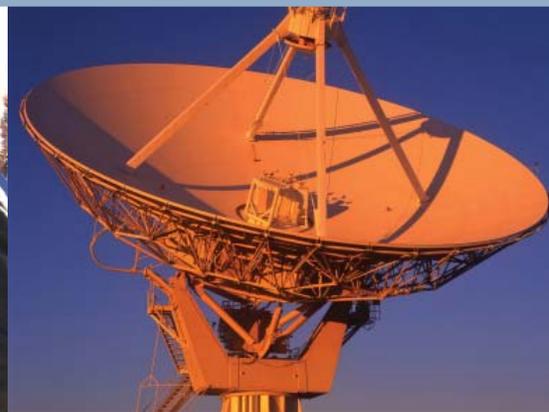
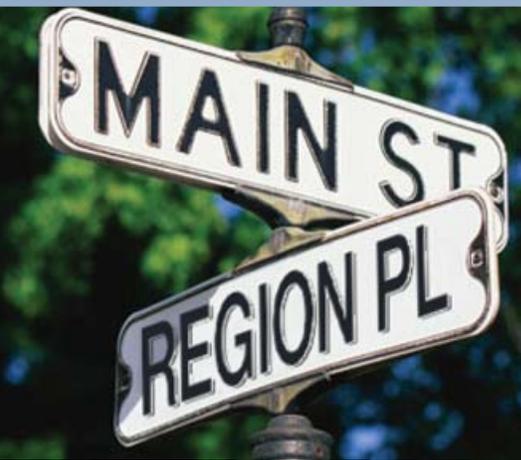


NEW MEXICO ASSOCIATION OF REGIONAL COUNCILS

Partnerships, Progress & Promise



Fostering regional strategies, solutions and partnerships
to achieve sustainable economic growth and local prosperity



New Mexico Association of Regional Councils

Eastern Plains Council of Governments (District 4)

Nick Brady, Executive Director
418 Main Street • Clovis, New Mexico 88101-7557
575.762.7714 • Fax: 575.762.7715
www.epcog.org

Counties Served: Curry, De Baca, Guadalupe,
Harding, Quay, Roosevelt and Union

Mid-Region Council of Governments (District 3)

Lawrence Rael, Executive Director
809 Copper Avenue, NW • Albuquerque, New Mexico 87102
505.247.1750 • Fax: 505.247.1753
www.mrcog-nm.gov

Counties Served: Bernalillo, Sandoval, Torrance and Valencia,
along with portions of Santa Fe

North Central New Mexico Economic Development District (District 2)

Barbara Deaux, Executive Director
P.O. Box 5115 • Santa Fe, New Mexico 87502
505.827.7313 • Fax: 505.827.7414
www.ncnmedd.com

Counties Served: Colfax, Los Alamos, Mora,
Rio Arriba, San Miguel, Santa Fe and Taos

Northwest New Mexico Council of Governments (District 1)

Patricia Lundstrom, Executive Director
409 South 2nd Street • Gallup, New Mexico 87301
505.722.4327 • Fax: 505.722.9211
Counties Served: Cibola, McKinley and San Juan

South Central Council of Governments (District 7)

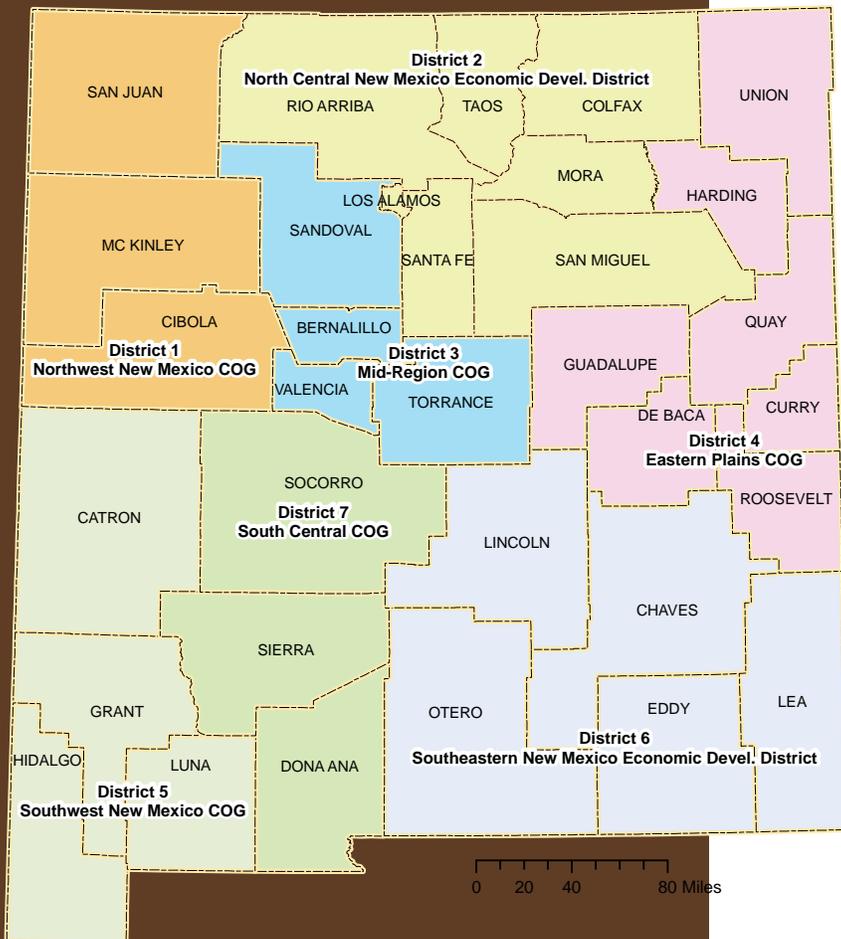
Jay Armijo, Executive Director
600 Highway 195, Suite D • P.O. Box 1072
Elephant Butte, New Mexico 87935
575.744.0039 • Fax: 575.744.0042
Counties Served: Doña Ana, Sierra
and Socorro

Southeastern New Mexico Economic Development District (District 6)

Hubert Quintana, Executive Director
1600 SE Main Street, Suite D
Roswell, New Mexico 88203
575.624.6131 • Fax: 575.624.6134
www.snmedd.org
Counties Served: Chaves, Eddy, Lea, Lincoln
and Otero

Southwest New Mexico Council of Governments (District 5)

Priscilla C. Lucero, Executive Director
P.O. Box 2157
Silver City, New Mexico 88062
575.388.1509 • Fax: 575.388.1500
www.swnmco.org
Counties Served: Catron, Grant, Hidalgo
and Luna





New Mexico Association of Regional Councils *Statewide Impact*

- New Mexico's seven Councils of Governments (COGs) generate a **Return on Investment of \$80 for every \$1 invested** in local government COG dues and the state's Grant-in-Aid technical assistance grants.
- Our COGs have managed and implemented more than **1,700 projects valued at more than \$755 million** in direct spending since 1990. We have helped countless other partners secure millions in additional federal, state, private and philanthropic assistance.
- Since the inception of the U.S. Economic Development Administration (EDA), our COGs have helped obtain more than **\$130 million in EDA grants** for infrastructure upgrades, disaster recovery, business lending and strategic planning initiatives across the state.
- Our COGs have **loaned more than \$5.5 million as part of 115 deals** with local entrepreneurs and companies who were struggling to secure traditional bank financing by themselves, resulting in an additional \$9 million in private investments leveraged since 2001.
- Workforce training funds managed by our COGs in the past two years have totaled more than \$11.6 million, resulting in more than **17,817 New Mexicans gaining access to new job skills and opportunities.**



40 Years of Results

Regional Partnerships, Solutions and Services

A family outside of Gallup has clean and reliable drinking water within their home for the first time.

A retired school teacher takes the Rail Runner Express from her home in Belen to attend her monthly medical appointment in Albuquerque.

Students at a local university are using a new center for entrepreneurial studies to study business development, with a particular focus on Latin American economies and businesses.

Youth, workers and unemployed residents in the Clovis area are making good use of a new one-stop training center located downtown in a redeveloped commercial building.

Serving the real world needs of New Mexico's residents, businesses and local governments is central to the daily work of our seven Councils of Governments (COGs). To achieve our collective goal of promoting sustainable economic growth and local prosperity across New Mexico, our COGs share the belief that local government, business and community leaders can accomplish more by working together than individually.

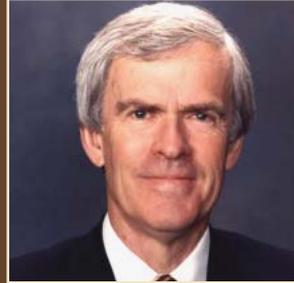
For more than four decades, our COGs have forged statewide and regional strategies, solutions and partnerships that have achieved clear, quantifiable and tangible results, most of which would not have been feasible for a single local jurisdiction to implement—or even attempt—alone.

Most importantly, our COGs take a long-term and holistic view of regional community and economic development opportunities and challenges. We recognize the interdependence and cross-cutting relationships between economic development, environmental stewardship, infrastructure upgrades, intermodal transportation systems, affordable and quality housing, a skilled and reliable workforce, and many other factors essential to our state's economic competitiveness and strong quality of life.

We realize our work is far from complete. Our commitment to helping New Mexico prosper and progress through regional comprehensive strategies, first-class technical assistance and locally-based decision making remains steadfast. Building upon our frontline experience and proven results, our COGs are ready to make additional community and economic development gains for our state, regions and local communities.



“COGs are capable and experienced organizations that ensure capital improvement projects and other public investments are completed on schedule and within budget. In fact, we often take for granted the skills, knowledge and trust that the COGs offer New Mexico’s state and local leaders—an invaluable state resource.”
— United States Senator Jeff Bingaman



NewMARC Facts and Figures

- Our seven COGs serve New Mexico’s 33 counties, 103 municipalities, three reservations, 19 pueblos and 1.9 million residents.
- Our COGs are governed primarily by policy boards of local elected and appointed officials, along with representatives of business, education and non-profit sector leaders. Collectively, we benefit from the input of more than 200 board members and more than 800 advisory committee participants covering each county of the state.
- With combined staffing of only 126 employees, our COGs managed and implemented more than 200 projects with more than \$67 million in federal investments and over \$230 million in leveraged state, local and private resources during the past two years.
- All seven COGs serve as transportation planning organizations, assist local governments with State Infrastructure Capital Improvement Planning and provide essential economic and community development planning and project development services. We also foster regional cooperation and the exchange of information among public officials in both urban and rural areas, as well as provide planning, coordination and management assistance with Legislative Capital Outlay Funding projects.





Statewide Coverage, Regional Solutions and Local Accountability

*A*s members of the New Mexico Association of Regional Councils (NewMARC), our statewide network of seven Councils of Governments (COGs) provides a wealth of professional, technical and program services that are making life better, safer and more productive for citizens of the state.

We help local governments evaluate their individual and collective priorities, with an emphasis on fostering sustainable economic growth and

improving living conditions for residents. We address complex issues and opportunities of a regional nature that extend beyond a single municipal or county jurisdictional boundary. We serve as a liaison and advocate for our regions and local governments at the state and federal levels.

Most importantly, we take a holistic approach to address issues and find solutions. This reflects our shared belief that fundamental community building blocks such as transportation, basic infrastructure, housing, environmental stewardship and workforce development are all interconnected and essential to the economic competitiveness and quality of life of our state's local communities.

While our COGs share common missions and programs across the state, such as regional economic development planning, technical assistance to local governments, capital outlay planning and transportation planning, each COG has specific programs and initiatives that focus on the unique and pressing needs of our individual regions.

The strength of the COG model is the ability to tackle issues and deliver programs statewide with accountability, consistency and economies of scale. At the same time, the COG model offers the flexibility, locally-controlled decision making and targeted expertise needed to fulfill the vision and priorities of each region.

As New Mexico's population and communities continue to grow and evolve, our COGs remain prepared to play a critical role in generating prosperity and progress across our regions and state. While each region will face its own unique issues, we will continue to work and partner across jurisdictional boundaries and across our substate regional lines to pursue new opportunities for our regions and state.

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Source: SWNMCOG

2008 COG PROGRAM MATRIX	EPCOG	MRCOG	NC NM EDD	NW NM EDD	SC NM COG	SE NM COG	SW NM COG
Federal / State Programs							
EDA Planning and Project Development	x	x	x	x	x	x	x
CDBG Administration	x	x	x	x	x	x	x
Growth Management Operations	x			x			
Workforce Investment Board	x	x			x	x	
Area Agency on Aging			x				
Census Depository		x	x	x	x	x	x
FEMA Fire Grant Assistance							x
Metropolitan Planning Organization (MPO)		x					
Rural Transportation Planning Organization (RTPO)	x	x	x	x	x	x	x
Urban Transit Funds		x					
Rural Transit Funds		x		x	x	x	
Regional Transit District		x			x		x
Regional Water Planning	x	x	x	x	x	x	x
Commuter Rail		x					
State Grant-in-Aid Program	x	x	x	x	x	x	x
State Clean Energy Grants						x	x
Infrastructure Capital Improvement Planning	x	x	x	x	x	x	x
Legislative Capital Outlay Funding	x	x	x	x	x	x	x
State Special Needs Projects	x	x	x	x	x	x	x
Weatherization Assistance							x
Business Loan Programs							
EDA Revolving Loan Fund			x	x			
SBA Small Business Development Center						x	
Department of Energy Revolving Loan Fund			x				
Regional / Local Programs and Services							
Comprehensive Planning	x	x	x	x	x	x	x
Land Use/Zoning Ordinances		x	x	x			
Geographic Information Systems		x	x				
Housing Authority		x					
Housing Outreach and Homebuyer's Education						x	x
Public Administration	x	x	x	x	x	x	x
Grant Writing and Administration	x	x	x	x	x	x	x
Tourism	x	x		x		x	x
Recreation Planning		x		x	x	x	x
Public Works / Solid Waste		x	x	x		x	x
Criminal Justice Planning		x					
Historic Preservation Grants	x					x	
Teen Parent Program	x						
Water Association Technical Assistance	x	x	x	x	x	x	x

COG Program Overview: Working Regionally with Local Accountability

New Mexico's seven Councils of Governments (COGs) provide a broad range of services to local governments and residents within our multi-jurisdictional regions. Traditionally, our services have focused on planning, policy development, program management and technical assistance related to community and economic development, infrastructure development, census data management, transportation, water resources and environmental issues.

Today, individual COGs are also taking a leadership role on a variety of important issues, such as providing services for the elderly, upgrading and developing affordable housing, preparing communities, workers and youth for a rapidly evolving global economy, and addressing the fallout of military base closures and realignments.

The state Grant-in-Aid program provides us with the resources and flexibility to plan and implement a diverse array of services. We gather and disseminate pertinent information for local government and community leaders. We keep local officials informed regarding transition and administration of federal and state programs, including complex environmental regulations.

We conduct, sponsor and assist with special training workshops, town hall meetings and public hearings. We respond to information inquiries, facilitate information exchanges and maintain libraries of data, planning documents and funding applications.

“Even in today’s high-tech world, basic public infrastructure for transportation, water and economic development remains a fundamental building block for sustainable community development. The seven Councils of Governments have been a highly valued partner of the New Mexico Finance Authority as we join with local governments to provide innovative and affordable tools to finance infrastructure projects essential to the entities and state. We like working with the COGs because they are about performance, public transparency and results.”

— William Sisneros, CEO

New Mexico Finance Authority



More notably, we are involved with Capital Outlay projects, lead local and regional strategic planning efforts and help local governments secure and manage much needed financing for vital programs and services.

Whether working statewide through the New Mexico Association of Regional Councils, partnering with neighboring regions and governments or working individually, our COGs are implementing a diverse portfolio of programs and initiatives to advance the economic and community interests of the state. The breadth of our work is considerable.

Project Accountability and Performance

Many local governments in our regions lack the capacity—staff, technical and financial—to successfully pursue and manage many federal and state programs. Our COGs make efficient use of limited staffing resources to provide valuable assistance, such as packaging proposals and applications, acting as liaisons with funding entities and ensuring grantee compliance with federal and state rules after funds are awarded.

In 2007 and 2008, we administered more than 200 state and federal grant programs and projects totaling more than \$67 million in direct spending and over \$230 million in leveraged funds. Since 1990, we have managed a minimum of 1,700 projects valued at more than \$755 million. These funds have been managed effectively and properly to serve a variety of needs throughout our regions.

In addition, our COGs have helped countless communities and organizations apply for and receive millions of dollars in additional federal, state, private and philanthropic funding assistance.

Sustainable Transportation Finance: A Pathway Forward for the Future

New Mexico's population is projected to grow by another one million residents within the next three decades, from 1.96 million today to 3.01 million in 2035. The economic and social costs related to vehicle crashes exceed \$3 billion in the state each year. Nearly one in five bridges are in poor condition. The purchasing power of state transportation revenue is 23 percent lower than it was in 1987.



Recognizing the critical role that transportation infrastructure and services play in the global competitiveness and everyday safety of New Mexicans, the New Mexico Association of Regional Councils partnered with the New Mexico Department of Transportation and the public policy think

tank New Mexico First to host a three-day statewide town hall, “Sustainable Transportation: Paying Our Way From Here to There.”

The event, attended by more than 150 people from 35 communities and 20 counties across the state, focused on strategies for securing the revenues required to ensure the state has a modern and sustainable transportation system. This will allow us to compete better, both nationally and globally, as well as preserve our unique and special environmental, social and community characteristics and assets.

Building on the forum outcomes, the members of NewMARC are now working with our public, private and community partners to implement the specific recommendations outlined at the event.

“As someone involved in the formation of the Councils of Governments more than 40 years ago, I’m especially proud that these vital public organizations continue to strengthen the quality of



life and economic competitiveness of New Mexico’s regions and local communities.

As public entrepreneurs, our state’s COGs continue to innovate, achieve impressive results with very limited public resources, and most importantly, help state and local officials deliver effective and efficient services to the public.”

— New Mexico State Representative Nick Salazar

Comprehensive Economic Development Strategies

All seven COGs receive modest yet invaluable planning grants from the federal Economic Development Administration (EDA). We use this essential seed financing to work with our local partners to develop and implement comprehensive economic development strategies that address specific opportunities and challenges in our regions.

EDA planning grant funds are critical to each COG as we use them to promote regional cooperation and to leverage resources from various private and public entities. Our reach is further magnified, considering that EDA’s statewide planning support for the COGs—not quite \$400,000 annually—has resulted in more than \$130 million in EDA job creation and retention, disaster recovery, business lending and feasibility study projects over the past four decades.

Specifically, EDA has invested in important job creation ventures such as the Sandia Science and Technology Park, University of New Mexico’s Manufacturing Technology Training Center, the Clovis Industrial Park and the Institute of American Indian Arts’ new technology and learning center.

Financing Businesses to Spur Job Growth

Three of our COGs provide essential gap financing and seed capital to entrepreneurs and businesses that are struggling to secure traditional business capital. Through various business loan programs funded by the Small Business Administration (SBA), EDA, U.S. Department of Energy and the U.S. Department of Housing and Urban Development (HUD), our COGs have loaned more than \$5.5 million as part of 115 business deals, leveraging an additional \$14.5 million in private sector financing for emerging and expanding businesses since 2001.

Helping Local Communities Develop Essential Water Infrastructure

New Mexico has over 600 small water associations, most of whom operate as non-profit mutual domestic water consumer associations. These small organizations—many with fewer than 100 users—are often tasked with meeting complex and constantly evolving federal and state mandates, such as contemporary fluoride and uranium standards.

These water associations must know how to apply for, coordinate and manage federal and state assistance programs for building and improving local water systems. At the same time, they must operate in a Byzantine political environment where water rights for agriculture, commercial, industrial and domestic use are routinely contested within the state and amongst our neighbors.

Our COGs have spent decades building the partnerships, institutional knowledge and staff capacity needed to address the magnitude of issues involved in water and wastewater projects. Our role is invaluable given the length of time needed—often five to 30 years—to accomplish such projects, as well as the broad reach we have in terms of geography and population. In addition to providing financial, planning and program design assistance, our COGs are fostering stronger regional cooperation and cost sharing, ultimately improving water and wastewater services across the state.

Our COGs also provide valuable technical support to local governments and other entities that apply for and receive more than \$14 million each year in small cities Community Development Block Grants. Without the institutional capacity and staffing resources of the COGs, the vast majority of our local communities would lack the time and resources to navigate the application, compliance and close-out requirements of this vital grant program.



“In New Mexico, ‘agua es vida’ (water is life). Providing that life blood is an increasing challenge, particularly in rural communities. Aging infrastructure and escalating costs present difficult challenges to communities with volunteer boards and limited staff. The COGs have stepped up to meet these challenges by providing planning and financial services not available in many rural areas. They have been a strong partner with the state and other government agencies, coordinating activities to minimize misunderstanding and delays. I applaud their efforts and look forward to working together to improve the quality of life in New Mexico.”

— Richard Rose, New Mexico Environment Department

Planning and Coordinating Transportation Programs and Services

New Mexico's transportation system is faced with unique, costly and evolving challenges. An international border, rapid growth along certain corridors and the remote nature of many communities validate the need for regional approaches to statewide transportation planning.

In 2005, the COGs began providing administrative and staff support for the state's rural transportation planning organizations (RTPOs). Each RTPO receives about \$65,000 annually from the state to operate and carry out specific work programs. These funds allow our local government leaders and community interests, through our affiliated RTPOs, to participate in the statewide transportation planning and project development processes. The

RTPO program also helps to coordinate, plan and deliver improved public transportation services in underserved and remote reaches of the state.

In the Rio Grande Corridor, the Mid-Region COG serves as the Metropolitan Planning Organization (MPO) and the lead agency for the implementation of the new passenger rail service, *Rail Runner Express*. This historic commuter rail and economic development initiative demonstrates the vision, capacity and level of public trust in the state's COGs.

Many of our COGs administer urban and rural public transportation assistance resources, as well as provide support for regional transit districts. Our work also involves fostering the development of regional transit coordination strategies, with the goal of improving the delivery of public transportation services for the elderly, disabled and the general public.

“The New Mexico Department of Transportation’s experience in working closely with the Councils of Governments is an unqualified success. Besides helping the state enhance the participation of local officials in transportation planning and project development, the COGs have played an invaluable leadership role in thinking about our state’s economic future, including sustainable transportation funding.”

— Rhonda Faight, Former Secretary, New Mexico Department of Transportation



Source: NMDOT



Using State Appropriated Grants-in-Aid to Build More Competitive Regions

Under New Mexico's Planning District Act, COGs are eligible for state Grant-in-Aid funds. These funds have proven to be effective tools for the COGs as we work with our local jurisdictions to meet their needs.

With a pool of \$874,000 annually, each COG leverages this essential state funding to support a comprehensive work program and to provide assistance to communities that qualify for state programs and funds. This flexible funding means we can work with individual counties, towns and villages on a variety of projects under the Grant-in-Aid program that address the following:

- **Information dissemination:** development, maintenance and dissemination of regional demographic, natural resource, economic and infrastructure databases for local and regional planning
- **Technical assistance:** planning, development and management services to local governments, nonprofit groups and special districts and as requested by the state's local government division
- **Infrastructure capital improvement planning:** planning, training and technical assistance to member governments on Infrastructure Capital Improvement Plans (ICIP), including year-round consultations on local project priorities and financing strategies, annual updating of the ICIP document and use of the ICIP in support of annual legislative capital outlay proposals
- **Comprehensive economic development strategy:** planning and technical assistance activities aligned with meeting EDA requirements, along with coordinating local economic development plans that advance regional and state strategies
- **Clearinghouse and coordination processes:** technical assistance services for local input into

“The Austin regional office of the U.S. Economic Development Administration (EDA) is extremely proud of our partnership with the New Mexico Councils of Governments. At EDA, we believe economic development is fundamentally locally-driven, and there can be no clearer validation of this belief than the quality of investments the agency has made in the state with the assistance of the COGs. We depend heavily on the COGs for demographic information, economic analyses and technical assistance to potential applicants. They also provide an essential link to elected officials at all levels of government, along with grassroots partners.”

**— Pedro Garza, Regional Director
EDA Austin Regional Office**

state and federal plans and programs, reviewing and approving requests for state and federal funding and mediating regional issues among members and stakeholders

- **Legislative capital outlay projects:** planning and technical assistance services during project development and request submission, review, due diligence assessment, certification and other tasks
- **Other activities:** training for board, staff and area stakeholders, participation in the New Mexico Association of Regional Councils, initiation and management of regional initiatives such as regional transportation and water planning, as well as research and analysis services to strengthen project financing for members

Building a Strong Workforce

During the past two years, four of our COGs, working through their local Workforce Investment Boards, have administered nearly \$11.6 million in Labor Workforce Investment Assistance funding and have served over 17,817 clients. These programs offer comprehensive services designed to retain jobs, increase employment and develop skills for unemployed and underemployed youth, workers and individuals with disabilities.





Preserving and Protecting Our Environment

Our work with all 33 counties and many local and tribal governments around the state has thrust us into the role of environmental stewards. Our work at the community level is broad and inclusive. With support from the Environmental Protection Agency, one COG has initiated a community outreach program, Community Action for a Renewed Environment (CARE), aimed at educating communities about various toxic risks to the environment and developing action plans for their elimination or reduction. Other COGs are redeveloping brownfields as part of their economic development strategies, assisting regional water associations, addressing air quality conformity issues and pursuing sustainable and safe drinking water resources for their regions.

Serving Our Elders in Rural New Mexico

In a special situation, the North Central New Mexico EDD serves as the Area Agency on Aging (AAA) for 32 of New Mexico's 33 counties and has developed a commendable track record of advocacy and accountability in senior services. This COG has developed training programs and materials for service delivery improvement, piloted innovative menu systems to improve the health of elderly clients and reduced overall program costs through strict accountability procedures. Since 1992, the COG has managed state and federal grants surpassing \$138 million; these funds help leverage additional resources from local and private sources. The COG works with 64 subcontractors that provide services in the 32-county service area.

Helping Families Realize the American Dream

With a statewide homeownership rate of 70 percent, New Mexico is slightly above the national average. Our COGs recognize that homeownership builds individual and family wealth in addition to strengthening local communities. While each of our COGs has varying expertise and backgrounds with housing programs, our statewide network now stands ready to assist with improving the quality, affordability and accessibility of housing throughout the state.

Since none of the counties in one region had established public housing authorities and most of the smaller communities lacked housing programs, for example, one COG has established an extensive housing portfolio that provides assistance with homeownership, housing rehabilitation, homebuyer assistance, weatherization, continuum of care and special needs housing. These programs are helping families achieve the American dream of homeownership and personal asset development.



Rail Runner Delivers Mobility, Development and Relief

Mid-Region Council of Governments

The New Mexico Rail Runner Express, a five-year, \$400 million commuter rail project, is providing major economic, environmental and transportation benefits for the rapidly growing corridor of central New Mexico. The system carries an average of 4,500 passengers every weekday, keeping at least 4,000 vehicles off the congested roadways and an estimated 150,000 pounds of carbon emissions out of the region's airshed every day.

MRCOG completed the project in record time and at a far lower cost per mile than any new start transit project in the United States.

A massive infrastructure project of this scale is typically designed, implemented and managed at the state government level. Yet, in this case, newly-elected Governor Bill Richardson decided in 2003 to draw on the expertise of the Mid-Region Council of Governments (MRCOG) in leveraging public and private resources and fostering extensive local government collaboration and intergovernmental partnerships.

As an agent for the New Mexico Department of Transportation, MRCOG completed the project in record time and at a far lower cost per mile than any new start transit project in the United States.

In less than five years, communities along the Rio Grande corridor from Belen to Sante Fe are now linked via commuter rail. Phase I, a 60-mile stretch

from Belen to Bernalillo opened in July 2006, barely two years after the project's launch. Phase II, a 45-mile extension to the capital city of Santa Fe opened in December 2008.



With rapid growth along the I-25 corridor threatening to overwhelm the existing road network and becoming a chokepoint for economic development, not



to mention a drag on the region's quality of life, the New Mexico Rail Runner Express is breathing new life into the global competitiveness and mobility of the region.

In a state that has one of the highest poverty rates in the nation, the Rail Runner provides affordable access to jobs and education for people who struggle to own and maintain a reliable vehicle. The train has spurred economic development near stations in each community, and the promise of efficient transportation well into the future is helping to attract employers to the region.

MRCOG Executive Director, Lawrence Rael, says that cooperation among various government officials was absolutely essential to the success of the Rail Runner project. "I think that our member governments recognized that the Rail Runner was an investment in the future of the region as a whole, and provided the vision and leadership that laid the foundation for this tremendous accomplishment."

Navajo-Gallup Water Supply Project

Northwest New Mexico Council of Governments

A safe, accessible and reliable water supply is one of the most pressing economic development and quality of life issues facing communities and businesses across the state. A typical water or wastewater project requires in-depth knowledge of complicated federal and state rules, comprehensive regional and local planning, and institutional capacity to oversee the project from start to finish over years and often decades.

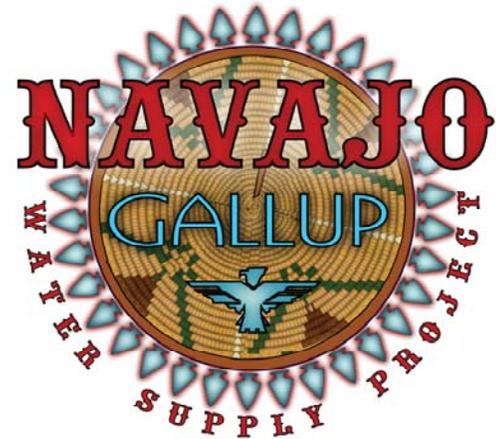
For the past 16 years, the Northwest New Mexico Council of Governments has led the planning and implementation of a complex water supply mega-project valued at more than \$1 billion.

The Navajo-Gallup Water Supply Project is focused on identifying and securing a sustainable water supply for the high-desert, parched lands of the eastern reaches of the Navajo Reservation, City of Gallup and the southwestern portion of the Jicarilla Apache Reservation.

The initiative aims to provide clean and reliable water through a new regional municipal system to more than 200,000 residents of 43 rural tribal communities of the Navajo Nation, nearly half of whose residents have never had access to a public water supply. The project will also benefit over 25,000 residents of the City of Gallup, along with its thousands of visitors—both interstate travelers and rural Native Americans who use Gallup as a central commerce hub.

The Northwest New Mexico Council of Governments has played a central leadership role in pulling together and maintaining an unprecedented inter-agency leadership committee. The collaboration involves the state's federal lawmakers, three federal agencies, state officials and the project's local sponsoring entities—

Navajo Nation,
Jicarilla Apache
Nation and City
of Gallup.



By working regionally and in a cooperative spirit, the group is overcoming a variety of barriers and challenges, including cultural, financial, legal, political and technical issues.

Ultimately, the project will feature two regional water treatment plants and pipelines running from the San Juan River southward through Navajo Reservation lands, with connections to the Jicarilla Apache Reservation and to the City of Gallup and its neighboring Navajo communities.

Today, prospects are imminent for finalizing water source agreements, settling tribal water rights claims as a primary mechanism for authorizing and financing the project, completing the federal-state-local project financing plan and achieving federal authorization and annual appropriations for project construction.

In anticipation of the federal commitment, the State of New Mexico has invested over \$20 million in project-related infrastructure, hastening the long-awaited day when the people of the region will have a sustainable water supply.





Legislative Capital Outlay Funding

*Southeastern New Mexico Economic
Development District / Council of Governments*

Recognizing that each year the state legislature debates and prioritizes more than \$7 billion in funding requests as part of over 1,400 bills, the Southeastern New Mexico EDD works to coordinate, promote and implement proposals from its region.

Recognizing that each year the legislature debates and prioritizes more than \$7 billion in project requests as part of over 1,400 bills, the EDD works to bring order and clarity to project proposals from the region.



As part of the Capital Outlay Program, the Legislature and Governor have awarded more than \$1.1 billion during the past two years for local governments and other eligible entities to establish and upgrade fixed public assets. These are basic, yet essential ingredients in

improving the regional competitiveness of the state's local communities.

The EDD plays an instrumental role in ensuring local officials and partners within its region are prepared, organized and represented during the Capitol Outlay Program application and project selection process. As a result, the EDD has helped secure over \$96 million in funding for projects within its five-county region during the past two years.

The EDD is involved in almost every aspect of the Capitol Outlay Program. It assists local governments in the development of their Infrastructure Capital

Improvement Plans (ICIP), the five-year plans and project priority lists required by the state. The EDD also helps local governments prepare their funding requests and applications.

Prior to the legislative session, the EDD coordinates town hall forums for state lawmakers from the region to review and learn more about local proposals. This helps garner support for the region's projects during the House Capital Outlay Subcommittee's hearing and review process.

The EDD develops a comprehensive resource guide that helps state and local leaders prepare for the subcommittee hearing process. The guide outlines each funding request from the region, including details on the amount requested, sponsors of the project and funds committed. In addition, the EDD assists its local governments with hearing preparations and presentations. EDD officials frequently make presentations on behalf of local governments or serve as expert witnesses on specific projects.

Once the final project selections are made by the Legislature and Governor, the EDD works with the New Mexico Department of Finance and Administration to determine the readiness of individual projects. The EDD also assists local officials with project administration and management to ensure that projects proceed in a timely and accountable manner.

By using its skills as a regional facilitator, project advocate and project manager, the Southeastern New Mexico EDD has helped improve the economic competitiveness and local community pride throughout the region. Projects such as water system improvements, domestic violence shelters, hospital expansions and equipment purchases and historic building renovations are often overlooked, but all are fundamental building blocks for improving the quality of life and economic prospects of the region.



Pursuing Economic Development Opportunities for the Next Generation

North Central New Mexico

Economic Development District

Establishing training facilities for college students to pursue international business opportunities in Latin America. Building a new technology center to help the Native American community build stronger ties with the new media industry in Hollywood. Funding vital water, wastewater, aviation and rail infrastructure for firms to remain and expand in New Mexico. These are just a few examples of how the North Central New Mexico EDD has helped its partners pursue their visions with more than \$70 million in assistance from the U.S. Economic Development Administration (EDA).

To be eligible for EDA matching funds, projects must first be incorporated into—and consistent with—an EDA-approved Comprehensive Economic Development Strategy (CEDS). These regional development roadmaps ensure projects have strategic importance to the region, leverage the assets and strengths of a region, and focus on private sector job creation and retention.

In New Mexico, the North Central New Mexico EDD and the state's six other EDDs/COGs serve as the lead entities for crafting and implementing these holistic regional strategies. In its diverse seven-county EDA planning region, the EDD uses the CEDS process to position their region for the future, identify projects ready for implementation and ensure that projects have significant local support.

Following the devastating Cerro Grande Fire in 2000, for example, the EDD helped Los Alamos

County secure a \$100,000 EDA grant to develop an economic recovery strategy. The EDD helped Northern New Mexico College obtain a \$1.2 million EDA grant for a modern training center for auto mechanics—a major workforce need identified by employers in the region. Another invaluable EDA grant helped New Mexico Highlands University create a center for entrepreneurial studies that is training students in business development, with a particular focus on partnering with Latin American businesses.

EDA investments were instrumental in completing the first phase of the new Institute of American Indian Arts (IAIA) campus in Santa Fe, giving the nation's premier arts institution for Native Americans a permanent home. As a follow up, the EDD helped secure EDA construction funds for the new IAIA Technology and Learning Center, which is home to state-of-the-art technology training for Indian students from across the nation. The initial EDA grant has spurred the development of a campus now housing 150 students with projections of up to 500 by 2010. The IAIA learning center provided even stronger impetus for private investment and led to business relationships with major film and media corporations.

NCNMEDD also helped the Ohkay Owingeh Pueblo secure EDA resources to upgrade its airport as part of a long-range plan to establish an air industrial park that would serve the entire northern region. In addition, EDA provided a construction grant to help support the Eight Northern Indian Pueblos Council's Arts and Crafts Show, a major tourism event within the state and one of the largest Native American-owned and operated outdoor arts exhibition and markets in the western United States.

Successful economic development typically involves extensive partnerships, leveraging and patching together precious project resources and a coordinating organization that has the long-term capacity to sustain projects that often take years—and even decades—to carry out. NCNMEDD plays these important, yet often overlooked, policy, planning and project management leadership roles.



One-Stop Center Smooths Workforce Training Services *Eastern Plains Council of Governments*

*F*ar too frequently, job seekers and individuals looking for workforce training assistance face the daunting task of matching their needs to the appropriate training service and provider. They are forced to travel from place to place, becoming overwhelmed before they can even enter the various programs and tap into the broad range of workforce provider services.

In New Mexico, the Eastern Area Workforce Development Board recognized the importance of easing this frustration and worked with the state

As the fiscal manager and administrative agent for the workforce board, the Eastern Plains Council of Governments played a vital leadership and partnership role in making the Clovis One-Stop Workforce Training Center a reality. In fact, the facility was constructed and operational in an unprecedented six month window, making it one of the first centers in the state.

to develop a model one-stop workforce training center. The Clovis One-Stop Workforce Center, which opened in August 2007, offers job skills training and retraining services, including job counseling, training and placement services for youth, dislocated workers and the elderly.

As the fiscal manager and administrative agent for the workforce board, the Eastern Plains Council of Governments (EPCOG) played a vital leadership and partnership role in making the Clovis center a reality. In fact, the facility was constructed and operational in an unprecedented six month window, making it one of the first one-stop centers in the state.

In February 2007, \$475,000 in combined state and federal funding was allocated to the Eastern Area Workforce Development Board to finance the center. EPCOG quickly located an abandoned pawn shop in the City of Clovis to house the center. The shop was located in a high traffic area easily accessible to job seekers and could be renovated for a reasonable amount within a short period of time. There was also the added benefit of reusing the abandoned facility as part of the city's downtown revitalization efforts.

The center provides access to a number of employment assistance programs such as adult and youth training, aid for needy families, unemployment insurance and vocational rehabilitation. In one day job-seekers can file for unemployment benefits, train for a new career, receive career counseling and hopefully be placed in a new position. The center also provides specialized training and counseling for senior citizens and veterans.

Since its opening, the center has provided counseling and training services to hundreds of clients, with more than 14,000 people visiting the center to date. It is also estimated that by co-locating these individual training and counseling entities, the COG and the Workforce Board have saved approximately \$100,000 in operating costs within the first year.

Helping Water Associations Succeed

South Central Council of Governments

Providing access to safe drinking water is no small feat in the rugged, predominantly rural region of South Central New Mexico. Like many small water systems across the state, the Lower Rio Grande Mutual Domestic Water Association must contend with federal rules, water contamination issues, supply shortages, water rights management and a complex state funding application that is tricky to navigate.

To help overcome these challenges, the water association turned to the South Central New Mexico Council of Governments (COG) in early 2007 for leadership, strategic planning and technical support. As a result, the water association has earned additional funding and credibility at the state and federal levels.

Formed in 2006, the Lower Rio Grande Mutual Domestic Water Association (LRGMDWA) is tasked with addressing the water quality and distribution needs of more than 600 wastewater connections, 3,000 residential water connections, four schools, several dairies and various small commercial enterprises in eight federally-designated Colonias.

Since the 1960s, the five water associations that make up this umbrella group worked individually to serve their communities. But in 2000, a new federal law established a number of new water quality and financial requirements that made it virtually impossible for the water associations to continue working independently.

The coalition needed a stronger voice at the federal and state levels to address funding and regulatory issues, as well as improved communications with their county and local officials. In addition, members of the water association wanted an entity like the COG to help the group forge stronger partnerships, work across local boundaries and avoid jurisdictional turf battles.

The decision to tap into the expertise of the COG for these services has paid substantial dividends for the association. For example, the COG helps the association with its annual Infrastructure Capital Improvement Plan (ICIP). This can be a complicated and bureaucratic process, so LRGMDWA has benefitted significantly from the COG's familiarity with the state's ICIP process and its experience with grant packaging and the legislative process. With the COG's leadership, the water association has already secured more than \$2.5 million in funding.

The water association is now working to make additional improvements to its services. With the COG's assistance, the association is crafting a comprehensive regional water strategy. The process will address system inter-connectedness, water treatment, water contaminant issues, distribution lines, emergency water supplies, the development of long-term water supplies and water rights acquisition. LRGMDWA is also pursuing state legislation that will allow it to become a recognized Public Works Authority, a move that would provide access to additional funding, increased responsibilities and enhanced credibility.





Revitalizing Downtowns, Creating Affordable Housing Solutions

Southwest New Mexico Council of Governments

The predominant depiction of America's small towns is often of a Main Street with abandoned commercial buildings, weathered housing and general economic decline. In towns like Silver City, regional development organizations such as the Southwest New Mexico COG are working with a variety of public, private and nonprofit partners to overcome this scenario by turning blighted and severely underdeveloped plots of land into affordable housing units.

In September 2008, the Town of Silver City was awarded a \$1 million grant from the U.S. Department of Housing and Urban Development's HOPE VI program to move forward with the Vistas de Plata project. This affordable housing initiative is an essential part of the COG's regional development strategy, especially since Silver City serves as the county seat for Grant County and is an important regional economic hub for retail, commercial, entertainment and government activity. To put this predominantly rural region into perspective, the four-county area only has 65,493 residents scattered across 17,000 square miles of land.

Throughout the lengthy and complex federal grant process, the town has relied heavily on the COG's professional community development staff for assistance with the project design, funding application packaging and grant administration. This entails everything from environmental reviews to budget management and financial accounting to planning and development.

According to Mike Eley, planner for the Town of Silver City, "We couldn't have navigated HUD's rules and regulations without the expertise and organizational capacity of the COG. It takes a tremendous amount of time, persistence and



experience to secure federal funds these days. More importantly, it's important to know how to leverage, match and coordinate public resources. The COG has proven to be an invaluable partner for these unwieldy yet vital tasks."

Upon completion, this once blighted and underused section of land will be transformed into a community with 56 much needed affordable housing units. The reams of federal red tape, hours of public outreach meetings and months of pursuing implementation resources are worth the commitment of time and effort.

At a time when many families and individuals across New Mexico are struggling with affordable housing solutions, the Southwest New Mexico COG and its local partners are delivering improved and quality housing stock for local residents, including essential workers in the fields of law enforcement, fire protection and health care.

The Vistas de Plata project is only one of many projects that have earned the COG a well-deserved reputation as the "Go-to-COG" for help with HUD community development and housing programs, whether application preparation, financial accountability or project planning and implementation.

COG Board of Directors

Eastern Plains Council of Governments

Curry County

City of Clovis
City of Texico
Village of Grady

De Baca County

Guadalupe County

Town of Vaughn

Harding County

Village of Mosquero
Village of Roy

Quay County

City of Tucumari
Village of Logan
Village of San Jon
City of Portales
Town of Elida

Roosevelt County

Village of Causey
Village of Dora
Village of Floyd

Union County

Town of Clayton
Village of Des Moines
Village of Folsom

Mid-Region Council of Governments

Bernalillo County

Albuquerque Metropolitan Arroyo
Flood Control Authority
Albuquerque Public Schools
City of Albuquerque
Village of Los Ranchos de Albuquerque
Village of Tijeras

Sandoval County

City of Rio Rancho
Rio Rancho Public Schools
Southern Sandoval County Arroyo
Flood Control Authority
Town of Bernalillo
Village of Corrales
Village of Cuba
Village of Jemez Springs

Torrance County

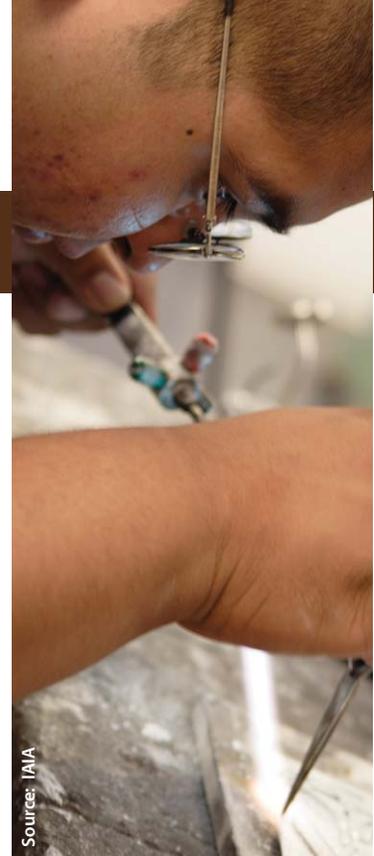
City of Moriarty
City of Mountainair
City of Mountainair Planning
and Zoning Commission
Town of Estancia
Village of Encino
Village of Willard

Valencia County

City of Belen
Los Lunas Public Schools
Village of Bosque Farms
Village of Los Lunas
Town of Edgewood

Regional

Middle Rio Grande Conservancy District



Source: IAIA

North Central New Mexico Economic Development District

Colfax County

City of Raton
Village of Angel Fire
Village of Cimarron
Village of Eagle Nest
Village of Maxwell
Town of Springer

Los Alamos County

Mora County

Village of Wagon Mound

Rio Arriba County

City of Española
Village of Chama

San Miguel County

City of Las Vegas
Village of Pecos

Santa Fe County

City of Santa Fe
Town of Edgewood

Taos County

Town of Taos
Town of Red River
Village of Taos Ski Valley
Village of Questa

Northern Pueblos

Southern Pueblos

Our COGs serve all of
New Mexico's 33 counties,
103 municipalities, three
reservations, 19 pueblos
and 1.9 million residents.



Source: IAIA

Northwest New Mexico Council of Governments

Cibola County

City of Grants
City of Milan

McKinley County

City of Gallup

San Juan County

City of Aztec
City of Bloomfield
City of Farmington

South Central Council of Governments

Doña Ana County

City of Las Cruces
City of Sunland Park
Doña Ana Mutual Domestic
Water Consumers Assn.
Garfield Mutual Domestic
Water Consumers & Mutual
Sewage Works Association
NM State Representative
Town of Mesilla
Village of Hatch

Sierra County

City of Elephant Butte
City of Truth or Consequences
Sierra County Economic
Development Organization
Truth or Consequences
Municipal School District
Village of Williamsburg

Socorro County

City of Socorro
Lower Rio Grande Mutual
Domestic Water Consumer
Association
Polvadera Mutual Domestic
Water Consumer Assn.
Socorro Consolidated
School District
Village of Magdalena

Tribal

Alamo Chapter of the
Navajo Nation

Other/Regional

Jornada RC&D

Southeastern New Mexico Economic Development District/ Council of Governments

Chaves County

City of Roswell
Town of Dexter
Town of Hagerman
Town of Lake Arthur
Chaves County Private
Business Sector

Eddy County

City of Artesia
City of Carlsbad
Village of Hope
Village of Loving
Eddy County Private
Business Sector

Lea County

City of Eunice
City of Hobbs
City of Jal
City of Lovington
Town of Tatum
Lea County Private
Business Sector

Lincoln County

City of Ruidoso Downs
Town of Carrizozo
Village of Capitan
Village of Corona
Village of Ruidoso
Lincoln County Private
Business Sector

Otero County

City of Alamogordo
Village of Cloudcroft
Village of Tularosa
Otero County Private
Business Sector

Southwest New Mexico Council of Governments

Catron County

San Francisco Soil and Water
Conservation District
Village of Reserve

Grant County

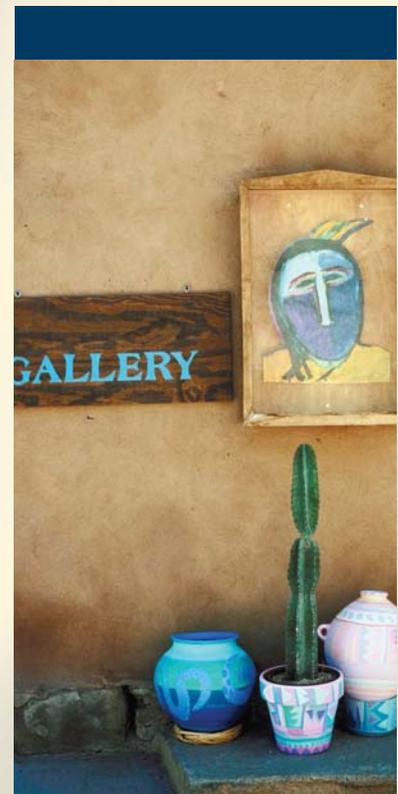
Black Range RC&D
City of Bayard
Town of Hurley
Town of Silver City
Cobre Consolidated Schools
El Grito Headstart
Village of Santa Clara
Grant County Soil and Water
Conservation District

Hidalgo County

City of Lordsburg
Village of Viriden
Hidalgo Soil and Water
Conservation District
Lordsburg Public Schools

Luna County

City of Deming
Deming Soil and Water
Conservation District
Village of Columbus





“Residents in all corners of New Mexico depend and benefit daily from the vision, leadership and programs of the Councils of Governments. Whether financing start-up businesses or business expansions, coordinating essential water and wastewater services, working with various partner organizations to build a skilled work force or planning for safe and accessible roads, COG programs are meeting vital community needs across the state.”



— Former United States Senator Pete Domenici



Fostering regional strategies, solutions and partnerships
to achieve sustainable economic growth and local prosperity



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Economic Development District
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