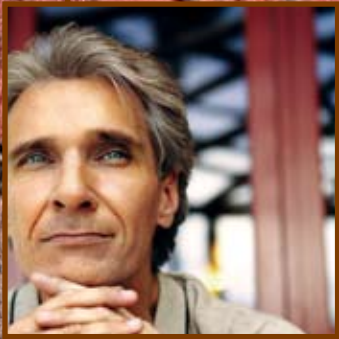


NEW MEXICO'S COUNCILS OF GOVERNMENTS: *Partnerships, Progress and Promise*



New Mexico Association of Regional Councils
January 2007

NEW MEXICO'S COUNCILS OF GOVERNMENTS

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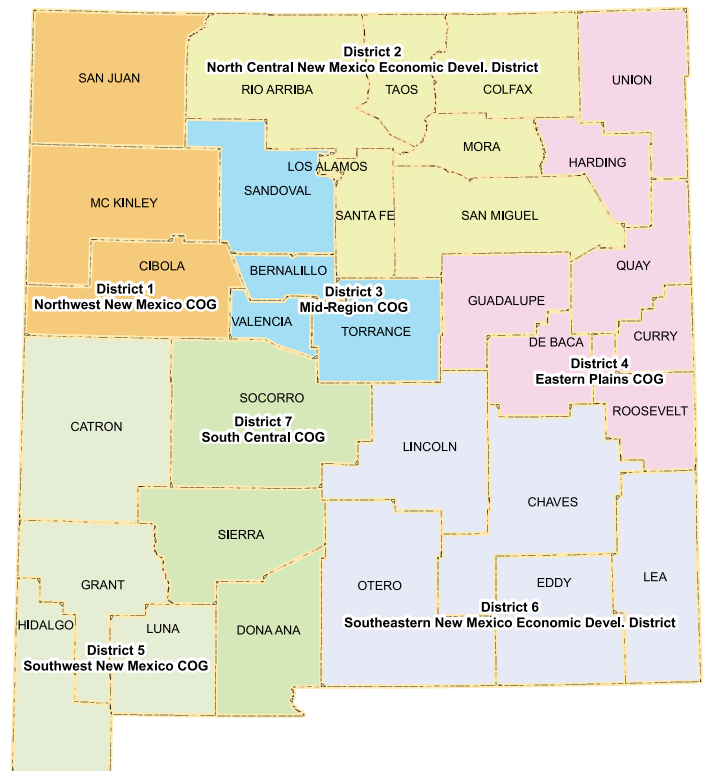
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**Note: Sandoval County is served by the Mid-Region Council of Governments for planning purposes and is also a voluntary member of the North Central New Mexico Economic Development District.*



Cover Photos: New Mexico Department of Transportation

New Mexico's COGs Promote Regional Strategies for Local Sustainability

STATEWIDE COG IMPACT

- New Mexico's COGs generate an impressive **Return on Investment of \$80 for every \$1 in combined investment** by local governments and the State Grant-in-Aid technical assistance grants.
- In the past 15 years, our COGs have directly managed and implemented a minimum of **1,062 projects valued at more than \$540 million in direct spending.** In addition, COGs have helped countless communities and organizations apply for and receive millions of dollars in additional federal, state, private and philanthropic funding assistance.
- During the past two years alone, our COGs have directly administered more than **167 projects with more than \$54 million in federal investments and over \$329 million in leveraged state, local and private sector resources.**
- Since the inception of the U.S. Economic Development Administration, our **COGs have helped obtain more than \$130 million** in EDA planning, public works, economic adjustment and technical assistance investments within the state.
- New Mexico's COGs have made **111 small business loans totaling more than \$5.5 million** to local entrepreneurs and companies, **leveraging an additional \$9 million** in private sector investments since 2001.
- Workforce training funds administered by our COGs in the past three years have totaled **more than \$53.5 million, resulting in more than 21,015 New Mexicans** gaining access to new job skills and resources.

Recognizing the value of creating regional strategies that foster local economic opportunities, New Mexico's state legislature established seven multi-jurisdictional planning districts in 1967. They are part of a nationwide network of regional planning and development organizations that share the common tenet that local governments and communities can accomplish more by working together than individually.

Known as Councils of Governments (COGs) in New Mexico, our seven multi-county entities work with all sectors – village, town and county governments, tribes, special districts, federal and state officials, businesses, academic institutions, non-profit organizations and other community and economic development stakeholders – throughout our state and regions to build stronger economies and communities.

Cooperating Regionally

By working regionally and in a cooperative manner, our organizations and our many partners have made tremendous progress over the past four decades. We have helped improve access to clean and safe water supplies. We have crafted and implemented comprehensive strategies to make our regions more competitive, both nationally and globally.

We have delivered efficient and first-class services for the elderly, helped couples and families achieve the American dream of home ownership, and provided gap financing, seed capital and technical assistance to local entrepreneurs who are the cornerstone of our state's economy. We have helped improve our state's multimodal transportation system, resulting in increased mobility, safety and access.

A Steadfast Commitment

However, we recognize that our work is far from complete. Our commitment to helping local governments and communities prosper and move forward through regional approaches, strategic planning and intergovernmental cooperation remains steadfast. Building upon four decades of service and consistency, our COGs continue to be uniquely positioned, skilled and driven to advance the community, economic and social goals of our regions.

PARTNERSHIPS, PROGRESS AND PROMISE

COG Model Structured to Address Unique Regional and Local Needs

As 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 needs and priorities. We address problems, issues and opportunities of a regional nature which extend beyond a single municipal or county jurisdictional boundary. We serve as a liaison and advocate for local governments within our regions at the state and federal levels.

Most importantly, we take a holistic approach in addressing issues and finding solutions. This reflects our shared belief that fundamental issues such as transportation, infrastructure development, 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.

Meeting Local Needs

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

Therefore, 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 of each region.

As New Mexico's population and communities continue to grow, our COGs will maintain a critical role in generating prosperity and progress across our regions and state. While unique challenges specific to each region will continue to evolve, the promise of the COGs lies in our pledge to work together to address the common challenges that affect the future of our regions and state.



Photo: NMDOT

Regional and Local Connections:

- There are seven Councils of Governments serving all of New Mexico's 33 counties, 101 municipalities, numerous tribes, pueblos, special districts and colonias and the state's 1.9 million residents.
- Our COGs are governed primarily by boards of local government officials, along with representatives of private sector, educational and non-profit sector interests. Collectively, we benefit from the leadership of more than 200 board members and more than 800 advisory committee participants covering each county of the state.
- With combined staffing of only 135 employees, our COGs directly managed and implemented more than 167 projects with more than \$54 million in federal investments and over \$329 million in leveraged state, local and private sector resources during the past two years.
- All seven COGs serve as transportation planning organizations, providing essential planning and project development services, as well as vital information exchanges between state and local officials in both urban and rural areas.
- Each COG plays an important role in assisting local governments with State Infrastructure Capital Improvement Planning, as well as providing planning, coordination and management assistance with Legislative Capital Outlay Funding projects.



New Mexico Councils of Governments 2006 Programs and Services

	EPCOG	MRCOG	NC NM EDD	NW NM COG	SC COG	SE NM COG	SW NM COG
Federal / State Programs							
EDA Planning	X	X	X	X	X	X	X
CDBG Administration	X	X	X		X	X	X
HOME Program	X						
Workforce Investment Board	X	X			X		
National Emergency Grants for Workforce	X						
Area Agency on Aging			X				
BRAC Military Base Closure or Expansion	X	X					
Census Depository		X			X	X	X
FEMA Fire Assistance Grants							X
Metropolitan Planning Organization (MPO)		X					
Rural Transportation Planning Organization	X	X	X	X	X	X	X
Urban Transit Funds		X					
Rural Transit Funds		X	X	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						
State Infrastructure Capital Improvement Planning	X	X	X	X	X	X	X
Legislative Capital Outlay Activities	X	X	X	X	X	X	X
State Special Needs Projects	X	X		X	X	X	X
Weatherization Assistance	X						X
Business Loan Programs							
EDA Revolving Loan Fund			X	X			
SBA Small Business Development Center						X	
Housing Revolving Loan Fund	X						
Department of Energy Revolving Loan Fund			X				
Other Business Development Loan Funds	X			X			
Regional / Local Programs							
Comprehensive Planning	X	X	X	X	X	X	X
Land Use/Zoning Ordinances		X		X	X		
Strategic Planning	X	X		X	X	X	X
Economic Profiles	X	X	X	X	X	X	X
Geographic Information Systems (GIS)		X			X		
Housing Authority		X					
Housing Outreach and Homebuyer's Education						X	X
Public Administration		X	X	X	X	X	X
Code and Ordinance Administration		X			X		
Code and Ordinance Writing		X		X	X		
Tourism	X	X		X		X	X
Recreation Planning		X		X	X		X
Public Works/Solid Waste		X		X	X	X	X
Criminal Justice				X			
Historic Preservation Grants	X				X		
Grant Writing	X	X	X	X		X	X
Grant Administration	X	X	X	X	X	X	X
Water Associations		X	X			X	X

Note: The involvement of individual COGs in programs and projects may vary. The matrix above is intended only as a general snapshot and does not necessarily represent all of the current and past activities and programs of the COGs.

COG PROGRAMS:

Working Regionally with Local Accountability



New Mexico's seven Councils of Governments (COGs) provide a broad range of services to local governments 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.

In addition, 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 rules and issues.

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.

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 grants 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 apply for and manage federal and state programs. Our COGs make efficient use of limited staffing and planning resources to provide valuable assistance by packaging

grant proposals and applications, acting as liaisons with funding entities and often administering the grant dollars after funds are awarded.

Between 2004 and 2006, we administered more than 167 state and federal grant programs and projects totaling more than \$54 million in direct spending and over \$329 million in leveraged funds. Since 1991, we have managed more than 1,062 projects valued at more than \$540 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.

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 investment to the COGs – not quite \$400,000 annually – has resulted in more than \$118 million in EDA project implementation investments for public works, economic adjustment initiatives and technical assistance over the past four decades.

Financing Businesses to Bring Jobs to the Regions

Four 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, Department of Energy and the Department of Housing and Urban Development (HUD), our COGs have made 111 small business loans and leveraged more than \$14.5 million in new private and public sector financing for emerging and expanding businesses during the past 15 years.

Helping Local Communities Develop Infrastructure

Clean, safe and accessible water is a constant concern for communities statewide, and our COGs are working diligently within each region on various water and wastewater projects. Our role is invaluable given the length of time – often five to 30 years – to accomplish such projects and the broad reach they have in terms of geography and population. Our COGs have spent decades building the institutional knowledge and long-term relationships needed to oversee projects with the magnitude of a regional water supply initiative.

“The Council of Governments in this area is one of the most effective partners that the Small Business Development Center works with. I have found that this organization has the knowledge and willingness to rise to the challenge and accomplish the tasks set before them.”

– Eugene Simmons, Executive Director of the Small Business Development Center- Roswell

Our COGs provide valuable technical, planning and administrative support to local governments and organizations that apply for and receive 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 the program.

By acting as intermediaries for our local governments, our COGs have brought new funding resources, leveraging opportunities and strategic thinking to local community development efforts.

Building a Strong Workforce

During the past few years, three of our COGs, working through their local Workforce Investment Boards, have administered nearly \$53.5 million in Labor Workforce Investment Assistance funding and have served over 21,015 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.

Providing Assistance to Our Elderly



In a special situation, one of our COGs 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 administered state and federal grants surpassing \$104 million; these funds help leverage additional funds from state and private funds. The COG manages 64 subcontractors that provide services in the 32-county service area.

Planning and Coordinating Transportation Programs and Services

New Mexico's transportation system is faced with unique, costly and evolving challenges. An international border, complex relationships with numerous tribal highway departments, densely populated areas and the very rural and 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 (RPOs). Each RPO receives about \$65,000 annually to operate and carry out the RPO work programs. These funds allow our local government leaders and community interests, through our affiliated RPOs, to participate in the statewide transportation planning and project development processes. The RPO program also helps coordinate, plan and deliver improved public transportation services in underserved and remote areas of the state.

In the Rio Grande Corridor, one COG serves as the Metropolitan Planning Organization and the lead agency for the implementation of the new passenger rail service, Rail Runner Express. This historic initiative demonstrates the vision, capacity and level of public trust in the state's COGs.

Communities across the state are facing challenges with water, wastewater, housing, transportation and workforce development. All are essential ingredients in enhancing and expanding our state's economic development potential.



Using State Appropriated Grants-in-Aid to Build Strong 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 resources, 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 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 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



New Southwest Cheese Plant near Clovis. At \$190 million, it is one of the largest dairy investments worldwide and the first of its kind that joined milk producers with cheese processors.

The most remarkable aspect of regional work in New Mexico is the chance we have to link our state's historical strengths to contemporary solutions.

transportation and water planning, as well as research and analysis services to strengthen project financing for members.

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 efforts at the community level are 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.

Helping Families Realize the American Dream

Before



After



With a statewide homeownership rate of 70 percent, New Mexico is slightly above the national average. However, our COGs recognize that homeownership builds individual and family wealth in addition to strengthening local communities. While some COGs have a strong organizational history in housing programs, our statewide network stands ready to improve the quality, affordability and accessibility of housing throughout the state.

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

RAIL RUNNER DELIVERS MOBILITY, DEVELOPMENT AND RELIEF

Mid-Region Council of Governments



The Rio Grande Corridor is a fast-growing and dynamic region that is attracting new residents, businesses and opportunities for the state. With this success comes a mix of challenges for state, tribal, regional and local officials, such as alleviating traffic congestion, maintaining air quality conformity, developing affordable housing and preserving water resources.

The Mid-Region Council of Governments, in partnership with Governor Bill Richardson, the New Mexico Department of Transportation (DOT) and a host of federal, tribal, state and local entities, has embarked on an aggressive and forward-thinking initiative to improve the mobility of residents and visitors to the region – the Rail Runner Express, a regional passenger rail service.

With the initial service launched in July 2006, the project is already creating new economic opportunities for the region and state while promoting enhanced stewardship of the environment and targeted development along transit corridors and around station areas.

Fastest Rail New Start in History

By working regionally and in a cooperative manner, the first phase of the project was completed inside of three years, making it the fastest rail new start in U.S. history. Today, the Rail Runner Express includes service between Belen and Bernalillo, with a major expansion to Santa Fe planned in the coming years.

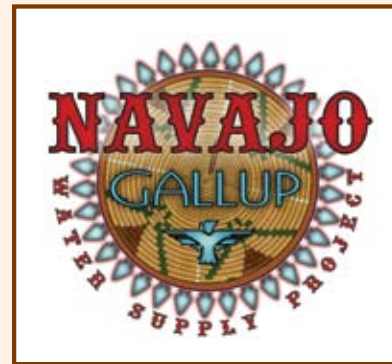
The COG worked with every community and jurisdiction within the corridor, as well as the New Mexico DOT, to plan, design and deliver this service, along with connecting bus routes.

As noted by Mid-Region COG Executive Director Lawrence Rael, “A key success to this project was the regional cooperation and perspective of the local communities along the rail line. As a result, we now have an affordable, fast, safe and convenient mode of transportation for commuter and recreational trips along the corridor.”

A mega-project like the Rail Runner Express takes long-term commitment and vision, individual and organizational leadership and an incredible amount of intergovernmental and public cooperation. With the exemplary work of the Mid-Region COG and its countless partners, the public now benefits from an affordable transportation alternative, incentives for communities to redevelop and develop around station sites and opportunities to attract new investments and employment opportunities.

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 15 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 nearly 23,000 residents of the City of Gallup will also benefit directly, along with approximately 100,000 people, predominantly Native American, who use Gallup as a central commerce area.

Unprecedented Interagency Collaborations

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 agencies, 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 nearly \$10 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

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.

The Southeastern New Mexico Economic Development District provides essential administrative, coordination, planning and technical support to local government officials within their region, as well as key state policy and program officials involved in the development, processing, selection and oversight of program investments.

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

In essence, the COG is involved in almost every aspect of project selection and subsequent administration. Over the past two years, the COG has helped secure over \$96 million in capital outlay funding for projects within its five-county region.

The Southeastern New Mexico Economic Development District assists local governments in the development of their Infrastructure Capital Improvement Plans (ICIP), which are five-year plans and project priority lists required by the state as part of the program. The COG also helps local governments prepare their funding requests and applications.

Prior to the legislative session, the COG coordinates hearings 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.

Bringing Order and Clarity

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

The COG 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 COG assists its local governments with hearing preparations and presentations. COG 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 COG works with the New Mexico Department of Finance and Administration to determine the readiness of individual projects. The COG also assists local governments with project administration and management to ensure that the projects proceed in a timely manner.

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

REGIONAL WORKFORCE ASSESSMENT PROJECT

Eastern Plains Council of Governments

As the administrative entity for the Eastern Area Workforce Development Board, the Eastern Plains Council of Governments recognized very early on in the process the numerous challenges, opportunities and consequences presented by the 2005 federal military base closure and realignment process, better known as BRAC.

Using National Emergency Grant (NEG) funds from the U.S. Department of Labor, the COG and Workforce Board launched a regional workforce assessment to analyze the capacity and skills of the regional workforce in response to the 2005 BRAC announcements and subsequent Department of Defense decisions involving the Cannon Air Force Base near Clovis. The group has actively worked to employ demand-driven strategies, placing a top priority on linking strategic partners such as economic development, education and employment interests.

Working with the Governor's Office and the State Workforce Development Board, the Eastern area has provided Career Readiness Certificates (CRC) to more than 1,200 individuals with the COGs assistance, resulting in valuable applicant job skills information for potential employers.



The COG and Workforce Board continue to use a regional approach by partnering with New Mexico TechNet, local economic development organizations, community colleges and other workforce training providers to complete an extensive workforce skills assessment for the entire region.

Meeting the Needs of Industry

The results of the WorkKeys tests will provide industrial prospects and business owners with a snapshot of the skill levels of the region's current labor force. The group has already provided skills evaluations for more than 1,800 workers. This initiative is also directly tied to supporting the new mission at Cannon Air Force Base and establishing opportunities to train the workforce to meet the specific needs of targeted industry clusters.

Working with the Governor's Office and the State Workforce Development Board, the Eastern area has provided Career Readiness Certificates (CRC) to more than 1,200 individuals with the COGs assistance, resulting in valuable applicant job skills information for potential employers. In the future, an online database will help workers find information about available transportation, childcare and other related services.

The Eastern Area Workforce Board, with the leadership and support of the Eastern Plains Council of Governments, remains at the forefront of efforts to integrate and coordinate workforce training and development programs in the region and state. The regional partnership philosophy employed by the COG stresses the importance of establishing strong relationships between local governments, private sector businesses, employer associations and post-secondary educational institutions.

CHILI FEVER: WORKING REGIONALLY TO REVIVE THE CHILI INDUSTRY

South Central Council of Governments

Chili is a major agricultural commodity for New Mexico. The \$400 million industry employs between 9,000 and 16,000 people throughout the growing season and production cycle. Almost two-thirds of chili consumed in the United States is produced in New Mexico. Doña Ana County, located in the South Central Council of Governments region, is one of the state's top three chili harvesting counties.

Despite the popularity of the feisty fruit, the industry is struggling in New Mexico, Arizona and west Texas – the major chili-producing states. Increased imports from Mexico as a result of the 1999 North American Free Trade Agreement, declining chili crop acreage – from 27,000 acres in 1994 to about 19,000 in 2006 – processes not fully automated and other factors have led to a decline in the chili harvest in the past few years in the three-county region served by the South Central Council of Governments.

In partnership with New Mexico State University, the South Central COG is administering a \$333,355 EDA grant with the goal of increasing the industry's global competitiveness. The project is researching methods to mechanize the harvesting and storage processes, studying the implications of mechanization for re-training workers for new processing jobs and creating new marketing and branding strategies for New Mexico's chili pepper industry.

REGIONAL SERVICES FOR A DIVERSE REGION

North Central New Mexico Economic Development District



Serving seven counties, nine tribes, 17 municipalities and 278,232 residents, the programs offered by the North Central New Mexico Economic Development District are as broad and vastly diverse as the region it serves.

From serving as the Area Agency on Aging (AAA) for 32 of the state's 33 counties to

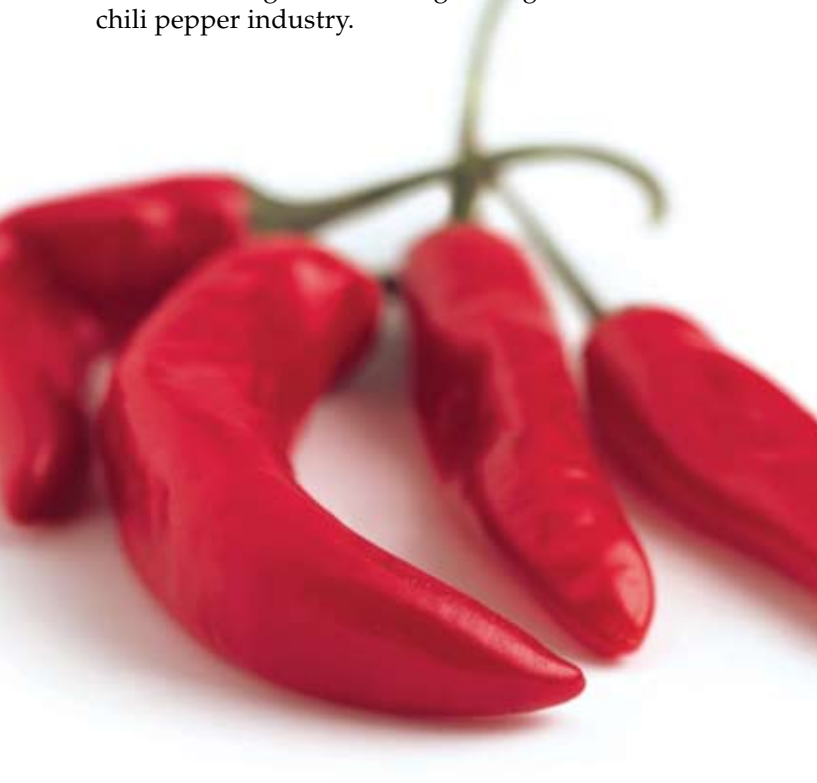
launching a regional water quality management project to helping a small textile business secure capital needed to revive the region's weaving culture, the COG has been successful in aiding projects of all scales. Perhaps even more important is the COG's ability to link the region's heritage to economic development in a culturally appropriate manner while also merging old world goods with modern markets.

With a track record for advocacy and accountability, the COG is a leader in the world of social service programs for the elderly. Redesigning menu systems and piloting a wellness program that improves the health of the clients, reducing operating costs and juggling 64 subcontractors to provide meals – both congregate and home delivered – and social services to the state's senior citizens are hallmarks of the COG's leadership in serving elders throughout rural New Mexico.

Linking Historic Strengths and Contemporary Solutions

With strong vision, the COG recognized early on the intricate relationship between clean water and all other components of thriving communities, including new and expanding businesses, housing, schools, hospitals, safe roads and highways. Working with the unincorporated Village of Chimayo in an ongoing project to create a regional water supply with the City of Española and other regional players, the COG has been a key facilitator in leading the project and leveraging funds from the U.S. Bureau of Reclamation and the state. The COG has also helped several pueblos and small villages work with their counties to plan regional wastewater systems and address ground water contamination problems.

The COG has great success when linking historic strengths to contemporary solutions. Securing an EDA grant for a small, but commercially-sized, fiber spinning facility will help the residents of Mora County link their once prosperous ranching heritage with the modern market.



Though the mill is not yet fully operational, Tapetes de Lana trains weavers in traditional and fashion oriented weaving and will commercially sort, grade, scour, dye, spin and weave for both wholesale and retail markets. The project has partnered with the EDA-funded Fiber Arts Center in Española, which provides training and marketing for fiber artists on the other side of the mountain, stretching as far away as the Navajo Nation.

These projects, in conjunction with Ganados del Valle and Tierra Wools, anchor a fiber arts cluster that has received funds from our state legislature to map and market a “Fiber Arts Trail” as a cultural tourism project.

BUILDING INFRASTRUCTURE, COMMUNITY FACILITIES AND CAPACITY

Southwest New Mexico Council of Governments



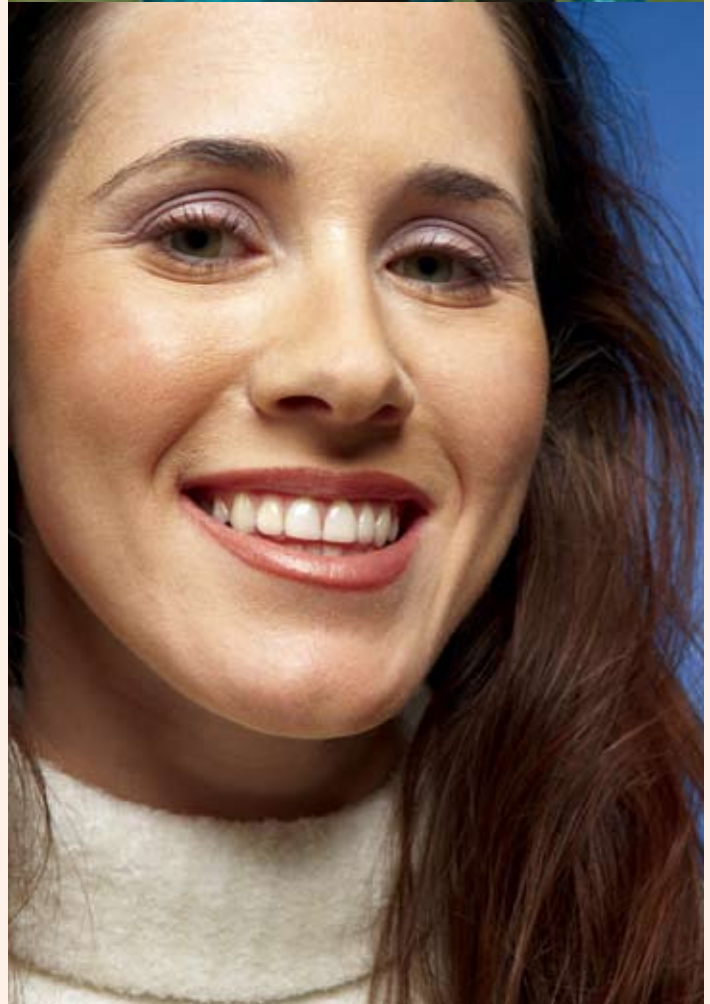
**El Grito
Head Start Building**

Rural communities rely on the Small Cities portion of HUD’s Community Development Block Grant (CDBG) program to fund infrastructure and development projects – streets, water and wastewater system improvements; multi-purpose centers, recreational facilities and other community

facilities; housing rehabilitation; planning and other projects that benefit the community’s needs.

The COGs play an important role in CDBG fund distribution statewide by coordinating project planning, application and implementation processes for local governments lacking staff capacity and technical expertise to successfully navigate the CDBG process. The 13 local governments served by the Southwest New Mexico Council of Governments rely heavily on the COG to provide key administrative and technical support throughout CDBG process. When called upon to help, the COG writes grant applications, convenes public hearings, conducts income surveys and provides other invaluable services during the application and project development processes.

Since 1983, 173 CDBG projects totaling \$39.4 million have been funded in the COG region, with the COG preparing 82 percent of the applications and helping secure \$9.6 million of the funding awarded for projects to Colonias in the region. As a result, the region now has new infrastructure and community facilities that are improving the quality of life in the region, such as El Refugio Inc.’s domestic violence center, the new El Grito Head Start facility and numerous street and drainage improvements throughout the region.



NEW MEXICO'S COUNCILS OF GOVERNMENTS

Boards Of Directors

EASTERN PLAINS COUNCIL OF GOVERNMENTS

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Commissioner

Michael Jacobs, Village of Melrose
Councilor

Carolyn Johnson, Texico City Clerk

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Diana Urban, Guadalupe County
Finance Officer

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Linda Lewis, Village of Mosquero
Trustee,

Mike Lewis, Harding County
Commissioner

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LaVerne Coffman, Village of Causey
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Manager

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Gary Watkins, City of Portales
Councilor

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Commissioner

Ryan Brown, Village of Folsom
Trustee

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Trustee

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Regional

Robert Abercrombie, Director

El Llano Estacado, Resource
Conservation and Development

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Ranchos

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Commissioner

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Councilor

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E. Tim Cummins, Bernalillo County
Commissioner

Martin Heinrich, Albuquerque City
Councilor

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Los Ranchos de Albuquerque

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Albuquerque Public Schools

Thaddeus Lucero, Bernalillo County
Manager

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Albuquerque Metropolitan Arroyo
Flood Control Authority

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Councilor

Bruce J. Perlman, Chief
Administrative Officer, City of
Albuquerque

Ken Sanchez, Albuquerque City
Councilor

Brad Winter, Albuquerque City
Councilor

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Philip Gasteyer, Mayor of Corrales

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Don Leonard, Sandoval County Commissioner

Wanona Maestas, Jemez Springs Trustee

Larry Naranjo, Rio Rancho City Councilor

Jack Thomas, Sandoval County Commissioner

Rick Velarde, Mayor of Cuba

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Bob Ayre, County Manager of Torrance County

Robert Chavez, Mayor of Willard

Jessie Davidson, Mountainair Planning and Zoning Commission

A.W. Dolman, Encino Village Councilor

Adan Encinias, Mayor of Moriarty

Tari Fylte, Willard Village Clerk

Vel Gilley, Mayor of Mountainair

Martin Hibbs, Mayor of Estancia

Patricia Lincoln, Torrance County

John G. Philips III, Mayor of Encino

Chris Pohl, Torrance County Assessor

Valencia County

Wayne Ake, Mayor of Bosque Farms

Mary Andersen, Valencia County Commissioner

Ron Gentry, Valencia County Commissioner

Louis F. Huning, Mayor of Los Lunas

William C. Moffatt, Deputy Superintendent, Los Lunas Public Schools

Art Mondragon, Director of Community Development, Village of Los Lunas

Ronnie Torres, Mayor of Belen

A. Terese Ulivarri, Belen City Councilor

Town of Edgewood

Howard Calkins, Mayor of Edgewood

Regional

Hector Gonzales, Board Member of Middle Rio Grande Conservancy District



NORTH CENTRAL NEW MEXICO ECONOMIC DEVELOPMENT DISTRICT

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Charles Miller, Citizen Appointee

Marietta Shell, Colfax County Probate Judge

Fred Sparks, Raton City Commissioner

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Nona B. Bowman, Los Alamos County Commissioner

Lawry Mann, Los Alamos National Laboratory

Anthony Mortillaro, Assistant County Manager

Jay Wechsler, Los Alamos Laboratory CDC

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Anita LaRan, Helping Hands, Inc.

Peter Martinez, Mora County Commissioner

Rio Arriba County

Elias Coriz, Rio Arriba County Commissioner

Joseph Maestas, Mayor of Española

Nick L. Salazar, New Mexico State Representative and Los Alamos National Laboratory Plasma Physics Research



Nick Vigil, President, Valley National Bank

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Annelle Brown, Retired

Inez Gabaldon, Retired

Debbie Hays, Sandoval County Manger

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Tony E. Marquez Jr., Las Vegas City Councilor

Les Montoya, San Miguel County Manager

Ernesto Salazar, Vice President, First National Bank

Henry Sanchez, Mayor of Las Vegas

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David Coss, Mayor of Santa Fe

Pat Larragoite, Health Policy Commission

Harry B. Montoya, Santa Fe County Commissioner

Lesah R. Sedillo, Española Deputy Clerk

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Rebecca Hastings, Red River Economic Development Director

John Otis, Taos Business Alliance

Gabriel Romero, Taos County Commission

Tribal Representative

James R. Magdalena, New Mexico State Representative

NORTHWEST NEW MEXICO COUNCIL OF GOVERNMENTS

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Bennie Cohoe, Cibola County Commission Chair

Modey Hicks, Grants City Councilor

Joe Murrietta, Mayor of Grants

Tom Ortega, Mayor of Milan

Eddie Roberts, Rio San Jose Flood Control District

McKinley County

Steve Barela, NWNM Regional Solid Waste Authority

Larry Binkley, Gallup Assistant City Manager

Louie Bonaguidi, Citizen Appointee

Doug Decker, McKinley County Attorney

Billy Moore, McKinley County Commission Chair

Martin Romine, Ramah Water and Sanitation District

Bob Rosebrough, Mayor of Gallup

San Juan County

Mike Arnold, Mayor of Aztec

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Dr. William Hall, Citizen Appointee

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Keith Johnson, Bloomfield City Manager

Kevin Rodolph, Bloomfield Finance Director

Bill Standley, Mayor of Farmington

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Jesus Caro, Mayor Pro Tem of Mesilla

D. Kent Evans, Doña Ana County Commissioner

Mariano Martinez, Doña Ana Mutual Domestic Water Consumers Association

Maricela Monsivaiz, Mayor Pro Tem of Sunland Park

Judd Nordyke, Mayor of Hatch

Andy Nuñez, New Mexico State Representative

Bruce Redd, Garfield Mutual Domestic Water Consumers Association

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Don Childers, Williamsburg Village Trustee

James Coslin, Sierra County Commissioner

James Porter-Carrejo, Sierra County

Jimmy Rainey, Mayor of Truth or Consequences

John Van Gundy, Elephant Butte City Councilor

Mindy Ybarra, Sierra County Economic Development Organization

Socorro County

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Charles Gallegos, Socorro County Commissioner

Gordy Hicks, Socorro City Councilor

Alex Matham, San Antonio Mutual Domestic Water Consumers Association

Dr. Cheryl Wilson, Socorro Schools

Lencho Vega, Polvadera Mutual Domestic Water Consumers Association

Other

Jeffery Lewis, Jornada Resource Conservation and Development

Karen Nichols, Regional South Central Mutual Domestic Group

SOUTHEASTERN NEW MEXICO ECONOMIC DEVELOPMENT DISTRICT / COUNCIL OF GOVERNMENTS

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Phelps Anderson, Sun Valley Energy

Alice Eppers, Chaves County Commissioner

Steve Henderson, Roswell City Councilor

John Reid, Mayor of Dexter

Ysidro Salazar, Mayor of Lake Arthur

Cliff Waide, Mayor of Hagerman



Jon Paul Saari, Grant County
Manager

Fred Vega, Director of El Grito
Head Start

Joanne Woodward, Grant County
Soil and Water Conservation District

Hidalgo County

Walt Anderson, Hidalgo Soil and
Water Conservation District

Roger Ellis, Hidalgo County
Manager

Irene Galvan, Lordsburg City Clerk

Archie Payne, Mayor of Virden

Luna County

Edward S. Espinoza, Mayor of
Village of Columbus

George Pintar, Deming Soil and
Water Conservation District

Linda Smkovsky, City of Deming

Rheganne Vaughn, Luna County
Project Administrator

Eddy County

Phil Burch, Penasco Valley
Telecommunications

Julius E. Doubrava, Eddy County
Commissioner

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William Fletcher, Mayor of Hope

Manuel Madrid, Mayor of Artesia

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Administrator

Beth Cunningham, Lea County
Development Corporation

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Hobbs

Donald Mullins, Mayor of Tatum

Darrell Stephenson, Jal City
Councilor

Matt White, Mayor of Eunice

Pat Wise, Administrator of
Lovington

Lincoln County

April Bailey, Mayor Pro Tem of
Corona

Sam Hammons, Mayor of Capitan

Eileen Lovelace, Lincoln County
Commissioner

Jim Miller, Eastern New Mexico
University-Ruidoso, Provost (Retired)

Van Shamblin, Carrizozo Trustee

John Waters, Ruidoso Downs City
Administrator

Don Williams, Ruidoso Village
Councilor

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Ray Cordova, Mayor of Tularosa

Martin Moore, Otero County
Administrator

Michael Nivison, Cloudcroft Village
Administrator

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Bill Aymar, Catron County Manager

Peggy Birmingham, Village of
Reserve Councilor

Howard Hutchinson San Fransisco
Soil and Water Conservation District

Grant County

Joan Atencio, Village of Santa Clara

Alex Brown, Silver City Town
Manager

Dr. Harrell Holder, Cobre
Consolidated School District

Jovita Gonzales, Bayard City
Councilor

Rich Olson, Black Range Resource
Conservation and Development

Gabe Ramos, Hurley Town
Councilor and Mayor Pro Tem



TESTIMONIALS AND QUOTES

from Key Officials about the COGs



“New Mexico’s seven Councils of Governments are effective catalysts in fostering partnerships, progress and promise throughout the state. Working regionally, the COGs provide vital strategic planning, program management and development assistance to local governments and communities – enabling them to be competitive forces nationally and globally.”

- Governor Bill Richardson

“Residents in all corners of New Mexico depend and benefit daily from the vision, leadership and efforts 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.”

- United States Senator Pete Domenici



“COGs are capable and experienced administrators 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

“As someone involved in the formation of the Councils of Governments more than 40 years ago, I am exceptionally proud of the growth, performance and results of these vital public organizations. As public entrepreneurs, the COGs achieve results and leverage limited resources while improving the economic and social conditions of the state.”

- New Mexico State Representative Nick Salazar



“The New Mexico Department of Transportation’s experience in working closely with the Councils of Governments is an unqualified success. Communities across the state have benefited from the COGs role in improved communications, planning and information sharing among state and local officials.”

- Rhonda Faught, Secretary of New Mexico Department of Transportation

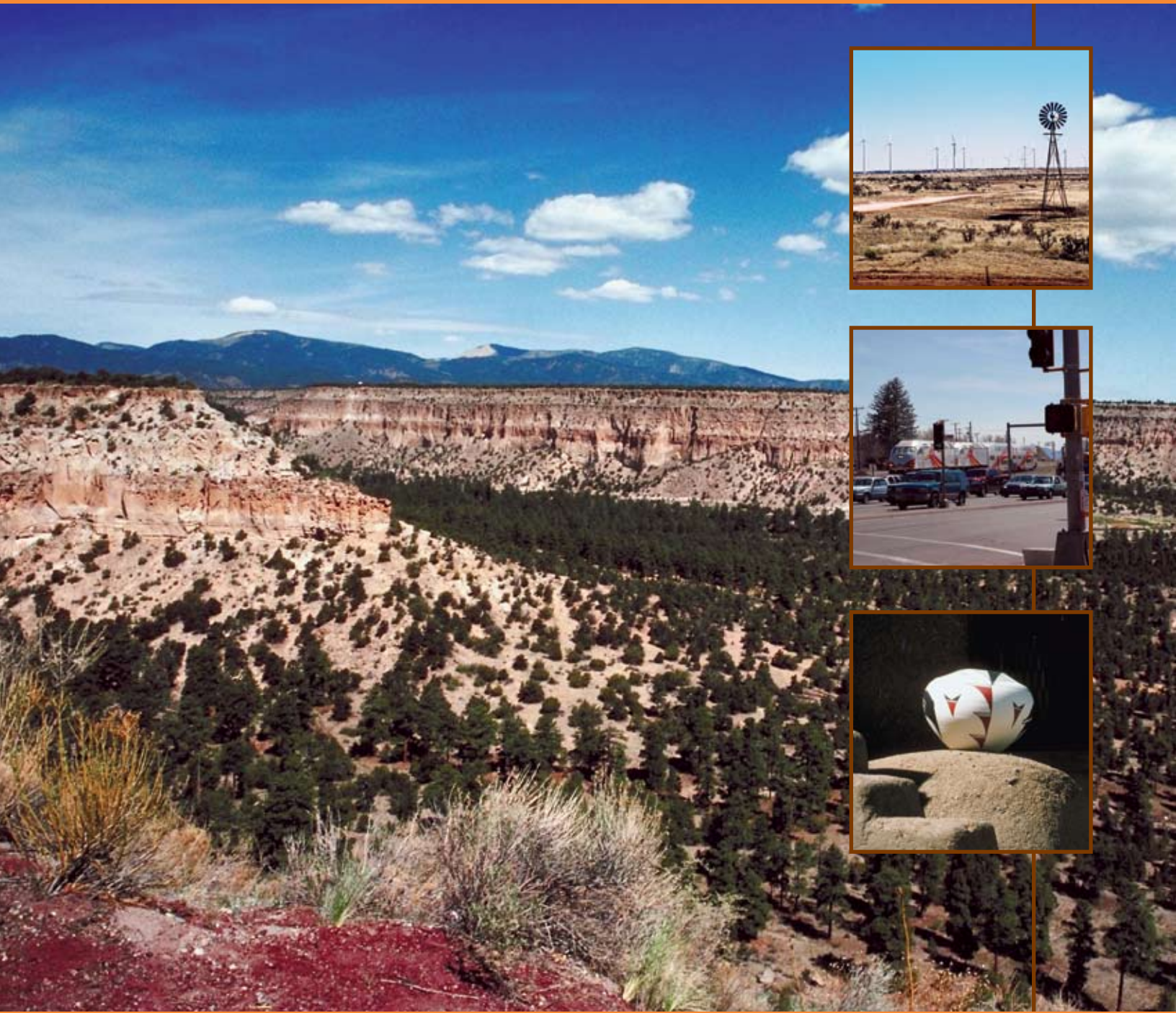
“The Austin regional office of the U.S. Economic Development Administration (EDA) is extremely proud of our partnership with the New Mexico Councils of Governments. At EDA, we believe that all economic development is fundamentally locally-driven, and there can be no clearer validation of this belief 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, technical assistance to potential applicants, liaison to elected officials at all levels of government, and critical links to grass roots organizations.”

*- Pedro Garza, Regional Director of Austin Regional Office
U.S. Economic Development Administration*



By working regionally and in a cooperative manner, the members of the New Mexico Association of Regional Councils are helping communities implement comprehensive economic development strategies, provide human and business services, develop basic public infrastructure, and protect the environment, heritage and quality of life across the State of New Mexico.

As organizations governed and formed to serve our local governments and communities, the seven Councils of Governments in New Mexico remain first and foremost a partnership of the leaders and people of the state.



New Mexico Association of Regional Councils
c/o North Central New Mexico Economic Development District
Barbara Deaux, Executive Director
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