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## Executive Summary

New Mexicans want the state's rural communities to remain vibrant and viable, recognizing the value of sustaining existing businesses, attracting new ones, and providing sound educations for the next generation. New Mexicans also want economic development that is environmentally responsible.

These recommendations and others resulted from a **New Mexico First** statewide town hall, *Business as Unusual: A Town Hall on Rural-Urban Economic Development*. The event was held in Ruidoso, March 27-29 and attended by 160 people. They came from 37 different communities and included business owners, teachers, farmers, environmentalists, youth, and government officials.

**New Mexico First** focuses on attaining balance between various stakeholder groups so that all necessary viewpoints are present in the town hall. To this end, full scholarships were offered to students as well as community members who indicated they needed financial support. Registrants could choose between acting as a participant (attending the full town hall and actively taking part in discussions) or simply observing.

Participants developed recommendations about what should be done to strengthen New Mexico's rural economies, including how to encourage economic collaboration between rural and urban communities. The recommendations are summarized below, with additional details provided in the full report.

### Character of Communities

1. Build on what is already in place, leveraging a community's primary industries and assets to draw in new businesses.
2. Design community plans that preserve arts and culture and that create places where people want to work and live.
3. Protect precious resources by evaluating the impact of potential businesses on the community and environment.

### Planning and Marketing

4. Ensure that adequate infrastructure is in place to meet transportation, power transmission, energy, water, sewer, communications, and broadband needs.
5. Use data to set economic goals, including a statewide system to collect information on demographics, job demand, workforce supply, and tax base benchmarks.
6. Create economic development plans that include the public and draw on community assessments and resources.
7. Develop marketing plans to promote communities, help sustain existing businesses, and attract new ones.

### Collaboration

8. Create regional commerce networks that link local producers with industries and consumers.
9. Make economic development a priority within each state department and agency to encourage sustainable and successful development statewide.

10. Use local funding to create economic partnerships, so that effective and compatible development can be consistently pursued in the region.
11. Use a "one-stop" approach to economic development by enabling local, regional, and state entities to pool resources, share strengths, and correct weaknesses.
12. Utilize the state's existing Certified Communities Initiative, so that communities can assess strengths and weaknesses and formulate economic development approaches.

### Technical Assistance for Rural Communities

13. Provide teams of economic development experts to help communities develop and execute development plans.
14. Establish interdisciplinary economic development and community development teams, so that rural and frontier communities have access to necessary expertise.
15. Provide technical assistance on smart growth and regional planning to encourage rural and tribal sustainability.

### Education and Workforce Training

16. Strengthen NM's entire educational system, from pre-school through college, so that a trained workforce is prepared for business, industry, and entrepreneurship.
17. Work regionally to meet workforce training needs that address shortfalls of critical skills.

### Regulation and Tax Policy

18. Simplify state and local regulations to be fair, simplified, uniform, timely, consistent, affordable, and transparent.
19. Modify the state's tax structure so that communities can more easily recruit, retain, and expand business.

These recommendations are presented in greater detail in the full report that follows. They will be prioritized by an implementation team composed of town hall participants. This group will spend 12-18 months advancing the recommendations with policymakers, community leaders, and the public.

### About New Mexico First

**New Mexico First** is a nonpartisan, nonprofit organization that engages citizens in public policy. Co-founded in 1986 by U.S. Senators Pete Domenici and Jeff Bingaman, **New Mexico First** engages people in public policy. Best known for its statewide town halls, the organization uses a unique consensus-building process that enables participants to learn about a topic in depth, develop concrete policy recommendations addressing that topic, and then advance the recommendations with state leaders. **New Mexico First** is funded through donations, memberships, registrations, and contracts.

The annual statewide town hall focuses on a different subject each year, with past deliberations addressing water, education, healthcare, and other subjects of importance to New Mexico.

# Business as UNusual: A Town Hall on Rural-Urban Economic Development

## Introduction

In March 2008, **New Mexico First** convened its 36<sup>th</sup> statewide town hall. The event focused on how to strengthen New Mexico's rural economies. This town hall benefited from the best statewide representation of any in recent history, with residents of 37 different New Mexico communities attending the event. Participants included business leaders, educators, community members, government officials, economic developers, environmentalists, as well as college and high school students. These committed citizens made it clear that the economic health of New Mexico's rural communities is an issue of critical importance, and that collaboration between rural and urban areas is one strategy for achieving that goal.

This event used **New Mexico First's** unique town hall format: a three-day deliberation during which participants identified challenges and came to consensus on possible solutions. Their deliberation was informed by a comprehensive background report on economic development approaches that participants reviewed in advance. (The report is available online at [www.newmexicofirst.org](http://www.newmexicofirst.org))

In addition, participants benefitted from keynote presentations by Lieutenant Governor Diane Denish, Economic Development Secretary Fred Mondragon, and POLICOM Corporation President Bill Fruth. A panel of state experts on economic development also spoke.

As noted above, participants traveled from throughout the state to attend. In addition, **New Mexico First** staff went to several communities *prior* to the town hall in order to hear first-hand from local citizens what issues they felt should be addressed at the town hall. These activities generated advanced interest in the event while providing specific focus to the unique needs of rural areas. The pre-town hall community meetings also enabled New Mexico First to collect feedback and suggestions for the event's background report described above.

The town hall was held March 27-29, 2008 at the Inn of the Mountain Gods on the Mescalero Apache Reservation in Mescalero, NM. Scholarships covered registration, food, and lodging fees for those with financial need.

## Common Themes

After extensive discussions, town hall participants came to consensus on 19 recommendations as one large group. Participants developed their initial ideas in small groups. The ideas were combined and refined until the full group agreed to all the recommendations. Common themes began to emerge immediately including:

- Sustaining existing businesses and attracting new ones to small communities
- Providing sound educations for the next generation of young people
- Economic development that is environmentally responsible
- Regional partnerships on broad issues such as workforce, transportation, energy, water, and broadband
- Collection of localized data on demographics, jobs, and labor supply
- Reforming the state's regulation and tax codes to become more business-friendly
- Development of local marketing strategies to sustain and attract local businesses
- Economic development experts to advise communities as they develop and implement local plans
- Preservation of arts, culture, and history within communities

The recommendations were based on consensus-based vision statements, developed in the small groups, that asked participants to imagine what thriving rural economies might look like in ten years. (The vision statements are printed in their entirety in Appendix A of this report.)

# Town Hall Recommendations

MAIN IDEA	RECOMMENDATION
<b>Theme: CHARACTER OF COMMUNITIES</b>	
<b>1. Build on what you've got.</b>	To ensure the ongoing viability of primary industries and to strengthen rural economies, local and regional economic councils (or other appropriate individuals and organizations) should identify and leverage the current, existing primary businesses and underlying assets to draw in additional primary businesses and secondary support businesses that build on the assets, qualities, and characteristics of the community.
<b>2. Design community plans that preserve arts, culture, and history.</b>	<p>So that arts, culture, and history are preserved, businesses, individuals, and the community should identify and design plans to:</p> <ul style="list-style-type: none"> <li>• Create a place where people want to shop, work, and live</li> <li>• Promote the uniqueness of the community, with the understanding that the spirit of the community leads to a creative process for economic development that is appropriate to the community</li> </ul> <p>Communities will seek support in the form of ordinances, resolutions, and other sources supported by lawmakers, business owners, and entrepreneurs who acquire funding for projects that are produced from the plan.</p>
<b>3. Protect precious resources.</b>	To protect resources that have been identified as being precious and significant to the communities, decision-makers should evaluate potential businesses and industries according to their impact on available resources to ensure responsible and environmentally sensitive development.
<b>Theme: PLANNING AND MARKETING</b>	
<b>4. Take care of infrastructure.</b>	So that economic development can be accomplished, government, community, businesses, and the private sector should ensure that adequate infrastructure—or plans for infrastructure—are in place to meet requirements including transportation, power transmission, energy, water, sewer and waste disposal, communications, and broadband technology.
<b>5. Use data to understand local needs and set economic goals.</b>	So that actionable economic development goals can be accomplished, the legislature should appropriate funding to be used to develop and implement a statewide methodology for data collection and analysis to illustrate status, changes, and (predictive) trends in state, regional, and local demographics, job demand (primary and secondary) workforce supply, and tax base benchmarks, including but not limited to econometric modeling, input/output analysis, retail leakage analysis, cluster analysis, and import substitution analysis. This data will be complemented by locally defined data on regional resources, assets, strengths, and weaknesses.
<b>6. Create local and regional economic development plans that include the public and data.</b>	So that New Mexico's communities can become more attractive, livable, sustainable, and prosperous, the state legislature working with the governor should provide dedicated funding sufficient to develop community and regional comprehensive plans for economic development. The plans will be developed by conducting community assessments, creating an inventory of assets and resources, and identifying workforce, infrastructure, and other needs. In addition, the plans will be developed with public participation planning involving citizens, businesses, industry, educational organizations, tribes, non-governmental organizations, governments, and youth, using data collected through the implementation of Recommendation 5 (above). These plans should be formally adopted by all appropriate governmental and economic development entities, and these entities should be held accountable for implementation through annual reports.

MAIN IDEA	RECOMMENDATION
<p><b>7. Use marketing strategies to promote communities.</b></p>	<p>So that rural communities can sustain existing businesses and attract new ones, the communities should form partnerships to plan and implement marketing strategies, based on analysis of data, in collaboration with the private sector, regional planning organizations, the state Economic Development Department, and community leaders.</p>
<p><b>Theme: COLLABORATION</b></p>	
<p><b>8. Create regional commerce networks including rural and urban areas.</b></p>	<p>So that regional commerce networks are developed, the state Economic Development Department (EDD) and regional business organizations should create new opportunities for collaboration by linking local producers with industries and consumers. These collaborations may be organized through EDD, regional business, volunteer economic experts and investors, as well as research institutions and development resources.</p>
<p><b>9. Make economic development a priority within each state department and agency.</b></p>	<p>To encourage sustainable and successful economic development, the state's executive branch should charge each department and agency to participate, implement, and incorporate rural economic development planning as one of its primary objectives and establish a key contact person within each agency.</p>
<p><b>10. Use local funding to create economic development partnerships.</b></p>	<p>So that effective and compatible economic development can be consistently pursued in the region, the community, town, and/or county (rural-to-rural or rural-to-urban collaborative) should commit and utilize existing local funding sources (such as a tax, venture capital partnerships, public financing) to create public/private partnerships to fund the economic development process.</p>
<p><b>11. Use “one-stop” approach to economic development through collaboration.</b></p>	<p>So that a true one-stop regional economic development approach can be accomplished, local, regional, and state entities (government, business, industry) should pool resources, share strengths, and correct weaknesses in order to effectively recruit, expand, and sustain economic opportunities.</p>
<p><b>Theme: TECHNICAL ASSISTANCE FOR RURAL COMMUNITIES</b></p>	
<p><b>12. Tap the state's existing Certified Communities Initiative (CCI).</b></p>	<p>So that communities can assess their strengths and weaknesses and formulate economic development approaches, they should go through state's Economic Development Department regional representatives and the Certified Communities Initiative (CCI)<sup>1</sup>.</p>
<p><b>13. Provide teams of economic development experts.</b></p>	<p>So that rural economic development efforts can be realized, the NM Industrial Development Executives Association (NM IDEA), in cooperation with the Economic Development Department's regional representatives, will make available teams of economic development experts to help the communities finalize and execute their plans.</p>
<p><b>14. Establish interdisciplinary economic development and community development teams.</b></p>	<p>So that rural and frontier communities have access to economic development expertise, the legislature should fund the creation of interdisciplinary economic development and community development teams.</p>
<p><b>15. Provide technical assistance on smart growth and regional planning.</b></p>	<p>To encourage rural sustainability, the state economic development department should be adequately funded in order to make available to tribal and other community leaders technical assistance relating to smart growth and regional planning in rural areas.</p>

<sup>1</sup> The CCI is a program of the state Economic Development Department that guides communities toward taking necessary actions to posture themselves for economic development opportunities.

MAIN IDEA	RECOMMENDATION
<b>Theme: EDUCATION AND WORKFORCE TRAINING</b>	
<b>16. Strengthen NM's entire educational system, from pre-school through college.</b>	So that a fully and appropriately trained workforce is available to business and industry and to assure a pipeline of youth entrepreneurs, all the relevant state agencies <sup>2</sup> should work with stakeholders to create a seamless educational system from pre-school through college. The town hall recommends that the school expand its role as the center of education for the community it serves and ensures access to higher education, vocational training, and youth entrepreneurship to meet evolving needs.
<b>17. Work regionally to meet workforce skills and training needs.</b>	To create a trained and educated workforce tailored to the needs of existing and new businesses, all relevant state agencies <sup>3</sup> and business leaders should work collaboratively to generate regional plans to address shortfalls of critical workforce skills.
<b>Theme: REGULATION AND TAX POLICY</b>	
<b>18. Simplify state and local regulations.</b>	So that economic development efforts can be enhanced, New Mexico should have a state and local regulatory frame work that is fair, simplified, uniform, accessible, timely, consistent, affordable, and transparent. The town hall recommends that reform of the existing structure be implemented through collaborative efforts of the executive branch, the legislature, local governments, and stakeholders. The town hall supports the creation and funding of the Regulatory Process and Administrative Law Interim Committee, established in the 2008 legislative session. The town hall supports the adoption and adaptation of the Model Uniform Administrative Act as New Mexico is the only state in the nation who has not yet done so.
<b>19. Modify the state's tax structure to support business.</b>	So that communities can recruit, retain, and expand in order to experience sustainable economic growth, the legislature, including taxing authorities, will continue to create and maintain a tax policy structure that will focus on modification of NM's tax structure to accommodate all forms of business, recognizing that GRT pyramiding is a significant issue <sup>4</sup> .

## Implementation of the Town Hall Recommendations

This **New Mexico First** town hall was not a destination, but rather was a launching point for state and local reform. In order to ensure that these recommendations will be acted upon, **New Mexico First** identified an Implementation Team Chair with leadership experience and influence. Linda Kay Jones is a Silver City community leader with almost 25 years experience in rural economic development. A small business owner, Linda Kay is the past Executive Director of the Silver City-Grant County Economic Development Corporation and she directs the annual week-long New Mexico Economic Development Course held in Silver City. She is Special Assistant to the President of Western New Mexico University, where she spearheads projects in institutional advancement, economic development, and community affairs.

As Chair of the Leadership Team, Linda Kay will lead a group of 20 town hall volunteers who want to take action on the recommendations that were so thoughtfully prepared during the three-day process. Updates on the progress of the Implementation Team will be provided to the town hall participants.

<sup>2</sup> Relevant state agencies include the Higher Education Department, Public Education Department, Economic Development Department, and the Department of Workforce Solutions.

<sup>3</sup> Same agencies as previous footnote.

<sup>4</sup> Gross receipts tax “pyramiding” refers to the tax layering effect that often occurs when business services are purchased by a company and they become incorporated into the final product or service of that company. When the business service is purchased as an input, it is taxed. When the company’s final product or service is sold, that business service input is technically taxed again because it is now part of the final sale.



## Appendix A: Vision Statements

During the town hall, participants divided into groups to develop vision statements of what ideal, economically vibrant rural communities would look like in ten years.

### Blue Vision Statement

New Mexico's rural and tribal economies are thriving. Ten years ago, negative societal issues were a serious problem in rural communities, impacting the state's economic development and community stability. However, these issues have been successfully addressed and are now in decline. In addition, rural economies are now environmentally sustainable. Development has been controlled and has resulted in a compact built environment with fully developed transportation networks, affordable housing, sustainable water, and utility infrastructure. Alternative energy sources have been developed and implemented, and strategies address the challenges of climate change. Land-based businesses are thriving. Land is leveraged in a sustainable manner, with alternative farming, biomass, and other technologies contributing to economic development. Government regulation complements and assists the private sector. This attractive framework has led to full employment at higher-than-national-average wages for workers, including public-service sector workers.

### Red Vision Statement

In 2018, New Mexico's rural communities have thriving economies based on their unique personalities and that build on the resources that the individual communities have within the region. These communities are sustainable in terms of alternative and renewable energy, vocational and secondary education, water, food, services, and infrastructure. This has been achieved through engaging all citizens and by partnering with groups such as business, education, and all levels of government within the community and in other communities. The educational curriculum has been transformed through community participation to produce a 90% graduation rate and graduates who are ready to enter the local job market.

### Brown Vision Statement

As the national model for rural economic development, New Mexico is recognized for its commitment to a thriving economy that maximizes economic development while sustaining and protecting natural resources. Companies from around the world are clamoring for well educated and trained NM graduates, but those students choose to remain in the state and live and work in smaller communities because they are vibrant and offer numerous career opportunities in traditional and new industries (agriculture, solar, renewable energy, and as yet unidentified). Those industries provide an economic base for rural communities around the state. New Mexico's governmental systems have evolved to become a support system for sustainable local governments that balance economic development, education, environmental, and social systems. New Mexico residents (no matter where they live) have reasonable, regional access (geographical, financial etc.) to necessary services (such as food and healthcare) and quality of life factors (such as natural attractions and entertainment). The state has become an international example of an educational system that produces graduates that are suitably trained for the needs of the new economies around the state. New Mexico companies thrive because of their access to a highly trained workforce (regardless of their geographic location). Tourists from around the world see the entire state of New Mexico as a premier destination because of its respect for its natural beauty, history, and culture, and its user-friendly travel environment. New Mexico citizens view their communities as the best place in the world to live and work.

### Yellow Vision Statement

It is 2018 and New Mexico's rural economies are thriving and quality of life is wonderful because we are able to draw new and diverse individuals into our communities. We have improved education, educational access, and opportunities for our citizens who are completing post-secondary education and are able to stay or return to the community. Our people can find good employment, adequate healthcare, rural lifestyle, and affordable housing. Our economy is thriving because there is demand for locally produced goods and services on a regional and global scale, and we are able to benefit from our connection to global resources. We have protected our local cultural diversity with our traditions, language and history, as well as our natural environment.

## **Orange Vision Statement**

By the year 2018, New Mexico's rural economies will be thriving based on several key developments, including high-speed access to the Internet and enhanced telecommunications connectivity that allows businesses to sell their products and services globally while providing universal accessibility to healthcare through telemedicine technologies. There will be a close collaboration between the business community and the education system, resulting in a 100 percent graduation rate for all high school freshmen, schools meeting national standards and becoming the centers of activity in rural areas, opportunities for young people that prepare them for the workforce and a future in their local communities, advanced telecommunications connectivity in remote areas that promotes distance learning, and students understanding how their degrees apply to future trades and applicable skills. New Mexico's regulation of business will be more fair, consistent, and transparent. There will be extensive transportation connectivity, including air service and comprehensive road networks, and the development and maintenance of the transportation infrastructure will support a diverse industry base. More communities will realize their historical and cultural assets, which will lead to the improved economic development of their areas, and the concept of regeneration will be incorporated to include cultural and ecosystem values. Water will be transferred from one use to another in an effective manner, and successful sustainable water policies will be in place that support regional economic development efforts.

## **Green Vision Statement**

Ten years from now New Mexico maintains its unique identity and still looks like home with communities working together better through regionalization than they have in years. New Mexico's major corporations have established economic linkages throughout rural New Mexico. The population is stable and for the first time in the history of the state, New Mexico is ranked fourth lowest in poverty in the U.S. A new hope has been established where drugs are left as simply a bad dream and the drug crisis has been ended. The impacts of economic development are acknowledged along with the positive returns that walk hand-in-hand with those impacts. The definition of wealth has been determined and is much different than it was in years past with: pueblo and rural communities mutually, organically, and locally sustainable; all the services needed to provide community members with adequate goods and services; expanded entrepreneurship at both the local and regional levels; and New Mexico's youth having job flexibility and a reason to return home after their education is complete. Because broadband is now free and accessible in all quadrants of the state, open lines of communication between communities has been established and arguments over initiatives have ceased, leaving dynamic, creative, local and regional interactive economic development resource teams in their stead, and a subsection of rural community members have been granted compensation for certain difficulties they have had to bear. The youth of ten years ago have become the leadership of today, having received improved education and skill sets, and they are responsible for installing desalinization plants in rural areas, developing strategies for development outside of wealth creation, promoting communities that are global, green, and growing. Locally manufactured goods are finding their way into the international marketplace with the help of artisans and local manufacturing companies. And permanent funding in the recurring budget (HB 2) for youth entrepreneurial initiatives is constant.

## Appendix B: Town Hall Committees and Speakers

### Town Hall Speakers

Diane Denish  
Lieutenant Governor, State New Mexico

Bill Fruth  
President, POLICOM Corporation

Ryan Gleason  
State Director, USDA Rural Development-NM

Jami Grindatto  
New Mexico Corporate Affairs Director, Intel

Mark Lautman  
Director, Economic Development, Mesa del Sol

Richard Luarkie  
1st Lieutenant, Governor Pueblo of Laguna

Bob Mang  
Owner, Regenesys, LLC

Fred Mondragón  
Cabinet Secretary, NM Department of Economic Development

### Town Hall Leadership Team

The following people served on the Leadership Team of the town hall, facilitating sessions or managing the flow of recommendations into the final report.

Carl Moore, Leadership Chair  
Garrey Carruthers, Plenary Chair  
Michelle Henrie, Master Recorder  
Charlotte Pollard, Assistant Master Recorder

### Discussion Leaders and Recorders

Diane Albert  
J.D. Bullington  
Jacey Blue Campbell  
Kathy Komoll  
Celia Merrill  
Carl Moore  
Suzanne Otter  
Kathleen Oweegon  
Jennifer Salisbury  
Donna Smith  
Anne Stauffer  
Lisa Stuckey

### Town Hall Implementation Team

The following town hall attendees volunteered to serve on the Implementation Team. They will advance the recommendations with state and local leaders.

Linda Kay Jones, Leadership Team Chair  
Heather Balas, NMF President

Mike Anaya  
Lisa Baca Diaz  
Michael Bain  
Jamai Blivin  
Teresa Fleming  
Michelle Frost  
Paul Gutierrez  
Hayley Klein  
Mark Lautman  
Beverlee McClure  
Ray Mondragon  
Tim Nisly  
Stuart Paisano  
Daniel Sambrano  
Roberta Scott  
Judy Stubbs  
Kris Swedin  
Tom Taylor

## Appendix C: Town Hall Registrants

### Town Hall Participants

**Richard Adkisson**

New Mexico State University  
Las Cruces

**Michael Anaya**

New Mexico Association of Counties  
Santa Fe

**Marvis Aragon Jr.**

Acoma Business Enterprises  
Acoma

**Lisa Baca Diaz**

Primero Planning  
Gallup

**Michael Bain**

The Quivira Coalition  
Santa Fe

**Cindy Balazs**

Self  
Mesilla Park

**Aron Balok**

New Mexico Farm & Livestock Bureau  
Roswell

**Scott Beckman**

Regional Development Corporation  
Santa Fe

**Jamai Blivin**

New Mexico Learning Network  
Española

**Mike Bowen**

NM Mining Association  
Santa Fe

**Simon Brackley**

Santa Fe Chamber of Commerce  
Santa Fe

**David Buchholtz**

Brownstein Hyatt Farber Schreck  
Albuquerque

**Brent Bullock**

Pecos Valley Artesian Conservancy District  
Roswell

**Michele Caskey**

Sierra Dove Global Association  
Capitan

**Gerald Chacon**

NMSU Extension Service  
Santa Fe

**Patricia Chavez**

NM Economic Development Partnership  
Albuquerque

**Beth Cunningham**

EDC of Lea County  
Hobbs

**Luci Davis**

BHP Billiton  
Farmington

**Robert Donnell**

Chaves County Development Foundation  
Roswell

**Wally Drangmeister**

WESST  
Albuquerque

**Dennis Dunnum**

Town of Carrizozo  
Carrizozo

**LaVerne Ellerbe**

New Mexico Higher Education Department  
Santa Fe

**Michael Elrod**

ENMU-Ruidoso  
Ruidoso

**Theresa Esparza**

Meyners + Company, LLC  
Albuquerque

**Greg Fisher**

Roosevelt County CDC  
Portales

**Teresa Fleming**

Intel Corporation  
Rio Rancho

**C. Richard Foote**

Corrales MainStreet  
Corrales

**Ira Kaye Frashier**

Eastern New Mexico University  
Portales

**Michelle Frost**

New Mexico Cattle Growers Association  
San Jon

**Vickie Galindo**

NMSU - Arrowhead Center  
Las Cruces

**Marcos Gonzales**

New Mexico Finance Authority  
Santa Fe

**John Guldemann**

Jinglebob Ltd  
Animas

**Paul Gutierrez**

New Mexico Association of Counties  
Santa Fe

**Lea Harrison**

New Mexico Partnership  
Albuquerque

**Jude Heibel**

Jude Heibel & Associates  
Santa Fe

**Jim Holloway**

NM PED/Rural Education Division  
Santa Fe

**Chuck Howe**

Village of Angel Fire  
Angel Fire

**Alice Jones**

Western New Mexico University  
Silver City

**Sharon King**

Roosevelt County Chamber of Commerce  
Portales

**Randy Kirkpatrick**

San Juan Water Commission  
Farmington

**Hayley Klein**

Greater Artesia Chamber of Commerce  
Artesia

**Debi Lee**

City of Portales  
Portales

**Dr. Melissa Lomax**

NM Public Education Department  
Santa Fe

**Marie Longserre**

Santa Fe Business Incubator  
Santa Fe

**Susie Marbury**

NM EMNRD  
Santa Fe

**Richard Marquez**

NM Rural Electric Cooperative Association  
Santa Fe

**Alex Martinez**

SER Jobs For Progress, Inc.  
Santa Fe

**Sandra McCardell**

Current-C Energy Systems, Inc.  
Mills

**Beverlee McClure**

Association of Commerce & Industry  
Albuquerque

**Kevin McMullan**

NM Health Policy Commission  
Santa Fe

**Tom Mills**

Gallagher & Kennedy P.A.  
Santa Fe

**Peter Mitchell**

City of Albuquerque  
Albuquerque

**Fred Mondragon**

NM Economic Development Department  
Santa Fe

**Raymond Mondragon**

ENMR Plateau  
Clovis

**Joseph Montoya**

New Mexico Mortgage Finance Authority  
Albuquerque

**Michelle Mosser**

Grace Communications  
Santa Fe

**Justin Mount**

NM Economic Development Department  
Santa Fe

**Joe Nestor**

Blast & Clean  
Albuquerque

**Tim Nisly**

SVEDC  
Albuquerque

**Ethan Ortega**

Student, Tomorrow's Leaders Program  
Portales

**Stuart Paisano**

NM Economic Development Department  
Santa Fe

**Myra Pancrazio**

Estancia Valley EDA  
Moriarty

**PJ Parker**

City of Jal  
Jal

**Romy Pierce**

Relay NM  
Albuquerque

**Wayne Powell**

UNM Office for Community Health  
Albuquerque

**Michele Rebstock**

Village of Ruidoso  
Ruidoso

**Shelley Redford**

Redford Associates  
Silver City

**Stephanie Reid**

New Mexico Oil & Gas Association  
Santa Fe

**John Rice**

IMPACT-NM, Business Growth Services  
Bernalillo

**Patrick Risner**

BHP Billiton  
Farmington

**Anil Rupasingha**

New Mexico State University  
Las Cruces

**Michael Sage**

NWNMCOG  
Gallup

**Daniel Sambrano**

Dona Ana Heritage/Preservation Corp.  
Dona Ana

**Gerald Schultz**

Black Range RC&D  
Tyrone

**Sharon Schultz**

Tourism Association of New Mexico  
Albuquerque

**Sally Schwartz**

All Things Said  
Albuquerque

**Roberta Scott**

SBDC, UNM-Valencia  
Los Lunas

**Deborah Seligman**

Tri-State G&T Association  
Santa Fe

**William Senkowsky**

Student, Tomorrow's Leaders Program  
Portales

**Gene Smith**

Eastern New Mexico University  
Portales

**Jim Sours**

First Community Bank  
Clovis

**Allen Sparks**

Fort Sumner Comm. Dev. Corp.  
Fort Sumner

**Judy Stubbs**

NM Economic Development Department  
Roswell

**Kris Swedin**

Santa Fe Community College  
Santa Fe

**Amanda Tarango**

Student, Tomorrow's Leaders Program  
Portales

**Tom Taylor**

State Representative  
Farmington

**Roger Toledo**

Ojo Encino Navajo Chapter  
Albuquerque

**Fabian Trujillo**

City of Santa Fe  
Santa Fe

**Vangie Trujillo**

Los Alamos National Laboratory  
Los Alamos

**Sharon Vander Meer**

Las Vegas SMED Corp  
Las Vegas

**Len Vohs**

City of Clovis  
Clovis

**Rachel Weber**

Ruidoso Valley Chamber of Commerce  
Ruidoso

**Bob Wessely**

Water Assembly  
Placitas

**Nicole Wilkening**  
City of Portales  
Portales

**George Williams**  
University of New Mexico  
Albuquerque

**Anita Williams Kelly**  
Meyners + Company, LLC  
Albuquerque

**Merlyn Witt**  
Mora Valley Chamber of Commerce  
Mora

**John Zent**  
ConocoPhillips  
Farmington

**Brent Ziarnick**  
NMSU - Arrowhead Center  
Las Cruces

## **Town Hall Observers**

**Zane Bergman**  
First National Bank in Hobbs  
Hobbs

**Claire Burroughs**  
City of Clovis  
Clovis

**Ed Deems**  
Town of Carrizozo  
Carrizozo

**Ruby Dorsey-Gonzales**  
Union County Community Development Corp.  
Clayton

**Gary Esslinger**  
Elephant Butte Irrigation District  
Las Cruces

**Patricio Garcia**  
Rio Arriba County  
Española

**Paul Gutierrez**  
New Mexico State University  
Las Cruces

**Linda Kay Jones**  
Western New Mexico University  
Silver City

**William Knauf**  
Mesa del Sol  
Albuquerque

**Dennis Lopez**  
Roosevelt County  
Portales

**Jim Manatt**  
Providence Technologies  
Roswell

**Sherman McCorkle**  
Technology Ventures Corp.  
Albuquerque

**Susan McGuire**  
Retired/US Senate  
Cedar Crest

**Tad Powers**  
Hidalgo County  
Rodeo

**Fredrick Shepherd**  
Mesilla Valley Economic Development Alliance  
Las Cruces

**Nancy Sparks**  
Fort Sumner Comm Dev. Corp.  
Fort Sumner

**Joni Thompson**  
ACVB  
Albuquerque

**Tony Trujillo**  
Freeport-McMoRan Copper & Gold  
Silver City

**Jack Valencia**  
North Central Regional Transit District  
Santa Fe

**Eric Zamora**  
Valencia County  
Los Lunas

## Demographic Distribution of Participants

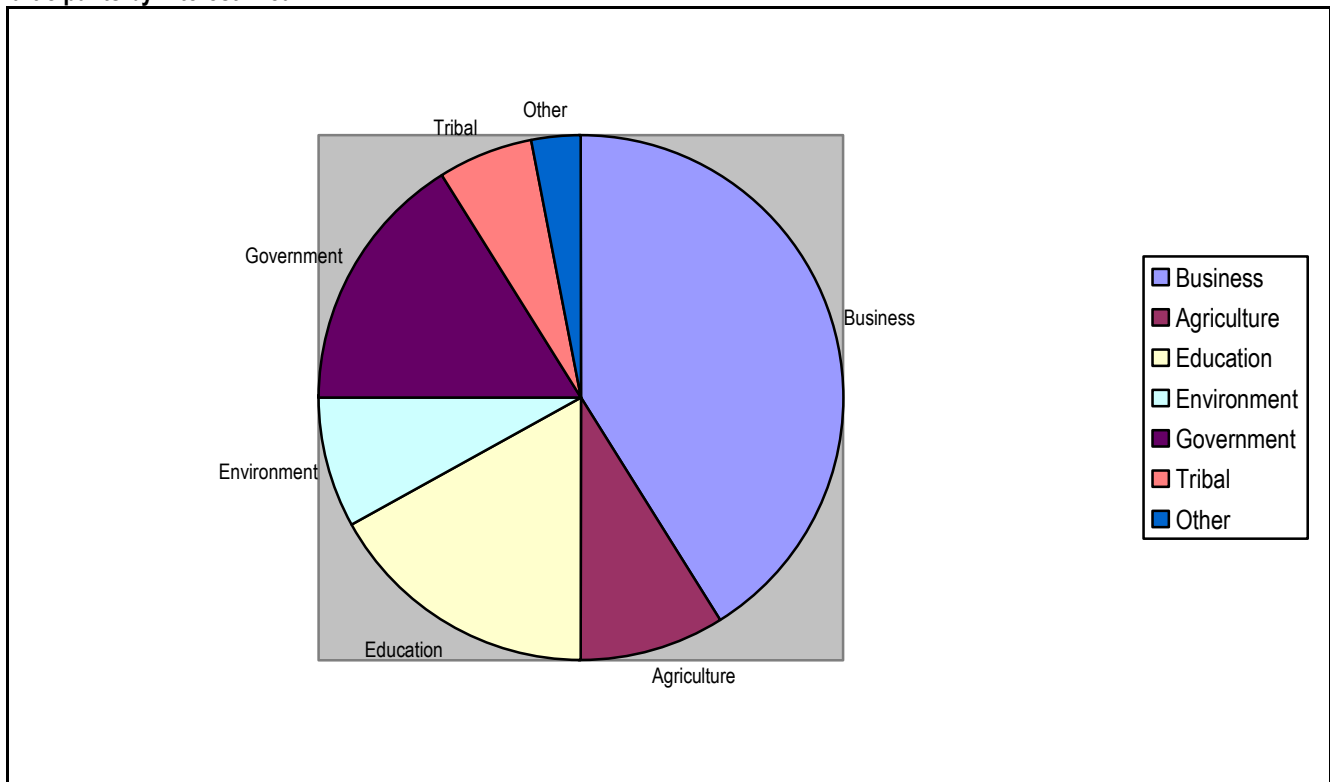
The 160 town hall registrants were drawn from 37 communities around New Mexico and they represented a wide range of perspectives.

### Communities Represented

Acoma  
Albuquerque  
Angel Fire  
Animas  
Artesia  
Bernalillo  
Capitan  
Carrizozo  
Cedar Crest  
Clayton  
Clovis  
Corrales  
Dona Ana  
Espanola  
Farmington  
Fort Sumner

Gallup  
Hobbs  
Jal  
Las Cruces  
Las Vegas  
Los Alamos  
Los Lunas  
Mesilla Park  
Mills  
Mora  
Moriarty  
Placitas  
Portales  
Rio Rancho  
Rodeo  
Roswell  
Ruidoso  
San Jon  
Santa Fe  
Silver City  
Tyrone

### Participants by Interest Area



## Appendix D: New Mexico First Leadership

### Board of Directors and Executive Committee

**Lillian Montoya-Rael\***  
Board Chair  
Smith Barney, Santa Fe

**Heather Balas,\*** President  
New Mexico First  
Albuquerque

**Phelps Anderson**  
Sun Valley Energy Corporation  
Roswell

**Connie Beimer**  
University of New Mexico Albuquerque

**Zane Bergman**  
First National Bank, Hobbs

**Simon Brackley**  
Santa Fe Chamber, Santa Fe

**Brenda Brooks**  
National Enrichment Facility, Eunice

**Jose A. Campos**  
NM State Rep-Dist. 63, Santa Rosa

**Garrey Carruthers\***  
College of Business NMSU  
Las Cruces

**Steve Carter**  
Sierra Title Company of NM  
Las Cruces

**Carol Cochran,\*** Treasurer  
REDW The Rogoff Firm,  
Albuquerque

**Luci Davis\***  
BHP Billiton, Farmington

**Linda Duffy**  
Sandia National Laboratories  
Albuquerque

**Jed Fanning**  
First Community Bank Albuquerque

**Jack Fortner**  
Fortner & Dalley, Farmington

**Bill Garcia\***  
Immediate Past Board Chair Santa Fe

**Jami Grindatto\***  
Intel Corporation, Rio Rancho

**Michelle Henrie**  
Atkinson & Thal, Albuquerque

**Jim Hinton\***  
Presbyterian Healthcare Systems  
Albuquerque

**Sharon King\***  
Roosevelt County Chamber  
Portales

**Robert A. Jung II\***  
Los Ranchos de Albuquerque

**Jim Manatt,\*** Chair-Elect  
Providence Technologies, Roswell

**Beverlee McClure**  
ACI, Albuquerque

**Sherman McCorkle\***  
TVC, Albuquerque

**Susan McGuire\***  
Retired/US Senate  
Cedar Crest

**Tom Mills**  
Gallagher & Kennedy, P.A.  
Santa Fe

**Carl Moore\***  
The Community Store, Santa Fe

**Stuart Paisano**  
NM Economic Development Dept.  
Santa Fe

**Malcolm Petree**  
Rio Rancho

**Alice Quintanilla**  
Information Assets Management  
Los Alamos

**Leonard Lee Rawson**  
NM State Senator-District 37  
Las Cruces

**Shelley Redford\***  
Redford Associates, Silver City

**Bob Rosebrough**  
Rosebrough, Baber, & Howe  
Gallup

**Jennifer A. Salisbury**  
Attorney, Corrales

**Brian Sanderoff\***  
Research & Polling Inc.  
Albuquerque

**Jack Swickard**  
The Triton Group, Inc.  
Roswell

**Jennifer Thomas**  
Bank of Albuquerque  
Albuquerque

**Sherri Wells**  
Moss Adams, Albuquerque

**Sayuri Yamada**  
PNM Resources  
Santa Fe

**Mary Yates**  
Yates Industries  
Artesia

\* Executive Committee members



## Board Emeritus

**Robert Armstrong**  
Roswell

**Jon Barela**  
Rio Rancho

**Kathleen Bond**  
Olathe, Colorado

**Mary Jean Christensen**  
Gallup

**Dale Dekker**  
Albuquerque

**Diane Denish**  
Santa Fe

**John Dowling**  
Gallup

**Richard Fairbanks**  
Albuquerque

**Dr. Everett Frost**  
Portales

**William “Bing” Grady**  
Albuquerque

**Bill Knauf**  
Albuquerque

**Carol Robertson Lopez**  
Santa Fe

**Maureen Luna**  
Albuquerque

**Tom Mills**  
Santa Fe

**Arlene Roth**  
Fort Meyers, Florida

**Lynn Slade**  
Albuquerque

**David Steinborn**  
Las Cruces

**Thomas Tinnin**  
Albuquerque

**A.P. Trujillo**  
Silver City

**J. Ronald Vigil**  
Santa Fe

**John Wagner**  
Albuquerque

## Founders

**The Honorable Jeff Bingaman**  
United States Senator

**The Honorable Pete Domenici**  
United States Senator

## Ex-Officio Board Members

**The Honorable Bill Richardson**  
Governor of New Mexico

**The Honorable Heather Wilson**  
US Congresswoman-District I

**The Honorable Steve Pearce**  
US Congressman-District II

**The Honorable Tom Udall**  
US Congressman-District III

**Dr. James A. Fries**  
President, NMHU

**Dr. John E. Counts**  
President, WNMU

**Dr. Steven Gamble**  
President ENMU

**Mr. David Schmidley**  
President, UNM

**Dr. Daniel H. Lopez**  
President, NMIMT

**Dr. Michael Martin**  
President, NMSU

## Staff

**Heather Balas**  
President and Executive Director

**Jacey Blue Campbell**  
Program Coordinator

**Krista Koppinger**  
Director of Events & Administration

**Charlotte Pollard**  
Deputy Director

**Brittney Tatum**  
Student Intern, UNM



**NEW MEXICO FIRST**

*People. Ideas. Progress. 20 Years.*

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[townhall@nmfirst.org](mailto:townhall@nmfirst.org)