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IDENTIFIERS \*Southwestern States

ABSTRACT

The Four Corners Regional Commission is a state-Federal partnership, the purpose of which is to initiate long-range planning, provide data for specific plans, promote private investment, promote legislation, establish plans and program priorities, and initiate and coordinate economic developmental districts in 92 counties in Arizona, Colorado, New Mexico, and Utah. According to the 1969 annual report, planning and activities were conducted in the following areas: agriculture, minerals and fuels, recreation, tourism and retirement, transportation, human resources, water, and industrial development. Graphs and tables show land area and ownership, percent of employment, per capita income, the Four Corners Region job gap, grant awards, and budget. A related document is RC 005 231. (LS)

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## COMMISSION MEMBERS

State Co-Chairman

DAVID F. CARGO

Governor of New Mexico

Federal Co-Chairman

L. RALPH MICHAM

JOHN A. LOVE

Governor of Colorado

CALVIN L. RAMPTON

Governor of Utah

JACK WILLIAMS

Governor of Arizona

## COMMISSION ALTERNATES

ELIE S. GUTIERREZ

Alternate, New Mexico

DWIGHT E. NEILL

Alternate, Colorado

D. HOWE McFRAT

Alternate, Utah

STANLEY WOMER

Alternate, Arizona

## EXECUTIVE DIRECTOR

ALLAN T. HOWE

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**LETTER OF TRANSMITTAL**

Dear Mr. Speaker/President:

Pursuant to Section 510 of the Public Works and Economic Development Act of 1965, this annual report is respectfully submitted to the Congress. Should further information be desired contact the Federal Cochairman's office in Washington, or the Commission's office in Farmington, New Mexico.

Sincerely,



L. RALPH MECHAM  
FEDERAL COCHAIRMAN



DAVID F. CARGO  
GOVERNOR, STATE OF NEW MEXICO  
STATE COCHAIRMAN

## LEADERSHIP CHANGES

L. Ralph Meham was confirmed as Federal Cochairman by the Senate October 1, and assumed office October 2, 1969.

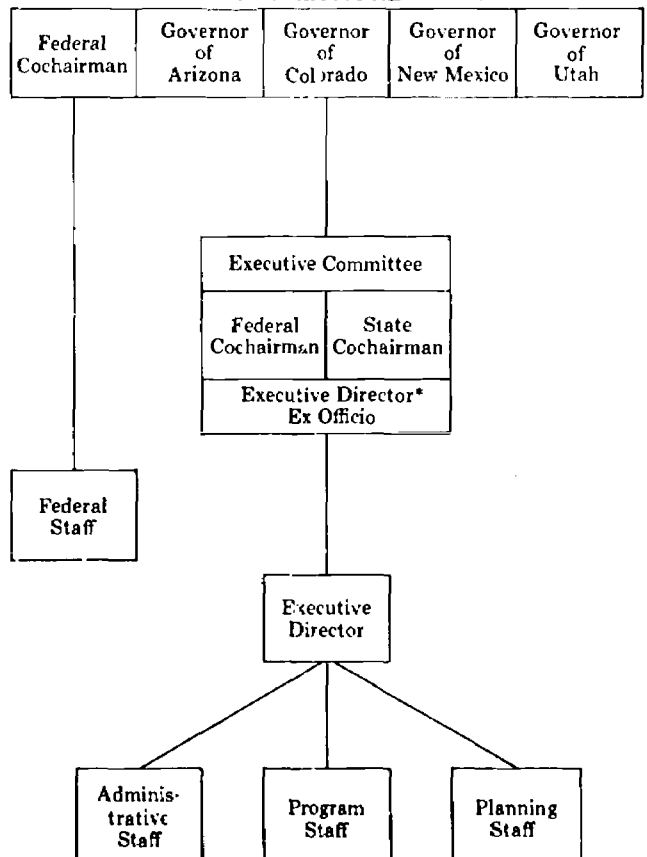
New Mexico Governor David F. Cargo succeeded Colorado Governor John A. Love as State Cochairman for 1969. Governor Cargo has been re-elected for calendar year 1970.

The first Federal Cochairman, Orren Beaty, Jr., resigned April 9, 1969.

On February 20, 1969, W. D. Brewer was nominated to the Federal Cochairmanship. He was confirmed by the Senate April 3, 1969. He resigned October 1, 1969 to accept another appointment from President Nixon.

## STRUCTURE

### FOUR CORNERS REGIONAL COMMISSION



\*Non-Voting Member

## **PURPOSE**

- Initiate and coordinate the preparation of immediate and long-range overall economic development programs.
- Foster surveys and studies to provide data for use in developing specific plans and programs.
- Promote increased private investment.
- Promote and coordinate public investment through various Federal Programs.
- Promote legislative and executive programs for both short-range and long-range projects involving federal, state and local agencies.
- Establish plans and program priorities with consideration for local, state and federal planning.
- Provide a forum for consideration of problems common to the region and a means of communicating and sharing experience in the various sections of the region.
- Advise and assist the Secretary of Commerce and the states in the initiation and coordination of economic development districts, in order to promote maximum benefits from the expenditure of federal, state and local funds.

**FOUR CORNERS REGIONAL COMMISSION**  
**U.S. Department of Commerce**  
Washington, D.C. 20230

The President of the Senate  
The Speaker of the House of Representatives

Gentlemen:

The Four Corners Commission represents a unique non-partisan experiment in "New Federalism". It is based upon the premise that the lagging economy of the Region can be aided best by a State-Federal partnership for progress rather than for each to go their separate ways. Some significant progress was made during the year which ended June 30, 1969; but much more can and must be done if the experiment is to realize its potential to aid the Region.

The economy of the Region is not keeping pace with the national growth and prosperity and, in fact, is dropping further behind. Therefore, it is clear that a sense of mission is incumbent upon the Commission.

As a new Federal Cochairman of just a few months, I have been impressed with the careful attention and attitude of cooperation that the Governors and their Alternates give to the Commission program.

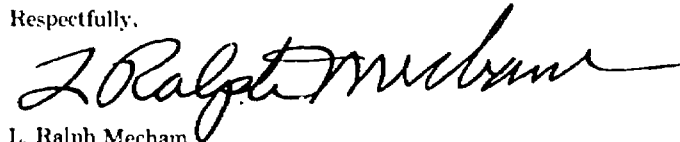
Important steps have been taken in compliance with the Congressional mandate directing the Commission to "coordinate" the economic development activities of all Federal agencies through the Federal Cochairman. I am sure the Governors have done the same with State activities. A comprehensive plan to set priorities and to guide Federal and State projects and programs is

proceeding to early completion. It is hoped that through this process there will be genuine coordination to maximize the impact of existing government efforts, while avoiding duplication and waste. As this effort succeeds,

it will be made clear that the Commission is not just another spigot to the Federal Treasury. More must and will be done to involve private industry and people at the local level.

Changes and reforms are underway to improve the operations of the Commission in order to assure that Congress and the taxpayers can have confidence in the program. I sincerely hope that the support Congress gave in extending the life and expanding the authority of the Commission in 1969 will be justified and continued. I pledge my full efforts, as the representative of the Federal Government on the Commission, to carry out the directives of Congress and to achieve the desired progress.

Respectfully,



L. Ralph Mechem  
Federal Cochairman



# STATE OF NEW MEXICO

OFFICE OF THE GOVERNOR

SANTA FE

President of the Senate  
Speaker of the House of Representatives

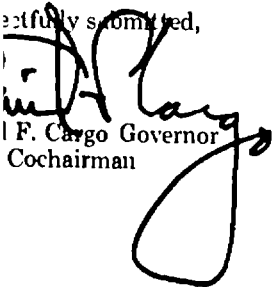
Members:

In this second annual report of the Four Corners Regional Commission, you can clearly see that the atmosphere of cooperation is excellent and that the goals of the Commission are coming closer to reality.

Many undertakings in Colorado, Utah, Arizona and New Mexico demonstrate progress but at the same time we must continue to increase awareness of the critical conditions in the communities covered by the Commission. Limited federal resources naturally limit the pace of our growth and the states continue their struggle to meet their portion of the commitments.

The experience we have gained clearly demonstrates that the Commission means progress for historically limited communities and cultures. We know the Commission is working and will continue to do so in the future. Individual states, combined as the four states and in cooperation with the federal commitment, we look to 1969 as a milestone, but only in leading us to the fruition of the goals we know must come.

Respectfully submitted,



J. F. Cargo Governor  
Co-Chairman





## **THIS IS FOUR CORNERS REGIONAL COMMISSION:**

A State-Federal partnership to increase productivity, jobs and income in an economically underdeveloped contiguous area of four states.

A total of 92 counties in the four states make up the area which includes such cities as Colorado Springs and Pueblo, Colorado; Provo, Utah; Santa Fe and Albuquerque, New Mexico; and Flagstaff, Arizona. Most other population centers of Colorado, Utah and Arizona are not included.

Federal Government provided financing for FY 69 and 70. Beginning with FY 71 (July 1, 1970) the states will match the Federal participation for administrative costs. Each state portion is \$62,500. The Federal Government will continue to provide the funds for project costs with state and local participation.

Was designated by agreement of the four Governors and the Secretary of Commerce December 19, 1966; Federal Cochairman appointed August, 1967. Executive Director appointed February 20, 1968, and the Farmington Office was established the same date.

Consists of five members; the Governors of the four states plus the Federal Cochairman appointed by the President. Each Commission member designates an alternate.

### **Organi- zation**

Commission offices at Farmington, New Mexico headed by the Federal Commission activities represents the Commissioner Secretary of Commerce matters. With the State over Commission meetings which are held at meetings.

The Farmington Office Director whose office planning agencies, all state and federal agencies development.

### **Private Sector**

Seeks to increase private assists in the development that will aid sound, long

### **People**

Four Corners 92 Counties  
1960 Census - 1  
1968 Estimate -

### **Population:**

### **Density:**

1960 Density was 6.1  
U.S. Average. Only Alaska are less dense

1960 Density of those included in the region

### **Minorities:**

Indians comprised 7% in 1960.

Spanish surnames counted 308,139 in 1960.

### **Partnership**

### **92 Counties; vast area**

### **Financing: Launched Federally; Sustained in Partnership**

### **Organized**

### **Membership**

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**Organi-  
zation**

Commission offices are in Washington, D.C. and Farmington, New Mexico. The Washington Office is headed by the Federal Cochairman who coordinates Commission activities with that of federal agencies, represents the Commission before Congress, with the Secretary of Commerce and the White House on policy matters. With the State Cochairman he presides over Commission meetings and serves on the Executive Committee which acts for the Commission between meetings.

The Farmington Office is headed by the Executive Director whose office works closely with the four state planning agencies, along with many other local, county, state and federal agencies engaged in economic development.

**Private  
Sector**

Seeks to increase private investment in the region and assists in the development of governmental programs that will aid sound, long-range programs.

**People**

**Population:**

Four Corners 92 County area  
1960 Census - 1,757,529  
1968 Estimate - 1,950,800

**Density:**

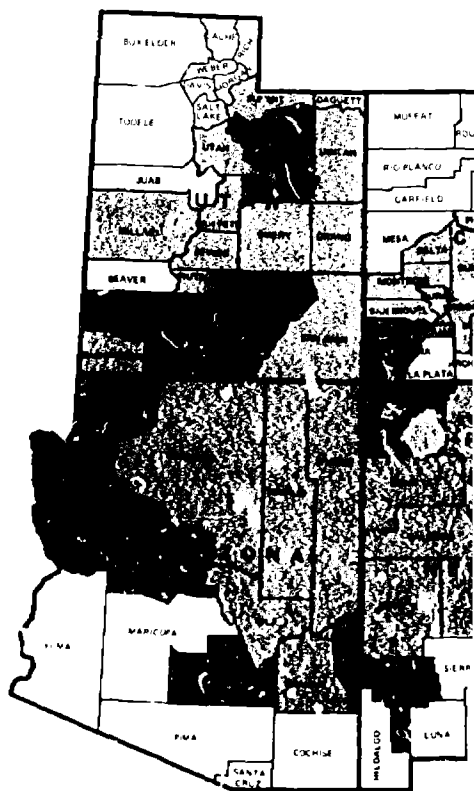
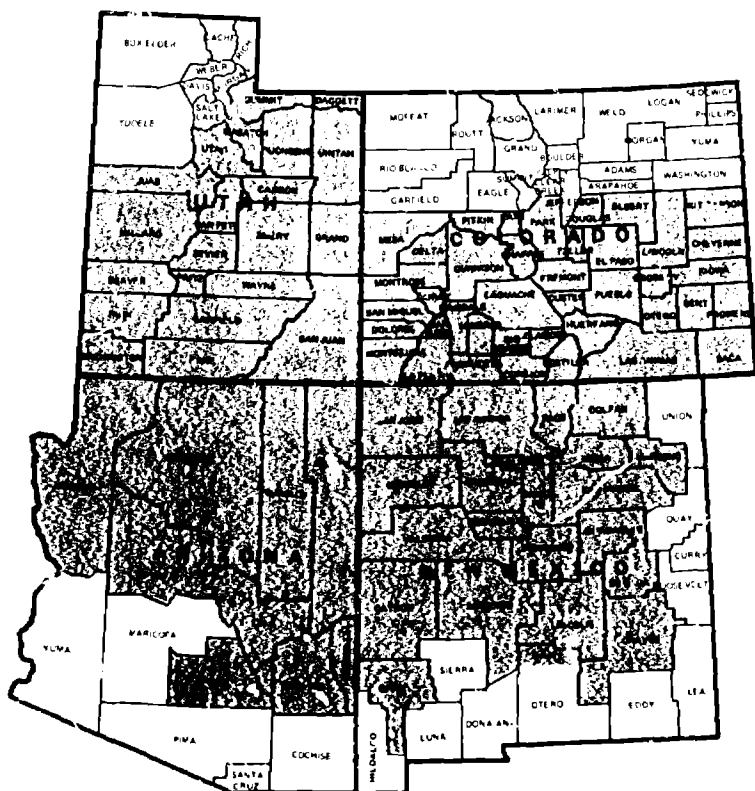
1960 Density was 6.1 per square mile, roughly 1/6 of U.S. Average. Only Montana, Wyoming, Nevada and Alaska are less dense in population.

1960 Density of those areas of the four states not included in the region was 23.7.

**Minorities:**

Indians comprised 7% of total with 123,313 citizens in 1960.

Spanish surnames comprised 17.5% of total with 308,139 in 1960.



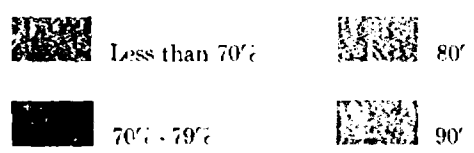
**Land Area**

- 288,000 square miles (192 Counties)
- Covers over 67% of 4 states
- Nearly 10% of 48 contiguous states
- Largest of the Commission areas: 50% larger than Appalachia's 13 state area.
- 70% government owned. Federal, Indian, state and local (see Table II) (Government ownership does not include 10% in any other area.)

**Commission Area**

- Comparative size of Regions designated for economic development:
- |                        |         |
|------------------------|---------|
| Four Corners.....      | 288,000 |
| Appalachia.....        | 195,000 |
| Upper Great Lakes..... | 116,000 |
| Osarks.....            | 89,000  |
| Coastal Plains.....    | 79,500  |
| New England.....       | 66,000  |

**1967 Per Capita Personal Income (As % of United States Average, \$3159)**





**Growth:**

The region's counties dropped from 41.6% of their states total population in 1950 to 35.9 in 1960 and to 34.2 in the 1967 estimate.

**Survival:**

While many sections of the region depend on the facilities of major cities to survive, Denver, Salt Lake City, Phoenix and Tucson are not within the regional boundaries.

**Diversified:**

**Culture**

The population of the Four Corners Region is culturally diversified; the Anglo-American culture dominant over most of North America is prevalent. Other cultures, which have survived in the area from earlier days, are also represented. Specifically the Region includes most of the Indian population of the four states (86 percent in 1960) and large numbers of Spanish-surnames in northern New Mexico and southern Colorado.

**Unique Cultures:**

Many factors—some of them accidental—appear to have contributed to the survival of these two cultures in the region. One was the Region's lack of attractiveness to Anglo-Americans in the 19th Century (apart from the Mormon migration to Utah), due to the almost total lack of level land suitable for agriculture without irrigation. Then too, when the region became more attractive to Anglo-Americans, the federal government had begun to regard the Indians as wards to be looked after, rather than as enemy peoples.

**Continue distinct:**

Both the Indians and the Spanish-Americans persist as distinct and separate groups. Due to the limited resource base on which these populations are supported—primarily reservations and subsistence farms—there has been little improvement in their standard of living. Per capita incomes are among the lowest in the country. Selective Service during World War II revealed the extent of the lag in educational attainments by

Indians and Spanish-Americans. True of Indians but

**Economy**

The entire states Commission compared population in 1960 1/3 of these people

**Composition:**

The entire four states Population Employment Personal Income

**Economic Lag:**

The counties with sub-par figures.

**Agriculture:**

Employment In the entire four U.S. industry. Still

Income Four Corners Region National norm, 1

**Mining:**

Employment and average and the

**Manufacturing:**

Nationally, manufacturing of employment and income. In the 1 percent of the total personal Region, manufacturing and 9.8 percent than half the national below even the

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**Compo-  
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**Economic  
Lag:**

**Agriculture:**

**Mining:**

**Manu-  
facturing:**

Indians and Spanish surname people. This is particularly true of Indians both on and off the reservations.

**Economy**

The entire states making up the Four Corners Commission comprised nearly 3% of the national population in 1967; the Region itself includes about 1/3 of these people, or 1% of the nation's population.

The entire four states totaled the following in 1967:

Population	3.00%
Employment	2.65%
Personal Income	2.55%

The counties within the region fell well below these sub-par figures.

*Employment*

In the entire four state area it is proportionate to U.S. industry. Share goes up 1/3 in the Region.

*Income*

Four Corners Region nearly 6% for agriculture. National norm, less than 3.5%.

Employment and income both range higher than national average and the overall four state average.

Nationally, manufacturing accounts for 25.9 percent of employment and 29.6 percent of total personal income. In the Four state area it employs 12.6 percent of the labor force and produces 14.9 percent of total personal income. In the Four Corners Region, manufacturers produce 9.1 percent of the jobs and 9.8 percent of the income. The states are less than half the national norm, with the region well below even the states.

**Government:**

Employment and income are about 35 percent of U.S. average and 1/3 below entire four states.

*Employment*

Well above the national norm of 15.6 percent, all governmental agencies provide 25.9 percent of employment. This is four points greater than the overall four states.

*Income*

Nearly twice as much income in the region than the national average, but with much a heavy support, but activity from the private sector.

Of the 92 counties, only 8 are in the top 10, approximating the average of the counties in the region, 10th percentile compared to the

**Land Ownership in the Four Corners States\***  
(Acres--in thousands)

State	Federal Land	Percent of Land	Indian Trust Lands	Percent of Land	State-Local Lands	Percent of Land
Arizona.....	32,500	44.7	19,700	27.0	9,200	12.7
Colorado.....	23,500	35.3	700	1.1	3,400	5.0
New Mexico.....	26,700	34.0	7,300	9.0	9,700	13.6
Utah.....	34,600	65.5	2,000	4.0	3,600	7.0

\*Source: 1969 Arizona, Colorado, New Mexico and Utah State Investment Plans.

are about 35 percent of  
entire four states.

orm of 15.6 percent, all  
vide 25.9 percent of employ-  
greater than the overall



*Income*

Nearly twice as much income comes from government in the region than the national norm, indicating not so much a heavy support, but a drastic lack of other activity from the private sector.

Of the 92 counties, only 8 have a per capita income approximating the average U.S. County. A majority of the counties in the region have a 70 percent or less percentile compared to the average U.S. County.

**Four Corners States\***

Federal Land	Percent of Land	Indian Trust Lands	Percent of Land	State-Local Lands	Percent of Land	Private Land	Percent of Land
.. 32,560	44.7	19,700	27.0	9,200	12.7	11,300	15.6
.. 23,500	35.3	700	1.1	3,400	5.0	39,100	58.6
.. 26,700	34.0	7,300	9.0	9,700	13.0	34,000	44.0
.. 34,600	65.5	2,000	4.0	3,600	7.0	12,500	23.5

\*by Mexico and Utah State Investment Plans.



## Percent of Employment by Sector<sup>a</sup> (1967)

Sector	United States	Four States	Region
Agriculture.....	5.0	5.7	7.7
Mining.....	1.0	2.7	4.4
Manufacturing.....	25.9	12.6	9.1
Government.....	15.6	21.8	25.9
Other.....	52.5	57.2	52.9
Total.....	100.0	100.0	100.0

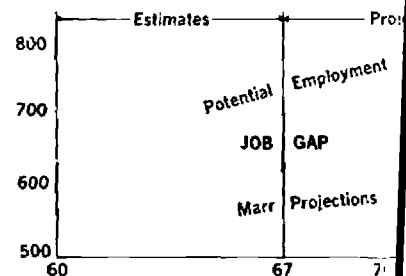
<sup>a</sup>Employment was calculated from data provided by: Arizona—Arizona State Employment Service, Colorado—County Business Patterns, 1967—Colorado CBP-67-7 and from the 1960 Census of Population and the City County Data Book 1967, New Mexico—New Mexico Bureau of Employment Security, Utah—The Utah Department of Employment Security.

## Percent of Income by Sector<sup>b</sup> (1967)

Sector	United States	Four States	Region
Agriculture.....	3.4	4.6	5.7
Mining.....	1.0	3.6	5.7
Manufacturing.....	29.6	14.9	9.8
Government.....	16.7	25.0	30.3
Other.....	49.3	51.9	48.5
Total.....	100.0	100.0	100.0

<sup>b</sup>Computed from the Special Tabulation for the Four Corners Regional Commission by the Regional Economic Information System, Office of Business Economics, Department of Commerce, Washington, D.C., May, 1969.

## Four Corners Region Job Gap,



Source: Table 1

Note: Marr's projections assume the labor force and unemployment rates will remain essentially constant over the projection period.

## Four Corners Regional Job Gap And U.S. Comparisons: 1960-

1960

### Four Corners:

(1) Population .....	1,758,000
(2) Civilian Employment .....	535,000
(3) Job Gap .....	98,000
(4) Potential Employment .....	633,000
(5) Unemployment .....	33,800
(6) Percent of Labor Force Unemployed .....	5.9%
(7) Labor Force Participation Rate .....	32.3%
<b>United States: (1000s)</b>	
(8) Population .....	179,325
(9) Employment .....	64,639
(10) Employment Participation Rate .....	36%

<sup>a</sup>Source materials available by writing Four Corners Regional Commission

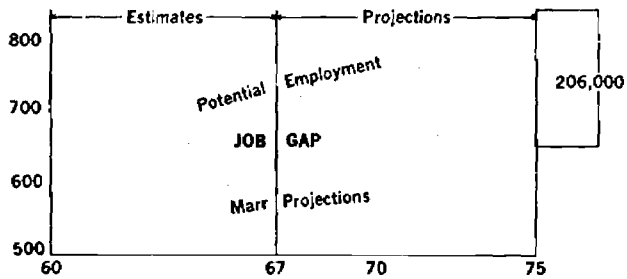
Commission at work. State Chairman  
Gov. Williams, Ariz.; Gov. Love, N.M.

### ent by Sector<sup>a</sup> (1967)

United States	Four States	Region
5.0	5.7	7.7
1.0	2.7	4.4
25.9	12.6	9.1
15.6	21.8	25.9
52.5	57.2	52.9
100.0	100.0	100.0

data provided by:  
 nt Service, Colorado-  
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 Utah Department of

### Four Corners Region Job Gap, 1960-1975



Source: Table 1

Note: *Marr's projections assume the labor force participation and unemployment rates will remain essentially stable over the projection period.*

### Four Corners Regional Job Gap And U.S. Comparisons: 1960-1975\*

	1960	1967 (Est.)	1970 (Projected)	1975 (Projected)
<b>Four Corners:</b>				
(1) Population	1,758,000	1,951,000	1,995,000	2,194,000
(2) Civilian Employment	535,000	585,000	596,000	649,000
(3) Job Gap	98,000	137,000	162,000	206,000
(4) Potential Employment	633,000	722,000	758,000	855,000
(5) Unemployment	33,800	39,200	38,300	42,200
(6) Percent of Labor Force Unemployed	5.9%	6.3%	6.0%	6.1%
(7) Labor Force Participation Rate	32.3%	29.9%	31.8%	29.9%
<b>United States: (1000s)</b>				
(8) Population	179,325	197,863	206,342	222,802
(9) Employment	64,639	74,372	79,295	87,509
(10) Employment Participation Rate	36%	37%	38%	39%

\*Source materials available by writing  
 Four Corners Regional Commission

Commission at work. State Cochairman, Gov. Cargo, N.M.; Gov. Rampton, Utah  
 Gov. Williams, Ariz.; Gov. Love, Colo.; L. Ralph Mecham, Federal Cochairman

### y Sector<sup>b</sup> (1967)

United States	Four States	Region
3.4	1.6	5.7
1.0	3.6	5.7
29.6	14.9	9.8
16.7	25.0	30.3
49.3	50.9	48.5
100.0	100.0	100.0

ation for the Four  
 the Regional Economic  
 Business Economics,  
 Washington, D.C., May, 1969



### Council Members

Chairman

L. Ralph Mecham

U.S. Department of Agriculture  
Carroll D. Hunton

Department of the Army  
Col. Richard L. West

Economic Development Administration  
Department of Commerce  
Millard K. Neptune

Federal Power Commission  
Donald L. Martin

Department of Health, Education & Welfare  
Dr. William T. Van Orman

Department of Housing & Urban Development  
Owen W. Burnham

Department of the Interior  
Harold Tysk

Department of Labor  
Kenneth Robertson  
F. A. Potter

Office of Economic Opportunity  
Don Thomason

Small Business Administration  
Stanley D. Goldberg

Department of Transportation  
W. A. Stephens

### Regional Federal Council On Economic Development

With every major Federal agency  
Regional Federal Advisory Council  
Albuquerque, New Mexico

Actions:

Briefed/committee on Commission

Discussed all possible agency  
program (

Provided nucleus for eight

Economic structure

Transportation

Manpower

Minerals and Fuels

Agriculture

Tourism and Recreation

Education

Early jobs

(These committees have met for  
formulation and execution of

## 1969 ACTIVITIES

### Regional Federal Council On Economic Development

With every major Federal agency participating a Regional Federal Advisory Committee was formed in Albuquerque, New Mexico on February 28, 1969.

#### Actions:

Briefed committee on Commission's planning program

Discussed all possible agency assistance to the planning program

Provided nucleus for eight special advisory committees:

- Economic structure
- Transportation
- Manpower
- Minerals and Fuels
- Agriculture
- Tourism and Recreation
- Education
- Early jobs

(These committees have met as needed to assist in formulation and execution of planning program)

## Agriculture

Income is disproportionate to U.S. norms. Employment and income 40% greater than norms; yet agriculture is declining in the region's economy, due to many marginal operations. Rising costs, technological advances, limited access to markets, unique climate and terrain conditions add to problems.

Committed to support and develop agriculture including areas of agri-business, forestry and forest products. Seeking to improve farm income, create new employment opportunities, assist population stabilization. Striving to improve urban-rural balance. Initiated performance analysis enlisting aid from land grant universities and others to help develop solutions to major processing, and marketing problems.

## Minerals & Fuels

Region is presently dependent on mining exports for 1/3 of basic income, but this is declining. In 1967 mining income factor was 5 1/2 times U.S. norms.

Industry performance under Commission study by University of Arizona. Stated study goal: To maximize utilization of resources by participating where feasible in programs to develop new plants, using new technology, cooperating with governmental agencies on all levels to develop facilities best serving regional needs.

## Recreation, Tourism and Retirement

The services industries involved are on a par with U.S. norms, but attractions are greatly underdeveloped. Climate, scenic beauty, etc. are abundant, yet year round facilities, adequate transportation, trained manpower are lacking.

Development Research Associates of Los Angeles are under contract to provide a comprehensive analysis of the potential opportunities and outline courses of action. Commission activity aids federal, Indian and state leaders on facility improvement.

## Transportation

### Problems:

Low population density, communities and limited to generate an adequate historical east-to-west pa complimented with viable ownership of land (70%); a highway is built to meet must be built to develop interest presently inaccess

### Action Plan:

With the aid of state and completed an inventory assessment of adequacy second phase of program short and long-range. Fu resources to be developed transported, cost-benefit

Example: Community gr may require both safe, p a system for moving raw improved highway may construction costs in son due to rugged terrain. If the area may go undevel with development suffici eventually warrant air s

## Human Resources

### Problems:

Inadequate educational does exist, narrow range ability to attract skilled exists. The region falls b area and the nation ove

Poor access exists to me Lower health manpower infants, fewer facilities p reach adequate facilities development, regardless

norms. Employment  
s; yet agriculture is  
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### Retirement

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s of Los Angeles are  
prehensive analysis of  
atline courses of action.  
ids federal, Indian  
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### Problems:

### Action Plan:

### Problems:

## Transportation

Low population density, rugged terrain, widely separated communities and limited facilities have not been able to generate an adequate transportation network. The historical east-to-west patterns are slowly being complimented with viable north-south ties. Government ownership of land (70%) is a major constraint. Usually a highway is built to meet known demand. Here roads must be built to develop demand to known points of interest presently inaccessible.

With the aid of state and federal agencies, have completed an inventory of facilities: received expert assessment of adequacy of overall system. Launched second phase of program, an intermodal study of needs, short and long-range. Future determinations based on resources to be developed, type of commodities to be transported, cost-benefit ratio of various modes.

Example: Community growth from developing industry may require both safe, practical commuter service and a system for moving raw or processed materials; an improved highway may be the answer. Conversely, road construction costs in some areas may exceed benefits due to rugged terrain. If air service is not the answer, the area may go undeveloped. If air service is feasible, with development sufficient traffic may be generated to eventually warrant air service and highway.

## Human Resources

Inadequate educational facilities, limited access to what does exist, narrow range and quality of services all limit ability to attract skilled people even where opportunity exists. The region falls below remainder of four state area and the nation overall.

Poor access exists to medical and health facilities. Lower health manpower rates, higher death rates for infants, fewer facilities per capita, great distances to reach adequate facilities combine to discourage development, regardless of opportunity.

**Action Plan:**

### *Education*

Intensive efforts are underway to assist state vocational technical education offices to expand their services. Sterling Institute has been under contract to provide a regional Vocational Education Plan. The states have contributed additional consulting work. The completed report, which will be submitted to the Commission in early 1970, will make recommendations on:

1. Expansion of existing and construction of new facilities.
2. Creation of a bonus training program to assist new industry locating in the Region.
3. Coordination of training with employment and manpower services and with industrial users.
4. Special programs to aid the disadvantaged.

### *Health*

Committed to improvement of health levels, the Commission is seeking to establish diagnostic and health centers, treatment centers, etc. This program now is in the design stage.

### **Water**

Agriculture uses 90% of available water; needs more to grow, yet is faced with uneconomical marginal size farms. Water is also key to development of recreation, mining, manufacturing.

The commission endorses the competent programs of various state and federal agencies charged with development and allocation of water resources and is committed to the earliest possible implementation of water programs.

### **Industrial Development**

Both manufacturing and regional income growth are significantly below the U.S. norms.

**Action Plan:**

The region's market is By 1975 it is anticipated one of the least industrialized. A change in defense-cyclical requirements requiring major adjustments.

Comprehensive Analysis of Columbus, Ohio; state universities. Goals of contribution of industry and (3) expansion in the use of industrial

The Early Job Development Corporation and state universities, a survey for the next year has presently working close agencies to service re-expanding industries.

### **Comprehensive**

The Commission has Comprehensive Plan program when the various plan is subject to the Federal agencies who of its implementation

We seek not to compete the various responsibilities and focusing the need. We have sought, and of cooperation aimed possible time program region to reach beyond opportunity and performance

**Problems:**

**Action Plan:**

**Problems:**



assist state vocational and their services. contract to provide a n. The states have work. The completed the Commission in tions on:

reduction of new facilities. program to assist new employment and industrial users. advantaged.

health levels, the health diagnostic and health this program now is in

water; needs more to ical marginal size farms. t of recreation,

mpetent programs of as charged with water resources and is le implementation

al income growth are ms.

### Action Plan:

The region's market is now \$5 billion in personal income. By 1975 it is anticipated to be at least \$8 billion. This is one of the least industrialized areas in U.S. Growth lag accentuates as overall U.S. grows, falling further behind. A change in defense-oriented industry could cut deeper, requiring major adjustments.

Comprehensive Analysis underway by Battelle Institute of Columbus, Ohio; subcontracts to the four state universities. Goals of the study: (1) determine relative contribution of industries in region; (2) feasibility for new industry and (3) establish a guide for the Commission in the use of industrial development funds.

The Early Job Development program has been implemented. Through a contract with Thiokol Corporation and subcontracts with the four state universities, a survey and analysis of new job sources for the next year has been completed. Commission presently working closely with various resource agencies to service requests for assistance to expanding industries.

### Comprehensive Regional Plan

The Commission has completed a preliminary Comprehensive Plan and will formulate the final program when the various studies are completed. Any plan is subject to the approval of the many state, and Federal agencies who must share the combined costs of its implementation.

We seek not to compete with the agencies charged with the various responsibilities, but to assist in coordinating and focusing the needs of the Four Corners Region. We have sought, and will continue to seek an atmosphere of cooperation aimed at implementing at the earliest possible time programs to aid this highly restricted region to reach beyond sub-standard levels of opportunity and performance.

Our plan, coordinated with the various state and federal programs must be flexible to meet changing conditions. It is anticipated that revising and updating will be an ongoing process to meet the challenges.

### Supplemental Grants

The Supplemental Grant Fund provided an opportunity during the year to add to federal programs with an additional grant to the basic assistance from a federal agency. The combined federal participation could not exceed 80% of the total cost.

Twenty-three projects were funded under this program. Page 16 itemizes the range of effectiveness.

The following summary focuses the highlights:

Commission participation . . . . .	\$ 2,095,000
Basic Federal Grant . . . . .	5,879,000
State-Local Funds . . . . .	8,813,157
Total Activity . . . . .	\$16,787,430

The following participation breakdown indicates improvements within each of the Four Corners states:

	Commission Help	Total Improvements
Arizona . . . . .	\$ 694,150	\$ 8,378,635
Colorado . . . . .	488,850	2,144,000
New Mexico . . . . .	511,250	4,426,189
Utah . . . . .	400,750	1,838,206
Totals . . . . .	\$2,095,000	\$16,787,430

### Criteria for Project Selection

1. Seek projects that bring additional permanent employment to the most distressed areas.
2. Seek projects which establish vocational training qualifying the work force in the most distressed areas.

3. Seek projects having high priority over other industrial development.
4. Seek to advance project employment to public if they generate the need.
5. Seek projects critically and social facilities or services may also absorb unemployed.
6. Seek projects where local resources already available.

### Technical Assistance

Funds for technical assistance planning activities, state projects and special project development.

In FY 1969 the major portion to the design of the Regional work will continue in FY completion at the end of

*Preliminary State Development* by each of the state plans with the Commission during continues with more empirical regional analysis for FY 7 valuable to the Commission project priorities with the development objectives.

*Special Assistance and E* used a small portion of the industrial development, vocational education, agriculture are included. (See Page 17 of concepts that can be a of the region.

various state and meet changing rising and updating the challenges.

vided an opportunity programs with an nce from a federal cipation could not

under this program. iveness.

- highlights:
- \$ 2,095,000
- 5,879,000
- 8,813,157
- \$16,787,430

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Help	Total Improvements
150	\$ 8,378,635
850	2,144,000
.250	4,426,189
.750	1,838,206
.000	\$16,787,430

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nal permanent sed areas.  
ocational training  
most distressed areas.

3. Seek projects having high potential for tourism and other industrial development.
4. Seek to advance projects having a high ratio of employment to public investment, particularly where they generate the need for supporting trade services.
5. Seek projects critically needed for improving health and social facilities or services, especially where these may also absorb unemployed labor.
6. Seek projects where local supporting funds are already available.

### Technical Assistance Programs

Funds for technical assistance support regional planning activities, state planning units, demonstration projects and special projects related to economic development.

In FY 1969 the major portion of funds was committed to the design of the Regional Planning Program. This work will continue in FY 1970 and should near completion at the end of calendar year 1970.

*Preliminary State Development Plans* were produced by each of the state planning offices under contract with the Commission during FY 1969. The work continues with more emphasis being placed on sub-regional analysis for FY 70. These state plans have been valuable to the Commission in meshing its planning and project priorities with the states' goals and development objectives.

*Special Assistance and Demonstration Projects* have used a small portion of the funds. Water Conservation, industrial development, transportation, health, vocational education, agriculture, tourism and recreation are included. (See Page 17) The projects seek feasibility of concepts that can be applied to various sections of the region.

## FY 1969 FCRC Supplemental Grant Program

	Total Cost	Basic Grant Amount	FCRC Grant
<b>ARIZONA</b>			
Yavapi College.....	\$ 5,167,000	\$ 363,693	\$ 156,000
Chinle Nursing Home.....	1,203,313	459,313	105,000
Parker Dam Road.....	1,800,000	900,000	400,000
Flagstaff Airport.....	208,722	126,868	33,000
	\$ 8,378,635	\$1,849,874	\$ 694,000
<b>COLORADO</b>			
Dolores Road.....	\$ 438,212	\$ 250,570	\$ 100,000
Monte Vista School.....	620,000	200,000	120,000
Penrose Sewage.....	36,000	99,600	33,000
Antonito Sewage.....	166,700	50,000	38,000
Cucharas Pass Road.....	4,914	305,349	121,000
Lajara Sewage.....	140,000	42,150	36,000
Manassa Sewage.....	78,074	23,572	39,000
	\$2,144,000	\$ 971,241	\$ 488,000
<b>NEW MEXICO</b>			
Eagle Nest Water.....	\$ 273,000	\$ 161,800	\$ 54,000
Eagle Nest Sewage.....	102,500	61,500	20,000
Navajo Airport.....	86,500	48,700	20,000
Hogback Irrigation.....	30,280	15,140	9,000
Ponderosa Ditch Irrigation.....	17,000	8,500	3,000
Chama Road.....	1,168,583	754,670	180,000
Red River Sewage.....	211,909	63,900	14,000
Zuni Sewage.....	105,000	31,500	18,000
Santa Fe School.....	1,981,000	990,500	152,000
Mora County Road.....	450,417	290,879	37,000
	\$ 4,426,189	\$2,429,089	\$ 511,000
<b>UTAH</b>			
Price River Sewage.....	\$ 1,381,930	\$ 439,230	\$ 345,000
Gunnison Hospital.....	456,676	189,839	55,000
	\$1,838,606	\$ 629,069	\$ 400,000
<b>GRAND TOTAL.....</b>	<b>\$16,787,430</b>	<b>\$5,879,273</b>	<b>\$2,095,000</b>

## Grant Program

Total Cost	Basic Grant Amount	FCRC Grant	State-Local Funds
\$ 5,167,000	\$ 363,693	\$ 156,000	\$4,647,307
1,203,313	459,313	105,000	639,000
1,800,000	900,000	400,000	500,000
208,322	126,868	33,150	48,304
\$ 8,378,635	\$1,849,874	\$ 694,150	\$5,834,611
\$ 438,212	\$ 250,370	\$ 100,000	\$ 87,642
620,000	200,000	120,000	300,000
166,000	99,600	33,200	33,200
166,700	50,000	38,150	78,550
534,014	305,349	121,862	106,803
140,500	42,150	36,350	62,000
78,574	23,572	39,288	15,714
\$2,144,000	\$ 971,241	\$ 488,850	\$ 683,909
\$ 273,000	\$ 163,800	\$ 54,600	\$ 54,600
102,500	61,500	20,500	20,500
86,500	48,700	20,500	17,300
30,280	15,140	9,099	6,050
17,000	8,500	3,400	5,100
1,168,583	754,670	180,196	233,717
211,909	63,900	14,000	134,009
105,000	31,500	18,900	54,600
1 981,000	990,500	152,705	837,795
450,417	290,879	37,359	122,179
\$ 4,426,189	\$2,429,089	\$ 511,250	\$1,485,850
\$ 1,381,930	\$ 439,230	\$ 345,000	\$ 597,700
456,676	189,839	55,750	211,087
\$1,838,606	\$ 629,069	\$ 400,750	\$ 808,787
\$16,787,430	\$5,879,273	\$2,095,000	\$8,813,157

## Technical Assistance Program 1968-1969

Title of Study	Area Covered	Cost
Indian Development District.....	Arizona .....	\$72,000
Energy Resources.....	Arizona .....	45,000
Transportation Economics.....	Arizona .....	33,000 ..
Vocational Education.....	Colorado .....	25,852
San Luis Valley Water.....	Colorado .....	20,000 ..
Ground Water.....	New Mexico .....	20,000
Apple Marketing I.....	New Mexico .....	6,000
Apple Marketing II.....	New Mexico .....	15,000 ..
Meating Packing/Feedlot.....	Utah .....	20,000 ..
Railroad D&RGW.....	Colorado-New Mexico .....	19,500
Land Title.....	Colorado-New Mexico .....	70,000 ..
Manpower (Phase I).....	Regional .....	6,000
Mental Retardation.....	Regional .....	42,726
Vocational-Technical Education.....	Regional .....	59,428
Science & Technology Conference.....	Regional.....	5,000 ..
TOTAL.....		<u>\$459,506</u>

1968-1969

Area Covered	Cost	State Totals
Arizona	\$72,000	
Arizona	45,000	
Arizona	33,000	\$150,000
Colorado	25,852	
Colorado	20,000	45,852
New Mexico	20,000	
New Mexico	6,000	
New Mexico	15,000	41,000
Utah	20,000	20,000
Colorado-New Mexico	19,500	
Colorado-New Mexico	70,000	89,500
Regional	6,000	
Regional	42,726	
Regional	59,428	
Regional	5,000	113,154
	<u>\$459,506</u>	

## Financial Report

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### SUPPLEMENTAL GRANT PROGRAM 1968-9

Funds Available.....  
Obligations.....  
Balance.....

### TECHNICAL ASSISTANCE FUNDS 1967-8 & 1968-9

FY 1967-8 Unobligated Balance.....  
FY 1968-9 Fund.....  
  
Obligations.....  
Palance July 1, 1969.....

### STATE INVESTMENT PLAN FUNDS 1968-9

Funds Available.....  
Obligations.....  
Balance.....

### COMMISSION ADMINISTRATIVE EXPENSES 1968-9

Personnel Costs.....  
Travel.....  
Other Services.....  
Total.....

### FEDERAL COCHAIRMAN'S OFFICE ADMINISTRATIVE EXPENSES 1968-9

Personnel Costs.....  
Travel.....  
Other Services.....  
Total.....



58-9	\$2,095,000.00
	<u>2,095,000.00</u>
	- 0 -

& 1968-9	\$ 547,500.00
	<u>797,826.70</u>
	\$1,345,326.70
	<u>459,506.00</u>
	\$ 885,820.70

3-9	\$ 288,000.00
	<u>144,000.00</u>
	\$ 144,000.00

ENSES 1968-9	\$ 244,407.53
	46,307.86
	<u>96,540.42</u>
	\$ 387,255.81

MINISTRATIVE EXPENSES 1968-9	\$ 135,699.00
	22,875.00
	<u>31,268.00</u>
	\$ 189,842.00

**COMMISSION MEMBERS**



State Co-Chairman  
David F. Cargo  
*Governor of New Mexico*



Federal Co-Chairman  
L. Ralph Mecham



John A. Love  
*Governor of Colorado*



Calvin L. Rampton  
*Governor of Utah*

**COMMISSION ALTERNATES**

Elie S. Gutierrez, N. M.



Dwight E. Neill, Colo.



D. Howe Moffat, Utah



Stanley Womer, Ariz.



**ERS**



Chairman  
Ham

Bill, Colo.



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**D. Howe Moffat, Utah**



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*Governor of Utah*

**Stanley Womer, Ariz.**



**Jack Williams**  
*Governor of Arizona*

**EXECUTIVE DIRECTOR**  
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