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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 36th 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)

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
Theme: CHARACTER OF COMMUNITIES	
1. Build on what you've got.	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.
2. Design community plans that preserve arts, culture, and history.	<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"> • Create a place where people want to shop, work, and live • 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 <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>
3. Protect precious resources.	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.
Theme: PLANNING AND MARKETING	
4. Take care of infrastructure.	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.
5. Use data to understand local needs and set economic goals.	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.
6. Create local and regional economic development plans that include the public and data.	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>7. Use marketing strategies to promote communities.</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>Theme: COLLABORATION</p>	
<p>8. Create regional commerce networks including rural and urban areas.</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>9. Make economic development a priority within each state department and agency.</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>10. Use local funding to create economic development partnerships.</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>11. Use “one-stop” approach to economic development through collaboration.</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>Theme: TECHNICAL ASSISTANCE FOR RURAL COMMUNITIES</p>	
<p>12. Tap the state's existing Certified Communities Initiative (CCI).</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)¹.</p>
<p>13. Provide teams of economic development experts.</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>14. Establish interdisciplinary economic development and community development teams.</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>15. Provide technical assistance on smart growth and regional planning.</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>

¹ 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
Theme: EDUCATION AND WORKFORCE TRAINING	
16. Strengthen NM's entire educational system, from pre-school through college.	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 ² 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.
17. Work regionally to meet workforce skills and training needs.	To create a trained and educated workforce tailored to the needs of existing and new businesses, all relevant state agencies ³ and business leaders should work collaboratively to generate regional plans to address shortfalls of critical workforce skills.
Theme: REGULATION AND TAX POLICY	
18. Simplify state and local regulations.	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.
19. Modify the state's tax structure to support business.	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 ⁴ .

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.

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

³ Same agencies as previous footnote.

⁴ 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

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Santa Fe

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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 Burroughes
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

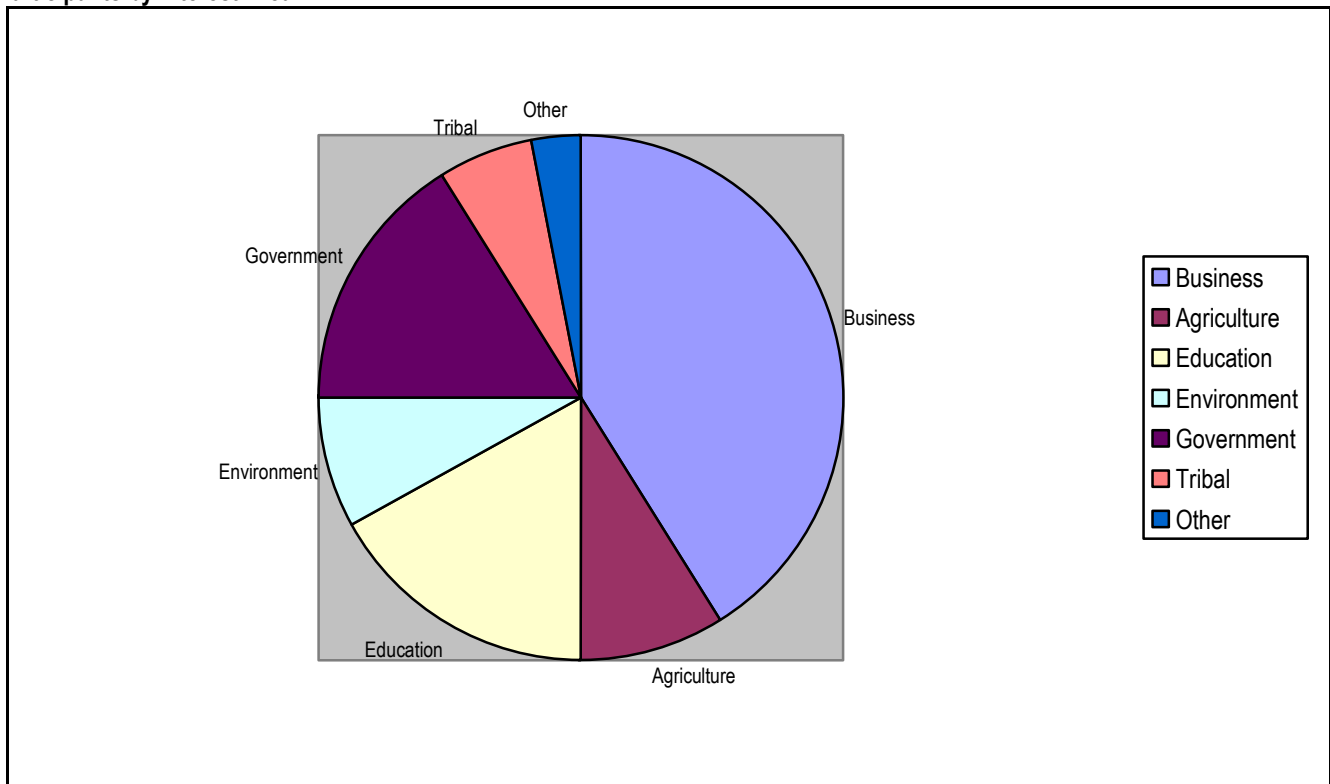
The 160 town hall registrants were drawn from 37 communities around New Mexico and they represented a wide range of perspectives.

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



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People. Ideas. Progress. 20 Years.

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