

STRATEGIC KEYS/ SUCCESS FACTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy
<p style="text-align: center;"><b>1</b> <b>infrastructure</b></p>	<p><b><u>Existing Physical/Built Infrastructure</u></b></p> <ul style="list-style-type: none"> <li>• Rail Road</li> <li>• Existing infrastructure</li> <li>• Air Service: in and out</li> </ul> <p><b><u>Pro-Economic Development Policies &amp; Regulations:</u></b></p> <ul style="list-style-type: none"> <li>• Efforts in the works for regulation issues, ROW acquisition/share</li> <li>• One easement process (in the works)</li> <li>• Local-level interest in regulation</li> </ul>	<p><b><u>Plan to Plan</u></b></p> <ul style="list-style-type: none"> <li>• Regionalize planning efforts for infrastructure development</li> </ul> <p><b><u>Improve Access via Regional Collaboration</u></b></p> <ul style="list-style-type: none"> <li>• Lack of ROW/Land status/Multi-jurisdiction issues</li> <li>• Better access to other jurisdictions</li> <li>• DOT, ROW support to business and community</li> <li>• Establish common ROW; acquisition and definitions</li> <li>• Ok\mile for ROW acquisition</li> </ul> <p><b><u>Tourism</u></b></p> <ul style="list-style-type: none"> <li>• Trails need classification</li> <li>• Public infrastructure: Public restrooms, public bus, spot light tourist accommodations</li> <li>• Ease access to assets (trails, historic sites, tourism)</li> </ul> <p><b><u>Deficiencies/barriers in existing infrastructure</u></b></p> <ul style="list-style-type: none"> <li>• Transportation network needs</li> <li>• High cost of utilities</li> <li>• Transmission of power; availability is limited</li> <li>• Expensive</li> <li>• More regulation</li> <li>• Lack of resources</li> <li>• Who’s paying?</li> <li>• Reactive to access issues</li> </ul> <p><b><u>Innovations in Infrastructure Improvement</u></b></p> <ul style="list-style-type: none"> <li>• 3 conduit for fiber @ roadway construction/reconstruction</li> <li>• Dig-n-Bury (action needed)</li> <li>• Broadband Challenges: Redundancy; ROW; Last-mile issues</li> <li>• Large corporations need sustainable energy sources</li> </ul>	<p><b>A. <u>Planning to Plan</u></b></p> <ul style="list-style-type: none"> <li>• Create long range infrastructure plan</li> <li>• Better use of funds</li> <li>• Better planning</li> <li>• Maintain assets</li> </ul> <p><b>B. <u>Improving our Image</u></b></p> <ul style="list-style-type: none"> <li>• Slum and blight removal</li> <li>• Hold and attract businesses to market</li> <li>• Create a better business atmosphere in the Gallup area</li> <li>• Develop, Style brand nationally/internationally</li> <li>• Retain cohesive community</li> </ul> <p><b>C. <u>Reinventing ROW</u></b></p> <ul style="list-style-type: none"> <li>• Consolidate ROW corridor</li> <li>• Create multi-use ROW corridor (trails/utilities)</li> </ul> <p><b>D. <u>Improving Existing Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Expansion of 602 south of Gallup</li> <li>• Constant maintenance of existing infrastructure</li> <li>• Water &amp; SAS new/revitalize</li> </ul> <p><b>E. <u>Healthcare:</u></b></p> <ul style="list-style-type: none"> <li>• Break down barriers for federal vs. private in healthcare</li> </ul>

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<h2>2 innovation &amp; sustainability</h2>	<p><b><u>Human Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Communities are part of the local workforce</li> <li>• Good staff relationship works</li> <li>• Retirees current employees, recruits</li> <li>• Youth</li> </ul> <p><b><u>Positive Economic Conditions:</u></b></p> <ul style="list-style-type: none"> <li>• Loan fund</li> <li>• Incubator east of town (open house in January) built on EDA funds</li> <li>• Resources available to help businesses</li> <li>• Open to all</li> <li>• Using net on facilitating/fostering new business</li> <li>• Workforce funding available in area, may not have worked well with community</li> <li>• Expansion assistance available to businesses</li> <li>• Cottage industry as an asset</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Good working relationship, start with throwing away excuses</li> <li>• Policy in place to keep</li> </ul>	<p><b><u>Barriers &amp; Constraints to Development</u></b></p> <ul style="list-style-type: none"> <li>• Lack of Communication <ul style="list-style-type: none"> <li>○ Lack of partnerships</li> <li>○ No real info in Gallup; Community unaware of local funds available</li> <li>○ Outreach needed</li> <li>○ Opportunities not being taken advantage of</li> </ul> </li> <li>• Lack of Funding <ul style="list-style-type: none"> <li>○ Lack of community resource to lend \$\$</li> <li>○ Economically poor</li> <li>○ \$ available at Workforce office</li> <li>○ Inadequate resources available with workforce (investments)</li> <li>○ Lack of funding</li> </ul> </li> <li>• No housing</li> </ul> <p><b><u>Resistance to Change?:</u></b></p> <ul style="list-style-type: none"> <li>• Moving people to a new place is so hard</li> <li>• Apprehension and worried about change; community is not wanting to change; no trust; no community “ownership”</li> <li>• The community is in survival mode, which contributes to apathy</li> <li>• Worried about change</li> </ul> <p><b><u>Local Businesses vs. Chain Retail</u></b></p> <ul style="list-style-type: none"> <li>• Looking at light industry, lack of space/shops for small businesses</li> <li>• Big box vs. Entrepreneurship</li> <li>• Artisans getting ripped off</li> </ul> <p><b><u>Others:</u></b></p> <ul style="list-style-type: none"> <li>• Industry workforce development needed</li> <li>• BID needed in planning process, evaluation, effectiveness</li> <li>• How are young people being educated on alternative energy?</li> <li>• What is City (GJU) doing to help?</li> <li>• What are the multiple sectors that need to be attracted?</li> </ul>	<p><b><u>Plan to Plan:</u></b></p> <ul style="list-style-type: none"> <li>• Be clear on the vision, engage the right leaders, responsiveness, deficiencies, timeliness, integration of the smaller projects</li> <li>• Open people’s minds, fresh blood needed, use internet (crowd sourcing), new ideas, more training, “project echo”, to let the world know we are here, outreach business support, artisan</li> </ul> <p><b><u>Improve &amp; Develop New Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Solar development; Engage solar industry</li> <li>• Focus on technology transfer</li> <li>• Roads/infrastructure; need infrastructure</li> <li>• Keep utilities affordable</li> </ul> <p><b><u>Create Business Support:</u></b></p> <ul style="list-style-type: none"> <li>• Business support systems; Create more micro-enterprise lending</li> <li>• Move artisans from flea market to bona fide business</li> <li>• Training/funding support for artisans; Target cottage jewelry maker</li> <li>• Assistance/loan funds/investors; need turn on own initiative</li> <li>• Teach fiscal responsibility</li> <li>• Placement for graduates locally</li> <li>• Teach responsibility to the community</li> <li>• Information lacking on moving forward, getting knowledge to participate in existing programs</li> <li>• Maintain a very broad base, diversity, support</li> <li>• Entrepreneurship training program: where do we find info on it?</li> </ul> <p><b><u>Support Collaborations:</u></b></p> <ul style="list-style-type: none"> <li>• Engage land owners, residents of the Navajo Nation</li> <li>• Support tribal-private partnerships</li> <li>• How do we create partnerships and who are the partners? Project-specific partnerships are needed</li> <li>• Use outsiders</li> <li>• Create collaboration and cooperation between public and tribal</li> <li>• Work as a team and pool dollars to get projects done</li> </ul> <p><b><u>Invest in the workforce pool</u></b></p> <ul style="list-style-type: none"> <li>• Invest in workforce</li> <li>• 21st century education needed</li> <li>• Create new training/education/degree programs</li> <li>• Education (legalities)</li> <li>• Opportunities for retirees; Retirees are multi-skilled and want to contribute</li> </ul> <p><b><u>Broad General Education about Industry Recruitment:</u></b></p> <ul style="list-style-type: none"> <li>• Big box competition + outside companies being courted</li> <li>• No “dirty” industry</li> <li>• Need to know who benefits/who pays with new business recruitment</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Need more pie, no cuts into smaller # of pieces; but affordability becomes an issue</li> <li>• Needs are always griped about</li> </ul>

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<p><b>3 business climate &amp; competitiveness</b></p>	<p><b><u>Agents of Support:</u></b></p> <ul style="list-style-type: none"> <li>• SBDC System + Chamber of Commerce = Good Support</li> <li>• Local Support</li> <li>• UNM-G</li> </ul> <p><b><u>Locational Appeal:</u></b></p> <ul style="list-style-type: none"> <li>• Active Chamber of Commerce</li> <li>• “Hub” city; Strong Trade Area</li> <li>• Great Location; I-40 as an asset</li> <li>• Climate</li> <li>• New Development Opportunities</li> <li>• Tourism</li> </ul> <p><b><u>Cultural Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Cultural values</li> <li>• Cultural Events and Resources</li> </ul> <p><b><u>Existing Businesses:</u></b></p> <ul style="list-style-type: none"> <li>• Fire Rock Casino</li> <li>• Mom and Pops</li> </ul> <p><b><u>Community Atmosphere</u></b></p> <ul style="list-style-type: none"> <li>• Good graduates who want to stay in Gallup</li> <li>• Community programs centered on families and youth</li> <li>• Small Town “feel”</li> <li>• Hunger for solutions</li> </ul> <p><b><u>Human Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Academic/Career Prep</li> <li>• Workforce</li> <li>• <u>WorkKeys</u> skill testing: currently being promoted &amp; used at workforce centers. Employers can use testing for selecting recruiter and training development and retaining employees (job seekers)</li> </ul>	<p><b><u>Business Support Deficiencies:</u></b></p> <ul style="list-style-type: none"> <li>• Lack of business development incentives &amp; structure</li> <li>• Cost of doing business</li> <li>• Lack of access to capital</li> <li>• Lack of small business support</li> <li>• Lack of private investments</li> </ul> <p><b><u>Land and ROW Issues:</u></b></p> <ul style="list-style-type: none"> <li>• Land; lack of private lands; conflicts between jurisdictions</li> <li>• ROW (rights-of-way on checkerboard land); strenuous-costly-lengthy</li> <li>• Barriers to “penetration of infrastructure”</li> </ul> <p><b><u>Employment Obstacles:</u></b></p> <ul style="list-style-type: none"> <li>• Local wage rates</li> <li>• (Lack of) “right to work” policy</li> <li>• Skill sets at interview</li> </ul> <p><b><u>Policy &amp; Regulation Issues:</u></b></p> <ul style="list-style-type: none"> <li>• High NMGRT local</li> <li>• Tax structure: City/County/State</li> <li>• Behind regulatory processes</li> <li>• International Trade</li> </ul> <p><b><u>Poor Quality of Education:</u></b></p> <ul style="list-style-type: none"> <li>• Lack of financial literacy</li> <li>• Education</li> <li>• Poor quality education outcomes</li> </ul> <p><b><u>Revenue Growth/Retention</u></b></p> <ul style="list-style-type: none"> <li>• Inability to “capture” tourist</li> <li>• Trade “leakage”</li> <li>• No economic diversity</li> <li>• Casino</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Doubled dipping on benefits</li> <li>• Predatory lending system</li> </ul>	<p><b><u>Education:</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>K to 12</u></b> <ul style="list-style-type: none"> <li>○ Need High School Tech Classes</li> <li>○ Parent – School Cooperation – Attendance</li> <li>○ Improve Education</li> <li>○ Attract and Pay top teachers</li> <li>○ Implement project-based learning (see ACE School- ABQ)</li> <li>○ Education Achievement – Get in line with national averages</li> </ul> </li> <li>• <b><u>Post-Secondary</u></b> <ul style="list-style-type: none"> <li>○ Financial Education</li> <li>○ UNM-Gallup Technical Training (more)</li> <li>○ Strengthen college quality offerings</li> </ul> </li> </ul> <p><b><u>Strengthen Financing Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• E.G-Locally- capitalized loan fund..., build strong capacity</li> <li>• Revise loan program, funded by local private/revolving loan fund</li> <li>• More Private and Public partnerships</li> <li>• Micro-start ups</li> </ul> <p><b><u>Policy &amp; Regulation Reform:</u></b></p> <ul style="list-style-type: none"> <li>• Continued Tax Reform</li> <li>• Utility deregulation</li> <li>• Create easy use of land</li> </ul> <p><b><u>Leadership:</u></b></p> <ul style="list-style-type: none"> <li>• Establish better communications with all governments to improve relations</li> </ul> <p><b><u>Strengthening local labor force:</u></b></p> <ul style="list-style-type: none"> <li>• Pre-employment certification</li> <li>• Funding for training</li> <li>• Promote &amp; get buy-in from employers on use of WorkKeys certifications to guide employee selection</li> <li>• Moving people out of poverty</li> </ul> <p><b><u>Potential Business Strategies:</u></b></p> <ul style="list-style-type: none"> <li>• Develop a Gallup/Navajo/McKinley County “style” for promotion of fashion industry nationally + internationally</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Need a Convention Visitors Bureau, funded at \$500,000 or more (as in successful communities in the State).</li> </ul>

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<p><b>4 education &amp; talent supply</b></p>	<p><b><u>Existing Labor and Workforce:</u></b></p> <ul style="list-style-type: none"> <li>Active workforce partnership/utilization of resources (efficient)\</li> <li>Substantial workforce population</li> <li>Evolving Education/Workforce networks</li> <li>Strong potential for workforce development</li> </ul> <p><b><u>Post-Secondary Education</u></b></p> <ul style="list-style-type: none"> <li>UNM-G Asset to community</li> <li>Post high school access</li> <li>Vocational education</li> <li>Multiple regional higher ed. Institutions</li> <li>Free work keys assessments/skilled based hiring</li> <li>General assets for new job development</li> </ul> <p><b><u>Educational Diversity</u></b></p> <ul style="list-style-type: none"> <li>Charter – offering alternatives</li> <li>STEM initiatives producing quality students</li> <li>Unified school district</li> <li>Established educational system</li> <li>Intellectually responsive system</li> <li>Effective models</li> </ul> <p><b><u>Educational Leadership</u></b></p> <ul style="list-style-type: none"> <li>Competent leadership; Honors have been bestowed</li> <li>Regional willingness to collaborate; Committed leadership (UNM-G)</li> <li>Invited industry to join in the master education plan (strategy)</li> <li>Education reform</li> </ul> <p><b><u>Community Values Education</u></b></p> <ul style="list-style-type: none"> <li>Student body willing to work</li> <li>Willing to travel to attend school</li> <li>Community spirit</li> <li>Core of diverse community events</li> </ul> <p><b><u>Quality of our People</u></b></p> <ul style="list-style-type: none"> <li>Cultural/Historical knowledge</li> <li>Cultural diversity</li> <li>Robust local artistic talent</li> <li>Large youth populations</li> </ul> <p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>Abundance of monetary natural resources</li> <li>Transportation corridor</li> </ul>	<p><b><u>Funding</u></b></p> <ul style="list-style-type: none"> <li>Poor distribution of funds</li> <li>Not enough \$\$\$ to meet the demand</li> </ul> <p><b><u>Lack of Communication</u></b></p> <ul style="list-style-type: none"> <li>Lack of “shared learning” among stakeholders on working/emerging models</li> <li>(Lack of) public information re: resources available</li> </ul> <p><b><u>Inability to retain good Teachers/Administrators</u></b></p> <ul style="list-style-type: none"> <li>Uneven playing field – wages for instruction vs. administration</li> <li>Need higher pay for teachers</li> <li>Lack of housing to retain instructors</li> <li>Transportation difficulties</li> </ul> <p><b><u>Lack of Jobs &amp; Opportunities</u></b></p> <ul style="list-style-type: none"> <li>Lack of professional job opportunities</li> <li>How to develop jobs where people don’t move</li> <li>Students/community not aware of workforce dollars</li> <li>Poor retention of professionals – “brain drain”</li> </ul> <p><b><u>Leadership &amp; Research</u></b></p> <ul style="list-style-type: none"> <li>Poor leadership in education; Lack of succession plan</li> <li>Self-imposed constraints by institutions to adapt quickly</li> <li>Bureaucratic barriers</li> <li>Lack of local research; Data fragmentation</li> <li>Data shows lack of alignment and collaborative initiatives</li> </ul> <p><b><u>Unresponsive Educational System/School-Employment Disconnect</u></b></p> <ul style="list-style-type: none"> <li>Lack of adult education &amp; support for re-entry into society/workforce</li> <li>Disconnect between employers and school systems</li> <li>High school students are not prepared for post secondary education</li> <li>No jobs after high school graduation</li> <li>Poor student life skills; Need more guidance support to stay in school</li> <li>Not teaching Entrepreneurship</li> <li>Lack of attention to emerging occupations</li> <li>Need higher learning standards; Improve student performance</li> <li>Lack of experiential education</li> <li>Limited early childhood opportunities; Poor early childhood ed resources</li> <li>Lack of technical education for youth; Need more vocational programs</li> <li>Vocational agriculture</li> <li>Cultural issues affecting progress</li> <li>Youth crime activities</li> </ul>	<p><b><u>Improve Job Training</u></b></p> <ul style="list-style-type: none"> <li>Work-Study in the community</li> <li>Inventory skill base of workforce; Get Work-Ready certificates honored</li> <li>Establish a residency program with healthcare institutions</li> <li>Professional career development opportunities</li> <li>“Meeting of the Minds”: Workforce + School + Employer = Develop strategies to identify needed skills/trends for the future workforce</li> <li>Collaboration between industry &amp; schools – around career pathways</li> <li>Get employer buy-in (ex: using WorkKeys to qualify employees)</li> </ul> <p><b><u>Connect with Students &amp; Families with Opportunities outside of School</u></b></p> <ul style="list-style-type: none"> <li>School for Native entrepreneurship in arts</li> <li>Need apprenticeship program for students</li> <li>Mentorships; Identify established businesses to mentor/coach students</li> <li>Make learning relevant, tie into jobs and the workforce</li> <li>Parental education</li> </ul> <p><b><u>Strengthen Leadership and Policy</u></b></p> <ul style="list-style-type: none"> <li>Formalize annual leadership summit (City, County, Navajo, Zuni)</li> <li>Recognize community successes</li> <li>Streamline education system</li> <li>Reorganize into more discrete School Districts</li> <li>Adult Ed Policy: ex: adult education/GED validation</li> <li>Hiring preferences for Native teachers – to improve cultural competency</li> <li>Health impact assessment needed to inform future plans</li> </ul> <p><b><u>Stabilize Funding:</u></b></p> <ul style="list-style-type: none"> <li>Funding support from state for sector partnerships</li> <li>Increase \$\$ and advocate for changes in adult vocational education</li> <li>Eliminate dollar duplication; inventory and streamline</li> </ul> <p><b><u>Research other types of Educational Models and Practices:</u></b></p> <ul style="list-style-type: none"> <li>Communicate &amp; integrate what is working into larger audience</li> <li>Research, select &amp; adapt “best practices” in each strategic category</li> <li>More resources to successful pilots, e.g., project-based learning</li> </ul>

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<p style="text-align: center;"><b>5</b> <b>quality of life</b></p>	<p><i>FOCUS QUESTION:</i> <i>What makes Gallup unique, and what keeps people here?</i></p> <p><b><u>Regional Appeal</u></b></p> <ul style="list-style-type: none"> <li>• Small city – professional and personal relationships; supports one another</li> <li>• Family oriented</li> <li>• Low crime</li> <li>• Weather and landscape</li> <li>• Diverse regional culture and heritage <ul style="list-style-type: none"> <li>○ Deep history – native people</li> <li>○ Significant recent history – contact</li> <li>○ World class artistic traditions</li> <li>○ Heritage events – Ceremonial and Balloon Fiesta</li> <li>○ Living cultures</li> <li>○ Variety of ethnic culture</li> </ul> </li> <li>• Established organizations: Faith-based, Non Profits, Governments, Tribal, state, county, city, etc.</li> <li>• Mainline transportation <ul style="list-style-type: none"> <li>○ Railway</li> <li>○ East/west transportation corridors</li> </ul> </li> <li>• Low population</li> <li>• Cultural events – ceremonial</li> <li>• Lots of talent in the area; teachers, musicians, artists, other</li> </ul> <p><b><u>Nature</u></b></p> <ul style="list-style-type: none"> <li>• Open natural beauty/open space</li> <li>• Favorable climate and natural beauty</li> <li>• World heritage site(s)</li> <li>• National monuments</li> <li>• Outdoor recreation opportunities <ul style="list-style-type: none"> <li>○ High Desert Trail, Zuni Mountains, Brickyard Bike park</li> </ul> </li> <li>• Historical/Archeological resources</li> <li>• Close proximity to close topography</li> <li>• Cultural historic sites from diverse time periods</li> <li>• Proactive user groups – hiking, biking and off-road</li> </ul>	<p><b><u>Tourism</u></b></p> <ul style="list-style-type: none"> <li>• Lack of preservation/viewing opportunities to sites</li> <li>• Disconnect with our Natural Resources: community residents are not aware of the trails or hiking opportunities, etc.</li> <li>• Not a broad/regional (SW) marketing destination</li> <li>• Disconnected access to the various topographical areas</li> </ul> <p><b><u>Business &amp; Industry</u></b></p> <ul style="list-style-type: none"> <li>• Lack of business &amp; industry, workforce &amp; economic base</li> <li>• Lack of dining experiences, reduced market for the arts,</li> <li>• Limited jobs, and they're with low pay</li> <li>• Limited cultural attractions – music, fine arts, museums</li> <li>• Disconnect to Art Functions – art venues, no museum quality for displays</li> <li>• Lack of Industrial Space</li> <li>• Need diversity! Gallup has Restaurant, Trade, &amp; some Tourism</li> </ul> <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>• Lack of educational opportunities</li> <li>• Lack of basic education in adults- 1/3 have H.S. diplomas</li> <li>• School failure; our County school system is under-performing</li> <li>• Poor historical connection between college and community</li> <li>• Low education/skill levels</li> </ul> <p><b><u>Healthcare</u></b></p> <ul style="list-style-type: none"> <li>• Problem in sustaining/retaining doctors, nurses, specialist</li> <li>• Alcoholism/Drug use; Lack of resources to change life-threatening lifestyles (Diet/Alcoholism)</li> <li>• Insufficient health education</li> <li>• Chronic disease – overall population has low general health</li> <li>• Shortage of healthcare professionals; physicians, IT, specialty techs</li> <li>• Shortage of private practicing physicians, shortage of specialty services</li> <li>• Child Welfare; statistically the state of New Mexico is the last in the country and McKinley County is the last in the state</li> <li>• Lack of collaboration among healthcare agencies; working in silos</li> </ul>	<p><b><u>Promote Regional Tourism</u></b></p> <ul style="list-style-type: none"> <li>• <b><u>Natural assets:</u></b> Continue to stress natural environment – parks and trails <ul style="list-style-type: none"> <li>○ Access to parks and trails; Increase usage – how to get people there</li> <li>○ What does City Parks &amp; Rec Dept do to advance parks and recreation?</li> <li>○ What happened to the map of proposed trail systems?</li> </ul> </li> <li>• <b><u>Destination:</u></b> Make Gallup a Destination Location like Sedona, AZ; Destination = arts, outdoors, culture; Make Gallup a destination for out of state tourist, retirees and young people <ul style="list-style-type: none"> <li>○ Promote natural environment for tourism</li> <li>○ Develop our assets</li> <li>○ Create better markets</li> <li>○ WPA Art Museum: come see this art!</li> </ul> </li> <li>• <b><u>Trails:</u></b> Connect trails and outdoor activities <ul style="list-style-type: none"> <li>○ Urban connections to bike/walking natural trails; Connect Zuni, Navajo, Acoma, Gallup, etc.</li> <li>○ Coordinate venues and access to Open areas: urban trails, high adventure trails, motor sports, various weather/sensorial sports events</li> <li>○ Outdoor sports – hunting, etc.</li> <li>○ Improve physical space (environment, customer service)</li> </ul> </li> <li>• We're a well-kept secret ... promote! Develop new marketing strategies</li> <li>• Provide opportunities for experiential youth opportunities outdoors</li> <li>• Hotel/Motel; cultural activities, casinos, condos or temporary housing; seasonal activities promotion</li> <li>• Coordinate locate arts for better access; Coordinate venues &amp; access to the Arts: performing, visual, events, native, etc.</li> <li>• Identify cultural assets</li> <li>• Promote the Regional HUB concept</li> </ul> <p><b><u>Improving our Image</u></b></p> <ul style="list-style-type: none"> <li>• Beautify Gallup; More annual clean ups – City to facilitate = entice locals to step up to the table, incentives to participate</li> <li>• Improve built environment <ul style="list-style-type: none"> <li>○ Roads, signage, etc</li> <li>○ Consider “quality of life” when prioritizing public works projects: How will this affect Quality of Life? Is it helping or detrimental?</li> <li>○ Streets, bridges: adequate pedestrian walkways? bike lanes, etc? are they clearly marked? Are sidewalks wide enough w/o obstructions?</li> </ul> </li> <li>• Reduce transient population, <ul style="list-style-type: none"> <li>○ Community taking action on transient population, lack of a better word [“chain gang” – community service]</li> </ul> </li> <li>• Stricter law enforcement</li> <li>• Reduce alcohol abuse</li> <li>• Reducing Poverty (linked to job growth/economic opportunities)</li> </ul>

STRATEGIC KEYS/ SUCCESS FACTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy
<p style="text-align: center;"><b>5</b> <b>quality of life</b> <b>[continued]</b></p>	<p><b><u>Business &amp; Industry</u></b></p> <ul style="list-style-type: none"> <li>• Strong downtown business (identify/developing)</li> <li>• MainStreet/Arts and Culture/BID</li> <li>• Business opportunity</li> <li>• Regional Economic Hub <ul style="list-style-type: none"> <li>○ Potential for Entrepreneurialism, markets, businesses</li> <li>○ Mercantilism – History of Native Trading</li> </ul> </li> <li>• Arts Crawl and other emerging activities</li> <li>• El Morro Theatre</li> </ul> <p><b><u>Education</u></b></p> <ul style="list-style-type: none"> <li>• Post high school education access</li> </ul> <p><b><u>Healthcare</u></b></p> <ul style="list-style-type: none"> <li>• Hospitals, private physicians prioritize</li> <li>• 2 hospitals</li> </ul> <p><b><u>Leadership &amp; Policy</u></b></p> <ul style="list-style-type: none"> <li>• Government/community leaders willingness to support economic development</li> </ul>	<p><b><u>Inadequate Infrastructure</u></b></p> <ul style="list-style-type: none"> <li>• Lack of affordable and adequate housing</li> <li>• Poor built environment; not pedestrian friendly</li> <li>• Streets/sidewalks, bridges over arroyos to Kennedy/Miyamura HS</li> <li>• Small town/should be friendly to pedestrian/alternative transport</li> <li>• Lack of pleasant spaces in city – parks</li> <li>• Limited broadband</li> <li>• Lack of community center that provides opportunity for youth to return and/stay after high school</li> <li>• Insufficient resources in Gallup for fluctuating regional population</li> <li>• Gallup = Community of 22,000 but weekend population exceeds 70,000</li> <li>• Rural /long distances: Enough Cops, infrastructure, healthcare, etc?</li> </ul> <p><b><u>People</u></b></p> <ul style="list-style-type: none"> <li>• Poverty (unemployment)</li> <li>• Less opportunities for children</li> <li>• Large transient population; alcohol abuse, community is reactive on DWI issues/not proactive</li> <li>• Perceived Racism</li> <li>• Trauma</li> <li>• Sustaining and Retaining Professionals: <ul style="list-style-type: none"> <li>○ No Amenities for professionals to choose Gallup as a place to live;</li> <li>○ Brain drain; problem retaining graduates, keeping professionals; we’re seen as a “training” ground for professionals who eventually move</li> </ul> </li> <li>• Need better leadership by Government</li> </ul> <p><b><u>Community Image</u></b></p> <ul style="list-style-type: none"> <li>• Limited focus on seasonal quality of life opportunities</li> <li>• Not a lot of attention paid to attractiveness of city – trash</li> <li>• Not a downtown that you go to, unless you need to</li> </ul>	<p><b><u>Improving Adequate and Affordable Housing</u></b></p> <ul style="list-style-type: none"> <li>• Increase the number of available housing/apartments</li> <li>• Compile data of housing needs, identify what type of housing; affordable (apts/housing)</li> <li>• Create affordable housing – <a href="mailto:sanjay@care66.org">sanjay@care66.org</a></li> <li>• Open up more land for housing: Gallup land partners may allow this – new housing</li> </ul> <p><b><u>Improving our Healthcare</u></b></p> <ul style="list-style-type: none"> <li>• Consolidate healthcare to take advantage of <u>total</u> population; work for <u>economies of scale</u></li> <li>• Strengthen healthcare systems to better meet the needs of the community</li> <li>• Improve health of community</li> <li>• Improve institutional healthcare collaboration; Partnerships</li> <li>• Increase retention of hospital employees, entice professionals to come:</li> <li>• Bonuses, ancillary series, locals, natives working in hospitals, people who are anchored to the community, less contract employees</li> <li>• Federal intervention to break down barriers between federal/private organizations (federal - include VA &amp; IHS)</li> <li>• Health impact assessment – examine potential projects or plans in our area – Jordan Johnson (505) 503-5783 <a href="mailto:johnson.jordan@gmail.com">johnson.jordan@gmail.com</a></li> </ul> <p><b><u>Networking and Learning</u></b></p> <ul style="list-style-type: none"> <li>• Cohesive/sustained alignment of community organization with mutual agendas</li> <li>• Increase networking across educational institutions, K-14</li> <li>• Improve job force education (stress H.S. completion)</li> <li>• Increase networking across educational institutions to expand experimental (outdoor) education (k-12)</li> </ul> <p><b><u>Support Small Business Growth</u></b></p> <ul style="list-style-type: none"> <li>• Create a strong regional economy</li> <li>• Encourage business investments</li> <li>• Emphasize entrepreneurship: education &amp; training; funding support; technical assistance</li> </ul> <p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>• Identify which sectors meet this (quality of life) definition &amp; develop community marketing around this concept</li> </ul>