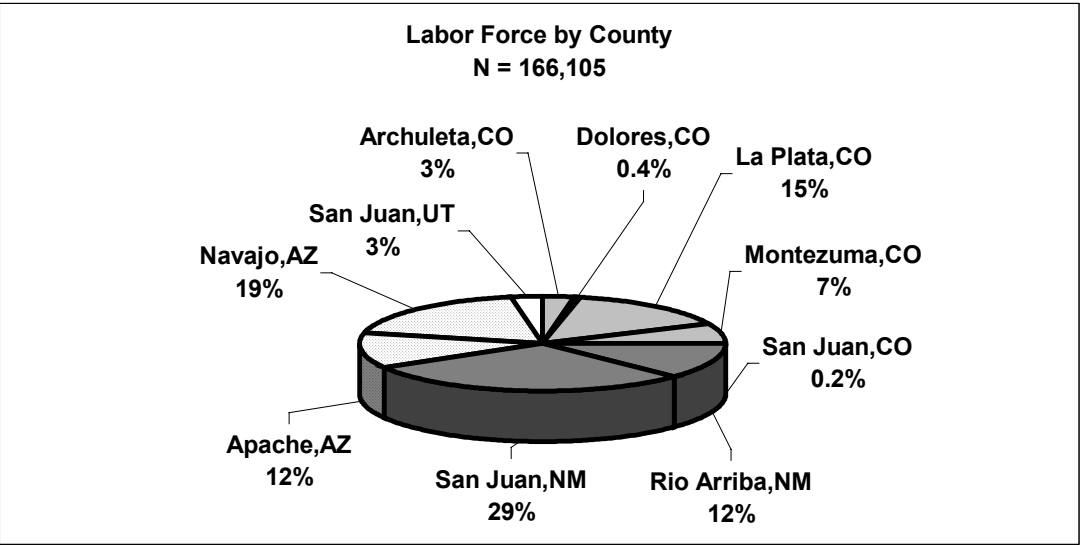
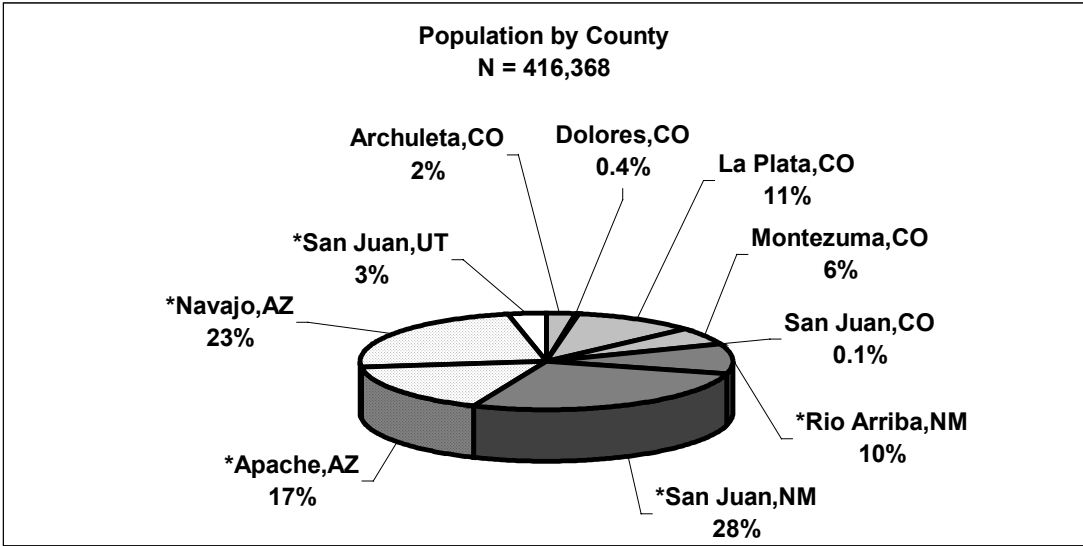
Counties in Study Area	2000 Population	2000 Labor Force	2000 Unemployed	Unemployment Rate
Archuleta,CO	9,898	4,795	168	3.5%
Dolores,CO	1,844	688	64	9.3%
La Plata,CO	43,941	24,404	927	3.8%
Montezuma,CO	23,830	11,572	613	5.3%
San Juan,CO	558	272	34	12.5%
*Rio Arriba,NM	41,190	19,947	1,376	6.9%
*San Juan,NM	113,801	49,009	3,529	7.2%
*Apache,AZ	69,423	19,700	2,522	12.8%
*Navajo,AZ	97,470	31,125	3,579	11.5%
*San Juan,UT	14,413	4,593	423	9.2%
Total	416,368	166,105	13,235	8%

Source:Population - Census Bureau 2000,

Civilian labor force and unemployment rates - 2000 labor market information by state/county

*Only a portion of the county is within the study area

The following charts compare counties by proportions of population, labor force and total employment. The discrepancy between the labor force (166,105) and total employment (183,949) may be a result of various factors, e.g. labor force numbers are drawn from ES202 data and do not include proprietors; total employment includes proprietors and people who hold more than one job.



Summary of Key Findings – Census Tract Level

Key Indicators

To present a more refined level of comparison between areas in the Four Corners Region an arbitrary line was drawn, defining a study area based on census tracts. Several indicators were selected for comparison at the census tract level; these include 1) Population; 2) Unemployment Rates; 3) Household Income; 4) Per Capita Personal Income; and 5) the percentage of individuals below the poverty threshold.

Population

There are 230,874 people within the census tracts defined by the study area, according to the 2000 Census. Census data is collected every 10 years (i.e. 1980, 1990, and 2000) so is considered to be actual counts of people within a region or county. In the past, tribal populations have often been under-represented. However, to date, no adjustments have been made to population counts on tribal lands in the study area. (Source: 2000 Census)

Unemployment

Unemployment rates varied from 2.8% to 38.9%. Average unemployment within the study area was 10.2%. Figure 4 summarizes unemployment ranges for census tracts in the study area (darker colors denote higher unemployment rates). All civilians 16 years old and over are classified as unemployed if they (1) were neither "at work" nor "with a job but not at work" during the reference week, and (2) were actively looking for work during the last 4 weeks, and (3) were available to accept a job. Also included as unemployed are civilians who did not work at all during the reference week, were waiting to be called back to a job from which they had been laid off, and were available for work except for temporary illness. (Source: 2000 Census). Note that unemployment data provided by the Census is not seasonally adjusted.

Household Income

Household income varied from \$12,371 to \$62,365. Average household income in the study area was \$31,678. Figure 5 summarizes household income for census tracts in the study area (darker colors denote lower average household incomes). A household includes all the people who occupy a housing unit as their usual place of residence. (Source: 2000 Census)

Per Capita Income

Per Capita Income varied from \$4,844 to \$28,968. Average PCI in the study area was \$15,262. Figure 6 summarizes household income for census tracts in the study area (darker colors denote lower average per capita incomes). PCI is an average obtained by dividing aggregate income by total population of an area. (Source: 2000 Census)

Individuals in Poverty

The percentage of individuals below the poverty threshold varied from 2% to 59%. The average for the study area was 21%. Figure 7 summarizes poverty levels for census tracts in the study area (darker colors denote a larger percentage of individuals in poverty). Following the Office of Management and Budget's (OMB's) Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If the total income for a family or unrelated individual falls below the relevant poverty threshold, then the family or unrelated individual is classified as being "below the poverty level." (Source: 2000 Census)

Census tract locations are shown in Figure 8, followed by a summary table of these data.

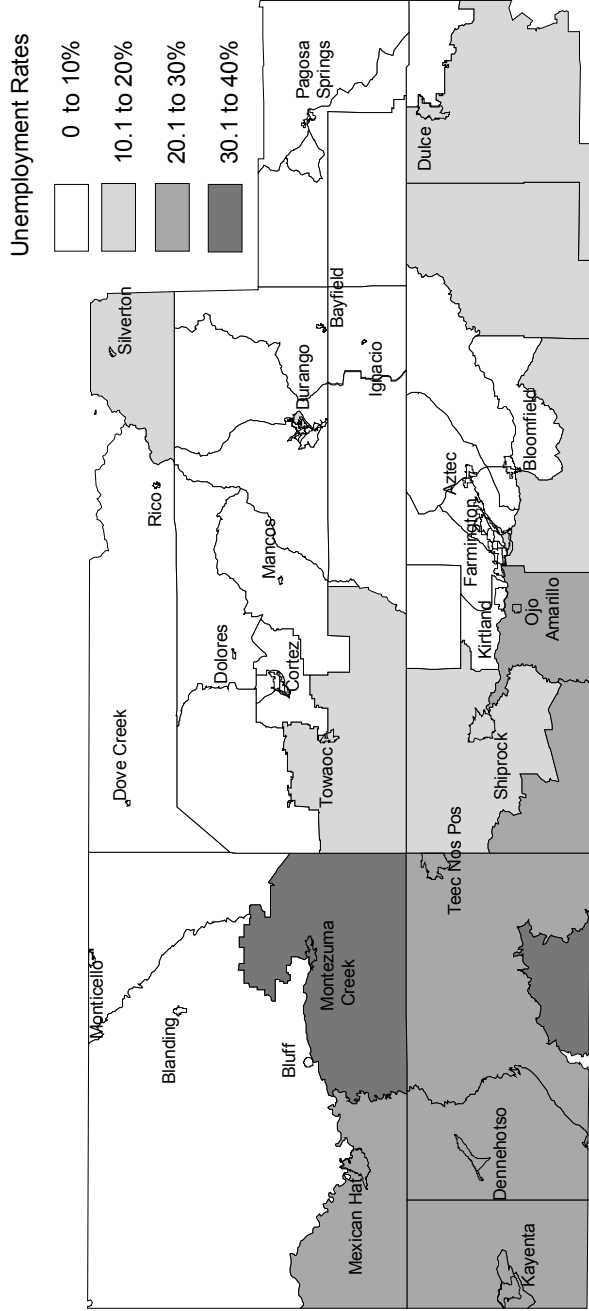


Figure 4. Unemployment Rates in Study Area

Average Unemployment = 10.2%

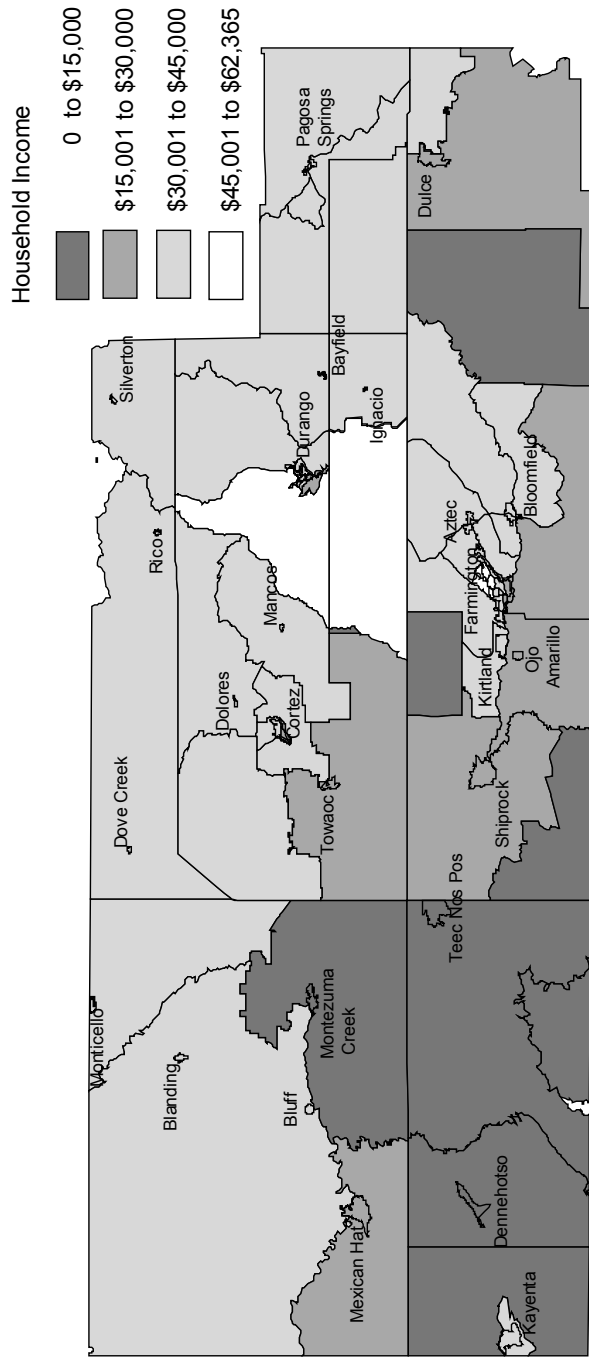


Figure 5. Household Income in Study Area

Average Household Income = \$31,678

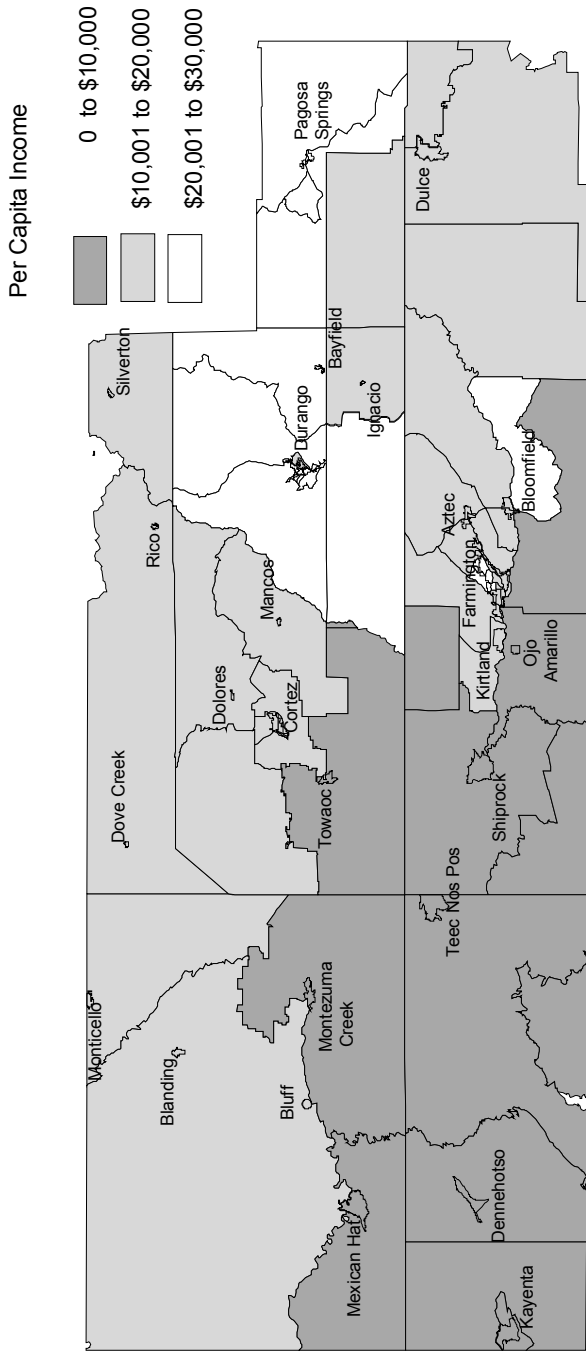


Figure 6. Per Capita Income in Study Area

Average Per Capita Income = \$15,262

Summary Information for All Census Tracts in Study Area

STATE	COUNTY	TRACT	AREA	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
AZ	Apache	9427	N-Teec Nos Pos, Sweetwater, Rock Point, Red Valley, Mexican Water, Red Mesa, Beclabito	5,657	23.6%	\$ 14,255	\$ 6,188	48%
AZ	Apache	9426	N-Dennehotso, Chichinbito	1,809	25.7%	\$ 13,438	\$ 5,605	41%
AZ	Apache	9441	N-Round Rock	5,207	38.9%	\$ 12,371	\$ 4,844	59%
AZ	Navajo	9424	N-Chichinbito, Olijato, Kayenta	2,766	23.6%	\$ 14,266	\$ 6,130	54%
AZ	Navajo	9425	N-Kayenta	4,993	20.4%	\$ 31,707	\$ 9,374	34%
CO	Archuleta	9743		3,105	4.4%	\$ 38,284	\$ 22,146	14%
CO	Archuleta	9744		1,927	2.8%	\$ 40,417	\$ 21,307	11%
CO	Archuleta	9742		3,743	6.4%	\$ 38,561	\$ 22,938	10%
CO	Archuleta	9404	Southern Ute	1,123	4.8%	\$ 31,513	\$ 16,860	12%
CO	Dolores	0001		1,844	6.1%	\$ 32,196	\$ 17,106	13%
CO	La Plata	9707.02		7,505	3.7%	\$ 39,342	\$ 24,989	8%
CO	La Plata	9707.01		4,019	5.2%	\$ 55,530	\$ 28,968	8%
CO	La Plata	9706		6,584	5.3%	\$ 42,500	\$ 21,129	8%
CO	La Plata	9709		3,593	8.2%	\$ 37,750	\$ 20,859	12%
CO	La Plata	9708		5,321	11.0%	\$ 36,554	\$ 17,635	17%
CO	La Plata	9710		3,168	4.6%	\$ 39,347	\$ 21,741	14%
CO	La Plata	9711		3,715	4.2%	\$ 27,087	\$ 20,830	25%
CO	La Plata	9403	Southern Ute	5,211	6.4%	\$ 37,909	\$ 16,865	13%
CO	La Plata	9402	Southern Ute, Ute Mountain Ute	4,825	3.8%	\$ 45,345	\$ 20,769	9%
CO	Montezuma	9690		3,192	8.2%	\$ 32,531	\$ 18,074	18%
CO	Montezuma	9692		2,618	3.2%	\$ 36,902	\$ 16,664	9%
CO	Montezuma	9691		2,748	4.9%	\$ 36,308	\$ 18,958	11%
CO	Montezuma	9696		4,641	6.3%	\$ 36,154	\$ 16,172	13%
CO	Montezuma	9693		5,552	7.3%	\$ 32,740	\$ 17,380	15%
CO	Montezuma	9694		3,566	7.5%	\$ 25,657	\$ 18,800	23%
CO	Montezuma	9410	Ute Mountain Ute	1,513	14.7%	\$ 19,423	\$ 8,786	37%
CO	Montezuma	9402		-	0.0%	\$ -	\$ -	0%
CO	San Juan	9726		558	12.5%	\$ 30,764	\$ 17,584	21%

Summary Information for All Census Tracts in Study Area

STATE	COUNTY	CENSUS TRACT	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
NM	Rio Arriba	0005	4,277	9.0%	\$ 30,181	\$ 16,218	18%
NM	Rio Arriba	9409	2,729	14.3%	\$ 26,813	\$ 10,120	28%
NM	Rio Arriba	0006	126	19.1%	\$ 14,050	\$ 11,125	54%
NM	San Juan	7.03	5,575	9.1%	\$ 34,575	\$ 14,618	13%
NM	San Juan	6.01	6,886	6.6%	\$ 39,306	\$ 17,102	13%
NM	San Juan	5.01	4,307	7.7%	\$ 39,291	\$ 13,639	16%
NM	San Juan	9410	-	0.0%	\$ -	\$ -	0%
NM	San Juan	9428	11,513	17.1%	\$ 23,158	\$ 8,016	37%
NM	San Juan	6.05	6,016	3.4%	\$ 38,162	\$ 16,186	13%
NM	San Juan	5.02	7,803	7.4%	\$ 44,663	\$ 14,333	15%
NM	San Juan	7.02	1,052	5.4%	\$ 41,350	\$ 25,911	8%
NM	San Juan	6.06	7,729	5.2%	\$ 34,733	\$ 13,208	15%
NM	San Juan	2.02	3,753	2.8%	\$ 62,365	\$ 25,220	2%
NM	San Juan	2.01	2,991	3.6%	\$ 61,551	\$ 27,896	3%
NM	San Juan	2.04	2,116	9.8%	\$ 36,677	\$ 18,008	15%
NM	San Juan	9430	4,828	20.9%	\$ 23,972	\$ 7,173	37%
NM	San Juan	7.04	7,461	6.7%	\$ 33,730	\$ 14,260	16%
NM	San Juan	9429	5,024	26.8%	\$ 13,615	\$ 6,542	53%
NM	San Juan	4.01	4,873	6.5%	\$ 38,222	\$ 19,253	13%
NM	San Juan	3.01	4,723	3.7%	\$ 39,054	\$ 20,944	11%
NM	San Juan	2.05	6,346	8.9%	\$ 33,305	\$ 14,712	19%
NM	San Juan	0001	4,890	10.5%	\$ 27,630	\$ 12,580	27%
NM	San Juan	3.02	3,249	6.2%	\$ 39,014	\$ 19,293	16%
NM	San Juan	4.02	2,984	9.2%	\$ 25,020	\$ 15,108	26%
NM	San Juan	9432	4,708	13.6%	\$ 26,520	\$ 9,726	31%
UT	San Juan	9781	3,169	3.6%	\$ 33,226	\$ 13,900	10%
UT	San Juan	9782	4,770	9.9%	\$ 32,167	\$ 12,389	20%
UT	San Juan	9420	3,999	37.8%	\$ 13,821	\$ 6,698	53%
UT	San Juan	9421	2,475	23.6%	\$ 20,625	\$ 7,072	41%

Summary of Key Findings - Infrastructure Issues

The unique location of the project area at the nexus of four states serves to hamper development efforts. Infrastructure such as transportation and telecommunications does not end at county, state or tribal boundaries, although currently the strategic plans to deal with these issues does. High unemployment rates in one area could resolve labor shortages in adjacent areas if the economic units were viewed collectively to provide cost effective solutions.

There is a generalized inadequacy in most of the Four Corner Region's infrastructure. Widespread infrastructure improvements are needed, including transportation, housing, utilities, telecommunications and information technology, water and waste management. Basic infrastructure needs in rural communities, such as the provision of running water, electricity, phone service, and all-weather roads represent an overwhelming demand on public resources.

One of the factors that create conflict in the FCR is control by the federal government of more than one half the lands in the area. Between the trust land of Indian reservations, national forests, national parks, and mineral rights controlled by the government, there is an ongoing tension between federally defined public interest and multiple local interests and priorities (Community Reinvestment 2002, p.6).

Transportation

Adequate transportation systems are critical to the Four Corners Region. The movement of people to jobs, and goods to markets, is essential to economic development. Public transportation corridors and systems are woefully inadequate to meet present and future needs.

Southwest Colorado (Region 9) - According to the CEDS (pg 2-16), within the SWTPR the surface condition of the 509-mile regional highway system is generally poor (50%) to fair (37%), with only 13% of the total system rated as good. Region wide, annual daily traffic is expected to increase by almost 44% by the year 2016 with the greatest increases projected for Archuleta and La Plata Counties. Given current capacity levels, traffic volumes are expected to reach forced or breakdown of flow conditions within 20 years, primarily on stretches of US Highway 160 between Durango and Pagosa Springs. This part of the US Highway 160 includes a portion of the designated hazardous materials route. Figure 9 provides a map of the highway corridors in the FCR.

Intercity bus service in the region is limited to Durango and Silverton along US Highway 550 on a north/south axis, with inter-regional connections available in Grand Junction and Albuquerque, N.M. There is limited transit service between Ignacio and Durango (Roadrunner). There are no intercity bus routes along the Highway 160 corridor (east/west), thus no service is provided in Archuleta, Dolores, or Montezuma Counties (Note* - Aramark Transportation has proposed a transit service between La Plata and Dolores Counties). Other transit providers generally serve special populations, i.e. elderly or disabled persons, within limited service areas.

Noticeably absent from the SWTPR are freight and passenger railroads. However, in keeping with the region's strong tourism related characteristics, the Durango & Silverton Narrow Gauge Railroad (D&SNG) is a nationally noted historic asset to the SWTPR. This 45 mile railroad runs between Durango (La Plata County) and Silverton (San Juan County), roughly paralleling U.S. 550. The D&SNG hauls a limited amount of cargo in boxcars, serving several private enterprises along the route. The extent of this freight movement is inconsequential and cannot be considered part of rail freight service for the SWTPR.

Aviation facilities include six airports. Of these, only two provide commercial service in and out of the region, while the other four are classified as general aviation facilities with few services. Inter-modal connections are confined to aviation facilities, the two intercity bus station locations, and the D&SNG railroad. There are currently no freight distribution centers or designated park-n-ride facilities to provide alternative mobility options within the SWTPR. Freight movement is generally confined to trucking and is limited by mountainous terrain and seasonal road hazards that create safety hazards. The cost of importing materials by truck is very high, which limits export of locally manufactured products. Bicycle and pedestrian corridors are of growing concern. Many of the communities within the SWTPR are developing trail corridors that will link open space and provide safe access to schools, shopping, and recreation areas.

Transportation – San Juan County, NM

Transportation problems in San Juan County continue to focus on the problem of non-existent interstate highway or railroad access to the Farmington/San Juan area. Farmington is about 120 miles from I-40. In the past decade, several studies have assessed the feasibility of various freight railroad alignments in northwest NM. These include: a rail alignment paralleling US Hwy 666 from Gallup to the Shiprock and Farmington areas (cost estimate was roughly \$73 million); and the Star Lake Railroad between Pueblo Pintado and Bloomfield (cost estimate \$61 to \$69 million).

US Highway 550 (formerly known as State Highway 44), connecting the Farmington, Bloomfield and Aztec area to Albuquerque, has recently been widened from two to four lanes (officially opened in December 2001). This project's expectation is that the widening of the highway will increase traffic volumes along this corridor, and strengthen the connection between Albuquerque and the Four Corners. Local road improvements in the Farmington area are expected to open lands for development and improve the prospects for light manufacturing facilities.

Transportation services listed in The New Mexico Factbook 2000 (p 28) include 12 Air & Air Freight services; 2 Bus services; 3 Taxi services; 8 Motor Freight services; and 9 Car Rental services.

Transportation – San Juan County, Utah

According to the San Juan County Master Plan (pgs 35-36) public transportation (in terms of air service, rails and bus service) in and out of San Juan County is non-existent. In the past there have been some attempts to provide air service, without success. A bus service provided service for some years, but again proved too costly to maintain. There is no rail link to the county and any prognosis for such is non-existent. Motor freight is about the only form of consistent service to the county. Limited commercial air service to Salt Lake City is provided at the Moab airport some 75 miles north of Monticello. All goods and services are brought to San Juan County via overland trucking. Salt Lake City is still the strongest provider of goods to the area.

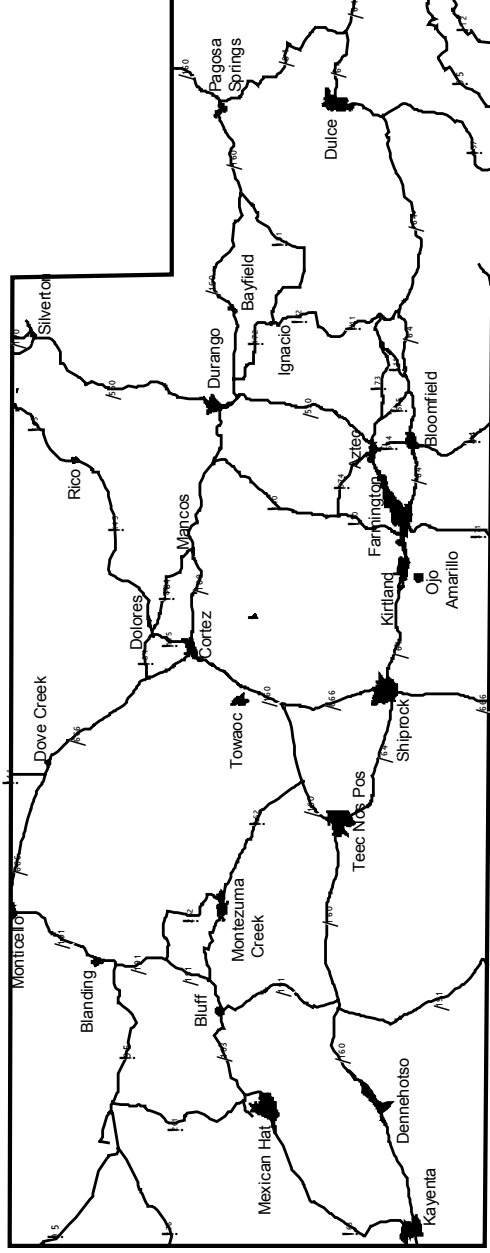


Figure 8. Highways in Study Area

“Regional discussions about how to improve infrastructure are sometimes heated, as communities compete with one another for resources. Everyone agrees that air service is essential to the region, but there’s been a tug-of-war among Cortez, Durango and Farmington over air services. Farmington’s airport has the ‘Four Corners Regional Airport’ name, but because of its location on top of a butte, larger planes can’t land there. Durango’s airport has the capacity to handle large jets. No one wants to give up their own communities’ airport.” (Community Reinvestment 2002, p.9).

Telecommunications

Advanced telecommunications will foster economic growth throughout the region and diversify the region's economy by being able to accommodate new and competitive high-tech industry and services. New infrastructure and services will enhance our residents' quality of life via networked telecommunications with advanced medical, educational, governmental and commercial services.

Southwest Colorado

In February 2000 the Southwest Telecommunications Consortium (SWTC) submitted a Community Infrastructure Network Implementation Plan (CINIP) to the State of Colorado to apply for "Beanpole" Funds that would assist the region in developing its telecommunications infrastructure. The Beanpole Funds were seen as a method to jump-start or subsidize investment in areas that the private sector may not find feasible otherwise. Consequently, the SWTCC was awarded \$1.375 million in Beanpole Funds.

The two larger communities of Durango and Cortez have already begun development and deployment of community owned networks that will provide better communication between municipal offices, schools and libraries. Their telecommunication needs and uses are such that a business case can be made demonstrating that the avoided long term service costs can justify the capital investment for a community owned network in five to seven years. The project has already identified specific extensions to public offices outside the proposed community owned networks that could be connected by leased services assisted with Beanpole funds.

There have been significant new developments recently concerning companies affiliated or partnering with rural electric coops or generation and transmission associations in SW Colorado and the Four Corners area. This includes a proposed major fiber optic connection between Albuquerque and Grand Junction that will serve Cortez and Durango. Another development is the formation of companies such as Tri-Corners Telecommunications (TCT) and REA Net that were planning to build new infrastructure and provide service to other parts of SW Colorado. However, these entities have been plagued with financial problems and have been reorganized to reflect new partnerships such as Fast Track.

Northwest New Mexico

Telecommunications infrastructure in NW New Mexico is extremely limited in performance, speed, and redundancy. Telecom/fiber optic links were completed from Albuquerque, NM to Grand Junction, CO. It is intended to provide high-speed broadband telecommunications to the Four Corners area and redundancy for a link between Denver, CO and Albuquerque, NM. Pathnet, the regional provider, announced its decision to close its business operations earlier this year, which would impact service and create a gap for fiber optic telecommunications in the Four Corners area.

Southeast Utah

The current status of the Telecommunications industry in the SEUDD is lagging well behind the rest of Utah and the Nation. Local and regional telephone companies and service provision companies have typically been unresponsive to equipment upgrading requests from both public and private interests.

Water

Water availability and quality continue to be of the utmost concern to the regions residents. Most of the SW has seen a period of prolonged drought, with consequential wildfires, decreased agricultural sustainability and stressed ecosystems. Water is also one of the most limiting factors for continued population and economic growth in the region.

Southwest Colorado

(Region 9) is contained within two river basins, the Colorado River Basin and the San Juan River Basin. The Colorado River Basin includes the Dolores and the San Miguel Rivers. The San Juan River Basin includes the San Juan River and its principal tributaries, the Piedra, Los Pinos, Animas, La Plata, and Mancos Rivers. Agriculture, mining, and tourism are important to the region's economy. Although the population in the basin is sparse with about 78,000 people, increasing growth and tourism are placing demands on the resources of several communities to provide adequate domestic water and wastewater treatment. Several major year round resorts are proposed in the upper San Juan River region, which could significantly impact water quality in the future.

There are several drainages in the region with specific high profile issues. In the upper reaches of the Animas River, a relatively extensive mine remediation project has been going on for the last several years involving the plugging of mine tunnels and the relocation of mine waste. A stakeholders group of mining interests, local citizens, and government interests is helping to direct and oversee the activities. Lower in the Animas drainage, the long-proposed Animas/La Plata water diversion and storage project is now under construction but continues to struggle with funding towards completion.

Water - Northwest New Mexico

In San Juan County water issues center on the Animas-La Plata Project (ALP), now down-sized and nicknamed "ALP Lite". Other parties involved in the project are La Plata, Montezuma, and Archuleta Counties, CO, and the Ute Mountain Ute, Southern Ute, and Navajo Tribes. The San Juan Water Commission is also involved in the Interstate Stream Commission's regional water planning process. Surface rights accruing to various parties, including private irrigators in San Juan County, remain in contention.

North Central New Mexico

The Jicarilla Apache Reservation is located in important headwater areas for two major river systems in the region, the San Juan and the Rio Grande. Most of the 22 major watersheds on the Reservation originate at the Continental Divide. Water rights settlements, a recently approved water code, the Navajo River corridor, and continuous water resources development for livestock and wildlife define current water resource management on the Reservation.

Southeast Utah

According to the San Juan County Utah Water Master Plan (December 1998 pg viii) , San Juan County has reasonable and adequate resources to serve its population growth with culinary water supplies through the year 2020 and beyond to the year 2050. During the course of the master plan effort it was determined that water supply for the future growth for the vast majority of the communities will be derived from the rich water resources underlying the arid surface. The exceptions to this are Monticello and Blanding, which already have well established surface water resource systems. The water supply for these two cities will be supplemented by water imported from the Dolores River project in Colorado. Two other communities associated with the San Juan River, Halchita and Mexican Hat will likely rely on surface water through the year 2050. Another possible exception to groundwater supply reliance is the community of Eastland which has the potential for being supplied from the Montezuma Water Co. headquartered in Dolores, CO.

Profiles

The following profiles are drawn to present a snapshot of current demographic and economic information at the county and tribal levels.

Apache County, Arizona

Apache County occupies 11,216 square miles. Approximately 21% is public land and 13.2% is privately owned. Apache County harbors Arizona's northeastern corner and lays claim to being the state's representative of the "Four Corners" site. In addition, the county encompasses some of the state's most utilized alpine recreational areas, including the popular Sunrise Ski Resort. For this report, the study area is primarily within the bounds of the Navajo Nation-which will be discussed separately.

Population - Apache County had 69,423 people in 2000. According to the 2000 Census the median age was 27. Males comprised 49.6 % and females comprised 50.4% of the population. The average household size was 3.41 people.

Total Personal Income (TPI) in Apache County was \$930,354,000, ranking 11th of 15 counties in the State of Arizona. The largest proportion of TPI is generated through employment (55.4%). Dividends, interest and rent account for 8.8% of TPI. Transfer payments account for 35.8% of TPI.

Per Capita Personal Income (PCPI) is estimated at \$13,440, ranking 15th in the state. This PCPI is 54% of the state average and 46% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 21.8% countywide according to census figures, although this varies by census tract. Seasonally adjusted data from LMI indicates a 12.8% unemployment rate.

Apache County,AZ 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture,Forest,Other	ND		ND		\$ 14,649	\$ 17,791	82%
Mining	ND		ND		ND	\$ 47,030	ND
Construction	1,178	5%	\$ 24,089	4%	\$ 18,231	\$ 32,472	56%
Manufacturing	164	0.7%	\$ 4,892	0.8%	\$ 25,616	\$ 48,548	53%
T,C & PU	1,115	5%	\$ 46,230	7%	\$ 38,191	\$ 39,880	96%
Wholesale Trade	ND		ND		\$ 15,743	\$ 45,426	35%
Retail Trade	2,634	11%	\$ 32,638	5%	\$ 12,989	\$ 19,244	67%
F,I & RE	1,454	6%	\$ 27,386	4%	\$ 26,389	\$ 41,042	64%
Services	8,935	39%	\$216,358	35%	\$ 20,802	\$ 31,073	67%
Government	6,738	29%	\$268,369	43%	NA	NA	NA
Total	23,060	96%	\$622,350	99.6%	\$ 24,750	\$ 32,610	76%

ND= non-disclosure

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA, includes farm employment & earnings

NA - Government salary data is not available as an average through the BLS

Navajo County, Arizona

Navajo County occupies 9,949 square miles. Approximately 66% is Indian Reservation land. Individual and corporate ownership accounts for 18%; the U.S. Forest Service and the Bureau of Land Management together control 9%; and the State of Arizona owns 5.9%. Overall, Navajo County's economy accommodates tourism along Interstate 40 in Holbrook and Winslow, and in the White Mountains in the population centers of Show Low, Pinetop-Lakeside. For this report, the study area is primarily within the bounds of the Navajo Nation-which will be discussed separately.

Population - Navajo County had 97,470 people in 2000. According to the 2000 Census the median age was 30.2. Males comprised 49.7 % and females comprised 50.3% of the population. The average household size was 3.17 people.

Total Personal Income (TPI) in Navajo County was \$1,382,545,000, ranking 9th of 15 counties in the State of Arizona. The largest proportion of TPI is generated through employment (58%). Dividends, interest and rent account for 13.7% of TPI. Transfer payments account for 28.3% of TPI.

Per Capita Personal Income (PCPI) is estimated at \$14,105, ranking 13th in the state. This PCPI is 56% of the state average and 48% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 12.3% countywide according to census figures, although this varies by census tract. Seasonally adjusted data from LMI indicates a 11.5% unemployment rate.

Navajo County,AZ 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture,Forest,Other	805	2%	\$ 4,189	0.5%	\$ 19,166	\$ 17,791	108%
Mining	ND		ND		\$ 54,807	\$ 47,030	117%
Construction	ND		ND		\$ 21,384	\$ 32,472	66%
Manufacturing	ND		ND		\$ 36,984	\$ 48,548	76%
T,C & PU	1,968	6%	\$ 99,638	12%	\$ 36,363	\$ 39,880	91%
Wholesale Trade	595	2%	\$ 14,108	2%	\$ 24,357	\$ 45,426	54%
Retail Trade	6658	20%	\$ 103,984	12%	\$ 14,613	\$ 19,244	76%
F,I & RE	2,192	6%	\$ 25,574	3%	\$ 21,959	\$ 41,042	54%
Services	9,988	29%	\$ 199,009	23%	\$ 20,528	\$ 31,073	66%
Government	7,176	21%	\$ 243,373	28%	NA	NA	NA
Total	33,863	87%	\$855,084	81%	\$ 23,974	\$ 32,610	74%

ND= non-disclosure

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA, includes farm employment & earnings

NA - Government salary data is not available as an average through the BLS

Archuleta County, Colorado

Archuleta County is comprised of 872,960 acres (1,364 sq. miles). Only 34% of lands in Archuleta County are in private ownership. Although Archuleta County is technically not zoned, the county controls the use of land through its recently adopted (March 2000) conditional use process. Tribal lands comprise 14.4% of the county and any decisions regarding their development (i.e. mineral and timber resources) could be crucial to impacts on county resources and economic development. Most of the northern and eastern portions of the county (51.6%) are within the San Juan National Forest and are under the management of the U.S. Forest Service. Federal lands continue to be managed under a policy of multiple-use.

Population - In 2000 the county's population was 9,898. According to the 2000 Census the median age was 40.8. Males comprised 51% and females comprised 49% of the total population. The average household size was 2.47 people. From 1990 to 2000 Archuleta County has shown, at 6.36%, the highest annual percent of population increase in Southwest Colorado. Archuleta County was ranked 5th of 63 counties in the state (14th nationwide). The majority of the county's population is concentrated within the Town of Pagosa Springs and its surrounding subdivisions.

Livable Wages - Operation Healthy Communities (OHC) has determined that in 2000 a minimum of \$9.55/hr provided a livable wage in Archuleta County, if you were a single person renting a one- bedroom apartment. The median family income for Archuleta County was estimated at \$43,259. The number of individuals below the poverty threshold is estimated at 11.7% countywide, though this varies by census tracts.

Total Personal Income (TPI) in Archuleta County was \$182,923,000, ranking 40th of 63 counties in the State of Colorado. The largest proportion of TPI is generated through employment (54.2%). Dividends, interest and rent account for 31.4% of TPI. Transfer payments account for 14.4% of TPI. About 33% of TPI comes into Archuleta County as new dollars being drawn into the local economy through **direct base** industries such as regional goods and services (i.e. tourism) as well as government payments to retirees and others. Retired persons collect benefits that account for about 20% of TPI in Archuleta County. Jobs relating to tourism, including those in construction and real estate, account for 29% of total employment and 23% of total employment income.

Per Capita Personal Income (PCPI) is estimated at \$18,214, ranking 55th in the state. This PCPI is 56% of the state average and 62% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 4.9%, although this varies by census tract. Seasonally adjusted data from LMI indicates a 3.5% unemployment rate.

Archuleta County, CO 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture, Forest, Other	360	7%	-731	-0.7%	\$ 23,696	\$ 22,654	105%
Mining	33	1%	\$ 2,719	3%	\$ 25,778	\$ 64,727	40%
Construction	750	14%	\$ 19,939	19%	\$ 26,945	\$ 36,967	73%
Manufacturing	109	2.0%	\$ 3,671	3.5%	\$ 26,235	\$ 47,450	55%
T, C & PU	114	2%	\$ 6,359	6%	\$ 35,829	\$ 54,705	65%
Wholesale Trade	34	1%	\$ 2,110	2%	\$ 39,974	\$ 51,982	77%
Retail Trade	1256	23%	\$ 17,350	16%	\$ 13,883	\$ 19,073	73%
F, I & RE	868	16%	\$ 14,400	14%	\$ 29,767	\$ 52,325	57%
Services	1,404	25%	\$ 22,774	22%	\$ 17,886	\$ 37,281	48%
Government	583	11%	\$ 17,160	16%	NA	NA	NA
Total	5,511	100%	\$105,752	100%	\$ 21,220	\$ 37,168	57%

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA and ES202, includes farm employment & earnings

employment and income data is edited and provided by the Colo Demography Section

NA - Government salary data is not available as an average through the BLS

Dolores County, Colorado

Dolores County is comprised of 673,897 acres (1,052 sq. miles). Of these 58% are state and federal lands, and 42% are in private ownership. There are new regulations to establish a permitting process, and performance standards, for public review and approval of certain new development activities and land use changes within the unincorporated area of Dolores County. The performance standards are intended to ensure that new developments do not interfere with existing land uses, especially agricultural operations; and that they comply with a variety of existing county, state and federal regulations.

Population - Dolores County has a relatively small population (1,844 in 2000). According to the 2000 Census the median age was 42.4. Males comprised 52 % and females comprised 48% of the population. The average household size was 2.35 people. The population is dispersed within two topographically distinct areas. Dove Creek, the county seat, is primarily within an agricultural area located on the west-side of the county. From 1990 to 2000 Dove Creek averaged 0.82% annual growth. The Town of Rico is located in the eastern portion of the county; from 1990 to 2000 Rico averaged 8.34% annual growth.

Livable Wages - Operation Healthy Communities (OHC) has determined that in 2000 a minimum of \$8.46/hr provided a livable wage in Dove Creek, and \$9.35/hr in Rico, if you were a single person renting a one- bedroom apartment. The median family income for Dolores County was estimated at \$38,000. The number of individuals below the poverty threshold is estimated at 13% countywide.

Total Personal Income (TPI) in Dolores County was \$35,482,000, ranking 59th of 63 counties in the State of Colorado. The largest proportion of TPI is generated through employment (56.7%). Dividends, interest and rent account for 21.1% of TPI. Transfer payments account for 22.2% of TPI. Retired persons collect benefits that account for 25% of TPI in Dolores County. About 50% of TPI comes into Dolores County as new dollars being drawn into the local economy through **direct base** industries such as regional goods and services (i.e. agriculture) as well as government payments to retirees and others. Jobs relating to agriculture account for 41% of total employment and 19% of total employment income.

Per Capita Personal Income (PCPI) is estimated at \$19,221, ranking 53rd in the state. This PCPI is 59% of the state average and 65% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 6.1%. Seasonally adjusted data from LMI indicates a 9.3% unemployment rate.

Dolores County, CO 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture, Forest, Other	393	41%	\$ 3,502	19%	\$ 18,766	\$ 22,654	83%
Mining	39	4%	\$ 1,236	7%	\$ 35,810	\$ 64,727	55%
Construction	34	4%	\$ 1,617	9%	\$ 20,390	\$ 36,967	55%
Manufacturing	7	1%	\$ 463	3%	\$ 12,972	\$ 47,450	27%
T, C & PU	21	2%	\$ 1,552	8%	\$ 22,444	\$ 54,705	41%
Wholesale Trade	26	3%	\$ 766	4%	ND	\$ 51,982	
Retail Trade	125	13%	\$ 1,409	8%	\$ 9,549	\$ 19,073	50%
F, I & RE	29	3%	\$ 761	4%	ND	\$ 52,325	
Services	69	7%	\$ 2,958	16%	\$ 14,902	\$ 37,281	40%
Government	204	22%	\$ 4,151	23%	NA	NA	NA
Total	947	100%	\$ 18,414	100%	\$ 17,813	\$ 37,168	48%

ND= non-disclosure

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA and ES202, includes farm employment & earnings

employment and income data is edited and provided by the Colo Demography Section

NA - Government salary data is not available as an average through the BLS

La Plata County, Colorado

The county is comprised of 1,083,085 acres (1,692sq. miles). Of these 43% are private lands, 16% are tribal lands (Southern Ute and Ute Mountain Ute), and 41% are state and federal lands. The foremost issue that the county currently faces is population growth. Implications of growth include increased demand for services; infrastructure needed to serve development; changes to the environment; and impacts on the overall quality of life in the county.

Population - In 2000 the county's population was 43,941. According to the 2000 Census the median age was 35.6. Males comprised 51% and females comprised 49% of the total population. The average household size was 2.43 people. Between 1990 and 2000, La Plata County averaged 3.13% annual growth, with most of the growth occurring in Durango and unincorporated areas of the county. The City of Durango grew by an average of 1.13% annually; in the Town of Bayfield there was 3.58% average annual population growth in the last decade. In the Town of Ignacio population has been slowly declining but with the advent of casino gambling on the Southern Ute Reservation and other expanding tribal enterprises, growth is probably inevitable.

Livable Wages - Operation Healthy Communities (OHC) has determined that in 2000 a minimum of \$9.67/hr provided a livable wage in Durango; \$9.32/hr in Bayfield; and \$9.32 in Ignacio if you were a single person renting a one- bedroom apartment. The median family income for La Plata County was estimated at \$50,446. The number of individuals below the poverty threshold is estimated at 11.7% countywide, though this varies by census tracts.

Total Personal Income (TPI) in La Plata County was \$1,171,655,000, ranking 13th of 63 counties in the State of Colorado. The largest proportion of TPI is generated through employment (65.1%). Dividends, interest and rent account for 25.6% of TPI. Transfer payments account for 9.3% of TPI. Retired persons collect benefits that account for about 12% of TPI in La Plata County. About 35% of TPI comes into La Plata County as new dollars being drawn into the local economy through **direct base** industries such as regional goods and services (i.e. tourism) as well as government payments to retirees and others. Jobs relating to tourism, including those in construction and real estate, account for 25% of total employment and 19% of total employment income.

Per Capita Personal Income (PCPI) is estimated at \$26,517, ranking 18th in the state. This PCPI is 89% of the state average and 90% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 5.7% countywide, although this varies by census tract. Seasonally adjusted data from LMI indicates a 3.8% unemployment rate.

La Plata County,CO 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture,Forest,Other	1,544	5%	\$ 7,756	1%	\$ 18,948	\$ 22,654	84%
Mining	320	1%	\$ 19,352	2%	\$ 52,330	\$ 64,727	81%
Construction	3,549	11%	\$ 97,228	12%	\$ 29,143	\$ 36,967	79%
Manufacturing	1,012	3%	\$ 27,293	3%	\$ 24,282	\$ 47,450	51%
T,C & PU	954	3%	\$ 42,848	5%	\$ 37,369	\$ 54,705	68%
Wholesale Trade	816	3%	\$ 25,062	3%	\$ 31,260	\$ 51,982	60%
Retail Trade	6,276	20%	\$108,815	14%	\$ 15,627	\$ 19,073	82%
F,I & RE	1,917	6%	\$ 56,378	7%	\$ 33,805	\$ 52,325	65%
Services	10,827	35%	\$262,044	34%	\$ 25,495	\$ 37,281	68%
Government	3,907	13%	\$134,426	17%	NA	NA	NA
Total	31,121	100%	\$781,202	100%	\$ 25,221	\$ 37,168	68%

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA and ES202, includes farm employment & earnings
employment and income data is edited and provided by the Colo Demography Section

NA - Government salary data is not available as an average through the BLS

Montezuma County, Colorado

Montezuma County is comprised of 1,333,888 acres (2,084sq. miles). Of these, 30% are private lands, 33% are tribal (Ute Mountain Ute), and 37% are state and federal lands. The most fundamental issues addressed by the Montezuma County Comprehensive Plan involve the protection of private property rights and the protection of private property values. The primary tool for protection of these right and values is called Landowner Initiated Zoning (**LIZ**). Landowner Initiated Zoning is a unique approach that attempts to adapt conventional zoning to the circumstances, values and goals of Montezuma County.

Population - In 2000 the county's population was 23,830. According to the 2000 Census the median age was 38. Males comprised 49% and females comprised 51% of the total population. The average household size was 2.54 people. From 1990 to 2000 Montezuma County as a whole has seen steady population growth, with a 2.47% average annual change, although the Town of Dolores saw slight population declines. Unincorporated areas of the county had the highest average annual growth rate, which includes the Ute Mountain Ute Tribal population.

Livable Wages - Operation Healthy Communities (OHC) has determined that in 2000 a minimum of \$7.96/hr provided a livable wage in Cortez, 8.03/hr in Dolores, and \$7.96 in Mancos, if you were a single person renting a one bedroom apartment. The median family income was estimated at \$32,023. The number of individuals below the poverty threshold is estimated at 16.4% countywide, though this varies by census tracts.

Total Personal Income (TPI) in Montezuma County was \$587,080,000, ranking 25th of 63 counties in the State of Colorado. The largest proportion of TPI is generated through employment (61.7%). Dividends, interest and rent account for 21.7% of TPI. Transfer payments account for 16.6% of TPI. Retired persons collect benefits that account for about 19% of TPI in Montezuma County. About 37.5% of TPI comes into Montezuma County as new dollars being drawn into the local economy through **direct base** industries such as regional goods and services (i.e. tourism and agriculture) as well as government payments to retirees and others. Jobs relating to tourism, including those in construction and real estate, account for 16% of total employment and 10% of total employment income.

Per Capita Personal Income (PCPI) is estimated at \$21,234, ranking 44th in the state. This PCPI is 65% of the state average and 72% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 6.9% countywide, although this varies by census tract. Seasonally adjusted data from LMI indicates a 5.3% unemployment rate.

Montezuma County,CO 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture,Forest,Other	1,413	10%	\$ 2,800	1%	\$ 19,147	\$ 22,654	85%
Mining	105	1%	\$ 3,170	1%	\$ 40,735	\$ 64,727	63%
Construction	1,643	12%	\$ 45,058	15%	\$ 30,550	\$ 36,967	83%
Manufacturing	596	4%	\$ 13,559	5%	\$ 21,527	\$ 47,450	45%
T,C & PU	429	3%	\$ 29,997	10%	\$ 32,225	\$ 54,705	59%
Wholesale Trade	255	2%	\$ 6,689	2%	\$ 24,575	\$ 51,982	47%
Retail Trade	2,705	20%	\$ 44,378	15%	\$ 15,012	\$ 19,073	79%
F,I & RE	586	4%	\$ 11,676	4%	\$ 25,978	\$ 52,325	50%
Services	4,025	29%	\$ 72,210	25%	\$ 18,774	\$ 37,281	50%
Government	1,949	14%	\$ 61,568	21%	NA	NA	NA
Total	13,706	100%	\$291,104	100%	\$ 21,790	\$ 37,168	59%

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA and ES202, includes farm employment & earnings
employment and income data is edited and provided by the Colo Demography Section

NA - Government salary data is not available as an average through the BLS

San Juan County, Colorado

San Juan County is comprised of 250,880 acres (392 sq. miles). Of these, 12% are private lands and 88% are state and federal lands. Community development issues include economic development that will diversify and expand local economic sectors, retention and enhancement of the town's historical character and traditional values, the provision of community services and facilities, and the preservation of the ecological and aesthetic qualities of the area.

Population - In 2000 the county's population was 558. According to the 2000 Census the median age was 43.7. Males comprised 52.5% and females comprised 47.5 of the total population. The population of San Juan County peaked at about 5,000 in 1910. Since that time the population has followed the boom and bust cycles that are characteristic of mining communities, fluctuating between 750 and 1,000 people from 1960 until the last working mine closed in 1991.

Livable Wages - Operation Healthy Communities (OHC) has determined that in 2000 a minimum of \$8.58/hr provided a livable wage in Silverton, if you were a single person renting a one bedroom apartment. The median family income was estimated at \$30,764. The number of individuals below the poverty threshold is estimated at 20.9% countywide.

Total Personal Income (TPI) in San Juan County was \$12,761,000, ranking 63rd of 63 counties in the State of Colorado. The largest proportion of TPI is generated through employment (63.5%). Dividends, interest and rent account for 22.3% of TPI. Transfer payments account for 14.2% of TPI. Retired persons collect benefits that account for about 13% of TPI in San Juan County. About 37.5% of TPI comes into San Juan County as new dollars being drawn into the local economy through **direct base** industries such as regional goods and services (i.e. tourism) as well as government payments to retirees and others. Jobs relating to tourism, including those in construction and real estate, account for 41% of total employment and 31% of total employment income.

Per Capita Personal Income (PCPI) is estimated at \$22,828, ranking 34th in the state. This PCPI is 70% of the state average and 77% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 3% countywide according to census figures. Seasonally adjusted data from LMI indicates a 12.5% unemployment rate.

San Juan County,CO 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture,Forest,Other	-	0%	\$ 15	0.2%	ND	\$ 22,654	
Mining	-	0%	\$ 232	3%	ND	\$ 64,727	
Construction	16	4%	\$ 519	6%		\$ 36,967	
Manufacturing	2	1%	\$ 111	1%	ND	\$ 47,450	
T,C & PU	7	2%	\$ 487	6%	\$ 38,248	\$ 54,705	70%
Wholesale Trade	-		\$ 31	0%		\$ 51,982	0%
Retail Trade	175	48%	\$ 2,875	34%	\$ 13,199	\$ 19,073	69%
F,I & RE	55	15%	\$ 886	10%	ND	\$ 52,325	
Services	30	8%	\$ 993	12%		\$ 37,281	0%
Government	81	22%	\$ 2,369	28%	NA	NA	NA
Total	367	100%	\$ 8,517	100%	\$ 18,324	\$ 37,168	49%

ND= non-disclosure

*avg wage data for county and state is from the Bureau of Labor Statistics

of jobs and job income is from the BEA and ES202, includes farm employment & earnings employment and income data is edited and provided by the Colo Demography Section

NA - Government salary data is not available as an average through the BLS

Rio Arriba County, New Mexico

Rio Arriba County is located in Northwestern New Mexico and is comprised of 5,858 square miles. The Continental Divide bisects the county from north to south. Mountains, foothills and river valleys are to the east, and to the west there are sandstone cliffs, dry river washes and canyons. More than half of the county's large land area is government owned, primarily national forests. The county is also rural with 97% of the land having agricultural uses, primarily timber and grazing. Small scale and subsistence farms are in the valleys of the Rio Grande and Chama River. The portion of the county encompassed within the study area includes the community of Dulce, which serves as the headquarters for the Jicarilla Apache Tribe. The Tribe will be discussed separately.

Population – In 2000 there were 41,190 people county-wide with 7,132 in the current study area. According to the 2000 Census the median age was 34.5. Males comprised 49 % and females comprised 51% of the population. The average household size was 2.71 people.

Total Personal Income (TPI) in Rio Arriba County was \$622,943,000, ranking 14th of 33 counties in the State of New Mexico. The largest proportion of TPI is generated through employment (59.2%). Dividends, interest and rent account for 15.2% of TPI. Transfer payments account for 25.6% of TPI.

Per Capita Personal Income (PCPI) is estimated at \$15,115, ranking 28th in the state. This PCPI is 69% of the state average and 51% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 8.2% countywide according to census figures, though this varies by census tract. Seasonally adjusted data from LMI indicates a 6.9% unemployment rate.

Rio Arriba County, NM 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture, Forest, Other	1,204	8%	\$ 2,124	1%	\$ 16,945	\$ 15,880	
Mining	74	0.5%	\$ 2,157	1%	\$ 30,968	\$ 43,873	
Construction	965	6%	\$ 18,928	6%	\$ 20,931	\$ 28,120	
Manufacturing	678	4%	\$ 15,335	5%	\$ 23,098	\$ 38,462	
T, C & PU	542	3%	\$ 19,672	6%	\$ 36,959	\$ 34,705	
Wholesale Trade	198	1%	\$ 3,300	1%	\$ 19,728	\$ 34,031	
Retail Trade	2,476	16%	\$ 39,048	13%	\$ 14,980	\$ 16,071	
F, I & RE	590	4%	\$ 9,215	3%	\$ 24,240	\$ 31,972	
Services	5,668	37%	\$105,172	34%	\$ 22,587	\$ 27,418	
Government	3,094	20%	\$ 90,739	30%	NA	NA	NA
Total	15,489	100%	\$305,690	100%	\$ 22,228	\$ 27,497	81%

*avg wage is from the Bureau of Labor Statistics

of jobs and job income is from the BEA, includes farm employment & earnings

NA - Government salary data is not available as an average through the BLS

San Juan County, New Mexico

San Juan County is situated within the Colorado Plateau region and accounts for about 90 percent of the San Juan Basin in the New Mexico portion of the Four Corners area. Prominent geographic features include three rivers, irrigated agricultural areas in the river valleys and on the plateau south of Farmington (the huge Navajo Indian Irrigation Project), volcanic outcroppings such as Shiprock, and Navajo Lake. Encompassing approximately 3,530,240 acres (5,516 sq. miles), the county's land base is 60% Indian reservation; 29% federal lands; 4% state lands and 6% is privately owned.

Population – In 2000 there were 113,801 people county-wide with 108,827 in the current study area. According to the 2000 Census the median age was 31. Males comprised 49.6 % and females comprised 50.1% of the population. The average household size was 2.99 people. The county includes the urbanized area of Farmington (the region's largest city with 40,000 people), Aztec (pop. 6,500) and Bloomfield (pop. 6,500). Aztec is the County Seat.

Total Personal Income (TPI) in San Juan County was \$2,067,719,000, ranking 4th of 33 counties in the State of New Mexico. The largest proportion of TPI is generated through employment (69.3%). Dividends, interest and rent account for 14.1% of TPI. Transfer payments account for 16.6% of TPI.

Per Capita Personal Income (PCPI) is estimated at \$18,153, ranking 16th in the state. This PCPI is 83% of the state average and 62% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 9.1% countywide according to census figures, though this varies by census tract. Seasonally adjusted data from LMI indicates a 7.2% unemployment rate.

San Juan County, NM 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture, Forest, Other	1,317	2%	\$ 62,832	4%	\$ 18,998	\$ 16,182	117%
Mining	4,841	9%	\$ 260,482	17%	\$ 51,348	\$ 43,873	117%
Construction	4,682	9%	\$ 128,050	8%	\$ 25,524	\$ 28,180	91%
Manufacturing	1,426	3%	\$ 42,314	3%	\$ 27,960	\$ 38,462	73%
T, C & PU	3,381	6%	\$ 165,767	11%	\$ 47,261	\$ 34,705	136%
Wholesale Trade	1,911	4%	\$ 61,906	4%	\$ 32,531	\$ 34,031	96%
Retail Trade	10,782	20%	\$ 170,365	11%	\$ 15,565	\$ 16,071	97%
F, I & RE	2,264	4%	\$ 42,929	3%	\$ 28,623	\$ 31,972	90%
Services	15,346	28%	\$ 339,403	22%	\$ 22,985	\$ 27,418	84%
Government	8,317	15%	\$ 298,978	19%	NA	NA	NA
Total	54,267	100%	\$ 1,573,026	100%	\$ 27,902	\$ 27,497	101%

*avg wage is from the Bureau of Labor Statistics

of jobs and job income is from the BEA, includes farm employment & earnings

NA - Government salary data is not available as an average through the BLS

San Juan County, Utah

San Juan County has 5,005,560 acres of land (7,821 sq. mi.); 61% of the land is federally owned, 25.5% is tribal land, 8.2% are private/local government lands, and 5.2% is state land. In 1880 the territorial legislature carved San Juan County from Iron, Kane, Sevier, and Piute counties. The name comes from the San Juan River. The Navajo Indian Reservation occupies much of the southern part of the county. Early whites settlers in the 1870s viewed livestock ranching as more profitable than farming in the harsh desert country. Later, sporadic mining activity brought some economic gain—most significantly with the development of San Juan County’s uranium deposits in the 1950s. The creation of Lake Powell in the 1960s has made tourism one of the county’s most promising economic resources

Population - The population in San Juan County in 2000 was 14,399. San Juan County has more land area than any county in Utah, and is one of the least densely populated, with only 1.8 people per square mile. Its average yearly growth rate from 1990 to 2000 is one of the smallest in the state at 1.4%. With nearly 3.46 people per household, San Juan ranks second in average household size. The county has a median age of 25.5 and is the fifth youngest in the state.

Total Personal Income (TPI) in San Juan County was \$181,510,000, ranking 19th of 29 counties in the State of Utah. The largest proportion of TPI is generated through employment (61.8%). Dividends, interest and rent account for 15% of TPI. Transfer payments account for 23.1% of TPI.

Per Capita Personal Income (PCPI) is estimated at \$12,606, ranking 29th in the state. This PCPI is 54% of the state average and 43% of the national average, although this varies by census tract.

Labor Force – In 2000, the unemployment rate was 15.1% countywide, although this varies by census tract. Seasonally adjusted data from LMI indicates a 9.2% unemployment rate.

Largest Employers - The largest employer in San Juan County is the San Juan County School District. The tourism industry is represented by Monument Valley Lodge and several smaller employers. Major medical services employers include Four Corners Regional Care Center and the San Juan Hospital. Other major employers include San Juan County and the College of Eastern Utah. The Navajo Nation, classified as a membership organization, is also a significant employer in San Juan.

San Juan County, UT 2000 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	County Avg. Annual Pay	Statewide Avg. Annual Pay	County as % of Statewide
Agriculture, Forest, Other	ND		ND		\$ 15,798	\$ 18,938	83%
Mining	313	6%	\$ 11,145	9%	\$ 34,832	\$ 48,521	72%
Construction	303	5%	\$ 8,008	6%	\$ 26,312	\$ 29,724	89%
Manufacturing	220	4%	\$ 7,011	6%	\$ 33,476	\$ 35,441	94%
T, C & PU	181	3%	\$ 7,263	6%	\$ 23,934	\$ 38,165	63%
Wholesale Trade	101	2%	\$ 2,219	2%	\$ 25,614	\$ 39,735	64%
Retail Trade	763	14%	\$ 10,148	8%	\$ 13,587	\$ 16,635	82%
F, I & RE	ND		ND		\$ 17,568	\$ 36,811	48%
Services	1,509	27%	\$ 28,868	23%	\$ 14,902	\$ 28,601	52%
Government	1,678	30%	\$ 50,170	40%	NA	NA	NA
Total	5,618	90%	\$126,293	99%	\$ 21,884	\$ 29,229	75%

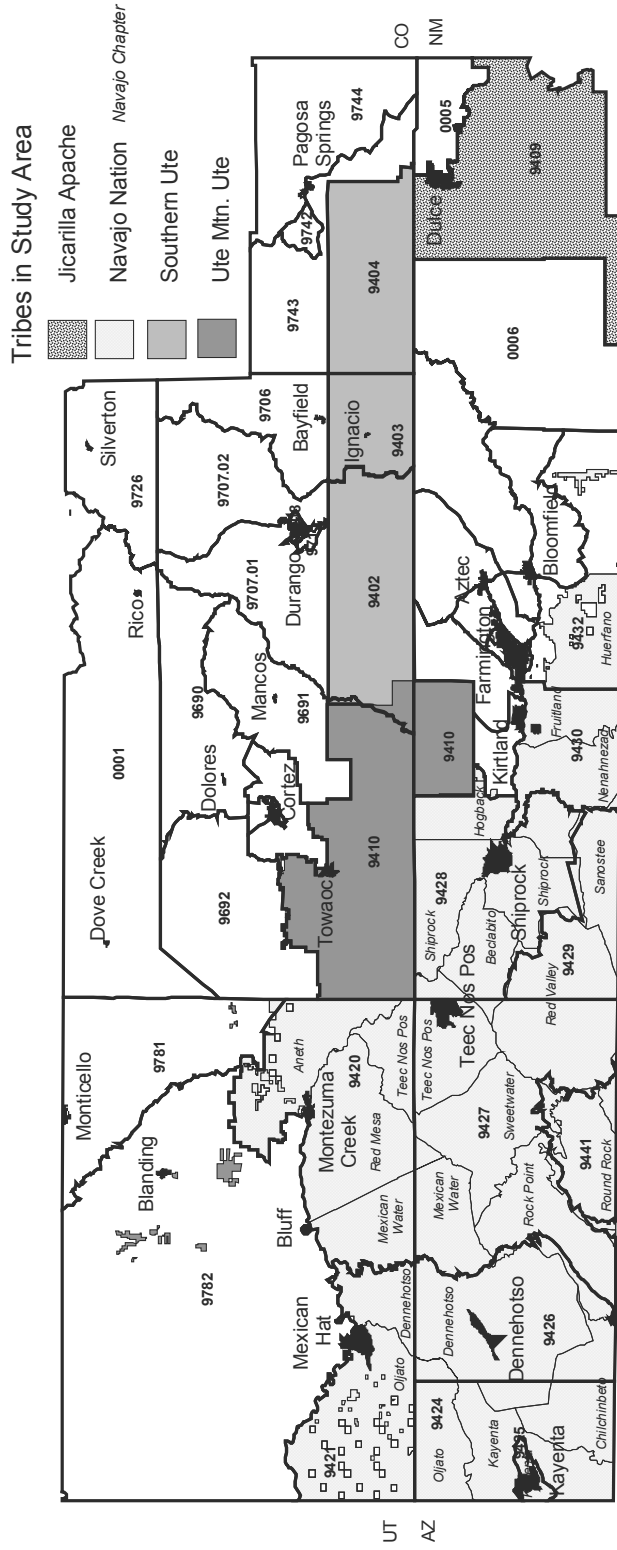
*avg wage is from the Bureau of Labor Statistics

of jobs and job income is from the BEA, includes farm employment & earnings

NA - Government salary data is not available as an average through the BLS

Tribal Areas

The 2000 U.S. Census provides information based on geographic location, i.e. census tracts within the bounds of reservation areas. Thus some of the information in these profiles (such as Total Personal Income) is gleaned from Tribal records (if available), while other information (such as population, unemployment rate, household income, and per capita income) is taken from the U.S. Census by summarizing census tracts, as shown in the table on the following page. We realize that this introduces inconsistencies in the comparability of the data, but can only offer apologies.



Navajo Nation - Summary Information by Census Tract

STATE	COUNTY	CENSUS TRACT	Chapters by Census Tract in Study Area	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
AZ	Apache	9427	N-Teec Nos Pos, Sweetwater, Rock Point, Red Valley, Mexican Water, Red Mesa, Beclabito	5,657	23.6%	\$ 14,255	\$ 6,188	48%
AZ	Apache	9426	N-Dennehoiso,Chilchinbito	1,809	25.7%	\$ 13,438	\$ 5,605	41%
AZ	Apache	9441	N-Round Rock	5,207	38.9%	\$ 12,371	\$ 4,844	59%
AZ	Navajo	9424	N-Chichinbito,Olijato,Kayenta	2,766	23.6%	\$ 14,266	\$ 6,130	54%
AZ	Navajo	9425	N-Kayenta	4,993	20.4%	\$ 31,707	\$ 9,374	34%
NM	San Juan	9428	N-Hogback,Shiprock,Beclabito	11,513	17.1%	\$ 23,158	\$ 8,016	37%
NM	San Juan	9430	N-Nenahmezad,Fruitland,	4,828	20.9%	\$ 23,972	\$ 7,173	37%
NM	San Juan	9429	N-SanosteeRed valley	5,024	26.8%	\$ 13,615	\$ 6,542	53%
NM	San Juan	9432	N-Huerfano	4,708	13.6%	\$ 26,520	\$ 9,726	31%
UT	San Juan	9420	N-Aneth,Red Mesa,Mexican Water,Teec Nos Pos	3,999	37.8%	\$ 13,821	\$ 6,698	53%
UT	San Juan	9421	N-Olijato,Dennehoiso	2,475	23.6%	\$ 20,625	\$ 7,072	41%
			Average for these Census Tracts	52,979	24.7%	\$ 18,886	\$ 7,033	44%

Southern Ute Tribe - Summary Information by Census Tract

STATE	COUNTY	CENSUS TRACT	TRIBAL AREA	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
CO	Archuleta	9404	Southern Ute	1,123	4.8%	\$ 31,513	\$ 16,860	12%
CO	La Plata	9403	Southern Ute	5,211	6.4%	\$ 37,909	\$ 16,865	13%
CO	La Plata	9402	Southern Ute,Ute Mountain Ute	4,825	3.8%	\$ 45,345	\$ 20,769	9%
			Average for these Census Tracts	11,159	5.0%	\$ 38,256	\$ 18,165	11%

Ute Mountain Ute Tribe - Summary Information by Census Tract

STATE	COUNTY	CENSUS TRACT	TRIBAL AREA	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
CO	La Plata	9402	Ute Mountain Ute, Southern Ute	4,825	3.8%	\$ 45,345	\$ 20,769	9%
CO	Montezuma	9410	Ute Mountain Ute	1,513	14.7%	\$ 19,423	\$ 8,786	37%
NM	San Juan	9410	Ute Mountain Ute	-	0.0%	\$ -	\$ -	0%
UT	San Juan	9781	Ute Mountain Ute	3,169	3.6%	\$ 33,226	\$ 13,900	10%
UT	San Juan	9782	Ute Mountain Ute	4,770	9.9%	\$ 32,167	\$ 12,389	20%
			Average for these Census Tracts	14,277	6.4%	\$ 26,032	\$ 11,169	15%

Jicarilla Apache Tribe - Summary Information by Census Tract

STATE	COUNTY	CENSUS TRACT	TRIBAL AREA	POPULATION	% UNEMPLOYMENT	HOUSEHOLD INCOME	PER CAPITA INCOME	% INDIV IN POVERTY
NM	Rio Arriba	9409	Jicarilla Apache	2,729	14.3%	\$ 26,813	\$ 10,120	28%

The Navajo Nation

The Navajo Nation is the home of the largest Indian Tribe in the United States. It has an area of over 27,000 square miles, and is situated on the Colorado Plateau. Navajo lands boast a number of world renowned scenic wonders of the Southwest, e.g., Canyon De Chelly, Shiprock, Monument Valley, the Chuska Mountains, and Window Rock. Window Rock was chosen as the capitol of the Navajo nation in the early 1930's by John Collier, then Commissioner of Indian Affairs. The Navajo Nation is a major contributor to the regional economy and has prepared a *Navajo Nation Comprehensive Economic Development Strategy* (2000-2001).

Population – The 2000 Census puts the total population of the Navajo Nation at 180,831. Within the study area the population is estimated at 52,979. The Navajo population is relatively young at a median age of 22.5 years.

Navajo Nation Total Personal Income	1999
Total Salary & Benefits	\$ 938,311,059
Transfer Payments	\$ 132,000,000
Income from Arts & Crafts	\$ 27,000,000
Income from Livestock	\$ 10,000,000
Income from Crops	\$ 3,500,000
Total Salary & Benefits	\$ 110,811,059
Per Capita Income	\$ 6,217

Source: Table 9; Navajo Nation CEDS 2000-2001

Notes: Transfer payments are the monies received by the residents of the Navajo Nation under various welfare programs. Income from Art & Crafts, Livestock and Crops are estimated figures.

Per Capita Personal Income (PCPI) is estimated at \$7,269 (25% of the national average) for all of the Navajo Reservation area by the 2000 Census. The average PCPI for census tracts in the study area is \$7,033 (24% of the national average). The number of individuals below the poverty threshold averages 44% in the study area.

Household Income - The average household income within the study area was \$18,886.

Labor Force – Unemployment in the study area averages 24.7%

Base Industries – The Office of Economic Development (Navajo Nation) identifies their base employment industries as manufacturing, agriculture, mining and tourism.

Navajo Nation 1999 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Agriculture, Forest, Other	290	1%	\$ 7,386	1%
Mining	1,700	6%	\$ 92,224	10%
Construction	1,184	4%	\$ 21,583	2%
Manufacturing	334	1%	\$ 8,788	1%
T, C & PU	2,198	7%	\$ 125,869	13%
Wholesale & Retail Trade	2,913	9%	\$ 35,199	4%
F, I & RE	465	2%	\$ 10,936	1%
Services	14,538	47%	\$ 431,478	46%
Government	7,086	23%	\$ 204,848	22%
Total	30,708	100%	\$ 938,311	100%

Source: 2000-2001 Navajo Nation CEDS-Table 17

Data from Support Services Dept-Div. of Economic Development-Navajo Nation

Income includes salary & benefits

Southern Ute Tribe

The Southern Ute Reservation encompasses an area of over 750,000 acres in La Plata and Archuleta Counties in Southwest Colorado. Natural resources on the reservation include extensive gas reserves, coal, timber, and water for agriculture. These resources provide the basis for the establishment of a diversified tribal economic base. Tribal energy resources, particularly in the form of natural gas, have played the largest role in the reservation economy over the past decade (more than 90% of tribal revenues came from energy resource development in 1998).

The reservation's proximity to Durango and the many tourist destinations in Southwest Colorado provide unique opportunities for tourism development. The reservation land base includes seven major rivers, the Navajo State Park, Lake Capote, and, most importantly among other tribal enterprises, the Sky Ute Casino and Motel. Tourist attractions are casino gaming, cultural tours, fishing, hunting, and the Tribal Cultural Center and Museum. These enterprises all play a role in diversifying the overall economy. The Southern Ute Tribe employs over a thousand people and is a major contributor to the regional economy. Strategic planning tools are currently being developed by the Tribe which both recognizes its role in the region's economy as well as the need for Tribal participation and support of interactive regional land-use planning activities. As such, the Tribe has committed both resources and staff to development of a Comprehensive Plan and has further directed the Tribal Planner to fully participate in a wide variety of county and regional planning efforts

Population - Tribal headquarters are located adjacent to the Town of Ignacio in La Plata County. The tribal enrollment in 2000 was 1,305 with the majority of the members living on the reservation in La Plata County. The tribal census shows the largest part of the membership are in their early twenties and younger. Total population within the census tracts encompassed by the reservation was 11,159 in 2000.

Household Income - The average household income in census tracts within the study area was \$38,256.

Labor Force – Unemployment in the study area averages 5%.

Per Capita Personal Income (PCPI) is estimated at \$18,552. This PCPI is 57% of the state average and 63% of the national average, although this varies by census tract. . The average PCPI for census tracts in the study area is \$18,165 (61% of the national average). The number of individuals below the poverty threshold averages 11% in the study area.

Southern Ute Tribe 2000 Total Employment	# of Jobs	% of Jobs
Agriculture, forestry, fishing and hunting, and mining	461	8%
Construction	745	14%
Manufacturing & Information	301	6%
Manufacturing	222	
Information	79	
Wholesale trade	147	3%
Retail trade	669	12%
Transportation and warehousing, and utilities	338	6%
Finance, insurance, real estate, and rental and leasing	217	4%
Services	2,151	39%
Professional, scientific, management, administrative, and waste management services	363	
Educational, health and social services	991	
Arts, entertainment, recreation, accommodation and food services	546	
Other services (except public administration)	251	
Public administration	435	8%
Total	5,464	100%

Source: 2000 Census SF-3

Note- these data are drawn from sectors defined in NAICS,
some industries have been combined to reflect SIC codes for other entities i.e. counties.

Job income is not available

Ute Mountain Ute Tribe

The Ute Mountain Ute Reservation land is located in Southwest Colorado and Northern New Mexico and covers 553,008 acres (864 sq. miles) held in trust by the US Government. Tribal headquarters are in Towaoc, which lies southwest of Cortez in Montezuma County. The White Mesa community of the Tribe lives in San Juan County Utah, where most of the housing is on tribal lands. The majority of the lands (8,499 acres) there are allotted to tribal members and laid out in a checkerboard pattern. Tribal lands held in trust within this area cover 2,597 acres. The Tribe also holds fee patent title to 41,112 acres of land in Utah and Colorado.

The Colorado Ute Water Settlement Act of 1988, mandated within the Dolores Project (McPhee Reservoir), brought drinking and irrigation water to the reservation and expanded farming and ranching capabilities. The Weeminuche Construction Authority has become one of the most successful and largest construction companies in the Four Corners area. Other tribal resources include income from oil and gas wells and tribal enterprises that revolve around tourism, including a gambling casino, a RV Park, an archaeological park, and a pottery factory. In 2000 the tribe employed over 900 people in its enterprises and various governmental departments. The Ute Mountain Ute Tribe is a major contributor to the regional economy and has prepared a *Ute Mountain Ute Tribe Comprehensive Economic Development Strategy* (June 1999).

Population - The tribal enrollment in 1999 was 1,968 with the majority of the members living on the reservation in Towaoc and in the White Mesa Community. The tribal census shows the largest part of the membership are in their early twenties and younger. Total population within the census tracts encompassed by the reservation was 14,277 in 2000.

Household Income - The average household income in census tracts within the study area was \$26,032.

Labor Force – Unemployment in the study area averages 15%

Per Capita Personal Income (PCPI) is estimated at \$8,159. This PCPI is 25% of the state average and 28% of the national average. The average PCPI for census tracts in the study area is \$11,169 (38% of the national average), although this varies by census tract. The number of individuals below the poverty threshold averages 15% in the study area.

Ute Mtn. Ute Tribe 2000 Total Employment	# of Jobs	% of Jobs
Agriculture, forestry, fishing and hunting, and mining	39	7%
Construction	90	15%
Manufacturing & Information	16	3%
Manufacturing	15	
Information	1	
Wholesale trade	6	1%
Retail trade	6	1%
Transportation and warehousing, and utilities	4	1%
Finance, insurance, real estate, and rental and leasing	17	3%
Services	317	53%
Professional, scientific, management, administrative, and waste management services	11	
Educational, health and social services	105	
Arts, entertainment, recreation, accommodation and food services	174	
Other services (except public administration)	27	
Public administration	98	17%
Total	593	100%

Source: 2000 Census SF-3

Note- these data are drawn from sectors defined in NAICS,
some industries have been combined to reflect SIC codes for other entities, i.e. counties.

Job income is not available

Jicarilla Apache Tribe

The Jicarilla Apache Reservation, located in north central New Mexico, borders Colorado to the north and extends 63 miles to the south. The 879,917 acre (1,375 sq. mi.) reservation is draped over the continental divide and ranges from 6,500 to 11,400 in elevation. The reservation lies in both Rio Arriba and Sandoval counties and includes 137,150 of land purchased by the Tribe. As the Reservation continues to expand towards the east, the Tribe exerts greater regional influence over water rights, land use and development issues, tourism, and the greater regional economy. The Tribe provides jobs and income to people living throughout the region from Durango, CO to Albuquerque, NM. The Tribe has prepared an Integrated Resource Management Plan, which is similar in scope to the CEDS prepared by other entities.

Population - Tribal headquarters are located in the Town of Dulce in Rio Arriba County. The tribal enrollment in 2002 was 3,403 with approximately 900 members living off of the reservation. According to the 2000 census, there were 2,755 people living on the Jicarilla reservation, of which 2,475 were natives and 280 were two or more races or non-native. The Tribe is a youthful group; approximately 50% are under the age of 24.

Per Capita Personal Income (PCPI) is estimated at \$10,136. This PCPI is 46% of the state average and 34% of the national average, although this varies by census tract. . The average PCPI for census tracts in the study area is \$10,120 (34% of the national average). The number of individuals below the poverty threshold averages 44% in the study area.

Household Income - The average household income within the study area was \$26,813.

Labor Force – Unemployment in the study area averages 14.3%

Jicarilla Apache Tribe 2000 Total Employment	# of Jobs	% of Jobs
Agriculture, forestry, fishing and hunting, and mining	81	9%
Construction	91	10%
Manufacturing & Information	25	3%
Manufacturing	16	
Information	9	
Wholesale trade	9	1%
Retail trade	32	4%
Transportation and warehousing, and utilities	11	1%
Finance, insurance, real estate, and rental and leasing	18	2%
Services	380	42%
Professional, scientific, management, administrative, and waste management services	26	
Educational, health and social services	251	
Arts, entertainment, recreation, accommodation and food services	61	
Other services (except public administration)	42	
Public administration	255	28%
Total	902	100%

Source: 2000 Census SF-3

Note- these data are drawn from sectors defined in NAICS,

some industries have been combined to reflect SIC codes for other entities

Job income is not available

II. Development Issues and Strategies

This section examines the issues identified within the available Comprehensive Economic Development Strategies (CEDS), and the objectives each area has developed to cope with the issues. Although each CEDS is unique, based on the analyses prepared for each area, there are several underlying themes.

- **The state of the regional economy.** What are the strengths and weaknesses? What are the growth sectors and clusters? What is driving the local economy and where is it heading? The preceding section examined the economies of the Four Corners Region using key indicators such as total personal income, per capita income, unemployment rates, household income, poverty thresholds and population characteristics to provide a backdrop for these issues.
- **External trends and forces.** What are the opportunities and threats? How is the region positioned in the national and global economies?
- **Partners for economic development.** Who are the important actors in the region (these may include organizations, businesses, individual and other planning projects)? Who represents issues important but unfamiliar to the economic development organization (such as workforce development, social service delivery and natural resources)?
- **Resources for economic development.** What groups, organizations or individuals does the area have to work with? Who can provide support and funding for development activities?

In some of the CEDS documents these issues are set at the regional level, while in others issues are defined at the county level. When county level information is provided we have included it here. If it was not available we worked with other documents, such as County Master Plans, to try and define the local issues. Most of the documents present information in different formats – we have tried to standardize the formats so that they can be more easily compared, although this was not always possible without changing the content. When in doubt we left the original format in place, but summarized the information. Information regarding specific projects at the local level has not been included in this report, but should be consulted for further research.

The information in this section can be used as a tool to identify strengths, weaknesses, opportunities and threats to the Four Corners Regional economy - and create a regional strategic plan. Ultimately, a strategic plan will enable the members of the San Juan Forum to 1) prioritize regional goals; 2) identify specific projects; 3) take action steps to implement projects.

Northern Arizona

Source: Northern Arizona Council of Governments CEDS 2000-2005 (June 2000) pgs 5-6
Note – The following discussions are pertinent to Yavapai, Coconino, Navajo and Apache Counties, Arizona.

Strengths - Issues that the NACOG region has direct control over and can build upon

- * International reputation (i.e. Grand Canyon)
- * Airport infrastructure that can be developed
- * Access to higher level education (e.g. NAU, Embry Riddle, Coconino and Yavapai Community Colleges)
- * Large retirement region
- * Growth is occurring
- * Ability to contact and influence local politics (i.e. open access to local governments)
- * Regional communication: “equal desperation”; coordinated, effective decision making
- * Political strength; strong leaders
- * The NACOG organization and its leadership within the region
- * Workforce development program; coordinates all resources; mutual planning effort
- * Strong public/private partnerships

Weaknesses – Issues that the NACOG region has direct control over and must change

- * Negative publicity about overcrowding at the Grand Canyon
- * Underutilized natural resources
- * Water delivery system
- * Lack of funding
- * Higher education linkages
- * Affordable housing; appropriate housing where jobs are located
- * Northern Arizona clout is small on statewide issues
- * Cost of development
- * Second highest poverty level in the country according to the National Association for Development Organizations

Opportunities – Things outside of the NACOG region’s direct control but which it can take advantage of

- * Naturally beautiful environment
- * Great climate
- * Natural resources; water source
- * Location
- * Railroad
- * Interstate
- * Open Space
- * Diverse cultures

Threats – Things outside of the NACOG regions direct control but could impact the region

- * Environmental litigation
- * Water belongs to someone else; control is elsewhere
- * Lack of private land
- * Game and fish regulations (dollars are generated within the region but are not shared with the region of impact)
- * Lack of EDA funding to NACOG area
- * Drain Lake Powell efforts by environmental groups

Northern Arizona Action Plan

Source: Condensed from Northern Arizona Council of Governments CEDS 2000-2005 (June 2000) pgs 20-24. The following discussions are pertinent to Yavapai, Coconino, Navajo and Apache Counties, Arizona.

Supporting the Economic Base

Goal: Infrastructure support – Physical infrastructure, including roadways, transit, water and sewer systems, airports and railways, power and telephone, and land development are all fundamental components to community and economic development.

Strategies : Short term – work with local and regional entities to ensure adequate water supplies to support current and future growth.

Mid term – Improve airport facilities and services to support tourism development. Support development of public transportation and/or special needs transit services on a community, sub-regional, and/or intercity basis. Encourage the development of a balanced, multi-modal transportation system to enhance rural accessibility within the region, major urban areas, markets and tourist destinations.

Long term – Improve regional airport access for cargo by conducting an inventory and developing a feasibility study. Provide support to retain and expand commuter air service, including the improvement of local airport facilities.

Goal: Workforce Development – Strengthen the labor force through education, pre-employment skills, on-the-job/vocational training, and support services to enable individuals for job readiness.

Strategies: Short term – Expand partnerships. Identify industrial needs and resources for training. Conduct training classes at business sites. Encourage community college system to expand open entry/open exit classes. Provide outreach to the community. Secure EDA Grant to build/operate a vocational technical center. Foster and promote a collaborative partnership between development leaders and state agencies.

Mid term – Promote non-traditional delivery methods for education, i.e. on-line distance learning. Secure federal funding for a Job Corps Center. Address the needs of the non-traditional workforce. Strengthen involvement with commerce and employment programs. Develop a tracking system to alleviate duplicate services. Keep elected official knowledgeable and supportive of issues.

Goal: General Manufacturing – All aspects of general manufacturing play an important role in the regional economy. Supporting these industries and providing assistance in their expanding role is critical to the region's economy.

Strategies: Short term - Create a regional vacant building inventory on-line. Utilize resources from NAU and APS to provide web site availability. Stimulate entrepreneurship and offer training. Identify funding sources for the development of an incubator.

Mid term – Coordinate the development of a regional manufacturing database. Development of incubators to assist in business expansion.

Goal: Tourism and experience – Promote businesses that create and provide recreational and visitor facilities built around Arizona’s natural beauty.

Strategies: Short term – Address regional tourism development opportunities. Encourage more tourism partnerships between communities. Establish visitor centers on reservations and smaller communities. Provide educational programs about tourism development on the reservation. Establish a strong relationship with the Arizona Film Commission. Establish an annual event calendar.

Mid term – Expand regional transportation options. Promote familiarization tours between communities. Establish and strengthen regional tourism development areas. Work to get the North Rim of the Grand Canyon more accessible for tourists year-round.

Long term – Develop a Convention Facility to accommodate 1,000 plus. Continued improvement of transportation systems. Development of comprehensive trail system. Encourage development of the “old West” flavor of the region. Support efforts of local Chambers of Commerce in working closely with tour operators. Develop a cultural retail center to allow ease of shopping.

Goal: Senior Industries – Businesses that provide medical, financial, legal, real estate, and accounting services for retirees.

Strategies: Short term – Develop a senior population attraction program. Develop a conference to address education, market, medical and transportation.

Mid term – Develop a resource guide that identifies housing availability, location, cost, types of housing, etc. Communicate with educational institutions to develop or enhance their senior targeted strategies. Develop senior assisted housing. Expand volunteer opportunities to maximize senior talents and establish volunteer coordinators throughout the region.

Long term – Address property taxes. Increase the availability of doctors, medical specialists, telemedicine, and health care facilities. Create and expand programs to train nurse practitioners, etc. Expand the regional library system to address senior populations. Make facilities disability accessible. Provide discount programs and transportation assistance. Market the outdoors, i.e. hiking clubs. Improve communication with the Regional Council on Aging. Make housing available.

Goal: Food, Fiber and Natural Products – Businesses that grow, process and distribute plant and animal products including edible crops, wine, cotton, livestock, processed foods and forestry products.

Strategies: Short term – Conduct an inventory of regional agriculture, evaluate economic potential and examine impacts. Create a Center for Regional Water Studies. Support sub-regional planning efforts.

Mid term – Develop a marketing plan. Support multiple-use of public lands.

Long term – Utilize resources from utility companies, government and private sources.

Goal: Software/Information Technology – Businesses that design, develop, market and/or support applications; software products; database software applications; etc.

Strategies: Short term – Develop an inventory of software/information cluster-based infrastructure and identify gaps within the region. Nurture relationships with utility, government and private sector partners.

Mid term – Develop strategies to utilize satellite for communications.

Goal: Transportation/Distribution – Businesses that create and provide physical infrastructure, capital goods, and services needed to carry passengers and deliver tangible products locally, regionally, and globally via air, rail, roadway and pipeline.

Strategies: Short term – Inventory industry needs, identify sub-regional opportunities. Work to understand the changing distribution component and provide information to sub-regions.

Mid term – Provide training and information. Inventory rail assets and conduct a feasibility study to address tax structure, cost of spurs, strengths/weaknesses, and potential distribution of products.

Southwest Colorado (Region 9)

Source: Region 9 Economic Development District CEDS (March 2000) pg 2-2

The following discussions are pertinent to Archuleta, Dolores, La Plata, Montezuma and San Juan Counties, Colorado.

Strengths

- * People, tenacity ability to live in a region that is difficult economically, not the easiness of other areas
- * Entrepreneurial spirit
- * Scenic beauty
- * Public lands
- * Local cultural, historical assets
- * Major attractions – Mesa Verde, the train, San Juan Mountains, BLM lands
- * Agricultural lands, small-town living and lifestyle
- * Major destination, tourism aspects are strong
- * Talented work force – a lot of qualified employees
- * Proximity to Fort Lewis College, Pueblo Community College
- * Organized economic development groups are active in each county

Weaknesses

- * Not as many opportunities for jobs, higher wages
- * Increasing cost of housing
- * Infrastructure gaps
- * Seasonal nature of many economies
- * Community polarization and lack of consensus on pressing issues
- * Transportation systems (far from major markets)
- * Lack of infrastructure for new business parks and
- * Economies that are highly dependent on one or two sectors

Opportunities

- * Telecommunications – new services, industries, training and jobs
- * Development of business centers outside of bigger towns
- * Value-added marketing, strategies for enhancing agriculture
- * Development of business incubators
- * Niche tourism, tourism during shoulder season, lessening the peaks and valleys
- * More inter-governmental, private/public sector solutions for key issues
- * Solutions that focus on ecological, social and economic solutions that find “common ground” and areas of commonality
- * Starting new businesses and industries based on technology
- * Expansion of existing businesses
- * Tourism focused on education – eco-tourism and agri-tourism

Threats

- * Downturn in the global economy could dramatically impact tourism and amenity migration sectors – over-reliance on one sector
- * Growth could ruin or compromise the qualities that make the region unique, special
- * Lack of a workforce, housing, health care and childcare could detract businesses from re-locating here
- * Lack of resources to deal with the most challenging issues (e.g. housing and transportation)

Southwest Colorado Regional Goals and Strategies

Source: Region 9 Economic Development District CEDS (March 2000) pg 1-7 to 1-15

Economic and Community Technical Assistance

Goal: Build the capacities of county-level economic development groups that are working to accomplish prioritized, locally defined economic development projects.

- Strategy 1: Build the capacity(ies) of the county-level economic development groups by providing organizational, technical and financial assistance, where possible and needed.
- Strategy 2: Build the capacity of the county-level economic development groups by providing access to regional, state and federal resources and referral to RRCC.
- Strategy 3: Assist county-level economic development groups in accomplishing specific priority projects.
- Strategy 4: Develop a "Technical Assistance Bank" of \$100,000 through the RRCC that can give communities access to pragmatic assistance in accomplishing community and economic development projects (e.g. financial help, project development, grant writing, facilitation and networking assistance).

Work Force Issues

Goal: Better understand Southwest Colorado's workforce so as to match employers' needs with qualified employees, improve retention, promote employees' skills, provide "new economy" training opportunities, address personal needs, such as child care, affordable housing and transportation.

- Strategy 1: Assist the Southwest Workforce Center Board in identifying workforce issues, needs and action steps.
- Strategy 2: Commission a multifaceted study that will document and assess the region's workforce in terms of occupations, information technology skills, work habits and ethics, training needs, etc. and make recommendations for addressing needs. Both employers and employees needs will be covered.
- Strategy 3: Analyze opportunities and partnership networks to develop and improve technology training facilities and programs.
- Strategy 4: Offer training to employers on better understanding the needs of the current workforce and available programs for assistance.

Infrastructure

(sewer, water, roads, fire and emergency services, electricity and phones)

Goal: Ensure that Southwest Colorado has the adequate physical infrastructure needed to plan for and meet its future economic development and workforce needs.

- Strategy 1: Ensure that infrastructure systems that are at capacity are identified and plans are made to address future expansion issues in a timely manner.
- Strategy 2: Region 9 EDD will work with the Southwest Colorado Transportation Planning Commission to take the lead in updating and maintaining the 20 year Inter-Modal Transportation Plan.
- Strategy 3: Ensure that community needs are considered in decision-making involving infrastructure planning done by any relevant state agencies such as the Colorado Department of Transportation (CDOT), Colorado Oil and Gas Conservation Commission, etc.
- Strategy 4: Through the RRCC and other mechanisms, offer assistance, where possible, in helping communities secure adequate infrastructure by providing loans, technical assistance and grant sponsorship with a particular focus on economically distressed areas and those with few community planning resources.
- Strategy 5: Continue to assist communities in expanding, starting or "filling up" their business parks by providing development, marketing and capital assistance.

Telecommunications

Goal: Ensure that Southwest Colorado has the telecommunications infrastructure and information technology training needed to meet the demands of a competitive global marketplace.

- Strategy 1: Continue to work towards developing improved telecommunications infrastructure including: redundant fiber connectivity to the national "backbone", adequate bandwidth for new technologies, affordable rates and enhanced services. Leverage the Beanpole Project to provide financial incentive for infrastructure investment.
- Strategy 2: Ensure that once the necessary telecommunications infrastructure is in place, adequate training and other services are available that will help businesses use the new technologies. Work with existing groups to develop analyses of information technology training programs. Develop an action plan for improvement.

Recruiting New Jobs & Businesses

Goal: Strengthen and diversify the regional economy and strengthen the local workforce(s) in ways that are compatible with community goals.

- Strategy 1: Continue to assist communities in expanding, starting or "filling up" their industrial parks by providing development, marketing and capital assistance.
- Strategy 2: Establish business incubators working with state, county, regional and higher education partners.
- Strategy 3: Continue to support technology and telecommunications infrastructure and services.
- Strategy 4: Increase technical assistance services for businesses locating to Southwest Colorado (e.g. marketing and business planning, help with book-keeping knowledge, etc.)
- Strategy 5: Produce Community Profiles, brochures, Web Sites and other collateral materials for distribution to potential businesses through various means (e.g. the Internet, marketing programs, county-level economic development groups). Utilize the Enterprise Zone marketing funds.
- Strategy 6: Continue to assist communities in the region in carrying out community-wide action steps and processes for bringing in new businesses.
- Strategy 7: Support communities in developing computerized, on-line media presentations that can be utilized to market the amenities of the region to potential businesses.
- Strategy 8: Continue the business Revolving Loan Fund.
- Strategy 9: Partner with the State Enterprise Zone program, the Office of Economic Development and local economic development groups on trade shows, prospecting trips and statewide marketing/advertising campaigns to attract new businesses to the region.
- Strategy 10: Ensure that communities have adequate infrastructure for new business development (see related goals/strategies).
- Strategy 11: Seek methodologies and projects that improve the down towns and main streets making them attractive locations for new businesses.
- Strategy 12: Develop improved technology training facilities and programs to meet the workforce needs of businesses moving to the region.
- Strategy 13: Work in partnership with the Southwest Colorado Travel Region to create marketing programs that inform tourists of business opportunities in the region.

Recruiting New Jobs & Businesses

Strategy 14: Capitalize on the amenities of the region in creating new jobs such as:

- healing arts and alternative medicine as a growing industry;
- growing numbers of artisans living here;
- national interest in heritage and eco-tourism adventures;
- emerging technological innovations;
- opportunities for research institutes and specialized K-16 educational programming;
- Eco-tourism, agri-tourism; and
- interest in the region's history and cultural past.

Strategy 15: Support the development of Convention Centers and Facilities in communities that desire such economic development.

Strategy 16: Enlarge the scope of the Southwest Colorado Film Commission through training, attracting more productions to the area and developing a local workforce with this specialty.

Existing Jobs & Businesses

Goal: Improve, diversify and strengthen the regional economies by helping existing businesses to be more effective, to expand, and to attract and retain a viable, competitive workforce.

Strategy 1: Continue to assist communities in expanding, starting or "filling up" their business parks with existing businesses who are relocating or expanding by providing development, marketing and capital assistance.

Strategy 2: Establish business incubators working with county and regional partners that can grow and provide training for existing businesses.

Strategy 3: Continue to build technology and telecommunications infrastructure and services.

Strategy 4: Increase business technical assistance for existing businesses (e.g. help with marketing and business plans, assistance with book-keeping set up, etc.)

Strategy 5: Continue the business Revolving Loan Fund and the provision of loans that provide low-interest funding for businesses expansion. Coordinate the Micro-Enterprise loan program with business technical assistance.

Strategy 6: Seek methodologies and projects that improve the downtown areas and main streets making them attractive locations for existing businesses.

Strategy 7: Help businesses with trade leads, new market(s) identification and other specialized businesses opportunities.

Strategy 8: Develop improved technology training and education facilities and programs that can train or re-train workers and employers in the region for emerging technology jobs (a.k.a. the training of "knowledge workers").

Existing Jobs & Businesses

Strategy 9: Reduce "retail leakage" through implementation of specific, targeted strategies (e.g. Buy-Local campaigns, sidewalk sales, improved customer relations training, and education about the leakage problem).

Strategy 10: Help, enhance and network with the manufacturing sector.

Enterprise Zone Program

Goal: Continue to operate the Enterprise Zone program as a tool for improving the economies of qualified areas.

Strategy 1: Operate and promote the program as per the State's guidelines.

Tourism

Goal: Maintain, develop and diversify the tourism industry in the region.

Strategy 1: Develop innovative, participatory and educational tourism initiatives that involve: heritage tourism projects; agri-tourism; eco-tourism; and cultural tourism.

Strategy 2: Support the tourism efforts done directly by the Native American cultures and tribes in the region.

Strategy 3: Continue to work in partnership with the Southwest Colorado Travel Region to carry out marketing programs that promote the attractions and cultural amenities of the region. Including those that expand the marketing of special events; that ensure the development of adequate infrastructure for cultural activities; and that assist communities in developing "shoulder season" tourism attractions.

Strategy 4: Maintain the quality of life features that attract tourists to the region such as open space, public access to trails, a clean environment, and ample recreational opportunities.

Strategy 5: Utilize direct base economic analysis to better understand the components of tourism based employment and target marketing efforts to areas of tourism that are more sustainable.

Agriculture

Goal: Support and assist the agriculture sector to become more viable.

Strategy 1: Develop data gathering strategies that will accurately portray the agriculture sector. Work with farmers and ranchers, and other interested parties, to identify, gather and disseminate agriculture economic data that is complete and can accurately measure the value of the sector in our region.

Strategy 2: Advocate for a feasible livestock processing facility to open in the region.

Strategy 3: Keep the agriculture resources viable so farmers and ranchers can earn a living in the industry by:

- supporting the eradication of noxious weeds
- ensuring an adequate agricultural water supply
- promoting stewarding initiatives
- encouraging land use practices that keep the resource viable
- working in concert with the DOW and ranchers to manage wildlife concerns

Strategy 4: Give farmers and ranchers tools for estate planning and reducing their taxes including implementation of such tools as conservation easements and incentives for agricultural lands preservation (e.g. the transfer of development rights).

Strategy 5: Increase awareness of and utilization of value-added agricultural marketing and production strategies.

Strategy 6: Support the development of local markets for locally grown products, including Farmer's Markets.

Strategy 7: Support the businesses that can "dovetail" with crops grown by local farmers and ranchers.

Strategy 8: Encourage stronger leadership in the sector as well as increased cooperation and communication.

Affordable Housing

Goal: Increase the supply of affordable housing in Southwest Colorado.

- Strategy 1: Advocate that each county works on affordable housing strategies to meet the ever-growing needs of the workforce, giving increased regional attention and action to the issue and utilizing existing affordable housing plans as guides.
- Strategy 2: Encourage and support the development of private/public partnership for bringing new affordable housing units to the region.
- Strategy 3: Provide incentives for affordable housing development that could include tools such as:
- density bonuses
 - free or discounted provision of infrastructure
 - fee waivers
 - direct financial support
 - variances that reduce costs (e.g. on lot sizes and building plans)
- Strategy 4: Ensure that local land use plans do not discourage affordable housing.
- Strategy 5: Commit more resources, money and staff to addressing affordable housing.

Land Use Issues

Goal: Keep our public and private lands viable and economically and ecologically healthy so as to foster improved economies in each county, and adequately plan for the future.

- Strategy 1: Complete the San Juan National Forest - Forest Plan with a focus on balancing the economic, ecological and social needs of the region.
- Strategy 2: Develop or continue to implement locally-created and defined land use policies and comprehensive plans that help manage growth, and plan for transportation, services (fire, water, sewer), infrastructure, housing, recreation and economic development needs and priorities.
- Strategy 3: Support the development of projects such as the Ponderosa Pine Partnership that meld economic and ecological goals together so that land-based jobs are maintained and the environment is improved.

Health Care

Goal: Ensure adequate health care services are available and accessible.

- Strategy 1: Work with existing groups to find solutions to the funding crises that the health care industry faces.
- Strategy 2: Ensure tax credits and loans are available.
- Strategy 3: Ensure that the current level of services can be provided for our growing region.
- Strategy 4: Encourage regional solutions in health care strategic planning and resource distribution, including addressing the issue from a Four Corners perspective.
- Strategy 5: Assist each community in meeting the facility needs of its primary health care facilities.

Education

Goal: Assist with improving the quality and availability of K-16 and higher education programs that target technology training.

- Strategy 1: Develop strategies for tele-technology training to meet the future telecommunications industry's workforce needs and provide opportunities for young people to stay in the region after high school and/or college.

Child Care

Goal: Expand the availability, afford ability and quality of childcare.

- Strategy 1: Provide information on tax credits and/or loans for eligible applicants who are expanding or starting child care centers.
- Strategy 2: Make available information regarding potential childcare funding resources.
- Strategy 3: Support on-site childcare centers in businesses where such centers can be feasible.
- Strategy 4: Support the provision of training programs, services and policies that increase the quality of childcare in the region.
- Strategy 5: Assist in the development of non-traditional-hour child care (e.g. 24-hour care, 12-hour care, weekend care).
- Strategy 6: Help with administering grants for childcare projects.

Community Enhancements

Goal: Facilitate the creation, enhancement or expansion of various "community amenities" which make Southwest Colorado an attractive place to live for current and future residents.

- Strategy 1: Assist communities in implementing historical, recreational, artistic and/or cultural preservation projects through:
- providing technical assistance
 - assisting with grant support
 - providing loans to implement projects
 - offering information and referral resources

Networking

Goal: Improve Region 9 EDD's effectiveness through expanded networking with other organizations.

- Strategy 1: Continue convening the CEDS Regional Advisory Council to address focused economic development issues, monitor implementation of the CEDS and tackle issues that can be better addressed through regional collaboration.
- Strategy 2: Continue the Regional Resource Coordinating Committee (RRCC), a group of regional organizations that provide financial and technical assistance towards accomplishing projects listed on the Community Development Action Plans. Target developing a community development endowment to fund local projects.

Evaluation and Measurement

Goal: Improve the region's ability to monitor economic vitality and the attainment of goals and strategies outlined in the CEDS.

- Strategy 1: Continue to work with the State Demographer to refine and use the Base Analysis methodology. Establish targets utilizing direct base analysis.
- Strategy 2: Support the continued development of the Healthy Communities Index, *Pathways to Healthier Communities*.
- Strategy 3: Improve evaluation systems and utilize specific expertise. Utilize economic modeling tools such as the "Insight" model to develop cost/benefit analysis of a specific project.

Archuleta County- Issues, Opportunities and Directions

Source: Region 9 CEDS (March 2001) p 3-1

Key Issues

- * Development of livable wage jobs and diversification of the economy, exponential growth and the county's ability to "keep up" with resulting Infrastructure demands
- * Loss of open space and a decline in the agriculture sector (related issues)
- * Lack of telecommunications infrastructure, especially in the outlying areas
- * Geographic isolation from trade center, rail lines and transportation routes

Key Opportunities

- * Vast Public Lands and recreational resources – enhance of hiking and biking trails
- * Availability of water resources in the County
- * Further development and promotion of the holistic "healing arts" sector (e.g. retreats, massage therapists, etc.)
- * Archuleta County as a destination site for tele - technology programs, services and education

Key Economic Development Directions

1. Implement all present and future CDAP identified infrastructure projects related to highways, county roads, air service, road impact fees, PAWS expansion, sewer expansion and electrical expansion, etc.
2. Complete Hot Springs Boulevard Master Plan
3. Build Community Center to meet future municipal space needs, community needs (e.g. youth center)
4. Build the capacity of the Archuleta Economic Development Association
5. Recruit new and expanding businesses to the Cloman Industrial Park
6. Complete and implement County's Comprehensive Plan
7. Develop broadband telecommunication links and infrastructure, followed by training and programs for using the new capacities
8. Expand supply of affordable housing, child care and health care services to meet needs of growing population
9. Maintain and increase number of visitors to Pagosa Springs and Archuleta County capitalizing on cultural and regional assets and making the Hot Springs a more visible destination attraction

Dolores County – Issues, Opportunities and Directions

Source: Region 9 CEDS (March 2001) p 4-1

Key Issues

- * Declining agriculture sector (Dove Creek) in terms of income and jobs
- * Isolation from major interstates and trade centers
- * Lack of higher education opportunities
- * Telecommunication infrastructure throughout County is inadequate
- * Lack of sewer and water infrastructure in the Town of Rico

Key Opportunities

- * Development of niche tourism markets that build on local assets and culture
- * Utilization of natural surroundings to develop tourism for rafting, mountain biking and hunting
- * Highway #666 traffic and potential business development along this thoroughfare (Dove Creek)
- * Relocation of smaller telecommunications businesses to Dolores County once telecommunication infrastructure is in place
- * Capitalizing on historic preservation opportunities
- * Recruitment of people who want small communities, few regulations, and scenic beauty

Key Economic Development Directions

- 1) Build the capacities of local economic development groups to work on implementing locally - identified and supported projects both in Dove Creek and Rico
- 2) Develop innovative strategies for marketing agriculture products, developing value - added marketing operations and diversifying the crop base in the West End of the County
- 3) Build a broader tourism base in Dove Creek and Rico utilizing community assets (e.g. trails, access to public lands, homestead farms, locally made and grown products)
- 3) Further develop and promote the hiking, rafting and mountain biking tourism sectors eventually developing several key destination sites. This could include building upon the many archeological resources near Dove Creek. Develop local amenities for visitors in both Rico and Dove Creek
- 4) Bring in modest - sized businesses (15 - 25). In Dove Creek, develop suitable areas for industrial re-development and new business recruitment including a possible packing incubator, telecommunications - related business, and light manufacturing operation(s)
- 5) Utilize Dolores River Water Project water to strengthen agriculture base and local economy
- 6) Continually upgrade community services, education, arts, culture, and health care services increasing the chances of businesses relocating to Dolores County
- 7) Help develop products and services needed by local residents that are currently purchased elsewhere and thus, decrease leakage out of the local economy
- 8) Bring fiber optic cable to the county

La Plata County – Issues, Opportunities and Directions

Source: Region 9 CEDS (March 2001) p 5-1

Key Issues

- * Increasing reliance on tourism and amenity migration sectors
- * Development of livable wage jobs and diversification of the economy
- * Exponential growth and the county's ability to "keep up" with resulting infrastructure demands
- * Loss of open space and a decline in the agriculture sector (related issues)
- * Lack of telecommunications infrastructure, especially in the outlying areas
- * Land for commercial and business recruitment and/or expansion
- * Improvement of workforce to meet business and community needs

Key Opportunities

- * La Plata County's visibility on the statewide and national levels in terms of quality of life (e.g. abundance of recreation, scenic beauty, small-town living, etc.)
- * Geographic proximity that serves as a regional "hub"
- * Scenic and vast Public Lands and resources
- * Development of telecommunications businesses
- * Sustainability and growth of anchor businesses and institutions in the community in areas such as education, health care, higher education, agriculture, etc.

Key Economic Development Directions

- 1) Increase governmental cooperation in dealing with intra-county growth issues, especially in areas such as Grandview
- 2) Direct growth in "hub" areas (e.g. Bayfield) which are capable or could become capable of providing infrastructure
- 3) Increase efforts, on all levels, to facilitate and promote affordable housing
- 4) Develop telecommunications infrastructure, and resulting services and training that will be needed for technological advances
- 5) Build the La Plata Economic Action Partnership into an organization that can implement CEDS-identified and County-identified goals
- 6) Improve local capacities and leadership to strengthen agriculture sector by implementing value-added and niche marketing strategies. Implement strategies for helping farmers and ranchers to make a viable living
- 7) Solve problems and secure funding related to the county's major transportation issues including Bayfield to Durango corridor and #160/#550 transportation improvements
- 8) Improve air travel including cost, services, airport improvements, and capitalize on opportunities for regional cooperation (e.g. buying power) related to this issue
- 9) Ensure that the current level of health care services are maintained and that regional cooperation can "net" health care that is accessible, affordable and cost-effective
- 10) Determine strategies and funding for a new industrial and commercial center
- 11) Maintain tourism base with focus on the developing the "shoulder seasons". Ensure continued solvency and viability of both the Durango and Silverton Narrow Gauge Railroad and Durango Mountain Resort
- 12) Adopt and implement a County Comprehensive Plan
- 13) Continue to develop the vibrant arts and cultural attractions and organizations for tourists as well existing and future residents

Montezuma County– Issues, Opportunities and Directions

Source: Region 9 CEDS (March 2001) p 6-1

Key Issues

- * Isolation from major interstates and rail lines
- * Limits on infrastructure and resources for infrastructure
- * Lack of higher education opportunities
- * Possibility of future reduced air service
- * Lack of telecommunications infrastructure, especially in the outlying areas
- * Pressures associated with growth (e.g. impact on county roads)
- * Diversify the economy and focus on building year-round jobs that pay higher wages

Key Opportunities

- * Vast natural and cultural resources
- * Helping agriculture to remain viable
- * Development of a Business and Industrial park to attract new businesses
- * Emerging tourism opportunities with the Canyon of the Ancients National Monument tied to McPhee Reservoir, Mesa Verde National Park, Lowery, Hovenweep and other archaeological and recreational resources
- * Regional cooperation related to health care and air service issues and barriers
- * Opportunities to develop retiree and older adult services due to availability and cost of land, and a warmer climate
- * Increased collaboration and dialogue between all parties (federal, state and local) to resolve key issues related to the public and private lands
- * Availability of water resources through the Dolores Project
- * Development of telecommunications infrastructure and improvements

Key Economic Development Directions

1. Build and recruit businesses (and jobs) to the Business and Industrial Park that is being carried out by the Montezuma County Economic Development Council
2. Continue helping new and existing businesses gain access to capital through the Region 9 EDD Revolving Loan Fund and the Colorado Capital Initiatives program
3. Build a broader tourism base utilizing the new Canyon of the Ancients National Monument linked to existing attractions and destinations (e.g. develop county wide tourism packages and co-marketing efforts)
4. Ensure air transportation is accessible and viable in the future to support economic and community development
5. Address key infrastructure issues, including increasing sewer capacity, fire protection and transportation systems (i.e., county roads) to meet the demands of growth
6. Develop innovative, locally-based strategies for keeping agricultural resources viable and implementing strategies that will support and enhance the sector as a whole
7. Continue collaborative partnership-building efforts that will support sustainable economies based on the public lands
8. Sustain the oil and gas base in the county
9. Increase cooperation between the county and local municipalities related to growth issues, particularly in the urbanizing areas in and near the towns
10. Continue to develop the Cortez area as a regional trade center
11. Bring fiber optic cable to the county

San Juan County, CO– Issues, Opportunities and Directions

Source: Region 9 CEDS (March 2001) p 7-1

Key Issues

- * Isolation from major interstates and rail lines
- * Limits on infrastructure and resources for infrastructure
- * Tax revenues reliant on population
- * Over-reliance on the tourism industry as an economic base
- * Lack of telecommunications infrastructure
- * Affordable housing is in very short supply
- * Need to diversify the economy and focus on building year-round jobs that pay family wages

Key Opportunities

- * Community involvement and success in accomplishing community initiatives is very strong
- * Natural beauty and surrounding Public Lands, world class scenic beauty and recreation
- * Historic structures and cultural amenities
- * Expanding the visitor season to include shoulder season and the winter months
- * Development of an Alpine Research Center in cooperation with Fort Lewis College and many other regional and local players
- * Utilization of the school to promote community vitality and population growth (e.g creation of magnet or specialized school curricula)

Key Economic Development Directions

1. Development of the Business Incubator Site to facilitate existing business expansion and recruitment of new businesses to the community
2. Continued support of San Juan 2000 Development Association, the local group working on economic and community development issues, including the continuation of the SJ2000DA Loan Program
3. Increased marketing of local artisans' work through the Internet and local festivals
4. Continued development and preservation of the cultural and historical resources in the community including buildings, mining sites, A Theatre Group, the San Juan County Historical Society's endeavors and the High Country Pathfinders trail projects, all of which combine to impact economic development objectives
5. Successful implementation of the Red Mountain Project
6. Bringing fiber optic cable to San Juan County
7. Successful completion of all affordable housing projects and continued increase of the supply of affordable housing
8. Complete project to restore Mason's building for a Family Center, pre-school, low-income housing unit, and residence for visiting artists
9. Development of water quality standards and continuation of Animas River Stakeholders
10. Development of the Entryway Project (Y intersection) to create a more positive image for the town and further economic development goals with the Y development projects
11. Continued support and implementation of the Town of Silverton's infrastructure and community beautification projects

North Central New Mexico

Source: North Central New Mexico 2002 CEDS (pgs 80-86)

The following discussion is pertinent to the seven county area covering Los Alamos, Santa Fe, Rio Arriba, Taos, Colfax, Mora and San Miguel counties, and the Indian Pueblos within that geographic region.

Goals and Strategies

Goal 1. WATER - To promote improved quality, utilization, conservation and development of the District's water resources.

Objective 1. To work with Las Vegas in implementing its EDA funded Taylor Well Field Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

Objective 2. To work with Taos in implementing its EDA funded Sewer Interceptor Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

Objective 3. To present to the District Board periodic review of the status of water and wastewater planning in the District.

Objective 4. To serve as fiscal agent for the Española Valley Pojoaque Valley Wastewater Steering Committee and to integrate those efforts into other water and wastewater planning in the region.

Objective 5. To work with the New Mexico Finance Authority and the Water Trust Board to implement programs for water and wastewater projects.

Goal 2. LAND - Encourage coordinated land use policies which will maximize economic potential and minimize ecological threats.

Objective 1. To complete the contract with San Miguel County to assist in the update of their comprehensive plan.

Objective 2. To encourage and support regional land use planning wherever adjacent units of government are interested in its implementation.

Objective 3. To encourage participation in EPA Brownfields initiatives where possible in the District.

Objective 4. To assess with District members their satisfaction with their current land use management efforts and report to the Board on the outcome.

Goal 3. AGRICULTURE - To improve agricultural techniques, income and productivity.

Objective 1. To support efforts by the New Mexico Department of Agriculture and the New Mexico State University Cooperative Extension Service to educate and inform regional producers and processors.

Objective 2. To assist area Farmers' Markets and all value added agriculture projects in strategic planning and management in order to increase sales and local benefit.

Objective 3. To assist Rio Arriba County in development of a Rural Event Center to foster job creation based on rural agriculture enhancement.

Goal 4. MINERALS AND ENERGY - To support mineral and energy resource development currently taking place in the District and encourage the discovery of new extractable minerals and energy sources without sacrificing environmental quality.

Objective 1. To outline for the District Board of Directors the status of mineral and energy resource development at the local government level, particularly in coal bed methane production, wind energy and biomass conversion.

Objective 2. To request guidance from the District Board of Directors on future actions.

Objective 3. To provide assistance to members in this area, when requested.

Goal 5. TIMBER - Identify, protect and develop the forestry resources of the District.

Objective 1. To assist in development of a biomass co-fired power plant to reduce excess fuel in the northern part of the District.

Objective 2. To help member communities develop and fund programs to reduce the danger of forest fire, both to protect natural resources and to prevent loss of life and property.

Objective 3. To assist in financing locally appropriate wood products and processing businesses.

Objective 4. To request guidance from the District Board of Directors on future actions.

Objective 5. To provide assistance to members in this area, when requested.

Goal 6. TRANSPORTATION - Foster the development of new transportation facilities and the upgrading of existing facilities.

Objective 1. To assist the community of Angel Fire in administration of its Federal Highway Administration grant for facilities development.

Objective 2. To assist the community of Red River in development of a gondola transportation system for tourism and commuter use.

Objective 3. To request guidance from the District Board of Directors on future actions.

Objective 4. To provide assistance to members in this area, when requested.

Goal 7. COMMUNITY FACILITIES - To provide new and/or improved facilities for the operation of local government and the safeguarding of the public health and welfare.

- Objective 1. To assist member communities in the development of annual Infrastructure Capital Improvement Plans.
- Objective 2. To assist member communities in the development of Housing and Urban Development Community Development Block Grant applications.
- Objective 3. To assist member communities in the development of capital outlay requests for senior citizens services.
- Objective 4. To assist member communities in the planning, development and implementation of proposals to the Economic Development Administration.
- Objective 5. To work with the Village of Pecos in completing its EDA funded Fire Station Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

Goal 8. INDUSTRIAL AND BUSINESS DEVELOPMENT - Broaden the economic and financial base of the District in order to 1) decrease unemployment and increase per capita income for District residents; and 2) provide access to capital and management skill to enhance business and entrepreneurial development.

- Objective 1. To increase access to capital for small businesses in the District through the three revolving loan funds now administered by NCNMEDD.
- Objective 2. To increase access to capital for small business in the region by participation in the Coronado Ventures Forum, providing private investment in startup and expanding businesses in northern New Mexico.
- Objective 3. To participate with the Regional Development Corporation to enhance the regional economic benefit from Los Alamos National Laboratory.
- Objective 4. To participate in the Tri Area Association for Economic Development to improve the linkages between public sector and private sector economic development.
- Objective 5. To collaborate with the District's Small Business Development Centers in providing business assistance.
- Objective 6. To maintain working relationships with the NIST Manufacturing Extension Program (MEP), Small Business Administration (SBA), U.S. Department of Agriculture (USDA), the New Mexico Community Development Loan Fund, Service Corps of Retired Executives, Accion and WESSTcorp, to insure appropriate referrals of clients among these agencies.
- Objective 7. To work with Eight Northern Indian Pueblos Council in implementing its EDA funded Arts and Crafts Show Permanent Site Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 8. To work with the Santa Fe Business Incubator in completing its EDA funded Expansion Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 9. To work with Taos in completing its EDA funded Sewer Interceptor Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

- Objective 10. To work with Pojoaque in follow up on EDA funded Industrial Park Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 11. To work with the Los Alamos Commerce and Development Corporation in follow up on its EDA funded Research Park Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 12. To work with the Town of Taos on its downtown redevelopment program to enhance the arts/culture/retail cluster that is its strength.
- Objective 13. To work with Los Alamos County to improve technology transfer and seed capital availability for business start ups in the region.
- Objective 14. To work with Chama on the development of proposals for business infrastructure and the enhancement of the existing steam railroad tourist, retail, and servicing businesses.

Goal 9. RECREATION AND TOURISM - To promote year-round recreational development, giving consideration to both local interests and the tourism industry.

- Objective 1. To continue to work with the Plaza Foundation in Española for the improvement of the Plaza and Mainstreet projects.
- Objective 2. To assist in the cooperative efforts of the Enchanted Circle in promoting regional tourism, particularly as regards the Red River Gondola Project and Interpretive Center.
- Objective 3. To work with Española in following up on its EDA funded Bond House Project, reporting on progress according to Government Performance Review Act intent.
- Objective 4. To work with the Town of Taos on improvements for its tourism/retail cluster and the redevelopment of the historic downtown.
- Objective 5. To request guidance from the District Board of Directors on future actions.
- Objective 6. To provide assistance to members in this area, when requested.

Goal 10. EDUCATION AND TRAINING - Improve educational facilities, equipment and programs at all levels.

- Objective 1. To work with Northern New Mexico Community College on following up on its EDA funded High Tech Training Room Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 2. To work with the Institute of American Indian Arts in following up on its EDA funded Administration Building Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 3. To work with the Institute of American Indian Arts in implementing its second phase, a Technical Center for Indian students providing technical assistance and reporting on progress according to Government Performance Review Act intent.
- Objective 4. To work with Highlands University in implementing its EDA funded Entrepreneurial Center Project, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

Objective 5. To assist community colleges, colleges and universities in the District obtain assistance from state and federal sources.

Objective 6. To provide assistance to members in this area, when requested.

Objective 7. To request guidance from the District Board of Directors on future actions.

Goal 11. COMMUNITY PLANNING AND EDUCATION - To provide educational support and training to local governments in planning, resource inventory, citizen participation, program evaluation and community development.

Objective 1. To provide assistance to member communities in the development of HUD CDBG, ICIP, EDA and capital outlay requests for community facilities and other programs.

Objective 2. To assess the readiness of all other members of the District in developing Local Economic Development Act plans and ordinances and to schedule District participation in a reasonable manner.

Objective 3. To participate with NM Local Governments Division the electronic linking of the economic development districts and extension of electronic communication to the District's members.

Objective 4. To work with Los Alamos County in following up on its EDA funded Economic Adjustment Project regarding the Cerro Grande Fire, providing technical assistance and reporting on progress according to Government Performance Review Act intent.

Objective 5. To provide assistance to members in this area, when requested.

Objective 6. To request guidance from the District Board of Directors on future actions.

Goal 12. HOUSING - To assure safe and decent housing for all residents of the District.

Objective 1. To request guidance from the District Board of Directors on future actions.

Objective 2. To provide assistance to members in this area, when requested.

Goal 13. HEALTH - Assist all efforts to provide well-planned and comprehensive health and medical services for the residents of the District.

Objective 1. To work through the Area Agency on Aging to assess the impact of managed care on low to moderate income residents of the District.

Objective 2. To monitor provision of health promotion and disease prevention services to the elderly through the Area Agency on Aging serving 21 counties in New Mexico

Objective 3. To develop a long-term care component for elderly persons, enabling them to remain in their homes.

Objective 4. To provide assistance to members in this area, when requested.

Objective 5. To request guidance from the District Board of Directors on future actions.

Goal 14. ACCOUNTABILITY – Assist EDA in its mission and its role as national standard bearer for domestic economic development.

Objective 1. To provide high quality proposals from District members that incorporate statutory requirements and that represent solid investments in regional economic development.

Objective 2. To assist members in reporting on EDA grants to meet Government Performance Review Act criteria by creating a reporting system and including relevant GPRA data in the annual Comprehensive Economic Development Strategy.

Northwest New Mexico - San Juan County

Source: Northwest New Mexico CEDS Update 2001 (August 2001) pgs 31-32

Challenges and Constraints

The following areas have been identified as challenges to and constraints on the development and implementation of effective economic development strategies in the area. These are impediments that should be accounted for in economic development planning strategies.

- There is tremendous competition for water for recreational uses, irrigation and power generation. All the parties that have water interests have been meeting to find common ground. This is slow process and will not be resolved soon. There is also a need to protect existing water rights in the area. The local communities need to support the San Juan Water Commission's efforts to identify and secure water rights, and to acquire water storage in the Animas La Plata project.
- It is strongly recommended that work ethic training begin with students in the 9th grade or sooner. There is a growing trend for youth to lack motivation and ambition in determining their adult goals.
- Teacher salaries are an issue with attracting teachers to New Mexico. To attract the highest quality teachers the pay teachers receive must be comparable to other cities of equal size.
- Birthrates to single mothers at 50% in San Juan County have a significant effect on socioeconomic status, and create increased strain on childcare systems and the New Mexikids Health Insurance System.
- TANF and Welfare to Work clients are not staying with jobs they receive training in. This indicates a need to provide better employment assessment at the time of intake, and to offer employment assistance and job coaching/mentoring upon completion of training.
- Retention of specialists in medical field is a serious challenge in the area. Trained specialist frequently leave for better money and opportunities in other locations.
- Available in-plant training dollars in the area from the NM Economic Development Division are not covering the burgeoning need. Additional funds need to be targeted on manufacturing and base jobs. The District office is working with EDD on obtaining more workforce training money in the region.
- The operator of the fiber optic network in the region has closed their business operation leaving the fiber connection between Albuquerque, NM and Grand Junction, CO dark. This was to serve as a redundant connection between Colorado and New Mexico. There is a need for a company to bring a fiber optic connection into San Juan County to support the growing interest in and need for improving technology access in the area.
- The growth in the county is creating mixed land use. Industrial developments are being planned within residential areas creating tensions between the two parties. Land use regulations would help to avoid these conflicts. Communities want county participation and cooperation in the development and implementation of countywide land use regulation and zoning -.

San Juan County, NM - Goals and Strategies

Source: 1999 Northwest New Mexico CEDS (September 1999) pgs 53-54

Specific Projects and Action Plans are updated in the NW New Mexico CEDS Update 2001 (August 2001)

ECONOMIC INFRASTRUCTURE

Targeting Diversification. Establish employer diversification targets, i.e., numbers of primary employers retained or recruited in addition to extractive, energy, tourism and governmental sectors, including attention to expanded business financing, technical supports for the start-up, retention and expansion of existing businesses including broad-based support for the newly opened, EDA-funded *Enterprise Center* in Farmington, and research into successful "transition to diversity" models.

Jobs-Workforce Linkages. Establish a collaborative structure among agencies in the county to strengthen communication and operational linkages between and among the three inter-related components of (a) Jobs (expanding the availability of jobs and matching job seekers with specific job opportunities), (b) Clients (identifying workforce needs and talents, and providing client support services) & (c) Training (for general employability skills and for specific kinds of job opportunities).

Developer Recruitment. Create a "developer recruitment" program whereby property/project development teams are recruited to package development deals in collaboration with the San Juan Economic Development Service (SJEDS).

PHYSICAL INFRASTRUCTURE

Growth Management Planning. Engage all governmental entities in the county in a concerted effort to limit rural sprawl and establish a planning and regulatory environment that supports coherent and coordinated development and sustainable quality of life, to include coordinated *geographic information system (GIS)* and telecommunications applications.

Basic Necessities. Establish a mechanism for county-wide comprehensive infrastructure planning that includes full participation by the communities of the Navaho Nation and that identifies alternative financing strategies and development partnerships necessary for implementation.

Transportation. Prepare a county-wide comprehensive transportation plan to include anticipated completion of four-laned highways connecting county commercial centers with Durango and Albuquerque, projects to enhance movement of goods to and from the community – with emphasis on export capabilities, increased affordability of air service, determination of the feasibility of establishing a *Metropolitan Planning Organization (MPO)* for the tri-city area, and formulation of a public transportation plan with particular attention to the needs of citizens transitioning from welfare to workforce participation, such as access to job and training sites.

Telecommunications. Pull together current telecommunications development efforts into a more coordinated system, to include optimizing access by citizens to the county's new fiber optic capacity and development of a Users Inventory.

Land Use. Establish a comprehensive plan for the identification, listing, marketing, development and public-private financing of county-wide lands and sites most amenable to business and industrial activity, to include quick-response capability to inquiring investors.

HUMAN INFRASTRUCTURE

Brain Drain. Increase the numbers of community graduates returning to the community for residence and employment through establishment of a Talent Retention program that links graduate lists with employers and facilitates application by and hiring of local talent upon return from postsecondary education and training.

Target Skills. Match community talents to prioritized skills needed by local business and industry, including development and maintenance of a talent inventory and mechanisms for keeping skilled workforce and members informed of job opportunities in positions requiring specific skills.

Employability & Life Skills. Improve employability skills in members of the workforce through increasing community support and financing for employability skills programs, promoting the re-prioritization of federal funds for classroom training, improving public information regarding employability training and job placement, opportunities available in the community, and identifying and increasing access by out-of-work skilled persons to retraining and job placement services.

CIVIC INFRASTRUCTURE

Regional Vision & Cooperation. Establish a working, collaborative economic development network, including a county-wide, cohesive marketing and recruitment vision and plan for attracting, accommodating and siting new employers, strengthened work-relationships between the *San Juan Economic Development Service* and the economic development offices of the Navaho Nation, compilation and dissemination of information on "shared assets" in the economic development community through a UserNet E-mail network, and identification and joint implementation of specific economic strategies.

Master Plan Linkages. Based on comprehensive plans being developed for the county and the municipalities, identify common themes and issues, formulate inter-jurisdictional joint projects, and work to tie growth management objectives to economic development objectives.

Regulatory Environment. Establish a business-friendly regulatory environment, beginning with a study to identify specific reforms required to streamline governmental regulations and remove unnecessary impediments and disincentives to business.

Energy Taxation. Work to influence taxation policy on services and public regulatory policy on energy rate structures, in order to encourage new business activity in the services sector and to restore competitive advantage for at least the short-term future by the county's energy industries.

Southeast Utah - San Juan County

Source: Southeastern Utah Economic Development District CEDS (June 2000) pgs 103-107

Goal 1. Maintain the eligibility of the Southeastern Utah Economic Development District for U.S. Department of Commerce, Economic Development Administration (EDA) Programs and funding.

- Objective 1. Complete and submit annual CEDS updates.
- Objective 2. Complete and submit annual work plan progress reports.
- Objective 3. Maintain the CEDS Committee.
- Objective 4. Maintain fiscal and administrative responsibilities.

Goal 2: Retain and Expand Businesses

- Objective 1: Supply Economic Development Practitioners with educational materials and opportunities.
- Objective 2: Assist in the determination of possible EDA projects.
- Objective 3: Promote the SEUEDD resources and expertise to all District residents.
- Objective 4: Utilize available business development and training programs including the Small Business Development Center, Business Incubation and Applied Technology Training to include Custom Fit Training.
- Objective 5: Provide business start-up and expansion or relocation assistance.
- Objective 6: Assist in the development of human capital for the District.
- Objective 7: Utilize the University Resources as appropriate.
- Objective 8: Assist District businesses in access to capital.
- Objective 9: Provide assistance to business training programs.
- Objective 10: Promote District business planning and educational opportunities.

Goal 3: Business Attraction

- Objective 1: Assist economic development practitioners with business expansion and relocation site visits as appropriate.
- Objective 2: Assist in the determination of possible EDA projects.
- Objective 3: Promote the SEUEDD resources and expertise to all District residents.
- Objective 4: Provide business start-up and expansion or relocation assistance.
- Objective 5: Assist in the development of human capital for the District.
- Objective 6: Utilize the University Resources as appropriate
- Objective 7: Assist District businesses in access to capital
- Objective 8: Utilize available business development and training programs including the Small Business Development Center, Business Incubation and Applied Technology Training to include Custom Fit Training.

Goal 4: Increase Economic Development Capability

- Objective 1: Maintain functional District involvement with all county and municipal level economic development entities and practitioners.
- Objective 2: Provide assistance to county and municipal level economic development entities in regard to natural resource and public lands.
- Objective 3: Supply economic development practitioners with educational materials and opportunities.
- Objective 4: Continue to disseminate economic development information and act as a regional clearinghouse for District economic development information
- Objective 5: Assist in identification of appropriate and needed potential projects.
- Objective 6: Assist in proposal development for funding consideration.
- Objective 7: Continue to develop, support and maintain District economic development database.
- Objective 8: Provide economic development information to all District residents.
- Objective 9: Support various District elementary and secondary educational opportunities including those offered by Utah State University Extension and the College of Eastern Utah.
- Objective 10: Utilize available business development and training programs including the Small Business Development Center, Business Incubation and Applied Technology Training to include Custom Fit Training.

Goal 5: Develop Industrial and Business Sites

- Objective 1: Assist in determination of possible project funding sources.
- Objective 2: Assist in economic development planning for infrastructure development and expansion.
- Objective 3: Promote transportation infrastructure development
- Objective 4: Promote telecommunications infrastructure development
- Objective 5: Promote conventional water, sewer, etc. infrastructure development.
- Objective 6: Support environmental waste clean up efforts.

Goal 6: Transportation, Telecommunications and Essential Infrastructure Services

- Objective 1: Assist in economic development planning for infrastructure development and expansion.
- Objective 2: Promote transportation infrastructure development.
- Objective 3: Promote telecommunications infrastructure development.
- Objective 4: Promote conventional water, sewer, etc. infrastructure development.

Goal 7: Communicate and Promote the Comprehensive Economic Development Strategy

- Objective 1: Complete and submit annual CEDS updates.
- Objective 2: Complete and submit annual work plan progress reports.
- Objective 3: Maintain the CEDS Committee.
- Objective 4: Maintain fiscal and administrative responsibilities.
- Objective 5: Maintain functional District involvement with all county and municipal level economic development entities and practitioners.
- Objective 6: Provide assistance to county and municipal level economic development entities in regard to natural resources and public lands.
- Objective 7: Continue to disseminate economic development information and act as a regional clearinghouse for District economic development information.
- Objective 8: Continue to develop, support and maintain the District economic development database.
- Objective 9: Provide economic development information to all District residents.

Goal 8: Natural Resource and Public Lands Support

- Objective 1: Provide a forum for open public lands in Southeastern Utah.
- Objective 2: Support individual counties and municipalities on natural resource and public lands issues.
- Objective 3: Assist in the review of proposed or current legislation that adversely affects natural resource and public lands in Southeastern Utah.
- Objective 4: Promote and support multiple use of public lands throughout the District.

Goal 9: Support the Development of Agricultural interests in the District

- Objective 1: Assist in the coordination and development of viable water resources to support continued and increased agricultural production.
- Objective 2: Support initiatives that promote the effective and efficient usage of water as a natural resource necessary to the continued development of the District.
- Objective 3: Support the development of "spin-off" businesses that an agricultural presence will develop in terms of training and business assistance.
- Objective 4: Support local planning and zoning processes that help to promote the maintenance of agricultural lands.
- Objective 5: Support and provide technical assistance, where appropriate, to local efforts that promote value added agricultural programs.

Goal 10: Tourism and Cultural Development and Expansion

- Objective 1: Assist county, municipal and private entities in the identification of new or unrealized District tourism resources including markets and opportunities.
- Objective 2: Assist in the development and support of heritage and legacy designation efforts throughout the District.
- Objective 3: Assist in the development of movie and film production efforts in the underutilized areas of the District.
- Objective 4: Assist in the education and development of businesses and work forces to accommodate increases in tourism trade.
- Objective 5: Support community based efforts that promote the enhancement and continuation of artistic and cultural events.

Goal 11: Medical Services Facilities and Provision

Objective 1: Interface with hospital administrators and local area physicians and health care providers, as appropriate, to communicate community needs and needs of specific areas.

Objective 2: Support the recruitment of additional medical service providers and facilities to areas of the District.

Objective 3: Support initiatives that increase medical service capacity and redundancy to rural and remote areas.

San Juan County, Utah – Issues, Opportunities and Directions

Source: Condensed from the San Juan County Master Plan (July 1996) (pgs 5-9). We placed the information in this format for ease of comparability with other counties.

Key Issues

- * Maintaining a rural lifestyle
- * Cooperation between county, state and federal agencies regarding public land use
- * Isolation from major interstates and rail lines; lack of public transportation
- * Fostering a working relationship with tribal entities, i.e. Utes and Navajos
- * Improving the current quantity and quality of public services and facilities i.e. education, health care, waste management, emergency services, law enforcement, and senior services
- * Economic growth and diversity with regard to business retention and expansion, value added agriculture, tourism and recreation, and mineral extraction
- * Adequate water quality and availability

Key Opportunities

- * Public Lands - tourism and outdoor recreation are a significant part of the county's economic base
- * Climate and rural settings offer opportunities for retirement communities
- * Mineral production – potential for copper mining in Lisbon Valley
- * Value added agriculture
- * Wildlife and wildlife related recreation plays a significant role in the local economy

Key Economic Development Directions

Source: CEDS Southeastern Utah Economic Development District (June 2000)

The following discussion is pertinent to Carbon, Emery, Grand and San Juan Counties, Utah

1. Increases in business expansion and retention.
2. Support of new business development.
3. Promotion of the attraction of new industrial and manufacturing enterprises.
4. Enhancement of local access to computer and telecommunications technologies.
5. Support of agricultural concern.
6. Support of medical services and facilities issues.
7. District infrastructure improvement.
8. Involvement in public land issues and multiple use on public lands. Promotion of regional tourism.

Jicarilla Apache

Community and Economic Development Issues

Source: Jicarilla Apache Tribe Integrated Resource Management Plan (1999 Update) pgs XVIII-6 to 7.

Community Development

- 1) Land use ordinances are outdated and not enforced.
- 2) The lack of a community land use plan is detrimental to the housing shortage. This lack of planning leads to incompatible land-use, crowding, traffic problems, and inadequate water and sewer services.
- 3) Suitable homesites are scarce in Dulce and the land committee is not effective in recalling homesite leases that are not in use.
- 4) The lack of supporting infrastructure has put a halt to large-scale housing development.

Economic Development

- 1) Title 18 (Business Code) needs to be revised and expanded to include procedures for small business development on the reservation.
- 2) Few small businesses exist on the Reservation; most of the economy is government related.
- 3) The majority of dollars generated on the Reservation are spent off the Reservation.
- 4) Business Enterprises operate as subsidiary organizations of the Tribal Council due to a lack of enterprise authority within the Tribal Government.
- 5) Business development credit opportunities for Tribal Members living on the reservation are less accessible now than in the past.

Goals (Goals appearing in bold face are a Tribal Council Priority)

- 1) **Develop a Master Plan for Dulce.**
- 2) **Establish management standards and controls with respect to land assignments and permits, which relate to a land use plan.**
- 3) Develop an "economic development plan" that ties to a land use plan.
- 4) Establish an enterprise function or authority within the Tribe.
- 5) Reestablish business start-up credit opportunities for Tribal members living on the Reservation.
- 6) Develop a 5-10 year capital improvement plan for community development and infrastructure planning and construction.
- 7) Initiate a yearly strategic budgeting process coordinated with capital budgeting process.
- 8) Revise Title 13, Municipal Land Use code.
- 9) Revise Title 18, Business Code, to address small business development on the Reservation.
- 10) Enact Uniform Building Codes (UBC) and other related codes, including specification of enforcement responsibilities.
- 11) Develop a computerized land/housing permit process in conjunction with the Utility Authority, BIA Realty, and Land Assignments.
- 12) Install more street lights in Dulce

Benefits:

- Substantial long and short-term benefits will result from a streamlined planning and development process based on sound land use principals, such as better house placement, environmental protection, aesthetic improvements, and cost-effective utility services.
- Create a livable, safe, and economically viable community.

The Navajo Nation

Economic Development Strategy

Source: Navajo Nation CEDS 2000-2001 (pgs 33-35)

The following outline provides a summary of key points from a rather complex discussion. For strategic planning purposes the original text should be consulted.

- Implementation of Local Governance Act
- Revisions to the Business Site Lease Regulations
- Financing Opportunities for Small Business and Economic Infrastructure
- Comprehensive Land Use Planning
- Implementation of a Strategic Plan for Economic Development
- Project priority List
- Privatizing Navajo Nation Enterprises

Economic Development Potential and Constraints

Source: Navajo Nation CEDS 2000-2001 (pgs 40-48)

The following outline provides a summary of key points from a rather complex discussion. For strategic planning purposes the original text should be consulted.

Potentials

- Natural Resources
- Tourism
- Lower Taxation; Federal; State of Arizona; State of New Mexico; Navajo Nation
- Business and Industrial Development Fund (BIDF)
- Micro-Enterprise Lending Program (MELP)
- Low Operational Cost
- Closeness to Markets
- Gaming
- Alcohol

Constraints

- The Navajo government and the private investment capital base is not nearly sufficient to significantly reduce unemployment
- Private capital inside the Navajo Nation is quite meager to build a thriving economy and outside capital must be sought
- Sovereign Immunity
- Tribal Courts
- Business Site Leasing Process
- Dual and Triple Taxation
- Lack of Infrastructure
- Trust Status of Land
- Grazing Permits
- Lack of Entrepreneurs
- Lack of Capital
- Lack of Banking
- Lack of Skilled Manpower
- Lack of Appropriate Financial Institutions
- Limited Use of Technology
- Inadequate Housing and Community Facilities
- Inadequate Supply of Goods and Services

Ute Mountain Ute Tribe

Area Goals

Source: Ute Mountain Ute Tribe CEDS (June 1999) pgs 50-55

The main economic Development goal is to improve the quality of life for the Tribal members of the Ute Mountain Ute Reservation. The CEDS document prepared by the Tribe lists a number of specific projects to be implemented at the local level; the types of projects are summarized here.

I. Tribal Opportunities and Tribal Employment

- A. Commercial/Industrial Park Developments
- B. Tribal Park Development
- C. Tribal Member Entrepreneur Opportunities

II. Community Services and Facilities

- A. Housing
- B. Community Park & Recreation Department
- C. Community Facilities Development
- D. Infrastructure Community and Commercial Development
- E. Transportation and Roads Development

III. Human Resources Development

- A. Develop Management Training for Tribal Members
- B. Develop Employment Training for Tribal Members
- C. Education Programs
- D. Cultural Enrichment
- E. Summer Youth Cultural Conservation Program

IV. Natural Resources Development

- A. Agricultural Development
- B. Mineral Development

V. Educational Opportunities

VI. Other Goals-Maintain Sound Planning Practices

Development Strategies

The Tribe also presents specific development strategies/action plans for their prioritized project list (pgs 56-68).

References and Resources

Not all of the resources listed here have been cited in this report, although they have been perused to add to the overall content of the report. Generally these documents provide a level of detail that was not appropriate for this regional study, however they are considered to be valuable resources for further research in the Four Corners Region. An asterisk (*) denotes a resource that has not been directly cited in this report. Websites listed here reflect the homepage of research sources.

Comprehensive Economic Development Strategy - Navajo Nation 2000-2001

Prepared by Trib Choudhary – Support Services Dept. (928-871-7394).

Comprehensive Economic Development Strategy 2000- 2005 - Northern Arizona Council of Governments

Contact: Teri Drew – Regional Director (928-778-1422).

Comprehensive Economic Development Strategy - Northwest New Mexico Draft 1999

Prepared by the Northwest New Mexico Council of Governments.

Contact: Magaret McDaniels – San Juan Economic Development (505-566-3699)

Comprehensive Economic Development Strategy - Northwest New Mexico Update 2001

Prepared by the Northwest New Mexico Council of Governments.

Contact: Magaret McDaniels – San Juan Economic Development (505-566-3699)

Comprehensive Economic Development Strategy – Region 9 Economic Development District of Southwest Colorado (March 2001). Available on-line at www.scan.org.

Contact: Ed Morlan –Executive Director (970-385-4897).

Comprehensive Economic Development Strategy

Prepared for the Southeastern Utah Economic Development District (June 2000).

Contact: Jerry Hamilton (435-637-5444).

Comprehensive Economic Development Strategy - Ute Mountain Ute Tribe (June 1999)

Contact: Troy Ralstin - Planning Dept. (970-564-5634).

Community Reinvestment – Regional Approaches to Economic Development

Volume 10, Number 2, Winter 2002. Prepared by the Community Affairs Dept. of the Federal Reserve Bank of Kansas City.

***Concerns / Goals, Courses of Action – City of Blanding, Utah**

Contact: Chris Webb – Planning Dept. (435-678-2791).

Jicarilla Apache Tribe Integrated Resource Management Plan – 1999 Update

Prepared by the Jicarilla Apache Tribe IRMP Office.

Contact: Jiri Duskocil -GIS System Manager (505-759-4232 ext 232)

***Kayenta Township Pilot Project – Five Year Report** presented to the Navajo Nation Council by the Kayenta Planning Board (1991). Contact: Anthony Peterman (928-640-2058).

***Navajo Nation at a Glance - Navajo Nation Division of Economic Development**

Contact: Sharlene Begay -Platero - Industrial Development Representative (520-871-6968).

***Navajo Nation Economic Summit Proceedings – Dine 2000.**

Contact: Edward Richards - Navajo Nation Division of Economic Development (928-871-6544).

Northwest New Mexico Factbook 2000

Prepared by the Northwest New Mexico Council of Governments.

Contact: Bob Richards – San Juan Economic Development (505-566-3672).

Region 9 Report 2002

Prepared by the Region 9 Economic Development District of Southwest Colorado. Available online at www.scan.org.

Contact: Ed Morlan –Executive Director (970-385-4897).

San Juan County (Utah) Master Plan (1996)

Compiled by Ed Scherick – County Planner ((435-587-3225).

San Juan County (Utah) Facts

Prepared by the Utah Dept of Workforce Services-Updated October 2002.

Contact: Austin Sargent (801-526-9464).

San Juan County, Utah Water Master Plan – Prepared by Wright Water Engineers for the San Juan Water Conservancy District December 1998).

Contact : Wright Water Engineers (970-259-7411).

***Southern Ute Tribe 1999 Annual Report**

Contact: Mike Jones – Planning Dept Southern Ute Tribe (970-563-0100 ext 2326).

Colorado Dept of Labor - Labor Market Information, online at lmi.cdle.state.co.us

Colorado Dept of Local Affairs – Demography Section, online at dlq.oem2.state.co.us

U.S. Department of Labor – Bureau of Labor Statistics, online at www.bls.gov

U.S. Bureau of Economic Analysis Bearfacts, online at www.bea.doc.gov

U.S. Census Bureau, online at factfinder.census.gov