

STRATEGIC KEYS/ TARGET SECTORS	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>• The Navajo Transit and Red Apple systems provide regional transit connections with local towns, tribes and Southern Colorado</li> <li>• Extensive network of Roadways                             <ul style="list-style-type: none"> <li>○ Existing Right of Ways</li> <li>○ Highway 550</li> <li>○ Expansion of Highway 491</li> </ul> </li> <li>• BNSF East/West Corridor to the South</li> <li>• Existing area airports                             <ul style="list-style-type: none"> <li>○ Farmington</li> <li>○ Shiprock</li> </ul> </li> <li>• Existing water infrastructure                             <ul style="list-style-type: none"> <li>○ Water Storage - Navajo Dam</li> <li>○ Existing water conveyance from San Juan River</li> </ul> </li> <li>• Existing Pipelines</li> <li>• Pipelines west from Aneth, Utah</li> <li>• Strong viable electric sources and accessible providers]</li> </ul> <p><b><u>Institutional (Agencies &amp; Places of Service)</u></b></p> <ul style="list-style-type: none"> <li>• Several existing regional Medical Centers</li> <li>• Strong Retail Trade Base</li> </ul> <p><b><u>Intangible Infrastructure:</u></b></p> <ul style="list-style-type: none"> <li>• Existing collaboration/communication with tribes, local governments and the state</li> <li>• Social &amp; Political Networking (intangible infrastructure)</li> <li>• Vast potential for future development of “dark fiber”</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Existing carpooling efforts within local school districts</li> </ul>	<p><b><u>Agriculture:</u></b></p> <ul style="list-style-type: none"> <li>• NIIP Policy needs changes</li> <li>• Utilization of NIIP WTR</li> <li>• Congressional delegation is not supportive of NIIP or NAPI</li> <li>• NAPI cannot operate within the local markets</li> </ul> <p><b><u>Energy:</u></b></p> <ul style="list-style-type: none"> <li>• Decrease of business climate due to decline in Oil &amp; Gas production</li> <li>• Threat of Power Plant shutdowns</li> <li>• Dwindling coal reserves</li> </ul> <p><b><u>Transportation:</u></b></p> <ul style="list-style-type: none"> <li>• Connect Farmington to the RailRunner</li> <li>• Area needs new airport or expand existing airport, but this would have to be funded locally</li> </ul> <p><b><u>Leadership and Policy:</u></b></p> <ul style="list-style-type: none"> <li>• Inadequate funding, the U.S. Congress not meeting its obligations with area tribes</li> <li>• Harsh regulations = Threat to the Economy</li> <li>• Struggles with “Payment In Lieu of Taxes” (PILT) Funding</li> <li>• Gross Receipts down by 4%</li> <li>• Changing Markets - Puner (??) Infrastructure Markets</li> </ul> <p><b><u>Healthcare:</u></b></p> <ul style="list-style-type: none"> <li>• Demand for qualified healthcare workers</li> <li>• Physician recruitment and retention</li> </ul> <p><b><u>Education:</u></b></p> <ul style="list-style-type: none"> <li>• Higher education institutions with emphasis on Healthcare and STEM program</li> <li>• San Juan College needs to be responsive to demand for Healthcare workers</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Region is located far from large urban areas</li> <li>• Quality of Life/ Lifestyle Choices</li> <li>• Visitor’s Center needs more marketing</li> <li>• Farmington is a “HUB City” but is underutilized</li> </ul>	<p><b><u>Improve our Transportation Networks:</u></b></p> <ul style="list-style-type: none"> <li>• Aviation infrastructure                             <ul style="list-style-type: none"> <li>○ Shiprock Airport has potential to expand, the regional air transportation systems require the Shiprock Airport to be built out</li> <li>○ 4-Corners Airports (both Shiprock/Farmington) need to maintain commercial, industrial and general aviation services</li> <li>○ Air related large freight transport services</li> </ul> </li> <li>• Connect rail to the Four Corners Area                             <ul style="list-style-type: none"> <li>○ Rail port in Thoreau that connects to the region</li> <li>○ Inland ports in Gallup</li> <li>○ Important for both exporting and importing</li> </ul> </li> <li>• Highways                             <ul style="list-style-type: none"> <li>○ Proposed Interstate 66</li> <li>○ Highway 160 four-land development</li> <li>○ Extension of 491 into Colorado</li> </ul> </li> </ul> <p><b><u>Diversify Agriculture:</u></b></p> <ul style="list-style-type: none"> <li>• NAPI is currently expanding Blocks 9, 10, 11; which is an additional 30,000 acres of farmland. Needs support with securing funding.</li> </ul> <p><b><u>Create alternative energy generation</u></b></p> <p><b><u>Take on collaborative efforts</u></b></p>

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<p><b>2 education &amp; talent supply</b></p>	<p><b><u>Existing Labor Force Programs:</u></b></p> <ul style="list-style-type: none"> <li>• Work Keys Program <ul style="list-style-type: none"> <li>○ 85 Companies endorse Work Keys</li> <li>○ Work Keys Assessment model assess the workforce</li> <li>○ Skilled based Hiring</li> </ul> </li> <li>• One Stop Center <ul style="list-style-type: none"> <li>○ VOSS Database – set up to allow users to query job openings to match up employers and employees</li> </ul> </li> <li>• Prove-It</li> <li>• WI Fund – Program established to train new employees which is customized to meet demands of specific employer</li> <li>• Four Corners Skill Ready Program</li> <li>• 4CED Model Workforce Training</li> <li>• Job Training incentive programs</li> <li>• On the job in house training provided by 50-50 WIA funds and employer contributions</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Offset TD (?) wages by 50%</li> <li>• Connections for federal bonding</li> <li>• Work opportunity Tax Credits</li> <li>• Locate and Identify highly skilled veterans (strategy)</li> <li>• Progress reports to employers</li> </ul>	<p><b><u>Educational Shortfalls:</u></b></p> <ul style="list-style-type: none"> <li>• Focus on learning not on test taking/prescriptive</li> <li>• Test every 4-5 years, more regiment</li> <li>• We are teaching students to take tests</li> <li>• There is a problem solving void in our education</li> <li>• Education – Job disconnect</li> </ul> <p><b><u>Quality of Worker:</u></b></p> <ul style="list-style-type: none"> <li>• Decent human being quotient; Tram/meet where majority(?) at</li> <li>• Trainability-Employability Challenge</li> <li>• 400 jobs available but no qualified workers</li> </ul> <p><b><u>Other:</u></b></p> <p>Region needs support/market for handcraft talent</p>	<p><b><u>Research and Implement alternative types of Educational Models and Practices:</u></b></p> <ul style="list-style-type: none"> <li>• Transform STEM to STEMA (Science, Technology, Engineering, Mathematics, Arts)</li> <li>• Need to teach creativity</li> <li>• Test for creativity and problem solving, critical thinking and applied knowledge</li> <li>• Make education experiential/relatable</li> <li>• Make education exciting and interesting</li> <li>• Start teaching math skills early</li> <li>• Invest in the female workers to become mechanics <ul style="list-style-type: none"> <li>○ Create community garages</li> </ul> </li> </ul> <p><b><u>Connecting student with Opportunities outside of School:</u></b></p> <ul style="list-style-type: none"> <li>• Emphasize social skills, trainability and efficient work ethic</li> <li>• Expose students to what they will be exposed to in the work place</li> </ul> <p><b><u>Job Training Alternative Approaches:</u></b></p> <ul style="list-style-type: none"> <li>• Hire attitude and Train the Skill</li> <li>• Skill up long term training for: Jobs of the Future vs. Jobs of Today</li> <li>• Continue with 4CED strategy</li> <li>• “key trained” aspect</li> </ul> <p><b><u>OTHER:</u></b></p> <ul style="list-style-type: none"> <li>• Make data “real”/relatable and compare to others in the state</li> </ul>

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<p><b>3</b> <b>Energy</b> <b>&amp;</b> <b>Manufacturing</b></p>	<p><b><u>Natural Resources and Water Resources:</u></b></p> <ul style="list-style-type: none"> <li>• Abundance of Natural Resources, energy/natural gas, raw food products and outdoor recreation, Coal, Land, Water</li> <li>• Great Climate</li> <li>• Adequate water resources</li> </ul> <p><b><u>Existing Built Structures</u></b></p> <ul style="list-style-type: none"> <li>• Very inexpensive power (electricity) relative to other areas in the region</li> <li>• Highways: New Mexico, Colorado, Tribal</li> </ul> <p><b><u>Existing Institutions Agencies and Places of Service:</u></b></p> <ul style="list-style-type: none"> <li>• NWNMCOG, 4CED</li> <li>• San Juan Regional Hospital</li> <li>• San Juan College (Opportunity for training)</li> <li>• San Juan College School of Energy</li> <li>• Farmington Airport</li> <li>• NAPI</li> <li>• Existing manufacturing base</li> <li>• Existing Oil and Gas Companies</li> <li>• Raytheon as an experience (foundational) for manufacturing moving forward</li> </ul> <p><b><u>Location</u></b></p> <ul style="list-style-type: none"> <li>• Proximity to 3 other states and the Navajo Nation</li> <li>• Proximity to 3 Rivers</li> <li>• Open Space</li> <li>• Abundance of open vacant land; (however not all of which is available for development ex: BLM, State, Tribal)</li> </ul> <p><b><u>Workforce:</u></b></p> <ul style="list-style-type: none"> <li>• Segment of current workforce has high degree of technical skill; a portion will be displaced when the power plant closes</li> <li>• Workforce: Large untrained workforce</li> <li>• Training resources available</li> </ul> <p><b><u>Positive Economic Conditions</u></b></p> <ul style="list-style-type: none"> <li>• A very supportive population/community support</li> <li>• Regional collaborative spirit</li> <li>• Existing Transferrable Technology</li> <li>• Favorable Property Taxes</li> </ul>	<p><b><u>Funding</u></b></p> <p><b><u>Transportation</u></b></p> <p><b><u>Collaboration and Partnerships</u></b></p> <p><b><u>Ownerships</u></b></p> <p><b><u>Jurisdictional Boundaries</u></b></p> <p><b><u>Land inventory with infrastructure</u></b></p> <p><b><u>Navigational knowledge of Energy and its future</u></b></p>	<p><b><u>Advance our Energy Initiatives:</u></b></p> <ul style="list-style-type: none"> <li>• Identify viable methods to export energy</li> <li>• Develop effective marketing strategy for energy costs and capacity</li> </ul> <p><b><u>Enhance our Education &amp; Training Programs:</u></b></p> <ul style="list-style-type: none"> <li>• Create strong government relationship with San Juan College to develop workforce</li> <li>• Create San Juan College Education &amp; Training Program</li> <li>• Start STEM program early</li> <li>• National Labs and University Commercialization/Tech.</li> <li>• Clustering of info knowledge</li> </ul> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>• Continue with 4CED Strategy</li> <li>• (?) Transport dialogue</li> </ul>

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<p><b>4</b> <b>Agriculture/Food Processing</b></p>	<p><b><u>Natural Conditions</u></b></p> <ul style="list-style-type: none"> <li>Abundant water resources from the San Juan River</li> <li>4 – Corners Region has great climate for agriculture</li> <li>Good Farmland in the San Juan River Basin</li> </ul> <p><b><u>Regional/National Support</u></b></p> <ul style="list-style-type: none"> <li>NMSU Agriculture Science Center</li> <li>USDA Service Center</li> <li>“Extension Service”</li> <li>San Juan Community College</li> <li>Existing food storage facility in Farmington</li> <li>Strong regional 4-H Clubs</li> </ul> <p><b><u>Business &amp; Industry</u></b></p> <ul style="list-style-type: none"> <li>Several Local Breweries</li> <li>Regional tourism attracts support for agriculture</li> <li>Farmers Markets</li> <li>Vineyards</li> <li>Kirby Orchards</li> <li>Sunland Farms</li> <li>NAPI/NIIP</li> <li>Manning’s Greenhouse</li> </ul>	<p><b><u>Natural Conditions</u></b></p> <ul style="list-style-type: none"> <li>4 Corners Region is very dry</li> <li>Issues relating to water rights and water scarcity</li> </ul> <p><b><u>Regional/National Support</u></b></p> <ul style="list-style-type: none"> <li>Lack of collaboration between Agencies</li> <li>Lack of USDA inspectors</li> <li>Restrictive USDA Regulations</li> <li>Shrinking Federal dollars</li> </ul> <p><b><u>Business &amp; Industry</u></b></p> <ul style="list-style-type: none"> <li>Agriculture/Vocational occupations are not respected</li> <li>No Farm to Table types of programs which allow local farmers to sell directly to local restaurants</li> </ul> <p><b><u>Infrastructure</u></b></p> <ul style="list-style-type: none"> <li>Lack of existing transportation infrastructure</li> <li>Lack of irrigation system maintenance</li> <li>Lack of “certified” kitchens</li> </ul> <p><b><u>“Threats”</u></b></p> <ul style="list-style-type: none"> <li>Increasing urban/industrial development over farmlands</li> <li>Use of Genetically Modified Organism (GMO) seeds</li> </ul>	<p><b><u>Improving Infrastructure for Agriculture</u></b></p> <ul style="list-style-type: none"> <li>Develop efficient and effective water conveyance systems to move water to potential farmlands</li> <li>Secure Grants for community certified kitchens</li> </ul> <p><b><u>Enhance our Agricultural Industry</u></b></p> <ul style="list-style-type: none"> <li>Develop Community Gardens</li> <li>Recruit regional support for companies like NAPI, Kirby’s Orchards, Sunland Gardens and Mannings Greenhouses,</li> <li>Spearhead marketing initiative to buy local foods</li> <li>Recruit BIG Corporate Companies; ex: Lays Potato Chips to buy from NAPI</li> <li>Support Small Farm Business Start-ups</li> <li>Develop economic incentives existing and future growers.</li> </ul> <p><b><u>Planning to Plan/Policies</u></b></p> <ul style="list-style-type: none"> <li>Develop a Regional Agriculture Sustainability Plan</li> <li>Create a Land Development Code to prevent future development on valuable farmland</li> <li>Protect farmlands by forming “Farmland Purchasing Groups”</li> <li>Increase collaboration efforts, ex: collaboration from vineyards for marketing purposes to increase visibility</li> </ul>