

Community **A**ction for a **R**enewed **E**nvironment

USEPA Cooperative Agreement GRANTEE FINAL REPORT

DATES: from October 1, 2005 to March 31, 2008

Grantee: **Northwest New Mexico Council of Governments**

Project Title: **Northwest New Mexico CARE Project**

Project Manager: **Jeff Kiely, Deputy Director**
4327

Telephone: **(505) 722-**

Email: jkiely@nwnmcog.com

EPA Project Officer: **Cindy Parker**
665-7291

Telephone: **(214)**

Email: parker.cindy@epa.gov

I. OVERVIEW

In 2005, the Northwest New Mexico Council of Governments ("the COG") applied for and by the Fall was awarded a two-year "Level 1" grant from the Environmental Protection Agency under its multimedia *Community Action for a Renewed Environment (CARE)* initiative. As one of the first dozen Level 1 grantees in the country, the COG was charged with undertaking a community-based process that would form and engage an active local partnership, develop shared awareness within that partnership and the general public concerning toxic risks affecting the local community, and move toward consensus on priority actions that could be taken by the partnership to reduce and mitigate those risks.

The first challenge facing the *Northwest New Mexico CARE* initiative was not identifying toxic risks *per se*, but figuring out how to engage and work with such a diverse and geographically far-flung regional "community." In actuality, this challenge was only partially met during the project's Level 1 activity. The effort needed to address "community-based" activity among 77 rural communities, 4 Indian tribes and 6 municipalities across a 15,000-square-mile service area was daunting, and the approaches devised could only begin to scratch the surface of the dialogue, civic engagement and collective action that will eventually be needed to fully embody the potential of the CARE model in this region. Realizing the scope of this challenge, the project sought and secured supplemental funding from the New Mexico State Legislature to expand the grantee's capacity to get a handle on this regional reality – with some good result,

but with far more work yet to be undertaken. As documented consistently in reports throughout the grant period, staffing capacity generally fell short of the need for developing and maintaining working relationships with an inclusive cross-section of groups, agencies and communities in the region.

The second key challenge was figuring out how to engage multimedia, transboundary environmental issues in a multicultural, multi-jurisdictional context in which the sovereign Native American tribal governments have independent, government-to-government relationships with the State and Federal governments – including (in the case of the Navajo Nation) a different regional EPA office from the one to whom the grantee was responsible. This challenge, too, was only partially addressed, with significant time and effort still needed to develop, nurture and work with cross-jurisdictional relationships.

The third broad challenge concerned the “conceptual reach” of the initiative, with the concerns and interests of local groups often dominated by “mega-issues” beyond the pale, in many ways, of the CARE scope, i.e.: issues of historic legacy and imminent resumption of Uranium mining in Cibola and McKinley Counties; and issues of high-level air pollution in the Four Corners area caused by the activity of two coal-fired power generation factories within miles of one another in the San Juan Basin – exacerbated by a new permit application by a company proposing to construct and operate a new power plant utilizing cleaner (albeit still polluting) technology. This challenge was also partially met, both through finding ways to begin addressing the mega-issues and through encouraging the embrace of more locally-scoped priorities into which proactive local energy could be invested.

Finally, and related to the third issue, the fourth challenge had to do with managing diverse expectations along the “advocacy” *versus* “neutrality” continuum. On the one hand, local community members with enough interest and passion in exploring environmental threats have tended to hold and express strongly felt views about particular threats (e.g., air quality, Uranium mining), as well as about who is responsible and how and by whom the problem should be addressed – i.e., as “advocates” of consumers, victims, etc. Or alternatively, they participate in a “defensive” mode with respect to industrial and other activities that are under attack for causing environmental distress, along with an “offensive” attitude toward promoting future industrial and economic agendas (e.g., the resumption of Uranium mining or expanding power plant capacity).

As a CARE grantee, the COG attempted to set ground rules that kept the CARE “table” open to a variety of interests and perspectives, with the goal of encouraging community members and industry representatives to work together for the benefit of the community. Within this arrangement,

the COG would endeavor to maintain neutrality while promoting the use of sound science as a basis for discussion on toxic risks and their mitigation. But in hewing to this role, the COG sometimes had difficulty maintaining high levels of interest in the CARE initiative and ran the risk of marginalizing itself as irrelevant or unresponsive to the needs and demands being put forth from the more polarized ends of the spectrum. One participant teased, “Does being neutral mean that the COG doesn’t CARE?” This challenge, too, was only partially met – again, by looking for ways to elevate the dialogue through both science and civic interchange, and by encouraging proactive local work on positive change initiatives that could be managed and sustained on a local basis.

Owing to the scope of these challenges, the Northwest New Mexico CARE initiative was not prepared to apply for Level 2 designation in the 2008 cycle. There is some hope that a Level 2 project can be scoped and proposed for the upcoming 2009 cycle.

This current report will summarize some of the key results, significant difficulties and lessons learned from this Level 1 CARE project.

II. ACCOMPLISHMENTS/RESULTS

A. Stakeholder Partnership

1. Methods

Stakeholder partnerships and coalition-building in general proved difficult in a tri-county region of such vast geographic proportions, in which the majority of the region’s diverse population is dispersed across dozens of small and isolated rural communities. The model that quickly emerged during our organizing period involved breaking the region down into three county-level efforts, each one involving efforts to bring together a CARE network, develop understanding and awareness of environmental issues impacting each county, and generate priority issues to be worked on by each county CARE network. Even under this “manageability” scenario, it was difficult to sustain a continuous core group in each county, and the educational sessions conducted in the first phases of the project often addressed new and different audiences on each occasion. Nevertheless, project work proceeded in accordance with the county-level organizing model.

Within Cibola County, it was difficult to pull off a coalition broad and inclusive enough to qualify as a CARE Partnership. The County community appeared starkly divided on the issue

of uranium mining, i.e., between a pro-uranium contingent promoting resumption of uranium mining in light of its projected economic benefits, and an anti-uranium contingent concerned about historic and prospective health and environmental hazards. The uranium issue in this county dwarfed all others as the driving environmental and economic concern of the community, and its volatility has prevented the formation of a "common ground" CARE network in that county. In the meantime, during the course of our CARE Level 1 grant period, a number of smaller, previously fragmented anti-uranium advocacy groups have managed to pull together into a larger coalition embodying their collective interests, called the Multicultural Alliance for a Safe Environment (MASE). While this coalition may continue to achieve strength and viability in terms of exerting influence and coordinating resources through joining under one "banner", its direct participation in or leadership of a CARE coalition may be constrained by an anti-uranium advocacy stance and agenda that exclude elements of the regional community.

In McKinley County, initially the highest levels of passion and activism were predominantly focused on uranium mining – both its historic legacy rife with negative environmental and public health impacts, and the prospective resumption of mining activity as the unit cost of uranium has risen on the world market. Acknowledging that many of these mega-issues were either strongly politicized and/or beyond the pale of a small environmental initiative, it has nevertheless been possible to develop the McKinley CARE Network, with an adequately broad and diverse constituency, and a strong enough track record of coming to consensus on environmental issues and priorities. In the spirit of proactive vision and communal action on issues that can be directly worked on at the local level, the McKinley CARE Network has identified comprehensive solid waste management – including recycling, alternative energy, and green initiatives – as its top priority. Attached are a still-evolving membership roster and documents related to mission, scope, protocols, and an initial list of priorities.

In San Juan County, achieving a CARE Level 1 Partnership was also difficult due to the pre-existing Four Corners Air Quality Task Force, which has a large constituency extending into Arizona, Utah and Colorado. This group has minimal grassroots citizen participation and consists largely of organizational representatives; nonetheless, it represents an

existing single-issue effort that has constrained our efforts to create an additional CARE coalition. The second factor in San Juan is the fact that the energy industry – with two major coal fired power plants and a robust oil-and-gas industry – is a major driver of the Four Corners economy. Thus, environmental issues must be contexted within the complex mix and interplay of energy, economy and the environment, and our strategy has had to be expanded to create policy and local action discussions on this interplay. Along the way, the local environmental action coalition *Sustainable San Juan* has become a close partner in CARE related initiatives, and is interested in collaborating with the McKinley CARE Network on common interests in waste management, recycling, green initiatives, and alternative energy.

2. Results

McKinley CARE Network

Emerging from a round of seven CARE educational forums in the initial phases of the project, in McKinley County a working coalition has been developed and sustained, with a history of collaboration appropriate for classification as a CARE Level I partnership. A membership list for the *McKinley CARE Network* is attached. Members of the McKinley Community Health Alliance have been active and sustaining civic leaders, and Gallup Solar and McKinley Citizens Recycling Council are organizational members of the McKinley CARE Network.

As often works in small-town and rural USA, the coalition consists of a smaller core group, which is constantly “at the table”, and a larger constituent group, which is supportive and more involved when called upon. Within the CARE constituency are two very active environmental groups in the community where the “rubber really meets the road”:

- o Gallup Solar: This group is interested in alternative energy, and is particularly exploring solar energy opportunities in the Gallup area. They have a grant for planning and design, to explore the feasibility a solar plant for generating electricity in our region. They are also very involved with the MCRC in recycling and other environmental or green initiatives in the Gallup area.
- o McKinley Citizens Recycling Council: This is a long-standing group in the Gallup area, whose primary mission is recycling. They have collaborated with a variety of

organizations providing recycling services, educating the public, marketing participation from public and private sector organizations, including waste management, and generally promoting the practice of recycling in the region. They also participate in a variety of other environmental initiatives, including alternative energy and green initiatives.

Cibola CARE Network

The seven CARE educational forums in Cibola County attracted attendance by over 70 individuals, which may be drawn upon for future CARE events leading to coalition formation. It is anticipated that a more coherent and sustained group of civic leaders may emerge from the “Decision Makers Conference” process to be implemented in the coming year based on the background paper on uranium mining being assembled by New Mexico Tech (see description in sections below).

San Juan CARE Network

In San Juan County, the six CARE educational forums generated attendance by a total of about 80 county residents and agency representatives, thus providing an ongoing pool from which to derive a coherent county-wide network. The CARE project has maintained close working relationships with existing coalitions, including *Sustainable San Juan* and the *Four Corners Air Quality Task Force*. Our hope is that the “Triple E Forum” being planned for later this year (see description below and background paper in the appendix) will generate an implementation strategy that will catalyze the formation of a diverse group of county citizens willing and able to serve on an ongoing implementation team, thus comprising a new nucleus for the San Juan CARE Network.

- o Sustainable San Juan: This group preceded the CARE initiative, but remains a close collaborative partner in environmental efforts. An environmental action group based primarily in Aztec, SSJ shares some activist interests with the McKinley CARE Network (including the MCRC and Gallup Solar) in waste management recycling, alternative energy, and green initiatives, hence there is currently an effort to tighten collaboration with the McKinley group, with a CARE Level II proposal in mind – but beyond this, simply to collaborate and share resources and mutual support. Current initiatives for this group include an

ongoing recycling project, a “fiber-crete” project which produces a type of cinderblock out of recycled materials, a fuel-cell project which increases gas mileage while reducing emissions, and preliminary planning and design of a “green-initiatives enterprise center”.

- o Four Corners Air Quality Task Force: This group also preceded the CARE initiative, but remains a collaborative coalition for environmental initiatives. This is a large coalition, spanning the four corners states, including small portions of northeastern Arizona and southeastern Utah, and larger portions of southwestern Colorado and northwestern New Mexico – generally a region whose air quality is impacted by emissions from two massive coal fired electrical power plants, and in which there are substantial economic benefits and attending environmental issues from extensive gas and oil extraction. This coalition is focused on the single issue of air quality, but has been a collaborative partner on the CARE environmental initiative.

B. Toxic Risk Awareness

1. Methods and Approaches

The first phases of our Level 1 project were devoted primarily to the convening of bimonthly educational forums in each of the three counties of the region, numbering 20 in all. These forums featured presentations by various scientists, experts and administrators from the New Mexico Environment Department, as well as representatives of the energy industry in the Four Corners.

Given the polarized nature of the community’s conversation in McKinley County on uranium mining impacts, the CARE initiative did not tackle this issue head-on but actively supported and participated in independently organized forums, including an informational forum hosted by the McKinley Community Health Alliance and a series of presentations and discussions held with pro and con advocates of new *in situ leach* uranium mining by the Gallup and McKinley County Water Boards respectively.

Deeper into the project, and utilizing supplemental funding from the State Legislature, we began implementing a second-phase educational process intended to culminate in a couple of regional “town halls,” based initially on background papers commissioned by the Project on (a)

uranium mining—legacy and prospect, and (b) “energy, economy and the environment.” Whereas our initial efforts were “extensive,” i.e., broadly invitational, diffuse and hard to coalesce and sustain, our advisors have recommended the white paper/town hall approach as a more “intensive” method intended to magnetize interest and participation, while generating new levels of consensus and participatory action in the respective county communities.

2. Results

In the case of the McKinley CARE Network, the coalition process moved successfully into an ongoing “learning community” as the group moved to understand and act upon issues as they became prioritized in the light of the Network’s collective interests.

In Cibola County, a good mix of public and private interests was achieved during the educational phase of the project, but staffing was inadequate to form and support an ongoing community coalition within a “common ground” framework.

As other CARE-related conversations and activities have continued forward in Cibola and McKinley Counties, our CARE project tapped State legislative funding to commission a background paper from New Mexico Tech on the economics and environmental impacts of uranium mining, particularly in the Grants Uranium Belt most germane to the concerns of Cibola and McKinley County citizens. This paper will be used as a foundation for future dialogue, both within the county communities and with the State Legislature, as the State and the communities wrestle with uranium legacy and resumption issues. A “Decision Makers” conference is anticipated, in which scientific information and policy alternatives will be discussed, with a goal of achieving a “common ground” approach to community action.

In San Juan County, initial participation by local citizens with a diverse range of interests – including most prominently the energy and government sectors – was strong. However, there was wide fluctuation in attendance patterns at the educational forums and thus difficulty in forming up a coherent coalition. Key advisors to the project from that county recommended that sustained interest in a risk-reduction initiative, beyond the ongoing activities of the Four Corners Air Quality Task Force, would be difficult to achieve unless and until intense focus was created and a “big fire”

was generated in the form of a community town hall, or “forum” in which citizens and experts would be pressed to move toward consensus on a new balance in public and economic policy, involving “win-win” solutions to chronic tensions and problems arising from the interplay of the energy industry, the economics of the region, and increasingly public environmental concerns and controversies related to the energy economy.

As in the case of the McKinley-Cibola concern about uranium mining, and in light of the project’s struggles to generate high levels of continuity and sustained interest in participating in a risk-reduction coalition, our CARE initiative thus commissioned a background paper from Myriem Le Ferrand of Calathus LLC on what we have come to call the “Triple E”: “Energy, Economy and the Environment,” which will serve as a reference and catalyst for a Four Corners regional forum by that name.

A number of activities involved the CARE staff team in a more regional mode, including:

- o **Solid Waste Stream Management/Recycling.**
 - o A site tour was taken with CARE network members to the Durango-McKinley Paper Company to view the technology and business of recycling cardboard boxes. Also, a site tour was taken with CARE network members to the Santa Fe, NM’s Buckman Recycling Center to witness and understand the operation and facility.
 - o The **McKinley CARE Network** has identified waste management, to include recycling, alternative energy, and green initiatives as their priorities for a CARE level II proposal. **Sustainable San Juan** – based in Aztec (San Juan County) has a similar focus, and is commencing collaboration with the McKinley CARE Partnership for green, recycling and alternative energy projects. The **McKinley Citizens Recycling Council** and **Gallup Solar** are intimate partners in these projects.
- o **Uranium Mining.** In collaboration with the CARE project, a site tour of the Homestake mine and Rio Algom Mill was conducted as part of the NM Radioactive & Hazardous Waste Committee meeting. The CARE project continued to research issues along with the Bluewater Valley Downstream Alliance.
- o **Fort Wingate Cleanup.** In cooperation with the NMED listening session, CARE members heard a presentation on the progress and obstacles of cleaning up the Fort Wingate Depot.
- o **Solar Energy.** In partnership with the Gallup Solar Project, community members and CARE members followed with NM

Energy, Minerals, and Natural Resources Department on the Solar Rights Act, Solar Tax Credits, and solar technologies. The group also worked with Public Utility of NM to become involved as a possible site for PNM's concentrated solar project. The Gallup Solar Coalition is currently bidding for a planning and design phase through a grant, to explore the feasibility a solar plant for generating electricity in our region.

- o **Biodiesel Plant Project.** In partnership with several area entrepreneurs, the CARE project worked on trying to research and development a business plan for a biodiesel plant that could harvest restaurant oil to produce biodiesel fuel for local governmental vehicle use.
- o **Green Rubber Global.** COG staff worked on a project to locate a business to the area that would utilize used tires to produce a green rubber product. Unfortunately, this project did not come to fruition.

On the strength of EPA's set-aside of technical assistance funds for Brownfields assessment, the Northwest New Mexico CARE initiative also engaged in a learning process with respect to the brownfields discipline, including attendance at conferences, workshops and seminars. This has begun to yield results, as summarized in the brownfields-related actions below.

Specific to the Brownfields "learning project," quite a number of activities have been undertaken in association with the EPA Region 6 office, the New Mexico Environment Department and local partners, summarized as follows:

- (1) **Brownfields I.** Federal paperwork was processed for implementation of the CARE-related Brownfields assessment project, along with strategic conference calls with NMED Brownfields and EPA Brownfields to develop scope-of-work and timelines. Through strong partnership with the Brownfields office of the New Mexico Environment Department, brownfields site and project identification is proceeding with increasing momentum at this time.
- (2) **Brownfields II.** In partnership with the CARE project and under State legislative funding, COG staff hired and worked with Franchesca Zenitsky and Zia Engineering to develop an application for a Brownfields Community-Wide Assessment Grant for Hazardous Materials (unsuccessful on first attempt, but being pursued in the Fall 2008 cycle). COG staff also researched and more closely worked to understand and investigate potential Brownfields, including:
 - **San Juan County.** COG staff worked with area partners on identification and understanding including field work, in which COG staff traveled throughout San Juan County

researching and documenting various sites associated with environmental concerns. These sites included:

- o Industrial sites in Bloomfield;
 - o An abandoned landfill in Aztec;
 - o NMED-identified LUST sites (leaking underground storage tanks) in the Farmington, Aztec and Bloomfield areas; and
 - o Coal-fired power plants in Fruitland.
- **McKinley County**: COG staff in collaboration with McKinley CARE Partnership colleagues identified:
 - o Boardman Junkyard. COG staff worked with Michael Enfield, City of Gallup Economic Development Director, on locating resources for a phase 1 Brownfield study on the Boardman Junkyard property. This property was recently annexed by the City of Gallup for the purpose of redevelopment as the "Boardman Industrial Park".
 - o Former Kachina Meat Packaging facility. This location contains an asbestos concern; and is an excellent potential site for a recycling center, bio-diesel or other alternative energy manufacturing.
 - o Ramah Navajo Meat Packing Plant Project. A property has been identified north of Gallup for a potential meat packaging company site, with the issue of illegal dump materials removal. We have performed an initial review of this property, with the New Mexico Environmental Dept.
 - o Mining Reclamation. Former mining facilities in the Gallup area – potential for conversion to other industry
 - **Cibola County**: COG staff in collaboration with McKinley CARE Partnership colleagues identified:
 - o Mormon Farm area. COG staff reviewed the "Mormon Farm" property adjacent to the Village of Milan, as well as a property adjacent to Mount Taylor Millworks, as possible Brownfields properties that might be appropriate for a multi-use redevelopment project. COG staff encouraged the Village of Milan to submit a planning grant application to the State of New Mexico (*Community Development Block Grant* program) to contract professional services on creating a master plan for the property, which was recently purchased by the Village.
 - o Chemical Site. A former DOW Chemical plant west of Milan also poses a potential project for brownfields rehabilitation and new industrial development.

- o Brownfields Identification Public Meeting. On October 26, 2007, as part of EPA's requirements for the Brownfields Community-Wide Assessment Grant program, the CARE project sponsored a community input session to identify potential Brownfields sites throughout the region.

C. Consensus Development and Community Action

1. Methods and Approaches

In McKinley County, the McKinley CARE Network provided a promising level of community collaboration for a Level I CARE Partnership. As a vehicle for learning, consultation and action, the Network engaged in a consensus-building process that led to top-priority selection of a Comprehensive Community Waste Management Program, to include Recycling, Green Initiatives, and Alternative Energy development. In terms of community action, the Network includes a broad range of individual, professional and organizational partners, including the McKinley Citizens Recycling Council, Gallup Solar, Sustainable San Juan (based in San Juan County – but collaborating in recycling, alternative energy and green initiatives) and the Durango-McKinley Paper Company (an environmental award-winning paper/cardboard recycling mill near the border of McKinley and Cibola Counties.) The McKinley CARE Network intends to pursue a CARE level II proposal centering on its community waste management/alternative energy project.

While over a dozen public meetings (and numerous other contacts) were held and attempts made at initiating CARE Partnership coalitions in Cibola and San Juan Counties, the CARE team did not see the emergence of local groups with sufficient coherence and continuity within the CARE motif to qualify as mature partnerships ready to work collectively to identify and prioritize toxic risks and mitigative actions.

In Cibola County, a promising mix of public and private sector interests participated, in various and changing patterns, in the CARE educational forums held in the county during the first phases of the project. A combination of factors contributed to a stalling of the coalition and consensus building process, i.e.: a loss of staffing capacity by the grantee, which remained essentially unremedied for nearly a year; and the volatility and predominance of the uranium issue, which appeared to dwarf all other environmental concerns, in which citizens, organizations, and tribal and

community leaders appeared polarized in either the pro- or anti-uranium stance.

For Cibola County, it is anticipated that a more coherent and sustained group of civic leaders may emerge from the “Decision Makers Conference” process to be implemented in the coming year based on a background paper on uranium mining being assembled by New Mexico Tech.

In San Juan County, the presence of a pre-existing coalition in the form of the “Four Corners Air Quality Task Force” provided a ready opportunity for collaboration but at the same time constrained the CARE team’s ability to form up an independent and more broadly missioned local partnership. Additionally so much of San Juan County’s economy is based in energy production between the gas and oil industry and two major coal-fired power plants, that it was difficult to build high levels of interest and collaboration around “lesser” environmental themes.

As noted in above sections, we are proceeding toward the “Triple-E Forum” to generate and engage public policy and local action on Energy, Economy and the Environment, catalyzed and informed by the substantial Triple-E background document produced by consultant Myriem Le Ferrand of Calathus LLC. We anticipate that this focused energy will bring into being a new and broadly representative coalition of active citizens as “implementers” of the plans and recommendations emerging from the Forum, in which existing partners (e.g., the Four Corners task force, Sustainable San Juan and the San Juan Citizens Alliance, San Juan College, and Arizona Public Service) may also participate.

2. Results

Given the uneven progress in forming coherent county-level coalitions around which to form systematic analysis and plans of action, the CARE project nevertheless stimulated extensive and broad-based dialogue across the regional community, and a number of priorities, as well as “pilot” actions, emerged from the process.

The chart on the following page summarizes the priorities as identified in each county area, as well as a set of cross-cutting regional issues taking on a priority status going forward. A brief discussion of these priorities, focused on the more advanced work of the McKinley CARE Network, follows.

Northwest New Mexico CARE
SUMMARY OF TOXIC RISK REDUCTION PRIORITIES
by County and by Regional Community

Cibola County	McKinley County	San Juan County	Northwest New Mexico Region
<ul style="list-style-type: none"> Uranium Mining: Legacy/Mitigation of Adverse Impacts 	<ul style="list-style-type: none"> Uranium Mining <ul style="list-style-type: none"> Cleanup of existing sites Resumption of new mining 	<ul style="list-style-type: none"> "Triple E" Background Paper & Community Forum on Energy, Economy & the Environment 	<ul style="list-style-type: none"> "Energy, Economy & the Environment": Defining the local & regional balance
<ul style="list-style-type: none"> Brownfields Redevelopment 	<ul style="list-style-type: none"> Brownfields Redevelopment—linked to economic development plans 	<ul style="list-style-type: none"> Potential brownfields sites identified 	<ul style="list-style-type: none"> Regional Brownfields Program: Explore COG leadership & coordination in assessment, mitigation & redevelopment
<ul style="list-style-type: none"> Alternative Energy 	<ul style="list-style-type: none"> Renewable Energy/ Alternative Energy <ul style="list-style-type: none"> Public Transit—as an alternative to individual transportation Gallup Solar Bio-diesel production 		<ul style="list-style-type: none"> Alternative Energy: <ul style="list-style-type: none"> Becoming energy-independent as a region Bio-fuels: School buses, road equipment & government vehicles
	<ul style="list-style-type: none"> Sustainable Systems <ul style="list-style-type: none"> Sustainable water supply Smart Growth 	<ul style="list-style-type: none"> Sustainable San Juan: <ul style="list-style-type: none"> Fibercrete bldg. Blocks Fuel cells Green enterprise center 	<ul style="list-style-type: none"> Sustainability <ul style="list-style-type: none"> Smart Growth & Sustainable communities—by policy, design & demonstration Sustainable Water Supply: Real Water to Real People in Real Time Water quality through regionalization & technology Forests: A density of opportunity
	<ul style="list-style-type: none"> Air Quality <ul style="list-style-type: none"> Radon Greenhouse Emissions 	<ul style="list-style-type: none"> Air Quality: Coal fired power plant emissions 	
	<ul style="list-style-type: none"> Solid Waste Reduction & Recycling <ul style="list-style-type: none"> Trash Recycling Illegal Dumping Bio-diesel production 		<ul style="list-style-type: none"> Solid Waste Reform: <ul style="list-style-type: none"> Recycling: A comprehensive plan & program for rural communities Trash: To dump illegally, to recycle conveniently, or to reuse
	<ul style="list-style-type: none"> Public Awareness Campaign <ul style="list-style-type: none"> Youth Engagement 		<ul style="list-style-type: none"> Environmental Education & Outreach

	<ul style="list-style-type: none"> • Groundwater Quality <ul style="list-style-type: none"> o Septic Tanks/ Sewerage o Mining contamination 		<ul style="list-style-type: none"> • Groundwater Quality – collaboration with NMED on septic tank identification & reduction
	<ul style="list-style-type: none"> • Environmental Justice 		<ul style="list-style-type: none"> • Environmental Justice— including tribal, rural & small-town involvement throughout the decision-making process

McKinley CARE Network—Community Learning/Action Model

The McKinley CARE Network has a core group of individuals that largely comprise the environmental groups in the area. Attendance of members has fluctuated yet been consistent since May 2006. The CARE Network has discussed, studied, and prioritized toxic threats in the County community. This collaboration has also created baseline and structural documents to guide their direction. (*see Vision, Mission, & Protocols document*)

Priorities – McKinley County has identified the following as risk reduction priorities:

- 1. Uranium Mining**
 - a. Cleanup of legacy sites;
 - b. Resumption of new mining; new permits; groundwater issues; environmental justice issues;
- 2. Solid Waste Reduction/Recycling**
 - a. Trash Recycling
 - b. Illegal Dumping
- 3. Radon**
- 4. Public Awareness Campaign**
 - a. Youth Engagement
- 5. Renewable Energy/Alternative Energy**
 - a. Public Transit—as an alternative to individual auto travel; a venue for using hybrids, other alternative fuels
- 6. Air Quality/Greenhouse Emissions**
- 7. Groundwater Quality**
 - a. Septic Tanks/Sewerage
 - b. Mining contamination
- 8. Environmental Justice**
 - a. Expand awareness/engagement on disproportionate impacts, etc.
- 9. Sustainable Systems**
 - a. Sustainable water supply
 - b. Growth patterns/ “Smart Growth” principles

Partners – The McKinley CARE Network involved a diverse group of stakeholders that included the following entities, groups, and organizations:

- o McKinley Community Health Alliance: The McKinley Community Health Alliance is the comprehensive community health council for the McKinley area, and is a working partnership of more than 100 citizen activists, educators, human service providers, and health-care professionals from throughout McKinley County and the neighboring region. The Health Alliance has been in existence for seven years. One of its primary areas of focus is the health effects of the underlying conditions of institutional racism, poverty, and intergenerational trauma. Entities

represented on the Alliance include the McKinley County DWI Program, the Juvenile Substance Abuse Crisis Center, the District Attorney's Office, the Na'Nizhoozhi Center, Inc. (a detox and rehabilitation center specializing in teaching Native American culture and healing practices), the U.S. Indian Health Service (IHS), Behavioral Health professionals from IHS and local hospitals and medical providers; counselors in private practice, educators from the University of New Mexico at Gallup and from the Gallup/McKinley County School District; Community Health educators; the Coalition for Healthy and Resilient Youth; the New Mexico Department of Health; representatives from the Navajo Nation Division of Health; the National Indian Youth Leadership Project; Eastern Navajo Diné Against Uranium Mining; Disability Services, Inc; the Strategic Alliance Against Substance Abuse, and others.

The McKinley Community Health Alliance has been an important stakeholder and has spearheaded several community educational forums on in-situ leach uranium mining and other environmental justice topics.

- o Durango-McKinley Paper Company: Durango-McKinley Paper Company produces paperboard from OCC, old corrugated containers, at our manufacturing facility in Prewitt, New Mexico. Their objective is to support a healthy environment in Northwest New Mexico today and in the future. As stakeholders in our communities we feel obligated to support this program and will contribute to the success of the work described by the Council of Governments. www.mckinleypaper.com
- o Gallup Camper Sales/Recycle America: Gallup Camper Sales, a private business, which created a recycling operation that provides mobile recycling centers throughout the City of Gallup, McKinley County, and the Zuni and Navajo reservations.
- o New Mexico Environment Department (NMED): The New Mexico Environment Department is the state government agency charged with a mission to provide the highest quality of life throughout the state by promoting a safe, clean and productive environment. NMED was a vital partner in crafting and delivering presentations on various toxic threats. NMED assisted in providing good science and a neutral position.
- o New Mexico Energy, Minerals, & Natural Resources Department (NMEMNRD). The NMEMNRD provided presentations on mining and reclamation efforts in the region. They have also been a strategic partner on legacy uranium mining issues.
- o New Mexico Economic Development Department (NMEDD). The NMEDD worked with the CARE project to identify brownfield sites and work on redevelopment strategies. The New Mexico Partnership, the industrial recruiting arm of the Department, provided many leads for renewable energy manufacturing firms.

- o New Mexico State Legislature. The NM State Legislature provided funding and support for the Northwest NM CARE project.
- o New Mexico Tech. New Mexico Tech is an undergraduate and graduate university specializing in science and engineering education and research. Tech divisions and departments include world-class research programs providing unique student opportunities. NM Tech worked with our CARE project to provide good science and insights into the uranium issues – past, present, and future.
- o Connections, Inc.: Connections, Inc. is a non-profit community-based organization that employs youth through the Youth Conservation Corps Program, and manages a variety of environmental improvement programs for the benefit of the public. Connections, Inc. is committed to comprehensive environmental improvement initiatives and includes them in the work program for Connections, Inc.
- o McKinley Soil and Water Conservation District: The McKinley Soil and Water Conservation District functions to enhance the health and productivity of soil and water resources by coordinating and implementing measures that leverage multiple resources to produce optimal results. For example, the District is forming a diverse partnership with public and private entities to establish a comprehensive water management plan for the area. The District's responsibilities also include facilitation of McKinley County Water Board meetings, which serves to increase systematic knowledge and trust between water districts surrounding the City of Gallup, and to provide short and long-term planning for the County's water needs. This work includes discussing the possible effects of in-situ leach mining of uranium on the water supply.
- o Pueblo of Zuni: The Pueblo of Zuni is the largest of the nineteen New Mexican pueblos, having more than 756,000 acres and 13,000 members - 12,000 who live on the reservation. The Pueblo is considered the most traditional of all the New Mexico Pueblos, with a unique language, culture, and history that resulted in part from geographic isolation. Zuni is a sovereign, self-governed nation with constitutional government, courts, police force, school system, and economic base. The Zuni Tribe is interested in a variety of toxic environmental risks, including toxic air emissions, water pollution, cross-boundary pollution, and other environmental issues.
- o Navajo Nation: The Navajo Nation is a semi-autonomous Native American homeland covering about 26,000 square miles (67,339 square kilometres, 17 million acres), occupying all of northeastern Arizona, the southeast portion of Utah, and northwestern New Mexico. It is the largest land area assigned primarily to a Native American jurisdiction within the United States. Its resident population was 180,462 as of the 2000

census. Several Navajo Chapter representatives and Navajo Nation EPA participated with the CARE project.

- o Work in Beauty, Inc.: The mandate of Work in Beauty, Inc. is to create jobs that sustain, heal, and harmonize with the environment for young career seekers in the Gallup, New Mexico area. Toxic prevention and cleanup is a priority for job creation. Work in Beauty would like to assist with development of green industry in the area.
- o McKinley Citizens Recycling Council: A local non-profit focused on increasing community access to recycling programs. This group has been pivotal to creating a drop-off center in Gallup, NM and other initiatives around recycling.
- o Gallup Solar: Gallup Solar is a group of individuals working together to bring solar power to all peoples in our area. This group was an outgrowth of the CARE project and progress can be tracked on their website: www.gallupsolar.org
- o City of Gallup: Local government involved in various forms with the CARE project.
- o McKinley County: Local government involved in various forms with the CARE project.
- o Northwest New Mexico Regional Solid Waste Authority (SWA): The SWA has the oversight of the bi-county (McKinley & Cibola) landfill and is working with the CARE project on formulating and implementing waste diversion strategies and recycling.

Projects

The McKinley CARE Network has also worked on several projects to reduce toxic risks and address the priorities described above, including:

- Brownfield Program - McKinley Area. In connection with Brownfields funding set aside by EPA for use in the Northwest COG CARE region, staff consulted with EPA New Mexico Environment Department Brownfields staff on several occasions to coordinate implementation of activities to produce an inventory of contaminated property sites in northwestern New Mexico and to explore approaches to identifying local redevelopment projects for which EPA and NMED Brownfields Assessment funding and expertise could be utilized and leveraged for future project funding opportunities.
 - o Brownfield Sites Inventory. The CARE project coordinated with NMED Brownfield staff to compile a list of sites that included LUST sites, old mining and milling sites, and other potential Brownfield sites.
 - o Brownfields Training. CARE staff attended a Brownfields training in Albuquerque hosted by the New Mexico Environment Department, showcasing Oklahoma City's

brownfields redevelopment program as a particularly effective model.

- o EPA Brownfields Grant De-Briefing. Staff debriefed with EPA Region 6 Brownfields staff and Zia Engineering consultants on ways to strengthen our brownfields assessment project application for the next grant cycle. This was followed by a meeting with Zia to initiate application improvements.
- o Ramah Site. Staff prepared a Brownfields site prospectus for the Ramah Meat Packaging Plant site in McKinley County for phase I assessment, and participated in a tour of the property with NMED staff and Daniel B. Stephens consultants.
- o Lexington Site. Staff prepared a Brownfields site prospectus for the Lexington Hotel site in McKinley County for phase I assessment. There is a developer interested in redeveloping the property, and is worried about potential asbestos issues in the 1931 building.
- NM Tech Decision-Makers Conference on Uranium. The CARE project worked with NM Tech to create a scope-of-work, budget, and action plan on working together to develop and implement a modified “Decision-Makers Conference” around the uranium industry in McKinley and Cibola Counties. The first phase of this partnership will be a background paper produced by New Mexico Tech scientists, with the decision-makers’ field conference to be coordinated with the Legislative Council Service to ensure participation by members of interim committees of the State Legislature.
- Biodiesel Fuel Project. The CARE project worked with biodiesel entrepreneurs and McKinley County to work on creating a pilot project for using locally produced biodiesel fuel in selected County road equipment.
- Uranium Legacy Clean Up Act. The CARE project worked on creating and supporting the passage of a bill that looked to create a funding source to cleanup legacy uranium mining and milling sites in the State by enacting a fee on the percentage of new uranium ore being mined and processed in the State. State Representative Patty Lundstrom and Senator David Ulibarri carried this piece of legislation, which passed both Houses, but was ultimately vetoed by Governor Bill Richardson. COG staff and CARE partners monitored and tracked this bill during the 2008 Legislative session.
- Retrofitting School Buses to reduce emissions. The McKinley CARE Network researched and sought out grants to assist with retrofitting school buses to reduce emissions.
- Waste Stream Reduction, Management, and Recycling Initiatives. The CARE project supported and sponsored a number of community initiatives including:

- Illegal Dumping. The Youth Conservation Corps, a CARE partner, eliminated several illegal dump sites in McKinley County and created community walking trails to prevent future dumping.
- NMED Recycling Grant Application 2008. McKinley County submitted and received a recycling grant application to produce a comprehensive recycling plan and implement the “lead by example” program.
- Tire Recycling. The NWNMR Solid Waste Authority received a grant to build a baled tire wall to reduce the number of tires at the landfill.
- McKinley Citizens Recycling Council. Through the CARE Network, MCRC has made great strides in building government and business support for recycling efforts. Projects include:
 - Establishing the Rainbow Recycling Center in Gallup, NM, a drop-off recycling center;
 - Expansion and marketing of the Recycle America recycling business;
 - Formulating a relationship between Durango-McKinley Paper Company and the Gallup-McKinley County Community Pantry to purchase and install a baler that will bale paper and cardboard. All profits return to help get food to those that need it.
 - Working on a County-wide recycling plan;
 - Gained a NRC/Coca-Cola Bin grant to get some needed bins to help local entities recycling.
- Solid Waste Authority. The CARE project through COG staffing has added the SWA is reorganizing its operation.
- Navajo Convenience Centers. The CARE project supported funding to create new Chapter convenience waste centers in Baahaali and Chichiltah.
- Zuni Recycling Center. Through the CARE network, the Pueblo of Zuni worked with Recycle America to get a mobile recycling center in their community.
- Renewable Energy Projects.
 - Gallup Solar. A project to collaborating with communities, elected representatives, utilities and industry to bring solar power plant to all peoples in our area.
 - Solar System Manufacturing. Worked with Navajo Nation and Sacred Power Corporation to encourage plat development in Northwest NM.

- o P&M Mine Reuse Plan. Investigating opportunities to re-use this former coal mining property to create green-collar jobs.
- o Green Rubber Global. Worked on proposal to locate an international business in Gallup, NM to recycling tires to devulcanize rubber into a useable product.
- o Durango-McKinley Paper Company. Working with the company to locate funding to purchase a system that processes paper waste into natural gas.
- Radon. The McKinley CARE Network researched and sought out grants to assist with radon awareness and testing.
- Smart Growth. McKinley County established a “Smart Growth Commission” to oversee and advise the community on land use development and standardize smart growth principles into the County’s Comprehensive Plan.

The Energy/Economy/Environment Issue

Based on the dozens of meetings, conversations, technical readings, etc. engaged in by the CARE team and their partners, a number of significant actions were carried out to begin addressing the highly polarized issues around the environmental and public health legacy of historic extractive and processing activity in the oil, gas, coal and uranium fields of northwestern New Mexico – including uranium mining and milling and the proposed resumption of new uranium mining in the McKinley-Cibola County area. These included:

- (1) Extensive public policy work with staff and members of the New Mexico Legislature to craft legislation that would establish a funding mechanism for cleanup of contaminated and unremediated former mining sites utilizing fee assessments on all new mining activity. This uranium legacy legislation was defeated in the State Senate, but the effort involved education of and dialogue among stakeholders on the range of issues, and high levels of interest were generated.
- (2) Involvement by CARE staff in exploring energy-industry environmental issues through field visits to sites and to community meetings.
- (3) Initiation of substantial work by COG consultants, utilizing supplemental funds provided by the State Legislature, to pull together bodies of information into accessible background documents as catalysts and references for regional “town halls” being designed to stimulate high levels of interest and interaction, as well as to galvanize collective action, on these issues. These efforts include:
 - (a) The background paper on “Energy, Economy and the Environment” authored by Myriem Le Ferrand of Calathus

LLC, developed as part of the CARE plans to hold a “Triple-E Forum” in San Juan County in the coming months and year.

- (b) The background paper on Uranium mining legacy and prospects being assembled by Dr. Dana Ulmer-Scholle of the New Mexico Institute of Mining & Technology (New Mexico Tech), to serve as the foundation of educational forums with state-level and local decision-makers – a “hybrid” form of New Mexico Tech’s renowned “Decision Makers Conferences.”

III. BUDGET ALLOCATION SUMMARY

About two-thirds of the grant funds were allocated to Partnership Formation and the general Project Administration & Coordination work required to carry out the project. The remaining one-third of the work was devoted to Toxic Risk Understanding, Consensus Development and Project Sustainability. With \$75,000 in matching funds from the State Legislature, an additional significant investment has been made in the Toxic Risk Understanding component as we have sought to broaden and deepen the dialogue on the region’s “mega-issues.”

	Portion of Grant Budget	Grant Amount	Matching Funds	Total Project Funds	Portion of Total Project
PROJECT BUDGET					
PROJECT COMPONENT	100.0%	\$81,168.00	\$75,000.00	\$156,168.00	100.0%
Goal 1: Partnership Formation	29.7%	\$24,092.77	\$0.00	\$24,092.77	15.4%
Goal 2: Toxic Risk Understanding	17.6%	\$14,277.67	\$40,000.00	\$54,277.67	34.7%
Goal 3: Consensus Development & Project Sustainability	15.1%	\$12,224.38	\$9,941.88	\$22,166.26	14.2%
Project Administration & Coordination	37.7%	\$30,573.18	\$5,000.00	\$35,573.18	22.8%
TOTAL	100.0%	\$81,168.00	\$49,941.88	\$131,109.88	84.0%
BALANCE OF FUNDS, 3/31/08	0.0%	\$0.00	\$25,058.12	\$25,058.12	16.0%

IV. CONCLUSIONS

A. Lessons Learned

1. Manageable Focus. The CARE project team knew, going in, that we would be attempting to implement a “community-based” initiative on a large geographic, multi-jurisdictional scale. We knew that we would have to have a “step-down” strategy for engaging dialogue and action on a manageable scale, and thus configured community conversations and networking processes in each of our three counties (averaging about 5,000 square miles apiece).

Once we stepped into the process, however, and during the first educational phases of the project (partnership formation and toxic risk awareness), it became apparent that we were actually needing to manage three parallel “CARE projects,” that the partnership formation process would be far more staff-intensive and time consuming than originally projected, and that the project’s staffing capacity fell far short of the demand (in addition to which we lost our staff coordinator for the project less than halfway through the grant period). We were able to obtain a legislative grant of \$75,000 as a matching fund for the project, but this source became available only toward the end of the EPA grant period.

We also learned, early in the process, that the “elephants in the living room” were going to be present for the dialogue. In the case of Cibola and McKinley Counties, this was represented by uranium – the legacy of past abuses and negative impacts on the environment and public health, and the prospect (specter?) of a resumption of uranium mining as the unit price of uranium began to escalate. In the case of San Juan County, this was represented by highly visible air pollution caused by the operation of twin coal-fired power plants on the high-desert Four Corners plateau. Although a number of toxic risk concerns and issues were brought forward in the county-level meetings (numbering about 37 when collated), the highest level of interest in terms of community-based advocacy and action was in the most visible “elephants.”

Since neither the Council of Governments, as CARE grantee, nor the CARE project itself, intended to position itself on either side of the polarized debate on these issues, ways needed to be found to (a) engage interest in other issues and actions addressable at the local level, and (b) serve the public

debate on the mega-issues through a more extensive process involving scientific compilation and presentation and intensive public dialogue in a structured town-hall format.

As we have seen with other regional projects, it often happens that a small “core group” emerges with sufficient passion and capacity for involvement that momentum can be established, frequent consultation can happen, intermediary actions can be planned and carried out, and the broader network of citizens and agencies can be informed and brought together in a less intensive manner. In this project, the *McKinley CARE Network* emerged as a strong example of this process. In fact, volunteer members of the Network proactively rose to the occasion as an active assistance to the grantee’s CARE staff and with a commitment to moving toward a “Level 2” project. This Network has exhibited both desire and capacity for taking on the CARE responsibility going forward.

The McKinley CARE Network has indicated its desire and readiness to pursue a Level II proposal in partnership with Sustainable San Juan, with a proactive focus on comprehensive community-based waste management, including recycling, alternative energy and related green initiatives. The Network feels that projects in this arena would become self-sustaining, while providing significant benefit to the environment.

Parallel efforts are continuing to address uranium legacy issues, but the political, economic and financing issues involved are seen to transcend the capacity of a community coalition to address directly.

2. Constructive Neutrality. The Northwest New Mexico CARE project has also been challenged by the issue of maintaining a “common ground,” community-based focus inclusive of both consumer and industry advocates (as well as other environmental stakeholders), while not losing relevance and momentum as a positive force for environmental change in the regional community.

The energy industry – represented, broadly speaking, by coal mining, power plant construction and operation, oil and gas extraction and processing, and uranium mining and processing – provides an intense venue and possibility for community dialogue and consensual action. However, the magnitude and complexity of this highly polarized and

politicized issue are exacerbated further complicated by the multi-jurisdictional and multicultural nature of the region, historic legacies of conflict and exploitation and the presence of entrenched ideologies with respect to the future of the energy industry in the region. The “environmental justice” phrase magnetizes positive interest and passion by several governmental and nonprofit groups while intensely antagonizing industrial representatives and pro-development advocates.

Moving forward, then, in the spirit of “community-based” dialogue and action will continue to take time, good information, good communication and opportunities for cooperative work on common-ground initiatives.

3. Technical Partnership. Our CARE initiative learned early on that both the New Mexico Environment Department and EPA would represent a wealth of information on environmental issues, toxic risks and potential solutions, and this partnership proved to be absolutely essential in setting a strong foundation for the project, particularly in informing the “Toxic Risk Awareness” activities of the initiative. This affirmed from the beginning that it would not be a “starting from scratch” process, and we became increasingly informed about the range of programs potentially available through the Department, through EPA and through other sources for local implementation of environmental solutions. It became clear that “lack of access to information and resources” would not be the core issue, but rather the formation of a continuous, coherent and broadly representative working group with the capacity to effectively apply such knowledge and resources within the “community action” framework.
4. Inter-Project Learning. The CARE Conferences held in 2005 in Denver, in 2006 in Seattle, and in 2007 in Atlanta proved to be extremely positive events with almost overwhelming opportunity for interaction with other grantees and with EPA program representatives. In the future, it will be important to find a means for having at least three or four project representatives at these conferences.

B. Next Steps

Drawing upon the project’s priority issues, as summarized previously, we have initiated the process of pinpointing specific projects and initiatives from our toxic risk reduction priority list that need or could benefit from technical assistance and/or funding from EPA and

NMED programs. Our preliminary list is summarized in the chart below.

Northwest New Mexico CARE Prospective Level II EPA and NMED Investments August 2008	
PROJECT / INITIATIVE	POTENTIAL OPPORTUNITY OR AREA OF SUPPORT
Gallup Solar – an initiative to locate and develop a large megawatt solar production power plant in the region.	Utilizing EPA and/or NMED’s understanding in planning and development large-scale solar energy production facilities and even industry connections to raise awareness and interest in investing in Northwest NM.
School Bus Retrofits – because of the population density issue and the fact that we have the largest school districts in the nation, our communities are threatened by long commutes made by public school buses that transport kids to and from school, sometimes up to two hours a day in total commuting time.	EPA School Bus Retrofit; EPA Blue Skyways Initiative
Project / Initiative	Potential Opportunity or Area of Support
Biofuels – similar issue described above, but getting government sector vehicles retrofitted or purchased that could run either more efficiently or on biofuels.	Technical Assistance and/or EPA Blue Skyways Initiative
Kachina Packaging Plant – A USDA funded and City-owned facility aimed at becoming a community business incubator, which has discovered an wall imbedded asbestos issue.	Pilot Project for EPA’s Research in Alternative Asbestos Control Control Methods or EPA Brownfields Cleanup Grant
General Air Quality Issues – especially in San Juan County	Join EPA EnviroFlash to get daily updates on San Juan County air quality conditions.
Four Corners Air Quality Taskforce Recommendations	Continuing relationship with EPA and NMED; EPA Blue Skyways Initiative
Northwest NM Solid Waste Authority Landfill – a regional landfill that has never mined methane gas and is located adjacent to Tri-State Gas Company.	Technical assistance and guidance on mining methane gas and connecting to opportunity of selling green biogas to Tri-State Power or utilizing for other opportunities.
Uranium Legacy Sites and Reclamation	Technical assistance in passing or

	changing Federal legislation to allow for funding to reclaim orphaned uranium mining and milling sites that do not neatly fit into Superfund or Brownfield programs
Uranium Legacy Sites and Reclamation	Technical assistance in creating bioremediation programs for uranium site reclamation activities, such as using and growing switchgrass, which can be sold and developed into biomass or pellets.
Grants Greenhouse	Technical assistance in revitalizing Grants greenhouse for agricultural production.
Mormon Form Redevelopment	Technical assistance and oversight in developing a mixed use agricultural park and/or EPA Brownfields Program.
Public Transit	EPA funding for alternative energy buses for local public transit programs.
Household Radon	Link with the NADO Radon test kit program to build awareness and provide service to most effected populations and households.
Water Supply	EPA and NMED support of the Navajo-Gallup Water Supply Project and other supply side projects like developing reverse-osmosis plant.
Tire Recycling and Linking to tire markets – the NWNM Regional Solid Waste Authority has over 240,000 tires at their facility, but is actively bailing and developing a tire wall through a NMED tire grant.	Continuing to work with the NMED tire grant and making the connection to EPA Scrap Tires program to link with regional tire markets and businesses.
Project / Initiative	Potential Opportunity or Area of Support
Waste Stream Diversion and Recycling	Technical assistance in rural models of recycling programs; EPA Waste-to-Energy program; Linkages on E-Waste Outlets and Events; and other strategies for reducing and recycling. Need for recycling bins.
Regional Brownfields Program	Continuing relationship with Region 6 and NMED Brownfields Departments; EPA Route 66 Brownfields Program
Durango-McKinley Paper Company – have a plan to purchase and install equipment to not only improve their production of recycled OCC but to convert waste to energy through converting paper byproducts into biogas.	Locating matching public sector investments for this project.

<p>Smart Growth – in 2006 McKinley County established a Smart Growth Commission to advise the County Commission on land use decisions and development.</p>	<p>EPA Smart Growth Assistance Program</p>
---	--

Reported compiled and submitted
in consultation with local and regional partners,

*by **The COG CARE Staff Team**, Northwest New Mexico
 CARE:*

Jeff Kiely (Project Director), Deputy Director

Bob Kuipers (Project Coordinator), Associate Planner

Evan Williams, Senior Planner

Sherri Grona, Associate Planner

Mike Sage, Associate Planner

with office assistance by

Bebe Sarmiento, Executive Secretary

Theresa Lee, Finance Manager

Arlene Silver, Administrative Assistant

Cheryl Keagle-Bumby, Administrative Assistant

under the general supervision and authority of

Patty Lundstrom, Executive Director