



Alamogordo City Commission

NOTICE OF MEETING

Regular Meeting Agenda

March 27, 2018 - 6:30 PM
City Hall, City Commission Chambers
1376 E. Ninth St.

Richard Boss Mayor
Jason Baldwin Mayor Pro-Tem, District 1
Nadia Sikes District 2
Susan Payne District 3
Josh Rardin District 4
Al Hernandez District 5
Dusty Wright District 6

Maggie Paluch City Manager
Petria Schreiber City Attorney
Rachel Hughs City Clerk

MISSION STATEMENT as Adopted by the City Commission on March 24, 1995.

The City of Alamogordo is a Municipal Corporation that exists solely for the purpose of providing the best possible services to our customers, the citizens of Alamogordo. We are committed to providing these services with honesty, integrity, compassion, fairness, and a commitment to excellence.

We are committed to the long-term financial stability and responsible growth of the City and all decisions will be driven by our commitment to provide the best services possible in a financially sound and responsible manner given the economic realities facing the City.

In accordance with Section 10-15-1.D, NMSA 1978 (2010 Cumulative Supplement), this agenda has been posted on the bulletin board located in the east/west lobby of the City Hall and in the glass case located outside the north entrance of the City Hall, distributed to the appropriate news media, and posted on the City website: <http://ci.alamogordo.nm.us> within the required time frame. As a courtesy, the entire Agenda Packet has also been posted on the City of Alamogordo website: <http://ci.alamogordo.nm.us>

The Mayor and City Commission request that all cell phones be turned off or set to vibrate. Members of the audience are requested to step outside the Commission Chambers to respond to or to conduct a phone conversation. The Alamogordo Commission Chambers is wheelchair accessible. Other special assistance for disabled attendees must be requested 48 hours in advance by contacting the City Clerk's Office at 575-439-4205.

CALL TO ORDER & ROLL CALL

Announce the presence of a Quorum.

INVOCATION & PLEDGE OF ALLEGIANCE

APPROVAL OF AGENDA

PRESENTATIONS

1. Comprehensive Plan update. (Jackie Fishman, Consensus Planning)

PUBLIC COMMENT

Residents must sign up with the City Clerk to address the City Commission. Comments are limited to 3 Minutes, and there will be a maximum of 21 Minutes allowed for Public Comment.

CITY MANAGER'S REPORT

REMARKS AND INQUIRIES BY THE CITY COMMISSION

CONSENT AGENDA (Roll Call Vote Required for an Ordinance or Resolution)

All matters listed under the Consent Agenda are considered to be routine by the City Commission and will be enacted by one motion. There will not be separate discussion of these items. If discussion is desired, that item will be removed from the Consent Agenda and will be considered separately.

2. Approve the minutes for the March 13, 2018 Regular meeting. *(Rachel Hughs, City Clerk)*
3. Consider, and act upon, request by PNM related to a leak adjustment request for 650 Fairgrounds Rd. *(Mark Threadgill, Customer Service Manager)*
4. Consider, and act upon, an application for participation in the 2019 Law Enforcement Protection Funds. *(Mike Lawrence, Deputy Police Chief)*
5. Approve Resolution No. 2018-11 requesting written approval from the Local Government Division of the Department of Finance & Administration, State of New Mexico for the revised budget figures computed as of March 27, 2018. *(Kathy Gilsdorf, Budget Analyst)* **(Roll Call Vote required)**
6. Consider, and act upon, final publication of Ordinance No. 1559 amending sections 29-01-100 and 29-01-110, Chapter 29 of the CODE pertaining to White Sands Beautification District. *(City Planner, Darron Williams)* **(Roll Call Vote Required)**
7. Consider, and act upon, final publication of Ordinance 1564 approving a Local Economic Development Project for secured financial assistance proposed by Thomas L. Cardella & Associates, Inc. *(Petria Schreiber, City Attorney)* **(Roll Call Vote Required)**

ITEMS REMOVED FROM CONSENT AGENDA

NEW BUSINESS

8. Consider, and act upon, Resolution No. 2018-13, to adopt the update to the City of Alamogordo Comprehensive Plan final draft. *(Darron Williams, City Planner)* **(Roll Call Vote Required)**
9. Consider, and act upon, award of Public Works Bid No. 2018-001 to Hank Williams, Inc. dba Williams Construction Contractors, related to the Otero/Greentree Regional Landfill Cell #5 project, in an amount not to exceed \$1,044,833.70, including NMGR. *(Bob Johnson, Engineering Manager)*
10. Consider, and act upon, award of Public Works Bid No. 2018-002 to Classic Builders, Inc., related to the Repaint Alamogordo City Hall and Sign project, in an amount not to exceed \$37,028.88, including NMGR. *(Bob Johnson, Engineering Manager)*
11. Consider, and act upon, application for GRIP reimbursement submitted by Solid Cap Properties, LLC. for the remodel of the location for Melrose Family Fashions at the White Sands Mall. *(Petria Schreiber, City Attorney)*
12. Consider, and act upon, first publication of Ordinance 1565 amending Section 7-01-020 of the Alamogordo Code of Ordinances regarding the keeping of bees. *(Petria Schreiber, City Attorney)* **(Roll Call Vote Required)**

13. Consider, and act upon, first publication of Ordinance 1563 amending Chapter 12 of the Alamogordo Code of Ordinances regarding the Alamogordo Fire Department. (*Petria Schreiber, City Attorney*) **(Roll Call Vote Required)**

14. Consider, and act upon, Resolution 2018-12 extending the moratorium on new off-premises billboards for a period of six months. (*Darron Williams, City Planner*) **(Roll Call Vote Required)**

15. Appoint new Board member and alternate to the Southeastern New Mexico Economic Development District/Council of Governments . (*Rachel Hughs, City Clerk*)

16. Appoint Committee members to the Southeast Regional Transportation Planning Organization. (*Rachel Hughs, City Clerk*)

17. Appointments to Boards and Committees. (*Richard Boss, Mayor*)

EXECUTIVE SESSION (Roll Call Vote Required)

18. Adjourn into Executive Session in compliance with Section 10-15-1(H), NMSA 1978 (as amended), to discuss Threatened or Pending Litigation; specifically a case update on all cases being handled by the Self Insurers Fund. **(Roll Call Required)**

ADJOURNMENT

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/20/2018

Report No: 1.

Submitted By: Shelbe Abbott

Subject: Comprehensive Plan update. (*Jackie Fishman, Consensus Planning*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: Jackie Fishman to give an update on the final draft of the Comprehensive Plan.

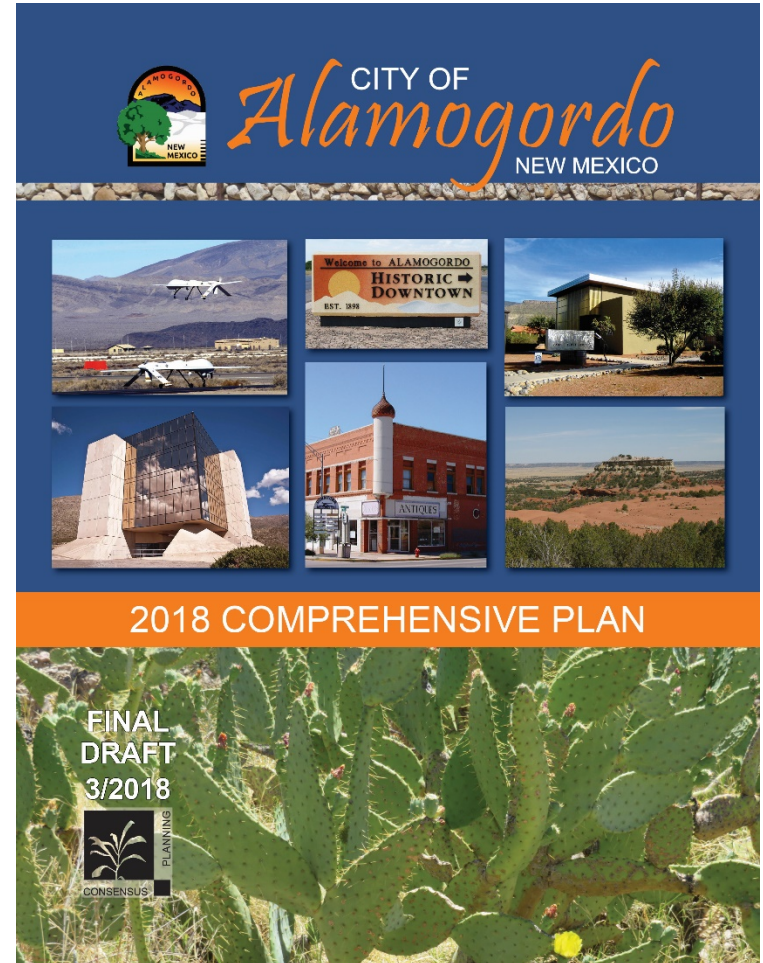


CITY OF *Alamogordo* NEW MEXICO



CITY COMMISSION
March 27, 2018

Consensus Planning, Inc.
Smith Engineering Company



PLANNING PROCESS



PUBLIC ENGAGEMENT



COMPREHENSIVE PLAN ELEMENTS



KEY PLANNING THEMES

**Economic impact of
federal government
employment**

**Strive for a more
diversified economy**

**Grow the community
through infill,
redevelopment, &
annexation**

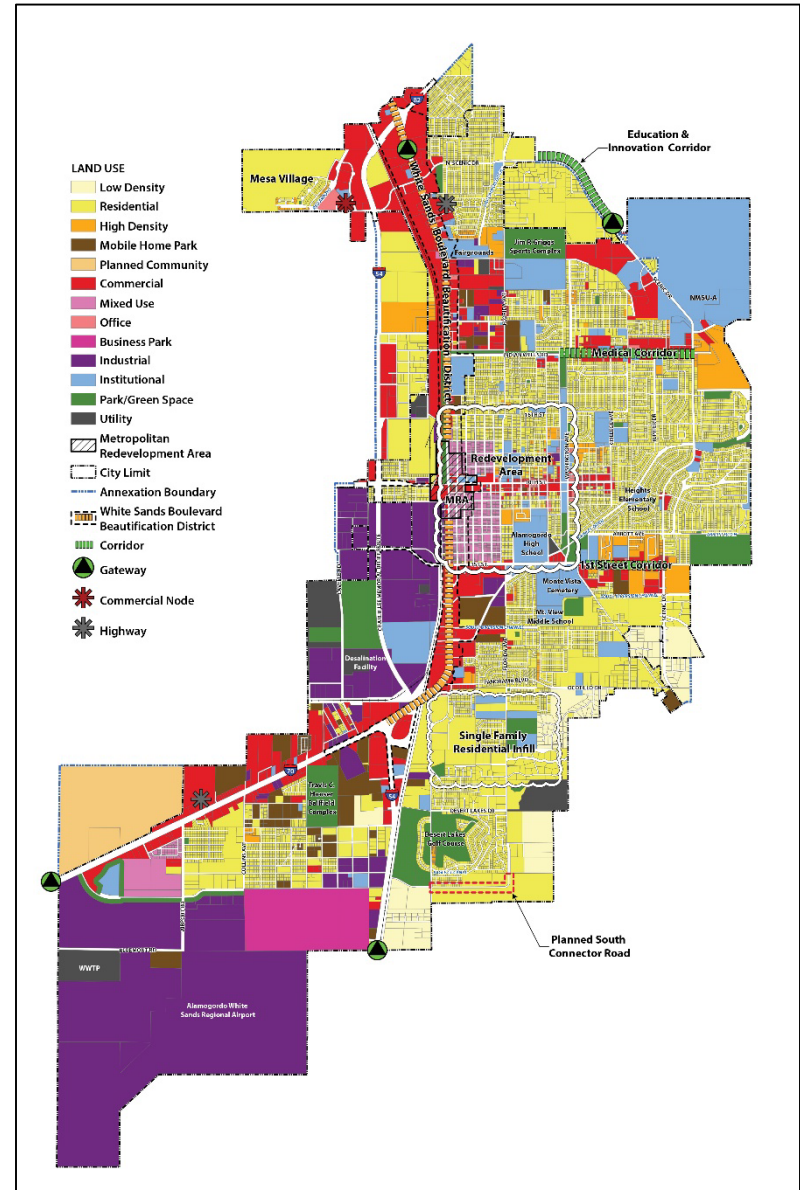
**Plan for & implement
improvements to
municipal service
systems**

**Diversify the City's
housing stock**

**Revitalize Downtown
Alamogordo**

Chapter 3: LAND USE

- How the City should grow and develop over the next 20 years:
 - ✓ Infill development and redevelopment
 - ✓ Gradual annexation of areas that can be served with City infrastructure
 - ✓ Beautification of major corridors
 - ✓ Designation of new commercial and industrial areas at Airport and along the Bypass
 - ✓ Improve the visual environment
 - ✓ Code enforcement for nuisance properties
 - ✓ Historic preservation



Chapter 4: ECONOMIC DEVELOPMENT

- Improving, strengthening, and diversifying the City's economic base:
 - ✓ Recruitment of new businesses & retention of existing businesses
 - ✓ Positioning the City as a leading community for aerospace, aviation, and STEM
 - ✓ Workforce training
 - ✓ Small business development
 - ✓ Public/private partnerships for redevelopment
 - ✓ New business park at the airport
 - ✓ Targeting food manufacturing companies
 - ✓ Strengthening the City as a tourist destination



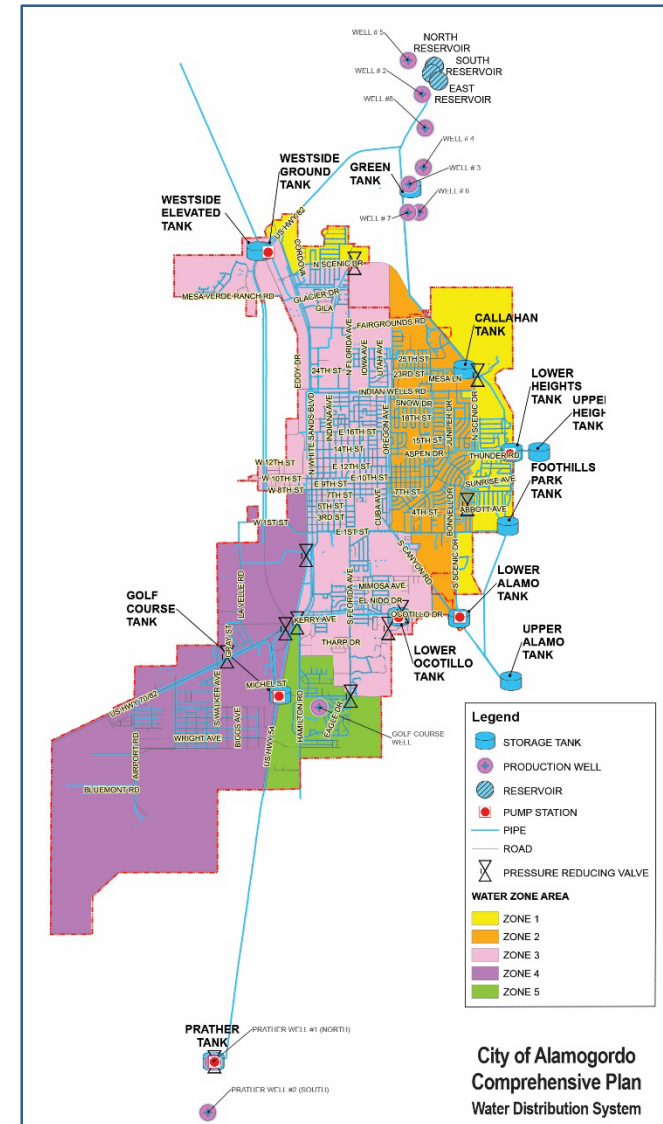
Chapter 5: HOUSING & NEIGHBORHOODS

- Diversify the City's housing stock and ensure housing remains affordable
- Safe, well-maintained, & stable neighborhoods
 - ✓ Develop an Affordable Housing Plan
 - ✓ New multi-family rental housing
 - ✓ Senior housing
 - ✓ Property maintenance
 - ✓ Green building techniques
 - ✓ Temporary housing



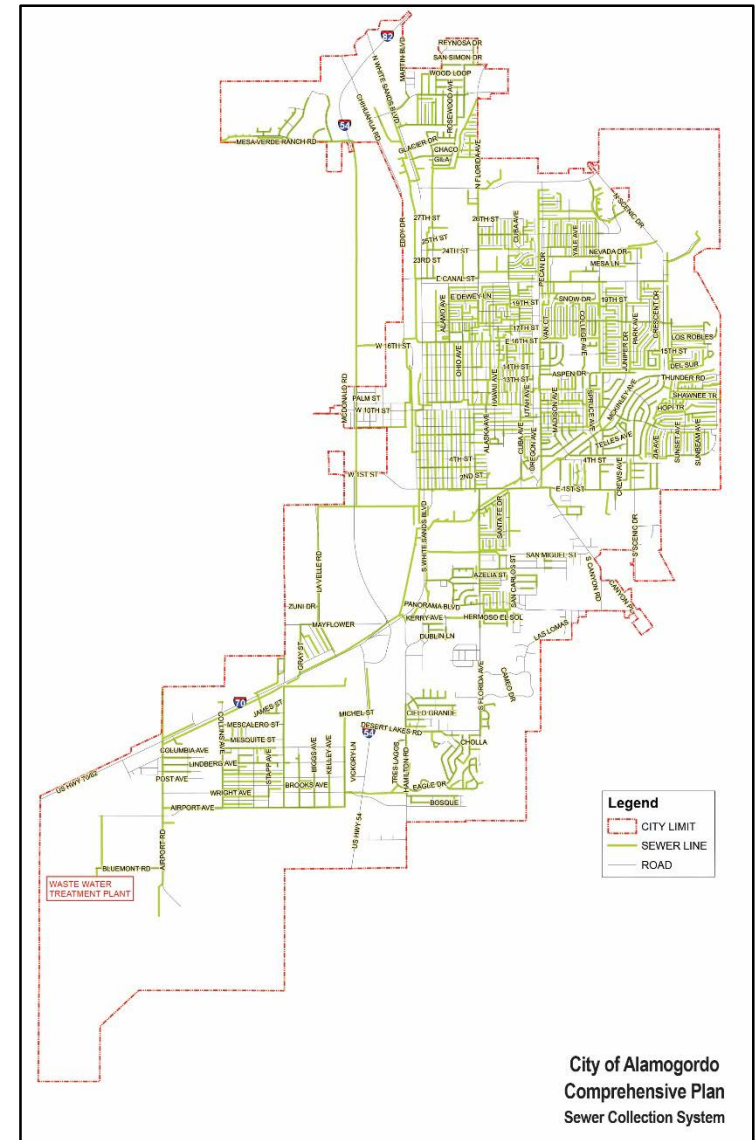
Chapter 6: INFRASTRUCTURE

- Systematic maintenance, replacement, & improvement of existing infrastructure
- Water System:
 - ✓ Create a Water System Master Plan, GIS database, O&M, & Asset Management Plan
 - ✓ Implement the 40-Year Water Development Plan
 - ✓ Treatment & delivery of clean drinking water
 - ✓ Implement the Water Conservation Ordinance
 - ✓ Create a Water Loss Control Program
 - ✓ Implement the Reuse Water Model Report



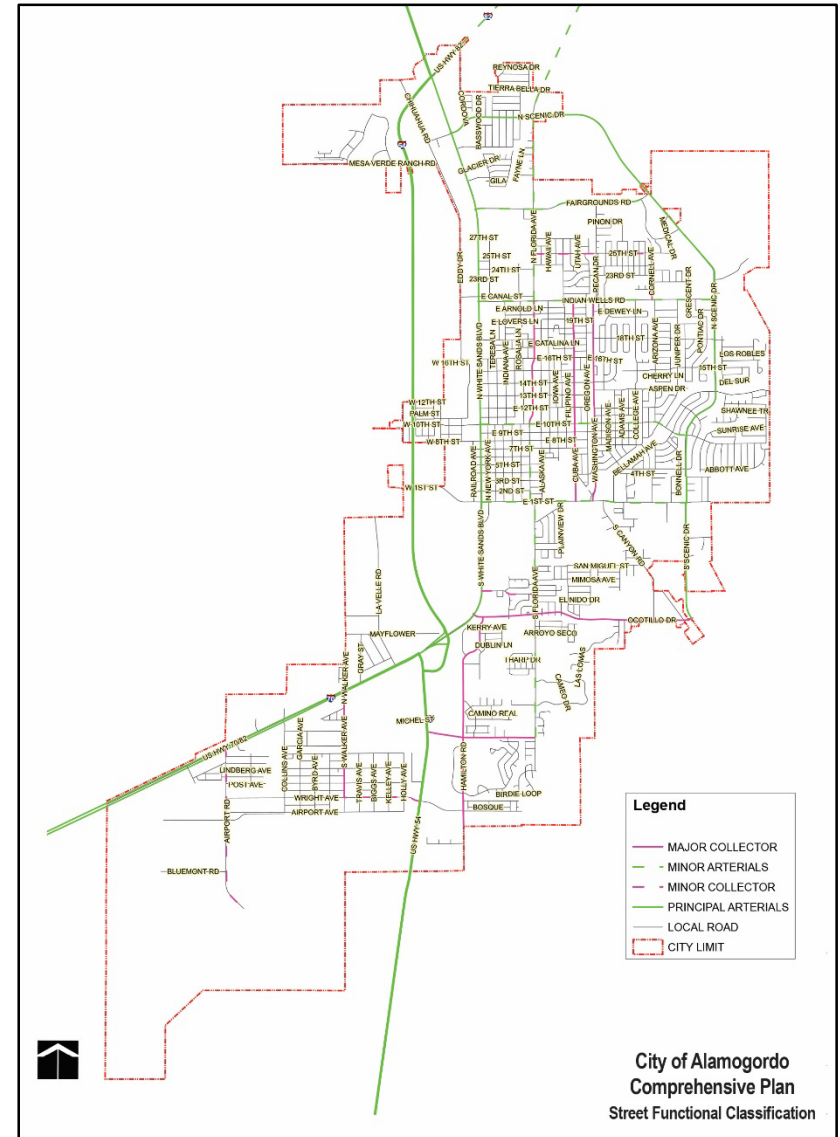
Chapter 6: INFRASTRUCTURE

- Sanitary Sewer System:
 - ✓ Rehab, replacement, & maintenance of collection lines
 - ✓ Update the Wastewater Master Plan
 - ✓ Create O&M Plan
 - ✓ Develop/maintain GIS database
- Storm Drainage System:
 - ✓ Implement Flood Control Project
 - ✓ Develop a Drainage Master Plan
 - ✓ Develop/maintain GIS database
- Recycling:
 - ✓ Additional bins, potential for curbside recycling, & public education



Chapter 7: TRANSPORTATION

- Create a balanced and coordinated transportation system:
 - ✓ Coordination with NMDOT
 - ✓ Improvements to sidewalks, trails, bicycle facilities
 - ✓ Traffic calming and ADA
 - ✓ Expansion of transit
 - ✓ Safe Routes to School
 - ✓ Street maintenance
 - ✓ Airport improvements



Chapter 8: COMMUNITY FACILITIES & SERVICES

- Addresses Quality of life issues:
 - ✓ Public safety
 - ✓ Parks and recreation
 - ✓ Library, Senior Center, Family Recreation Center
 - ✓ Public education
 - ✓ Community health services
- On-going preventive maintenance & replacement, needs assessments
- New convention center facility
- Support services for homeless



Chapter 9: GREENHOUSE GAS EMISSIONS

- Reduce emissions through a variety of methods:
 - ✓ Alternative energy technologies in new buildings and retrofitting existing buildings
 - ✓ Converting the City's fleet to alternative fuels/technologies
 - ✓ Designating spaces for fuel efficient vehicles
 - ✓ Incentives for new building construction that use efficient energy systems
 - ✓ Planning for new solar and wind projects



Chapter 10: HAZARD MITIGATION

- Reducing impacts
- Flooding:
 - o Flood insurance awareness program
 - o Early warning system (reverse 911)
 - o Participation/compliance with National Flood Insurance Program
- Drought:
 - o Desalination plant
 - o Extension of water reuse system
- Wildfire:
 - o Otero Working Group
 - o Improvements to critical facilities
 - o Planning for hazard events



IMPLEMENTATION

- Implementation tables by Plan element
- Time frames:
 - o 2018-2020 (short)
 - o 2021-2023 (medium)
 - o 2024-2030 (long)
 - o On-going
- Responsible entity/partnerships
- Funding sources – Appendix C

INFRASTRUCTURE STRATEGIES			
Infrastructure Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023 and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
<u>Strategy 1.2:</u> Prepare a Water System Master Plan that includes, but is not limited to: Background information on the City's water system (water pressure zones, treatment, storage, transmission, and distribution components); Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission, Distribution and storage system; Improvements, replacements, and expansions to correct deficiencies and meet future demands; Annual review as funding becomes available and projects are completed; and Coordination with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
<u>Strategy 1.3:</u> Develop a GIS-based functional database for the City's water distribution system and provide updates to the database on an on-going basis.	2018-2020		Public Works
<u>Strategy 1.4:</u> Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	2021-2023		Public Works
<u>Strategy 1.5:</u> Continue to implement the actions and projects identified in the 40-year Water Development Plan (2015-2055), including implementing the ARWSP as an alternative water supply source to meet current and future demands, continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation and other uses.	2018-2020		Public Works, City Commission
<u>Strategy 2.1:</u> Continue to conduct water sampling for quality analysis, track potential water system deficiencies and compliance violations, prepare compliance records, and monitor operation and maintenance activities surrounding the treatment and deliverance of drinking water to ensure compliance with drinking water regulations and other programs associated with surface and ground water as established by the EPA and NMED.		✓	Public Works
<u>Strategy 2.2:</u> Evaluate whether enough sampling stations are installed throughout the water distribution system to aid City personnel in collecting water samples to be tested.	2018-2020		Public Works
<u>Strategy 2.3:</u> Continue to use the sampling results and compliance tracking data to determine potential contamination sources, susceptibility of the water supply to contamination sources, and potential water system deficiencies to identify measures to be taken to prevent contamination.		✓	Public Works
<u>Strategy 2.4:</u> Continue to provide water quality analysis information to the public in order to educate citizens about water quality and provide opportunities for public dialogue.		✓	Public Works
<u>Strategy 3.1:</u> Continue to implement and promote the water conservation program as established in the City's Water Conservation Ordinance, including: Educational programs; Rebates for replacing existing plumbing fixtures, landscaping restrictions, change in water rate structure; and Other strategies needed in maintaining the City's per capita water use goals.	2018-2020		Public Works, City Commission
<u>Strategy 3.2:</u> Evaluate the performance of water conservation methods on a continual basis and determine whether additional measures are needed.		✓	Public Works
<u>Strategy 3.3:</u> Implement a Water Loss Control Program that consists of three major components: Water audit to identify and quantify water uses and losses from the existing wells, water storage tanks, and water distribution system; Intervention process to implement the controls to reduce the water losses, and repair and replace the leaking areas of the system; and Evaluation to determine the success of the intervention process.	2021-2023		Public Works
<u>Strategy 3.4:</u> Implement the Reuse Water Model Report, which analyzed the existing reuse water system condition and provided recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the entire reuse system.	2021-2023		Public Works
<u>Strategy 4.1:</u> Secure funding and implement projects for rehabilitation, replacement, and/or expansion of wastewater collection lines as identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023, and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
<u>Strategy 4.2:</u> Continue to implement the Wastewater Preliminary Engineering Report, which provided a detailed evaluation of the existing treatment processes at the City WWTP; identified several alternatives for improving and expanding these treatment processes; and included recommendations for WWTP improvements as needed to keep pace with existing and future needs.	2018-2020		Public Works

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/22/2018

Report No: 2.

Submitted By: Rachel Hughs

Subject: Approve the minutes for the March 13, 2018 Regular meeting. *(Rachel Hughs, City Clerk)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve the minutes.

Background: This is required by the Open Meetings Act.

**CITY OF ALAMOGORDO, NEW MEXICO
CITY COMMISSION REGULAR MEETING MINUTES
6:30 P.M., COMMISSION CHAMBERS
March 13, 2018**

**RICHARD BOSS, MAYOR
JASON BALDWIN, COMMISSIONER
NADIA SIKES, COMMISSIONER
JOSH RARDIN, COMMISSIONER
SUSAN PAYNE, COMMISSIONER**

**AL HERNANDEZ, MAYOR PRO-TEM
DUSTY WRIGHT, COMMISSIONER
MAGGIE PALUCH, CITY MANAGER
PETRIA SCHREIBER, CITY ATTORNEY
RACHEL HUGHS, CITY CLERK**

CALL TO ORDER / ROLL CALL / INVOCATION / PLEDGE OF ALLEGIANCE

Mayor Boss called the meeting to order at 6:30 p.m. Roll Call was taken by the City Clerk. City Clerk Hughs announced there was a quorum present. Invocation was given by Pastor Timothy Greene and the Pledge of Allegiance was led by Commissioner Payne.

APPROVAL OF AGENDA

**Mayor Pro-Tem Hernandez moved to approve the agenda.
Commissioner Baldwin seconded the motion. Motion carried with a vote of 5-0-0.**

CANVASS OF ELECTION

1. Consider, and act upon, declaring the results of the Official Canvass of Election of March 6, 2018. *(Rachel Hughs, City Clerk)*

City Clerk Hughs said this is to declare the results for the 2018 Municipal election and approve the canvass.

**Commissioner Baldwin moved to approve.
Mayor Pro-Tem Hernandez seconded the motion.
Motion carried with a vote of 5-0-0.**

ADMINISTRATION OF THE OATH OF OFFICE FOR ELECTED OFFICIALS

2. Ceremonial administration of the Oath of Office to the newly elected Mayor At-Large, City Commissioners and Municipal Judge. *(Steve Guthrie, Magistrate Judge)*

Honorable Magistrate Judge Steve Guthrie administered the Oath of Office to Mayor Boss, Commissioner Sikes, Commissioner Rardin and Commissioner Wright.

After taking their Oath of Office, Commissioner Rardin and Commissioner Wright took their seats at the Dais.

REORGANIZATION OF THE COMMISSION

3. Selection of the Mayor Pro-Tem. *(Rachel Hughs, City Clerk)*

**Commissioner Payne nominated Commissioner Baldwin as Mayor Pro-Tem.
Mayor Pro-Tem Hernandez seconded.
Motion carried with a vote of 7-0-0.**

4. Selection of Seating Order. *(Rachel Hughs, City Clerk)*

Mayor Boss said this is done by longevity. The Commission rearranged their seating order. Mayor Boss thanked Commissioner Hernandez for his time as Mayor-Pro-Tem.

**5. Determine Order of Business - Rule 6, Rules of Conduct for City Commission Meetings.
(Rachel Hughs, City Clerk)**

Commissioner Baldwin asked City staff about the position of the public hearings on the agenda. He thought that public hearing should be a little higher. He asked if they were to have a public hearing they would go through the agenda the same way and if there is no order of business then it would go into public hearing at that point, correct. City Clerk Hughs answered correct.

Commissioner Rardin asked if public hearings were before the consent agenda. Mayor Pro-Tem Baldwin answered yes. Commissioner Rardin said in the order they have it would be after the consent agenda. Mayor Pro-Tem Baldwin said it is after we've had discussion for items removed, yes. He said after looking at it a little longer he has no objection to it. It does look like it is in the correct position.

**Commissioner Hernandez moved to approve.
Commissioner Rardin seconded the motion.
Motion carried with a vote of 7-0-0.**

PUBLIC COMMENT

Airport Manager Talbert commented on the following:

He spoke on the QF airplanes acquired through the GSA system. He was recently told that there will be a \$2,500 Admin fee to get the State of New Mexico to do the paperwork for these airplanes. He said he almost collected enough money in one day to pay for that. He said they are setting up donation availability to donate to pay for it. He said the Airport will be bringing in a B-17. He talked about specific events they have scheduled while the B-17 is here at the Airport.

Mayor Boss asked him if they have decided where the plane will be located. Airport Manager Talbert answered it will be going to Alameda Park.

Ms. Janella Cruz commented on the following:

She addressed the right hand turn sign at the corner of Indian Wells and White Sands Boulevard. She said State Transportation had asked for the City of Alamogordo to put that in. She said she knows it is not a City of Alamogordo issue and the State Transportation deals with that, but she wanted to know if the City of Alamogordo has some say so in it. She then asked if the City was going to do something about the varmints at the Sahara Apartments, to keep them from running to the other houses. She also asked about the grass being kept cut and how the City was going to re-coup the money they have allocated already. Mayor Boss said that is something that staff would have to get back with her on.

Gene Downer commented on the following:

He welcomed the new Commission and gave a pat on the back to all candidates. He talked about the French Brother's developments and their landscapes. He encouraged the City to keep planting trees.

Jodie Nichols commented on the following:

She said she is a citizen in District 2. She wanted to say congratulations to the Commissioners and the Mayor. She thanked the City Attorney for the work she has done for the Sahara apartments. She said she lives directly across the street from there. She left handouts at the podium for the Commission to pick up. She said she is a little nervous and read what she has prepared. She gave a little background as to what has led her to speak to the Commission. She said she attended an event with many candidates and was able to visit with one who listened to her concerns. She said this candidate came to her neighborhood to view what they discussed and visited with her at her home. She publicly endorsed this candidate on social media following her visit with them. She said she received a message through facebook from District 2 Commissioner Sikes. She said Commissioner Sikes claimed that she posted disingenuous things, meaning lies. She said she posted the whole message and also printed the message which is in the handout prepared for the Commission, so that it is revealed to all. She said she did not receive phone calls back, but that is her word against Commissioner Sikes. She

said unless you want to compare phone records, but she is going to leave that at that, and get down to the heart of the reason why she is here tonight. She said she wanted to make the Commissioners aware and have this in the minutes that she will be filing a formal complaint against District 2 Commissioner Sikes for what she believes to be a Code of Conduct violation by Commissioner Sikes as a City Commissioner to constituents of her district. She said not all of them, but just the ones she refers to as choosing to live in a deplorable area. She said that to her is a judgment against hard working people trying to make a living the best they can and are proud of their neighborhood. She said we can't all afford to live in \$200,000 homes, and by the way the most of the people in that district live in homes just like hers and neighborhoods just like hers. She said she could not reach all of them tonight, between Thursday and this evening, but she plans to do so with a recall petition. She said maybe Commissioner Sikes thinks their neighborhood is poor but they don't, it is peaceful, clean and friendly. She said the only thing that makes the neighborhood deplorable is the Sahara apartments and Commissioner Sikes' statement. She said just as you have your opinions, they all have theirs too. She said she wants to bring them to the Mayor and Commission the attention of why the Code of Conduct was adopted when Mayor Galea was in office. She said one of the reasons was to keep any Commissioner or Mayor from speaking for the Commission as a Commissioner without approval, consent or agreement. One Commissioner represents all of the Commission. She said only one Commissioner made the statement but it reflects on everybody. She wanted to bring that to the Commission's attention. She recognized people in the audience from her neighborhood and said they enjoy their neighborhood. She said they do not live in a deplorable neighborhood; she has lived in that neighborhood for fourteen years. She said the Sahara apartments were actually nice when she moved in there. She said they were lush and green, they kept the grounds up, and they kept the apartments up. She said it is since then that they have gone down hill; the flood didn't help. She wants it noted what is being said and as a Commissioner being said. She reminded the Commission that the handouts were there for them.

CITY MANAGER'S REPORT

City Manager Paluch made the following remarks:

1. She said the staff met with representatives from the potential Steel Mill Project. The group discussed the potential lease of the portion of the old Alamogordo landfill, south of First Street to the bypass. She said the group also discussed the annexation of the Sheffield property.
2. She said next week staff has a meeting with Ivan Jaime, the Director of Public Affairs for the Union Pacific Railroad to discuss the Steel Mill project and the switch on 10th Street to accommodate the rail depot which is associated with that project and will also be discussing the Scenic extension. She said staff is looking for the possibility for firmer timelines for both of those projects.
3. She said the City and Alamogordo MainStreet are kicking off the planning process for the Downtown Metropolitan Redevelopment Area Plan. She said this plan is the initial step that has to be completed before Alamogordo MainStreet can apply for grants for funding for future projects. There will be two workshop sessions March 19th from 12:30 pm to 6:00 pm and March 20th from 8 am to 5:00 pm at the Flickinger Center. She said on March 20th from 6:00 pm to 7:30 pm there will be a public presentation to discuss the plan and feedback from the workshop sessions. The City Clerk has posted a potential quorum notice in the case that multiple Commissioners would like to attend.
4. She said they have completed the operations portion of the Budget Hearings and Departments are now looking at capital and personnel requests. She said staff was able to review all of the personnel, capital requests for every fund except for the general fund. They will complete that on Thursday and will present that to the Commission in the future.
5. She showed a picture of the retaining wall at the Recreation Center. She said it is completed and the locker rooms are moving quickly. She said this evening the Commission maybe approving a change order for \$11,000 for tile to go up four feet up the wall in the locker rooms. She said this will help protect the walls and make it easier to clean for the staff. She said the Project Manager has indicated they are on pace to complete the project on April 19, 2018.
6. She announced Mr. Brain Peete has accepted the position as the Chief of Police. She said Mr. Peete hails from Chicago and is currently the Chief Forensics Audit Investigator for the Office of the Inspector General for the City of Chicago. She mentioned other positions that Mr. Peete has held. His

connection to New Mexico is that he was stationed at Holloman Air Force Base. She thanked all of the staff and especially the HR department who participated in the Police Chief Search. She also thanked Acting Police Chief Mike Lawrence for all he has done.

REMARKS AND INQUIRIES BY THE CITY COMMISSION

Commissioner Sikes made the following comments:

She said she saw a facebook post from Communications/Marketing Administrator Brideaux with the tourism website. She said if anyone has not looked at it, they need to, it is absolutely beautiful. She asked if New Mexico True did all the videos on that. Communications/Marketing Administrator Brideaux answered that HK Advertising makes the New Mexico True videos.

Mayor Pro-Tem Baldwin made the following comments:

He thanked everyone that ran for candidacy. He said the winner should always be the City of Alamogordo. We do have some very qualified candidates that came back on to the Commission. He welcomed back Commissioner Rardin and welcomed Commissioner Wright. He thanked former Mayor Pro-Tem Hernandez. He said he has dedicated a lot of time and effort to the City. He said, as Mayor Boss stated, he does a lot more than just sit here. He helps out the Mayor and staff, he is extremely knowledgeable and we are lucky to have him for another two years. He also mentioned Commissioner Sikes.

Commissioner Rardin made the following comments:

He said he wanted to echo what Mayor Pro-Tem Baldwin said. He also wanted to thank the voters of District 4 for giving him the opportunity for another four years. He asked when was the last time the City and County Commissions sat down together to discuss each others plan and if they could set something up to do so. Mayor Boss said as he recalls it has been a while back. City Manager Paluch said she thinks the last meeting they had was about two years ago. Commissioner Rardin said in the next couple of months, he would like to sit down with them. He said City Manager Paluch mentioned something about annexing the Sheffield property. He said we really should get the County's input on that, because we are basically taking property away from the County and moving it into the City, so we should at least let them know that we are planning on doing that.

CONSENT AGENDA

6. Approve the minutes for the February 27, 2018 Regular meeting. (*Rachel Hughs, City Clerk*)

7. Consider, and act upon, final publication of Ordinance No.1562. An ordinance amending City of Alamogordo Code of Ordinance Appendix B, Employee Manual Section 5-6. Recreational Facilities Benefit and Section 7-1. Drug-Free and Alcohol-Free Workplace. (*Katie Josselyn, HR Director*) (Roll Call Vote Required)

Commissioner Hernandez moved to approve items # 6 and 7 of the consent calendar.

Mayor Pro-Tem Baldwin seconded the motion.

Roll call vote was taken.

Motion carried with a vote of 7-0-0.

NEW BUSINESS

8. Consider, and act upon, the 2017 Fiscal Year Audit and Approval. (*Julianne Hall, Finance Director*)

Mr. Allen Bowers, Jr., a partner in charge of the audit over the City of Alamogordo with the Firm CRI, which has changed from RPC. He said this report was issued under RPC. He thanked the group, the City and the Finance Department. He talked about the timeline for this process. He thanked the Commission for giving the opportunity to work with the City. He went over some financial statement highlights. He said they were there to render an opinion on the financial statements as a whole and to

state whether or not they are fairly stated. He said it doesn't mean that they are perfect, it doesn't mean that they caught everything, it doesn't mean that they are not going to look for stuff, but it does provide a high level of assurance that they can be relied upon. He said it was an unmodified opinion, so nothing came to their attention that would say that they could not be relied upon, as well as, they were able to obtain sufficient appropriate audit evidence for all the numbers the City asserted to them. He said that is really the first big hurdle and really what they are there for. He said that is a good job to the City to keep those records and make sure that they are following through with that. He talked about a yellow book report or Government Auditing Standards. He said every audit in the State of New Mexico is required to be audited under those standards. He said there are reporting requirements for levels of findings. Under government audit standards you have to report three levels of findings. He reported that there were none of those noted in the City audit this year. He said that is a really good job to the Finance staff and everybody following their due diligence and following the processes and procedures that are in place and to design those processes and procedures to do that. He described each level of findings. He said they do have to report everything they find. He said there were two mistake findings, little other non-compliance, over extend a PO or something like that. He said they are at the back of the report. He said that is what they found, those two items. He said the City did a great job overall for the audit. He said the last report over the federal awards, they do a single audit because the City spends over \$750,000 with federal awards and they tested the CDBG grant and the disaster grant for public assistance and within those grants they have to render an opinion on compliance. He said overall the different compliance requirements as well as the reporting on the controls. He said they had no findings noted and the City complied in all material respect with those grants. He thanked Finance Director Hall, the Finance Department, City Manager Paluch and Mayor Boss. He talked about the Firm's name change.

City Manager Paluch thanked Mr. Bowers. She said it has been great to work with him and the rest of his team, every time the City had a question he has been very responsive. Mayor Boss thanked Finance Director Hall and staff. He said another year and another fantastic job.

(Please see after Item 9 for motion)

9. Consider, and act upon, approval of change order 5 for \$11,139.07, including NMGR, to White Sands Construction Company related to the Family Recreation Center Locker Room Renovations. (Nancy Beshaler, Project Manager)

Project Manager Beshaler said they are starting to get to the end where they are starting to work on some of the finish work. She said this change order is related to add some additional wall tile. When they originally awarded the project, they only awarded the base bid work and that included wall tile in the showers up to eight feet and four foot wall tile behind all the plumbing fixtures like sinks and toilets. She said as they are getting further along in the project they still have good contingency. She said for future maintenance they believe it is a good idea to add some wall tile in the heavier traffic areas.

Mayor Boss asked if we had enough budgeted for that change order. Project Manager Beshaler answered we do, after this change order we'll have about \$30,000 contingency left.

Commissioner Hernandez asked if this was priced per square foot. Project Manager Beshaler said it is a pretty high square foot price. She said they went back and asked White Sands Construction to look at that price and they confirmed. She said it is expensive tile. Commissioner Hernandez said okay, but it is within the price that it should be. Project Manager Beshaler said yes.

Commissioner Rardin said he currently has a project bid with these guys. He said if he remembers right, the law reads that he needs to disclose that he may have a potential conflict to the Commission, and then the Commission can decide whether or not they want to allow him to vote on this or not. He said it was a project that they bid on, but it is going to be June or July before they perform the work. Mayor Boss said he believes that he can use his own judgment as to whether he should recuse himself

or not. He said he thinks that the Commission does not need to discuss it. Commissioner Rardin said he just wanted to disclose with the Commission before they voted on it.

Commissioner Hernandez moved to approve.
Commissioner Sikes seconded the motion.
Motion carried with a vote of 7-0-0.

Mayor Boss stated that they were going to move back to Item number 8, because the Commission did not act upon that item.

Commissioner Hernandez moved to approve.
Commissioner Rardin seconded the motion.
Motion carried with a vote of 7-0-0.

Commissioner Rardin moved to adjourn at 7:25p.m.
Commissioner Payne seconded the motion.
Motion carried with a vote of 7-0-0.

ADJOURNMENT

Mayor Richard Boss

ATTEST:

City Clerk Rachel Hughs

(Prepared by Eric Barraza, Deputy Clerk)
Approved at the Regular Meeting held on March 27, 2018.

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/13/2018

Report No: 3.

Submitted By: Mark Threadgill

Subject: Consider, and act upon, request by PNM related to a leak adjustment request for 650 Fairgrounds Rd. *(Mark Threadgill, Customer Service Manager)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Staff recommends approval of a leak abatement in the amount of \$2,696.45 for 650 Fairgrounds Rd.

Background: Customer suffered leak on customer side of meter. Leak was repaired and customer requested leak abatement under City policy. The request meets all of the requirements required of the Leak Abatement Policy, however, the calculated adjustment amount of \$2,696.45 exceeds the maximum amount, \$2,500.00, which can be approved by staff.

**CITY OF ALAMOGORDO
UTILITY BILLING DEPARTMENT
COMMERCIAL LEAK ADJUSTMENT WORKSHEET**

DATE: February 28, 2018

Customer ID Location ID Cycle/Route

Meter Size

10709 7924 02/60

200

Customer Name:

PNM

Billing Date:

2/13/18

Service Address:

650 Fairgrounds Rd

Billing Period:

2/18/17-1/18/18

Average Consumption: 2540

Average Bill: \$138.98

Actual Billed Consumption: 51650

Actual Bill Amount: \$2,910.83

Difference of Average and Actual must exceed \$125.00

\$2,771.85

Meets Qualifications? Y

Difference Billed - Average 49,110

Difference Bill @ Tier 1 1.45

Total Difference \$712.10

Average Bill: \$138.98

Billed Over Average \$712.10

Total \$851.08

Total Billed: \$2,910.83

Minus Total Difference -\$851.08

Water \$2,059.76

Sewer \$508.29

Tax on Adjusted \$128.40

Total Adjusted \$2,696.45

Customer is requesting relief on his/her water bill for the month of

FEBRUARY 2018

If you have any questions, please call Nichole Sierra @ ext 4261

Prepared by:

[Signature]

UB Approval:

Nichole Sierra

THIS LEAK ABATEMENT REQUIRES CITY COMMISSION APPROVAL

Finance Approval: _____

Charge Summary

Customer ID	Location ID	Code	Description	Amount
		CC	CONVENIENCE CTR FEE	2.30
		SW	SEWER	581.78
		WA	WATER	2910.83
			TAXES	174.75
			Total Actual Charges	3669.66

es

es : 3669.66

amt: 3669.66

Est Cmt

ter Number Cd Cd

321849

5=Display
Svc
Opt Type Ty
— WA RE

Opt Svc
— WA
— WA
— WA
— WA
— WA

Rate Group S/W

AL/I/C

Bottom

AL/I/C

ENTER=Exit F8=Print F10=Reprint Bill

AL/I/C

F14=Send as EMAIL

AL/I/C

AL/I/C

F3=Exit F6=Date F9=Summary F10=Budget charges F11=Consumption F12=Cancel

$$2,540 \times 1.45 = 36.83$$

$$101.15$$

$$1.00$$

$$138.98$$

$$2,540 \times 90\% = 2,286 \times 1.15 = 26.28$$

$$+ 47.20$$

$$73.48$$

$$581.78$$

$$- 73.48$$

$$508.30$$

2" meter

UT470I07

CITY OF ALAMOGORDO, NEW MEXICO

2/28/18

Account History - Consumption and Actual Charges

16:02:40

Customer ID: 10709 Name: PNM

Location ID: 7924 Addr: 650 FAIRGROUNDS RD

Cycle/route : 02 60 Bill type : CYCLE BILL

Bill date : 2/13/18 Prev balance: .00 Charges : 3669.66

Due date : 2/28/18 Adj/Pmts : .00 Bill amt: 3669.66

Type options, press Enter.

5=Display

Opt	Type	Svc	Reading	Date	Actual Consumption	Demand Consumption	Days	Meter Number	Est Cmt
-	WA	REG	1/18/18		51650.00	.00	31	00321849	

Opt	Svc	Comp	Description	Billed Consumption	Amount	Rate	Group	S/W
-	GT		GOV GROSS RECPTS TAX	.00	174.75		AL/I/C	
-	CC		CONVENIENCE CTR FEE	.00	2.30		AL/I/C	
-	SW	BASE	BASE RATE	.00	47.20		AL/I/C	
-	SW	CONS	CONSUMPTION CHARGES	46485.00	534.58		AL/I/C	
-	WA	BASE	BASE RATE	.00	101.15		AL/I/C	
-	WA	CON1	TIER 1	12000.00	174.00		AL/I/C	+

F3=Exit F6=Date F9=Summary F10=Budget charges F11=Consumption F12=Cancel

0.*

2,170.00+

2,290.00+

3,590.00+

2,950.00+

3,250.00+

2,460.00+

2,470.00+

2,200.00+

2,180.00+

2,230.00+

1,990.00+

2,700.00+

012

30,480.00*

30,480.00÷

12.=

2,540.00*

0.*

UT470I07

CITY OF ALAMOGORDO, NEW MEXICO

2/28/18

Account History - Consumption and Actual Charges

16:02:40

Customer ID: 10709 Name: PNM

Location ID: 7924 Addr: 650 FAIRGROUNDS RD

Cycle/route . : 02 60 Bill type . : CYCLE BILL

Bill date . . : 2/13/18 Prev balance: .00 Charges : 3669.66

Due date . . : 2/28/18 Adj/Pmts . : .00 Bill amt: 3669.66

Type options, press Enter.

5=Display

Opt	Type	Svc	Reading	Date	Actual	Consumption	Demand	Consumption	Days	Meter	Number	Cd	Est	Cmt
—	WA	REG		1/18/18		51650.00		.00	31	00321849				

Opt	Svc	Comp	Description	Billed	Consumption	Amount	Rate	Group	S/W
—	WA	CON2	TIER 2		8000.00	188.00		AL/I/C	
—	WA	CON3	TIER 3		1000.00	36.50		AL/I/C	
—	WA	CON4	TIER 4		1000.00	53.00		AL/I/C	
—	WA	CON5	TIER 5		29650.00	2357.18		AL/I/C	
—	WA	CAP	CAPITAL SURCHARGE 81		.00	1.00		AL/I/C	

F3=Exit F6=Date F9=Summary F10=Budget charges F11=Consumption F12=Cancel



Alamogordo, NM

Reading v

- ☐ All Cycle
- ☒ Cycle01
- ☐ Cycle02
 - ☐ Route10
 - ☐ Route20
 - ☐ Route30
 - ☐ Route40
 - ☐ Route50
 - ☒ Route60
- ☐ Cycle03
- ☐ Cycle04
- ☐ Cycle05
- ☐ Cycle06
- ☐ Cycle07
- ☐ Cycle08
- ☐ Cycle09
- ☐ Cycle10
- ☐ Cycle11
- ☐ Cycle12
- ☐ Cycle13

Reading Report Reading Detail Profile Graph Graph Options

Account#: 010709007924WA00CF
 Name: PNM
 Meter ID: 00321849
 MIU SN: 2026287
 Address: 650 FAIRGROUNDS RD

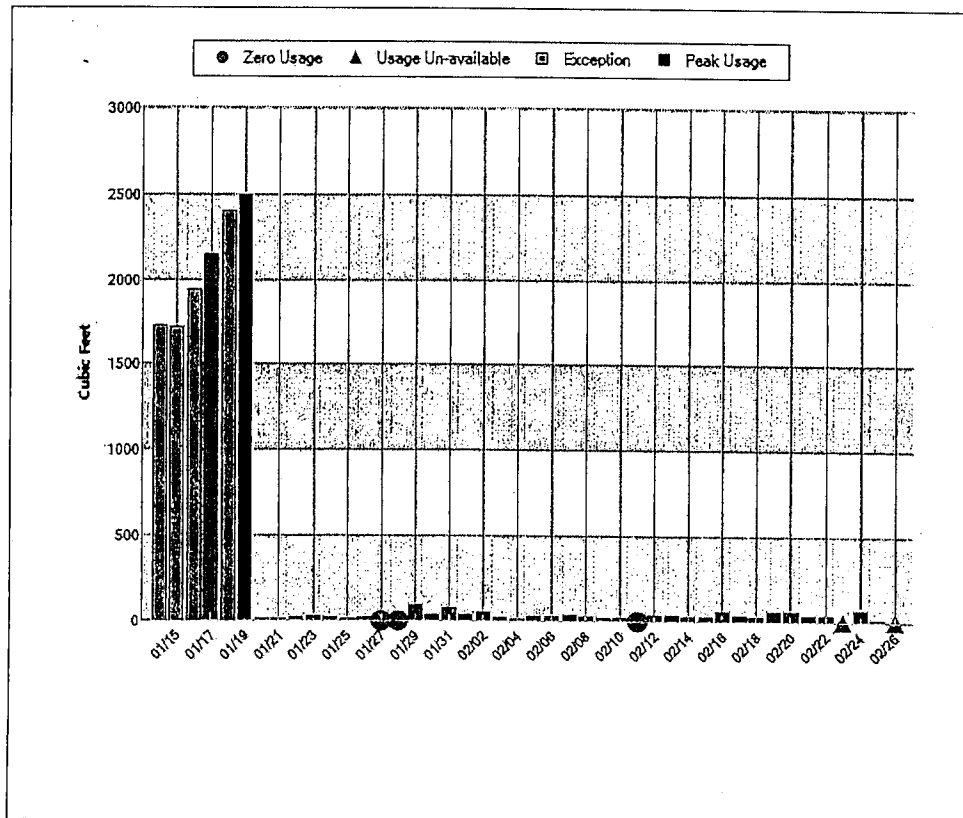
Utility: Alamogordo, NM
 Cycle: 02
 Route: 60
 Sequence: 011850
 City, State: Alamogordo, NM
 Period: 1/14/2018 - 2/27/2018

Peak consumption of 2500 cubic feet occurred during the day of 01/19/18
 Current Read: 167510 Read Time: 2/26/2018 12:00:00 AM
 Graph Date: 2/28/2018 4:05:48 PM

Align To Billing Begin Date: 1/14/2018 00:00 End Date: 2/27/2018 00:00 Agg. Level: Daily v Refresh Graph v



Now Displaying: 1/14/2018 12:00 AM - 2/27/2018 12:00 AM



✓ sm



Alamogordo, NM

Reading v

- ☐ All Cycle
- ☒ Cycle01
- ☒ Cycle02
 - ☐ Route10
 - ☐ Route20
 - ☐ Route30
 - ☐ Route40
 - ☐ Route50
 - ☒ Route60
- ☒ Cycle03
- ☒ Cycle04
- ☒ Cycle05
- ☒ Cycle06
- ☒ Cycle07
- ☒ Cycle08
- ☒ Cycle09
- ☒ Cycle10
- ☒ Cycle11
- ☒ Cycle12
- ☒ Cycle13

Reading Report | Reading Detail | Profile Graph | Graph Options

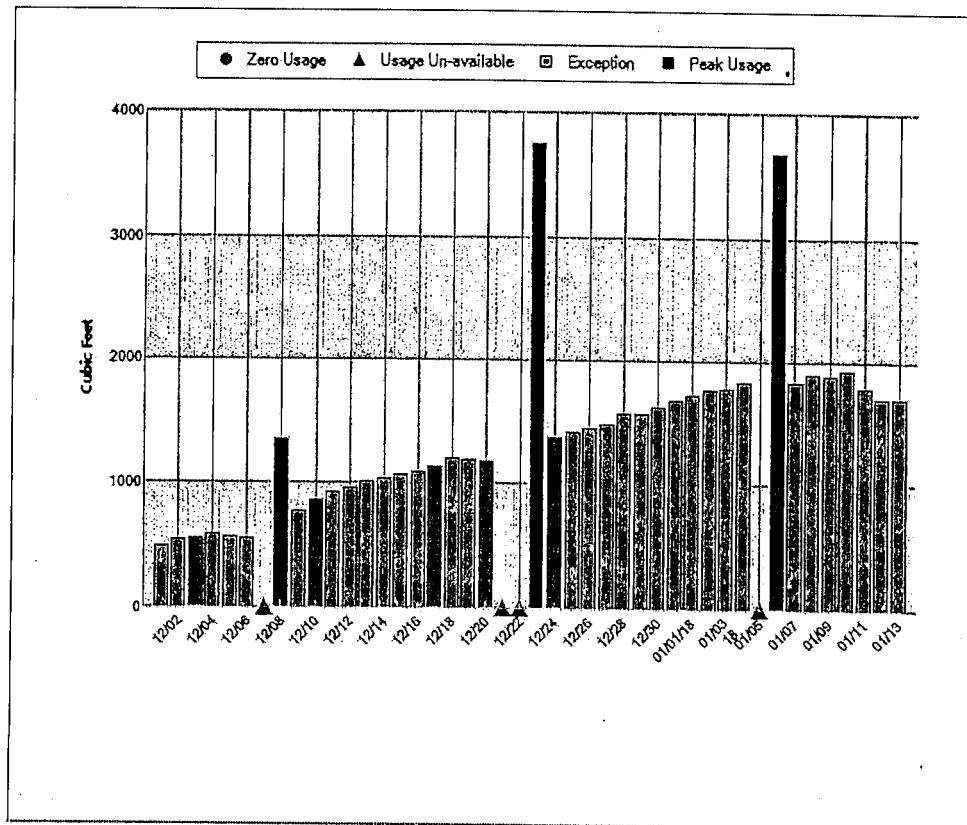
Account#: 010709007924WA00CF
Name: PNM
Meter ID: 00321849
MIU SN: 2026287
Address: 650 FAIRGROUNDS RD

Utility: Alamogordo, NM
Cycle: 02
Route: 60
Sequence: 011850
City, State: Alamogordo, NM
Period: 12/1/2017 - 1/14/2018

Peak consumption of 3750 cubic feet occurred during the day of 12/23/17
Current Read: 152220 Read Time: 1/13/2018 12:00:00 AM
Graph Date: 2/28/2018 4:05:48 PM

Align To Billing Begin Date: 12/1/2017 00:00 End Date: 1/14/2018 00:00 Agg. Level: Daily Refresh Graph

Now Displaying: 12/1/2017 12:00 AM - 1/14/2018 12:00 AM





Alamogordo, NM

Reading v

- ☒ All Cycle
- ☒ Cycle01
- ☒ Cycle02
 - ☐ Route10
 - ☐ Route20
 - ☐ Route30
 - ☐ Route40
 - ☐ Route50
 - ☒ Route60
- ☒ Cycle03
- ☒ Cycle04
- ☒ Cycle05
- ☒ Cycle06
- ☒ Cycle07
- ☒ Cycle08
- ☒ Cycle09
- ☒ Cycle10
- ☒ Cycle11
- ☒ Cycle12
- ☒ Cycle13

Reading Report Reading Detail Profile Graph Graph Options

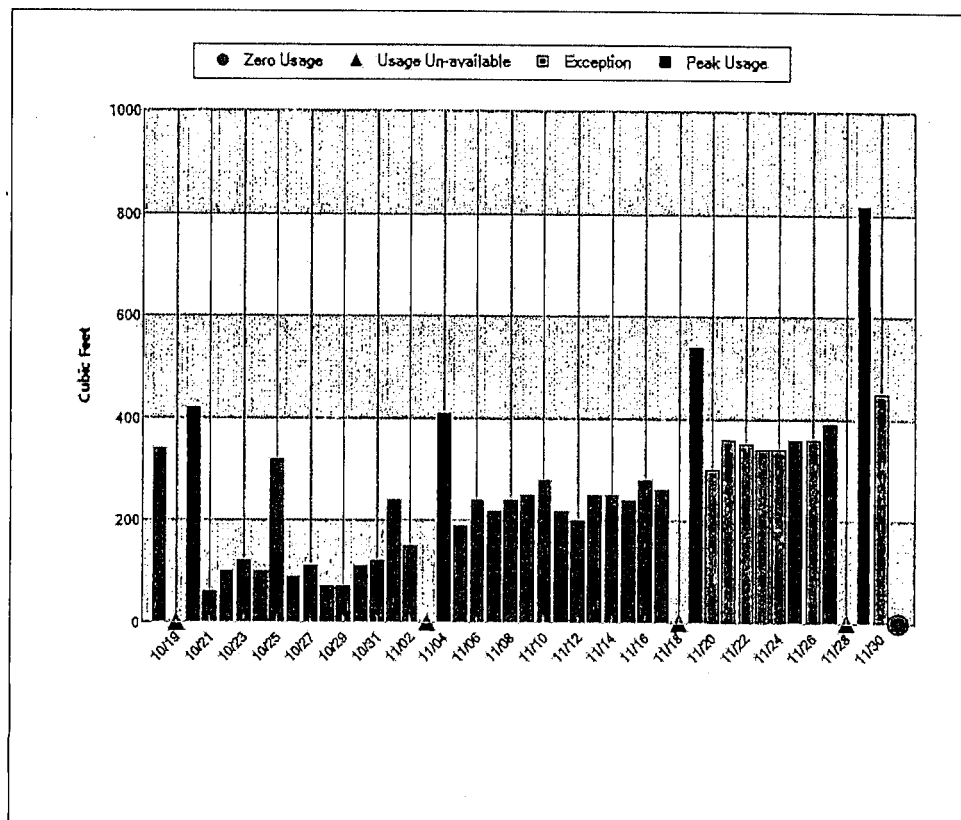
Account#: 010709007924WA00CF
 Name: PNM
 Meter ID: 00321849
 MIU SN: 2026287
 Address: 650 FAIRGROUNDS RD

Utility: Alamogordo, NM
 Cycle: 02
 Route: 60
 Sequence: 011850
 City, State: Alamogordo, NM
 Period: 10/18/2017 - 12/1/2017

Peak consumption of 820 cubic feet occurred during the day of 11/29/17
 Current Read: 97390 Read Time: 12/1/2017 12:00:00 AM
 Graph Date: 2/28/2018 4:05:48 PM

Align To Billing Begin Date: 10/18/2017 00:00 End Date: 12/1/2017 00:00 Agg. Level: Daily v Refresh Graph

← Now Displaying: 10/18/2017 12:00 AM - 12/1/2017 12:00 AM →



FEB 21 2018

**City of Alamogordo
Utility Billing Division**

Leak Abatement Request

Date of request: Feb 20, 2018

I, PNM Theresa Snyder, account number 10709-7924 had a water
leak at 650 Fairgrounds Road.

Description/Cause of Leak: broken water line because of cold weather

The leak was repaired on 01-18-2018 and I am requesting an adjustment on my
water bill. I have provided proof of repair; either an invoice from a plumber or receipts for parts
that were purchased and used to repair the leak.

I also understand that in order to qualify for an adjustment the water charges on the bill in question
must be at least \$125.00 over the average water charges on the monthly bill.

Theresa Snyder

PNM Southern NM Cust Service Supervisor

Customer's Name (print)

Theresa Snyder
Customer's Signature

575-443-6611

Phone Number



FEB 21 2018

Invoice

BECCO, INC.
 390 TAYLOR RANCH RD
 ALAMOGORDO, NM 88310
 PHONE 575-443-1509/FAX
 575-443-1509
 EMAIL-FORREST@BECCO-INC.COM

Date	Invoice #
2/5/2018	18-01-17

ENTERED
 2-9-18

Bill To
PNM 650 FAIRGROUNDS ROAD ALAMOGORDO, NM 88310

P.O. No.	Terms	Due Date	JOB NUMBER
	Due on receipt	2/5/2018	18-01-17

Item	Description	Amount
ELECTRICAL	REMOVE CONCRETE REPAIR LEAK, REPLACE CONCRETE & REBAR, INSTALL VALVE OUTSIDE CONCRETE AREA. Sales Tax	6,890.55T 551.24
BU: 6 Requestor Wilson Gunn SC Key LOC FERG MC \$/% 001-588000-151-0-3701302		
Please remember BECCO, Inc. for all your electrical, computer and telephone wiring needs.		Total \$7,441.79

✓ 5m

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/19/2018

Report No: 4.

Submitted By: Mike Lawrence

Subject: Consider, and act upon, an application for participation in the 2019 Law Enforcement Protection Funds. *(Mike Lawrence, Deputy Police Chief)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve the application.

Background: The application is required to apply for funding from the State of New Mexico. These monies are awarded based on population and total number of full-time certified police officers certified by July 1, 2018.

Funding is to be used for law enforcement equipment and advanced training, which will enhance the efficiency and effectiveness of law enforcement services provided to the citizens of Alamogordo.

**APPLICATION FOR LAW ENFORCEMENT PROTECTION FUNDS
FOR CLASS 2 MUNICIPALITIES AND COUNTIES
PURSUANT TO CHAPTER 29, ARTICLE 13 NMSA 1978
FOR THE JULY 1, 2018 - JUNE 30, 2019 FISCAL YEAR**

I. **Municipality or County:** ALAMOGORDO, NEW MEXICO

II. **Computation of Proposed Distribution:**

A. Class 2 (Population per 2010 Census = 20,001 to 160,000) \$30,000

B. Total Number of Full-Time Certified Police Officers
or Sheriff Deputies (*) multiplied by \$600 (**):

50 X \$600 = 30,000

(*) Each officer or Deputy listed on Supplemental Schedule (page 2) must be certified by the New Mexico Police Academy pursuant to Section 29-7-8 NMSA or authorized as a New Mexico Peace Officer pursuant to Section 29-1-11 NMSA. Certification status of officers for whom the award is requested must be current on the March 31, 2018 DPS Registry or officers must be enrolled in the New Mexico Police Academy with an anticipated graduation date prior to or on July 1, 2018.

C. Total Requested Distribution** (A + B) 60,000

III. Amounts distributed from the Law Enforcement Protection Fund must be expended only for the purposes allowed by Section 29-13-7 NMSA 1978. Please itemize the proposed use of these funds below:

A.	Repair and purchase of law enforcement apparatus and equipment which meet minimum nationally recognized standards . (Please Note: regular maintenance on vehicles and police equipment; office furniture and supplies; or operating expenses are not allowable expenses) Rule 2 NMAC 110.3	\$25,000
B.	Expenses associated with advanced law enforcement planning and training.	\$35,000
C.	Complying with match or contribution requirements for the receipt of federal funds relating to criminal justice programs.	
D.	New Mexico Finance Authority Loan Intercept Agreement.	
E.	TOTAL REQUESTED EXPENDITURES**	\$60,000

**Total Requested Expenditures (Section III) must equal Total Requested Distribution (Section II).

IV. **CERTIFICATION:** Under penalty of law, we hereby certify that to the best of our knowledge and belief, the information contained in this application is correct, and that all expenditures of Law Enforcement Protection Fund monies will be made in accordance with Sections 29-13-7 and 29-13-9 NMSA 1978 as well as Rule 2 NMAC 110.3.

Mayor/Chairman

Police Chief or Sheriff

Date

(**) Per officer rate is based on current law as of 2/23/17.

Municipality/County: City of Alamogordo

Contact Name: Maria Herndon

Contact Title: Admin Manager

Contact Phone Number: 575-439-4300 Contact Email: mherndon@ci.alamogordo.nm.us

**APPLICATION FOR LAW ENFORCEMENT PROTECTION FUNDS
FOR MUNICIPALITIES AND COUNTIES
PURSUANT TO CHAPTER 29, ARTICLE 13 NMSA 1978
FOR THE JULY 1, 2018 - JUNE 30, 2019 FISCAL YEAR
SUPPLEMENTAL SCHEDULE (1 of 3)**

Instructions: List the name, certificate number, and date of certification of all full-time police officers and sheriff deputies certified by the Department of Public Safety (DPS), New Mexico Police Academy pursuant to Section 29-7-8 NMSA 1978 or authorized to act as a New Mexico peace officer pursuant to Section 29-1-11 NMSA 1978. Please photocopy this form if additional space is needed.

Name of Full-Time Certified Police Officers and Sheriff Deputies			Certificate Number	Certification Date
1)	Alonzo	Emilio	12-0172-P	6/13/2012
2)	Arroyo	Yair	17-0054-P	5/18/2017
3)	Ashe	Charlene	04-0320-P	12/21/2004
4)	Autry	Kristin	17-0220-P	11/17/17
5)	Brown	Ray	11-0145-P	6/9/2011
6)	Brown	Robert	15-0199-P (W)	8/14/2015
7)	Bunker	Chyenne	17-0057-P	5/18/2017
8)	Chavez	Diana	15-0114-P	6/12/2015
9)	Denton	Richard	01-0042-P	4/26/2001
10)	Diaz	Zachariah	13-0028-P	3/01/2013
11)	Edwards	Austin	17-0061-P	5/17/2014
12)	Esquero	Mark	98-0302-P	12/17/1998
13)	Ferguson	Anthony	12-0322-P	12/13/2012
14)	Fernandez	Eliza	10-0130-P	8/3/2010
15)	Garrett	David	03-0138-P	6/16/2003
16)	Glidden	Ryan	08-0280-P	11/26/2008
17)	Goepfert	John	16-0125-P	5/20/2016

NOTE: Please use name that has been reported to The Department of Public Safety (DPS), e.g. if female

officer has married/divorced and has changed last name and has not been reported to DPS.

Municipality/County: City of Alamogordo

Contact Name: Maria Herndon

Contact Title: Admin Manager

Contact Phone Number: 575-439-4300 Contact Email: mherndon@ci.alamogordo.nm.us

**APPLICATION FOR LAW ENFORCEMENT PROTECTION FUNDS
FOR MUNICIPALITIES AND COUNTIES
PURSUANT TO CHAPTER 29, ARTICLE 13 NMSA 1978
FOR THE JULY 1, 2018 - JUNE 30, 2019 FISCAL YEAR
SUPPLEMENTAL SCHEDULE (2 of 3)**

Instructions: List the name, certificate number, and date of certification of all full-time police officers and sheriff deputies certified by the Department of Public Safety (DPS), New Mexico Police Academy pursuant to Section 29-7-8 NMSA 1978 or authorized to act as a New Mexico peace officer pursuant to Section 29-1-11 NMSA 1978. Please photocopy this form if additional space is needed.

Name of Full-Time Certified Police Officers and Sheriff Deputies			Certificate Number	Certificate Date
18)	Graham	Kyle	11-0302-P	12/8/2011
19)	Guinn	James	02-0072-P (W)	5/23/2002
20)	Hernandez	J. Carlos	Pending	Attending academy (graduating May 2018)
21)	Hughs	Chris	10-0094-P	6/8/2010
22)	Jackson	Jack	01-0080-P	5/25/2001
23)	Jarrett	Kerry	84-0256-P	11/15/1984
24)	Keelin	Tim	00-0356-P	12/29/2000
25)	Kunihiro	David	06-0193-P	11/29/2006
26)	Lawrence	Michael	00-0357-P	12/29/2000
27)	Lewandowski	William	14-0325-P	12/18/2014
28)	LoCoco	Chris	99-0311-P (W)	9/30/1999
29)	Martin	Mitchell	17-0257-P	11/17/2017
30)	McColley	David	06-0084-P	6/8/2006
31)	Medina	Daren	14-0097-P	5/9/2014
32)	Mitchell	Amber	11-0224-P	9/23/2011
33)	Mitchell	Justin	13-0120-P	6/14/2013
34)	Narvaez	Daniel	13-0211-P	9/13/2013
35)	Paradis	Joseph	02-0188-P	8/22/2002

NOTE: Please use name that has been reported to The Department of Public Safety (DPS), e.g. if female officer has married/divorced and has changed last name and has not been reported to DPS.

Municipality/County: City of Alamogordo

Contact Name: Maria Herndon

Contact Title: Admin Manager

Contact Phone Number: 575-439-4300 Contact Email: mherndon@ci.alamogordo.nm.us

**APPLICATION FOR LAW ENFORCEMENT PROTECTION FUNDS
FOR MUNICIPALITIES AND COUNTIES
PURSUANT TO CHAPTER 29, ARTICLE 13 NMSA 1978
FOR THE JULY 1, 2018 - JUNE 30, 2019 FISCAL YEAR
SUPPLEMENTAL SCHEDULE (3 of 3)**

Instructions: List the name, certificate number, and date of certification of all full-time police officers and sheriff deputies certified by the Department of Public Safety (DPS), New Mexico Police Academy pursuant to Section 29-7-8 NMSA 1978 or authorized to act as a New Mexico peace officer pursuant to Section 29-1-11 NMSA 1978. Please photocopy this form if additional space is needed.

Name of Full-Time Certified Police Officers and Sheriff Deputies			Certificate Number	Certificate Date
36)	Puente	Mauricio	14-0036-P	1/24/2014
37)	Rincon	Richard	15-0311-P	11/25/2015
38)	Rodriguez	Juan	16-0299-P	11/16/2016
39)	Scharmack	Rodney	07-0264-P	12/14/2007
40)	Schoolcraft	Roger	06-0087-P	6/8/2006
41)	Silva	Eric	15-0349-P	12/4/2015
42)	Soto	Edar	17-0151-P	06/2/207
43)	Villarreal	Phillip	16-0229-P	8/19/2016
44)	Wakefield	Richard	06-0242-P	12/15/2006
45)	Wallenstein	Christoph	Pending	Attending academy (graduating May 2018)
46)	Watts	James	08-0303-P	11/26/2008
47)	Welch	Christopher	16-0124-P	5/23/2016
48)	Welles	Robert	13-0335-P	10/31/2013
49)	Winrow	Scott	02-0211-P	9/4/2002
50)	Woods	Warren	91-0135-P (W)	5/9/1994
51)				
52)				

53)				
54)				

NOTE: Please use name that has been reported to The Department of Public Safety (DPS), e.g. if female officer has married/divorced and has changed last name and has not been reported to DPS.

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/20/2018

Report No: 5.

Submitted By: Kathy Gilsdorf

Subject: Approve Resolution No. 2018-11 requesting written approval from the Local Government Division of the Department of Finance & Administration, State of New Mexico for the revised budget figures computed as of March 27, 2018. *(Kathy Gilsdorf, Budget Analyst)* **(Roll Call Vote required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Beginning Cash Balances \$0
Revenues \$1,056,185 Increase
Expenditures \$276,890 Increase
Transfers In/Out \$0
Net Impact \$779,951 Increase

Recommendation: Approve Resolution 2018-11

Background: The City Commission adopted the Fiscal Year budget on May 23, 2017. The Department of Finance & Administration granted approval of the City of Alamogordo's Fiscal Year 2017-2018 Final Budget on August 30, 2017. Resolution 2018-11 amends the Budget to reflect a more true and accurate projection of the actual revenues and expenditures. A summary and explanation of revisions are attached for your review.

RESOLUTION NO. 2018-11

A RESOLUTION REQUESTING THE DEPARTMENT OF FINANCE AND ADMINISTRATION, STATE OF NEW MEXICO, APPROVE REVISED BUDGET FIGURES FOR CERTAIN LINE ITEMS IN THE CITY'S BUDGET FOR FISCAL YEAR 2017-2018.

WHEREAS, the City of Alamogordo, New Mexico wishes approval to change some of the budget line item figures of various funds; and

WHEREAS, the Department of Finance and Administration, State of New Mexico, gave its written approval to the City of Alamogordo, New Mexico's annual budget on August 30, 2017, for fiscal year 2017-2018; and

WHEREAS, the City of Alamogordo, New Mexico, has tabulated on the following pages the additional resources and expenditures for fiscal year 2017-2018.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF ALAMOGORDO, NEW MEXICO, that the City's annual budget for fiscal year 2017-2018 be and hereby is revised as of March 27, 2018 to reflect a more true and accurate projection of the actual revenues and expenditures for fiscal year 2017-2018 as shown on the following pages.

NOW, BE IT FURTHER RESOLVED BY THE GOVERNING BODY OF THE CITY OF ALAMOGORDO, NEW MEXICO, that the Department of Finance and Administration, State of New Mexico, be requested to give its written approval to the revised budget figures computed on March 27, 2018 as a more true and accurate projection of the actual revenues and expenditures for fiscal year 2017-2018.

PASSED, APPROVED AND ADOPTED by the Governing Body of the City of Alamogordo, New Mexico, at a Regular Meeting held this 27th day of March 2018.

CITY OF ALAMOGORDO, NEW MEXICO,
A NEW MEXICO MUNICIPAL CORPORATION

By: _____
Richard A. Boss, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Petria Schreiber, City Attorney

**ALL FUNDS SUMMARY
BUDGET 2017-2018**

1/12TH REQ RSRV
1,227,455
Fund Reserve Policy
487,127
Bal. Remaining

4,211,980

FY18 BUDGET - RESOLUTION 2018-11 (#7) MARCH 27, 2018

FUND NO.	FY 2017-2018 FUND DESCRIPTION	UNAUDITED BEGINNING CASH BALANCE	ESTIMATED REVENUES	TRANSFERS IN	TRANSFERS OUT	NET CASH TRANSFERS	BUDGETED EXPENDITURES	ESTIMATED ENDING CASH BALANCE	LOCAL RESERVE REQUIREMENTS UNAVAILABLE FOR BUDGETING	ADJUSTED ENDING CASH BALANCE
11	GENERAL OPERATING FUND	9,237,045	16,987,058	1,038,315	6,900,796	(5,862,481)	14,836,233	5,525,389	1,714,582	3,810,807
	Revision #1	0	0	8,237	0	8,237	8,237	0		\$0
	Revision #2	0	0	0	0	0	3,432	(3,432)		(\$3,432)
	Revision #3	0	1,178	0	0	0	1,178	0		\$0
	Revision #4	0	4,000	0	0	0	4,000	0		\$0
	Revision #11	0	370,376	0	89,482	(89,482)	(123,716)	404,610		\$404,610
	Revision #12	0	(5)	0	0	0	0	(5)		(\$5)
	Revision #13	0	93	0	0	0	93	0		\$0
	Total Revised Fund 11	9,237,045	17,362,700	1,046,552	6,990,278	(5,943,726)	14,729,457	5,926,562	1,714,582	4,211,980
12	INTERNAL SERVICE FUND	0	490,889	2,915,860	0	2,915,860	3,380,227	26,522		\$26,522
	Revision #11	0	956	0	0	0	(76,782)	77,738		\$77,738
	Total Revised Fund 12	0	491,845	2,915,860	0	2,915,860	3,303,445	104,260	0	104,260
15	CORRECTIONS-JAIL	20,023	81,072	11,410	1,530	9,880	105,975	5,000		\$5,000
	Revision #11	0	12,356	72,644	0	72,644	85,000	0		\$0
	Total Revised Fund 15	20,023	93,428	84,054	1,530	82,524	190,975	5,000	0	5,000
16	LODGER'S TAX-PROMOTIONAL FUND	151,135	212,113	0	4,584	(4,584)	331,240	27,424		\$27,424
	Revision #11	0	18,989	0	0	0	(29,569)	48,558		\$48,558
	Total Revised Fund 16	151,135	231,102	0	4,584	(4,584)	301,671	75,982	0	75,982
17	POLICE COURT BOND	10,738	0	0	0	0	0	10,738		\$10,738
19	COURT AUTOMATION FUND	24,415	81,688	0	29,303	(29,303)	65,462	11,338		\$11,338
	Revision #11	0	(96)	0	0	0	5	(101)		(\$101)
	Total Revised Fund 19	24,415	81,592	0	29,303	(29,303)	65,467	11,237	0	11,237
20	LODGER'S TAX-CITY	203,807	402,874	208,987	45,445	163,542	674,968	95,255		\$95,255
	Revision #5	0	0	0	0	0	(1,650)	1,650		\$1,650
	Revision #11	0	6,175	0	0	0	1,155	5,020		\$5,020
	Total Revised Fund 20	203,807	409,049	208,987	45,445	163,542	674,473	101,925	0	101,925
21	D.A.R.E. DONATIONS FUND	21,698	4,102	0	0	0	13,309	12,491		\$12,491
	Revision #11	0	1,015	0	0	0	0	1,015		\$1,015
	Total Revised Fund 21	21,698	5,117	0	0	0	13,309	13,506	0	13,506
22	DESIGNATED GIFT FUND	25,432	0	0	25,432	(25,432)	0	0		\$0
24	GRANT CAPITAL IMPROVEMENT	0	267,249	0	0	0	172,765	94,484		\$94,484
27	MUNICIPAL COURT OPERATIONS	0	10,000	414,230	6,977	407,253	412,253	5,000		\$5,000
	Revision #11	0	0	0	0	0	(82)	82		\$82
	Total Revised Fund 27	0	10,000	414,230	6,977	407,253	412,171	5,082	0	5,082
28	POLICE CONTINGENCY	49,810	3,927	0	0	0	7,700	46,037		\$46,037
	Revision #11	0	7,440	0	0	0	(200)	7,640		\$7,640
	Total Revised Fund 28	49,810	11,367	0	0	0	7,500	53,677	0	53,677
31	CEMETERY-PERPETUAL CARE	808,115	20,666	0	0	0	0	831,105		\$831,105
	Revision #11	0	1,462	0	0	0	0	1,462		\$1,462
	Total Revised Fund 31	808,115	22,128	0	0	0	0	832,567	0	832,567

**ALL FUNDS SUMMARY
BUDGET 2017-2018**

1/12TH REQ RSRV
1,227,455
Fund Reserve Policy
487,127
Bal. Remaining

4,211,980

FY18 BUDGET - RESOLUTION 2018-11 (#7) MARCH 27, 2018

FUND NO.	FY 2017-2018 FUND DESCRIPTION	UNAUDITED BEGINNING CASH BALANCE	ESTIMATED REVENUES	TRANSFERS IN	TRANSFERS OUT	NET CASH TRANSFERS	BUDGETED EXPENDITURES	ESTIMATED ENDING CASH BALANCE	LOCAL RESERVE REQUIREMENTS UNAVAILABLE FOR BUDGETING	ADJUSTED ENDING CASH BALANCE
32	COMMUNITY SERVICES	1,775	764,999	3,880,343	519,875	3,360,468	4,122,242	5,000		\$5,000
	Revision #5	0	0	0	0	0	(3,334)	3,334		\$3,334
	Revision #11	0	(26,340)	0	0	0	(41,177)	14,837		\$14,837
	Total Revised Fund 32	1,775	738,659	3,880,343	519,875	3,360,468	4,077,731	23,171	0	23,171
33	FIRE PROTECTION	558,188	823,855	0	0	0	1,301,824	80,219	45,056	\$35,163
	Revision #5	0	0	0	0	0	(2,460)	2,460		\$2,460
	Revision #11	0	1,050	0	0	0	36,213	(35,163)		(\$35,163)
	Total Revised Fund 33	558,188	824,905	0	0	0	1,335,577	47,516	45,056	2,460
36	LAW ENFORCEMENT FUND	0	109,528	0	0	0	109,528	0		\$0
37	STATE HIGHWAY FUND	120,241	37,617	0	752	(752)	28,200	128,906		\$128,906
	Revision #11	0	137	0	0	0	0	137		\$137
	Total Revised Fund 37	120,241	37,754	0	752	(752)	28,200	129,043	0	129,043
38	TRAFFIC SAFETY FUND	56,481	23,420	0	0	0	28,000	51,901		\$51,901
	Revision #11	0	63	0	0	0	0	63		\$63
	Total Revised Fund 38	56,481	23,483	0	0	0	28,000	51,964	0	51,964
39	STATE JUDICIAL	21,037	75,500	0	0	0	75,500	21,037		\$21,037
40	AIRPORT IMPROVEMENT PROJECTS	12,763	0	0	0	0	0	12,763		\$12,763
42	1984 GROSS RECEIPTS TAX	3,461,622	1,659,501	0	4,569,978	(4,569,978)	0	551,145	217,173	\$333,972
	Revision #7	0	0	0	(23,600)	23,600	0	23,600		\$23,600
	Revision #11	0	57,305	0	(184,150)	184,150	0	241,455		\$241,455
	Total Revised Fund 42	3,461,622	1,716,806	0	4,362,228	(4,362,228)	0	816,200	217,173	599,027
44	TRANSPORTATION FUND	8,661	3,800,684	1,666,323	160,620	1,505,703	5,288,885	26,163		\$26,163
	Revision #7	0	0	(23,600)	0	(23,600)	0	(23,600)		(\$23,600)
	Revision #11	0	36,905	(153,388)	0	(153,388)	(114,449)	(2,034)		(\$2,034)
	Total Revised Fund 44	8,661	3,837,589	1,489,335	160,620	1,328,715	5,174,436	529	0	529
48	NEW MEXICO C.D.B.G.	0	170,512	0	170,512	(170,512)	0	0		\$0
49	1986 GROSS RECEIPTS TAX	9,568,712	1,714,883	0	10,022,074	(10,022,074)	572,945	688,576	268,113	\$420,463
	Revision #11	0	75,387	0	(15,295)	15,295	0	90,682		\$90,682
	Total Revised Fund 49	9,568,712	1,790,270	0	10,006,779	(10,006,779)	572,945	779,258	268,113	511,145
50	PROPERTY ACQUISITION	76,821	0	0	0	0	0	76,821		\$76,821
53	GENERAL OBLIGATION	770,189	6,725,801	0	0	0	6,719,680	776,310		\$776,310
	Revision #11	0	(10,904)	0	0	0	(108,847)	97,943		\$97,943
	Total Revised Fund 53	770,189	6,714,897	0	0	0	6,610,833	874,253	0	874,253
54	REVERSE OSMOSIS PROJECT RSV	0	3,933,649	6,339,072	0	6,339,072	9,584,885	687,836		\$687,836
	Revision #11	0	200	0	0	0	0	200		\$200
	Revision #15	0	(26,958)	0	0	0	(6,534)	(20,424)		(\$20,424)
	Total Revised Fund 54	0	3,906,891	6,339,072	0	6,339,072	9,578,351	667,612	0	667,612
56	99 GRT FLOOD CONTROL BOND PROJ	230,842	1,254	3,787,666	0	3,787,666	4,019,762	(0)		(\$0)
	Revision #7	0	0	0	0	0	23,445	(23,445)		(\$23,445)
	Revision #11	0	(1,026)	25,000	0	25,000	0	23,974		\$23,974
	Total Revised Fund 56	230,842	228	3,812,666	0	3,812,666	4,043,207	529	0	529

**ALL FUNDS SUMMARY
BUDGET 2017-2018**

1/12TH REQ RSRV
1,227,455
Fund Reserve Policy
487,127
Bal. Remaining

4,211,980

FY18 BUDGET - RESOLUTION 2018-11 (#7) MARCH 27, 2018

FUND NO.	FY 2017-2018 FUND DESCRIPTION	UNAUDITED BEGINNING CASH BALANCE	ESTIMATED REVENUES	TRANSFERS IN	TRANSFERS OUT	NET CASH TRANSFERS	BUDGETED EXPENDITURES	ESTIMATED ENDING CASH BALANCE	LOCAL RESERVE REQUIREMENTS UNAVAILABLE FOR BUDGETING	ADJUSTED ENDING CASH BALANCE
59	REVENUE BOND P & I FUND	151,687	334	3,768,928	0	3,768,928	2,667,611	1,253,338		\$1,253,338
	Revision #6	0	0	0	0	0	3,500	(3,500)		(\$3,500)
	Revision #11	0	3,573	(1,102,796)	0	(1,102,796)	0	(1,099,223)		(\$1,099,223)
	Total Revised Fund 59	151,687	3,907	2,666,132	0	2,666,132	2,671,111	150,615	0	150,615
61	MUNICIPAL INFRASTRUCTURE .0625%	561,853	391,535	0	806,172	(806,172)	0	147,216		\$147,216
	Revision #11	0	23,554	0	0	0	0	23,554		\$23,554
	Total Revised Fund 61	561,853	415,089	0	806,172	(806,172)	0	170,770	0	170,770
63	COMMUNITY DEVELOPMENT	0	75,690	456,781	52,897	403,884	410,898	68,676		\$68,676
	Revision #11	0	9,800	0	0	0	(5,213)	15,013		\$15,013
	Total Revised Fund 63	0	85,490	456,781	52,897	403,884	405,685	83,689	0	83,689
69	1994 GROSS RECEIPTS	2,158,582	1,642,017	0	3,573,853	(3,573,853)	0	226,746	226,408	\$338
	Revision #11	0	60,309	0	(990,803)	990,803	0	1,051,112		\$1,051,112
	Total Revised Fund 69	2,158,582	1,702,326	0	2,583,050	(2,583,050)	0	1,277,858	226,408	1,051,450
71	ALAMO SENIOR CENTER	430	770,323	566,579	0	566,579	1,332,482	4,850		\$4,850
	Revision #8	0	(6,000)	0	0	0	0	(6,000)		(\$6,000)
	Revision #11	0	21,059	(22,942)	0	(22,942)	(24,761)	22,878		\$22,878
	Total Revised Fund 71	430	785,382	543,637	0	543,637	1,307,721	21,728	0	21,728
74	ALAMO SENIOR CENTER GIFT	86,101	28,951	0	754	(754)	48,778	65,520		\$65,520
	Revision #11	0	294	0	0	0	0	294		\$294
	Total Revised Fund 74	86,101	29,245	0	754	(754)	48,778	65,814	0	65,814
75	RETIRED & SENIOR VOL. PROGRAM	100	249,393	36,566	19,593	16,973	261,466	5,000		\$5,000
	Revision #5	0	0	0	0	0	(1,200)	1,200		\$1,200
	Revision #11	0	0	0	0	0	(685)	685		\$685
	Total Revised Fund 75	100	249,393	36,566	19,593	16,973	259,581	6,885	0	6,885
81	WATER/SEWER OPERATING	13,980,988	14,515,467	2,880,181	2,125,300	754,881	27,075,332	2,176,004	988,773	\$1,187,231
	Revision #1	0	0	0	8,237	(8,237)	0	(8,237)		(\$8,237)
	Revision #5	0	0	0	0	0	(587)	587		\$587
	Revision #11	0	(33,627)	(15,000)	(92,245)	77,245	(568,155)	611,773		\$611,773
	Total Revised Fund 81	13,980,988	14,481,840	2,865,181	2,041,292	823,889	26,506,590	2,780,127	988,773	1,791,354
82	98 JT WATER/SEWER BOND P&I	1,199,542	14,714	2,007,217	0	2,007,217	1,932,478	1,288,995	1,245,941	\$43,054
	Revision #11	0	569	(107,540)	0	(107,540)	(63,917)	(43,054)		(\$43,054)
	Total Revised Fund 82	1,199,542	15,283	1,899,677	0	1,899,677	1,868,561	1,245,941	1,245,941	(0)
86	SOLID WASTE COLLECTION SYS.	471,060	2,063,153	110,000	126,980	(16,980)	2,043,970	473,263	320,293	\$152,970
	Revision #11	0	2,880	0	0	0	8,372	(5,492)		(\$5,492)
	Revision #16	0	0	0	0	0	13,000	(13,000)		(\$13,000)
	Total Revised Fund 86	471,060	2,066,033	110,000	126,980	(16,980)	2,065,342	454,771	320,293	134,478
88	BONITO CAMPGROUND	311,255	66,694	0	0	0	0	377,949		\$377,949
	Revision #11	0	409	0	0	0	0	409		\$409
	Total Revised Fund 88	311,255	67,103	0	0	0	0	378,358	0	378,358
89	ESGRT .0625%	2,062,446	399,387	0	375,000	(375,000)	275,087	1,811,746	230,180	\$1,581,566
	Revision #11	0	29,341	0	(15,000)	15,000	0	44,341		\$44,341
	Total Revised Fund 89	2,062,446	428,728	0	360,000	(360,000)	275,087	1,856,087	230,180	1,625,907

**ALL FUNDS SUMMARY
BUDGET 2017-2018**

1/12TH REQ RSRV
1,227,455
Fund Reserve Policy
487,127
Bal. Remaining

4,211,980

FY18 BUDGET - RESOLUTION 2018-11 (#7) MARCH 27, 2018

FUND NO.	FY 2017-2018 FUND DESCRIPTION	UNAUDITED BEGINNING CASH BALANCE	ESTIMATED REVENUES	TRANSFERS IN	TRANSFERS OUT	NET CASH TRANSFERS	BUDGETED EXPENDITURES	ESTIMATED ENDING CASH BALANCE	LOCAL RESERVE REQUIREMENTS UNAVAILABLE FOR BUDGETING	ADJUSTED ENDING CASH BALANCE
90	GOLF COURSE	0	1,422,400	245,313	51,151	194,162	1,611,562	5,000		\$5,000
	Revision #11	0	(3,898)	14,780	0	14,780	(6,117)	16,999		\$16,999
	Total Revised Fund 90	0	1,418,502	260,093	51,151	208,942	1,605,445	21,999	0	21,999
91	AIRPORT	113,788	853,039	288,332	33,625	254,707	1,151,639	69,895	35,858	\$34,037
	Revision #9	0	(89,635)	0	0	0	(38,551)	(51,084)		(\$51,084)
	Revision #11	0	(15,978)	25,000	0	25,000	(8,621)	17,643		\$17,643
	Revision #17	0	12,500	0	0	0	12,500	0		\$0
	Total Revised Fund 91	113,788	759,926	313,332	33,625	279,707	1,116,967	36,454	35,858	596
94	OTERO GREENTREE REG LANDFILL	4,617,378	1,212,861	0	1,720	(1,720)	3,325,908	2,502,611	1,558,302	\$944,309
	Revision #11	0	268,478	0	0	0	54,480	213,998		\$213,998
	Total Revised Fund 94	4,617,378	1,481,339	0	1,720	(1,720)	3,380,388	2,716,609	1,558,302	1,158,307
96	SELF-INSURED FUND	480,308	67,515	0	15,000	(15,000)	41,413	491,410		\$491,410
	Revision #10	0	0	0	0	0	20,000	(20,000)		(\$20,000)
	Revision #11	0	(2,104)	0	0	0	0	(2,104)		(\$2,104)
	Total Revised Fund 96	480,308	65,411	0	15,000	(15,000)	61,413	469,306	0	469,306
98	PAYROLL CLEARING	207,283	0	0	0	0	0	207,283		\$207,283
104	UTILITY DEPOSITS	729,273	0	0	0	0	0	729,273		\$729,273
105	ECONOMIC DEVELOPMENT	6,956,909	1,014,557	0	0	0	3,072,525	4,898,941		\$4,898,941
	Revision #11	0	52,649	0	0	0	0	52,649		\$52,649
	Revision #14	0	0	0	0	0	1,200,000	(1,200,000)		(\$1,200,000)
	Total Revised Fund 105	6,956,909	1,067,206	0	0	0	4,272,525	3,751,590	0	3,751,590
107	SELF INSURED/LIABILITY	1,057,436	4,865	140,640	448,484	(307,844)	490,000	264,457		\$264,457
	Revision #11	0	2,188	0	0	0	15,000	(12,812)		(\$12,812)
	Total Revised Fund 107	1,057,436	7,053	140,640	448,484	(307,844)	505,000	251,645	0	251,645
109	2004 GRT CAPITAL OUTLAY	11,924,451	3,351,562	0	1,122,820	(1,122,820)	12,117,379	2,035,814	559,361	\$1,476,453
	Revision #11	0	144,621	0	(56,231)	56,231	(10,000)	210,852		\$210,852
	Total Revised Fund 109	11,924,451	3,496,183	0	1,066,589	(1,066,589)	12,107,379	2,246,666	559,361	1,687,305
113	2009 G.O. BOND ACQ FUND	7,704	0	0	0	0	0	7,704		\$7,704
114	SIDEWALKS REVOLVING LOANS	134,786	1,465	0	0	0	32,360	103,891		\$103,891
	Revision #11	0	218	0	0	0	0	218		\$218
	Total Revised Fund 114	134,786	1,683	0	0	0	32,360	104,109	0	104,109
115	CORP ESCROW ACCOUNT RESERVE	2,000,000	0	0	0	0	0	2,000,000		\$2,000,000
116	REG WATER SUPPLY TRANS LN	2,886	0	0	0	0	0	2,886		\$2,886
117	2011 JT W/S REF/IMP REVBD	7,053	0	0	0	0	0	7,053		\$7,053
119	2012 GRT REF/IMP REVBD	3,239,079	21,970	448,484	0	448,484	3,540,787	168,746		\$168,746
	Revision #11	0	13,157	0	0	0	0	13,157		\$13,157
	Total Revised Fund 119	3,239,079	35,127	448,484	0	448,484	3,540,787	181,903	0	181,903
121	2015 GO BONDS-FUN CENTER	3,214,127	64,297	0	0	0	3,161,121	117,303		\$117,303
	Revision #11	0	(42,220)	0	0	0	0	(42,220)		(\$42,220)
	Total Revised Fund 121	3,214,127	22,077	0	0	0	3,161,121	75,083	0	75,083

**ALL FUNDS SUMMARY
BUDGET 2017-2018**

1/12TH REQ RSRV
1,227,455
Fund Reserve Policy
487,127
Bal. Remaining

4,211,980

FY18 BUDGET - RESOLUTION 2018-11 (#7) MARCH 27, 2018

FUND NO.	FY 2017-2018 FUND DESCRIPTION	UNAUDITED BEGINNING CASH BALANCE	ESTIMATED REVENUES	TRANSFERS IN	TRANSFERS OUT	NET CASH TRANSFERS	BUDGETED EXPENDITURES	ESTIMATED ENDING CASH BALANCE	LOCAL RESERVE REQUIREMENTS UNAVAILABLE FOR BUDGETING	ADJUSTED ENDING CASH BALANCE
122	2015 GO BONDS-STREETS	2,098,043	37,178	0	0	0	1,964,484	170,737		\$170,737
	Revision #11	0	(16,771)	0	0	0	0	(16,771)		(\$16,771)
	Total Revised Fund 122	2,098,043	20,407	0	0	0	1,964,484	153,966	0	153,966
901	HOUSING LOW RENT OPERATING	976,110	831,778	0	0	0	954,049	853,839	197,289	\$656,550
	Revision #11	0	56,183	0	0	0	29,902	26,281		\$26,281
	Total Revised Fund 901	976,110	887,961	0	0	0	983,951	880,120	197,289	682,831
903	HOUSING HOMEOWNERSHIP OPER	763,810	45,887	0	0	0	97,830	711,867	5,339	\$706,528
	Revision #11	0	(28,715)	0	0	0	(72,588)	43,873		\$43,873
	Total Revised Fund 903	763,810	17,172	0	0	0	25,242	755,740	5,339	750,401
904	HOUSING CAPITAL FUND PROJECTS	0	290,016	0	0	0	290,016	0		\$0
	Revision #11	0	66,573	0	0	0	66,573	0		\$0
	Total Revised Fund 904	0	356,589	0	0	0	356,589	0	0	0
TOTALS FY2018		84,954,018	68,899,054	29,931,622	29,931,622	0	120,027,648	33,825,424	15,225,336	49,260,118

Prior Resolution	84,954,018	67,839,889	31,211,227	31,211,227	0	119,750,758	33,045,473
-------------------------	------------	------------	------------	------------	---	-------------	------------

7 Preliminary FY18 Budget 2018-11	(0)	1,059,165	(1,279,605)	(1,279,605)	0	276,890	779,951
-----------------------------------	-----	-----------	-------------	-------------	---	---------	---------

Resolution # 2018-11 March 27, 2018

RECURRING/ NON- RECURRING	FUND NO.	LINE ITEM NO.	LINE ITEM DESCRIPTION	ORIGINAL BUDGET AMOUNT	INCREASE (DECREASE)	REVISED BUDGET AMOUNT
<u>REVISION #1</u>						
Budget revision is requested to increase expenditures in the City Manager's budget for the Assistant City Manager's PTO/Conversion budget. The Assistant City manager's PTO/Conversion was budgeted in Fund 81 (Water/Sewer) where he was previously located. Request is to move funds from 81 to cover the current charges.						
Non-Recurring	11	GENERAL FUND				
		<i>Transfers In</i>				
		011-0000-391.19-81	Transfer from (81) Water/Sewer	0	8,237	8,237
		<i>Expenditures</i>				
		011-1301-413.20-20	Sick Leave/PTO Conversion	1,000	8,237	9,237
	81	WATER/SEWER OPR				
		<i>Transfers Out</i>				
		081-0000-491.18-11	Transfer to (11) General Fund	0	8,237	8,237

REVISION #2

Budget Revision is requested to increase expenditures for funds received from auction sales to be used to enhance our recruitment efforts.

11	GENERAL FUND					
	<i>Expenditures</i>					
		011-4104-420.31-30	Community Relations	3,570	3,432	7,002

REVISION #3

Budget revision is requested to increase revenue and expenditures for funds reimbursed from Otero County for providing services. The officers conducted a DWI checkpoint.

Non-Recurring	11	GENERAL FUND				
		<i>Revenue</i>				
		011-4104-316.15-15	City Misc. Reimb/Claims	0	1,178	1,178
		<i>Expenditures</i>				
		011-4104-420.20-04	Overtime	110,000	1,178	111,178

REVISION #4

Budget Revision is requested to increase revenue and expenditures for donations received for the K9 Program.

Non-Recurring	11	GENERAL FUND				
		<i>Revenues</i>				
	APDK91	011-4104-316.15-05	Equipment Services	3,795	4,000	7,795
		<i>Expenditures</i>				
	APDK91	011-4104-420.57-39	Animal Expense	12,032	4,000	16,032

REVISION #5

Budget revision is requested to decrease expenditures for FY18 purchases not being pursued, purchased from other lines or paid for in FY17. All funds will revert back to their appropriate fund balances.

Non-Recurring	20	LODGER'S TAX - CITY				
		<i>Expenditures</i>				
		020-0006-454.50-22	Computer Hardware	2,237	(1,650)	587
	32	COMMUNITY SERVICES				
		<i>Expenditures</i>				
		032-7101-455.50-22	Computer Hardware	3,334	(3,334)	0
	33	FIRE PROTECTION FUND				
		<i>Expenditures</i>				
		033-0000-421.50-23	Computer Software	2,460	(2,460)	0
	75	RETIRED SENIOR VOL PROGRAM				
		<i>Expenditures</i>				
		075-8201-445.50-22	Computer Hardware	1,200	(1,200)	0
	81	WATER/SEWER OPR				
		<i>Expenditures</i>				
		081-1602-461.50-55	Computer Hardware	587	(587)	0

REVISION #6

Budget Revision is requested to increase expenditures for additional bond counsel services related to the rededication of the natatorium bond funds (NMFA Loan #3471-PP). This was an unexpected additional expense and the money is requested from fund balance of Fund 59.

59	REVENUE BOND P & I FUND				
	Expenditures				
	059-0000-471.57-34	Contract Services	3,500	3,500	7,000

REVISION #7

Budget Revision is requested to decrease budgets from closed projects still in the system. Funds will revert back to Fund balances.

42	1984 GROSS RECEIPTS TAX				
	Transfers Out				
	042-0000-491.18-44	Transfer to (44) Transportation	1,451,070	(23,600)	1,427,470
44	TRANSPORTATION				
	Transfers In				
EN1602	044-0000-391.19-42	Transfer fr (42) 84 GRT	23,600	(23,600)	0
50	PROPERTY ACQUISITION				
	Expenditures				
EN0226	050-0000-419.61-20	Property Acquisition	39,000	(39,000)	0
	050-0000-419.61-20	Property Acquisition	(39,000)	39,000	0
	Total Expenditures		0	0	0
56	99 GRT FLOOD CONTROL BOND PROJ				
	Expenditures				
EN0226	056-0099-990.57-35	In-House Engineering	15,555	(15,555)	0
EN0226	056-9499-990.61-20	Property Acquisition	11,484	39,000	50,484
	Total Expenditures		27,039	23,445	50,484

REVISION #8

Budget revision is requested to correct estimated United Way funds .

71	ALAMO SENIOR CENTER				
	Revenue				
SC17UW	071-0000-316.15-55	United Way	6,529	(6,000)	529

REVISION #9

Budget revision is requested to decrease revenue and expenditures for the Airport Master Plan. City funds will return to the fund balance.

	91	AIRPORT				
		Revenue				
Non-Recurring	AP1202	091-0000-317.16-13	State Grant	89,635	(89,635)	0
		Expenditures				
	AP1202	091-0006-459.57-57	Consultant Fees	129,515	(38,551)	90,964

REVISION #10

Budget revision is requested to increase expenditures for unforeseen accidents and cost of repairs. It is hard to predict the amount needed each year in this fund. Funds are requested from fund balance to cover the remainder of the fiscal year.

	96	SELF-INSURED FUND				
		Expenditures				
Non-Recurring		096-3503-419.58-14	Self-paid Claims	36,413	20,000	56,413

REVISION #11

Revision to adjust departmental projections to budget. See attached report.

Revenues	39,121,507	1,163,992	40,285,499
Expenditures	13,825,915	(958,179)	12,867,736
Transfers In	8,376,888	(1,264,242)	7,112,646
Transfers Out	8,376,888	(1,264,242)	7,112,646
		2,122,171	

REVISION #12

Budget revision is requested to decrease revenue to match adjusting journal entry for donations.

	11	GENERAL FUND				
		Revenues				
Non-Recurring	FD1803	011-4204-314.13-36	Donations	1,255	(5)	1,250

REVISION #13

Budget revision is requested to increase revenue and expenditures for sale of scrap funds.

11 GENERAL FUND						
Revenues						
Non-Recurring	FD1802	011-4204-314.15-05	Sale of Scrap	0	93	93
Expenditures						
	FD1802	011-4204-421.31-31	Equipment	12,195	93	12,288

REVISION #14

Budget revision is requested to increase expenditures for the TLC Call Center, new LEDA project. Funds are requested from fund balance.

105 ECONOMIC DEVELOPMENT FUND						
Expenditures						
Non-Recurring	ED1806	105-0407-450.57-28	Incentives	1,238,925	1,200,000	2,438,925

REVISION #15

Budget revision is requested to decrease revenue and expenditures to close Project PW1401 (1MGD Desal Plant Design).

54 R.O./SNAKE TANK PROJECT						
Revenues						
Non-Recurring	PW1401	054-0000-317.16-63	NMFA Grant	15,856	(15,856)	0
	PW1401	054-0000-319.15-45	Loan Proceeds	11,102	(11,102)	0
Total Revenues				26,958	(26,958)	0
Expenditures						
	PW1401	054-0000-461.74-01	Federal Grant Expense	1,633	(1,633)	0
	PW1401	054-0000-461.74-02	Loan Expense	4,901	(4,901)	0
Total Expenditures				6,534	(6,534)	0

REVISION #16

Budget revision is requested to increase expenditures for the Collection Center Compactor due to the final quoted costs are \$122,181. Funds are requested from fund balance.

86 SOLID WASTE						
Expenditures						
Non-Recurring	PW1707	086-1003-434.61-60	Capital Equipment	110,000	13,000	123,000

REVISION #17

Budget revision is requested to increase revenue and expenditures for the GSA award of a Q/F-4E from Holloman AFB. The NM State Agency for Surplus Property is handling the transfer paperwork. The office has a \$2,500 fee for this service and an additional \$10,000 is requested for concrete and painting. All funds will be paid from donations received. Some funding has already been promised to cover the expenses.

91 AIRPORT						
Revenues						
Non-Recurring		091-0000-314.13-36	Donations	0	12,500	12,500
Expenditures						
		091-0000-459.57-93	Special Events	0	12,500	12,500

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
(-) Decrease in category + Increase In category				
11 GENERAL FUND				
11	300	REVENUES:		
11	311	Taxes & Fees	101,422	Gross Receipts increased projections
	312	Fees & Permits	(8,976)	Bus Reg/Electricity Fees increased projections
	313	State Shared Taxes	78,669	State Share GRT increased projections
	314	User Fees	28,243	Animal Adoption Fees - increased projections
	315	Fines	16,848	Animal Shelter Fees - decreased projections
	316	Misc Rev	157,438	Insurance Credits/Interest - increased projections
	317	Grants	(7,364)	Reimburse Grant money not used
	318	Interest on Inv	4,096	Interest earned increased projections
Sub Total - REVENUES:			\$ 370,376	
11	491	TRANSFERS OUT	89,482	Increase in Subsidy to other funds
11	400	EXPENDITURES		
11	1101	Legislative	(3,291)	Travel Costs/phone/printing- Decreased
11	1301	City Mgr	(1,478)	Travel Costs/operational exp - Decreased
11	1501	Legal	(27,179)	Decrease in operational costs
11	2001	City Clerk	2,671	Increase in operational costs
11	2102	Fin/Accounting	(15,261)	Operational Costs- decreased projections
11	2302	Accounts Receivable	(3,297)	Operational Costs- decreased projections
11	2400	Non Dept	(86,271)	Decrease in contract services/utilities
11	3104	Code Enf	898	Operational Costs - increased projections
11	3705	Planning	(453)	Operational Costs- decreased projections
11	3804	Animal Control	(1,535)	Operational Costs - decreased projections
11	4104	Police	(5,850)	Operational Costs - decreased projections
11	4204	Fire	17,330	Operational Costs - increased projections
Sub Total - EXPENSES			(123,716)	
NET - FUND 11			404,610	
12 INTERNAL SERVICES				
12	300	REVENUE	956	Equipment/scrap - increased projections
12	427	EXPENSES	(76,782)	Operational Costs- decreased projections
NET - FUND 12			77,738	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>15 CORRECTIONS - JAIL COSTS</u>				
15	300	REVENUE	12,356	Corr Fees - increased projections
15	391	TRANSFERS IN	72,644	Increase in Subsidy Projected from General Fund
15	427	EXPENSES	85,000	Prisoner Support - increased projections
NET - FUND 15			0	
<u>16 LODGER'S TAX - PROMOTIONAL</u>				
16	300	REVENUE	18,989	Lodger's Tax - increased projections
16	419	EXPENSES	(29,569)	Decrease in operational costs
NET - FUND 16			48,558	
<u>19 COURT AUTOMATION FUND</u>				
19	300	REVENUE	(96)	Decreased investment income
19	419	EXPENSES	5	Increase in Cellular Phone, Decrease Internet Support
NET - FUND 19			(101)	
<u>20 COURT AUTOMATION FUND</u>				
20	300	REVENUE	6,175	Lodger's Tax - increased projections
20	419	EXPENSES	1,155	Increase in operational costs
NET - FUND 20			5,020	
<u>21 D.A.R.E. DONATIONS</u>				
21	300	REVENUE	1,015	Decreased investment income
NET - FUND 21			1,015	
<u>27 MUNICIPAL COURT (Operations)</u>				
27	412	EXPENSES	(82)	Decrease in phone/insurance
NET - FUND 27			(82)	
<u>28 POLICE CONTINGENCY</u>				
28	300	REVENUE	7,440	Revenue Projection increase
28	420	EXPENSES	(200)	Decrease in expenditures projected
NET - FUND 28			7,640	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>31 CEMETERY PERPETUAL CARE</u>				
31	300	REVENUE	1,462	Interest Income
NET - FUND 31			1,462	
<u>32 COMMUNITY DEVELOPMENT</u>				
32	300	REVENUES	(26,340)	Grants rec'd and various Fee projections
32	400	EXPENDITURES		
32	6	Cemetey	(922)	Various Operating Costs projected less
32	6106	Rec Center	(39,986)	Various Operating Costs projected less
32	6206	Parks	(5,919)	Utilities & insurance projected less
32	6306	Zoo	(2,241)	Various Operating Costs projected less
32	6606	Comm Serv Admin	27,902	Sal/Ben,phone increased projection
32	7101	Library	(20,011)	Various Operating Costs projected less
Sub Total - Expenditures			(41,177)	
NET - FUND 32			14,837	
<u>33 State Fire Funds</u>				
33	300	REVENUES	1,050	Interest earned
33	421	EXPENSES	36,213	Various Operating Costs projected less
NET - FUND 33			(35,163)	
<u>37 STATE HWY CLEANUP (KNMB)</u>				
37	300	REVENUES	137	interest earned
NET - FUND 37			137	
<u>38 TRAFFIC SAFETY FUND</u>				
38	300	REVENUES	63	interest earned
NET - FUND 38			63	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>42 1984 GRT (Streets & Drainage)</u>				
42	300	REVENUES	57,305	GRT Receipts/Investment Income
42	491	TRANSFERS OUT	(184,150)	Less subsidy for projects needed
NET - FUND 42			241,455	
<u>44 TRANSPORTATION FUND</u>				
44	300	REVENUES	36,905	GRT, Gas/Auto Lic Taxes/ Grants- estimated increase
44	391	TRANSFERS IN	(153,388)	Less Subsidy Projected from 42 GRT & 61 GRT
44	400	EXPENSES:		
44	5203	Street Maint	(97,172)	Salaries / Benefits/Operational - decreased projection
44	5303	Weeds & Drain	(17,277)	Salaries / Benefits/Operational - decreased projection
Sub Total Expenses:			(114,449)	
NET - FUND 44			(2,034)	
<u>49 1986 GRT (Outside Wtr)</u>				
49	300	REVENUES	75,387	Gross Receipts Tax Increase/Invest Income increase
49	491	TRANSFERS OUT	(15,295)	
NET - FUND 49			90,682	
<u>53 GENERAL OBLIGATION P&I</u>				
53	300	REVENUE	(10,904)	Property Tax/interest earned increase
53	400	EXPENSES	(108,847)	Debt service reduction
NET - FUND 53			97,943	
<u>54 REVERSE OSMOSIS PROJECT</u>				
54	300	REVENUE	200	Interest earned
NET - FUND 54			200	
<u>56 99 GRT FLOOD CONTRL PROJECT</u>				
56	300	REVENUES	(1,026)	Interest Income
56	391	TRANSFERS IN	25,000	To balance fund
NET - FUND 56			23,974	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>59 REVENUE BOND P&I FUND</u>				
59	300	REVENUES	3,573	Interest Income
59	391	TRANSFERS IN	(1,102,796)	Less Debt Service
NET - FUND 59			(1,099,223)	
<u>61 INFRASTRUCTURE GRT</u>				
61	300	REVENUES	23,554	GRT/Investment income
NET - FUND 61			23,554	
<u>63 ENGINEERING</u>				
63	300	REVENUES	9,800	Fees - Projections increased
63	400	EXPENSES	(5,213)	Decrease in various operational costs
NET - FUND 63			15,013	
<u>69 94 GRT INCOME FUND</u>				
69	300	REVENUES	60,309	GRT/Investment Income
69	491	TRANSFERS OUT	(990,803)	Decrease in debt transfer
NET - FUND 69			1,051,112	
<u>71 Senior Center</u>				
71	300	REVENUES	21,059	Fees/Prior year grants increased
71	391	TRANSFERS IN	(22,942)	Less Subsidy needed from General
71	400	EXPENSES	(24,761)	Operational Costs - decreased projections
NET - FUND 71			22,878	
<u>74 SENIOR CENTER GIFT FUND</u>				
74	300	REVENUES	294	Investment Income
NET - FUND 74			294	
<u>75 RSVP</u>				
75	400	EXPENSES	(685)	Operational Costs decreased projections
NET - FUND 75			(685)	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>81 Water & Sewer Fund</u>				
81	300	REVENUES	(33,627)	Misc Rev/User Fees/Investment Income
81	391	TRANSFERS IN	(15,000)	Less project transfer projection
81	491	TRANSFERS OUT	(92,245)	Less Debt Service Transfer
81	0008	Bonito Lake	(1,274)	Decrease in utility costs
81	1602	Central Receiving	(774)	Oper costs
81	1803	PW ADMIN	(33,342)	Sal/Ben, Oper costs
81	2202	Utility Billing	(28,473)	Sal/Ben, Oper costs
81	5503	Utility Maint	(137,788)	Sal/Ben, Oper costs
81	5603	Wastewater Treatment	(204,376)	Sal/Ben, Oper costs
81	5703	Wtr Filter Plant	(161,812)	Sal/Ben, Oper costs
81	7803	Construction	(316)	Sal/Ben, Oper costs
Sub Total Expenses			(568,155)	
NET - FUND 81			611,773	
 <u>82 98 Jt. W/S Bond P&I</u>				
82	300	REVENUES	569	Interest Income
82	391	TRANSFERS IN	(107,540)	Less Debt Service Transfer
82	400	EXPENSES	(63,917)	Adjustment in Debt Service
NET - FUND 82			(43,054)	
 <u>86 Solid Waste</u>				
86	300	REVENUES	2,880	Interest earned
86	400	EXPENSES	8,372	Sal/Ben, Oper costs
NET - FUND 86			(5,492)	
 <u>88 BONITO CAMPGROUND</u>				
88	300	REVENUES	409	Refunds, Investment Income
NET - FUND 88			409	
 <u>89 ESGRT .0625%</u>				
89	300	REVENUE	29,341	GRT, Interest Income
89	491	TRANSFERS OUT	(15,000)	Project decrease
NET - FUND 89			44,341	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>90 GOLF COURSE</u>				
90	300	REVENUE	(3,898)	User Fees/Interest income
90	391	TRANSFERS IN	14,780	Increase in subsidy from GF
90	400	EXPENSES	(6,117)	Decrease in Oper costs
NET - FUND 90			16,999	
<u>91 AIRPORT</u>				
91	300	REVENUE	(15,978)	Gasoline sales/Investment Income
91	391	TRANSFERS IN	25,000	Increase in subsidy from GF
91	400	EXPENSES	(8,621)	Operational Costs
NET - FUND 91			17,643	
<u>94 LANDFILL</u>				
94	300	REVENUE	268,478	User Fees, Investment Income
94	400	EXPENSES	54,480	Various Operating Costs projected more
NET - FUND 94			213,998	
<u>96 SELF-INSURED</u>				
96	300	REVENUES	(2,104)	Investment Income
NET - FUND 96			(2,104)	
<u>105 ECONOMIC DVLP GRT</u>				
105	300	REVENUE	52,649	GRT, Interest Income
NET - FUND 105			52,649	
<u>107 LIABILITY/DEDUCTIBLES</u>				
107	300	REVENUE	2,188	Investment Income
107	400	EXPENSES	15,000	Operational costs
NET - FUND 107			(12,812)	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
<u>109 1/4% CAPITAL GRT (ST. PROG)</u>				
109	300	REVENUE	144,621	GRT, Interest Income
109	491	TRANSFERS OUT	(56,231)	Debt Service transfer decrease
109	400	EXPENSES	(10,000)	Engineering Fees
NET - FUND 109			210,852	
<u>114 SIDEWALK RELVOLVING LOANS</u>				
114	300	REVENUE	218	Investment Income
NET - FUND 114			218	
<u>119 2012 GRT REF/IMP REV BOND</u>				
119	300	REVENUE	13,157	Investment Income
NET - FUND 119			13,157	
<u>121 2014A GO BOND - FUN CENTER</u>				
121	300	REVENUE	(42,220)	Investment Income
NET - FUND 121			(42,220)	
<u>122 2014B GO BONDS - STREETS</u>				
122	300	REVENUE	(16,771)	Investment Income
NET - FUND 122			(16,771)	
<u>901 HOUSING LOW RENT OPR</u>				
901	300	REVENUE	56,183	HUD Subsidy/Interest Income
901	400	EXPENSE	29,902	Sal/Ben, Oper costs
NET - FUND 901			26,281	
<u>903 HOUSING HOMEOWNERSHIP OPR</u>				
903	300	REVENUE	(28,715)	Program Income/Interest Income
903	400	EXPENSES	(72,588)	Sal/Ben, Oper costs
NET - FUND 903			\$43,873.00	

RESOLUTION 2018-11 - REVISION #11 Description Report

Fund	Dept	Description	Increase/Decrease	Brief Description
------	------	-------------	-------------------	-------------------

904 HOUSING CAPITAL FUND PRJ

904	300	REVENUE	66,573	Hud Federal Grant increase
904	400	EXPENSES	66,573	Hud Federal Grant increase

NET - FUND 904			\$0.00	
-----------------------	--	--	---------------	--

300	REVENUE	1,163,992	1,163,992	-
391	TRANSFERS IN	(1,264,242)	(1,264,242)	-
491	TRANSFERS OUT	(1,264,242)	(1,264,242)	-
400	EXPENSES	(958,179)	(958,179)	-
NET TOTAL		2,122,171		

REVENUES ON RESOLUTION

ITEM #	AMOUNT	TYPE
3	1,178	Reimbursement for DWI Checkpoint
4	4,000	K-9 donations
8	(6,000)	Correct United Way funds
9	(89,635)	Decrease Airport Master Plan funds
11	1,163,992	Adjust departmental year-end projections
12	(5)	Adjust budget for adjusting journal entry
13	93	Sale of scrap
15	(26,958)	Close project
17	12,500	QF-4E Project
	<u>1,059,165</u>	

EXPENDITURES ON RESOLUTION

ITEM #	AMOUNT	TYPE
1	8,237	Reallocate Assistant City Manager PTO/Conversion
2	3,432	Allocate action sales for recruitment
3	1,178	Reimbursement for DWI Checkpoint
4	4,000	K-9 donations
5	(9,231)	Budgeted computer purchases not pursued
6	3,500	Additional bond counsel services
7	23,445	Reallocate closed project
9	(38,551)	Decrease Airport Master Plan funds
10	20,000	Increased unforeseen accidents
11	(958,179)	Adjust departmental year-end projections
13	93	Sale of scrap
14	1,200,000	TLC Call Center incentive
15	(6,534)	Close project
16	13,000	Collection Center Compactor increase
17	12,500	QF-4E Project
	<u>276,890</u>	

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/21/2018

Report No: 6.

Submitted By: Shelbe Abbott

Subject: Consider, and act upon, final publication of Ordinance No. 1559 amending sections 29-01-100 and 29-01-110, Chapter 29 of the CODE pertaining to White Sands Beautification District. (*City Planner, Darron Williams*) (**Roll Call Vote Required**)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: Corrections made to Ordinance No. 1532.

ORDINANCE NO. 1559**AMENDING SECTIONS 29-01-100 AND 29-01-110, CHAPTER 29 OF THE
CODE PERTAINING TO WHITE SANDS BEAUTIFICATION DISTRICT**

BE IT THEREFORE ORDAINED by the City Commission of the City of Alamogordo, New Mexico that sections 29-01-100 and 29-01-110, Chapter 29, of the *Code of Ordinances* be amended to read as follows:

CHAPTER 29 - ZONING**ARTICLE 29-01 - WHITE SANDS BEAUTIFICATION DISTRICT****SECTION ONE:****29-01-100. White Sands Beautification District**

- (a) *Zoning District Map Amendment.* The official City of Alamogordo Zoning District Map is amended by the addition of the White Sands Corridor Overlay District ("White Sands District") classification to the properties in the vicinity to the White Sands Boulevard. The extent and limits of the White Sands corridor overlay district are generally depicted in the White Sands corridor maps appended to this ordinance. In the event of a discrepancy between the White Sands corridor map and the official Zoning District Map, the latter shall control. When the requirements of the White Sands Corridor Overlay District are in conflict with those of the underlying district, the more restrictive limitation or requirement controls. The underlying zoning district classification of properties within the White Sands Corridor Overlay District is unchanged by this map amendment.
- (b) *General Provisions.* The purposes of the White Sands District are:
- (1) The beautification of the White Sands District through a citizen-based, volunteer, grassroots effort; and
 - (2) The establishment of a Master Plan to guide the City's efforts towards beautification, anti-blight and economic development of the White Sands District; and
 - (3) The development of regulations for the White Sands District consistent with the Master Plan;
 - (4) The identification and utilization of available funding, donations and grants for the beautification of the White Sands District consistent with the approved Master Plan and regulations enacted pursuant to it; and
 - (5) The review, approval and/or denial of improvement projects within the White Sands District consistent with the Master Plan and regulations enacted pursuant to it; and

- (6) The review, approval and/or denial of all applications for new construction, exterior alteration and change of use in the White Sands District consistent with the Master Plan and regulations enacted pursuant to the master plan.
- (c) *Minimum Maintenance Requirements.* All buildings and structures in the White Sands Corridor Overlay District shall be preserved against decay and deterioration and free from certain structural defects in the following manner, by the owner thereof or such other person or persons who may have the legal custody and control thereof. The owner or other person having legal custody and control thereof shall repair such building or structure if it is found to have any of the defects identified in the approved Master Plan and regulations enacted pursuant to it requiring such repair.
- (d) *Compliance with general and specific design standards required.* All development located within the White Sands District shall comply with all applicable general development standards consistent with the approved Master Plan and regulations enacted pursuant to it.
- (e) *General design standards for the White Sands corridor overlay district.* In any review of proposed additions or alterations to structures located in the White Sands Corridor Overlay District, the standards of the approved Master Plan and regulations enacted pursuant to it shall be complied with. Such standards shall include, but not limited to the following:
- (1) Architectural Style, including:
 - a. Materials; and
 - b. Color; and
 - c. Roof form, slope and shape.
 - (2) Streetscape standards.
 - (3) Signs; murals.
 - (4) Walk areas.
 - (5) Size, mass and shape.
 - (6) Walls and fences.
 - (7) Remodeling and alteration.

Persons requesting approval of any application for the construction, or remodeling or alteration of nonconforming structures located in the White Sands District shall not be required to bring the total structure into conformance with the standards for the White Sands District. However, the portion of the building that is remodeled or altered shall conform to those standards. "Related to and compatible with" means existing together with unity and coherence.

SECTION TWO:

29-01-110. White Sands Beautification Committee

- (a) *Designation.* There is hereby created a White Sands Boulevard review board, which shall be referred to as the "White Sands Beautification Committee," which will be responsible for reviewing and approving improvement projects within the White Sands District that require demolition, building, and sign permits, and that make modifications to the exterior appearance of buildings, signing ~~signage~~, landscaping and parking. In order to insure compliance with the design standards and guidelines adopted for the White Sands District.
- (b) *Delegation.* The governing body and the planning commission hereby delegate their authority to the White Sands Beautification Committee as described in this section, except those powers retained by the governing body and the planning commission in the Alamogordo Municipal Code.
- (c) *Powers and Duties.* The White Sands Beautification Committee, will meet on a regular basis as directed by the chair, but in no event will meetings be conducted less frequently than quarterly, unless there are no agenda items, and at such other times as the chair may determine, shall have the powers and duties specified in this section:
- (1) To study and investigate the White Sands corridor, for the purpose of the formulation of a master plan, and shall make such surveys as it deems necessary for the formulation of such a master plan for the city; and in this connection the White Sands Beautification Committee shall have power and authority to hold public hearings for the formulation of such master plan;
 - (2) Propose amendments to regulations governing the White Sands District;
 - (3) Review current ordinances applicable to master plan and Intent of white sands beautification committee and recommend additions, changes, or deletions, in part or whole, with the goal to streamline regulatory guidance and improve process efficiency;
 - (4) Advise and assist officials, committees and commissions of the municipal government in making recommendations to the governing body relating to the White Sands Corridor;
 - (5) Perform other acts as requested by the governing body; provided that such acts relate specifically to this section;
 - (6) Apply for, accept, administer and comply with the requirements regarding an appropriation of funds or a gift, grant or donation of property or money;
 - (7) Develop funding programs for the improvement of the exterior appearance of properties in the district through grants or loans;

(8) Fund the rehabilitation of properties in the district, but only as may be specifically approved by the City Commission in a plan and budget; and

(9) Undertake improvements designed to increase the safety or attractiveness of the district to businesses which may wish to locate there or to visitors to the district, including, but not limited to, litter cleanup and control, and landscaping.

(d) *Membership and Appointment*

(1) *Composition and Membership.* The White Sands Beautification Committee shall consist of

(a) Six members appointed by the city commissioners with each commissioner appointing one (1) member;

(b) A committee chair appointed by the city's mayor; and

(c) The chair of the city's planning and zoning commission.

(2) *Term.* The six (6) members appointed by the city commissioners shall serve two-year overlapping terms with three (3) members serving a two (2) year term and three (3) members serving a three (3) year term. The chairperson of the Planning and Zoning Commission shall serve during the period he or she occupies the position of chair of the Planning and Zoning Commission as an ex-officio, or non-voting, member. Members shall serve until their successors have been appointed and qualified. These terms are for initial implementation; thereafter, each of the six (6) members shall serve a two (2) year term. The committee chair shall serve a three (3) year term. Members and the committee chair may be reappointed.

(e) *Adoption of Bylaws.* The Committee may adopt its own bylaws.

(f) *Ad Hoc Subcommittees*

(1) *Delegation.* The Committee may delegate its authority to ad hoc subcommittees as specifically provided in this article, except for those powers retained by the governing body, the planning commission and the committee.

(2) *Powers and Duties.* Ad hoc subcommittees shall gather information for, make recommendations to, and otherwise assist the White Sands Beautification Committee in accomplishing its powers and duties, as the Committee deems appropriate.

(g) *Staff Support.* The objective and thrust of the Beautification Committee is to function as a citizen-based, grassroots effort that is independent of regular staff involvement. However, at the request of the chair, the Planning and Zoning Department will have primary and lead responsibility for coordinating with the chair of the

beautification committee on an as-needed basis. Staff support can also be accessed by the chair through contacts with the City Manager.

PASSED, APPROVED, and ADOPTED this ____ day of _____,
2018.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard A. Boss, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Petria Schreiber, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/23/2018

Report No: 7.

Submitted By: Kitty Williams

Subject: Consider, and act upon, final publication of Ordinance 1564 approving a Local Economic Development Project for secured financial assistance proposed by Thomas L. Cardella & Associates, Inc. (*Petria Schreiber, City Attorney*) **(Roll Call Vote Required)**

Fiscal Impact: \$1,200,000

Amount Budgeted: \$0.00

Fund: 105-0407-450.57-28 Incentives (Fund 105 Economic Development)

Additional Fiscal Impact:

Recommendation: Approve for final publication.

Background: Consider and act upon final publication of Ordinance 1564 approving a Local Economic Development Project for secured financial assistance proposed by Thomas L. Cardella & Associates, Inc.

ORDINANCE NO. 1564

APPROVING A LOCAL ECONOMIC DEVELOPMENT PROJECT FOR SECURED FINANCIAL ASSISTANCE PROPOSED BY THOMAS L. CARDELLA & ASSOCIATES, INC.

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF
ALAMOGORDO, NEW MEXICO that the following is added to the municipal code:

Pursuant to the City of Alamogordo Economic Development Plan, Ordinance No. 983 and NMSA 1978 Section 5-10-1, et seq. (Local Economic Development Act – “the Act”), the proposed economic development project of Drought Adaptation Industries, LLC., (“the Company”) which is on file with the City Clerk and available for public inspection, is approved for the purposes set forth in NMSA 1978 Section 5-10-1, et seq. and the City of Alamogordo is authorized to enter into a Project Participation Agreement (“The Agreement”) with the Company as required by Section 10 of the Act, and in substantially the same form as attached hereto, the terms of which are incorporation herein.

The City Commission finds as follows:

1. The Company is an entity as defined in NMSA 1978, Section 5-10-3G;
2. Under the Agreement, the Company will provide a substantive contribution for the proposed project as described in NMSA 1978, Section 5-10-10B in the form of employment and improved tax base;
3. The Agreement complies with the requirements of the Act and Ordinance No. 983;
4. The benefit of the proposed project to the City of Alamogordo is repayment of financial assistance and other benefits arising from employment

and economic activity under the project which exceeds the cost to the City of providing to the Company the assistance specified in the agreement, and

5. The Agreement complies with the requirements of Section 10 of the Act and is hereby adopted and approved.

BE IT FURTHER ORDAINED, that the Mayor of the City of Alamogordo, New Mexico is authorized and directed to do all things necessary to implement this ordinance that is lawfully adopted.

PASSED, APPROVED AND ADOPTED this _____ day of _____, 2018.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard Boss, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Petria Schreiber, City Attorney

PROJECT PARTICIPATION AGREEMENT

This Project Participation Agreement is entered into the ___ day of _____, 2018, between the City of Alamogordo, a New Mexico municipal corporation (the "City") and Thomas L. Cardella & Associates, Inc, a for profit corporation who will be required to register with the New Mexico Public Regulation Commission, whose business address is 4515 20th Ave, Suite B, Cedar Rapids, IA 52404 (hereinafter referred to as the "TLC").

I. Recitals

- A. The purpose of this Agreement is to allow TLC to improve and operate a customer service call center in Otero County, New Mexico. Completion of the Project is in the best interests of the City and the health, safety, and welfare of the residents and the taxpayers of the City of Alamogordo, and is in accord with the public purposes and provisions of applicable state and local laws.
- B. By Ordinance No. 983, adopted August 13, 1996, the City has adopted an ordinance pursuant to the statutory authority conferred upon municipalities to allow public support of economic projects to foster, promote and enhance local economic development efforts (N.M. Stat. Ann. Section 5-10-1 through Section 5-10-13-1978). The Ordinance was adopted as part of the City's Economic Development Plan.
- C. By Ordinance No. 1564, adopted _____, 2018 ("Approval Date"), the City has adopted an Ordinance which establishes that TLC meets the requirements of the Local Economic Development Act and that TLC has provided information pertaining to its intent to make infrastructure improvements and purchase equipment needed to operate a customer service call center located at the White Sands Mall, 3199 N. White Sands Blvd., Alamogordo, New Mexico, 88310. This operation and management will create a minimum of one hundred (100) new jobs with an hourly wage of at least nine (\$9.00) dollars per hour, and will thereafter maintain the one hundred (100) jobs and create sufficient additional new jobs necessary to fulfill its obligation to repay the Economic Development Incentive during the term of this Agreement (the "Project"), all of which qualifies for assistance under the City's Economic Development Ordinance.
- D. Material inducements for the City's participation in this Agreement with TLC are:
 - 1. TLC creating and maintaining jobs in accordance with the provisions of this Agreement by -
 - a. producing no fewer than one hundred (100) new full-time jobs at an hourly wage of at least nine (\$9.00) dollars;
 - b. producing at least one executive-level position at an hourly wage of at least twenty-five (\$25.00) dollars;
 - 2. Begin hiring employees within the calendar year of 2018.
- E. Location of TLC's business operations in Otero County will provide additional jobs and substantially improve economic conditions in accordance with the purposes and goals of the City's Economic Development Plan.
- F. As a condition precedent to its receipt of public assistance TLC is required to execute this Project Participation Agreement.

II. Definitions

For all purposes of this Agreement, except as otherwise expressly provided or unless the context clearly requires otherwise, the following terms have the meanings assigned to them:

- A. "Approval Date" means [REDACTED].
- B. "Economic Development Incentive" means financial assistance provided to TLC by the City of Alamogordo through the Local Economic Development Act.
- C. "Eligible Project Costs" means the costs and expenditures directly related to the various infrastructure upgrades that need to be accomplished in order to open and operate the call center. Examples of eligible infrastructure upgrade costs include various infrastructure upgrades, purchases of systems and equipment to operate the call center, and installation costs.
- D. "Facility" shall mean TLC's call center located within the White Sands Mall, 3199 N. White Sands Blvd., Alamogordo, New Mexico.
- E. "Job Credit" is a performance measurement figure. A job credit is annually:
 - 1. Eighteen thousand, seven hundred twenty dollars (\$18,720), yearly, for each non-executive fulltime equivalent job created (\$9 per hour x 2080 yearly hours);
 - 2. Twenty-four thousand, nine hundred sixty dollars (\$24,960), yearly, for each front line management equivalent job created (\$12 per hour x 2080 yearly hours);
 - 3. Thirty-five thousand, three hundred sixty dollars (\$35,360), yearly for each program manager equivalent job created (\$17 per hour x 2080 yearly hours);
 - 4. Fifty-eight thousand two hundred forty dollars (\$58,240) yearly, for each site director fulltime equivalent job created (\$28 per hour x 2080 yearly hours).
- F. "Job Period" means every twelve (12) month period from the Approval Date through the Term of Agreement during which the Qualified Entity is obligated to create and maintain New Jobs.
- G. "New Job" shall mean 2,080 hours of paid employment over 365 days.

Example

2 people, each working 1,040 hours, over 365 days, is one New Job.

1 person working 2,600 hours over 365 days is 1.25 New Jobs.

III. Agreements

The Parties agree as follows:

- A. Authority. The City's execution of this Agreement is authorized by
 - 1. The Local Economic Development Act, NMSA 1978 §5-10-1 through §5-10-13 (2007) (LEDA), Ordinance No. 983, which established the Alamogordo Economic Development Strategic Plan that promotes economic development projects in the City of Alamogordo; and
 - 2. Ordinance No. 1564, which approved the Project.

- B. TLC's execution and performance of this Agreement constitutes a valid and binding obligation of TLC in the event TLC proceeds with the Project. TLC has full power and authority to execute, deliver and perform, as applicable, this Project Agreement, to make the obligations hereunder, to execute and deliver the financial guarantee and to grant to the City the security as hereinafter described.
- C. "New Jobs Payroll" shall mean all monies paid annually to all persons holding New Jobs, whether paid by the hour, day, week, semi-monthly, monthly, or yearly, and includes, but is not limited to, overtime, bonuses, and piecework.

IV. TLC's Obligations

Per the purpose of the Agreement recited in paragraph I(A), above, TLC will meet the City's job creation expectation in paragraph I(D) by the following means:

- A. Employment Opportunities - TLC shall create and thereafter maintain during each Job Period those jobs as defined in paragraph I(D)(1)(a, b), for the period defined in I(D)(1)(c).
- B. TLC shall only be credited for the creation of jobs performed within Otero County, New Mexico.
- C. Local Preferences - Though not required, TLC shall use its best efforts to contract with local contractors in order for the City to receive gross receipts tax revenue. During the term of this Agreement, TLC shall make available to the City records verifying the use of local contractors and the making of local purchases. For purposes of this Agreement, a local contractor is a contractor meeting the requirements of section 2-13-180 of the Alamogordo City Code.

V. The City's Obligations

- A. The City agrees to provide \$1,200,000 of Economic Development Incentives to TLC to construct, improve and operate a value added call center in Otero County, New Mexico. TLC will be responsible for any additional costs or expenses related to the Project.

VI. The City's Limitations

- A. This Agreement shall not be construed as a commitment, issue or obligation of any specific funds other than those funds to be received by the City from its Municipal Infrastructure Gross Receipts Tax.
- B. The functions and duties assumed by the City include only those described in this Agreement, and the City is not obligated to act except in accordance with the terms and conditions of this Agreement.
- C. TLC acknowledges that the City does not warrant any equipment, materials, or services purchased with the funds.
- D. TLC shall be obligated hereunder even if the equipment, materials, or services are defective or fail to conform to the warranties extended by the supplier.

- E. The obligations of TLC shall not be affected by any dispute TLC may have with any manufacturer, distributor, contractor or supplier.
- F. TLC will not assert any claim or defense which it may have against any manufacturer, distributor, supplier or contractor against the City.
- G. The City is under no duty to supervise or inspect the installation or construction contemplated by this Agreement.
- H. Any inspection or examination by the City is for the sole purpose of protecting the City's security interest and preserving the City's rights under this Agreement.
- I. No default of TLC will be waived by any inspection by the City.
- J. In no event will any inspection by the City be a representation that the installation or construction is free from defective materials or workmanship.

VII. Disbursement of Economic Development Incentive

- A. Disbursement of the Economic Development Incentive shall be made upon the City's receipt and approval of a request for the disbursement and supporting documents. Invoices submitted which are determined to be outside the scope of those allowable by state or local ordinance shall be rejected.
- B. The supporting documents shall include itemized invoices from contractors and suppliers, and a report detailing the dollar amount and purpose of the Eligible Project Cost.
- C. TLC and the City shall establish a joint account into which the disbursement shall be deposited by the City.
- D. City anticipates TLC will use the disbursement for the following, to include, but not limited to:
 - 1. Electrical Upgrades, i.e: Fiber, Power/Cabling, Wireless Interfaces
 - 2. IT and Data Center infrastructure, i.e: Rack, Power/Cabling, Switches, Routers, Servers
 - 3. ~~Call Center Technology, i.e: Computers, Wireless hardware, Software, Security~~
 - 4. ~~Furniture and Fixtures~~
- E. The City anticipates the above items are required and variation to this list necessitates discussion and agreement between the parties.
- F. In its sole discretion, the City may withhold disbursement if it determines that TLC has failed to comply with and/or is in default under the terms and conditions of this Agreement, or has failed to provide adequate documentation of the eligible project cost.

VIII. Obligation to Repay the Economic Development Incentive

- A. TLC understands and agrees that the failure of TLC to perform its obligations will result in a forfeiture of the Economic Development Incentive. In the event of a forfeiture, or upon termination of this Agreement, TLC agrees to pay to the City the balance of the Economic Development Incentive not otherwise repaid through the creation of jobs. TLC's obligation to pay to the City the balance of the economic

development incentive not otherwise repaid is evidenced by a financial guarantee bond, a copy of which is attached as exhibit ____.

- B. **Security Interest.** The City acquires a security interest in this agreement through TLC's purchase of a financial guarantee bond which will be provided to the City of Alamogordo prior to the payment of any invoices.

IX. Insurance.

- A. TLC, at its sole cost and expense, shall procure and maintain, with financially sound and reputable insurers authorized to do business in the State of New Mexico:
 - 1. Insurance on the value of the improvements on a replacement basis with no limiting modification including the City as named insured party;
 - 2. Insurance policy which covers damage to, or the destruction of, the contents of the Facility on a replacement basis to include, but not limited to, all items purchased under this agreement.
- B. TLC will furnish to the City, upon its written request, the insurance certificates with respect to such insurance.

X. Evidence of Job Creation

- A. **Job Audit.** Annually, 60 days after the start of the Fiscal Year, a Job Audit to determine Job Credit shall be performed by the City to validate TLC follows this Agreement. TLC shall produce the necessary records to allow the City to perform its Job Audit.
- B. **Job Credit.** TLC shall receive a credit against the principal balance of the promissory note for each new job that is created/maintained during the job period.
- C. **Pro-rated Credit.** In the event the TLC falls short of meeting annual creation/maintenance obligation for any Period, TLC receives a partial credit. The amount of the partial credit shall be calculated using the above described formula.
- D. **Term.** The parties anticipate it will take two years to fulfill the goal of obtaining sufficient job credits to repay the Economic Development Incentive (EDI). In the event, at the end of the two year term, the EDI has not been fully repaid, the repayment term automatically extends until repayment is achieved.

XI. Termination and Recovery of Incentive

- A. **Events of Default.** The following events shall constitute events of default under this Agreement:
 - 1. Failure of TLC to fulfill, in whole or in part, any obligation required by this Agreement.
 - 2. Cessation by TLC of its Otero County operations, or reduction of those operations to a level below the performance measures set forth of this Agreement.
 - 3. Filing by TLC of a petition, case, proceeding, or other action against the City as a debtor under any debtor relief law or seeking appointment of a receiver, trustee, custodian, or liquidator of the TLC.
 - 4. The abandonment by TLC of all or a portion of the Facility.

5. The discovery by the City that any representation, warranty, or covenant made by the TLC in connection with this Agreement was or has become false, materially misleading, erroneous, or breached in any material respect.
6. TLC assigns, sells, or transfers a majority interest in its business entity, whether in a single transaction or a series of transactions. If TLC desires to assign, sell, or transfer a majority interest in its business entity, whether in a single transaction or a series of transactions, before expiration of this Agreement, the City retains the right to reject any and all assignments, sales, or transfers of any interest in the TLC's business entity until, in the sole discretion of the City, adequate assurances are given that the assignee, buyer, or transferee is TLC under the Alamogordo Economic Development Plan and that terms of this Agreement will be satisfied by the assignee, buyer, or transferee.

B. TLC's Response to Default. Upon the occurrence of an event of default by TLC specified in this Agreement, the City shall notify TLC in writing that an event of default has occurred under this Agreement. Within thirty (30) days of the receipt of such notice, TLC shall:

1. Cause the default to be cured; or
2. Furnish a written response indicating:
 - a. The factors which caused or contributed, in whole or in part, to the occurrence of default;
 - b. The measures TLC has undertaken to avoid the reoccurrence of default in the future;
 - c. Whether any performance measure not achieved can still be achieved in a timeframe acceptable to the City; and
 - d. What further action TLC plans to take to achieve the performance measure in a timeframe acceptable to the City.

C. City's Response to Default. The City staff shall review the response furnished by TLC and within thirty (30) days from the receipt of such response, recommend to the City Commission whether to modify or terminate this Participation Agreement. TLC shall have an opportunity to make a presentation to the City Commission at any meeting where such recommendation will be acted upon. The decision of the City Commission will be final and binding. Other than the opportunity for TLC to make a presentation to the City Commission, in the event of default nothing herein shall be construed to limit in any way the power and authority of the City Commission to terminate this Agreement and to demand immediate repayment of the Economic Incentive, including all interest both accrued and deferred; and to foreclose upon, collect, and recover all collateral pledged by TLC as security if repayment is not made.

XII. Effect of Termination.

Except for any obligations that accrue prior to such termination or except as otherwise provided in this Agreement, which obligations shall survive the termination of this Agreement, other rights, responsibilities and liabilities of the parties under this Agreement shall be extinguished upon the applicable date of termination of this Project Agreement.

XIII. Facility Closure Clawback.

Should TLC cease operation of the Project prior to fulfilling their financial obligation to the City of Alamogordo, TLC shall, within ninety (90) days of the cessation of operations, pay to the City, in cash, an amount equal to the outstanding balance left under this agreement. This amount may either be paid by the bond procured in this case, or by cash from TLC itself. In this event, TLC agrees to immediately submit to a job audit within 30 days of closure and will receive any and all credit to which it is entitled. After all credits are applied, TLC agrees that the City may call due its performance bond. Any clawbacks not paid when due shall bear interest at the rate of prime plus 2% per annum from the due date until paid.

XIV. No Joint Venture.

It is acknowledged and agreed by the parties that the terms of this Agreement are not intended to and shall not be deemed to create a partnership or joint venture among the parties. Neither party shall have any authority to act on behalf of the other party under any circumstances of this Agreement.

XV. Appropriations.

The performance by the City of any of the terms, covenants, or conditions in this Agreement that the City is obligated to perform shall be subject to the availability of appropriated funds that may be lawfully used for such purpose.

XVI. Miscellaneous Provisions.

- A. If any legal action should be necessary for the enforcement of this Project Participation Agreement or because of an alleged dispute, breach, default or misrepresentation in connection with any of the provision of this Agreement, the City shall be entitled to recover reasonable attorney fees and/or other costs incurred in that action or proceeding in addition to any other relief which the City may be entitled to under the law.
- B. The parties agree that in the event of any dispute, venue for such dispute shall be laid and established in the District court of Otero County, New Mexico and no other.
- C. City and TLC will do all things reasonably necessary or appropriate to carry out the terms and provisions of this Agreement, and to aid and assist each other in carrying out such terms and provisions.

IN WITNESS WHEREOF, the Parties hereto have entered into this Agreement as of the day and year first written.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

Margaret Paluch,
City Manager

Thomas L. Cardella, President
Thomas L. Cardella & Associates

AFFIRMED:

Rachel Hughs,
City Clerk

APPROVED AS TO FORM:

Petria Schreiber,
City Attorney



LEDA

PROJECT APPLICATION

The purpose of the Plan is to identify the project area and to present the plan and the uses to which the proceeds of the LEDA funds will be put if issued. This Plan is presented to demonstrate to the City of Alamogordo (COA), what the public benefits of this project are and to help the Otero County Economic Development Council (OCEDC) and the COA evaluate its merit in comparison to other projects submitted. The applicant and its agent will endeavor to provide the OCEDC/COA any additional information reasonably requested.

APPLICANT INFORMATION

Legal Name	Thomas L. Cardella & Associates, Inc.		
Trade Name (dba)	TLC & Associates		
Project Name if different from above	Project Score		
Address	4515 20 th Ave Suite B		
City, State, Zip	Cedar Rapids, IA 52404		
Phone	319-730-4000		
Fax	319-730-4100		
Primary Contact Person	Thomas Cardella		
Federal Tax ID #	20-8457872		
NM State Tax and Rev. #	03-392789-00-8		
City/County Business License #	Applying for		
NAICS Code(s)	561422		
This business is organized as a:	☐ C-Corporation	☒ S-Corporation	☐ LLC
	☐ Partnership	☐ Proprietorship	

Please attach copies of (where applicable):

☒ Incorporation Papers: State of Iowa, Business #341581, effective 2/16/07, code 490 Domestic Profit

☒ By-laws. Privately held company.

☒ Resumes of all principals (owners, partners, directors or officers) Thomas L. Cardella, principal and owner founded TLC & Associates in 2007. Thomas L. Cardella & Associates is one of the largest call companies in the United States, and is 100% employee owned. TLC&A is ranked 12th largest call center company on a global basis. TLC ranked #285 on the

2011 INC 500 list. Former Chairman and CEO of Precision Response Corporation, serving 2003-2005 in Plantation, Florida. Thomas reported directly to Barry Diller, Chairman of Interactive Corp. Tasked with orchestrating a turn-around for P.R.C., Thomas took P.R.C. from losing \$60 mil a year in 2003, to a 14.7% ebitda in 2004. This was accomplished by focusing on client satisfaction, exceeding K.P.I.s., and increasing client R.O.I. President and Founder of Access Direct from 1994-2003. Access Direct founded in 1995 grew to be ranked #8 on Inc Magazines list of fastest growing companies in the year 2000. Comprised of eleven call centers and 2100 employees, Access Direct was sold to IAC/Interactive Corporation (Expedia, Ticketmaster, Home Shopping Network, Match.com, Lending Tree, etc) in the year 2000. Education: University of Iowa - Henry B. Tippie College of Business, Executive Master of Business Administration 1992-1995

A) Project Information:

A1. Description of Proposed Development, its product and its timeline.

Renovate former Sears location and adjacent spaces at the White Sands Mall to provide for a 15,000 sq. ft. call center which will employ 210 – 240 people, depending on final floor schematic, with is determined by utility lines, and a drop off between two of the adjacent spaces.

A2. Provide a detailed scope of work that is specific to the funding request/award and what the funds will be used for.

Funds will be utilized for electrical and telephony infrastructure, information technology infrastructure, and needed furniture and fixtures.

A3. Business Plan or detailed information such as:

- **Executive Summary; Business description and history**

TLC Associates is a 100% employee-owned company, offering a unique combination of experience and expertise in the ability to manage a variety of inbound, outbound, email and web chat programs. TLC & Associates delivers high quality service on behalf of the leading banking and insurance brands. TLC Associates' team maximizes your profitability in lead generation, policy sales, collections and cancellations, account management, credit protection, loyalty programs, loan servicing, pre-qualification, card activation and general customer service. TLC Associates' teams are licensed in all 50 states, are fully PCI compliant and provide a highly secure environment, as proven by our SSAE 16 certification.

- **Construction Schedule**

- **Target Close Date** This is a 5-year lease, beginning June 1st, 2018 with 2 additional 5-year options for

renewal. Lease contingent upon receiving COA LEDA funding.

- General Contract Signed upon LEDA approval.
- Construction Start upon LEDA approval.
- Construction End May 2018
- New Facility Operational Date projected opening
June 2018

B) Financial Information

B1. Financial statements with independent audits, if available, or Tax returns, for the past three years. Company is an S Corporation and all financial documents are not available for public review. However, Tom Cardella did provide three year company financials and projections in a closed door meeting with the committee members at 11:00 a.m., on January 23rd, 2018, and NMSU Alamogordo campus.

B2. City/County business license number/proof or statement that registration will pursued or secured. Currently applying for.

B4. Does the amount requested reasonably represent the money needed to complete the project? Yes.

B4. If a gap exists, please define/explain options being pursued or solution to fund that gap. TLC Associates will fund any gaps, but LEDA funds discussed will be more than adequate.

B5. Provide schedule of funding commitments and any term/commitment letters.

B6. What is the equity investment from the applicant?

B7. What is the collateral/security to be pledged to the funds awarded? TLC Associates will secure a performance bound equal to the LEDA amount of funding.

Funding Type	Source	Amount
--------------	--------	--------

Equity Investment		
City funding	LEDA Funds	\$1,200,000.00
Bank Loans		
Cash down and % it represents of the total project costs		
Other Loans		
Other Sources		
	TOTAL	\$ 1,200,000.00

C) History and Background

C1. Explain the commitment to build, operate, and/or manage the project? TLC will sign lease and hire approximately 100 employees.

C2. Any officers ever filed for bankruptcy? No

C3. List Current officers and directors. Thomas L. Cardella is the Company President and Founder.

C4. Applicant or any of its officers ever defaulted on any loans or financial obligation? No.

C5. Does the applicant have any loans or other financial obligations on which payments are not current? No.

D) Community Aspects

D1. At the community level, what are the infrastructure needs, not yet in place or in process that will affect this project's application?

D2. What specific incentives are being REQUESTED from the COA (e.g. Local Economic Development Funds (LEDA) parcel of land, building lease, waiver of fees, utility access/extension)?

Specifically needed are COA LEDA funds will be utilized for electrical and telephony infrastructure, information technology infrastructure, and needed furniture and fixtures. If not provided, the project will terminate.

E) Job Creation/Performance

E1. Outline the number and types of jobs to be created.

Front line employees base wage of \$9.85 to \$10.05 per hour, plus benefits and bonuses, based upon program.

Supervisors, Administrative, Quality Assurance, Trainers approximate starting wage of \$25,000 annually, with benefits. Some may be higher depending on experience. About 22-28 projected.

Program Managers 2-3 positions, wages \$35-40,000 annually with benefits
20-8457872

Site Director \$60-80,000 depending on experience with benefits

E2. Outline the proposed pay scale and payroll proposed by the entity

See above, E1. Annual payroll expected to exceed \$4-5 million annually, not including program bonuses for sales type programs.

E3. Outline the benefits offered to the employees, including but not limited to health care and retirement?

PTO, Medical, Dental, Health Savings Plan, and other benefits

E4. Outline any efforts being made or proposed by the applicant to employment opportunities to people within the local employment pool

Company will use local resources, i.e., NM Department of Workforce Solutions, iTsQuest Staffing, job fairs (with the assistance of OCEDC).

<i>All job positions are expected to be local hires (L). (Trained by existing staff)</i>	Number of Jobs Created
---	------------------------

Job Title or Type	Estimated Pay Scale	At Start-up	Beginning of Year 1	Beginning of Year 3
Site Director	\$60-80k DOE	\$60-80k DOE	1	1
Program Managers	\$35-40k DOE	\$35-40k DOE	1	3
Supervisors, QA, Trainers	\$25k + DOE	\$25k + DOE	12 - 15	22 - 28
Customer Representatives		\$9.85 hr + bonus	100	240
Total No. of Jobs Created			100	240

Please indicate in the above chart which jobs will be:

- Fill locally (L)

F) Impacts (environmental, fiscal, economic, etc.)

F1. Outline any impacts to the environment, positively or negatively

None

F2. Status of permitting/regulatory matters needed for project

None

Any supplemental documents that are submitted to support the application are to be included with this application and noted as "exhibit 1, 2" etc.

A review of the application and its contents will be completed by OCEDC and COA; applicant will be advised of any missing or supplemental information needed.

OTERO COUNTY ECONOMIC DEVELOPMENT COUNCIL AUTHORIZATION FOR EXAMINATION AND RELEASE OF INFORMATION

___COMPANY___. hereby grants permission to the Otero County Economic Development Council and the City of Alamogordo to conduct a review, full disclosure, and release of any and all information authorized pursuant to federal and state law. The purpose for obtaining and examining the information is to construct a record of the company's personal and professional history to ensure it meet the requirements the Otero County Economic Development Council has established for recipients of LEDA funds. The company understand the investigation will be conducted as required by the Otero County Economic Development Council, the City of Alamogordo, New Mexico Economic Development Department, the New Mexico Department of Public Safety, or their contractors, and the results of the investigation will only be supplied to the Otero County Economic Development Council.

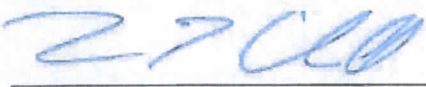
___COMPANY___. hereby grants the Otero County Economic Development Council permission to obtain any information in its background pertaining to any credit (to include obtaining a copy of my credit report), education, investigation, arrest and/or conviction of it or its principals in any criminal or civil matter. The company also authorizes an employee of the Otero County Economic Development Council, as its authorized representative, to obtain from the New Mexico Taxation and Revenue Department and/or the Department of Workforce Solutions any tax information that is in any way related to a company ___COMPANY___. owns or has invested in. ___COMPANY___. hereby directs you to release such information upon the request of this bearer. ___COMPANY___. hereby releases you as custodian of such records for any criminal justice, law enforcement or court agency, including its officers and employees, or related personnel, both individually and collectively, from any and all liability for damages of whatever kind, that may at any time result to the Otero County Economic Development Council, City of Alamogordo, or the State of New Mexico because of compliance with this authorization and request to release information; or any attempt to comply with it.

1. The information reviewed, disclosed, and/or released may be used by the Otero County Economic Development Council for any lawful purpose and/or to determine the company's suitability to receive funds from the City of Alamogordo and/or the State of New Mexico.
2. ___COMPANY___. hereby releases the providers and users of the information collected pursuant to this authorization from any liability under state or federal privacy laws and further release the Otero County Economic Development Council, the City of Alamogordo, New Mexico Economic Development Department, the New Mexico Department of Public Safety, its contractors, agents, and/or employees from any liability which may be incurred as a result of the collection and use of information.

3. COMPANY understands that it may revoke this authorization in writing at any time.

** PLEASE INCLUDE A PHOTO COPY OF THE INDIVIDUAL'S PHOTO ID.*

FULL NAME: Thomas L Cardella

SIGNATURE: 

TITLE: President

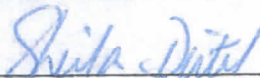
COMPANY: Thomas L Cardella & Associates, Inc

SSN: 506-70-7151

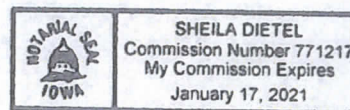
DOB: 02/28/1962

DATE: 02/05/2018

Scribed and sworn to me on this 2nd day of
February 2018, of Linn County, of the state of Iowa

Signed 

My Commission expires: 01/17/2021



Notary Public

**Estimated Costs for a 216 – 240
Seat Call Center in Alamogordo, NM**

<u>Description</u>	<u>Projected Estimated Costs</u>
Electrical Infrastructure • Fiber • Power/Cabling • Wireless Interface	\$120,000 - \$130,000
Information Technology Infrastructure • Rack • Power/Cabling • Switches • Routers • Servers	\$130,000 - \$150,000
Data Center Infrastructure • Rack • Power/Cabling • Switches • Routers • Servers • SQL	\$250,000 - \$260,000
Call Center Desk Top Infrastructure • Computers • Monitors • Wireless hardware (Computers)	\$240,000 - \$260,000
Software Licensing & Security • Cloud based Switch/CRM • IT Security	\$336,000 - \$403,200
Furniture and Fixtures	\$150,000 - \$175,000
Total Estimated Costs	\$1,226,000 - \$1,378,000

This form is filed by each taxpayer to the Department of Workforce Solutions and is the form needed by the reporting applicant for job numbers. Self - reporting documents or statements are not accepted.

EMPLOYER'S QUARTERLY WAGE AND CONTRIBUTION REPORT ES903A		DO NOT WRITE IN THIS SPACE		DATE RECEIVED	
SCHEDULE A					
WORKFORCE SOLUTIONS DEPARTMENT, P O BOX 2281, ALBUQUERQUE, NM 87103-2281 *PHONE (505) 844-2000 RETURNS THIS REPORT AND TAX DUE BY THE END OF THE MONTH FOLLOWING THE CLOSE OF THE CALENDAR QUARTER. IF NO WAGES, SHOW "NONE."					
EMPLOYER'S NUMBER	TOTAL TAX RATE				
QUARTER ENDING	DUE DATE				
FEDERAL IRS NUMBER	FED ID CODE				
CRS IDENTIFICATION NUMBER					
1. TOTAL WAGES (TOTAL COLUMN 12)..... \$ 2. DEDUCT EXCESS WAGES (TOTAL COLUMN 13)..... \$ 3. TAXABLE WAGES (ITEM 1 LESS ITEM 2)..... \$ 4. TOTAL TAX DUE (TAXABLE WAGES X TOTAL TAX RATE)..... \$ 5. INTEREST DUE (1% PER MONTH AFTER DUE DATE)..... \$ 6. LATE REPORT PENALTY (ADD \$50.00)..... \$ 7. LATE PAYMENT PENALTY (ADD 5% OF TAX DUE OR \$25.00, WHICHEVER IS GREATER)..... \$ 8. AMOUNT OF NM DOL REMITTANCE..... \$ 9. INDICATE IF WAGES WERE SUBMITTED VIA (CIRCLE ONE) WEB FILING OR DISKETTE WEB DISKETTE		UI Compensation Fund Tax Rate % State UI Trust Fund Tax Rate % UI Total Tax Rate % See Instructions for completing form ES-903A, Item 4, for tax distribution UI Annual Taxable Wage Base 2008 (Each Employee) \$19,900.00			
SCHEDULE B		10. EMPLOYEE SOCIAL SECURITY NUMBER		11. NAME OF EMPLOYEE	
12. GROSS WAGES FOR THIS QUARTER		13. THIS QUARTER'S EXCESS WAGES		14. STATE INCOME TAX WITHHELD *	
15. WC FEE DUE *					

Thomas L Cardella has been in the call center industry for 29 years. While receiving his Executive MBA at The University of Iowa, Mr. Cardella wrote a business plan to begin his first call center company, Access Direct.

Founded in 1995, Access Direct grew to over 2000 employees in 5 years, and was ranked as the 12th largest call center company in the nation.

In the year 2000, Mr. Cardella sold Access Direct to InterActive Corp, which also owns such companies as Match.com, Lending Tree, Evite, Ask, TicketMaster, Home Shopping Network, Expedia, and others.

In 1998, Mr. Cardella won the Ernst and Young Entrepreneur of the Year award for the Midwest Region. In 1999, Mr. Cardella won the Small Business Administration Award for Entrepreneurial Success. In the year 2000, Inc Magazine ranked Access Direct as the 8th fastest growing, privately held company in the United States.

Mr. Cardella was appointed Chairman and Chief Executive Officer of Precision Response Corporation (PRC), by parent company InterActiveCorp (IAC), in 2003. With 15,000 employees worldwide, PRC ranked as the 3rd largest inbound service agency in the nation. Mr. Cardella reported directly to InterActive Corp Chairman, Barry Diller.

After a brief retirement, Mr. Cardella decided to launch a new company, in which he would be the sole investor. The goal, being to create a very different kind of call center. He wanted to build a company that defied the traditional approach to call centers: large corporations, international locations with non English speaking staff, and a focus on inbound or customer service. He saw the opportunity to improve the return on investment clients receive when outsourcing by delivering the highest quality service in a sales-focused environment. And he has accomplished that by bringing a new concept to call centers: an employee owned model, where hard working, talented employees deliver top notch contacts, often exceeding client goals for both conversion and service.

In 2007, Mr. Cardella launched his latest call center company, TLC Associates. In eleven years the company has grown to 1200 Iowa based employees, and will handle over 20 million phone calls for Fortune 500 clients in 2015. Such clients include John Deere, Verizon, U.S. Bank, Dow Jones Group, and several others.

In 2017, TLC Associates opened a call center in Santa Domingo, Dominican Republic, expanded their footprint in El Paso, TX, and announced the re-opening of a former call center in Las Cruces, NM.

TLC Associates also announced that they would be adding between 800 and 1000 employees in the Texas and New Mexico area (also dubbed the TLC Associates S.W. Region) in the first six months of 2018, as well as establishing their S.W. Corporate Management HUB in Las Cruces, N.M.

TLC & Associates was ranked #285 on the Inc 500 list of Fastest Growing Companies in 2011. It should be noted, that TLC & A was eligible to be ranked in 2010, but missed the deadline due. TLC & A would have ranked #69 in 2010.

TLCA has consistently been ranked as one of the top 15 largest call center outsourcers/business process outsources, by TMCnet *Customer Magazine's* Annual Top 50 Teleservices Agencies Ranking.



Company Overview

July 2017

Private and Confidential



DISCLAIMER

These materials are confidential and proprietary to TLC Associates and no part of the materials should be reproduced, published in any form by any means, electronic or mechanical including photocopy or any information storage or retrieval system, not should the material be disclosed to third parties without the express written authorization of TLC Associates.

Engagement Lead

Tom Moroney
Chief Commercial Officer
M: 954 612 6951
E: thomas.moroney@tlcassociates.com

Welcome to TLC

- Founded in 2007
- Ranked globally 12th largest call center
- Fully engaged leadership team
- 100% employee-owned business
- Scalable global platform
- Integrated omni-channel multimedia solutions
- Quality and Results focused service delivery
- Enhanced ROI



TLC Associates Executive Team



Tom Cardella
Founder & President
 TLC Associates

- 20+ years of experience in helping companies manage all facets of the customer lifecycle.
- Two successful start-ups over the past two decades, former CEO of PRC/Alorica.
- Ernst & Young Entrepreneur of the Year
- Global experience in BPO industry.
- Earned an excellent reputation for driving sales and higher client ROI.

- 20+ years of executive level experience with companies like American Express, PRC, and Donnelly Communications.
- Experience includes contact center strategy, turnarounds,, technology and overall business strategic planning and customer lifecycle management.
- Skilled at developing winning solutions.
- Extensive international experience.



Tom Moroney
CCO
 TLC Associates



We Serve Fortune 500

Retail/Consumer Goods



J.CREW

bloomingdale's

Office
DEPOT

Health/Wellness



Anthem. 

WellCare

HEALTHY
DIRECTIONS 

Communications



Vonage



 CenturyLink

Financial Services



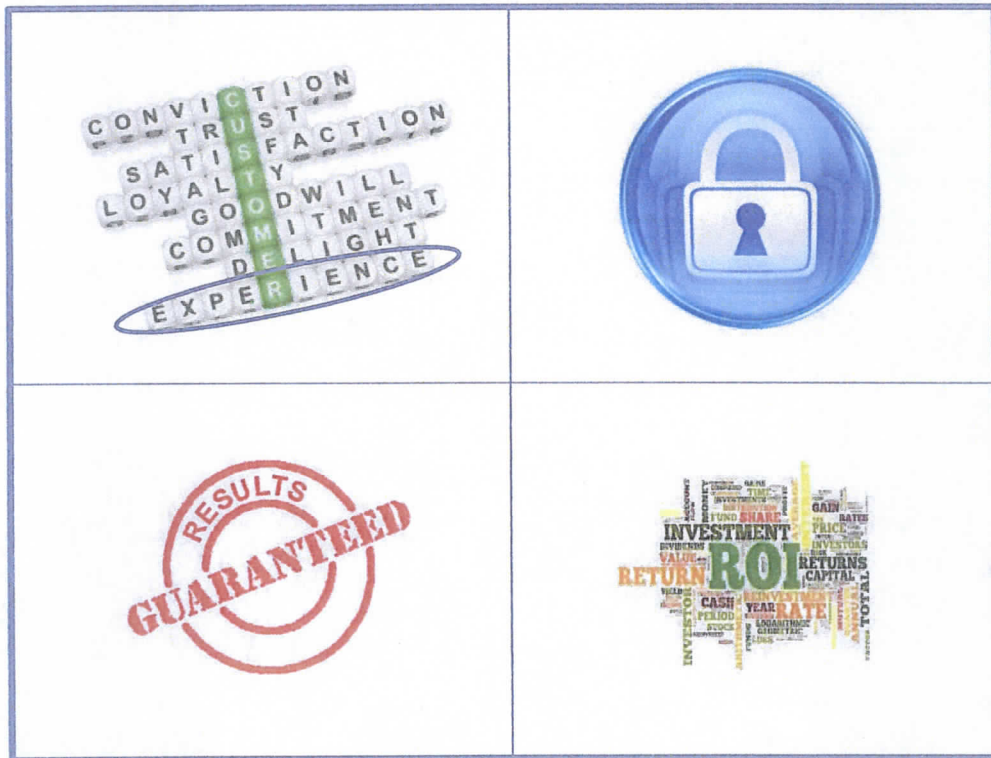
 PNC



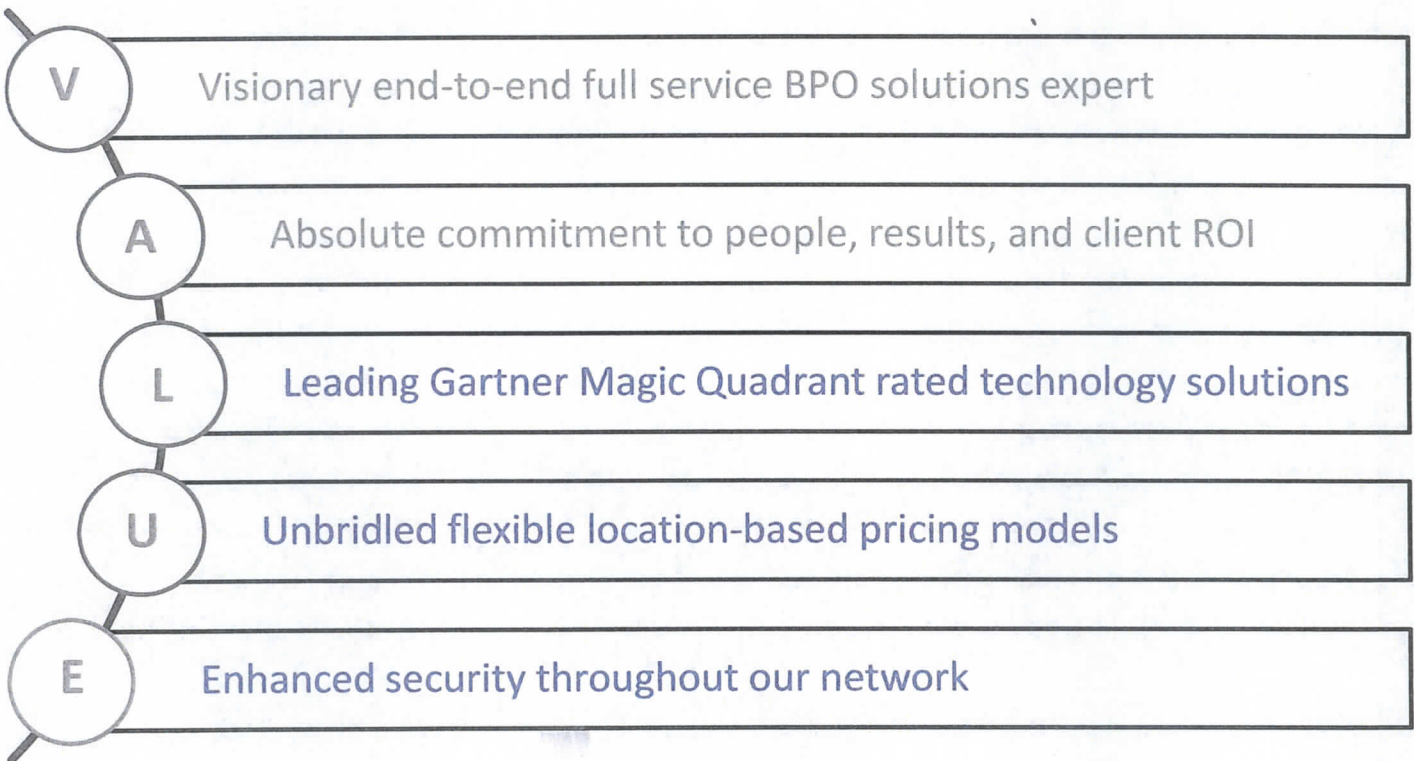
usbank.

Bank of America 

Our Brand Promise



Supporting our Brand Promise



Our Commitment to People drives Results

- Employee owned company
- Tenured workforce
- Average age is >34
- Low levels of attrition
- Professional development
- Clear and objective goals
- Timely feedback on performance
- Accountable to each other
- Intimacy with metrics

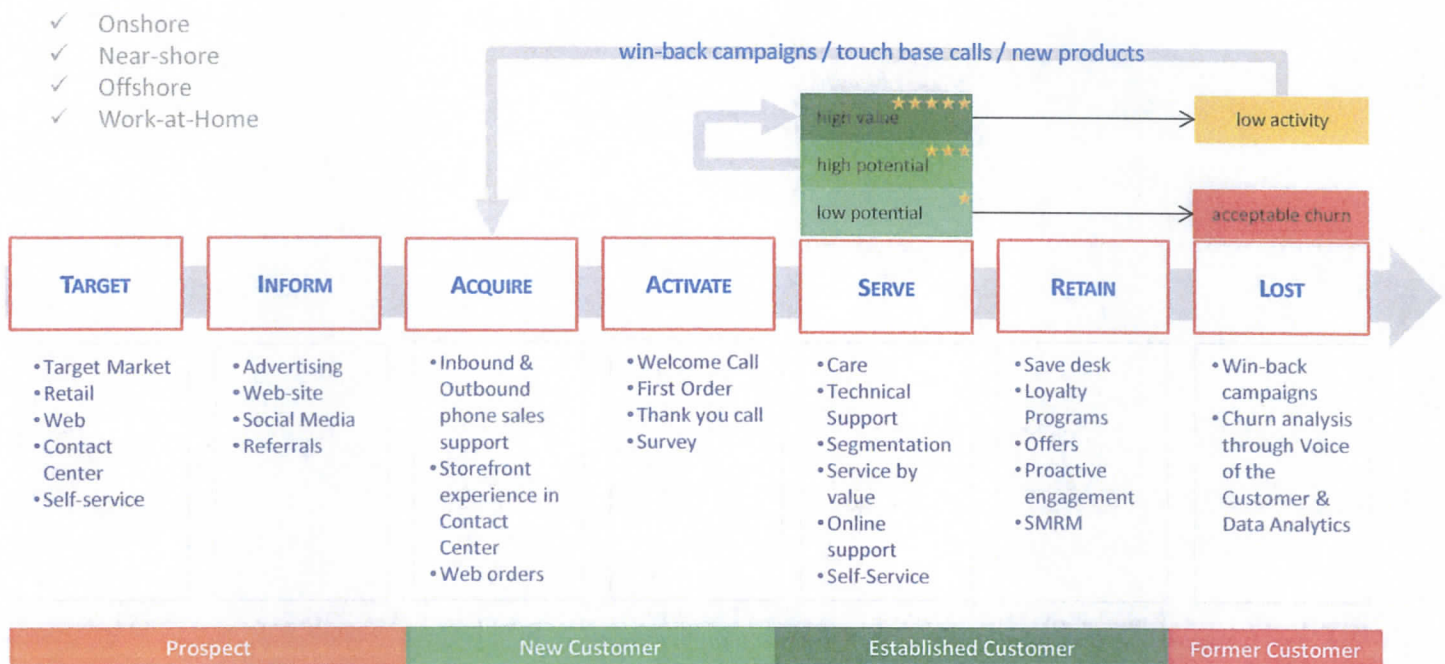
	I caught you doing something good!
	Client calibration kudos
	Perfect attendance
	Quarterly top 25% performers
	Employee referrals
	Client sponsored incentives
	Employee of the Month

Our Approach to Relationships

- ✓ Treat the client as a boss
- ✓ Remember the client has a boss, too
- ✓ Go see the client
- ✓ Don't make excuses to the client
- ✓ Take the client's phone calls
- ✓ Provide the client with proactive feedback
- ✓ Solicit feedback from the client
- ✓ Do the client's job
- ✓ Enhance product delivered to the client
- ✓ Allow the client easy access to staff
- ✓ Understand the client's perspective
- ✓ Establish a climate of mutual respect

The Cornerstone Philosophy of TLCA
Promoted Through All Levels of the Organization

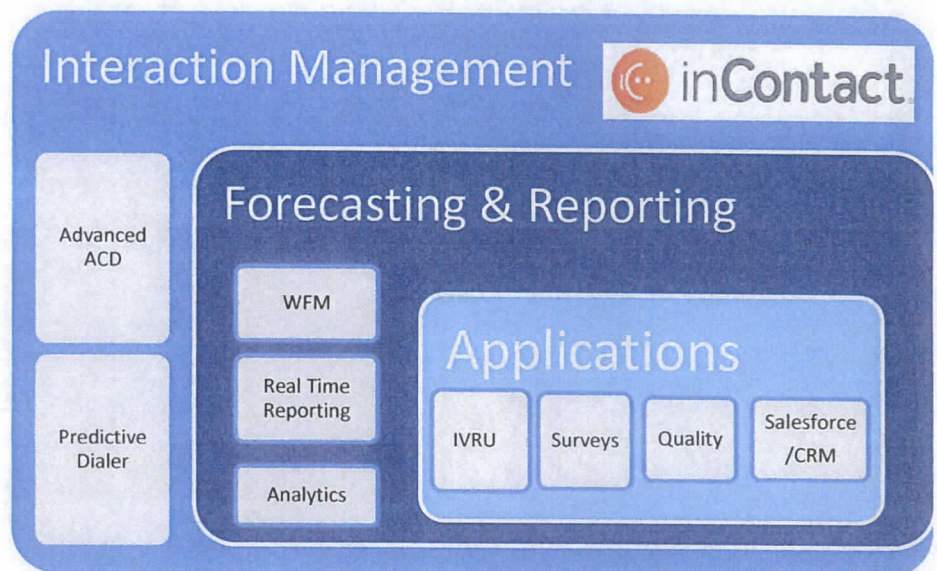
Fully Supporting Customer Lifecycle



Technology

Scalable Innovation to Provide Best-In-Class Solutions

- Seamlessly integrated
- Scalable to fit your needs
- Extendable to clients
- Integrates all channels
- Data security



Global Footprint



Global Footprint – Key Info

Country	USA	Dominican Republic	India	Philippines
# of Locations	5	2	7	1
Primary Location	Cedar Rapids, Iowa	Santiago	Noida (New Delhi)	Greater Manila
Current Headcounts	1,095	582	11,000	45
Years In Service	10	10	17	1
Available Capacity	500	180	1,000	400
Languages	English	English, Spanish & French	English	English
Value Proposition	Competitive US-Based Pricing Consistent Higher ROI for TLC Customers	Hispanic Market Support Cultural Affinity to USA Near-shore Pricing	Lowest Cost Operations ISO, PCI Certified Credit and Collections (licensed)	Offshore Pricing Strong local management team with 15 years' experience supporting Fortune 100

Data Security

People

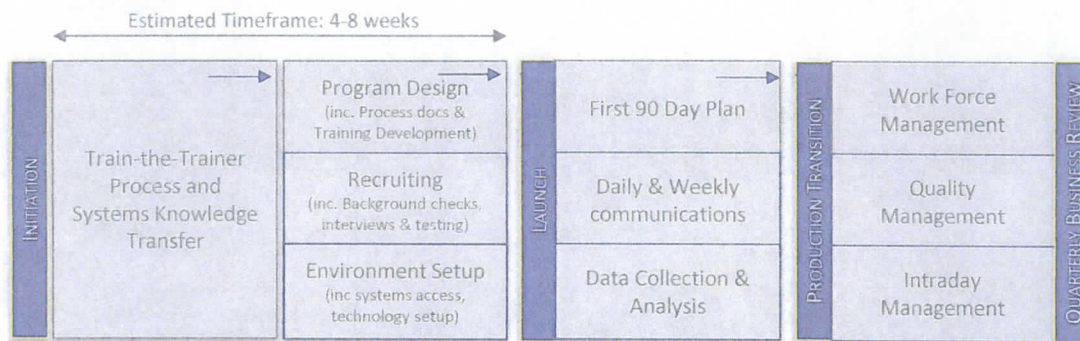
- Paperless environment
- Card access
- No cell phones
- Limited access to systems
- Cameras
- Background checks
- Web access limited to job

Technology

- 24x7 Monitoring
- Offsite back-up
- Fire detection
- Multiple power grids
- UPS
- On-site generators
- Redundant telecom



Approach to Transfer of Knowledge



Disciplined approach to ensure the successful transfer of client specific IP and a deep understanding of their Brand Promise

- Robust project planning
- Managing effective communication
- Identifying team members to achieve greatness together
- Delivering a great training experience
- Moving rapidly along the learning curve
- Delivering a strong return on investment

Performance Benchmarking #1

- Affinity Marketing Company, 7 year relationship
 - TLC's Charter: Drive new memberships through conversion of inbound calls. We sell Loyalty and Customer Engagement Solutions that enhance the lives of consumers across the world.

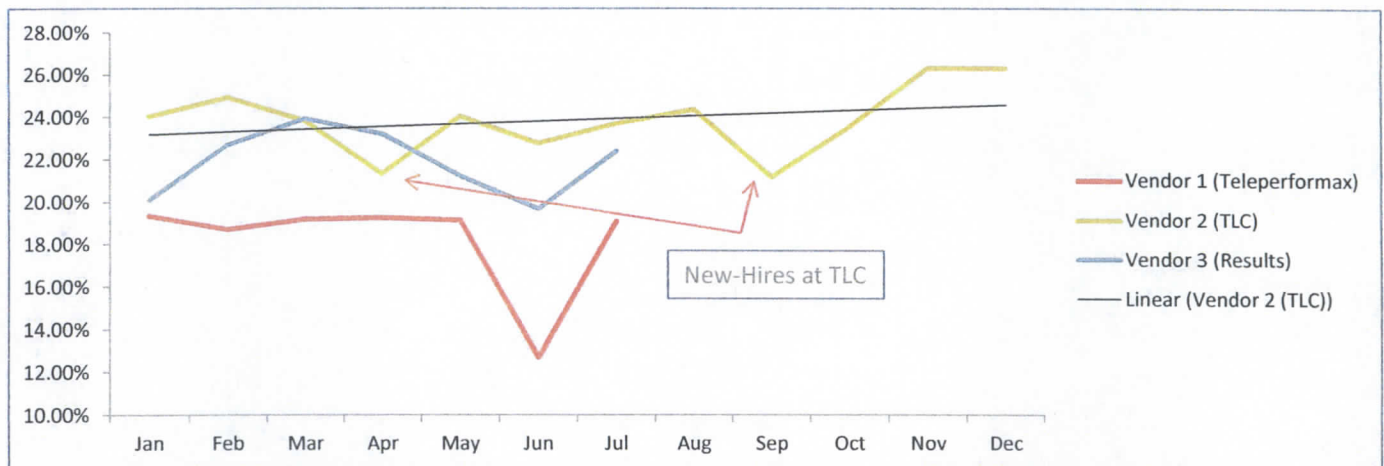
- 2016 Performance on Discount Membership Program

	Q1	Q2	Q3	Q4
Conversion Goal	27.75%	27.62%	28.23%	28.71%
Conversion Rate	26.71%	29.39%	27.50%	28.43%
Goal Attainment	96.32%	106.58%	97.41%	99.03%

- Impact of TLC's performance
 - 99.9% Goal Attainment for 2016
 - All other US based vendors were displaced and work was consolidated at TLC

Performance Benchmarking #2

- Major Card Issuer (40MM Customer Base), 1 ½ Year Relationship
 - TLC's Charter: Activate new accounts and up-sell additional products during activation call.
 - During the first 7 months of 2016, we competed against industry peers.
- 2016 Performance on Credit Card Activation with Up-sell



- Impact of TLC's performance
 - Card Issuer consolidated work at TLC

Client References

Active Clients

- Affinion Group
 - Kerry Gay, Vice President
 - E: kgay@affinion.com
 - T: 203 956 8860

- Wells Fargo
 - Brian Suddreth, Director
 - E: brian.suddreth@wellsfargo.com
 - T: 704-427-7255

Former Client

- Office Depot
 - Tim McGrath, Senior Vice President
 - E: tim.mcgrath@officedepot.com
 - T: 561-438-0720

From: Tim McGrath [tim.mcgrath@officedepot.com]
Sent: Friday, April 05, 2013 7:49 AM
To: Thomas Cardella
Subject: Thanks

I wanted to drop you a note to thank you for the great support you have provided Office Depot these past few years. As you know we sell products that have become somewhat of a commodity so the relationship side of the business is not as important to the smaller customers as price, convenience, etc.

TLC has done everything we have asked of them and at a high level. As you wind down our business I want to make sure I reach out and offer my assistance with a high recommendation to any potential clients you may want me to talk to. I can attest to the great people, processes, and results your company achieved while working for Office Depot. I would be proud to be a part of your "Recommendation" list for TLC. You and your company have earned it.

Again, thanks for all that TLC has done for Office Depot and I wish you all the best in the future. Make sure you let me know when you want your new potential clients to know what a pleasure it is working with TLC.

Tim McGrath
V.P. Customer Service
Office Depot Business Solutions Division
6600 North Military Trail
Boca Raton, Florida 33496
T+ 561-438-0720 (mail code C375)
tim.mcgrath@officedepot.com

Our Differentiators

RESULTS

We are obsessively focused on results and exceeding our agreed upon KPIs. We insist on keen awareness throughout every interval so that we can maximize performance while helping our clients enhance the brand experience for every customer interaction. Our team members are motivated to achieve results each and every day. We welcome the opportunity to engage in champion challengers, confident in our ability to outperform other service providers, maximizing ROI.

PEOPLE

Our people are our most important asset. We celebrate our mid-western work ethic. It's an unwavering belief that hard work and perseverance, rooted in quiet humility, pays off in the long run. Our workforce is tenured, disciplined, rewarded and admired by our clients. We are an employee owned business and we support career development for all associates. Virtually all promotions are from within our company. We celebrate our people.

CULTURE

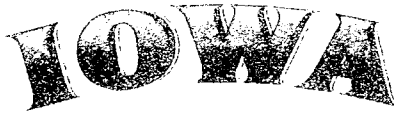
TLC hires according to cultural fit first and foremost. We have established what our company culture is, and fitting into that culture is the most important thing managers look for when hiring. This promotes the culture and happy employees, which ultimately leads to happy customers. You can't beat having team members who are pleasant and friendly to each other, and are both good at and love what they are doing. No program, activity or set of rules tops having happy and fulfilled employees who feel that what they are doing matters.

CLIENT ADVOCACY

Managing client relationships is an awesome responsibility. We are aware that every action we take or do not take reflects on our clients. The results that we drive directly impact their reputations, compensation, and careers. We must be their strongest advocate, resilient in the face of adversity and, above all, honest and forthright in every communication. The ability to communicate well, considering potential impacts, is a must. We have to be good listeners but also have the ability to redirect, as needed.

EXPERIENCE MATTERS

Our leadership and operations management team bring wide-ranging global experience in contact center and customer relationship management. We have supported America's best brands. Our management team has engaged with and provided execution support for some of the largest Fortune 100 companies, many of them JD Powers Customer Service award winners. We combine our experience of developing brand strategies to excel in service delivery and driving results.



No: W00681704
Date: 06/18/2010

SECRETARY OF STATE

490 DP-341581
THOMAS L. CARDELLA & ASSOCIATES, INC.

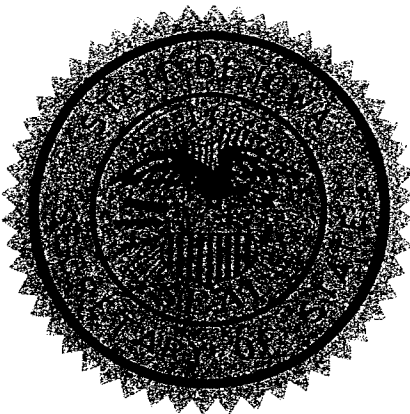
ACKNOWLEDGEMENT OF DOCUMENT FILED

The Secretary of State acknowledges receipt of the following document:

Articles of Amendment

The document was filed on Jun 17 2010 11:14AM, to be effective as of Jun 17 2010 11:14AM.

The amount of \$50.00 was received in full payment of the filing fee.



Michael A. Mauro

MICHAEL A. MAURO SECRETARY OF STATE



341581

ARTICLES OF AMENDMENT TO ARTICLES OF INCORPORATION
OF

THOMAS L. CARDELLA & ASSOCIATES, INC.

TO: THE SECRETARY OF STATE OF THE STATE OF IOWA:

Pursuant to Section 1006 of the Iowa Business Act (the "Act"), the undersigned corporation adopts the following Articles of Amendment to its Articles of Incorporation.

1. The name of the corporation is: THOMAS L. CARDELLA & ASSOCIATES, INC.
2. Article II of the Articles of Incorporation of the Corporation is amended to read:

"The corporation shall have authority to issue Ten Million (10,000,000) shares of Class A Voting Stock and Ten Million (10,000,000) shares of Class B Non-Voting Stock, all which shares shall have a par value of \$.0001. At the time this amendment shall become effective, each currently outstanding share of the stock of the corporation that was outstanding as of March 1, 2007 shall be reclassified as Class A Voting Stock and each currently outstanding share of the stock of the corporation that was not yet outstanding as of March 1, 2007 shall be reclassified as Class B Non-Voting Stock."
3. The date of adoption of the amendment was June 2, 2010.
4. At the time of the adoption of the Amendment there were seven million eight hundred ninety-seven thousand eighty-four (7,897,084) shares of the stock of the corporation outstanding. Seven million forty-nine thousand seventeen (7,049,017) shares of the stock of the corporation were voted in favor of the adoption of the Amendment. No other capital stock of the corporation of any other class was entitled to vote upon the adoption of the Amendment.
5. The amendment was approved in the manner required by the Act and by the Articles of Incorporation.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

Dated this 16 day of June, 2010.

THOMAS L. CARDELLA &
ASSOCIATES, INC.

By: 27 [Signature]
Thomas L. Cardella, President

FILED
IOWA
SECRETARY OF STATE

6-17-10

11:44 AM

W681704



341581

526929 ART110 \$50.00 SELF 2/2/907

ARTICLES OF INCORPORATION
OF
THOMAS L. CARDELLA & ASSOCIATES, INC.

The undersigned, acting as incorporator of Thomas L. Cardella & Associates, Inc. (the "corporation") organized under the Iowa Business Corporation Act (the "Act"), hereby adopts the following Articles of Incorporation for such corporation.

ARTICLE I

The name of this corporation is:

Thomas L. Cardella & Associates, Inc.

ARTICLE II

The aggregate number of shares the corporation shall have authority to issue is 10,000,000 common shares, \$.0001 par value.

ARTICLE III

The name and street address of the initial registered agent and office of the corporation is Thomas L. Cardella, 383 Collins Road NE, Ste. 102, Cedar Rapids, IA 52402.

ARTICLE IV

The name and address of each person to serve as an initial director is: Thomas L. Cardella, 383 Collins Road NE, Ste. 102, Cedar Rapids, IA 52402.

ARTICLE V

The name and address of the incorporator is: Thomas L. Cardella, 383 Collins Road NE, Ste. 102, Cedar Rapids, IA 52402.

②
13239

ARTICLE VI

The Bylaws of this corporation may contain restrictions on the transfer of shares of stock of the corporation.

ARTICLE VII

The liability of a director of the corporation to the corporation or its shareholders for money damages for any action taken, or any failure to take any action, as a director is hereby eliminated to the fullest extent permitted by the Act, except liability for any of the following:

1. The amount of a financial benefit received by a director to which the director is not entitled;
2. An intentional infliction of harm on the corporation or the shareholders;
3. A violation of Section 490.833 of the Act; or
4. An intentional violation of criminal law.

ARTICLE VIII

The corporation may indemnify directors and officers of the corporation to the full extent permitted by the Act, except liability for any of the following:

1. Receipt of a financial benefit to which the person is not entitled;
2. An intentional infliction of harm on the corporation or its shareholders;
3. A violation of section 490.833 of the Act; or
4. An intentional violation of criminal law.

Dated this 16th day of February, 2007.

FILED
IOWA
SECRETARY OF STATE

2-16-07
3:51pm

W517970



THOMAS L. CARDELLA, Incorporator



BYLAWS
OF
THOMAS L. CARDELLA & ASSOCIATES, INC.

ARTICLE I

OFFICES

The principal office of the corporation in the State of Iowa shall be located in the City of Cedar Rapids, County of Linn. The corporation may have such other offices, either within or without the State of Iowa, as the Board of Directors may designate or as the business of the corporation may require from time to time.

The registered office of the corporation required by the Iowa Business Corporation Act, as amended (the "Act"), to be continuously maintained in the State of Iowa shall be initially as provided in the Articles of Incorporation, subject to change from time to time by resolution of the Board of Directors or by the registered agent in the manner specified in the Act.

ARTICLE II

SHAREHOLDERS

Section 1. Annual Meeting. The annual meeting of the shareholders shall be held in each calendar year on the first Tuesday of March at the hour of 10:00 a.m., provided the Board of Directors may fix some other date that is within thirty (30) days before or after said date and may fix some time other than said above time for such meeting, for the purpose of electing Directors and for the transaction of such other business as may come before the meeting. If the day designated above or fixed by the Board of Directors for the annual meeting shall be a legal holiday in the State where held, such meeting shall be held on the next succeeding business day. If the election of Directors shall not be held on the day designated herein for any annual meeting of the shareholders, or at any adjournment thereof, the Board of Directors shall cause the election to be held at a special meeting of the shareholders as soon thereafter as may be convenient.

Section 2. Special Meetings. Special meetings of the shareholders, for any purpose or purposes, unless otherwise prescribed by statute, may be called by the President or by the Board of Directors, and shall be called by the President at the written request of the holders of not less than ten percent (10%) of all of the outstanding shares of the corporation entitled to vote at the meeting.

Section 3. Place of Shareholders' Meeting. The Board of Directors may designate any place, either within or without the State of Iowa, as the place of meeting of any annual meeting or for any special meeting called by the Board of Directors. If no designation is made, the place of meeting shall be the principal office of the corporation in the State of Iowa.

Section 4. Conduct of Meeting. The order of business and conduct at any annual meeting or any special meeting shall be determined by the chairperson of such meeting. The chairperson shall be appointed by the Board of Directors.

Section 5. Notice of Meeting. Written or printed notice stating the place, day and hour of the meeting and, in case of a special meeting, the purpose or purposes for which the meeting is called, shall be delivered not less than ten (10) nor more than sixty (60) days before the date of the meeting, either personally, by mail, or by electronic transmission by or at the direction of the President, the Secretary, or the officer calling the meeting, to each shareholder of record entitled to vote at such meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, addressed to the shareholder at his or her address as it appears on the corporation's current record of shareholders, with postage thereon prepaid. Electronically transmitted notice is communicated when transmitted to a shareholder in a manner authorized by the shareholder and in a comprehensible form.

Section 6. Fixing Record Date. For the purpose of determining shareholders entitled to notice of or to vote at any meeting of shareholders or any adjournment thereof, or entitled to receive a distribution, or in order to make a determination of shareholders for any other proper purposes, the Board of Directors may fix a future date, not more than seventy (70) days before the meeting or action requiring determination of shareholders, as the record date. If no record date is fixed for the determination of shareholders, the date on which notice of the meeting is mailed, or the date of action by the Board of Directors, as the case may be, shall be the record date for such determination of shareholders. When a determination of shareholders entitled to vote at any meeting of shareholders has been made as provided in this Section, such determination shall apply to any adjournment thereof that is for not more than one hundred twenty (120) days.

Section 7. Voting List. The officer or agent having charge of the current record of shareholders of the corporation shall make, at least ten (10) days before each meeting of shareholders, a complete list of the shareholders entitled to vote at such meeting or any adjournment thereof, arranged in alphabetical order, arranged by voting group, if any (and within each voting group, by class or series) with the address of and the number of shares held by each. For a period of ten (10) days prior to such meeting, the list shall be kept on file at the principal office of the corporation or the place identified in the meeting notice in the city where the meeting will be held and shall be subject to inspection, on written demand, by any shareholder, or a shareholder's agent or attorney, at any time during usual business hours. Such list shall also be produced and kept open at the time and place of the meeting and shall be subject to the inspection of any shareholder, or a shareholder's agent or attorney, at any time during the meeting or any adjournment. The original stock transfer books shall be prima facie evidence as to who are the shareholders entitled to examine such list or transfer books or to vote at any meeting of shareholders.

Section 8. Quorum. A majority of the votes entitled to be cast on a matter by a voting group constitutes a quorum of that voting group for action on that matter. If less than a majority of such votes are represented at a meeting, a majority of the votes so represented may adjourn the meeting from time to time without further notice if the new date, time and place is announced at the meeting before adjournment. If a new record date is or must be fixed notice of the adjourned meeting must be given. At any adjourned meeting, for which a new record date is not or need not be set, at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the meeting as originally notified. The shareholders present at a duly organized meeting may continue to transact business until adjournment, notwithstanding the withdrawal of votes entitled to be cast leaving less than a quorum.

Section 9. Proxies. At all meetings of shareholders, a shareholder may vote by proxy executed in writing or by electronic transmission by the shareholder or by his or her duly authorized attorney-in-fact. Such proxy shall be filed with the Secretary of the corporation before or at the time of the meeting. No proxy shall be valid after eleven (11) months from the date of its execution, unless otherwise provided in the proxy. A proxy shall be revocable unless the appointment form conspicuously states that it is irrevocable and the appointment is coupled with an interest.

Section 10. Voting of Shares. Subject to the provisions of Section 11 of this Article, each outstanding share, regardless of class, shall be entitled to one vote upon each matter submitted to vote at a meeting of shareholders, except to the extent the Articles of Incorporation provide otherwise.

Section 11. Voting of Shares by Certain Holders. Shares standing in the name of another corporation, domestic or foreign, may be voted by such officer, agent or proxy as the bylaws of such corporation may prescribe or, in the absence of such provision, as the Board of Directors of such corporation may determine.

Shares held by an administrator, executor, guardian or conservator may be voted by such fiduciary, either in person or by proxy, without a transfer of such shares into the name of the fiduciary. Shares standing in the name of a trustee may be voted by the trustee, either in person or by proxy, but no trustee shall be entitled to vote shares held by the trustee without a transfer of such shares into the trustee's name.

Shares standing in the name of a receiver may be voted by such receiver, and shares held by or under the control of a receiver may be voted by such receiver without the transfer thereof into the receiver's name if authority so to do be contained in an appropriate order of the Court by which such receiver was appointed.

A shareholder whose shares are pledged shall be entitled to vote such shares until the shares have been transferred into the name of the pledgee, and thereafter, the pledgee shall be entitled to vote the shares so transferred.

Redeemable shares are not entitled to vote after notice of redemption is mailed to the holders and a sum sufficient to redeem the shares has been deposited with a bank, trust company or other financial institution under an irrevocable obligation to pay the holders the redemption price on surrender of the shares.

Section 12. Voting Requirements. If a quorum exists, action on a matter, other than the election of directors, by a voting group is approved if the votes cast within the voting group favoring the action exceed the votes cast opposing the action, unless the Articles of Incorporation or the Act require a greater number of affirmative votes. Unless otherwise provided in the Articles of Incorporation, directors are elected by a plurality of the votes cast by the shares entitled to vote in the election at a meeting at which a quorum is present.

Section 13. Action Without Meeting by Shareholders. Any action required to be taken at a meeting of the shareholders, or any other action which may be taken at a meeting of the shareholders, may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by the holders of outstanding shares having at least ninety percent (90%) (or such other minimum amount allowed by Iowa law) of the votes entitled to be cast with respect to the subject matter thereof. Such action without a meeting shall be taken by delivering to the corporation one or more written consents

bearing the signature of and date of signature of each signing shareholder. The record date for the action by shareholders is the date the first shareholder signs a consent to the action.

Section 14. Voting by Ballot. Voting by shareholders on any question or in any election may be by voice vote unless the presiding officer shall order or any shareholder shall demand that voting be by ballot.

Section 15. Voting Group. The term "voting group" means all shares of one or more classes or series that under the Articles of Incorporation or the Act are entitled to vote and be counted together collectively on a matter at a meeting of shareholders. All shares entitled by the Articles or the Act to vote generally on the matter are for that purpose a single voting group.

ARTICLE III

BOARD OF DIRECTORS

Section 1. General Powers. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the corporation shall be managed under the direction of its Board of Directors.

Section 2. Number, Tenure and Qualifications. The number of Directors of the corporation shall be at least one (1) and no greater than five (5). The Board of Directors shall have authority to fix or change the number of directors within that range. At the first annual meeting of shareholders and at each annual meeting thereafter the shareholders shall elect Directors. Each Director shall hold office until the next annual meeting of shareholders and until the Director's successor shall have been elected and qualified, unless removed at a meeting called expressly for that purpose by a vote of the holders of a majority of the shares then entitled to vote at an election of that director or the unanimous written consent to removal signed by all shareholders entitled to vote thereon. Upon issuance of shares, shareholders of the corporation shall have the exclusive right to change the range of the variable-range sized board, change the number of directors on a fixed-sized board, or change from the variable sized board to a fixed sized board, or vice versa.

Section 3. Regular Meetings. A regular meeting of the Board of Directors shall be held without other notice than this Bylaw immediately after, and at the same place as, the annual meeting of shareholders. The Board of Directors may provide, by resolution, the time and place, either within or without the State of Iowa, for the holding of additional regular meetings without other notice than such resolution.

Section 4. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or any one (1) Director. The person or persons authorized to call special meetings of the Board of Directors may fix any place, either within or without the State of Iowa, as the place for holding any special meeting of the Board of Directors called by them.

Section 5. Notice. Notice of any special meeting shall be given at least five (5) days prior thereto by written notice delivered personally or mailed to each Director at his or her business address or residence, or sent by telegram, facsimile transfer, or electronic transmission. Electronically transmitted notices communicated when transmitted to a director in a manner authorized by the director and in a comprehensible form. Written notice is effective at the earliest of the following: (a) when

received; (b) three days after its deposit in the United States mail, as evidenced by the postmark, if mailed postpaid and correctly addressed; (c) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; (d) the next delivery day after the written notice is delivered to a courier service or telegraph company. Any Director may waive notice of any meeting. The attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transactions of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

Section 6. Quorum. A majority of the number of Directors fixed by Section 2 of this Article III shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, but if less than such majority is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice.

Section 7. Manner of Acting. The act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. A Director shall be considered present at a meeting of the Board of Directors or of a committee designated by the Board if the Director participates in such meeting by conference telephone or similar communications equipment by means of which all persons participating in the meeting can simultaneously hear each other.

Section 8. Vacancies. Any vacancy occurring in the Board of Directors and any directorship to be filled by reason of an increase in the number of Directors may be filled by the affirmative vote of a majority of the Directors then in office, even if less than a quorum of the Board of Directors, except that where any vacancy is caused by the removal of a Director or Directors from office by the shareholders, such vacancy shall be filled by the shareholders provided that if the vacant office was held by a director elected by a voting group of shareholders, only the holders of shares of that voting group are entitled to vote to fill the vacancy. A Director so elected shall be elected for the unexpired term of the Director's predecessor in office or the full term of such new directorship.

Section 9. Compensation. The Board of Directors, by the affirmative vote of a majority of Directors then in office, and irrespective of any personal interest of any of its members, shall have authority to establish reasonable compensation of all Directors for services to the corporation as Directors, officers or otherwise. By resolution of the Board of Directors, the Directors may be paid their expenses, if any, of attendance at each meeting of the Board.

Section 10. Presumption of Assent. A Director of the corporation who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be deemed to have assented to the action taken unless the director objects at the beginning of the meeting or promptly upon the director's arrival to holding it or transacting business at the meeting, the director's dissent or abstention from the action taken is entered in the minutes of the meeting or the director delivers written notice of the director's dissent or abstention to the presiding officer of the meeting before its adjournment or to the corporation immediately after adjournment of the meeting. Such right to dissent shall not apply to a Director who voted in favor of such action.

Section 11. Action Without Meeting by Directors. Any action required by the Act to be taken at a meeting of Directors of the corporation, or any action which may be taken at a meeting of the Directors or of a committee of Directors, may be taken without a meeting if each Director or committee member, as the case may be, signs and delivers a consent describing the action so taken, shall be signed

by all of the Directors or all of the members of the committee of Directors, as the case may be. Action taken without a meeting shall be effective when the last consent is signed and delivered unless the consent specifies a different effective date.

Section 12. Committees. The Board of Directors from time to time by resolution adopted by a majority of the full Board of Directors may appoint from its members a committee or committees, temporary or permanent, and, to the extent permitted by law and these Bylaws, may designate the duties, powers and authorities of such committee. The Board of Directors, by resolution adopted by a majority of the full Board, may designate from among its members an executive committee that, to the extent provided in such resolution, shall have and may exercise all of the authority of the Board of Directors, but no such committee shall have the authority of the Board of Directors in reference to amending the articles of incorporation, adopting a plan of merger or consolidation, recommending to the shareholders the sale, lease, exchange or other disposition of all or substantially all of the property or assets of the corporation otherwise than in the usual and ordinary course of its business, recommending to the shareholders a voluntary dissolution of the corporation or revocation thereof, or amending the bylaws of the corporation. The designation of an executive committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any member thereof, of any responsibility imposed by law.

Section 13. Director Conflict of Interest. The terms of these Bylaws shall be subject to the director conflict of interest provisions of Section 490.832 and other applicable sections of the Act regarding the quorum and voting requirements of directors and shareholders.

Section 14. Indemnification of Directors and Officers. The corporation shall indemnify any Director or officer of the corporation, any former Director or officer and any such person who at the request of the corporation is serving or has served as a director, officer, employee, agent or trustee of another corporation, partnership, joint venture, trust or other enterprise, and the heirs, executors and administrators of such person, against all expense, liability and loss (including attorneys' fees, judgments, fines, taxes, penalties, and amounts paid in settlement) actually and reasonably incurred by the indemnitee as to action in the person's official capacity and as to action in another capacity while holding the office, to the full extent permitted from time to time by applicable law, subject however to the remaining provisions of this Article. The obligation of the corporation hereunder shall be subject to the terms and conditions of a plan of indemnification adopted by a majority of the Board of Directors. Any such plan may limit or condition the obligation of the corporation hereunder, may grant contract rights to indemnitees, may limit indemnification to persons serving in specified offices, may provide procedural and substantive rights to indemnitees and may be amended, modified or terminated by a majority of the Board of Directors. A plan of indemnification may obligate the corporation to indemnification which is less than the full extent permitted by applicable law and may contemplate future change in applicable law.

If the Board of Directors adopts a plan of indemnification within thirty (30) days from the date of adoption of this Article, the indemnification provided hereunder shall be no broader than the terms of such plan. Indemnification under this Article shall be applicable to all actions regardless of the date or dates of any alleged transactions or occurrences giving rise to such actions unless the plan of indemnification provides to the contrary. No amendment, modification or termination of a plan of indemnification shall affect any right of indemnification arising out of a transaction or occurrence entered into or occurring prior to the effective date of such change in the plan. In the event the Board of Directors terminates a plan of indemnification without adopting another plan, indemnification under this Article shall be to the full extent allowed by applicable law until another plan has been adopted by the Board of Directors.

Indemnification under this Article or a plan of indemnification shall not restrict the power of the corporation to provide for indemnification in any other manner and shall not obligate the corporation to acquire and maintain insurance or to otherwise provide funds to meet its obligations hereunder.

Notwithstanding the indemnification provided above or any plan of indemnification to the contrary, the corporation shall indemnify a Director who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the Director was a party because the Director is or was a director of the corporation, against reasonable expenses incurred by the Director in connection with the proceeding.

ARTICLE IV

OFFICERS

Section 1. Number. The officers of the corporation shall be appointed by the Board of Directors and shall include a President, such number of Vice Presidents as determined by the Board of Directors, a Secretary, a Treasurer, and such other officers as the Board of Directors may determine, including a Chair of the Board, Chief Executive Officer and Chief Financial Officer. Assistant officers may be appointed by the President or the Board of Directors for a period of one (1) year. Any two (2) or more offices may be held by the same person.

Section 2. Appointment and Term of Office. The officers of the corporation to be appointed by the Board of Directors shall be appointed annually by the Board of Directors at the first meeting of the Board of Directors held after each annual meeting of the shareholders. If the appointment of officers shall not be made at such meeting, such appointment shall be made as soon thereafter as may be convenient. Vacancies may be filled or new offices created and filled at any meeting of the Board of Directors. Each officer shall hold office until the officer's successor shall have been duly appointed and shall have qualified or until the officer's death or resignation or the officer shall have been removed in the manner hereinafter provided. Each assistant officer appointed by the President shall hold office for not to exceed one (1) year unless subsequently appointed to such office by the Board of Directors or more than six (6) months have lapsed since the person served as such assistant officer. Appointment of an officer or agent shall not of itself create contract rights.

Section 3. Removal; Office Abolished. Any officer or agent may be removed by the Board of Directors whenever in its judgment the best interests of the corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. The President may remove any officer. The term of an officer shall terminate when the office to which appointed has been abolished by the Board of Directors.

Section 4. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

Section 5. Chair of the Board. The Chair of the Board shall be a Director. The Directors may appoint one of the Directors to serve as Chair. The Chair shall have the power to call special meetings of the shareholders, to call special meetings of the Board of Directors and, if present, to preside at all meetings of the shareholders and all meetings of the Board of Directors. The Chair shall perform all

duties incident to the office of Chair of the Board and all such other duties as may from time to time be assigned to the Chair consistent with duties assigned to such position.

Section 6. Chief Executive Officer. The Board of Directors may elect a person to serve as the Chief Executive Officer of the corporation. The Chief Executive Officer shall have the responsibility for general and active supervision and direction over the business and affairs of the corporation and over its several officers, agents and employees, subject, however, to the direction of the Board. The Chief Executive Officer shall have the power to call special meetings of the shareholders, to call special meetings of the Board of Directors and, if the Chair is not present, to preside at all meetings of the shareholders and all meetings of the Board of Directors. The Chief Executive Officer shall also have such other powers and duties as the Board may from time to time by resolution determine. The Chief Executive Officer shall have the authority to sign deeds, mortgages, bonds, contracts or other instruments except in cases where the signing and execution thereof shall be (a) expressly delegated by the Board of Directors or by these bylaws to some other officer or agent of the corporation, (b) expressly limited by these bylaws or resolution of the Board of Directors, or (c) required by law to be otherwise signed or executed.

Section 7. President. The President shall be the principal executive officer of the corporation and, subject to the control of the Board of Directors, shall in general supervise and control all of the business and affairs of the corporation. If the Chair and the Chief Executive Officer are not present, the President shall preside at all meetings of the shareholders and of the Board of Directors. The President may sign, with the Secretary or any other proper officer of the corporation thereunto authorized by the Board of Directors, certificates for shares of the corporation, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the corporation, or shall be required by law to be otherwise signed or executed. In general, the President shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time. The President shall possess all responsibilities not otherwise delegated by the Bylaws or the Board of Directors.

Section 8. The Vice President(s). In the absence of the President or in the event of the President's inability or refusal to act, the Vice President (or in the event there be more than one Vice President, the Vice Presidents in the order designated or, in the absence of any designation, then in the order of their appointment) shall perform the duties of the President and, when so acting, shall have all the powers of and be subject to all the restrictions upon the President. Any Vice President may sign with the Secretary or an Assistant Secretary, or any other proper officer of the corporation thereunto authorized by the Board of Directors, certificates for shares of the corporation, deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these Bylaws to some other officer or agent of the corporation or shall be required by law to be otherwise signed or executed. A Vice President shall perform such other duties as from time to time may be assigned by the President or by the Board of Directors. Nothing provided in these Bylaws shall require the appointment of one or more Vice-Presidents.

Section 9. The Secretary. The Secretary shall: (a) keep the minutes of the proceedings of the shareholders and of the Board of Directors in one (1) or more books provided for that purpose; (b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) be custodian of the corporate records and of the seal of the corporation, if any, and see that the seal of

the corporation, if said corporation has a seal, is affixed to all documents, the execution of which on behalf of the corporation under its seal is duly authorized; (d) keep a register of the post office address of each shareholder which shall be furnished to the Secretary by such shareholder; (e) sign with the President, or a Vice President, certificates for shares of the corporation, the issuance of which shall have been authorized by resolution of the Board of Directors; (f) have general charge of the stock transfer books of the corporation; (g) authenticate the records of the corporation; and (h) in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to the Secretary by the President or by the Board of Directors.

Section 10. The Treasurer and Chief Financial Officer. If the Board of Directors names a Chief Financial Officer of the corporation, such person shall also be the Treasurer of the corporation. The Treasurer shall: (a) have charge and custody of and be responsible for all funds and securities of the corporation; receive and give receipts for moneys due and payable to the corporation from any source whatsoever, and deposit all such moneys in the name of the corporation in such banks, trust companies or other depositories as shall be selected by the Board of Directors; and (b) in general perform all of the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to the Treasurer by the Chief Executive Officer, the President or by the Board of Directors.

Section 11. Assistant Secretaries. The Assistant Secretaries, when authorized by the Board of Directors, or appointed by the President, may sign with the President or a Vice President certificates for shares of the corporation, the issuance of which shall have been authorized by a resolution of the Board of Directors. The Assistant Secretaries, in general, shall perform such duties as shall be assigned to them by the Secretary, or by the President or the Board of Directors.

Section 12. Other Assistants and Acting Officers. The Board of Directors or the President shall have the power to appoint any person to act as assistant to any officer, or to perform the duties of such officer whenever for any reason it is impracticable for such officer to act personally, and such assistant or acting officer so appointed shall have the power to perform all the duties of the office to which appointed to be assistant, or as to which so appointed to act, except as such power may be otherwise defined or restricted by the Board of Directors.

Section 13. Salaries. The salaries of the officers shall be fixed from time to time by the Board of Directors and no officer shall be prevented from receiving such salary by reason of the fact that the officer is also a Director of the corporation.

ARTICLE V

CONTRACTS, LOANS, CHECKS AND DEPOSITS

Section 1. Contracts. The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation, and such authority may be general or confined to specific instances.

Section 2. Loans. No loans shall be contracted on behalf of the corporation and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances.

Section 3. Checks, Drafts, Etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation shall be signed by

such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

Section 4. Deposits. All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Board of Directors may select.

Section 5. Execution of Instrument. Subject always to the specific directions of the Board of Directors, all deeds, mortgages, other instruments affecting title to real estate, and leases for a period of more than five (5) years, made by the corporation shall be executed in its name by the Chief Executive Officer, the President or a Vice President and by the Secretary or an Assistant Secretary. No person holding two or more offices may execute any such deed, mortgage or instrument in such person's capacity as the holder of both such offices, unless such person is specifically authorized by the Board of Directors to so execute the document or such person holds all offices last appointed by the Board of Directors. All other written contracts and agreements to which the corporation shall be party shall be executed in its name by the President or a Vice President or such other officer authorized by the Board of Directors.

ARTICLE VI

CERTIFICATES FOR SHARES AND THEIR TRANSFER

Section 1. Certificates for Shares. Subject to the provisions of Section 625 of the Iowa Business Corporation Act, certificates representing shares of the corporation shall be in such form as may be determined by the Board of Directors. Such certificates shall be signed by the President or a Vice President and the Secretary or an Assistant Secretary of the corporation. The signatures of the President or Vice President and the Secretary or Assistant Secretary upon a certificate may be facsimiles if the certificate is countersigned by a transfer agent or registered by a registrar, other than the corporation itself or an employee of the corporation. All certificates for shares shall be consecutively numbered or otherwise identified. The name of the person to whom the shares represented thereby are issued with the number of shares and date of issue shall be entered on the books of the corporation. All certificates rendered to the corporation for transfer shall be cancelled and no new certificate shall be issued until the former certificate for a like number of shares shall have been surrendered and cancelled, except that in case of a lost, destroyed or mutilated certificate a new one may be issued therefor upon such terms and indemnity to the corporation as the Board of Directors may prescribe.

Section 2. Legends. All certificates shall conspicuously set forth such matter as is required by Sections 625 and 627 of the Act.

Section 3. Transfers of Shares. Subject to the rights conferred by the Uniform Commercial Code, transfers of shares of the corporation shall be made only on the books of the corporation by the holder of record thereof or by the holder's legal representative, who shall furnish proper evidence of authority to transfer, or the holder's attorney thereunto authorized by power of attorney duly executed and filed with the Secretary of the corporation, and only on surrender for cancellation of the certificate for such shares. Except as otherwise provided by law, the person in whose name shares stand on the books of the corporation shall be deemed the owner thereof for all purposes as regards the corporation.

ARTICLE VII

VOTING OF SHARES OWNED BY CORPORATION

Subject always to the specific directions of the Board of Directors, any share or shares of stock issued by any other corporation and owned or controlled by the corporation may be voted at any shareholders' meeting of such other corporation by the President of the corporation if present, or in the President's absence by any Vice President of the corporation who may be present. Whenever, in the judgment of the President, or in the President's absence, of any Vice President, it is desirable for the corporation to execute a proxy or give a shareholders' consent in respect to any share or shares of stock issued by any other corporation and owned by the corporation, such proxy or consent shall be executed in the name of the corporation by the President or one of the Vice Presidents of the corporation and shall be attested by the Secretary or an Assistant Secretary of the corporation without necessity of any authorization by the Board of Directors. Any person or persons designated in the manner above stated as the proxy or proxies of the corporation shall have full right, power and authority to vote the share or shares of stock issued by such other corporation and owned by the corporation, the same as such share or shares might be voted by the corporation.

ARTICLE VIII

WAIVER OF NOTICE

Whenever any notice is required to be given to any shareholder or Director of the corporation under the provisions of these Bylaws or under the provisions of the Articles of Incorporation or under the provisions of the Iowa Business Corporation Act, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the date and time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE IX

AMENDMENTS

Except as otherwise provided in the Iowa Business Corporation Act or as otherwise provided by action of the shareholders of the corporation, these Bylaws may be altered, amended or repealed and new Bylaws may be adopted at any meeting of the Board of Directors of the corporation by a majority vote of the Directors present at the meeting.

ARTICLE X

FISCAL YEAR

The fiscal year of the corporation shall begin on the 1st day of January in each year and end on the 31st day of December in each year.

ARTICLE XI

CORPORATE SEAL

The corporation shall have no corporate seal.

F&M BANK

"The Right Choice"

200 FIRST STREET, S.W., CEDAR RAPIDS, IOWA 52404

December 19, 2017

Mr. Mike Espiritu, IOM
Otero County Economic Development Council
2400 N. Scenic Drive
Alamogordo, NM

RE: Thomas L Cardella & Associates, Inc.

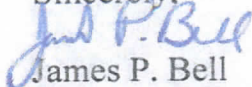
Dear Mr. Espiritu,

The purpose of this letter is to introduce you to our good customer, Thomas L Cardella & Associates, Inc. The company has banked with F & M Bank since December 8, 2008. In that time, the company has handled its' business relationship, including depository and lending services, with F & M Bank in a most satisfactory manner.

Thomas L Cardella & Associates, Inc. is in good standing with F & M Bank and has been a strong supporter of the Cedar Rapids community. Please give our good customer, Thomas L Cardella & Associates, Inc. your utmost consideration as they set up operations in your community.

Please don't hesitate to call me with any questions you may have.

Sincerely,



James P. Bell
Senior Vice President





Independent Auditor's Report

Board of Directors
Thomas L. Cardella & Associates, Inc.
Cedar Rapids, Iowa

We have audited the accompanying financial statements of Thomas L. Cardella & Associates, Inc., which comprise the balance sheets as of December 31, 2016 and 2015, and the related statements of income, stockholders' deficit, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with the auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

BerganKDV, Ltd.

602 Main Street
Suite 100
P.O. Box 489
Cedar Falls, IA
50613-0026
T 319.268.1715
F 319.268.1720

2720 1st Avenue NE
Suite 300
P.O. Box 10200
Cedar Rapids, IA
52402-0200
T 319.294.8000
F 319.294.5003

2530 Corridor Way
Suite 301
P.O. Box 5267
Coralville, IA
52241-0267
T 319.248.0367
F 319.248.0582

9207 Northpark Drive
Johnston, IA
50131-2933
T 515.727.5700
F 515.727.5800

3800 American Blvd W
Suite 1000
Bloomington, MN
55431-4420
T 952.563.6800
F 952.563.6801

220 Park Avenue S
P.O. Box 1304
St. Cloud, MN
56302-3713
T 320.251.7010
F 320.251.1784

100 East Park Avenue
Suite 300
P.O. Box 2100
Waterloo, IA
50704-2100
T 319.234.6885
F 319.234.6287

bergankdv.com

**Basis for Qualified Opinion**

As more fully described in Note 1 to the financial statements, the Company has a stock-based compensation plan that should be accounted for using a fair value based method to conform with accounting principles generally accepted in the United States of America. The effects on the financial statements are not reasonably determinable.

Qualified Opinion

In our opinion, except for the effects of not recognizing stock-based compensation as described in the Basis for Qualified Opinion paragraph, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of Thomas L. Cardella & Associates, Inc. as of December 31, 2016 and 2015, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The supplementary information on pages 15 and 16 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Bergan KDV, Ltd.

Cedar Rapids, Iowa
June 29, 2017

Laurie Anderson

From: Petria Schreiber <pschreiber@ci.alamogordo.nm.us>
Sent: Thursday, February 01, 2018 8:44 PM
To: Thomas Cardella; Darron Williams; Spencer Goettsch
Cc: Laurie Anderson; Brian Cesar; Ron Hammerberg; 'Joshua A. Beug'; Ashley Haahes
Subject: RE: TLC Associates

Hi Tom,

We need to finalize the agreement, including the amount requested before we can move forward. The entire agreement will have to go before commission, as a whole, so we need to know the amounts to get that done.

Please let me know if you have any additional questions.

From: Thomas Cardella [mailto:Thomas.Cardella@TLCAssociates.com]
Sent: Thursday, February 1, 2018 9:59 AM
To: Darron Williams <dwilliams@ci.alamogordo.nm.us>; Spencer Goettsch <sgoettsch@firstiowa.com>
Cc: Petria Schreiber <pschreiber@ci.alamogordo.nm.us>; Laurie Anderson <l.anderson@ocedc.com>; Brian Cesar <bcesar@ci.alamogordo.nm.us>; Ron Hammerberg <rhammerberg@firstiowa.com>; 'Joshua A. Beug' <jbeug@tbtc.net>; Ashley Haahes <Ashley.Haahes@TLCAssociates.com>
Subject: RE: TLC Associates

Everyone,

To secure the performance bond, Ron Hammerberg (our Insurance Agent) will need the agreement between TLC Associates, and Alamogordo.

In our discussions, the agreement was that TLC would employ 100 FTEs within two years, in exchange for X dollars.

My assumption is that if we provide Ron with the verbiage that we used for the first public reading, that should suffice, since the public reading will be the agreement.

Please let us know how we can move forward with obtaining that information.

Also, as an fyi, Laurie received a copy of the lease this morning, along with an initial layout of the proposed facility.

Thank you,

Tom Cardella

Thomas L Cardella
Founder and President
TLC Associates
www.tlcassociates.com
(m) 319-551-1199

From: Darron Williams [<mailto:dwilliams@ci.alamogordo.nm.us>]
Sent: Wednesday, January 31, 2018 8:43 AM
To: Spencer Goettsch
Cc: Petria Schreiber; Laurie Anderson; Thomas Cardella; Brian Cesar
Subject: RE: TLC Associates

Good morning,
I am out of the office today and tomorrow. I'll get your answers to you on Friday. However, that said, we won't need to actually complete the bond in its entirety until a couple of business days prior to signing actual documents. If my calendar math is accurate, that gives us about three to four weeks from now.

Sincerely,
Darron

Get [Outlook for Android](#)

From: Spencer Goettsch <sgoettsch@firstiowa.com>
Sent: Wednesday, January 31, 2018 7:33:55 AM
To: Darron Williams
Cc: Laurie Anderson
Subject: RE: TLC Associates

Thanks Darron. I received Petria's email this morning confirming her acceptance of the SF25 Performance Bond. Now that we've established which form you're looking for I need to specify criteria:

- 1) What is the overall obligation that you want the surety to guarantee?
- 2) Is there (or is there going to be) a specific contract between TLC & Assoc and the City of Alamogordo outlining the specific terms of this obligation?
- 3) What is the required bond amount?

Thank you.

Spencer Goettsch
First Iowa Insurance Agency, Inc.
"We think of You First."
Office (319) 393-5262
Fax (319) 393-3161
4101 Glass Road NE
Cedar Rapids, Iowa 52402
sgoettsch@firstiowa.com

Visit our website to create your own Homeowners and Personal Automobile Quote www.firstiowa.com

From: Darron Williams [<mailto:dwilliams@ci.alamogordo.nm.us>]
Sent: Tuesday, January 30, 2018 4:23 PM
To: Spencer Goettsch <sgoettsch@firstiowa.com>
Cc: Ron Hammerberg <hammerberg@firstiowa.com>; thomas.cardella@tlcassociates.com; Laurie Anderson <l.anderson@ocedc.com>
Subject: RE: TLC Associates

Good afternoon,

Yes, I did receive the form and thought I had replied, my apologies. The form is acceptable to our finance department and I am waiting for similar answer from our legal department. I should have the answer by close of business today. I do not foresee it being a concern, but need to wait for the one last response.

Sincerely,
Darron
575-439-4231

From: Spencer Goettsch [<mailto:sgoettsch@firstiowa.com>]
Sent: Tuesday, January 30, 2018 3:04 PM
To: Darron Williams <dwilliams@ci.alamogordo.nm.us>
Cc: Ron Hammerberg <rhammerberg@firstiowa.com>
Subject: RE: TLC Associates

Darron,

Can you verify that you received the attached SF25 form last week? We have not received verification from anyone in your Finance Department that this is the correct Performance Bond form that they are looking for.

Call or email to let us know. Thank you.

Spencer Goettsch
First Iowa Insurance Agency, Inc.
"We think of You First."
Office (319) 393-5262
Fax (319) 393-3161
4101 Glass Road NE
Cedar Rapids, Iowa 52402
sgoettsch@firstiowa.com

Visit our website to create your own Homeowners and Personal Automobile Quote www.firstiowa.com

From: Spencer Goettsch
Sent: Wednesday, January 24, 2018 2:08 PM
To: 'Darron Williams' <dwilliams@ci.alamogordo.nm.us>
Cc: Ron Hammerberg <rhammerberg@firstiowa.com>
Subject: RE: TLC Associates

Thanks for taking my call today Darron. Attached is the SF25 Standard Performance Bond Form. There are more specialized Performance Bond Forms that mainly address completion of construction projects, so my assumption is the SF25 is what you are requiring of TLC Associates. If you would please have your financial people take a look and verify this is the form they want I would greatly appreciate it.

Thanks!

Spencer Goettsch
First Iowa Insurance Agency, Inc.
"We think of You First."
Office (319) 393-5262
Fax (319) 393-3161
4101 Glass Road NE

Cedar Rapids, Iowa 52402
sgoettsch@firstiowa.com

Visit our website to create your own Homeowners and Personal Automobile Quote www.firstiowa.com

From: Darron Williams [<mailto:dwilliams@ci.alamogordo.nm.us>]
Sent: Wednesday, January 24, 2018 12:26 PM
To: Spencer Goettsch <sgoettsch@firstiowa.com>
Subject: FW: TLC Associates

Mr. Spencer,

Good afternoon. I am the City of Alamogordo's point of contact for all things economic development, to include your client's project we are currently working. I called and left a message with Jen with my contact info as well.

However, if I may, what your client is in need of is a Performance Bond for the amount of what is being asked of in the way of LEDA funds, or similar level of security. At last conversation, the value looking to be secured in at or near \$1.1M.

I look forward to working with you in support of our mutual client, please do not hesitate to call me with questions.

Sincerely,

Darron Williams
City Planner
City of Alamogordo
Ofc 575-439-4231
Cell 575-415-0379
dwilliams@ci.alamogordo.nm.us



Planning and Zoning...
"The City's future starts here."

From: Spencer Goettsch [<mailto:sgoettsch@firstiowa.com>]
Sent: Wednesday, January 24, 2018 10:09 AM
To: Rachel Hughs <rhughs@ci.alamogordo.nm.us>
Subject: TLC Associates

Good morning Rachel. TLC Associates is our client and they've asked us to help them obtain the necessary documentation to secure LEDA funds for Otero County. Is there a specific bond form that you are looking for or do you have a copy of what you've accepted from other businesses in the past? Section (d) (1) mentions *a lien, mortgage or other indenture* to provide security to the city/county.

Can you help clarify what you're looking for so we can get you exactly what you need?

Thank you!

Spencer Goettsch

First Iowa Insurance Agency, Inc.

"We think of You First."

Office (319) 393-5262

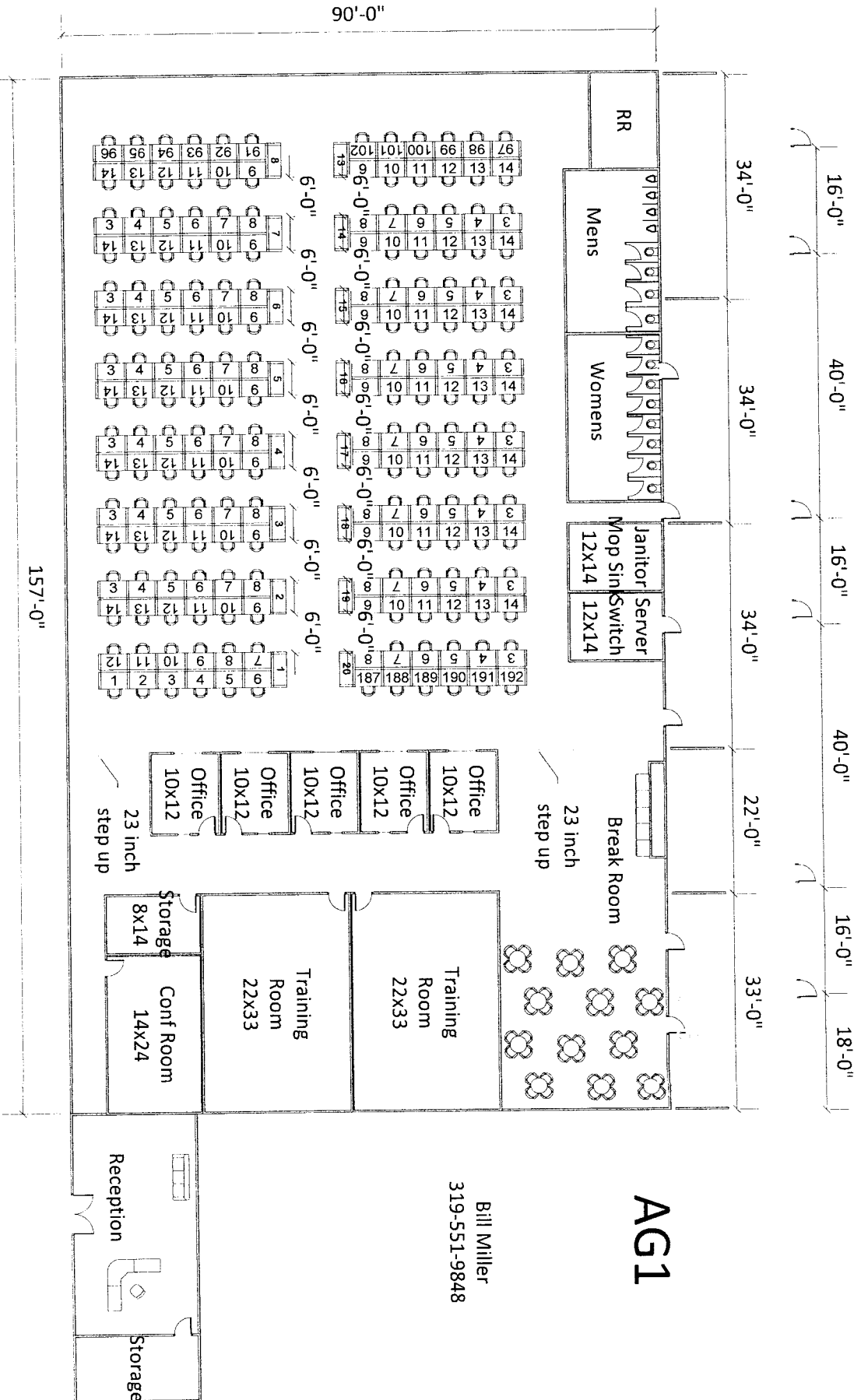
Fax (319) 393-3161

4101 Glass Road NE

Cedar Rapids, Iowa 52402

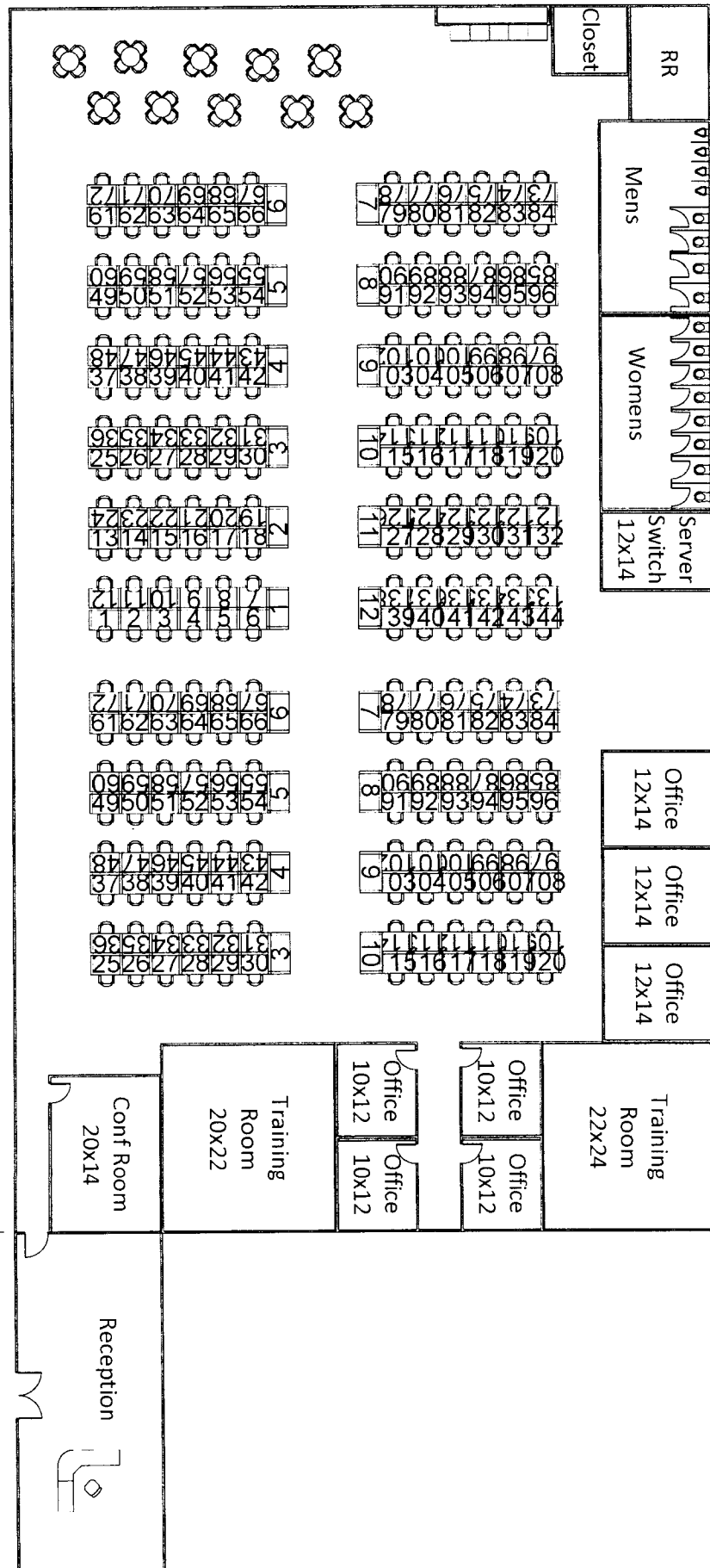
sgoettsch@firstiowa.com

Visit our website to create your own Homeowners and Personal Automobile Quote www.firstiowa.com



90'-0"

157'-0"



LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

TABLE OF CONTENTS

1. Terms and Conditions
2. Demised Premises
3. Lease Term
4. Basic Rent and Percentage Rent
5. Real Estate Taxes, Insurance, and Common Area Maintenance Charges
6. Additional Consideration for Execution of Lease
7. Merchant's Association
8. Use
9. Utilities
10. Repairs
11. Surrender at End of Term
12. Alterations and Improvements
13. Removal of Tenant Property at End of Term
14. Assignment and Subletting
15. Taxes Resulting from Tenant's Property or Improvements
16. Non-Liability of Landlord for Damages
17. Liability Insurance
18. Insurance Hazards
19. Waste, Quiet Conduct
20. Entry By Landlord
21. Landlord to be Held Harmless from Litigation
22. Holding Over
23. Insolvency, Receiver
24. Notices
25. Time is of the Essence
26. Non-Waiver of Breach
27. Effect of Exercise of Privilege by Landlord
28. Right to Effect Tenancies
29. Warranties and Representations
30. Landlord Enforcement
31. Vacating or Abandonment of Demised Premises
32. Surrender of Lease Not Merger.
33. Destruction of Demised Premises
34. Condemnation
35. Remedies of Landlord on Default
36. Signs
37. Street, Sidewalks, Walkways and Entrances
38. Subordination
39. Manner of Conducting Business
40. Binding on Successors
41. Relocation of Demised Premises
42. Continued Occupancy
43. Integration
44. Captions/Entire Agreement
45. No Partnership
46. Applicable Law
47. Dispute Resolution
48. Broker Fee
49. Contingency

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

This Lease Agreement (the "Lease"), dated _____ for reference purposes only, is made by and between **Solid CAP Properties, LLC** ("Landlord"), and **TLC & Associates** ("Tenant").

Section 1. Terms and Conditions.

The following terms constitute certain conditions of this Lease ("Terms and Conditions") which are set forth in this Section for ease of reference. Each subsequent reference in this Lease to any of the Terms and Conditions shall incorporate such terms as if the same were fully and completely stated therein. As used in this Lease, Terms and Conditions shall have the following meanings, respectively:

- 1.1 **Demised Premises:** The Demised Premises identified as space **A2 through A7**, containing approximately **15,240** square feet in size, see Exhibit "A" attached hereto.
- 1.2 **Shopping Center:** The project development commonly known as the White Sands Mall and located at and known by the street address of 3199 North White Sands Blvd., City of Alamogordo, Municipality of Alamogordo and State of New Mexico, which development is shown on Exhibit "A".
- 1.3 **Lease Term: 5 years with two five year options to extend**
- 1.4 **Commencement Date: June 1, 2018**
- 1.5 **Expiration Date: May 31, 2023**
- 1.6 **Basic Rent:** Years 1-5 **\$13,335.00 per month**
Option 1 Years 6-10 **\$14,287.00 per month**
Option 2 Years 11-16 **\$15,239.00 per month**
- 1.7 **Cost of Living Increase:**
 - 1.7.1 Basic Rent: N/A
 - 1.7.2 Promotional Fund: N/A
- 1.8 **Rental Commencement Date:**
 - 1.8.1 Basic Rent and/or Percentage Rent shall commence on June 1, 2018.
 - 1.8.2 All other charges shall commence on June 1, 2018 or 1st day of business, whichever occurs first.
- 1.9 **Percentage Rent Rate: Intentionally Deleted**
- 1.10 **Tax Charge:** To be paid by Landlord. Tenant shall pay prorata share of property tax increases after base year of 2018.

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

1.11 **Insurance Charge:** Paid by Landlord

1.12 **Common Area Charges:**

1.12.1 **Exterior Common Area:** Paid by Landlord

1.12.2 **Enclosed Mall Common Area:** Paid by Landlord

1.13 **Tenant's Pro-Rata Share:** Tenant's Pro Rata Share of any costs and expenses shall be the total of such costs and expenses multiplied by a fraction, the numerator of which shall be the square footage of the Tenant's Demised Premises and the denominator which shall be the gross leasable floor area of all buildings in the Shopping Center, whether or not occupied. Provided, however, that if any tenants in said buildings have obtained written approval from Landlord to pay their taxes directly to any taxing authority, or to carry their own insurance, their square footage shall not be deemed a part of the floor area for the purposes of prorating said Taxes or Insurance adjustments.

1.14 **Anchor Tenants:** For purposes of calculating the Tenant's Pro-Rata Share of Enclosed Mall Common Area, the Anchor Tenants are JCPenney, Beall's, and their successors or assigns.

1.15 **Security Deposit:** N/A

1.16 **Promotional Fund Charge:** N/A

1.17 **Use:** Call Center

1.18 **Payment Address:** Rental and other payments are to be made payable to the Landlord and mailed to:
Solid CAP Properties, LLC.
White Sands Mall
3199 N. White Sands Blvd.
Alamogordo, NM 88310

1.19 **Tenant's Notice Address:** TLC & Associates
4515 20th Avenue, SW, Suite B
Cedar Rapids, IA 52404

Contact Name: Thomas Cardella

Contact Phone: 319 730-4001

Email: thomas.cardella@tlcassociates.com

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

1.20 **Landlord's Notice Address:** Solid CAP Properties, LLC a New Mexico limited liability company
3199 North White Sands Blvd.
Alamogordo, NM 88310

1.21 **Gross Sales Report Address:** Solid CAP Properties, LLC a New Mexico limited liability company
3199 North White Sands Blvd.
Alamogordo, NM 88310

1.22 **Exhibits.** The following Exhibits are attached hereto and made a part hereof:

- 1.22.1 Exhibit A – Site Plan of the Shopping Center
- 1.22.2 Exhibit B – Mall Sign Policy
- 1.22.3 Exhibit C- Designated Parking Area
- 1.22.4 Exhibit D- Demised Premises

Section 2. Demised Premises.

2.1 Letting. Landlord hereby demises and leases to Tenant, and Tenant hereby takes from Landlord, on the terms and conditions herein set forth, the Demised Premises as described in Section 1.1 and shown in Exhibit "A". Landlord shall provide 175 paved parking spaces (in designated area) as shown in Exhibit C and sufficient to comply with the provisions of the zoning ordinance of the City of Alamogordo as well as permit Tenant to use such parking area as shall be provided by Landlord in common with other Tenants of Landlord in said Shopping Center.

2.2 LANDLORD RESPONSIBILITIES. Landlord to construct premises as delineated in Exhibit "A" with one exception. Landlord SHALL NOT be responsible to provide any electrical improvements to the Demised Premises. Landlord shall deliver Internet to the premises. Landlord shall provide four (4) female and two (2) male handicap restrooms to the Demised Premises. All construction shall be completed in a professional manner and in compliance with local codes.

2.3 TENANT RESPONSIBILITIES. Tenant shall provide all FF&E, Internet, phone, PA System, and electrical service improvements to the Demised Premises. These improvements shall be completed in a professional manner and in compliance with local codes.

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

Section 3. Lease Term

The term of this lease shall be for the period designated in Section 1.3 commencing on the Commencement Date and ending on the Expiration Date, unless the Lease Term is sooner terminated as provided in this Lease.

Section 4. Basic Rent and Percentage Rent.

4.1 Basic Rent. Except as otherwise set forth herein, Tenant shall, during the Lease Term, pay Landlord Basic Rent at the rate specified in Section 1.6. Basic Rent shall be paid in equal monthly installments in advance on or before the first day of each and every calendar month during the Lease Term, it being agreed that the foregoing covenant to pay rent is independent of any other covenant or condition herein contained.

4.2 Payment. Tenant shall cause payment of rent or any additional rent, or amounts or charges described in this Lease to be received by Landlord in lawful money of the United States without offset or deduction on or before the day on which it is due. Rent for any period during the term hereof which is for less than one full calendar month shall be prorated based upon the actual number of days of said month. Payment of all rent and other payments shall be made to Landlord at the address set forth in Section 1.18 or to such other persons or place as lessor may from time to time designate in writing. Acceptance of a payment which is less than the amount then due shall not be a waiver of Landlord's rights to the balance due, regardless of Landlord's endorsement of any check so stating.

4.3 Late Payment. If payment is not received within five (5) days, when the same is due and payable, there shall be an administrative charge of ten percent (10%) of the overdue balance. In the event that any check, draft, or other instrument of payment given by Tenant to Landlord is dishonored for any reason, Tenant agrees to pay to Landlord the sum of \$25.00 in addition to any late charges which may be due.

4.4 Cost of Living Increase. The minimum monthly rent shall be subject to increase (but in no event decrease) as set forth in Section 1.7. The base for computing the increase is the Consumer Price Index ("CPI"), All Urban Consumers, U.S. City Average, All Items, 1982-1984 = 100 as published by the United States Department of Labor, or if such index is no longer in use, then such replacement index which is most comparable to the foregoing index as to which the parties shall agree. The CPI for any adjustment date occurring during the Lease Term, or Extension Term as the case may be, shall be the CPI for the calendar month which is two (2) months immediately prior to the calendar month in which the particular adjustment date occurs. Notwithstanding the foregoing Tenant pays no CPI increases for original term of Lease.

4.5 Percentage Rent. Not Applicable

4.6 Gross Receipts: Not Applicable

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

4.7 Audit/Right to Examine Books: Not Applicable

Section 5. Real Estate Taxes, Insurance, and Common Area Maintenance Charges.

Included in base rent

5.1 Real Estate Taxes. Landlord shall timely and fully pay all real estate taxes levied against the Shopping Center. Tenant shall pay Landlord its share of expenses as set forth in Section 1.10.

Real Estate Taxes shall include all real estate taxes and assessments, whether special or general and including any road improvement districts, water improvement district, and any other utility installation hookup, tie in or similar charges or assessments that are levied upon and/or assessed against the Demised Premises or the Shopping Center and/or payable during or with respect to the Lease Term and the costs of professional consultants and/or counsel to analyze tax bills and prosecute any protests, refunds and appeals; provided, that all such payments shall be paid on a cash basis without regard to whether such real estate taxes apply to a period before or after the Lease Term and without regard to whether the Tenant was in possession of the Demised Premises during the time covered by the particular tax statement

5.2 Insurance. Landlord shall timely and fully pay the property and liability and other necessary insurance premiums as required of Landlord to insure the Shopping Center.

5.3 Common Area Maintenance. Landlord shall timely and fully pay the Operating Costs of the Common Facilities.

5.3.1 Exterior Common Area. The term "Exterior Common Area" refers to all areas within the exterior boundaries of the Shopping Center which are now or hereafter made available for general use, convenience and benefit of Landlord and other persons entitled to occupy space in the Shopping Center, which areas shall include but not be limited to parking areas, driveways, open or enclosed malls, sidewalks, landscaped and planted areas, and roofs. The Landlord shall keep or cause to be kept the Exterior Common Area in a neat, clean, and orderly condition, properly lighted and landscaped, and shall repair any damage to the facilities thereof. It is understood and agreed that the expenses associated with the Exterior Common Area as used herein shall be construed to include, but not be limited to, all sums expended in connection and with the Exterior Common Area for all general and repairs; relocation of facilities; resurfacing; painting; striping; restriping; cleaning; snow removal; sweeping and janitorial services; maintenance and repair of sidewalks, curbs and Shopping Center signs, landscaping, irrigation or sprinkling systems; planting and landscaping; lighting and other utilities; directional signs and other markers and bumpers; all roof repairs maintenance and replacement; painting or renovations of the exterior portion of all or any part of the improvements constructed on the Shopping Center; maintenance and repair of any protection systems, lighting systems, storm drainage systems and any other utility systems; all cost or expense incurred by reason of any repairs or modifications to the Shopping Center and/or its improvements and/or for repair on installation of equipment for energy or safety purposes; personnel to implement such services

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

including, if Landlord deems necessary, the cost of a maintenance supervisor and/or the cost of security guards; all costs and expenses pertaining to a security alarm system for the tenants and/or Shopping Center; all costs, expenses, taxes and/or surcharges levied or imposed upon or against the Exterior Common Areas, parking spaces or areas, the Shopping Center and/or Landlord and governmental agency having jurisdiction over the Shopping Center; all costs incurred by Landlord in connection with complying with applicable federal, state, county, borough or municipal laws, ordinances, rules, regulations, directives, orders and/or requirements now or hereafter in force with respect to the Shopping Center and/or its Exterior Common Area; reserves for future maintenance and repair work and reserves for replacement of existing capital improvements in the Exterior Common Area which Tenant authorizes Landlord to use as Landlord deems necessary; personal property taxes on the improvements located on the Exterior Common Area; fees and expenses incurred in managing the Exterior Common Area; fees incurred in the performance, management, and supervision of the Exterior Common Area maintenance services and obligations and/or administering the accounting, bookkeeping and collection of the expenses in connection with the Exterior Common Area (such fees not to exceed fifteen percent (15%) of the pro rata share); and public liability and property damage insurance covering the Exterior Common Area in amounts as required by Landlord. Landlord may cause any or all of said services to be provided by an independent contractor or contractors.

5.3.2 Enclosed Mall Common Area. The Enclosed Mall Common Area is the portion of the Shopping Center which is constructed so that climatic control may be provided therein. The following will apply only to tenants having an entrance onto the Enclosed Mall Common Area. Enclosed Mall Common Area operation and maintenance expenses refers to expenses in connection with the Enclosed Mall Common Area including, but not limited to, the following: capital improvements; reserve for future maintenance, energy, conservation equipment; life safety equipment and maintenance supervisor; utility expenses for lighting and operation of air conditioning and heating equipment; all costs, expenses, taxes and/or surcharges levied or imposed upon or against the Enclosed Mall Common Area, the Shopping Center and/or Landlord and all payments to or for public transit or carpooling facilities or as otherwise required by any governmental agency having jurisdiction over the Shopping Center; all costs incurred by Landlord in connection with complying with applicable federal, state, county, borough or municipal laws, ordinances, rules, regulations, directives, orders and/or requirements now or hereafter in force with respect to the Shopping Center and/or its Enclosed Mall Common Area; plus the costs and expenses incurred by Landlord (including the cost of new equipment and alterations) if Landlord is required by applicable federal, state, county, borough, or municipal laws, ordinances, rules, regulations, directives, orders or requirements now or hereafter in force, to convert or replace any HVAC or utility system or equipment serving the Enclosed Mall Common Area, including but not limited to systems or equipment using the chlorofluorocarbon known as "freon"; personal property taxes on necessary improvements and equipment; premiums on public liability and property taxes on necessary improvements and equipment; maintenance, repair and replacement of mechanical equipment, including automatic doors; purchase and repair of cleaning equipment and lighting fixtures (including replacement of tubes and bulbs), air

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

conditioning and heating equipment; fire sprinkler systems, security alarm systems and all other items of equipment used exclusively in connection with the Enclosed Mall Common Area; planting and landscaping improvements; repair, maintenance and cleaning of the Enclosed Mall Common Area structure including floors, ceilings roof, skylights and windows; personnel to implement such services, including, if Landlord deems necessary, the cost of security guards; fees and expenses incurred in managing the Enclosed Mall Common Area; fees incurred in the performance, management, and supervision of the Enclosed Mall Common Area maintenance services and obligations and/or administering the accounting, bookkeeping and collection of the expenses in connection with the Enclosed Mall Common Area (such fees not to exceed fifteen percent (15%) of the pro rata share); and public liability and property damage insurance covering the Enclosed Mall Common Area in amounts as required by Landlord. Landlord may cause any or all of said services to be provided by an independent contractor or contractors. Anything contained hereinabove to the contrary notwithstanding, all expenses in connection with the original construction and installation of the Enclosed Mall shall be without cost to the Tenant; all other items except as herein enumerated shall be treated as mall operation and maintenance expenses and prorated and paid as provided herein.

5.4 Annual Reconciliation of Charges. On an annual basis, commencing and ending on such dates as may be designated by Landlord, Landlord shall furnish Tenant a written statement covering the accounting period just expired, showing a general breakdown of the total real estate taxes, insurance, and operating costs, the calculated amount of Tenant's Tax Charge, Insurance Charge and Common Area Charges for such accounting period and the payment made by Tenant with respect to such accounting period. If Tenant's Tax Charge, Insurance Charge or Common Area Charges exceeds Tenant's payment with respect to such accounting period, Tenant shall pay Landlord the deficiency within thirty (30) days after the furnishing of said statement: and if said payment exceeds Tenant's Tax Charge, Insurance Charge, and Common Area Charges, Landlord shall pay the Tenant the deficiency within thirty (30) days after the furnishing of said statement. In addition, the Tax Charge, Insurance Charge, and Common Area Charges, provided to be paid in Sections 1.10, 1.11, and 1.12 shall be adjusted on an annual basis and a catch-up billing for the accounting period shall be charged if necessary.

Section 6. Additional Consideration for Execution of Lease. Not Applicable

Section 7. Merchant's Association. Not Applicable

Section 8. Use.

8.1 Use. The Demised Premises are leased to the Tenant for the purpose of conducting a business as set forth in Section 1.17 and for no other purpose. Said use shall be considered to be

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

a material inducement to Landlord's execution of this Lease. Tenant acknowledges that Landlord and other tenants may be substantially damaged by Tenant's failure to conduct its business in a manner consistent with said use or by its use of the Demised Premises for any other than the stated purpose. Tenant shall not permit any new stands, taxi stands or any other stands of business to be operated in front of the Demised Premises.

8.2 Prohibited Uses. Tenant agrees that the said Tenant's business shall be established and conducted throughout the term hereof in a first class manner and that Tenant will not use the Demised Premises for, or carry on or permit upon said Premises, any offensive, noisy or dangerous trade, business, manufacture or permit any auction sale to be held or conducted in or about said Premises and Tenant further agrees that the Demised Premises shall not be used or be permitted to be used in whole or in part in violation of any of the laws, ordinances, regulations or rules of any public authority at any time applicable thereto. Tenant may not sell, serve or permit the use of alcoholic beverages upon the Demised Premises.

8.3 Hazardous Substance. The term Hazardous Substance as used in this Lease shall mean any product, substance, or waste whose presence, use, manufacture, disposal, transportation, or release, either by itself or in combination with other materials expected to be on the Demised Premises, is either: (i) potentially injurious to the public health, safety or welfare, the environment or the Shopping Center, (ii) regulated or monitored by any governmental authority, or (iii) a basis for potential liability of Landlord to any governmental agency or third party under any applicable statute or common law theory. Hazardous Substances shall include, but not be limited to, hydrocarbons, petroleum, gasoline, and/or crude oil or any products, by-products or fractions thereof. Notwithstanding the foregoing, Tenant may use any ordinary and customary materials reasonably required to be used in the normal course of business, so long as such use is in compliance with all county, state, and government regulations.

8.3.1 Tenant Remediation. Tenant shall not cause or permit any Hazardous Substances to be spilled or released in, on, under, or about the Shopping Center (including through the plumbing or sanitary sewer system) and shall promptly, at Tenant's expense, take all investigatory and/or remedial action reasonably recommended, whether or not formally ordered or required, for the cleanup of any contamination of, and for the maintenance, security and/or monitoring of the Shopping Center or neighboring properties, that was caused or materially contributed to by Tenant, or pertaining to or involving any Hazardous Substance brought onto the Shopping Center during the term of this Lease, by or for Tenant, or any third party.

8.3.2 Tenant Indemnification. Tenant shall indemnify, defend and hold Landlord, its agents, employees, lenders and ground lessor, if any, harmless from and against any and all loss of rents and/or damages, liabilities, judgments, claims, expenses, penalties, and attorneys' and consultants' fees arising out of or involving any Hazardous Substance brought onto the Shopping Center by or for Tenant, or any third party (provided, however, that Tenant shall have no liability under this lease with respect to underground migration of Hazardous Substance under the Demised Premises from areas outside of the Shopping Center). Tenant's obligations shall

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

include, but not be limited to, the effects of any contamination or injury to person, property or the environment created or suffered by Tenant, and the cost of investigation, removal, remediation, restoration and/or abatement, and shall survive the expiration or termination of this Lease. No termination, cancellation or release agreement entered into by Landlord and Tenant shall release Tenant from its obligations under this Lease with respect to Hazardous Substances, unless specifically so agreed by Landlord in writing at the time of such agreement.

8.3.3. Landlord Indemnification. Landlord and its successors and assigns shall indemnify, defend, reimburse and hold Tenant, its employees and lenders, harmless from and against any and all environmental damages, including the cost of remediation, which existed as a result of Hazardous Substances on the Shopping Center premises prior to the Commencement Date or which are caused by the gross negligence or willful misconduct of Landlord, its agents or employees.

8.4 Law Compliance. The Tenant shall at his sole cost and expense comply with all of the requirements of all public authorities now in force, or which may hereafter be in force, pertaining to the Demised Premises.

Section 9. Utilities. The Tenant shall pay for all utilities, including electricity, gas, trash, power, telephone service, Internet service, janitorial services and all other services supplied to the said Demised Premises. If any such services are not separately metered to Tenant, Tenant shall pay a reasonable proportion to be determined by Landlord of all charges jointly metered with other premises.

Section 10. Repairs and Maintenance of Demised Premises. Tenant shall at all times keep the Demised Premises, including maintenance of entrances and all partitions, doors, windows, fixtures, equipment and appurtenances thereof (including lighting and plumbing fixtures) in good order, condition and repair (including reasonably periodic painting as deemed necessary by Landlord), damage by unavoidable casualty excepted, except for structural portions of the Demised Premises, which shall be maintained by Landlord, but if Landlord is required to make repairs to structural portions by reason of Tenant's negligent or intentional acts or omission to act, Landlord may add the cost of such repairs to the rent which shall thereafter become due.

10.1 HVAC. It is also agreed that the Tenant will maintain and repair the heating, ventilating, and air conditioning units which service the Demised Premises, including replacement of component parts, and furthermore Tenant shall provide monthly but in no instance less frequently than every three months, maintenance for said heating and air conditioning equipment, evidenced by submitting to the Landlord for his approval an equipment service contract from a qualified heating and air conditioning contractor for said maintenance. Notwithstanding the foregoing Landlord shall ensure that all HVAC systems are in good working condition prior to occupancy by Tenant, thereafter 180 days from the date of occupancy.

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

10.2 Remedy. If Tenant refuses or neglects to repair property as required hereunder to the reasonable satisfaction of Landlord as soon as reasonably possible after written demand, Landlord may make such repairs without liability to Tenant for any loss or damage that may accrue to Tenant's merchandise, fixtures, or other property or to Tenant's business by reason thereof, and upon completion thereof, Tenant shall pay Landlord's costs for making such repairs plus twenty percent (20%) for overhead upon presentation of bill therefor, as additional rent.

Section 11. Surrender at End of Term. Tenant agrees on the last day of said term or sooner termination of this Lease to surrender unto Landlord all and singular said Demised Premises, with said appurtenances in the same condition as when received, reasonable use and wear thereof and damage by fire, act of God or by the elements excepted, and to remove all of Tenant's signs from said Demised Premises.

Section 12. Alterations and Improvements. Tenant shall not make, or suffer to be made, any alterations of the said Demised Premises, or any part thereof, without first having obtained the written consent of the Landlord. Any additions to, or alterations of, the said Demised Premises, except unattached moveable furniture and trade fixtures, shall become at once part of the realty and belong to the Landlord. Tenant shall keep the Demised Premises and the property in which the Demised Premises are situated free from any liens arising out of any work performed, materials furnished, or obligations incurred by the Tenant.

Section 13. Removal of Tenant Property at End of Term. Conditioned upon Tenant being in full and complete performance of all of the provisions of this Lease, Tenant may remove all unattached personal property it may own located on the Demised Premises and the same shall be removed by Tenant at the expiration or termination of this Lease, or any renewal hereof, provided that the same may be removed without damage to the building, and if damage is caused by such removal, Tenant agrees to repair such damage at his own cost forthwith. Any items permanently attached to the Demised Premises by Tenant which cannot be removed without damage to the Demised Premises shall become the property of Landlord upon termination of this Lease.

Section 14. Assignment and Subletting. In the event Tenant proposes to assign or sublet the Demised Premises, Tenant shall give written notice of its intention to do so to Landlord at least thirty (30) days prior to the effective date of any such proposed assignment or subletting, specifying in such notice whether the Tenant proposes to assign or sublet, the proposed effective date thereof, identification of the proposed assignee or sublessee with a description of the proposed assignee's or sublessee's business and personal history. Such notice shall be accompanied by current financial statements prepared by a certified public accountant and shall be accompanied by a copy of the proposed assignment documents, or sublease, or if not available, a letter of commitment or letter of intent setting forth all terms and provisions of the assignment or sublease. Landlord will notify Tenant of its approval or disapproval of the proposed assignment or sublease within a reasonable time, in no event earlier than fifteen (15) days or longer than ninety (90) days, after receipt of such notice and all required documentation

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

as aforesaid. The approval of any assignment or subletting shall be deemed approval only as to the assignment or subletting specified in the notice on the terms and conditions as set forth therein. In no event shall Tenant sublet less than the entire portion of the Demised Premises. For purposes hereof, the term "sublet" or "subletting" includes without limitation any proposed concession, license, hypothecation or mortgage in or to the Demised Premises or any portion thereof or any portion of the Tenant's leasehold interest under this Lease. Landlord shall not unreasonably withhold its approval of Tenant's assignment of this Lease or subletting of the Demised Premises. The factors viewed in determining the reasonableness of Landlord's approval or disapproval of an assignment or subletting and the conditions which may be imposed by the Landlord as part of its consenting thereto shall be as follows:

14.1 Review. Landlord shall have the ability to review, in exercising its reasonable business judgment, the following factors:

14.1.1 The business history of the proposed assignee or subtenant;

14.1.2 The financial worth of the proposed assignee or subtenant shown by certified financial statement prepared in accordance with generally accepted accounting principles consistently applied within ninety (90) days prior to the date of notice of Landlord of the proposed assignment or subletting.

14.1.3 Whether the quality of the merchandising operation then being conducted on the Demised Premises will be adversely affected by the assignment or subletting, and

14.1.4 The character, moral stability and reputation of the proposed assignee or subtenant and that same are at least equal to those of Tenant on the same date the Lease is executed.

14.2 Fees. Tenant shall reimburse Landlord for reasonable attorney's fees and other costs incurred by Landlord in reviewing and processing the assignment of subletting documentation.

14.3 Good Faith. So long as Landlord exercises its good faith efforts in approving or disapproving of a proposed assignment or subletting, Landlord shall not be liable for damages to

Tenant or any other third party, whether or not Landlord's ultimate decision regarding such approval is subsequently determined to be unreasonably withheld.

14.4 Bonus Rent. In the event Tenant shall assign or sublet its interest in the Demised Premises in accordance with the terms of this Lease, then the rent payable hereunder shall be increased effective as of the date of such assignment or subletting to the amount of rent or other consideration (regardless of how described or computed) payable by the subtenant or assignee, to Tenant, directly or indirectly, in excess of the rent payable under the Lease. The rent charged by

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

Tenant under assignment or subletting shall be the fair market rental value of the Demised Premises. In the event, by reason of such assignment or subletting the assignee or subtenant agrees to pay a higher percentage rent to Tenant, directly or indirectly, Tenant shall pay to Landlord such higher percentage rent received. In addition to the foregoing, Tenant agrees that in the event Tenant shall assign its interest in this Lease or sublet the Demised Premises, Tenant shall pay to Landlord immediately following its receipt thereof all consideration received by or payable to Tenant, directly or indirectly, (other than rent which is handled as provided above) for such assignment or subletting, however described.

14.5 Termination. If the Tenant requests Landlord's consent to any assignment or subletting of the Demised Premises, or any portion thereof, Landlord shall have the right, to be exercised by giving written notice to Tenant within ninety (90) days of receipt by Landlord of all documents and information concerning such assignment or subletting as required herein, to terminate this Lease. Landlord's right to terminate this Lease as a result of any proposed assignment or subletting shall not terminate as a result of Landlord's consent or failure to consent to any one or more assignments or sublettings or attempts thereof.

Section 15. Taxes Resulting from Tenant's Property or Improvements. Tenant shall be liable for all taxes levied against personal property and trade fixtures or improvements placed by Tenant in or about the herein described Demised Premises. If any such taxes on Tenant's personal property or trade fixtures or improvements are levied against Landlord or Landlord's property, and if Landlord pays the same, which Landlord shall have the right to do regardless of the validity of such levy, or if the assessed value of the Landlord's Premises is increased by the inclusion therein of a value placed upon such personal property or improvements of Tenant, and if Landlord pays the taxes based on such increased assessment, which the Landlord shall have the right to do regardless of the validity thereof, Tenant, upon demand, shall, as the case may be, repay to Landlord the taxes so levied against Landlord or the proportion of such taxes resulting from such increase in the assessment.

Section 16. Non-Liability of Landlord for Damages. This Lease is made upon the express condition that Landlord is to be free from all liability and claim for damages by reason of any injury to any person or persons, including Tenant, from any cause or causes whatsoever while in, upon or in any way connected with the same Premises or the sidewalks adjacent thereto during the term of this Lease or any extension hereof or any occupancy hereunder. Tenant hereby covenants and agrees to indemnify and hold harmless Landlord from all liability, loss, cost and obligations on account or arising out of any such injuries or losses however occurring.

Section 17. Liability Insurance. Tenant further agrees to take out and keep in force during the life hereof at Tenant's expense public liability insurance in companies and through brokers licensed to do insurance business in the State where the Demised Premises are located to protect against any liability to the public incident to the use of or resulting from any accident, occurring in or around said Premises, including elevators, if any, in the amount of \$500,000.00 to indemnify against the claim of one person and \$1,000,000.00 against the claims of two or more

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

persons; and property damage insurance in limits of \$100,000.00 The said policy shall insure the contingent liability of Landlord, list Landlord as Additional Insured, and said policy, or a certificate of insurance, is to be placed with Landlord. Tenant shall obtain a written obligation on the part of the insurance carrier to notify Landlord in writing prior to any cancellation thereof, and Tenant agrees, if Tenant does not keep such insurance in force and effect, the Landlord may take out the necessary insurance and pay the premium and the payment thereof shall be deemed to be part of the rental and payable as such on the next day upon which rent becomes due. In addition, any establishment serving liquor, beer, wine or any alcoholic beverage whatsoever, must carry and give evidence to the new Landlord of Liquor Legal Liability coverage, and the Landlord is to be an added insured.

Section 18. Insurance Hazards. No use shall be made or permitted to be made of the said Demised Premises, nor acts done, which will increase the existing rate of insurance upon the building in which said Demised Premises may be located, or cause a cancellation of any insurance policy covering said building, or any part thereof, nor shall the Tenant sell, or permit to be kept, used or sold, in or about the Demised Premises, any article which may be prohibited by the standard form of fire insurance policies. The Tenant shall, at his sole cost and expense, comply with any and all requirements pertaining to the Demised Premises of any insurance organization or company necessary for the maintenance of reasonable fire and public liability insurance covering said building and appurtenances.

Section 19. Waste, Quiet Conduct. The Tenant shall not commit, or suffer to be committed, any waste upon the said Premises or any public or private nuisance, or any other act or thing which may disturb the quiet enjoyment of any other tenant, if any there be in the building in which the Demised Premises may be located.

Section 20. Entry by Landlord. The Tenant shall permit the Landlord and his agents to enter into and upon said Demised Premises at all reasonable times for the purpose of inspecting the same or for the purpose of maintaining the building in which the said Demised Premises are situated, or for the purpose of making repairs, alterations, or additions to any other portion of said building, and with such material as Landlord may deem necessary therefor, or for the purpose of posting notices of non-liability for alterations, additions, or repairs or for the purpose of placing upon the property in which the said Demised Premises are located any usual or ordinary "For Sale" signs, without any rebate of rent to the Tenant for any loss of occupation or quiet enjoyment of the Demised Premises thereby occasioned; and shall permit the Landlord, at any time within sixty (60) days prior to the expiration of this Lease, to place upon said Demised Premises any usual or ordinary "To Let" or "To Lease" signs, and to allow prospective tenants or purchasers or applicants to enter and examine said Demised Premises during said last sixty (60) days, or in the event of any emergency Tenant waives any claim to damages, including loss of business, from such entry.

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

Section 21. Landlord to be Held Harmless from Litigation. Tenant agrees that if Landlord is involuntarily made a party defendant to any litigation concerning this Lease or the Demised Premises or the premises of which the Demised Premises are a part by reason of any act or omission of Tenant and not because of any act or omission of Landlord, then Tenant shall hold harmless the Landlord from all liability by reason thereof, including reasonable attorney's fees incurred by Landlord in such litigation and all court costs.

Section 22. Holding Over. Any holding over after the expiration of said term, with the consent of the Landlord, shall be construed to be a tenancy from month to month at a rental of one hundred and twenty five percent (125%) of the then current monthly rental rate, payable monthly in advance, and shall otherwise be on the terms and conditions herein specified, so far as applicable.

Section 23. Insolvency, Receiver. Either the appointment of a receiver to take possession of all or substantially all of the assets of Tenant, or a general assignment by Tenant for the benefit of creditors, or any action taken or suffered by Tenant under any insolvency or bankruptcy act shall constitute a breach of this Lease by Tenant, and the Landlord may at his option terminate this Lease for such breach.

Section 24. Notices. Any notice, demand or communication under, or in connection with, this Lease may be served upon Landlord by personal service, or by mailing the same by registered mail, and/or certified mail in the United States Post Office, postage prepaid, and return receipt requested, and directed to Landlord at the address set forth in Section 1.20 and may likewise be served to Tenant at the address set forth in Section 1.19 or the Demised Premises. Either Landlord or Tenant may change such address by notifying the other party in writing as to such new address as Tenant or Landlord may desire used and which address shall continue as the address until further written notice.

Section 25. Time is of the Essence. Time is hereby expressly declared to be of the essence of this Lease and all of the covenants, agreements, conditions and obligations herein contained.

Section 26. Non-Waiver of Breach. The waiver of Landlord of any breach of any term, covenant or condition herein contained shall not be deemed to be a waiver of such term, covenant or condition or any subsequent breach of the same or any other term, covenant or condition herein contained. The subsequent acceptance of rent hereunder by Landlord shall not be deemed to be a waiver of any preceding breach by Tenant of any term, covenant or condition of this Lease, other than the failure of Tenant to pay the particular rental so accepted, regardless of Landlord's knowledge of such preceding breach at the time of acceptance of such rent.

Section 27. Effect of Exercise of Privilege by Landlord. The exercise of any right or option or privilege hereunder by Landlord shall not exclude Landlord from exercising any and all other rights, privileges and options hereunder and Landlord's failure to exercise any right, option, or

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

privilege hereunder shall not be deemed a waiver of said right, option or privilege nor shall it relieve Tenant from Tenant's obligation to perform each and every covenant and condition on Tenant's part to be performed hereunder nor from damages or other remedy for failure to perform or meet the obligations of this Lease.

Section 28. Right to Effect Tenancies. Landlord reserves the absolute right to effect such other tenancies in the Shopping Center as Landlord, in its sole business judgment, determines best promotes the interests of the Shopping Center. Landlord does not represent, and Tenant does not rely on the possibility, that any specific tenant, kind of tenant, or number of tenants will occupy space in the Shopping Center during the term of the Lease.

Section 29. Warranties and Representations. Landlord and Landlord's real estate brokers make no warranty or representation with respect to any other tenants or users which may or may not construct improvements or occupy or conduct business within the Shopping Center, and Tenant hereby acknowledges and agrees that it is not relying and has not relied on any warranty or representation relating thereto in entering into the Lease.

Section 30. Landlord Enforcement. Landlord is not required to enforce the terms of the Lease against any other tenant of the Shopping Center. Tenant acknowledges that each and every Lease in the Shopping Center is different and that negotiations and circumstances regarding the formation of each Lease, as well as operations thereunder, will vary.

Section 31. Vacating or Abandonment of Demised Premises. The Tenant shall not vacate or abandon the Demised Premises at any time during the term and if Tenant shall abandon, vacate or surrender said Demised Premises, or be dispossessed by process of law, or otherwise, any personal property belonging to the Tenant and left on the Demised Premises shall be deemed to be abandoned, at the option of the Landlord, except such property as may be mortgaged to Landlord, if any.

Section 32. Surrender of Lease Not Merger. The voluntary or other surrender of this Lease by the Tenant, or mutual cancellation thereof, shall not work as a merger and shall, at the option of the Landlord, terminate all or any existing subleases or subtenancies, or may, at the option of the Landlord, operate as an assignment to him of any or all such subleases or subtenancies.

Section 33. Destruction of Premises. In the event of a partial destruction of said Premises during the said term, from any cause, the Landlord shall forthwith repair the same, provided such repairs can be made within one hundred and twenty (120) days under the laws and regulations of State, County or Municipal authorities, and materials and labor are available for such repairs, but such partial destruction shall in no way annul or void this Lease, except that the Tenant shall be entitled to a proportionate deduction of rent while such repairs are being made, such proportionate deduction to be based upon the extent to which the making of such repairs shall interfere with the business carried on by Tenant in said Premises. If such repairs cannot be made

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

in one hundred and twenty (120) days, the Landlord may, at his option, make same within a reasonable time, this Lease continuing in full force and effect and the rent to be proportionately rebated as aforesaid in this paragraph provided. In the event that the Landlord does not so elect to make such repairs within such time, this Lease may be terminated at the option of either party.

In the event that the building in which the Demised Premises may be situated be destroyed to the extent of more than thirty-three and one-third percent (33-1/3%) of the replacement cost thereof, the Landlord may elect to terminate this Lease. A total destruction of the building in which the Demised Premises are situated shall terminate this Lease.

In the event of any dispute between the Landlord and the Tenant relative to the provisions of this paragraph, they shall each select an arbitrator, the two arbitrators so selected shall select a third arbitrator and the three arbitrators so selected shall hear and determine the controversy and their decision thereon shall be final and binding on both the Landlord and Tenant, who shall bear the cost of such arbitration between them.

Section 34. Condemnation. If any part of the Demised Premises shall be taken or condemned for a public or quasi-public use, and a part thereof remains which is susceptible of occupation hereunder, this Lease shall, as to the part so taken, terminate as of the date title shall vest in the condemnor, and the rent payable hereunder shall be adjusted so that the Tenant shall be required to pay for the remainder of the term only such portion of such rent as the value of the part remaining after the condemnation bears to the value of the entire Premises at the date of condemnation; but in such event Landlord shall have the option to terminate this Lease as of the date when title to the part so condemned vests in the condemnor. If all of the Demised Premises, or such part thereof be taken or condemned so that there does not remain a portion susceptible for occupation hereunder, this Lease shall thereupon terminate. If a part or all of the Demised Premises be taken or condemned, all compensation awarded upon such condemnation shall go to Landlord and Tenant shall have no claim thereto, and the Tenant hereby irrevocably assigns and transfers to the Landlord any right to compensation or damages to which the Tenant may become entitled during the term hereof by reason of the condemnation of all or a part of the Demised Premises.

Section 35. Remedies of Landlord on Default. This Lease is made upon the express condition that if default be made in the payment of the rent above reserved, or any part thereof, or if Tenant fails or neglects to perform, meet or observe any of Tenant's obligations hereunder or if Tenant shall abandon or vacate said Demised Premises, in addition to all other available legal rights or remedies, Landlord or the legal representative of Landlord at any time thereafter without notice of demand, may lawfully declare said term ended, and re-enter said Demised Premises or any part thereof, with or without process of law, and expel, remove and put out Tenant or any person or persons occupying said Demised Premises, and may remove all personal property therefrom, and store the same in a public warehouse at the cost of and on the account of Tenant, using such force as may be necessary to again repossess and enjoy the said Demised Premises as before this demise, without prejudice to any remedies which might otherwise be used for arrears of rent or

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

preceding breach of covenant or condition, and without liability to any person for damages sustained by reason of such removal. Landlord may likewise at Landlord's option, but at the cost of Tenant, and in addition to any other remedies which Landlord may have upon such default or failure or neglect and without notice to Tenant petition the Superior Court of the State for, and be entitled as a matter of right to, the appointment of a receiver and said Court may appoint such receiver and vest in him such powers and authority as may be necessary or proper to fully protect all the rights herein granted or reserved to Landlord. Any such receiver may take possession of any personal property belonging to Tenant and used in the conduct of the business then being carried by the Tenant in the said Demised Premises, and may use the same in conducting such business on the Demised Premises, without compensation to the Tenant.

Should Landlord elect to re-enter, as herein provided, or should he take possession pursuant to legal proceedings pursuant to any notice provided for by law, he may in addition to any other remedies Landlord may have upon such default, failure or neglect, either terminate this Lease or he may from time to time, without terminating this Lease, re-let said Demised Premises, or any part thereof, for such term or terms and at such rental or rentals and upon such other terms and conditions as Landlord in his sole discretion may deem advisable with the right to make alterations and repairs to said Demised Premises. Rentals received by Landlord from such reletting shall be applied: first, to the payment of any indebtedness, other than rent, due hereunder from Tenant to Landlord; second, to the payment of rent due and unpaid hereunder; third, to the payment of any costs of such re-letting, including commissions; fourth, to the payment of the cost of any alterations and repairs to the Demised Premises; and the residue, if any shall be held by Landlord and applied in payment of future rent as the same may become due and payable hereunder. Should such rentals received during any month be less than that agreed to be paid during that month by Tenant hereunder, then Tenant shall pay such deficiency to Landlord. Such deficiency shall be calculated and paid monthly. No such re-entry or taking possession of said Demised Premises by Landlord shall be construed as an election on his part to terminate this Lease unless written notice of such intention be given to Tenant or unless the termination thereof be decreed by a court of competent jurisdiction. Notwithstanding any such re-letting without termination, Landlord may at any time thereafter elect to terminate this Lease for such previous breach. Should Landlord at any time terminate this Lease for any breach, in addition to any other remedy he may have, he may recover from Tenant all damages he may incur by reason of such breach, including the cost of recovering the Demised Premises and including the worth at the time of such termination of the excess, if any, of the amount of rent and charges equivalent to rent reserved in this Lease for the remainder of the stated term, all of which amounts shall be immediately due and payable from Tenant. No notice of the exercise of any election given Landlord herein need be given.

35.1 Attorney's Fees on Default. In the event that Landlord brings an action against Tenant for the recovery of any rent due under the provisions of this Lease, or because of the breach of any other covenant herein contained, on the part of the Tenant to be kept or performed, or to enforce any of the terms hereof, or commences a summary action under the Unlawful Detainer Act of the state where the Demised Premises are located for the forfeiture of this Lease

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

and the possession of said Demised Premises, or either of them, or if Tenant brings an action against Landlord, Tenant agrees to pay to Landlord such attorney's fees and expenses as the court may deem reasonable, and the right to such attorney's fees and expenses shall be deemed to have accrued on the commencement of such action and shall be enforceable whether or not such action is prosecuted to judgment, and if prosecuted to judgment, such fees shall be included in said judgment.

Section 36. Signs. The Tenant shall not place or permit to be placed any protecting sign, marquee or awning on the front of the said Demised Premises, nor place any signs upon the stairs, hallways, vestibules and entrance doors, where such are used in common with Landlord or other tenants, nor upon the windows or the sidewalks adjacent to said Demised Premises, without the written consent of the Landlord, except as specifically provided otherwise herein. The Tenant, upon request of the Landlord, shall immediately remove any sign or decoration which the Tenant has placed or permitted to be placed in, on, or about the front of the Demised Premises and remove the same. The Landlord has reserved the exclusive right to the exterior sidewalls, rear wall and roof of said Premises, and the Tenant shall not place or permit to be placed upon the sidewalls, rear wall or roof, any sign, advertisement or notice without the written consent of the Landlord. See attached Exhibit "B."

Section 37. Street, Sidewalks, Walkways and Entrances. No space attached or appurtenant to or connected with the Demised Premises lying in, upon or under any public street or highway or any other public or quasi-public property is included in this demise and the Landlord shall not be liable for, nor shall this Lease be affected by any interference with or taking of the whole or any part thereof, nor shall there be any abatement of rent to any such taking or interference. Tenant shall not use or permit any use of the sidewalks, walkways on the Demised Premises, or street in front of, or entrances to, or exits from, or vestibules in said Premises, except for ordinary and usual ingress and egress to and from said Premises.

Section 38. Subordination. Tenant agrees at any time or from time to time upon request of Landlord to execute and deliver any instruments necessary to cause this Lease to be subordinate to any mortgage, deed of trust or other instrument of security now, which in the future may be, or which is about to be placed on said Premises and Tenant hereby appoints Landlord and Tenant's attorney in fact, irrevocably, to execute and deliver such instruments.

Section 39. Manner of Conducting Business. Tenant shall continuously during the entire term hereof, conduct and carry on his business in the Demised Premises and shall keep said Demised Premises open for business and cause said business to be conducted thereon during each and every business day for such number of hours each day as is customary for businesses of like character to be open for business as determined by Landlord; provided however, that this provision shall not apply if the Demised Premises shall be closed and the business of Tenant therein shall be temporarily shut down on account of strikes, lock-outs, or causes beyond the control of the Tenant, or for not more than three (3) days out of respect to the memory of any deceased officer or employee of Tenant.

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

Section 40. Binding on Successors. The covenants and conditions herein contained shall, subject to the provisions as to assignments, apply to and bind the heirs, successors, executors, administrators and assigns of all the parties hereto; and all the parties hereto shall be jointly and severally liable hereunder.

Section 41. Relocation of Demised Premises. Landlord shall have the right to relocate the Demised Premises to another part of the Shopping Center in which the Demised Premises are located in accordance with the following:

41.1 Written Notice. Landlord shall notify Tenant in writing of its intent to relocate Tenant's Demised Premises at least One hundred eighty (180) days in advance. Tenant shall have thirty (30) days in which to provide Landlord with its written notice of its acceptance of said relocation. If, in Tenant's sole business judgment, the proposed relocated premises is not suitable for Tenant's business. Tenant may reject said relocation by providing written notice thereof. Within fifteen (15) days, of Landlord's receipt of Tenant's rejection of the proposed relocate Tenant or, in the alternative, terminate Tenant's Lease. If Landlord shall elect to terminate Tenant's Lease, Tenant shall be given One hundred twenty (120) days within which to vacate the Demised Premises. Tenant shall be responsible for rent and all charges in accordance with this Lease up to the date of vacating the Demised Premises.

41.2 New Premises. The new premises shall be substantially the same in size as the Demised Premises unless otherwise mutually agreed to by Landlord and Tenant. The new premises shall be substantially constructed in accordance with the Tenant improvements that existed in the old Premises at Landlord's sole cost and expense. This shall include all ceilings, walls, partitions, electrical systems, plumbing, restrooms and floor coverings, if any, that existed in the previous Premises. If Tenant desires to upgrade any of the Tenant improvements over that which existed in Tenant's previous Premises or change the interior layout which results in additional costs, such upgrades or additional costs shall be at Tenant's sole cost and expense.

41.3 Relocation. The physical relocation of Tenant's trade fixtures and inventory shall take place on a weekend and shall be completely accomplished (if possible) before the Monday following the weekend in which the relocation takes place. If the physical relocation has not been completed in that time, rent shall abate in full from the time the physical relocation should have been completed to the time it is completed. All costs incurred by Tenant in moving and relocating its trade fixtures and inventory of the new premises shall be paid by Landlord, in sum not to exceed Two Thousand (\$2,000) dollars. Landlord shall not have the right to relocate the Demised Premises more than one (1) time during the term.

41.4 Rent Adjustment. If the Premises are smaller than the Premises as they existed before the relocation, rent shall be reduced to a sum computed by multiplying the rent provided for in this agreement by a fraction, the numerator of which shall be the total number of square feet in the relocated Premises, and the denominator of which shall be the total number of square feet in the Premises before relocation.

LEASE AGREEMENT

*Solid CAP Properties, LLC.
White Sands Mall*

41.5 Amendment. The parties shall immediately execute an amendment to this Lease stating the relocation of the Premises and the reduction of rent, if any.

Section 42. Continued Occupancy. Not Applicable

Section 43. Integration. It is understood that there are no oral or written agreements or representations between the parties hereto affecting the Lease, and that the Lease as amended supersedes, cancels and merges any and all previous verbal or written negotiations, arrangements, representations, brochures, displays, models, photographs, renderings, floor plans, elevations, projections, estimates, agreements and understandings, if any, made by or between Landlord and Tenant, and their agents, with respect to the subject matter thereof, and none such shall be used to interpret, construe, supplement, or contradict the Lease. The Lease, and all amendments hereto, is and shall be considered to be the only agreement between the parties and their representatives and agents. There are no other representations or warranties between the parties and any and all reliance with respect to representations shall be solely based upon the representations and agreements contained in the Lease.

Section 44. Captions/Entire Agreement. The titles or headings to the paragraphs of this Lease are not a part of this Lease and shall have no effect upon the construction or interpretation of any part thereof. This Lease contains the entire agreement between the parties and cannot be amended or modified except by a written agreement executed by the party to be charged with any amendment or modification.

Section 45. No Partnership. It is understood and agreed that the fixing of a portion of the rental on a percentage of the sales of the business to be done by Tenant does not create a partnership or joint venture relationship between the parties hereto; that Landlord assumes no liability hereunder for the operation of the business of Tenant; and that the provisions with reference to rents herein are for the sole purpose of fixing and determining the total rents to be paid by Tenant to Landlord.

Section 46. Applicable Law. This Lease shall be governed by the laws of the State of New Mexico.

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

Section 47. Dispute Resolution. In the event that a dispute arises under this Lease, the venue for resolution of any dispute shall be Otero County, New Mexico.

Section 48. Broker Fee. Landlord and Tenant agree there is no brokerage involvement in this transaction.

Section 49. Contingency. **ALL PARTIES SOLELY AND EXPRESSLY AGREE IF LEDA** funds for Tenant Improvement are not approved by Otero County, both parties will consider the lease **NULL & VOID** , and will part mutually with no further obligations or considerations.

Executed on: _____

By: Solid CAP Properties, LLC. - Landlord

By: _____ Date: _____
Fred Griffith
Owner/Member

Tenant: **TLC & Associates**

Signature: _____ Date: _____
Thomas Cardella
CEO, Founder and President

LEASE AGREEMENT
Solid CAP Properties, LLC.
White Sands Mall
EXHIBIT “A”

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

EXHIBIT “B”

MALL SIGN POLICY

These criteria have been established for the purpose of assuring an outstanding shopping center and for the mutual benefit of all tenants. Conformance will be strictly enforced, and any nonconforming or unapproved signs must be brought into conformance at the expense of the Tenant.

1. General Requirements:

- a) Each Tenant shall submit or cause to be submitted to Landlord for approval before any fabrication detailed drawings indicating the location, size, layout, design and color of the proposed signs, including all lettering and/or graphics.
- b) Tenant shall obtain at its expense permits for signs and their installation and signs shall conform to all local building and electrical codes, meet UL specifications and conform with all applicable city sign regulations and ordinances.
- c) All signs shall be constructed and installed at the Tenant's expense.
- d) Electrical services to all signs shall be on the Tenant's meter.
- e) No animated, flashing or audible signs will be permitted.
- f) Exposed lamps and/or tubing will not be permitted. All cabinets, conductors, transformers and other equipment shall be concealed.
- g) No pylon type signs will be permitted for individual tenants.
- h) All signs must be of permanent material.
- i) Signs for stores of 30,000 square feet or more shall be negotiated on an individual basis.

2. Interior Signs:

- a) All signs will be composed of individual channel type letters and/or numbers and will be limited to Tenant's trade name. Landlord reserves the right to make exceptions to this rule for national or regional chains that already have established sign criteria.

LEASE AGREEMENT

Solid CAP Properties, LLC.

White Sands Mall

EXHIBIT "B" CONTINUED

- b) All individual letters, numbers or logo shall be internally illuminated by neon tubes or lamps.
 - c) All neon lighted letters shall be double tubed with transformers not to exceed 30 M.A. rating.
 - d) All signs shall not exceed 15" in height. Overall length of signs shall not exceed 2/3 of the leased frontage.
 - e) The bottom edge of all signs shall be located no lower than 8'0" above finished floor lines.
 - f) No box or cabinet signs shall be permitted. No painted signs on the front of show windows are permitted. No paper signs, stickers, banners or flags are permitted without prior written permission from Landlord.
3. Exterior Signs:
- a) Signs will have individual illuminated letters mounted to a raceway. Letters to be 5" deep pan channel with plexiglass faces and neon illumination. Color of signs to be approved by Landlord.
 - b) All signs shall not exceed 24" in height. Overall length of signs shall not exceed 3/5 of the leased frontage.
 - c) No sign shall project beyond the top or bottom edge of the sign strip area. No sign shall set on or hang below the canopy edge.
 - d) All electrical must be concealed in raceway. Raceway must be painted to match building.
 - e) Tenant is required to paint the remote exposed raceway to match the color of the surrounding area and to make any repairs or patch existing holes in the sign fascia.
 - f) No box or cabinet signs shall be permitted. No painted signs on the exterior surface of any building are permitted. No roof top signs are permitted.
 - g) Variance from the above restrictions will not be allowed without the prior written consent of Landlord.



Inbound Business-to-Consumer

A Study in High-end Retail Sales & Service

Managing Multiple Metrics to Achieve Optimal
Balance Between Call Center Productivity,
Customer Experience and ROI



This case study illustrates an inbound business-to-consumer program for a client in the retail industry where our team was responsible for handling calls for merchandise sales, order inquiries and customer service questions. We began our relationship with this high-end retailer of men's and women's clothing in October 2008 as one of two outsourced service providers providing inbound sales and customer care. In addition to outsourcing a portion of their inbound volume, they operate an in-house call center. In order to grow our portion of this business, we needed to not only beat out the incumbent vendor, but also prove that as an

outsourcer we could compete on all levels with their in-house facility.

■ The client felt they could boost ROI on their spend for outsourced customer care, provided overall quality was not jeopardized in any way. ■

The company was very concerned about quality and maintaining a high level of customer service from their

vendor providers. Their brand integrity was key to their success and they were unwilling to compromise that for any reason. However, they were not entirely happy with the incumbent vendor and were looking to maximize efficiency with their inbound calling programs. They felt they could boost ROI on their spend for outsourced customer care, provided overall quality was not jeopardized in any way.

Program Overview

Success Rated on Multiple Metrics

Calls came to us from a variety of sources: catalog promotions, web orders that required additional telephone support, and calls from their brick and mortar stores when an item that was not in stock there had to be ordered via the call center and then shipped to the customer. In addition to maintaining a high level of customer service, our goal for every telephone interaction was to sell additional items that would be appropriate given what the customer was ordering—up-selling on the telephone was key. The client also wanted us to promote the store-branded credit card to the caller as a way to pay for the transaction. The client had determined that over time, store-branded credit card shoppers spent more and were more loyal to the brand.

The client evaluated the success of the program first and foremost in terms of customer satisfaction, and implemented their own proprietary method of evaluating call quality in order to measure the overall customer experience (IQA). Additional metrics tracked included the average handle time (AHT), percentage of the customers converted to the store-branded credit card (CCC), average dollar sale of the transaction (ADS), and how well the call centers were able to ramp staff up and down to handle the seasonality of their sales (SCH).

The client came to us because they were unhappy with the performance of their current vendor on a number of key metrics. They also knew of Tom Cardella's uncompromising approach to quality first hand, having worked with Tom at Access



Implementation Tactics

Training, Tracking, Focus

The Client's benchmark metric for success was the overall customer experience and therefore customer satisfaction ratings were critical. In addition, like most businesses today, they wanted to keep their costs in line by reducing the average handle time, but were not willing to sacrifice quality to achieve it. When we started the program, their target average handle time (AHT) was between 7 and 7 ½ minutes. Our mean AHT after the first month of calling was 7:21, beating the incumbent as well as the in-house center.

Within six months, we had demonstrated that an AHT goal of 6:30 was entirely possible without compromising quality, and had taken over all the outsourced volume, knocking the incumbent vendor out of the mix entirely. We also showed an ability to compete at an equal or better level with the company's in-house service center across all other KPI metrics. During the initial six-month time frame, we were ramped up to a consistent level of 20 FTEs—successfully boosting that number to as high as 40 FTEs as seasonality/promotional schedules required—without compromising the high level of customer satisfaction required by this client.

The key to successfully lowering the AHT while maintaining quality was training, coaching and an ongoing commitment to continual process improvement. Initial program training emphasized the need to maintain a sharp focus on the call at all times, and use any “down” time to discuss other items that could be of interest to the caller. Agents became adept at using lags in conversation to up-sell additional merchandise or introduce the store-branded credit card as a payment

■ Initial program training emphasized the need to maintain a sharp focus on the call at all times and use any “down” time to discuss other items that could be of interest to the caller. ■

option. Agents were able to share their strategies for maintaining this sharp focus daily during their pre-shift meetings and floor managers

were able to use them as coaching tools with other teams. Part of an Agent's compensation is linked directly to performance, so daily awareness of goals and opportunity areas is crucial for individual success. While there is definitely an atmosphere of friendly competition, Agents are closely aligned as a team and believe in helping each other so the team can succeed as a whole.

Another key factor contributing to the success of the program is the enthusiasm and dedication of the frontline inbound team. In order to fully brand the team with the client, a specific area of the call center floor was designated for them, including a space for mannequins dressed in the client's most seasonal or hot-test items. This allowed the team to see the clothes, witness the workmanship and fabric quality, which they could then communicate to the customer.



Space was also allocated to set up a "Mock Store" so that employees—particularly during training sessions—could spend time with the product and at times even try on the clothing. Team members were not hired as "sales agents" but as "personal shoppers" with the goal of completely outfitting the customer at the other end of the telephone. In addition, all members of the inbound service team are entitled to a substantial discount on the client's clothing, which further connects them to the product.

By enabling the team to fully identify with the company brand, we delivered a satisfying customer experience. Through training and resource allocation, we were able to communicate our own enthusiasm and passion for the client's brand, helping to cement brand loyalty in the minds of their customers—and netting us all of the client's outsourced call volume.

Seamless Extension

Flexible Technology, Daily Analysis Keys to Success

Technology played an important role as it allowed our team to be perceived as a seamless extension of our client's in-house service center; their customer would have no indication that they were calling an outsourced service center as opposed to their in-house facility. Specifically, when the call needed to be

transferred into another department at the client's location, the warm transfer included any relevant customer history, minimizing inconvenience to the customer.

■ Any negative trending needed to be reversed quickly and dealt with prior to the next calling shift.

In addition, because so many program metrics needed to be tracked on a daily basis (it would not make sense to work on lowering AHT if quality suffered or if the average dollar sale or credit card conversion rate fell significantly below goal) internal reporting needed to be modified so that these critical KPIs could be monitored near real-time. Any negative trending needed to be reversed quickly and dealt with prior to the next calling shift. Having this critical data at hand in such a timely manner allowed for clearer communication between trainers, quality assurance reps, floor managers and team mentors so that all Agents could be made aware of an issue and corrective action could be implemented. In addition to our KPI results, our technology was one of the reasons we were able to beat out the competing vendor; the client felt our technology was more flexible and state-of-the-art than the incumbent's.

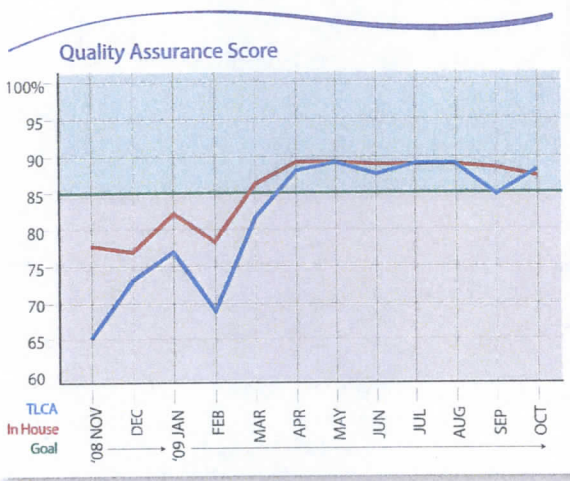
The ongoing training and coaching has allowed our team to surpass the 6-minute AHT goal and reset the new goal between 5 and 5 ½ minutes. For the last seven months, we have consistently beat the in-house contact center on AHT while maintaining the quality score at or above goal with strong results for average dollar sale and credit card conversions, all while meeting the challenge of staffing a program with seasonal fluctuations.



Program Results

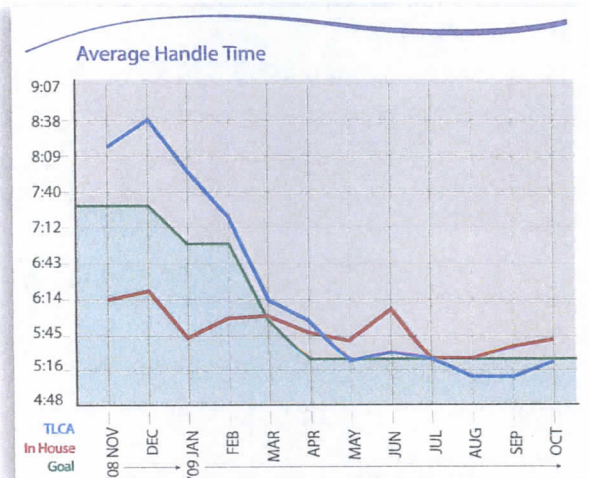
Overall Customer Experience

The quality of this program was evaluated according to the same procedure as any other program at Thomas L. Cardella & Associates in terms of call monitoring, but the only score that mattered was the grade determined by the client. They measured program quality according to their own criteria and assigned a grade to represent the overall customer experience. They utilized real-time blind monitoring and had access to every digitally recorded call, which was posted on an FTP site for easy download. Calls could be selected by type or by specific Agent handling the call. While the quality score was provided to us by the client, all the other results were tabulated through the ACD and other reporting systems in place for this program. The chart to the left shows the actual quality scores (IQA) received by the client since the program began. During the first few months of calling, our quality scores were below goal, but through a daily commitment to pinpoint and coach specific opportunity areas—Agent by Agent—we were able to bring that score up to goal, and have exceeded it ever since, showing we can provide the same quality as the in-house center.



Average Handle Time

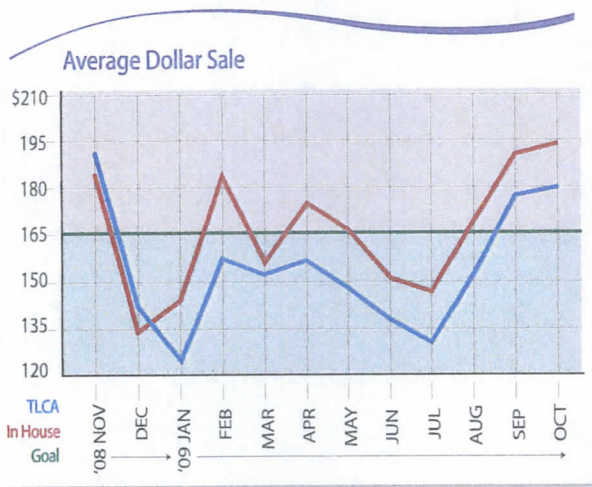
As stated, the client was looking to reduce their average handle time (AHT) as a way to improve productivity and boost the ROI on their outsourcing costs. For example, when AHT is 7.5 minutes, eight calls are being handled for every hour paid to the vendor. The goal for the average dollar value of every call is \$165, which translates into an average, per-hour client revenue amount of \$1320. When AHT is reduced to 5 minutes, twelve calls per hour are now being handled delivering an average, per-hour client revenue amount of \$1980. Not only is the client getting a 50% better return on their outsourced investment when AHT is reduced, but they are also boosting revenue-per-hour by the same percentage. Because we were able to achieve this goal without compromising the quality of the customer experience, we delivered a significant improvement in ROI to the client. The chart above shows the actual data for AHT trending since we began the program.





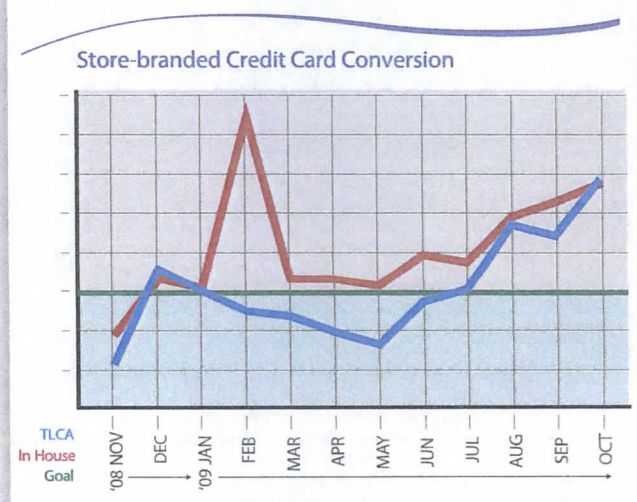
Two Key Revenue Metrics

Two key success metrics in terms of revenue to the client were average dollar sale (ADS) and store-branded credit card conversion (CCC) rates. We understood that while we could deliver a quality customer experience and boost the client's ROI by reducing AHT, if we were not able to sell the product and create long-term customer value, we would not be successful in the long term. We realized we had some challenges in this area, particularly given the economic climate of the last twelve months. In addition, ADS results were slightly skewed in favor of the in-house center because some of the largest sales—wedding-related apparel and bridal registries—were routed to that center automatically.



In spite of the results being slightly skewed, the graph on the left shows that the TLCA team was never very far behind the in-house center in terms of ADS. The team never lost focus on the need to up-sell. Because they had access to the product, were able to buy items at a discount, and took incredible pride in being part of this client's brand, their enthusiasm for this particular clothing line was genuine. Training included a great deal of specific product knowledge so Agents were able to truly function as personal shoppers to the callers. They could convey with conviction the quality of the merchandise and recommend coordinating items with confidence as to color and fit.

The ability of the Agent to engage the caller in a satisfying overall experience was critical to converting them to the use of the private-label credit card, which translated into higher revenues for the client and increased brand loyalty. The client estimates that cardholders spend 30% more than non-cardholders each year. Last year it was estimated that cardholders spent \$600 more than non-cardholders so this metric can have significant impact on the client's future revenues.

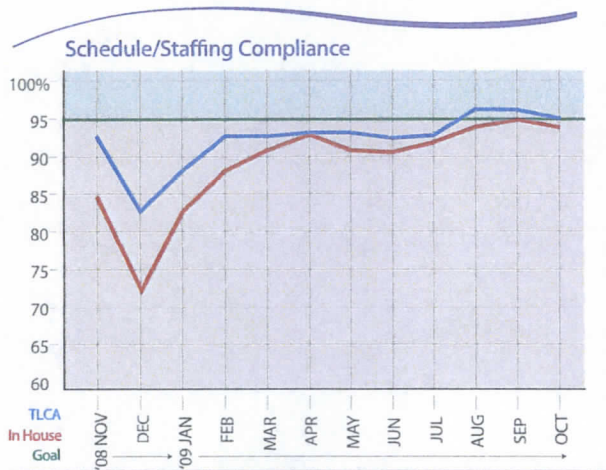




Staffing Requirements

The final key metric we had to manage was the ability to manage the ups and downs of program staffing requirements (SCH). In addition to the seasonality of the client's industry, staffing adjustments were required following heavy promotions. Staffing to the com-

pliant level was critical because if callers were unable to get through to place orders in a timely manner they would undoubtedly shop elsewhere. Not only would the client experience the loss of revenue for that sale, but there is truly no way of knowing the value of the lost opportunity in terms of future sales, customer loyalty and brand integrity. The client would not want to risk the perception in the marketplace that trying to order from them over the phone was difficult, time consuming or inconvenient. The chart on the left shows trending toward above-goal compliance since August and within 5% of goal since March. Our performance closely matches the in-house data here, although it clearly shows that our team has a better compliance record, beating the in-house results since we came on board.



Final Analysis

Productivity without Sacrifice

The enthusiasm of the inbound service team, the technology deployed, and the solid history of performance both in terms of quality and AHT were factors directly affecting the high customer satisfaction ratings our team received, and had the added benefit of demonstrating to the client that they could reduce their cost per call without sacrifice to the overall customer experience.

In addition, our team demonstrated the ability to deliver better ROI for the client's outsourced investment while performing near or above goal for the other key success metrics for this program (ones that could significantly impact client revenue) average dollar sale, credit card conversion and staffing compliance. Thus, their ROI was higher with TLC & Associates than the previous vendor, which resulted in our selection as sole outsourced partner. The last outsourced vendor we displaced had been a long-term partner, operating on a virtual call center model. Their pricing was very competitive, yet we could demonstrate higher ROI to the client with a lower cost per call.



The chart below compares the incumbent's results for September and October 2008 with our results for September and October 2009, demonstrating that we are exceeding their results significantly. While the increase in revenue to the client can be clearly measured (Calls Per Hour multiplied by Average Dollar Sale and adding a value for the Credit Card Conversion metric), it is hard to quantify the total impact the incumbent's below-goal results for Quality and Schedule Compliance would have had in terms of lost opportunity to the client.

	Time Frame	Quality	Average Handle Time	Calls Per Hour	Average Dollar Sale	Credit Card Conversions	Schedule Compliance
Incumbent Vendor	Sep - '08	67%	9:29	6.33	\$157	1.86%	78%
	Oct - '08	69%	8:09	7.36	\$157	2.53%	78%
TLCA	Sep - '09	84%	5:45	10.43	\$176	4.37%	96%
	Oct - '09	88%	5:56	10.11	\$180	5.85%	85%

Post Script

This program continues to operate today and trending for the TLCA team over the last few months has shown improvement in all areas. We are in the process of ramping up for the holiday season, typically one of this client's busiest times. We believe that we can only improve in our ability to consistently deliver the best return possible for this client's outsourced contact center investment as we continue this program in the months ahead.

		Quality Scores			Schedule Compliance			Average Handle Time			Average Dollar Sale			Credit Card Conversion		
		TLCA	In House	Goal	TLCA	In House	Goal	TLCA	In House	Goal	TLCA	In House	Goal	TLCA	In House	Goal
2009	September	84%	88%	85%	95.84%	94.61%	95%	5:45	6:20	5:30	\$175.35	\$188.70	\$165	4.37%	5.42%	3%
	October	88%	87%	85%	94.77%	93.46%	95%	5:56	6:25	5:30	\$180.15	\$194.12	\$165	5.85%	5.77%	3%

Trending over the last two months has shown that all program KPIs are at goal (or nearly), some exceeding goal and in a few instances are beating the in-house result.

We have recently received a Silver MVP for the success of the inbound sales and service program highlighted in this case study. Every year, *Customer Interactions Solutions* magazine recognizes companies that have exemplified the highest commitment to quality, excellence and customer service. This is the second recognition for quality the company has received since 2007.



Contact Center Specialists

EXECUTIVE SUMMARY

A REPORT OF THE ECONOMIC IMPACT OF SCORE IN ALAMOGORDO, NM

January 22, 2018

Prepared by:
Ryan Eustice
New Mexico Economic Development Department
Joseph Montoya Building
1100 S. St. Francis Drive
Santa Fe, New Mexico 87505



Prepared using Total Impact



PURPOSE & LIMITATIONS

This report presents the results of an analysis undertaken by the New Mexico Economic Development Department using Total Impact, an economic and fiscal impact analysis tool developed and supported by the Austin, TX based economic consulting firm, Impact DataSource.

The Total Impact model is a customized software program licensed to the New Mexico Economic Development Department. The model includes estimates, assumptions, and other information developed by Impact DataSource from its independent research effort detailed in New Mexico Economic Development Department's Total Impact User Guide.

The analysis relies on prospective estimates of business activity that may not be realized. New Mexico Economic Development Department made reasonable efforts to ensure that the project-specific data entered into the Total Impact model reflects realistic estimates of future activity.

No warranty or representation is made by New Mexico Economic Development Department or Impact DataSource that any of the estimates or results contained in this study will actually be achieved.

CONTENTS

Economic Impact	
Introduction.....	4
Description of the Project.....	4
Economic Impact Overview.....	4
Fiscal Impact	
Fiscal Impact Overview.....	6
State of New Mexico.....	7
Alamogordo.....	8
Otero County.....	9
Alamogordo Public Schools.....	9
Other Taxing Districts.....	10
Public Support	
City Non-Tax Incentives.....	11
Methodology	
Overview of Methodology	14
About Impact DataSource.....	16

Introduction

This report presents the results of an economic impact analysis performed using Total Impact, a model developed by Impact DataSource. The report estimates the impact that a potential project in the Alamogordo may have on the state and local economy and estimates the costs and benefits for the state and local taxing districts over a 10-year period.

Description of the Project

Project Score is looking to open a call center in Alamogordo, New Mexico in 2018. The company is planning to hire 240 employees in two year and invest heavily in IT equipment and furniture.

Economic Impact Overview

The Project's operations will support employment and other economic impacts in the state. The 240.0 workers directly employed by the Project will earn approximately \$20,000 per year initially. This direct activity will support 105.3 indirect and induced workers in the state earning \$24,000 on average. The total additional payroll or workers' earnings associated with the Project is estimated to be approximately \$72.4 million over the next 10 years.

Accounting for various taxable sales and purchases, including activity associated with the Project, worker spending, and visitors' spending in the state, the Project is estimated to support approximately \$79.4 million in taxable sales over the next 10 years.

Table 1. Economic Impact Over the Next 10 Years Statewide

	Direct	Indirect & Induced	Total
Economic output generated by direct, indirect, and induced activity	\$165,897,782	\$124,721,953	\$290,619,735
Number of permanent direct, indirect, and induced jobs to be created	240.0	105.3	345.3
Salaries to be paid to direct, indirect, and induced workers	\$47,418,620	\$24,980,129	\$72,398,749
Taxable sales and purchases	\$72,563,268	\$6,866,116	\$79,429,384

The project is not expected to result in a consequential increase in the state's population. A majority of newly hired employees would likely be current New Mexico residents. However, it is estimated that approximately 20.0% of the new direct workers may be new residents to Otero County. The local population impacts may result in new residential properties constructed in the county and increase the enrollment of local public schools.

Table 2. Population Impacts Over the Next 10 Years for the County

	Direct	Indirect & Induced	Total
Number of direct, indirect, and induced workers who will move to the County	48.0	10.8	58.8
Number of new residents in the County	124.8	28.1	152.9
Number of new residential properties to be built in the County	4.8	1.1	5.9
Number of new students expected to attend local school district	24.1	5.4	29.5

The Project is estimated to support an average of approximately \$0.2 million in new non-residential taxable property each year over the next 10 years. The taxable value of property supported by the Project over the 10-year period is shown in the following table.

Table 3. Value of Taxable Property Supported by the Project Over the Next 10 Years

Year	New Residential Property	The Project's Property				Total Residential & Nonresidential Property
		Land	Buildings & Other Real Prop. Improvements	Furniture, Fixtures, & Equipment	Subtotal Nonresidential Property	
1	\$61,080	\$0	\$0	\$400,000	\$400,000	\$461,080
2	\$148,832	\$0	\$0	\$360,000	\$360,000	\$508,832
3	\$151,808	\$0	\$0	\$320,000	\$320,000	\$471,808
4	\$154,844	\$0	\$0	\$280,000	\$280,000	\$434,844
5	\$157,941	\$0	\$0	\$240,000	\$240,000	\$397,941
6	\$161,100	\$0	\$0	\$200,000	\$200,000	\$361,100
7	\$164,322	\$0	\$0	\$160,000	\$160,000	\$324,322
8	\$167,609	\$0	\$0	\$120,000	\$120,000	\$287,609
9	\$170,961	\$0	\$0	\$80,000	\$80,000	\$250,961
10	\$174,380	\$0	\$0	\$80,000	\$80,000	\$254,380

The taxable value of residential property represents the value of properties that may be constructed as a result of new workers moving to the community.

This analysis assumes the residential real property appreciation rate to be 2.0% per year. The Project's real property is assumed to appreciate at a rate of 2.0% per year. The analysis assumes the Project's furniture, fixtures, and equipment will depreciate over time according to the depreciation schedule shown in Appendix A.

Fiscal Impact Overview

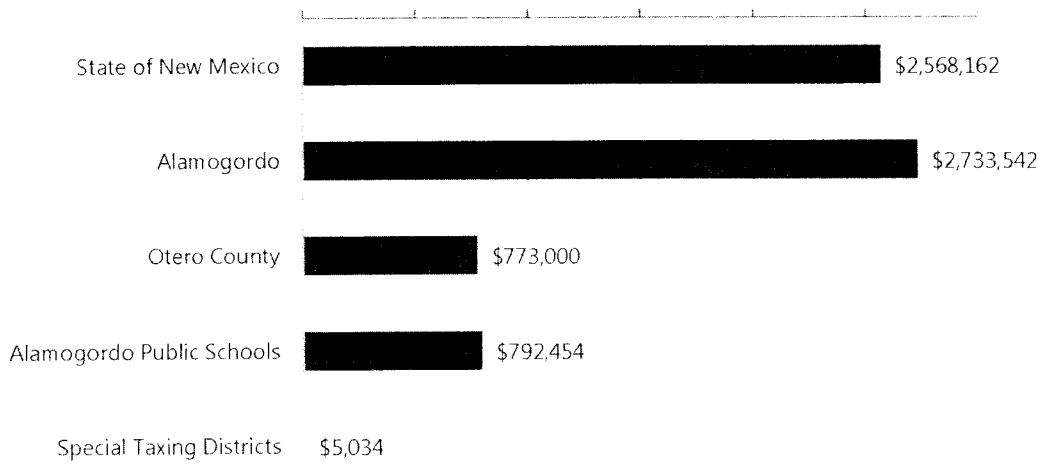
The Project will generate additional benefits and costs for local taxing districts, a summary of which is provided below. The source of specific benefits and costs are provided in greater detail for each taxing district on subsequent pages. Overall, the City will receive approximately \$2,733,500 in net benefits over the 10-year period and the Project will generate \$6,872,200 in total for all local taxing districts.

Table 3. Fiscal Net Benefits Over the Next 10 Years for the State and Local Taxing Districts

	Benefits	Costs	Net Benefits	Present Value of Net Benefits*
State of New Mexico	\$11,419,950	(\$8,851,788)	\$2,568,162	\$1,993,811
Alamogordo	\$4,084,505	(\$1,350,963)	\$2,733,542	\$2,088,723
Otero County	\$1,206,522	(\$433,522)	\$773,000	\$592,234
Alamogordo Public Schools	\$1,576,962	(\$784,508)	\$792,454	\$599,095
Special Taxing Districts	\$5,034	\$0	\$5,034	\$4,027
Total	\$18,292,973	(\$11,420,782)	\$6,872,191	\$5,277,890

* The Present Value of Net Benefits expresses the future stream of net benefits received over several years as a single value in today's dollars. Today's dollar and a dollar to be received at differing times in the future are not comparable because of the time value of money. The time value of money is the interest rate or each taxing entity's discount rate. This analysis uses a discount rate of 5% to make the dollars comparable.

Figure 1. Net Benefits Over the Next 10 Years for the State and Local Taxing Districts



State of New Mexico

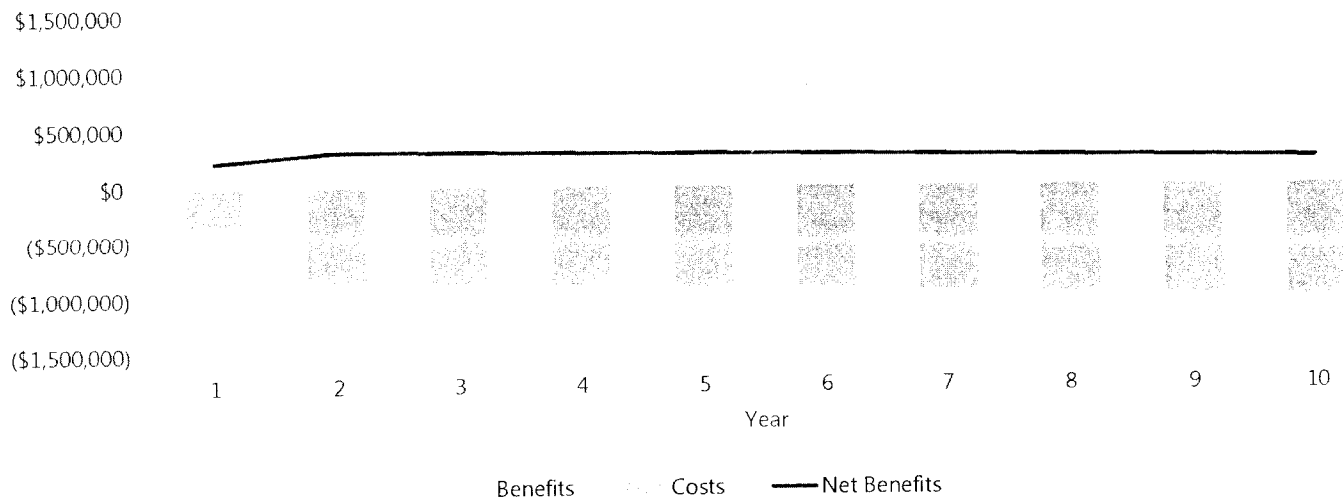
The table below displays the estimated additional benefits to be received by the State of New Mexico over the first 10 years. The project is expected to have a small effect on the statewide population and therefore some additional statewide costs to provide additional services were estimated for the state. Appendix C contains the year-by-year calculations.

Table 4. State of New Mexico: Benefits, Costs, and Net Benefits Over the Next 10 Years

	Amount
Gross Receipts Taxes	\$3,097,746
Real Property Taxes - Project	\$0
FF&E Property Taxes - Project	\$3,046
Property Taxes - New Residential	\$2,058
Personal Income Taxes	\$2,767,780
Corporate Income Taxes	\$187,249
Miscellaneous Taxes & User Fees	\$5,362,071
Subtotal Benefits	\$11,419,950
Cost of Providing State Services	(\$8,851,788)
Subtotal Costs	(\$8,851,788)
Net Benefits	\$2,568,162
Present Value (5% discount rate)	\$1,993,811

Gross receipts taxes are estimated on new taxable gross receipts resulting from the project. Property taxes are estimated on the firm's property and new residential property constructed. Personal income taxes are estimated based on an effective income tax rate and the earnings of new direct and indirect workers. Corporate income taxes on the direct activity is based on the net taxable income projected by the company. Corporate income taxes on the indirect activity is estimated on a per indirect worker basis and the observed statewide corporate income tax collections per worker. To the extent that the project will result in an increase in new households in the state, additional miscellaneous taxes and user fees have been estimated for the state. Additionally, the costs to provide state services to these new households were also estimated based on recent state expenditure data as detailed in the Appendix.

Figure 2. Annual Fiscal Net Benefits for the State of New Mexico



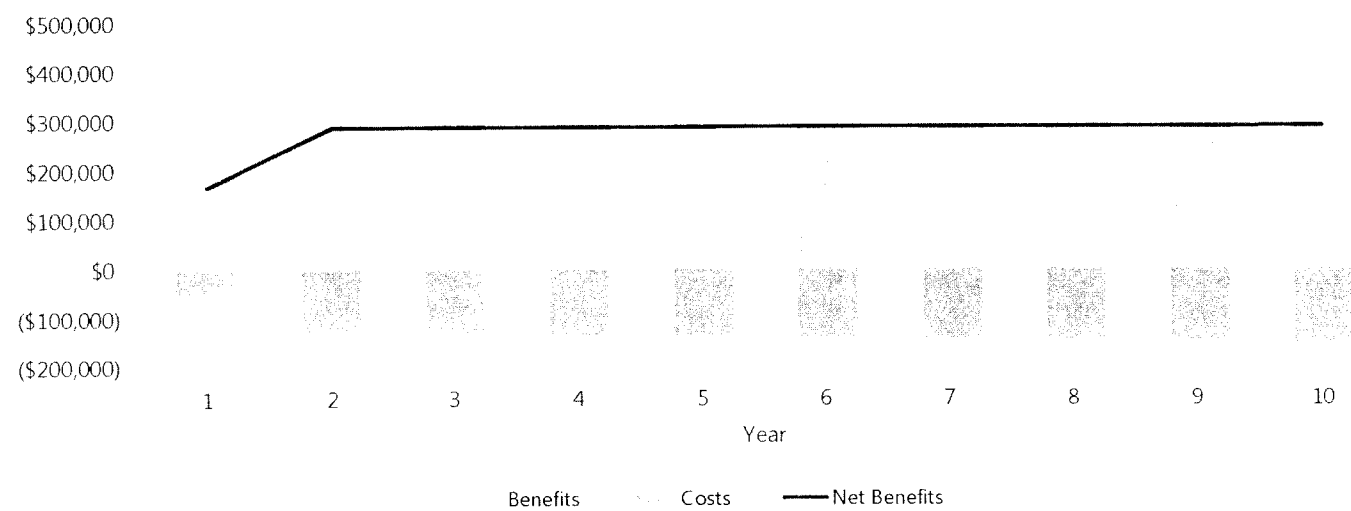
Alamogordo

The table below displays the estimated additional benefits, costs, and net benefits to be received by the City over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 5. Alamogordo: Benefits, Costs, and Net Benefits Over the Next 10 Years

	Amount
Gross Receipts Taxes	\$2,866,490
Real Property Taxes - Project	\$0
FF&E Property Taxes - Project	\$19,938
Property Taxes - New Residential	\$10,157
Utility Revenue	\$575,777
Utility Franchise Fees	\$130,648
Building Permits and Fees	\$0
Lodgers Taxes	\$545
Miscellaneous Taxes & User Fees	\$480,950
<u>Subtotal Benefits</u>	<u>\$4,084,505</u>
Cost of Providing Municipal Services	(\$757,913)
Cost of Providing Utility Services	(\$593,051)
<u>Subtotal Costs</u>	<u>(\$1,350,963)</u>
Net Benefits	\$2,733,542
<i>Present Value (5% discount rate)</i>	<i>\$2,088,723</i>

Figure 3. Annual Fiscal Net Benefits for the Alamogordo



Otero County

The table below displays the estimated additional benefits, costs, and net benefits to be received by the County over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 6. Otero County: Benefits, Costs, and Net Benefits Over the Next 10 Years

	Amount
Gross Receipts Taxes	\$830,233
Real Property Taxes - Project	\$0
FF&E Property Taxes - Project	\$26,544
Property Taxes - New Residential	\$14,023
Building Permits and Fees	\$0
Miscellaneous Taxes & User Fees	\$335,722
<u>Subtotal Benefits</u>	<u>\$1,206,522</u>
Cost of Providing County Services	(\$433,522)
<u>Subtotal Costs</u>	<u>(\$433,522)</u>
Net Benefits	\$773,000
<i>Present Value (5% discount rate)</i>	<i>\$592,234</i>

Alamogordo Public Schools

The table below displays the estimated additional benefits, costs, and net benefits to be received by the school district over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 7. Alamogordo Public Schools: Benefits, Costs, and Net Benefits Over the Next 10 Years

	Amount
Real Property Taxes - Project	\$0
FF&E Property Taxes - Project	\$19,295
Property Taxes - New Residential	\$12,489
State Equalization Guarantee	\$1,545,178
<u>Subtotal Benefits</u>	<u>\$1,576,962</u>
Cost of Educating New Students	(\$784,508)
<u>Subtotal Costs</u>	<u>(\$784,508)</u>
Net Benefits	\$792,454
<i>Present Value (5% discount rate)</i>	<i>\$599,095</i>

Benefits for Other Taxing Districts

The table below displays the estimated additional property taxes to be received by other property taxing districts over the next 10 years of the Project. Appendix C contains the year-by-year calculations.

Table 8. Other Taxing Districts: Benefits Over the Next 10 Years

	Amount
Real Property Taxes - Project	\$0
FF&E Property Taxes - Project	\$3,228
Property Taxes - New Residential	\$1,806
Benefits	\$5,034
<i>Present Value (5% discount rate)</i>	<i>\$4,027</i>

City Non-Tax Incentives

The City is considering the following non-tax incentives for the Project.

Table 12. City Incentives Under Consideration

Year	Enter Incentive Description
1	\$500,000
2	\$0
3	\$0
4	\$0
5	\$0
6	\$0
7	\$0
8	\$0
9	\$0
10	\$0
Total	\$500,000

These financial incentives may be considered an investment in the Project made by the city. Four calculations analyzing possible investments were made:

1. Net Benefits - detailed above
2. Present Value of Net Benefits - detailed above
3. Rate of Return on Investment - discussed and detailed below
4. Payback Period - discussed and detailed below

The rate of return on investment calculates the average annual rate of return to the city, treating the incentives as the initial investment and the net benefits to the city as the return on investment. The payback period is the number of years that it will take the city to recover the cost of incentives from the additional revenues that it will receive as a result of the Project.

The table below shows an analysis of these incentives, including a calculation of incentives per job, rate of return, and payback period.

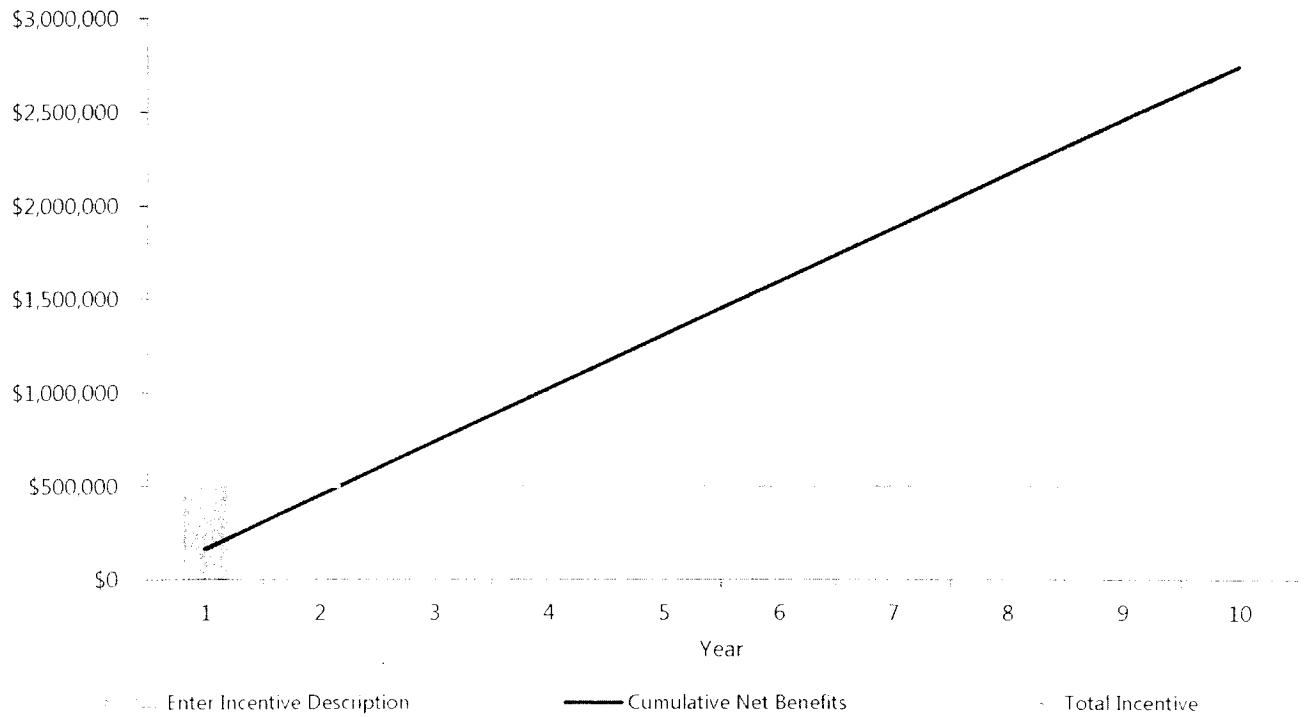
Table 13. Analysis of City Incentives

Total Non-Tax Incentive	\$500,000
Incentive Per Job	\$2,083
Rate of Return	54.7%
Payback period (years)	2.2

Note: The Rate of Return and Payback Period are calculated based on the sum of annual incentives, not the present value of the incentives.

The graph below depicts the total incentives currently under consideration versus the cumulative net benefits to the City. The intersection indicates the length of time until the incentives are paid back.

Figure 4. City Incentives Under Consideration



Overview of Methodology

This report presents the results of an analysis undertaken by the New Mexico Economic Development Department using Total Impact, an economic and fiscal impact analysis tool developed and supported by the Austin, TX based economic consulting firm, Impact DataSource.

The Total Impact model combines project-specific attributes with community data, tax rates, and assumptions to estimate the economic impact of the Project and the fiscal impact for local taxing districts over a 10-year period.

The economic impact as calculated in this report can be categorized into two main types of impacts. First, the direct economic impacts are the jobs and payroll directly created by the Project. Second, this economic impact analysis calculates the indirect and induced impacts that result from the Project. Indirect jobs and salaries are created in new or existing area firms, such as maintenance companies and service firms, that may supply goods and services for the Project. In addition, induced jobs and salaries are created in new or existing local businesses, such as retail stores, gas stations, banks, restaurants, and service companies that may supply goods and services to new workers and their families.

The economic impact estimates in this report are based on the Regional Input-Output Modeling System (RIMS II), a widely used regional input-output model developed by the U. S. Department of Commerce, Bureau of Economic Analysis. The RIMS II model is a standard tool used to estimate regional economic impacts. The economic impacts estimated using the RIMS II model are generally recognized as reasonable and plausible assuming the data input into the model is accurate or based on reasonable assumptions. Impact DataSource utilizes county-level multipliers to estimate the impact occurring at the sub-county level.

Two types of regional economic multipliers were used in this analysis: an employment multiplier and an earnings multiplier. An employment multiplier was used to estimate the number of indirect and induced jobs created or supported in the area. An earnings multiplier was used to estimate the amount of salaries to be paid to workers in these new indirect and induced jobs. The employment multiplier shows the estimated number of total jobs created for each direct job. The earnings multiplier shows the estimated amount of total salaries paid to these workers for every dollar paid to a direct worker. The multipliers used in this analysis are listed below:

Multiplier		City	County	State
Employment Multiplier	(Type II Direct Effect)	1.1696	1.2262	1.4386
Earnings Multiplier	(Type II Direct Effect)	1.2038	1.2717	1.5268

Calculation of Fiscal Impact

Calculation of Revenues for the State

The state's revenues from gross receipts taxes, property taxes, personal and corporate income taxes were estimated directly using data entered about the project and state tax rates and assumptions about workers moving to the area and possibly building new property.

Impact DataSource estimated the miscellaneous taxes and user fees as a function of statewide personal income. The data used to estimate these factors were obtained from the US Census of Governments and the Bureau of Economic Analysis. Next, these percentages were applied to the total increase in workers' earnings from the economic impact calculations to determine the annual miscellaneous taxes and user fees to be collected by the state related to the permanent increase in economic activity supported by the project.

The fiscal costs associated with the project result from the portion of new worker households that relocate to New Mexico to take a job and the resulting costs to provide state services to these new residents. Impact DataSource estimated the cost of providing state services to new worker households moving to the state by applying the average per household cost of state expenditures to the estimated number of new workers new to the state.

Impact DataSource determined the marginal cost to provide state government services on per household in the state by using approximately 40% of the average cost. The data used to estimate these costs were obtained from the US Census of Governments and US Census. On average, the state incurs \$5,000 in costs to provide these services to households.

Calculation of Revenues for the City

The city's revenues from gross receipts taxes, property taxes, city-owned utilities, utility franchise fees, lodging taxes, and building permits and fees were estimated directly using data entered about the project and local tax rates and assumptions about workers moving to the area and possibly building new property.

The new firm was not asked for nor could reasonably provide some data for calculating some other revenues for the city. For example, while the city will likely receive revenues from fines paid on speeding tickets given to new workers at the firm, the firm may not reasonably know the propensity of its workers to speed. Therefore, some other city revenues were calculated using an average revenue approach. This approach uses two assumptions:

- 1 - The city has two general revenue sources -- revenues from residents and revenues from businesses.
- 2 - The city will collect (a) about the same amount of other revenues from each household of new workers that may move to the city as it currently collects from an average household of existing residents, and (b) about the same amount of other revenues from the new firm (on a per worker basis) will be collected as the city collects from other businesses in the city.

Using this average revenue approach, revenues likely to be received by the city were calculated from the households of new workers who may move to the city and from the new firm using average city revenues per household and per worker calculations. These revenues are labeled as miscellaneous taxes and user fees.

The total annual city revenues used to make average revenue calculations in this analysis were obtained from the city's latest annual budget and the per household and per worker and calculations are detailed in Appendix A.

Calculation of Costs for the City

This analysis sought to answer the question, what additional monies will the city have to spend to provide services to households of new workers who may move to the city and to the firm. A marginal cost approach was used to calculate additional city costs from the new firm and its workers.

This approach uses two assumptions:

- 1 - The city spends money on services for two general groups -- residents and businesses.
- 2 - The city will spend (a) about the same amount for variable or marginal cost for each household of new workers that may move to the city as it currently spends for an average household of existing residents, and (b) about the same amount for variable or marginal costs for the new firm (on a per worker basis) as it spends for other businesses in the city.

Calculation of Net Benefits for the City

Net benefits calculated in this analysis are the difference between additional city revenues over a ten-year period and additional city costs to provide services to the new firm and its workers and indirect workers who may move to the city.

Calculation of Revenues, Costs and Net Benefits for the County

The model estimates additional revenues, costs and net benefits for the county using the same methodology described for the city relying on county budget data.

Calculation of Revenues for Public Schools

The school district's revenues from property taxes were calculated on the new residential property for some new direct and indirect workers who may move to the county and on the firm's property that will be added to local tax rolls.

However, school district revenues from state and federal funds and other local funding were calculated using an average revenue approach. This approach used the assumption that the school district will collect about the same amount of these revenues for each new student in the household of a new worker who may move to the county as it currently collects for each existing student.

Calculation of Costs for Public Schools

A marginal cost approach was used to calculate additional school district costs from the new firm and its workers. This approach uses the assumption that the school district will spend about the same amount for variable or marginal cost for each new student as it spends for each existing student.

Calculation of Net Benefits for Public Schools

Net benefits calculated in this analysis are the difference between additional school district revenues over a ten-year period and marginal costs for the school district to provide services to students in the households of new workers who may move to the county.

The school district's total annual revenues and expenses to make average revenue and marginal costs calculations in this analysis were obtained from the school district's latest annual budget.

Calculation of Property Taxes to be Collected by Countywide Special Taxing Districts

Revenues for countywide special taxing districts from property taxes were calculated on the new residential property for some new direct and indirect workers who may move to the county and on the firm's property that will be added to local tax rolls.

While each of these special taxing districts may incur additional costs from new residents and from the new firm, these additional costs were not calculated in this analysis.

About Impact DataSource

Impact DataSource is an Austin economic consulting, research, and analysis firm founded in 1993. The firm has conducted over 2,500 economic impact analyses of firms, projects, and activities in most industry groups in New Mexico and more than 30 other states.

In addition, Impact DataSource has prepared and customized more than 50 economic impact models for its clients to perform their own analyses of economic development projects. These clients include the Frisco EDC in Texas and the Metro Orlando (Florida) Economic Development Commission.

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/20/2018

Report No: 8.

Submitted By: Shelbe Abbott

Subject: Consider, and act upon, Resolution No. 2018-13, to adopt the update to the City of Alamogordo Comprehensive Plan final draft. (*Darron Williams, City Planner*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: Consider, and act upon the final draft of the City of Alamogordo Comprehensive Plan.

RESOLUTION NO. 2018-13

**ADOPTING THE UPDATE TO THE CITY OF ALAMOGORDO
COMPREHENSIVE PLAN**

WHEREAS, the City of Alamogordo supports the encouragement of planned development and redevelopment of the City; and,

WHEREAS, the City of Alamogordo wishes to maintain an economically vital and vibrant community; and,

WHEREAS, the City of Alamogordo desires to establish a deliberate and enduring framework from which planned development and investment decisions can be made; and,

WHEREAS, the City of Alamogordo has undertaken an update to its most recent Comprehensive Plan to reflect changes that have occurred since the adoption of that plan; and,

WHEREAS, the City recognizes that the adoption of this update to the existing plan will provide proper direction and priority recommendations to City Staff, local businesses, and citizens alike; and,

NOW, THEREFORE, BE IT RESOLVED by the governing body of the City of Alamogordo, New Mexico:

That the update the City of Alamogordo Comprehensive Plan is hereby adopted.

PASSED, APPROVED AND ADOPTED this _____ day of March, 2018.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard A. Boss, Mayor

ATTEST:

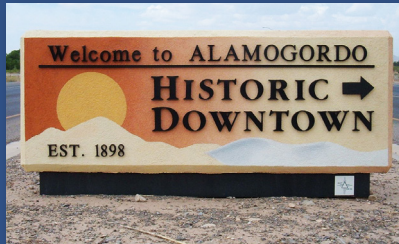
Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Petria Schreiber, City Attorney



CITY OF *Alamogordo* NEW MEXICO



2018 COMPREHENSIVE PLAN

FINAL
DRAFT
3/2018



DRAFT

Acknowledgements

Richard A. Boss, Mayor

CITY COMMISSION

Jason Baldwin, District 1
Nadia Sikes, District 2
Susan L. Payne, District 3
Jenny Turnbull, District 4
Alfonso “Al” Hernandez, District 5
Erica Martin, District 6

CITY STAFF

Maggie Paluch, City Manager
Brian Cesar, Assistant City Manager
Darron Williams, City Planner and Project Manager
Stella Rael, Planning and Zoning Administrator
Shelbe Abbott, Planning and Zoning Administrative Assistant

STEERING COMMITTEE

Veronica Ortega
Juliann Hall
Brian Cesar
Jim LeClair
Bob Johnson
Tony Pistilli
Dan Cass
Evelyn Huff
Pam Lee
Eddie Kemp
Sharon Carr
Cam Wilde
Claudia Powell
Teresa Gutierrez
Ted Brinegar
Daron Syling

CONSULTANT TEAM

Lead Consultant:
Consensus Planning, Inc.
Jacqueline Fishman, AICP
Charlene Johnson
Jaime Jaramillo
Erin Ganaway
Matt Moffa

In Association with:
Smith Engineering Company
Rusty Payne, PE
Masoume Jaberi

DRAFT

DRAFT

Contents

1	EXECUTIVE SUMMARY	1
1.1	Introduction	3
1.2	Plan Elements	3
1.3	Plan Objectives	8
1.4	Key Planning Themes	9
1.5	Community Engagement Process	11
2	COMMUNITY CONTEXT	13
2.1	Introduction	15
2.2	History of Alamogordo	15
2.3	Demographics	16
2.4	Population Projections	19
2.5	Migration	19
2.6	Educational Attainment	21
3	LAND USE	23
3.1	Introduction	25
3.2	Community Survey	25
3.3	Existing Land Use	25
3.4	White Sands Beautification District	32
3.5	Existing Zoning	33
3.6	Other Development Ordinances	37
3.7	Annexation	37
3.8	Southern New Mexico-El Paso Joint Land Use Study	38
3.9	Historic Preservation	40
3.10	City-Owned Property	41
3.11	Preferred Land Use Scenario	42
3.12	Priority Annexations	46
3.13	Goals, Objectives, and Strategies	48
4	ECONOMIC DEVELOPMENT	51
4.1	Introduction	53
4.2	Community Survey	53
4.3	SWOT Analysis	53
4.4	Economic Profile	55
4.5	Economic Impact of Government Employment	60
4.6	Economic Development Organizations and Initiatives	62
4.7	Downtown Metropolitan Redevelopment Area (MRA)	63
4.8	Alamogordo Enhancement Project	65
4.8	Economic Development Opportunities	66
4.9	Goals, Objectives, and Strategies	72

DRAFT

Contents

DRAFT

5	HOUSING and NEIGHBORHOODS	77
5.1	Introduction	79
5.2	Community Survey	79
5.3	Household Characteristics	79
5.4	Assessed Residential Property Values	81
5.5	Economic Conditions Impacting Housing	82
5.6	Military Housing	79
5.7	Housing Organizations	83
5.8	Housing Issues and Needs	84
5.9	FY 2019-2023 Infrastructure Capital Improvement Plan	86
5.10	Goals, Objectives, and Strategies	87
6	INFRASTRUCTURE	89
6.1	Introduction	91
6.2	Sanitary Sewer System	91
6.3	Water Distribution System	95
6.4	Alamogordo Regional Water Supply Project	100
6.5	Storm Drainage	102
6.6	FY 2019-2023 Infrastructure Capital Improvement Plan	105
6.7	Solid Waste	106
6.8	Electric Services	106
6.9	Gas Services	107
6.10	Goals, Objectives, and Strategies	108
7	TRANSPORTATION	111
7.1	Introduction	113
7.2	Community Survey	113
7.3	Street Network	113
7.4	Alternative Transportation Modes	116
7.5	Public Transportation	117
7.6	Alamogordo-White Sands Regional Airport	118
7.7	FY 2019-2023 Infrastructure Capital Improvement Plan	121
7.8	Rail Services	121
7.9	Goals, Objectives, and Strategies	123
8	COMMUNITY SERVICES and FACILITIES	125
8.1	Introduction	127
8.2	Community Survey	127
8.3	Public Safety	127
8.4	Parks and Recreation	128
8.5	Community Facilities	131
8.6	FY 2019-2023 Infrastructure Capital Improvement Plan	133
8.7	Education	134
8.8	Community Health	137
8.9	Goals, Objectives, and Strategies	138

Contents

9	GREENHOUSE GAS EMISSIONS	141
9.1	Introduction	143
9.2	Greenhouse Gas Definitions and Sources	143
9.3	NM Greenhouse Gas Reports	144
9.4	Greenhouse Gas Producers and Mitigation Strategies	144
9.5	Goals, Objectives, and Strategies	148
10	HAZARD MITIGATION	149
10.1	Introduction	151
10.2	Best Practices	151
10.3	City of Alamogordo Hazard Mitigation Plan	152
10.4	Otero County All Hazard Mitigation Plan	154
10.5	Wildfire Mitigation Resources	154
10.6	Goals, Objectives, and Strategies	155
11	IMPLEMENTATION	157
11.1	Introduction	159
11.2	Implementation Process	159
11.3	Implementation Tables	159
	APPENDICES	171
	Appendix A: Glossary	173
	Appendix B: Community Survey Results	177
	Appendix C: Funding Sources	199

DRAFT

DRAFT

City of Alamogordo Vision:

Alamogordo is a welcoming community that cherishes its natural environment and location within the Tularosa Basin and to the nearby Sacramento Mountains and White Sands National Monument. We embrace our history and connection to the United States Armed Forces, Holloman Air Force Base, and White Sands Missile Range, and treat our veterans with the respect they deserve and appreciation for their service in protecting our country.

We are a multi-cultural, multi-generational community that enjoys equal access to safe housing, health care, and educational opportunities. Our economy is growing, diversified, and features well-paying jobs that allow our residents and families to prosper and enjoy a high quality of life. Our downtown area is walkable and features small, locally-owned retail businesses, restaurants, and entertainment venues in buildings that have been restored and preserved. Our neighborhoods, schools, and commercial centers are connected through a multi-modal system of streets, sidewalks, multi-use trails, and transit. We offer a variety of arts, cultural, and recreational amenities that are enjoyed by residents and visitors alike.



DRAFT

1.1 INTRODUCTION

The 2018 City of Alamogordo Comprehensive Plan is a key policy document that establishes an overall vision for the community's future growth, development, and character with a planning horizon of 20 years. The Comprehensive Plan provides an integrative approach to all aspects of the City's physical growth and development and related economic and social issues. Goals, objectives, and implementation strategies express the community vision gleaned from a robust public engagement process and are organized under the elements of land use, economic development, housing and neighborhoods, infrastructure, transportation, community facilities and services, greenhouse gas emissions, and hazard mitigation. The Preferred Land Use Scenario provides a graphic representation of how the City of Alamogordo intends to grow in the next 20 years.

The Comprehensive Plan is intended to:

- Promote and protect the health, safety, and general welfare of the citizens of Alamogordo;
- Provide the necessary guidance to decision makers in regard to growth, development, and capital expenditures;
- Preserve the quality of life and the unique character that makes Alamogordo a special place to live;
- Allow the citizens of Alamogordo to participate in an open, flexible, and responsible planning process where everyone's opinions matter; and
- Build and foster relationships between various local and regional governmental entities to advance the public good.



Alamogordo Founders Park.

1.2 PLAN ELEMENTS

The Comprehensive Plan contains ten planning elements, in addition to the Executive Summary and Community Context. Each element describes existing conditions, issues, and opportunities, and presents goals, objectives, and strategies to support the community's vision and aspirations. A brief description of the ten planning elements follows below:

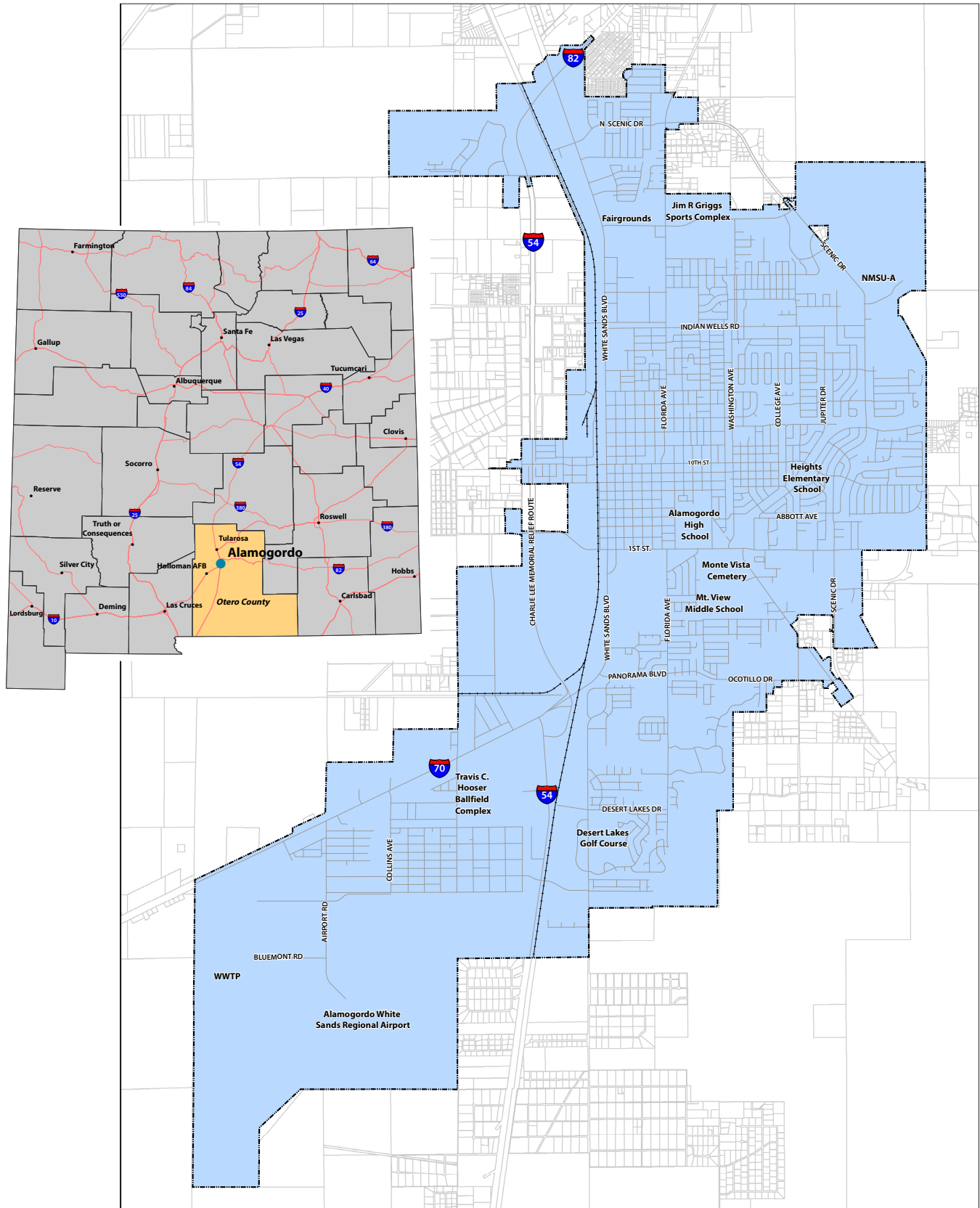
LAND USE

The Land Use element (Chapter 3) describes in words and graphics how the City should grow and develop over the next 20 years. There is a strong emphasis on infill development and redevelopment of specific areas of the City, including the City Center and Downtown Alamogordo. Specific areas are identified for annexation so the City can grow over time in a measured and methodical way. The Land Use element provides a summary of the community survey results relating to land use issues; a detailed description of existing lands uses; a summary of the White Sands Beautification District; a brief overview of the City's Zoning Ordinance and recommendations for revisions; a summary of the Southern New Mexico - El Paso Joint Land Use Study (JLUS); a summary of historic properties and the Certified Local Government program; a Preferred Land Use Scenario, which illustrates recommended land uses, corridor enhancements, redevelopment areas, annexations, gateways, roadway extensions, etc.; and Priority Annexations.

Land use goals, objectives, and strategies address infill development and redevelopment of vacant or underutilized properties that are served by infrastructure and utilities; the gradual expansion of Alamogordo through annexation of properties that can be served with City infrastructure; designation of appropriate areas for new commercial and industrial uses, including a new business park on Airport land and along the Relief Route bypass; improving the visual environment through streetscape and building improvements, regulation of on-premise and off-premise signs and billboards; code enforcement regarding nuisance properties and property maintenance; and historic preservation approaches.

DRAFT

DRAFT



VICINITY MAP (LEFT) AND CITY OF ALAMOGORDO STREET MAP (RIGHT).

ECONOMIC DEVELOPMENT

The Economic Development element (Chapter 4) provides the direction for improving, strengthening, and diversifying the City's economic base. It calls for the creation of an attractive business climate to draw new businesses and expansion of existing businesses to ensure a healthy economy. This chapter includes a SWOT analysis; economic profile that summarizes household incomes and wages, poverty status and unemployment, existing occupations and industries, major employers, tax revenues and retail gap analysis; a summary of the economic impact from government employment at Holloman AFB and White Sands Missile Range; a summary of the local and regional economic development organizations; descriptions of the Downtown Metropolitan Redevelopment Area and Alamogordo Enhancement Project; and a comprehensive description of available economic development opportunities (Local Economic Development Act "LEDA" ordinance; agriculture; tourism; Brackish Groundwater National Desalination Research Facility; renewable energy; film production; "STEM" Science, Technology, Engineering, Mathematics; etc.).

Economic Development goals, objectives, and implementation strategies address the need for a balanced and diversified economy through the recruitment of new businesses and the retention of existing local businesses, positioning the City as a leading community for aerospace, aviation, and STEM innovation and research, and becoming less reliant on federal government employment; creating a well-trained and educated workforce to ensure local residents can fill jobs and young people remain in the community; supporting small business development, retention and expansion through the development of a "Support Local Business" program, creating a MRA Master Plan for the City Center, public/private partnerships for redevelopment purposes, and working with local banks and economic development organizations; recruiting quality commercial and industrial development through infrastructure improvements, creating a new business park, and targeting food manufacturing companies that utilize locally grown products; and promoting and strengthening Alamogordo as a tourist destination through partnerships with the New

Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council, development of a conference center/hotel, and diverting more lodgers' tax revenues to marketing.

HOUSING and NEIGHBORHOODS

The Housing and Neighborhoods element (Chapter 5) provides the basis for diversifying the City's housing stock, ensuring housing remains affordable and attainable for current and future residents of Alamogordo, and neighborhoods stay safe, well-maintained, and stable. This section includes a summary of the community survey results relating to housing; a description of household characteristics, residential property values, and economic conditions impacting housing; a description of existing military housing; a summary of existing housing organizations and their various contributions and available resources; a summary of housing issues and needs related to affordable housing and special populations, including seniors, veterans, homeless, and disabled persons; and the FY 2019-2023 ICIP related to the City's Public Housing Authority.

Housing goals, objectives, and strategies promote equal access to a diverse range of housing types and costs through reducing the number of cost-burdened households and accommodating the housing needs of special populations by developing an affordable housing plan, identifying City-owned resources that can be used in the development of multi-family rental housing, working with housing providers and New Mexico Mortgage Finance Authority, creating development incentives, and provision of senior housing; ensuring neighborhoods are safe, well-maintained and stable through acknowledgment of property owners' efforts to maintain properties, determining the feasibility of creating a land bank for vacant and abandoned houses; encouraging green building techniques and sustainable housing development through creating a voluntary green building ordinance, development of mixed use projects, and creating standards for tiny homes; and provision of temporary housing for the homeless by working with service providers and distributing information on support services, temporary housing, substance abuse programs, etc.

DRAFT

INFRASTRUCTURE

The Infrastructure element (Chapter 6) acknowledges the critical role that infrastructure systems play in the day-to-day functions of the City and in protecting the health, safety, and welfare of the citizens. The systematic maintenance, replacement, and improvement of existing infrastructure is one of the important issues facing Alamogordo currently and in the future. This element provides summaries of all of Alamogordo's major infrastructure systems, including the existing sanitary sewer system, wastewater treatment facility, water reclamation facility, sewer collection system, and environmental regulations relating to wastewater; existing water distribution system, surface water and ground water resources, water demand and supply, and Alamogordo Regional Water Supply Project; existing storm drainage system and flood control components; the FY 2019-2023 ICIP for Public Works projects primarily related to water storage; solid waste services and facilities; electric services provided by PNM, solar facilities, and upgrades to the grid system; and gas services provided by New Mexico Gas Company.

Infrastructure goals, objectives, and strategies call for maintaining, upgrading, and optimizing water production and distribution through the creation of a Water System Master Plan, GIS database, an O&M Plan for maintenance, emergency response, and standard operating procedures, Asset Management Plan, and implementation of the Alamogordo 40-Year Water Development Plan; preserving and ensuring the City's drinking water supply through treatment and delivery of drinking water in compliance with state and federal regulations, implementation of the Water Conservation Ordinance, creation of a Water Loss Control Program, and implementation of the Reuse Water Model Report; maintaining an efficient wastewater collection and treatment system through rehabilitating, replacing, and maintaining wastewater collection lines and the Wastewater Preliminary Engineering Report, updating the Wastewater Master Plan, creating an O&M Plan for maintenance, emergency response, standard operating procedures, etc., and developing a GIS database for the sanitary sewer system; maintaining and expanding the storm drainage

system through implementation of the Flood Control Project, developing a comprehensive Drainage Master Plan, and developing a GIS database for the storm drainage system; and expanding the recycling program through providing additional recycling bins and potentially implementing a curbside recycling program, and a public education program on the benefits of recycling.

TRANSPORTATION

The Transportation element (Chapter 7) describes the existing multi-modal transportation system in Alamogordo, including vehicular, pedestrian and bicycle facilities, transit, aviation, and rail, and provides background on the connection between transportation, land use and growth patterns, and economic development initiatives. The chapter provides a summary of the community survey results relating to transportation; a description of the existing street network and functional classification; alternative transportation modes, including pedestrian, bicycle, and Safe Routes to School initiatives; public transportation provided by Z-Trans; air services provided by Alamogordo-White Sands Regional Airport, Airport Master Plan, and FY 2019-2023 ICIP related to the Airport; and existing rail services provided by Union Pacific (UP).

Transportation goals, objectives, and strategies address the establishment of an balanced and coordinated transportation system of pedestrian, bicycle, vehicular, and transit facilities through coordination with NMDOT on its facilities within Alamogordo, improvements to sidewalks, trails, and bicycle facilities, traffic calming, and ADA improvements, pursuing available funding, determining the feasibility of expanding transit both within the City and to El Paso and Albuquerque, and creating a Safe Routes to School Program in partnership with Alamogordo Public Schools, NMDOT, SERPTO, and New Mexico Department of Health; maintaining clean and safe street conditions through implementation of the City's Five-Year Street Maintenance Program and ADA improvements; and improving and promoting the Alamogordo-White Sands Regional Airport through the Airport Master Plan Update and the 2019-2023 ICIP.

COMMUNITY FACILITIES and SERVICES

The Community Services and Facilities element (Chapter 8) addresses public health, safety, and quality of life services that impact all citizens of Alamogordo. This is a broad reaching element of the Comprehensive Plan in that it covers facilities and services provided by the City of Alamogordo and other community partners. The chapter includes a summary of the community survey results as it relates to community facilities and services; descriptions of facilities and services provided by the City of Alamogordo (public safety, parks and recreation, Alamogordo Public Library, Senior Center and related services, and Family Recreation Center); an overview of the FY 2019-2023 ICIP related to public safety and community services; education as provided by Alamogordo Public Schools and NMSU-A, as well as the New Mexico School for the Blind and Visually Impaired; and community health services provided by Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center, and numerous other service agencies.

Community Services and Facilities goals, objectives, and strategies address the maintenance and enhancement of public safety services through on-going training and certification, public safety needs assessment, and pursuing funding for new equipment; maintenance of a comprehensive system of parks, trails, and indoor recreational facilities through an update to the City's Park and Open Space Comprehensive Plan, pursuing available funding for park improvements, and joint use agreements between the City and Alamogordo Public Schools; expanding and maintaining a full range of community facilities and programming through on-going preventive maintenance and replacement program, completion of program needs assessments for the Senior Center and Library, and determining the feasibility of constructing a convention center facility; supporting equal access to quality education through initiating a community dialogue between the City, Alamogordo Public Schools, NMSU-A, Otero County, Holloman AFB, White Sands Missile Range, and OteroStem, and pursuing funding for adult education programs; improving and maintaining support services for the homeless through community outreach and partnerships

with Gerald Champion Regional Medical Center, Ben Archer Health Center and Alamogordo Family Health Center, creating a strategic plan in collaboration with NMSU-A Allied Health Program and SUN Path, Gerald Champion Regional Medical Center, and others for attracting health care professionals and students in health care programs, and collaborating with Otero County Hunger Coalition on applying for community grants to expand food programs.

GREENHOUSE GAS EMISSIONS

The Greenhouse Gas Emissions element (Chapter 9) describes the sources of greenhouse gases in and around Alamogordo and provides the basis for reducing emissions through modifications to buildings, improvements to the City's multi-modal transportation system, reductions to solid waste generation, and alternative power generation. The chapter includes greenhouse gas definitions and sources; summaries of New Mexico greenhouse gas reports and emissions in Otero County, greenhouse gas producers, mitigation strategies, and existing green buildings in Alamogordo.

Greenhouse Gas Emissions goals, objectives, and strategies call for the reduction of greenhouse gas emissions through alternative energy technologies and energy efficient systems for new City buildings and retrofitting for existing City buildings (where feasible), converting the City's fleet to using alternative fuels and technologies, providing designated parking spaces for fuel efficient vehicles and carpools, creating incentives for new private building construction, and working with PNM, El Paso Electric, and Otero County on future solar and wind projects within the region.

HAZARD MITIGATION

The Hazard Mitigation element (Chapter 10) describes the potential natural hazards for Alamogordo, including flooding and drought. The intent is to minimize the damage to property and prevent loss of life attributed to natural hazards. The chapter provides a summary of best practices; overviews of the City of Alamogordo Hazard Mitigation Plan and Otero County All Hazard Mitigation Plan; wildfire mitigation resources including the Otero Working Group and the Community Planning Assistance for Wildfires.

DRAFT

Hazard Mitigation goals, objectives, and strategies address reducing the community's vulnerability to flooding through the development of a flood insurance awareness program, working with the City's Police and Fire departments and Otero County on an early warning system (reverse 911) for hazards, participating and remaining compliant with the National Flood Insurance Program, and collaborating with the U.S. Army Corp of Engineers, Otero County, and state agencies on mitigating flood hazards; reducing the impact of drought conditions through the continued development of the desalination plant, extending the water reuse system, implementing the Water Conservation Plan; reducing the impact of wildfires through continued participation with the Otero Working Group and applying for grants; and improving the capacity of critical facilities to better respond to hazards through physical improvements and providing food and water, health care, and heating/cooling generators during hazard events.

DRAFT

IMPLEMENTATION

The Implementation element (Chapter 11) repeats the strategies contained in each of the Plan elements and provides a time line and responsible entity/partnership for each strategy. The time lines are categorized by short term (2018-2020), medium term (2021-2023), long term (2024-2030), and on-going. The implementation schedule is intended to provide some flexibility to respond to the City's fiscal constraints and is not meant to be rigid set of rules. It is designed to provide structure to the City in adhering to an implementation schedule.

The Comprehensive Plan also includes a Glossary (Appendix A), Community Survey Results (Appendix B), and Funding Resources (Appendix C).

1.3 PLAN OBJECTIVES

The following objectives are intended to ensure the City of Alamogordo Comprehensive Plan stays relevant and provides on-going guidance to City decision-makers and the community at large in regard to growth, development, and capital investment:

- Review the Comprehensive Plan on an annual basis and provide an update every five years. Particular attention should be given

to changes in population, economic, and household characteristics and trends; land use, growth, and development issues; and capital improvements that can shift the City's priorities.

- Keep citizens engaged in the planning process so that they become advocates for good planning and stewards of the community.
- Link the City's Infrastructure Capital Improvement Plan (ICIP) to the priorities and implementation strategies identified in the Comprehensive Plan.
- Keep abreast of funding sources and programs and base future grant applications and funding requests on the implementation strategies and capital improvements identified in the Comprehensive Plan.
- Establish and maintain partnerships with other local, regional, and state entities to address community needs and implement the Comprehensive Plan.

1.4 KEY PLANNING THEMES

The Comprehensive Plan has several common planning themes that run throughout the document. These planning themes are based on issues that were identified through the planning process and have been addressed through goals, objectives, and strategies. A summary of the key planning themes is as follows:

- The economic impact of federal government employment on the City of Alamogordo cannot be understated. Not only does Holloman AFB and White Sands Missile Range bring enlisted personnel and their families to the area, the military installations also employ thousands of civilians, together having an overall economic impact of over \$411 million.
- Strive for a more diversified economy. The City of Alamogordo and Otero County should coordinate on pursuing new and complementary industries that build upon existing business clusters, including aerospace and aviation, renewable energy, STEM technologies and research, value-added agriculture, film production, hospitality services, etc.

- Grow the community. There are ample opportunities for infill and redevelopment of vacant and dilapidated properties within the City Center and other areas in Alamogordo that can be served by City utility systems. The gradual expansion of the City through annexations that provide a more uniform municipal boundary, eliminate County islands, and provide opportunities for economic development projects, and that are based on the City's ability to extend services and existing infrastructure capacity should also be pursued.
- Plan for and implement improvements to municipal service systems. The City's water supply and distribution system and sanitary sewer system are in need of major public investment to ensure the City is prepared to deliver services to existing and future residents and businesses. Implementation of the brackish water desalination plant is of critical importance, particularly as restoration of Bonito Lake from the Little Bear Fire continues.
- Diversify the City's housing stock. The type and cost of housing currently available is limited and unattainable for young adults, cost-burdened households, and special populations such as seniors, disabled persons, homeless, etc. New missions at Holloman AFB and economic development initiatives are projected to bring in new residents. The City should address this issue by first developing an Affordable Housing Plan that can identify the need and demand for owner-occupied and rental housing. Rezoning vacant properties to accommodate multi-family development would also help in addressing the lack of housing options.
- Revitalize Downtown Alamogordo. This is an area that has a natural draw for visitors and residents. The City should continue working with Alamogordo MainStreet to prioritize capital improvements and pursue public/private partnerships that bring new energy and business to the area.

1.5 COMMUNITY ENGAGEMENT PROCESS

The community engagement process provided the background and vision for the vision statement and goals, objectives, and implementation strategies for each of the Comprehensive Plan elements. A description of these various components follows below:

STEERING COMMITTEE

The City of Alamogordo established a Steering Committee at the onset of the planning process. The members included City staff, business owners, real estate professionals, and other interested parties. The planning consultant held several Steering Committee meetings during the planning process for the Comprehensive Plan. The initial Steering Committee meeting was held on May 9, 2017 to kick-off the project and get acquainted with the consultant team. The consultant presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, shared the project schedule, and discussed the roles of the Steering Committee. After the presentation, the Steering Committee was asked to brainstorm and express their goals, visions, and ideas regarding Alamogordo's future through a series of questions. The Steering Committee meeting held on July 12, 2017 focused on the results of the community survey and next steps in the planning process.

COMMUNITY SURVEY

The community survey was distributed between May 29 and July 7, 2017. It included a series of 36 questions that were designed to elicit input on a range of community issues including quality of life, land use and urban design, growth and development, employment and economic development, community facilities, transportation, housing, and demographics. A total of 1,840 responses were received in the six week period (*see Appendix B for the full community survey results*). The following are key findings from the community survey results:

- The majority of the respondents (88%) live in Alamogordo; of that number, 33% have been in Alamogordo for more than 20 years and 31% have been in Alamogordo for 1-5 years.

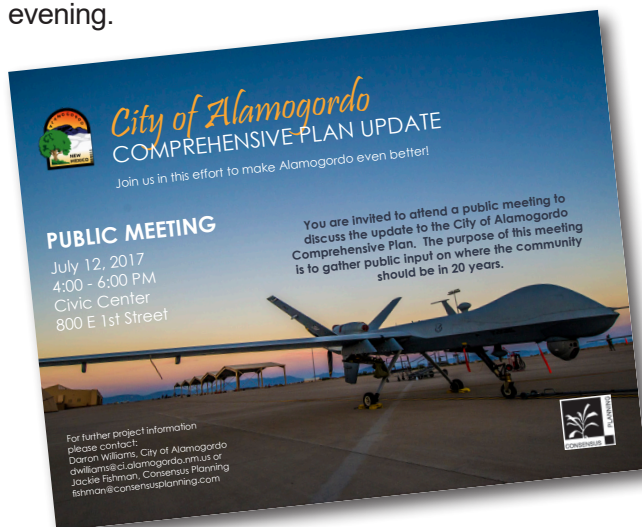
- When asked the main reason respondents live in Alamogordo, the most frequent response (36%) was because they are stationed at Holloman AFB.
- When asked to rate the quality of life in Alamogordo, the most frequent response at 36% was “good”; “fair” and “neutral” each received 25%.
- The respondents’ top three favorite aspects of Alamogordo are small town atmosphere (33%), climate (21%), and natural environment (19%).
- Respondents use many of the City facilities, with the top three being parks (66%), Alameda Park Zoo (65%), and Alamogordo Public Library (42%).
- Most respondents (63%) either agree or strongly agree that public safety services are adequate in Alamogordo.
- When asked whether they are currently employed, 82% responded yes. Of those employed, the military was the most frequent response at 40%. Education, health, and social services were a distance second at 20%. Of those that are not employed, 35% said they were retired and 30% said they were a stay at home parent or caretaker.
- When asked what types of new jobs/industry is needed in Alamogordo, the responses showed retail (70%), arts and entertainment (60%), and restaurant/food service (54%) were the top three needed.
- A majority of respondents (59%) said that the current level of education for Alamogordo residents was not sufficient to meet the needs of current and potential employers.
- Respondents either disagree or strongly disagree (49%) that Alamogordo has adequate commercial services.
- A majority of respondents (85%) strongly agree or agree that the City should encourage infill development. Relative to growing through annexation, the respondents were more split, with 37% strongly agreeing or agreeing and 31% disagreeing or strongly disagreeing.
- When asked whether the City should encourage mixed use development, 44% strongly agreed or agreed and 21% disagreed or strongly disagreed.
- The majority of respondents (89%) either strongly agreed or agreed that the overall visual appearance of the City should be improved and 87% strongly agreed or agreed that White Sands Boulevard is an important arterial that should be visually improved.
- Respondents are split on whether Downtown Alamogordo is a fun place to visit, shop, and walk around, with 28% strongly agreeing or agreeing and 45% strongly disagreeing or disagreeing. When asked what types of amenities are needed Downtown, the top three responses were more sit down restaurants (77%), more retail stores (72%), and more entertainment venues (69%).
- Virtually all of the respondents indicated that they use personal cars or trucks for transportation, but are split on whether the City has an adequate multi-modal system, with 26% agreeing or strongly agreeing and 34% disagreeing or strongly disagreeing. When asked what transportation improvements the City should focus on, the top three are streets (60%), sidewalks (50%), and bike lanes (41%).
- Most of the respondents (63%) own their own home, but are split on whether the City has an adequate supply of affordable housing, with 37% disagreeing or strongly disagreeing and 32% agreeing or strongly agreeing. Respondents believe that the City needs more single family detached housing (44%), apartments (33%), and townhouses (30%).
- When asked if there are obstacles to buying a home in Alamogordo, 59% said yes. Of those, the top three obstacles are prices are too high (67%), incomes are too low (56%), and don’t have a down payment (31%) and ancillary costs are too high (31%).

- Demographic characteristics of the respondents showed:
 - ◇ 61% were female;
 - ◇ 61% were between 25 and 49 years old;
 - ◇ 47% had some college/associate degree/vocational certificate and 27% are college graduates with most (67%) graduating from an out of state college or university;
 - ◇ 53% have no children under the age of 18 living at home;
 - ◇ 86% have no household members of the age of 65; and
 - ◇ 33% have a household income of \$75,000 and over.

PUBLIC MEETINGS

May 9, 2017

Consensus Planning and the City of Alamogordo held a series of public meetings at key milestones in the planning process. The kick-off meeting was held on May 9, 2017 at the City Library and was by invitation from the City of Alamogordo. Darron Williams (City Planner) welcomed and thanked everyone for their participation and introduced Jackie Fishman, planning consultant/Principal of Consensus Planning. Ms. Fishman presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, and shared the project schedule. After the presentation, a question and answer session was held. The consultant also provided a brief introduction to the project and the project team at the City Commission meeting that evening.



July 12 and 13, 2017

The consultants facilitated public meetings on July 12 and 13, 2017. The general public meeting was held at the Civic Center on July 12th and special meeting was held on July 13th at the Alamogordo Senior Center. The consultants presented a summary of the community survey results and facilitated an interactive, four-question visioning exercise at both meetings:

- What are some of the positive aspects of Alamogordo that should be maintained in the future?
- What are some of your concerns with Alamogordo and how would you fix them?



July public meeting at the Civic Center.

- How and where do you see Alamogordo growing in the future and what type of growth is needed?
- What is your vision of Alamogordo 20 years into the future?
- What changes would be needed to make this vision a reality?

October 17, 2017

The next public meeting was held by the consultant and the City of Alamogordo on October 17, 2017 at the Civic Center. The meeting was designed with an open house format so that participants could come at any time between 4:00 and 7:00 p.m.

After a brief presentation by the consultant, participants were asked to “vote” on their preferred goals and objectives, which were organized by plan element under Land Use, Economic Development, Housing, Infrastructure, Transportation, Community

DRAFT

Services and Facilities, Hazard Mitigation, and Greenhouse Gas Emissions. Out of a total of 31 goals, participants voted on their top 10 preferred goals. There was a total of 94 objectives and participants voted on their preferred objectives by plan element. A second exercise involved “voting” on preferred Future Land Use Scenarios. The consultants prepared two alternative Future Land Use Scenarios and a summary of the similarities and differences between them. The results of this meeting provided insight on the community issues the meeting participants believe are the most important for the future of Alamogordo, guide the creation of the Preferred Land Use Scenario (see *Chapter 3: Land Use*), and the creation of the implementation strategies in each of the Comprehensive Plan elements.

February 5, 2018 Public Meeting

Consensus Planning and City staff facilitated the last public meeting on the Comprehensive Plan with on February 5, 2018. The meeting was held at the Civic Center at 6:00 p.m. and was well attended. Darron Williams (City Planner) began the meeting with a general discussion about the Comprehensive Plan effort and Consensus Planning’s involvement.

Jackie Fishman (Consultant) presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, and summarized the key strategies in each of the Plan elements. A question and answer session followed the presentation.

Comprehensive Plan Adoption - March 27, 2018

Following a presentation to the City's Planning and Zoning Commission by the City Planner on March 1, 2018, the Comprehensive Plan was presented to the City Commission for adoption by resolution on March 27, 2018.

DRAFT

2. Community Context

DRAFT

DRAFT

2.1 INTRODUCTION

The City of Alamogordo is located in south central New Mexico along U.S. Highways 54 and 70, within the Tularosa Basin of the Chihuahuan Desert. The Sacramento Mountains are located to the east and White Sands National Monument to the west. The City of Alamogordo sits at an elevation of 4,336 feet and has a total land area of 19.3 square miles. It is the county seat and main population center for Otero County, with an estimated 2016 population of 31,283.

Alamogordo enjoys a moderate high-desert climate that receives low levels of precipitation and approximately 350 days of sunshine a year. Summer temperatures range from highs in the 80-100°F and lows in the 50-60°F. Winter temperatures range from highs in the 50-60°F to lows below freezing and approaching 0°F, particularly in the mountains. Alamogordo's proximity to the Sacramento Mountains affect the amount of precipitation.

Historically, the primary water supply for Alamogordo has been surface water from the Sacramento Mountains and Bonito Lake. However, Bonito Lake has been taken off line since it was filled with sediment from the Little Bear Fire in 2012, thus reducing capacity, but is anticipated to come back on line in the future. Surface water provides approximately 70% of Alamogordo's water supply primarily from snowmelt from Three Rivers, Rio Tularosa, La Luz Creek, and Alamo Canyon streams. Highly variable and lower-than-average snowfall, as well as higher than average winter temperatures, have impacted the watersheds and led to drought in the area.

2.2 HISTORY OF ALAMOGORDO

The City of Alamogordo was founded in 1898 as a crossroads for the El Paso and Northeastern railroads. It was incorporated in 1912. Alamogordo is named after the Alamo Gordo spring in Alamo Canyon. The location was chosen based on an extension of the railroad line planned to be constructed through the Tularosa Basin and the location of a small spring that would be capable of providing enough quality water to work in the steam engines and for use in the developing city. The location also provided for a connection to an

additional railroad company looking to develop in the Sacramento Mountains (Cloudcroft).

The Eddy brothers founded and planned the community based on the typical eastern grid system. However, the model for Alamogordo offset the main avenues from the central street (10th Street) to allow slower traffic through the main portion of town. The original settlement was located east of the tracks at the base of the Sacramento Mountains. The location to advantage of the available water from Alamo Canyon and the natural drainage for storm water and sewer provided by the alluvial landforms.

The town boomed from 1898 through 1905, but experienced several downfalls occurring from 1905 until 1912. The railroad company was sold and its offices relocated to El Paso by 1905. The community had to rebuild itself around the available natural resources, including timber from the Sacramento Mountains, and the stimulus from being the county seat. To avoid the town becoming an abandoned boomtown like many other railroad towns, the Alamogordo business community regrouped and initiated incorporation of the town and established a formal government.

During the World War II era, two major wartime facilities were established near Alamogordo; the Alamogordo Army Air Force Base and the White Sands Missile Range. The environment of the area contained essential assets for these developments, including good weather, gypsum desert allowing a good testing ground, and a sparse population. These assets, and the reasonable proximity to defense research laboratories in Albuquerque and Los Alamos, resulted in the world's first nuclear test held in July 1945 on the White Sands Missile Range.

After the end of the war, the Department of Defense decided to reestablish and upgrade Holloman AFB, which resulted in significant population growth between 1950 and 1960. Holloman AFB remains the predominant employer in the area, impacting the overall economy in the City of Alamogordo. Conversely, the mission of the White Sands Missile Range was being significantly downgraded and the testing activities were being moved to Cape Canaveral, Florida and development activities to Huntsville, Alabama.

DRAFT

In 1990 and 2000, the German Air Force in the United States established its Tactical Training Center at Holloman AFB. This included 300 permanent German Air Force members and 800 personnel for training exercises. The relationship between the City and Holloman AFB is significant and the viability of Alamogordo is extremely dependent on the United States government. (Sources: Previous City of Alamogordo Comprehensive Plans and the Alamogordo MRA Designation Report).

2.3 DEMOGRAPHICS

POPULATION GROWTH

In 2010, the population of Alamogordo was 30,403 people, which was a decrease from 2000 of 5,179 people. Population increased most rapidly between 1950 and 1960 (72.9%) and decreased between 2000 and 2010 (-14.6%). From 1950 to 1960, Otero County experienced the same strong population growth as Alamogordo by more than doubling its population.

POPULATION CHARACTERISTICS

Between 2000 and 2010 the greatest shift in population growth for Alamogordo was primarily in those between the ages of 85 to 89 years old

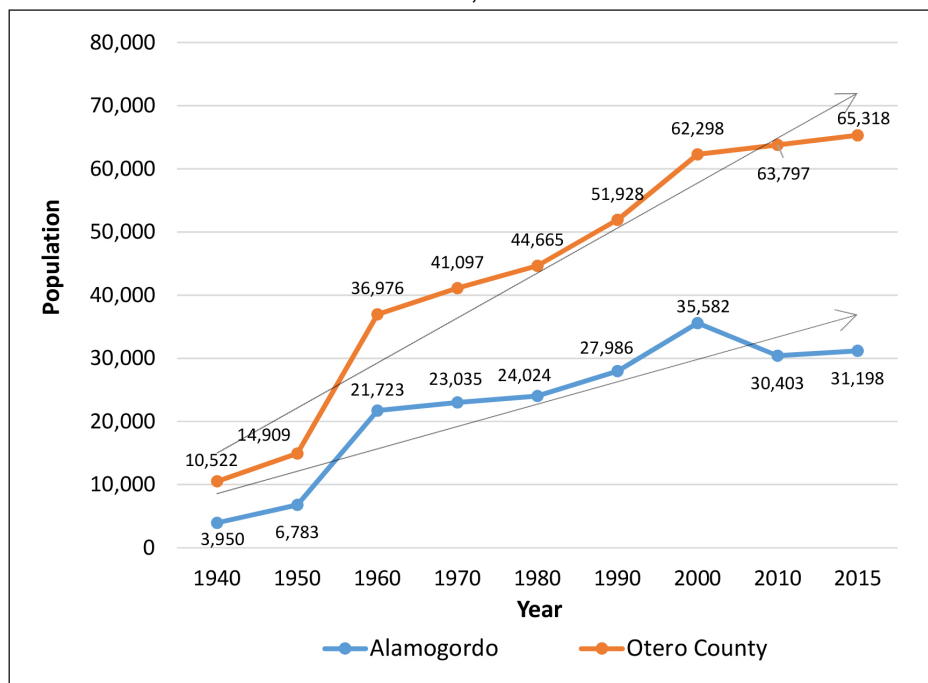
(see Table 2.1). The most significant decrease in the City and County was experienced in the cohort between the ages of 35 to 39 years old. The median age increased in Alamogordo from 33.5 years to 37.4 years old in 2010, which is higher than that of the state (36.5) and Otero County (36.5) and shows an aging population.

RACE and ETHNICITY

Race and ethnicity, as defined and categorized by the U.S. Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify and indicate whether or not they are Hispanic or Latino origin (ethnicity). The Hispanic or Latino ethnic identity includes people of all races.

In 2010, 30.5% of the population (9,271) in Alamogordo identified themselves as Hispanic or Latino (of any race), which was a 18.6% decrease from 2000. Of those who identified as Not Hispanic or Latino in Alamogordo, 76.8% identified as White; 5.4% identified as Black or African American; 1.4% identified as American Indian and Alaska Native; 1.7% identified as Asian; and 4.9% identified as Two or More races.

FIGURE 2.1: HISTORICAL POPULATION CHANGE, 1940 - 2015



Source: U.S. Census Bureau.

TABLE 2.1: POPULATION CHARACTERISTICS, 2000 - 2010

	City of Alamogordo			Otero County		
Population	2000	2010	% Change 2000-10*	2000	2010	% Change 2000-10*
Total Population	35,582	30,403	-14.6%	62,298	63,797	2.4%
Male	49.4%	49.1%	-15.0%	49.8%	50.5%	3.9%
Female	50.6%	50.9%	-14.1%	50.2%	49.5%	1.0%
Age						
Under 5 years	7.6%	7.5%	-15.9%	7.4%	7.5%	3.4%
5 to 9 years	7.8%	6.3%	-30.6%	8.1%	6.9%	-13.1%
10 to 14 years	8.4%	6.0%	-39.0%	8.8%	6.5%	-24.0%
15 to 19 years	7.4%	6.1%	-29.2%	7.8%	6.8%	-10.9%
20 to 24 years	6.6%	7.2%	-7.0%	6.6%	7.7%	20.1%
25 to 29 years	7.2%	7.9%	-6.2%	6.4%	7.1%	14.2%
30 to 34 years	7.0%	6.3%	-23.2%	6.5%	5.8%	-8.4%
35 to 39 years	8.2%	5.5%	-42.4%	8.2%	5.5%	-31.6%
40 to 44 years	7.3%	5.6%	-34.6%	7.5%	5.7%	-22.5%
45 to 49 years	6.0%	6.9%	-2.0%	6.4%	6.9%	10.4%
50 to 54 years	5.5%	6.6%	2.1%	5.6%	6.8%	24.4%
55 to 59 years	4.3%	5.7%	14.5%	4.6%	6.0%	32.9%
60 to 64 years	4.1%	5.6%	17.0%	4.4%	5.8%	36.7%
65 to 69 years	3.9%	4.6%	-0.7%	4.0%	4.6%	18.8%
70 to 74 years	3.4%	4.2%	4.8%	3.2%	4.0%	26.8%
75 to 79 years	2.6%	3.5%	11.9%	2.3%	3.0%	33.1%
80 to 84 years	1.5%	2.6%	51.2%	1.2%	2.0%	64.6%
85 to 89 years	0.8%	2.0%	113.3%	0.7%	1.4%	115.0%
18 years and over	71.3%	76.5%	-8.4%	70.5%	75.0%	8.9%
62 years and over	15.1%	20.1%	13.6%	14.3%	18.4%	31.4%
Median age (years)	33.5	37.4	11.6%	33.8	36.5	8.0%
Race						
One race	34,070	28,903	-15.2%	60,056	61,128	1.8%
White	78.7%	80.8%	-12.9%	76.5%	75.8%	0.9%
Black or African American	5.8%	5.7%	-17.0%	4.1%	3.7%	-7.7%
American Indian and Alaska Native	1.1%	1.5%	15.2%	6.0%	7.0%	18.2%
Asian	1.6%	1.8%	-4.0%	1.2%	1.2%	2.9%
Two or More Races	1,512	1,500	-0.8%	2,242	2,669	19.0%
Ethnicity						
Hispanic or Latino	32.0%	30.5%	-18.6%	32.2%	34.5%	9.9%
Not Hispanic or Latino	68.0%	69.5%	-12.7%	67.8%	65.5%	-1.2%

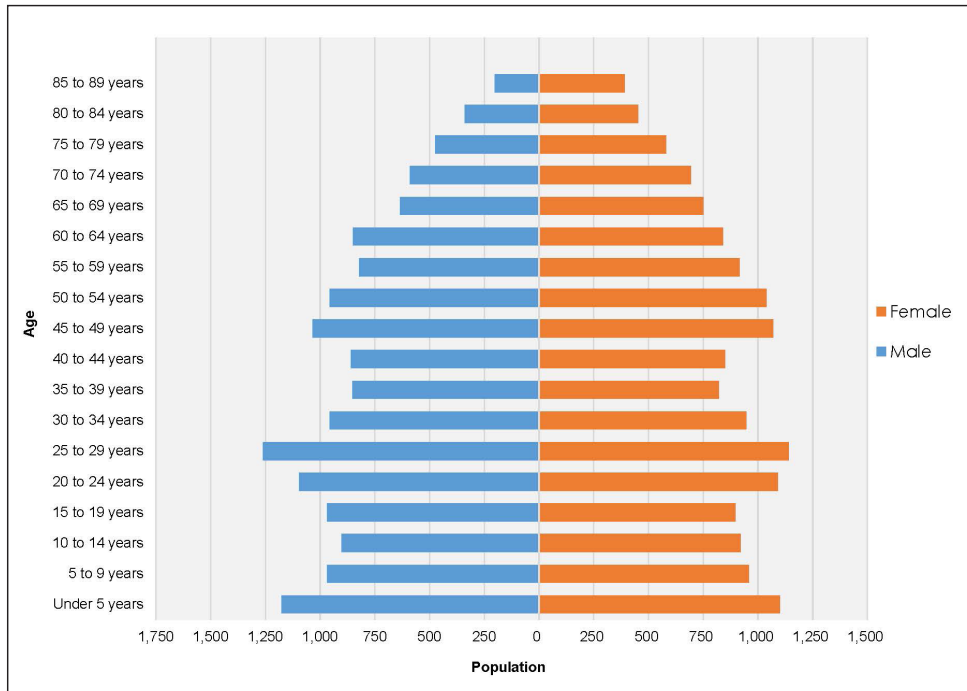
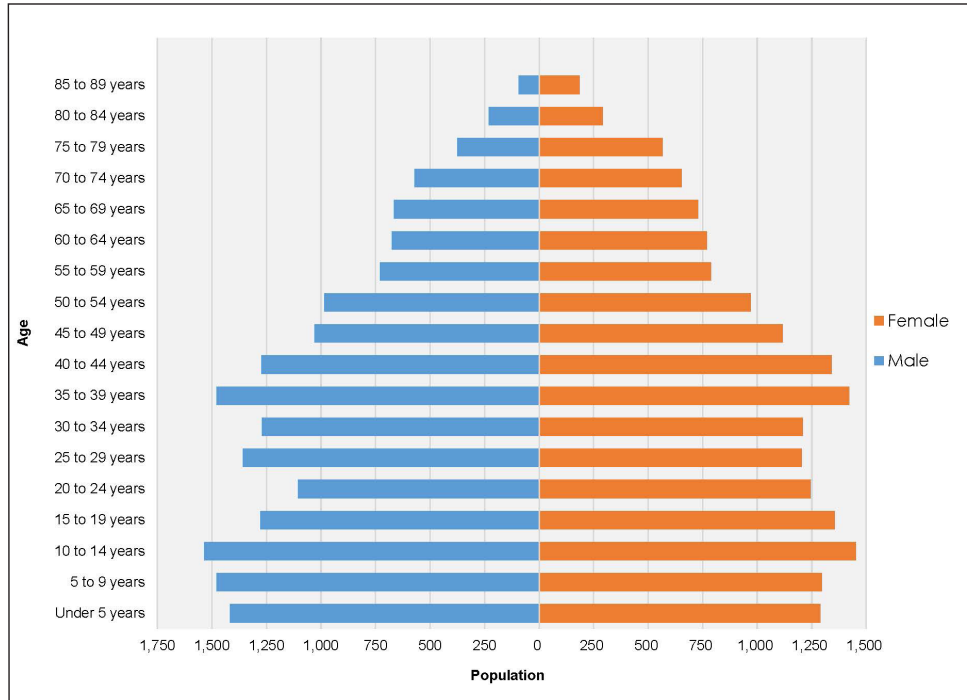
Source: U.S. Census Bureau, 2000 and 2010 SF1 100%. *Percents calculated based on raw data.

DRAFT

Figure 2.2 illustrates the age demographics by gender in Alamogordo in 2000 (top) and 2010 (bottom). The largest decrease during the decade was in males and females between 35 to 39. There was a notable increase in both males and

females between 85 and 89, 20 to 29, and 55 to 64. Females, in general, represent a larger population share compared to their male counterparts, with the exception of the 25 to 29 age cohort.

FIGURE 2.2: AGE DISTRIBUTION PYRAMIDS, 2000 and 2010



Source: U.S. Census Bureau, 2000 and 2010 SF1 100%.

DRAFT

BIRTH RATES

The New Mexico Department of Health tracks the number of live births in each county. The average number of live births per year in Otero County is 874 over the last 15 years. The highest count between 2000 and 2015 was in 2015 at 940 births, while the lowest was in 2013 at 830.

2.4 POPULATION PROJECTIONS

The University of New Mexico Geo-spatial and Population Studies (GPS) provides population projections for each county within the state. As shown in Table 2.3, GPS projects Otero County's population to slowly, but steadily, decrease in population between 2020 and 2035, an average annual growth rate of -0.46% (total decrease of 907 people). This is a slower rate than that of Lincoln County (-3.67%) and Sierra County (-5.95%). Doña Ana County is projected to grow at the highest rate in the region (4.33%).

2.5 MIGRATION

Figure 2.3 shows migration from 2000 to 2010 in Alamogordo by age cohort. The orange bars represent the expected population in each cohort and is derived by taking the 2000 U.S. Census

age data and aging the numbers by ten years. Comparing the expected data (orange bars) to the actual data (blue bars) shows if the age cohort experienced an in-migration or out-migration of residents during the assumed time frame. This method does not account for deaths; therefore, the expected 75 years and over age cohorts will almost always be higher than the actual population.

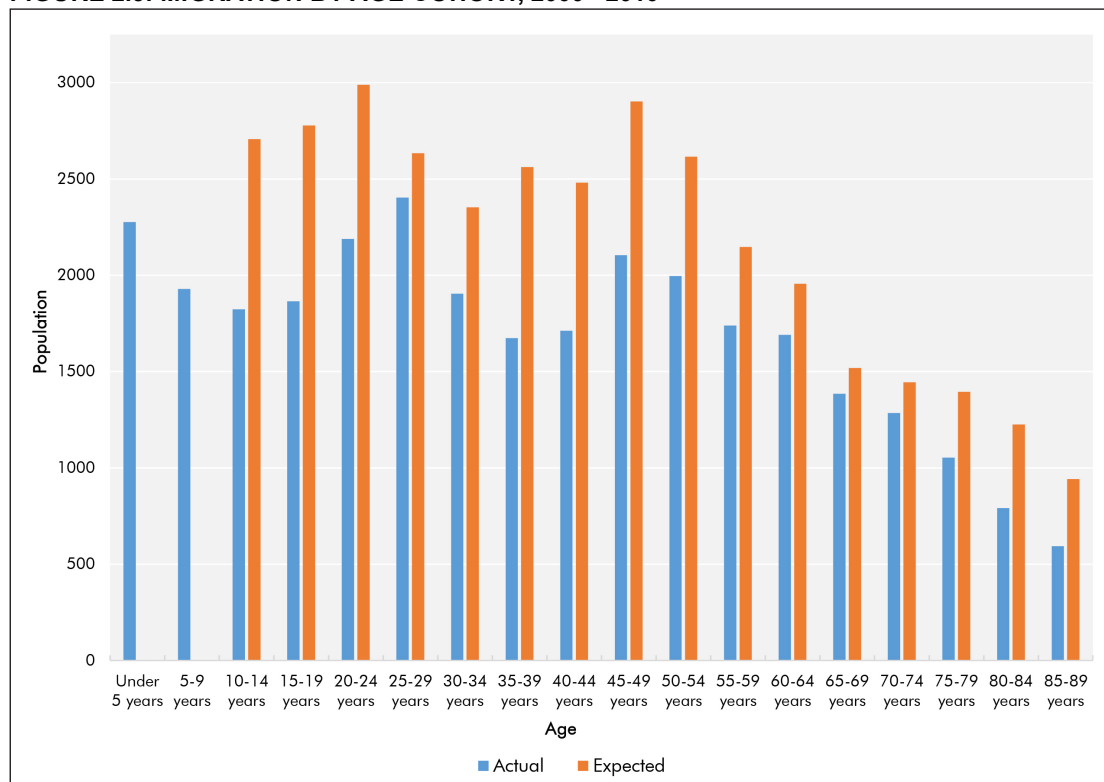
As shown by this analysis, Alamogordo has experienced out-migration amongst all age cohorts. Some experienced minimal net migration, while others such as 10 to 14, 15 to 19, 20 to 24, 35 to 39, and 45 to 49 age cohorts experienced strong out-migration with the actual population significantly lower than the expected population.

TABLE 2.3: COUNTY POPULATION PROJECTIONS

COUNTY	2020	2025	2030	2035
OTERO COUNTY	65,884	65,606	65,304	64,977
Doña Ana	232,946	244,455	255,070	264,537
Sierra	10,602	9,964	9,357	8,821
Lincoln	19,800	19,145	18,455	17,699
Chaves	68,856	70,083	71,403	72,607
Eddy	57,913	58,220	58,547	58,609

Source: UNM Geo-spatial and Population Studies.

FIGURE 2.3: MIGRATION BY AGE COHORT, 2000 - 2010



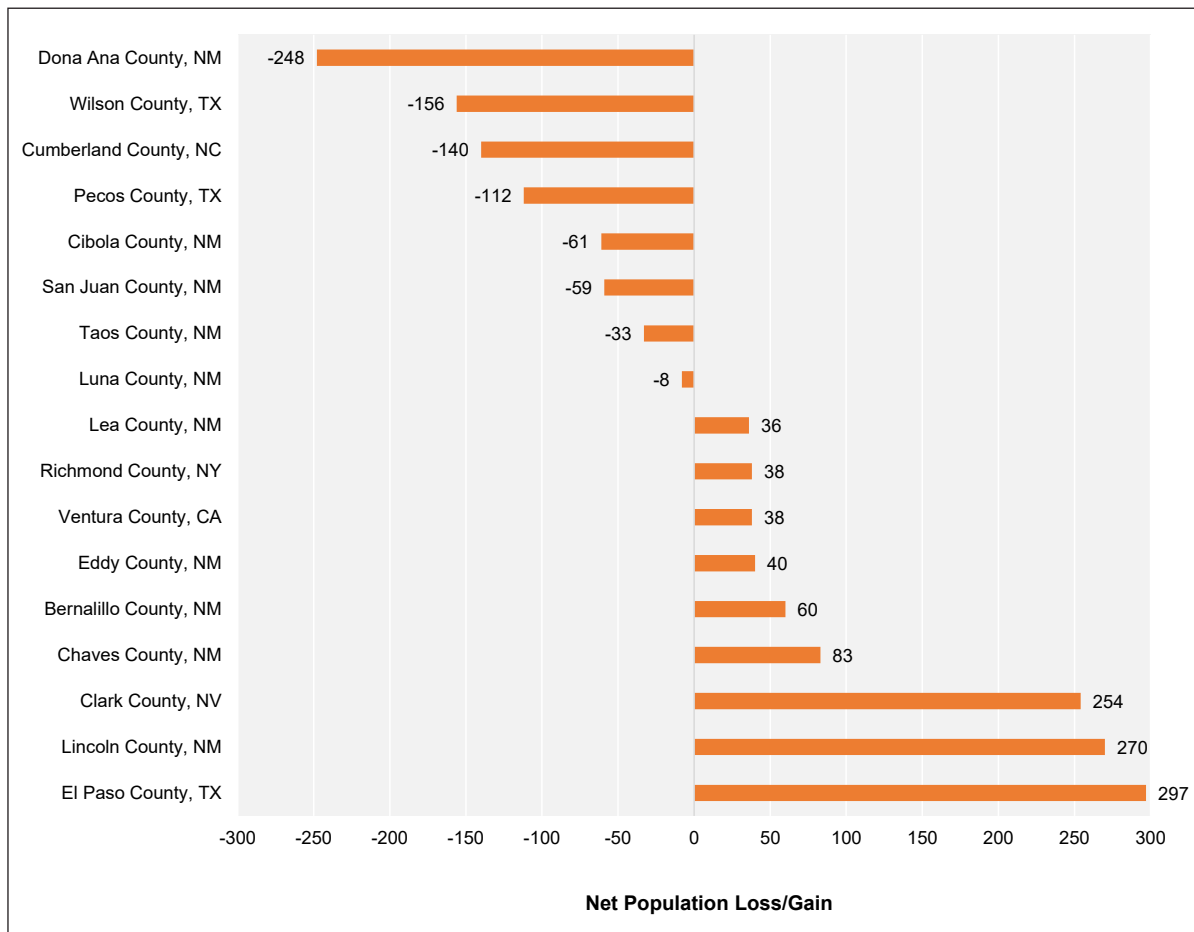
Source: U.S. Census Bureau, 2000 & 2010 SF1 100%.

DRAFT

Figure 2.4 provides Otero County's net-migration estimates. The County experienced strong population gain from El Paso County, Texas; Lincoln County, New Mexico; and Clark County, Nevada. Otero County had some population gain from several other counties in New Mexico such as Chaves County, Bernalillo County, Eddy County, and Lea County. Conversely, Otero County lost the highest number of people to Doña Ana County,

New Mexico; Wilson County, Texas; Cumberland County, North Carolina; and Pecos County, Texas. Out-migration to Doña Ana County (and Las Cruces) can be expected because it is one of the largest cities in southern New Mexico and near Alamogordo. In total, Otero County's out-migration was 2,779 people and in-migration was 3,487 people, which is a total net population gain of 708 people.

FIGURE 2.4: COUNTY-TO-COUNTY MIGRATION



Source: U.S. Census Bureau, Data Flows Mapper, 2010 - 2014.

DRAFT

2.6 EDUCATIONAL ATTAINMENT

Educational attainment of an area is an important indicator of the area's capacity for economic development. If an area can support specialized employment with a labor force that is trained and capable of higher education, employers have incentive to expand existing business or relocate into an area.

Table 2.4 shows that in general, educational attainment has increased in Alamogordo and Otero County. High school graduates increased in both the City and County. While the population in Alamogordo that had less than a 9th grade education was reduced nearly by half, in the

County, there was an 8.7% increase in population that had less than 9th grade education. Both the City and County have had significant increases in the Graduate or professional degree category (24.7% and 29.0%, respectively).

Graduation Rates

As of 2016, Alamogordo Public Schools' graduation rate is 71%, lower than surrounding districts with the exception of Tularosa Municipal Schools, which has a graduation rate of 70%. Table 2.5 shows the graduation rates from five surrounding districts. Gadsden Independent Schools has the highest graduation rate at 86%.

TABLE 2.4: CITY OF ALAMOGORDO EDUCATIONAL ATTAINMENT						
Education Level	City of Alamogordo			Otero County		
	2000	2015	% Change 2000-15	2000	2015	% Change 2000-15
Population 25 years and over	21,962	20,968	-4.8%	38,061	42,102	10.6%
Less than 9th grade	1,681	848	-48.2%	2,940	3,198	8.7%
9th to 12th grade, no diploma	2,406	1,500	-38.0%	4,282	3,964	-7.4%
High school graduate (includes equivalence)	6,217	6,479	4.2%	11,096	12,430	12.0%
Some college, no degree	6,385	6,083	-4.7%	10,634	11,671	9.8%
Associates degree	2,072	2,372	14.4%	3,229	3,941	22.0%
Bachelor's degree	1,874	2,030	8.3%	3,488	3,790	8.6%
Graduate or professional degree	1,327	1,656	24.7%	475	3,108	29.0%

Source: U.S. Census Bureau, American Community Survey 2000 - 2015 5-year estimates.

TABLE 2.5: GRADUATION RATES, 2016	
District	Graduation Rate
ALAMOGORDO PUBLIC SCHOOLS	71%
Carlsbad Municipal Schools	75%
Gadsden Independent School District	86%
Las Cruces Public Schools	80%
Artesia Public Schools	77%
Tularosa Municipal Schools	70%

Source: New Mexico Public Education Department.

DRAFT

This page left blank intentionally.

3. *Land Use*

DRAFT

DRAFT

3.1 INTRODUCTION

The Land Use element represents a general blueprint for the future of the City of Alamogordo and is one of the primary components of the Comprehensive Plan. It provides guidance for decision-making related to the physical growth and development of the City that is achieved through a balance between infill, redevelopment, and modest approach to annexations. Coordination between the City of Alamogordo and Otero County on areas of mutual concern, particularly within the Extraterritorial Jurisdiction, is an important component related to land use, zoning, and development.

The Land Use element provides an analysis of existing land use, community character, zoning, zoning recommendations, annexation history and recommendations for future annexations, a Preferred Land Use Scenario, and goals, objectives and implementation strategies for land use and development related activities in Alamogordo. The recommendations contained in this section are based on community input received at public meetings and from the community survey; input from City staff; analysis of existing land use; and professional judgment by the consultant team.

3.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked regarding growth, development, and urban design in Alamogordo. The results provide insight to the community's view on how the City of Alamogordo should grow in the future, how it should look, and form the basis for the land use recommendations.

In response to the question whether the City should encourage infill development (development of vacant or underutilized parcels in areas that are already largely developed), 85% said they strongly agree or agree and only 3% said they strongly disagreed or disagreed. Respondents were more split in regard to the City growing through annexations; 37% strongly agreed or agreed and 31% strongly disagreed or disagreed; and 27% were neutral. When asked whether the City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site),

44% strongly agreed or agreed; 21% strongly disagreed or disagreed; and 29% were neutral. A large portion of respondents, 89%, strongly agreed or agreed that the visual appearance of the City should be improved, while only 3% strongly disagreed or disagreed. Along the same lines, 87% of respondents strongly agreed or agreed that White Sands Boulevard is an important arterial that should be visually improved by the City, while only 4% strongly disagreed or disagreed.

3.3 EXISTING LAND USE

A windshield survey of existing land use in Alamogordo was conducted over a two day period in May 2017 (see *Existing Land Use graphic on page 26*). The survey results illustrate the diverse range of land uses within Alamogordo and provides a foundation for land use scenario planning.

The survey highlights key landmarks and character areas found throughout the City. Three types of character areas were evident during the survey; residential areas, non-residential areas, and corridors. Commercial uses are primarily located along the major corridors of Whites Sands Boulevard and 10th Street and in other areas throughout the City with both large and small commercial parcels. Large areas of vacant land are located along the City edges and vacant residential lots are primarily in the northern and southwestern areas. Industrial uses are clustered along the railroad tracks between Indian Wells Road and 1st Street. 10th Street is Alamogordo's commercial and institutional/governmental hub and is nearly built out with a mix of commercial, office, few vacancies, and institutional uses. The railroad area bordering Otero County features a large number of either vacant or blighted buildings and properties that are in need of rehabilitation. Residential development in the City is primarily single-family detached units with clustered areas of multi-family residential and mobile home parks dispersed throughout the City.

Alamogordo's existing land uses and their relative portion are listed below:

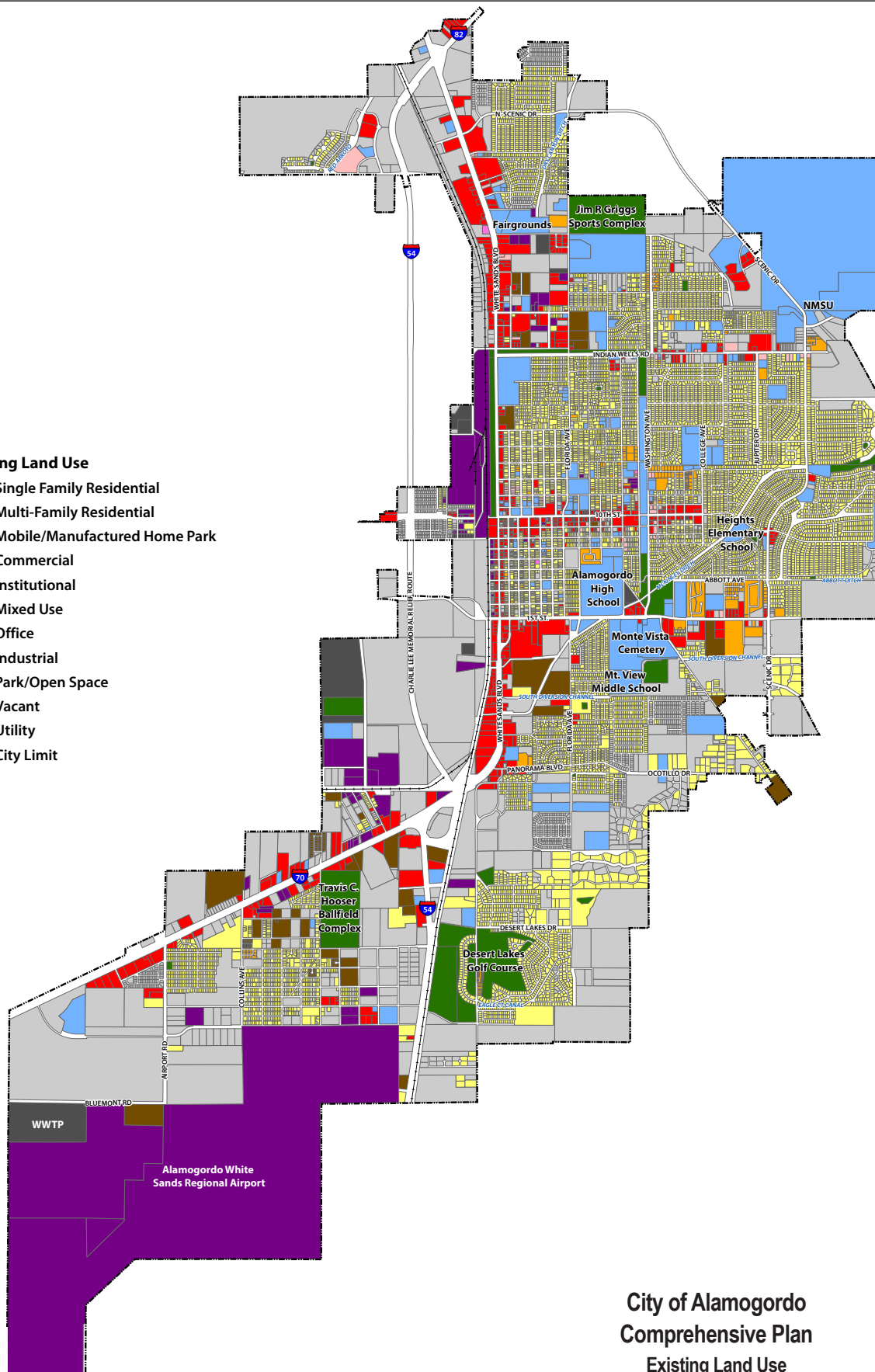
- Single-family residential: 17.9%
- Multi-family residential: 1.0%
- Mobile/Manufactured Home Park: 2.0%
- Commercial: 4.7%

DRAFT

DRAFT

Existing Land Use

- Single Family Residential
- Multi-Family Residential
- Mobile/Manufactured Home Park
- Commercial
- Institutional
- Mixed Use
- Office
- Industrial
- Park/Open Space
- Vacant
- Utility
- City Limit



City of Alamogordo
Comprehensive Plan
Existing Land Use

- Institutional: 22.4%
- Mixed Use: 0.02%
- Office: 0.3%
- Industrial: 2.1%
- Parks and Open Space: 3.1%
- Vacant: 29.1%
- Utilities: 1.5%
- Right-of-way: 15.9%

LAND USE SUBAREAS

A general description of existing land use and community character by subarea follows below.

Town Center and Arterials

Downtown Area south of Tenth Street

The boundaries of this area are Tenth Street to the north, Oregon Avenue to the east, First Street to the south, and White Sands Boulevard to the west. The area predominantly consists of single-family residential uses, institutional uses, vacant land, and commercial uses along Tenth Street and White Sands Boulevard. Partially located in this area is the Alamogordo Metropolitan Redevelopment Area (MRA), generally located along 10th Street and White Sands Boulevard. The MRA is discussed in further detail in the Economic Development Element.

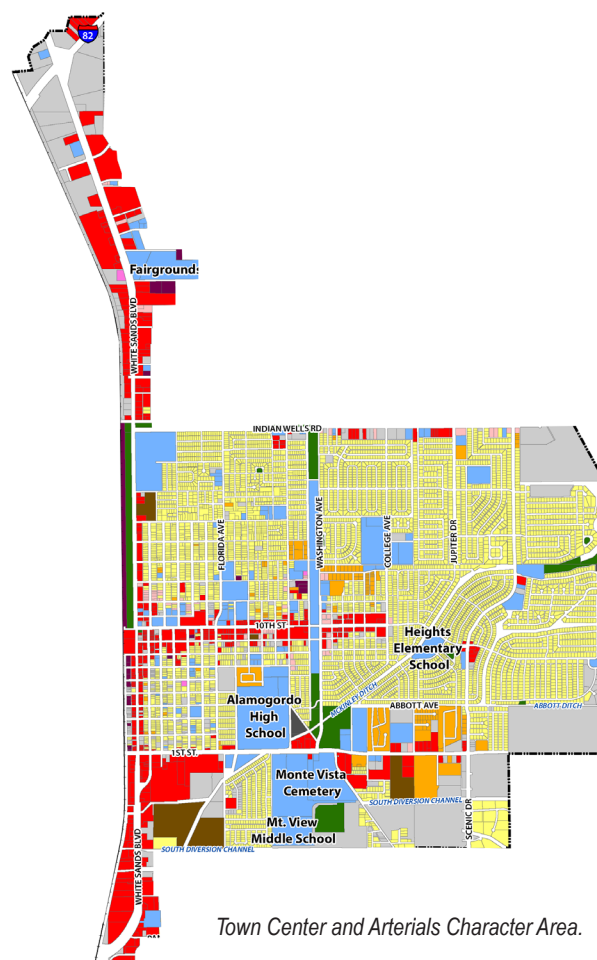
This area has a mix of land uses dispersed throughout the single-family area. Two of the most common land uses are institutional and vacant land. The single-family residential development is comprised of small footprint, single-story homes on antiquated platted land situated along a gridded street network. The large amount of vacant land available in this area is an opportunity for infill development on several blocks.

Downtown Area north of Tenth Street

The boundaries of this area are Indian Wells Road to the north, Oregon Street to the east, Tenth Street to the south, and White Sands Boulevard to the west. The area consists of single-family residential uses, commercial uses, institutional uses, and multi-family residential uses. The MRA is also partially located in this area. Identifiable features in the area include the School for the Visually Handicapped on the northwest corner of the character area and the

concentration of institutional uses that include the City and County offices.

The area is primarily single-family residential with institutional uses dispersed throughout. The main difference between this Downtown character area and the area south of Tenth Street is that the single-family residential development is well-maintained. These homes are historic, arranged on a gridded street network, and range in architectural style. The area has a few vacant parcels that may be developed, but are rare as compared to other areas of the City.



Town Center and Arterials Character Area.



Historic Victorian house on Michigan Avenue.

East of Washington Avenue

The boundaries of this area are Indian Wells Road to the north, Otero County line to the east, Fourth Street to the south, and Washington Avenue to the west. The area consists of mainly single-family residential uses, commercial uses, institutional uses, and multi-family uses along curvilinear streets.

The area has a large concentration of well-maintained, single-family residential, ranch-style homes on curvilinear streets. The area has little vacancy and is primarily built-out. Indian Wells Road from Scenic Drive to the east and Washington Avenue to the west includes a mix of office uses, commercial uses, institutional uses, and vacant land. The corridor showcases a stunning view of the Mountains and the New Mexico Museum of Space History when driving eastbound. The corridor contains new commercial and office development with opportunities for infill.

First Street Multi-Family

The boundaries of the area are the north and south sides of First Street, Otero County line to the east, and Canyon Road to the west. The area consists of a strong mix of multi-family residential uses, commercial uses, institutional uses, mobile home parks, and vacant land. A feature in the area is the Casa Arena Blanca Rehabilitation Suites.

The area has a mix of land uses with the largest concentration of multi-family residential development in the City of Alamogordo. The multi-

family residential development ranges in type, architectural style, scale, and includes brick duplex courtyard housing, four-plex courtyard housing, old and new modern apartment complexes, and townhouses. Several large tracts of vacant land provide an opportunity for infill development.

South of First Street

The boundary of the area is White Sands Boulevard to the west, Otero County line to the east, First Street to the north, and the South Diversion Channel on the south. The area includes commercial, mobile home parks, single-family residential, open space, and vacant land. The identifiable features of the area are Monte Vista Cemetery and Mountain View Middle School. The large areas of vacant land provides opportunity for more single-family residential development and multi-family development adjacent to the First Street multi-family area.

Tenth Street/Downtown Corridor

Tenth Street from College Avenue to the east and White Sands Boulevard to the west consists of commercial uses, some institutional uses, and office uses. The MRA is also partially located in this area. The northwest end of the 10th Street corridor has a concentration of government institutional uses. There are very few vacancies along the corridor.

White Sands Boulevard/Highway 70

White Sands Boulevard is characterized by "big box" highway commercial businesses and some industrial development. The Alameda Zoo, School for the Blind and Visually Handicapped, County Fairgrounds, and the Train Depot Park are along the corridor. The commercial uses include old and new development with vacant land on the northern and southern ends of the corridor. The condition of the road varies, and includes bicycle lanes and pedestrian sidewalks in some areas but not others. The Downtown Metropolitan Redevelopment Area is also partially located in this area.

Oregon Street/Washington Avenue

Oregon Street and Washington Avenue run parallel to each other with a wide median of open space/parkway from Indian Wells Road on the north and First Street on the south. The parkway is an

DRAFT

average of 300-feet wide and includes institutional uses such as the Alamogordo Municipal Court/ City Hall, Alamogordo Public Library, Girl Scouts' facility, tennis courts, Oregon Elementary School, Washington Park, and the Alamogordo Family Recreation Center. The parkway is highly used and well-maintained.

North of Indian Wells Road

North Florida Avenue

The North Florida Avenue area extends from the Jim R. Griggs Sports Complex on the north, Indian Wells Road to the south, White Sands Boulevard to the west, and the Sports Complex/Florida Avenue to the east. The area is comprised of a strong mix of uses, including parks, mobile home parks, commercial, industrial, multi-family residential, single-family residential and institutional uses, and vacant land. Between North Florida Avenue and White Sands Boulevard is a large concentration of commercial uses. A distinguishable characteristic of the area as compared to others is the large lot sizes. The large lots, vacant land, and existing land uses presents opportunities for infill in a range of uses, particularly for commercial development with its proximity and access to White Sands Boulevard.

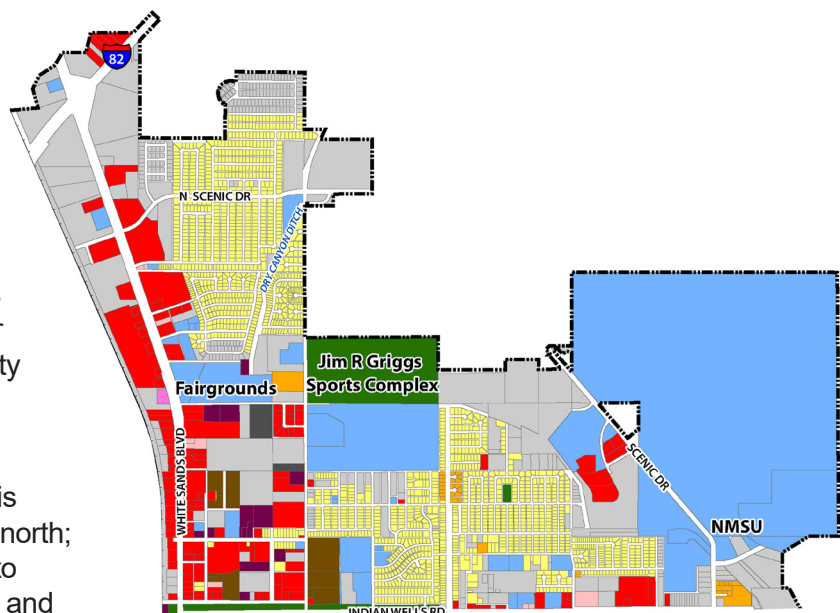
Indian Wells Road Residential

The Indian Wells Road Residential area is bounded by the Otero County line to the north; Science, Technical, and Education area to the east; Indian Wells Road to the south; and the Jim R. Griggs Sports Complex and N. Florida Avenue to the west. The area primarily consists of single-family residential development with areas of institutional, commercial, and a few areas of multi-family development. There are significant areas of vacant land that surround the residential development that can be utilized for infill development.

Science, Technology, and Education

The boundaries of the area consist of Fairgrounds Road to the north, along both sides of Scenic Drive, and Indian Wells Road to the south.

The area primarily consists of institutional uses surrounded by vacant land, and few commercial uses. Identifiable features in the area include the New Mexico Museum of Space History, New Mexico State University (NMSU-A), the NMSU Tays Center, and the Gerald Champion Regional Medical Center. The large amount of vacant land presents the opportunity for infill development of similar uses such as science, medical, and education. The area provides an opportunity for branding as a "science and technology park."



North of Indian Wells Road Character Area.

DRAFT

South of the South Diversion Channel

Desert Lakes Golf Course

The boundaries of the area are the properties in line with Caneadea Loop to the north, Otero County line to the east and south, and Highway 54 to the west. The area is predominantly comprised of single-family residential, open space (golf course), and vacant land uses. The most identifiable feature in the area is the Desert Lakes Golf Course located on both sides of Hamilton Road.

The area is primarily single-family residential development with a small section of townhouses east along Hamilton Road. The residential developments are comprised of large footprint, well-maintained, single-story homes on curvilinear streets with a few two-story homes intermixed. The area is largely developed, with some vacant land available for infill to the east and south of the Golf Course community.

South Florida Avenue

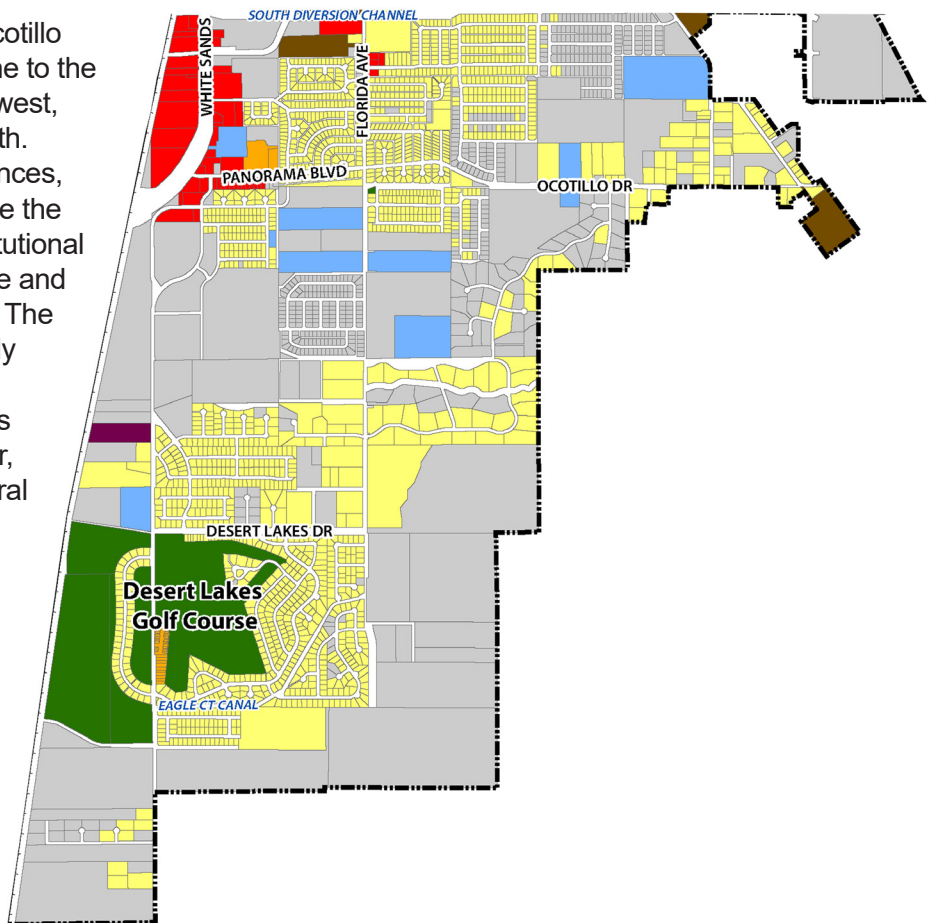
The boundaries of this area are Ocotillo Drive to the north, Otero County line to the east, South Florida Avenue to the west, and Desert Lakes Road to the south. Due to significant character differences, this character area does not include the residential subdivisions or the institutional uses southeast of the Ocotillo Drive and South Florida Avenue intersection. The area wholly consists of single-family residential uses and vacant land. An identifiable feature of the area is the long curvilinear street character, which takes advantage of the natural change in grade.

The area is comprised of primarily single-family homes dispersed with large vacant land areas along the hillside. The single-family residential development consists of large footprint custom homes on large lots that are well-maintained. The vacant land provides opportunity for similar large custom home development.

Panorama and Florida Residential

The boundaries of this area are the South Diversion Channel and Otero County Line to the north, the eastern boundary consists of S. Florida Ave, Ocotillo Drive, and the County line, properties in line with Caneadea Loop to the south, and White Sands Boulevard to the west. The area consists of single-family residential, vacant land, and a few areas of commercial, mobile home parks, and institutional areas.

The area is primarily single-family residential and vacant land. The vacant areas provide opportunities for residential infill and commercial infill along White Sands Boulevard. Hotels and chain restaurants make up the majority of the commercial in this area. Future development should be geared towards visitors to Alamogordo.



South of the South Diversion Channel Character Area.

DRAFT

Airport West of Highway 54

North of the Airport

The boundaries of the area are Highway 70 to the north, Highway 54 to the east, the Alamogordo-White Sands Regional Airport to the south, and the Otero County border to the west. The land uses are a mix of single-family residential, mobile home parks, commercial and industrial uses, and vacant land.

A significant amount of the area consists of single-family residential developments and large vacant parcels. The residential developments are comprised of small, single-story brick homes on a gridded street pattern. The vacant parcels provide an opportunity for commercial, industrial, and residential infill development consistent with the surrounding uses.

Alamogordo-White Sands Regional Airport

The Alamogordo-White Sands Regional Airport comprises the southernmost portion of the City. The City's Wastewater Treatment Plant and a manufactured home park are located on the north edge of the Airport property along Bluemont Road. The land area of the Airport is significant, but has little existing development. New industrial development and/or a business park would be appropriate on vacant portions of the Airport property.

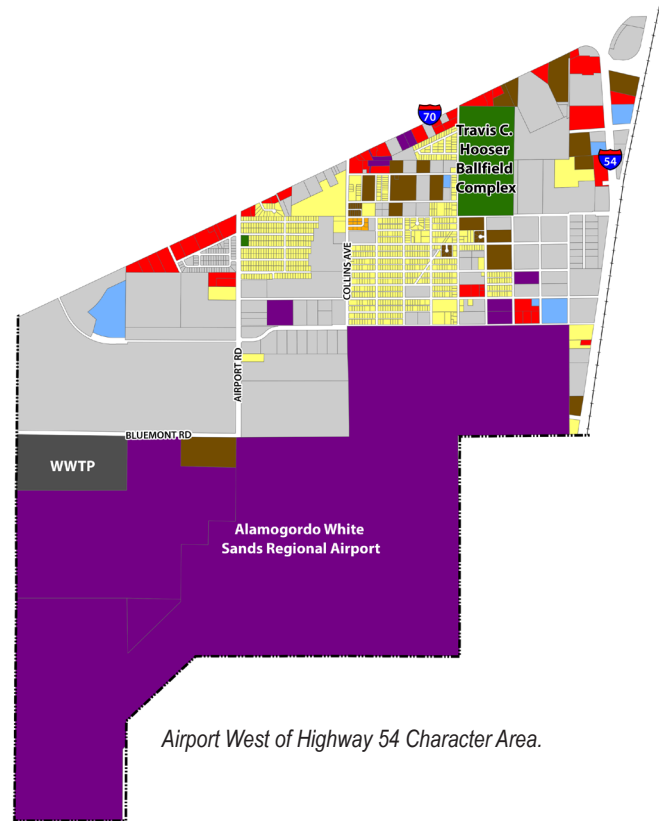
West of Railroad Avenue

Northern Railroad

The boundaries consist of the Otero County line to the north, railroad to the east, Otero County line and Indian Wells Road to the south, and the Otero County line to the west. The area is largely vacant, but contains some residential, office, institutional, and commercial development in the Mesa Village area, which will continue to develop over time with similar uses.

Railroad Industrial

The boundaries of the area include Indian Wells Road to the north, White Sands Boulevard the east, Eighth Street to the south, and the Otero County border to the west. The area consists of industrial uses, mobile home parks, and vacant land. The MRA is also partially located in this area. Identifiable feature in this area is the railroad. The

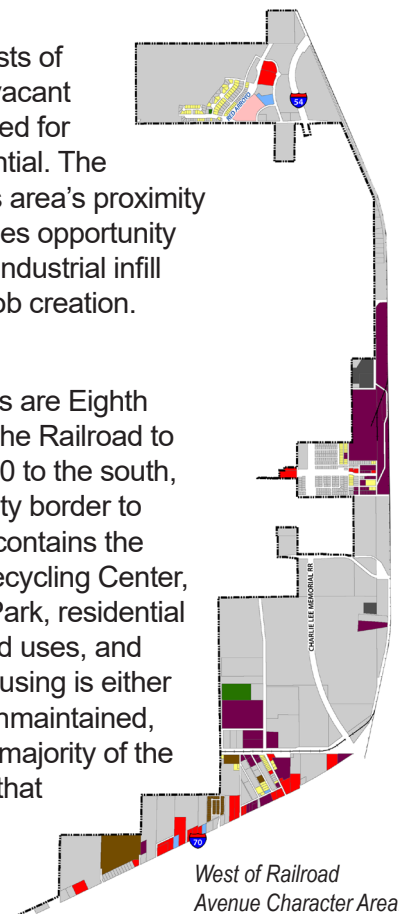


Airport West of Highway 54 Character Area.

area primarily consists of industrial land and vacant land that is subdivided for single-family residential. The vacant land and this area's proximity to Downtown provides opportunity for redevelopment, industrial infill development, and job creation.

Southern Railroad

The area boundaries are Eighth Street to the north, the Railroad to the east, Highway 70 to the south, and the Otero County border to the west. The area contains the Alamogordo City Recycling Center, the Balloon Fiesta Park, residential and commercial land uses, and vacant land. The housing is either severely blighted, unmaintained, or abandoned. The majority of the area is vacant land that provides substantial opportunity for development of industrial uses.



West of Railroad Avenue Character Area.

DRAFT

3.4 WHITE SANDS BEAUTIFICATION DISTRICT

White Sands Boulevard is the City's primary commercial thoroughfare. Respondents to the community survey indicated their strong desire for the City to improve the aesthetics of the corridor. Most anchor retail uses are located on or adjacent to this corridor.

In 2016, the City Commission approved the White Sands Beautification District Ordinance #1532. The Ordinance created the White Sands Beautification District and established the White Sands Beautification Committee, which consists of eight members, including six at large, a chairman appointed by the Mayor, and the Chairman of the Planning and Zoning Commission. The Committee is responsible for reviewing and approving improvement projects within the District to ensure compliance with the adopted design standards and guidelines. This includes projects that require demolition, building and sign permits, modifications to the exterior appearance of buildings, signing, landscaping, and parking.

Section One created a Corridor Overlay District along White Sands Boulevard for the purpose of increasing the aesthetic quality of the corridor through citizen-based efforts; establishing a corridor Master Plan that will guide the economic development and beautification efforts; developing regulations consistent with the Master Plan;

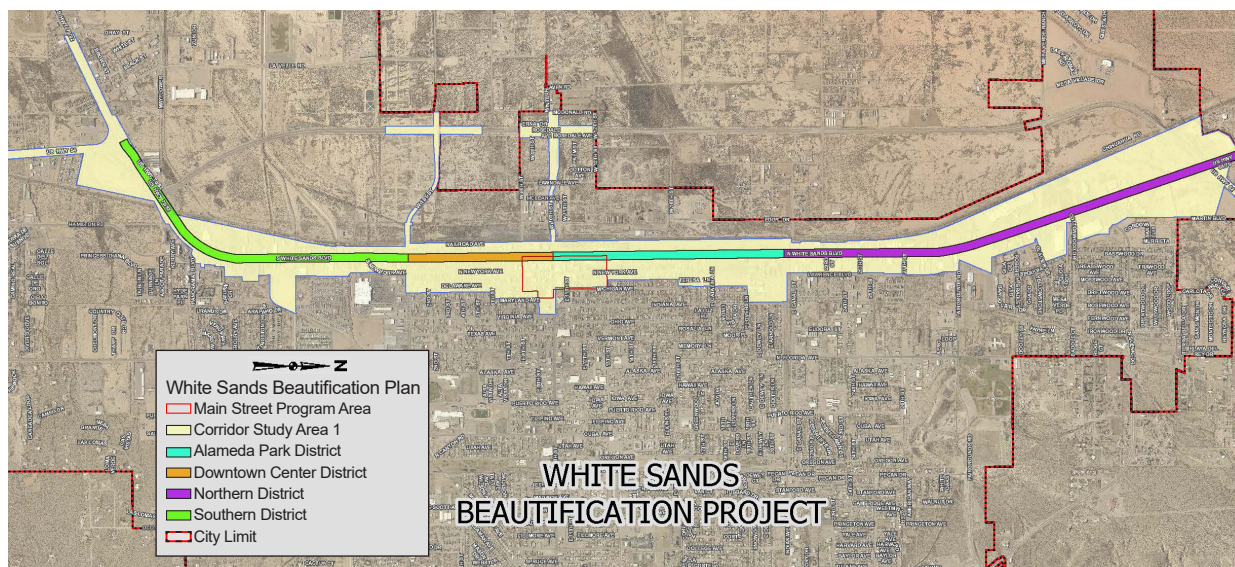
identifying available funding for projects; and establishing a review process for proposed projects. The Master Plan regulations will include architectural style, streetscape standards, signs, walking areas, massing, walls and fencing, and remodeling.

Section Two established the White Sands Beautification Committee for review and other duties related to proposed improvement projects on the corridor. The Committee is tasked with developing a Master Plan for the corridor; holding public hearings pertaining to the Master Plan and proposed projects; proposing amendments to regulations governing the District; advising the City Commission on decisions pertaining to the District; coordinating funding efforts for projects; and establishing sub-committees as needed.

Four sub-districts make up the White Sands District, including South District (Highway 54/70 to 1st Street); Central District (from 1st Street to 10th Street); Park District (from 10th Street to Indian Wells Road); and North District (between Indian Wells Road to Highway 82). In July and August of 2017, the City facilitated its first series of targeted informational meetings addressing each sub-district.

Improvements to White Sands Boulevard will come from this initiative and have already begun. One effort includes Holloman's "Big Give," a decade-old community service event, where Airmen and their families give back to Otero County in the form

DRAFT



White Sands Beautification Districts map.

of community service projects. The 2017 event included revitalization for three of Alamogordo's dilapidated welcome signs. The signs are located on each end of White Sands Boulevard and one on Charlie Lee Memorial Relief Route.

3.5 EXISTING ZONING

The original City of Alamogordo Zoning Ordinance was adopted in 1960. Administration and enforcement of the Zoning Ordinance is the responsibility of the City Planning and Zoning staff, under the supervision of the City Manager. The Planning and Zoning Commission, which consists of five voting members and one Holloman AFB Ex-Officio member, reviews and makes recommendations to the City Commission regarding issues related to zoning, subdivisions, variances, master plans, and use of City property.

Each zoning district contained in the Zoning Ordinance includes a list of permissive uses, setback requirements, lot dimensions, and area and height dimensions. The Ordinance also contains development standards which address accessory uses, off-street parking, fences, walls, and entries in some zoning designations.

The Zoning Ordinance contains 12 zoning districts (*see Existing Zoning map, page 34*). A brief summary of each zoning district and their approximate share follow below:

Residential

R-1 Single-Family Dwelling District (42%)

Permitted uses in the R-1 District include single-family detached dwellings and home occupations. Non-residential uses allowed in the R-1 District include publicly-owned police, fire stations, parks or playgrounds, churches, golf courses, schools, and water supply reservoirs. The R-1 District is the most common zone in the City of Alamogordo. Dimensional standards in the R-1 District include minimum lot size (6,000 square feet); minimum lot width (60 feet); and maximum building height (35 feet).

R-2 Townhouse Dwelling District (1.8%)

Permitted uses in the R-2 District include those permitted in R-1 and townhouses. The R-2 District is found in pockets throughout the City of

Alamogordo. Dimensional standards in the R-2 District include minimum lot size (4,000 square feet) and minimum lot width (35 feet).

R-3 Two-Family Dwelling District (2.0%)

Permitted uses in the R-3 District include those permitted in R-1 and two-family dwellings. The R-3 District is generally located north and south of the 10th Street Business District. Dimensional standards in the R-3 District include minimum lot size (6,000 square feet or 3,000 square feet per dwelling unit, whichever is greater); minimum lot width (60 feet); and maximum building height (35 feet).

R-4 Multiple Family Dwelling District (2.4%)

Permitted uses in the R-4 zone include those permitted in R-1, two- and three-family dwellings, and boarding and lodging houses. Non-residential uses allowed in the R-4 District include several institutional uses, private clubs and fraternal organizations, offices, and accessory buildings. The R-4 District is dispersed in pockets throughout the City of Alamogordo. Dimensional standards in the R-3 District include minimum lot size (6,000 square feet or 2,000 square feet per dwelling unit, whichever is greater); minimum lot width (60 feet); and maximum building height (35 feet).

RE Residential Estate District (0.2%)

Permitted uses in the RE District include single-family dwellings, accessory uses, and community residential care facilities. Non-residential uses allowed in the RE District include publicly-owned or operated parks, playgrounds or community buildings, and family child care homes. Conditional uses in the RE District include country clubs or golf courses, and some institutional uses such as churches, utilities, and public schools. The RE District is not common and located in only a few areas throughout the City of Alamogordo. Dimensional standards in the RE District include minimum lot size (0.75 acre); minimum lot width (90 feet at the building setback line and 35 feet at the front lot line); and maximum building height (35 feet).

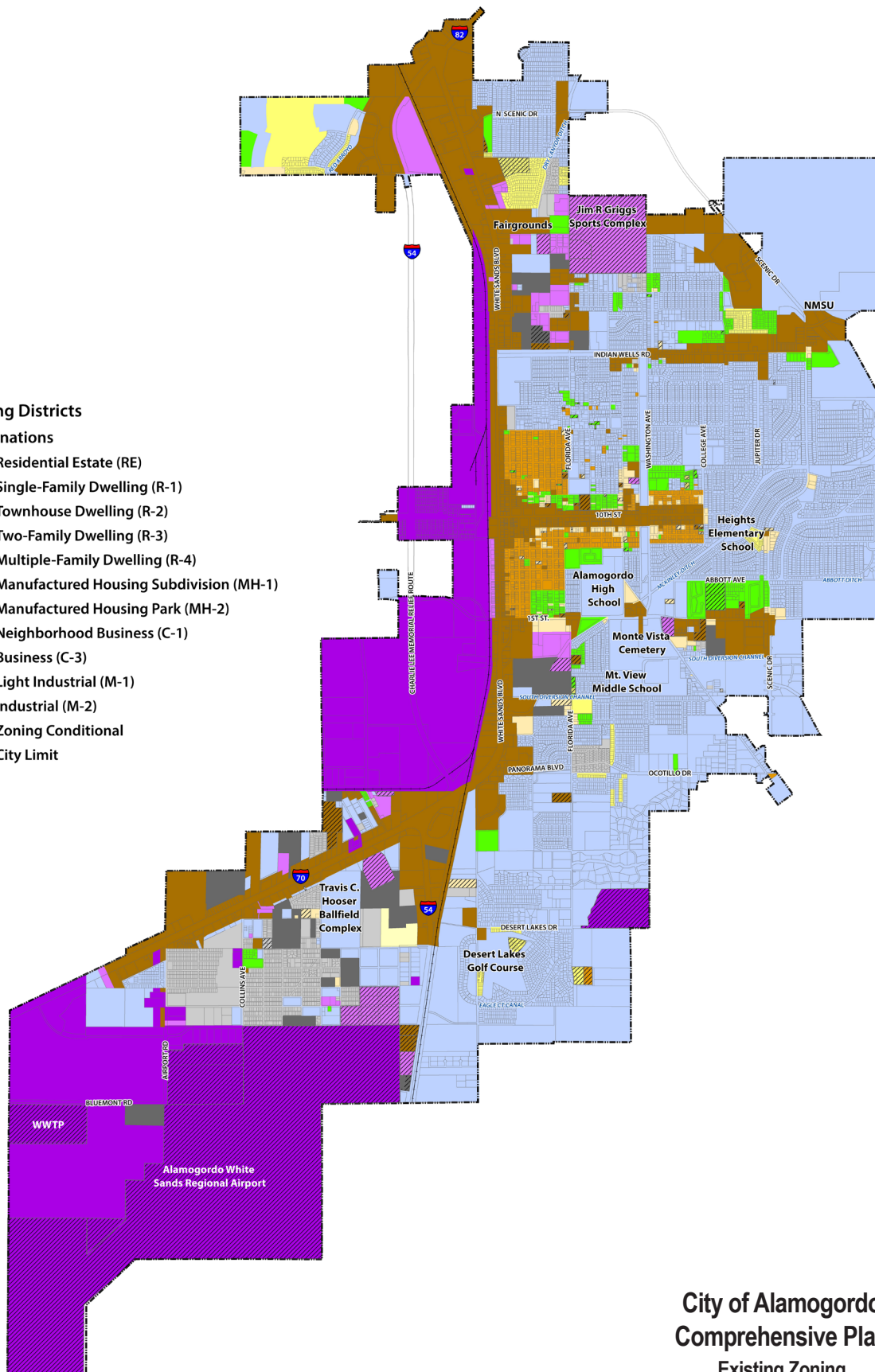
DRAFT

DRAFT

Zoning Districts

Designations

- Residential Estate (RE)
- Single-Family Dwelling (R-1)
- Townhouse Dwelling (R-2)
- Two-Family Dwelling (R-3)
- Multiple-Family Dwelling (R-4)
- Manufactured Housing Subdivision (MH-1)
- Manufactured Housing Park (MH-2)
- Neighborhood Business (C-1)
- Business (C-3)
- Light Industrial (M-1)
- Industrial (M-2)
- Zoning Conditional
- City Limit



City of Alamogordo
Comprehensive Plan
Existing Zoning

Other Residential**MH-1 Manufactured Housing Subdivision District (3.5%)**

Permitted uses in the MH-1 District include those permitted in R-1 and individual manufactured housing units. The MH-1 District is, in large part, located in the southwestern area of the City bordering the Airport and in small areas throughout the northern portion of the City. Dimensional standards in the MH-1 District include minimum lot size (6,000 square feet); minimum lot width (60 feet); and maximum building height (20 feet).

MH-2 Manufactured Housing Park District (2.4%)

Permitted uses in the MH-2 District include those permitted in R-1 and parking of one or more individual manufactured housing units. The MH-2 District is located in pockets throughout the City. Dimensional standards in the MH-2 District are regulated by Chapter 25 of the Zoning Code for Trailers, Mobile Homes, and Recreational Vehicles.

PUD Planned Unit Development District (0.0%)

The Planned Unit Development District (PUD) is a floating district that may be located within any residential or commercial district. PUDs are required to be master planned in three approval stages and may be residential, commercial, or a combination of land uses. The purpose of planned unit development regulations is to primarily provide flexibility in zoning and promote infill development.

Commercial**C-1 Neighborhood Retail Business District (1.0%)**

Permitted uses in the C-1 District include limited retail, service, office, institutional, and residential uses. Residential uses allowed in the C-1 District include single family dwellings, two-family dwellings, multiple dwellings, row dwellings, apartment houses, boarding and lodging houses, dwelling units attached to a commercial building. The C-1 District is not common, but located in small parcels throughout the city typically in or near residential areas. Standards in the C-1 District include requirements for living facilities, off-street parking, closed buildings, outdoor areas, noise, lighting, and signs.

C-3 Business District (14.7%)

Permitted uses in the C-3 District include retail, service, office, some light assembly, and

residential uses. Residential uses allowed in the C-3 District include single family dwellings, two-family dwellings, multiple dwellings, row dwellings, apartment houses, boarding and lodging houses, dwelling units attached to a commercial building. The C-3 District is the most common commercial district and is generally located along the major corridors in the City such as White Sands Boulevard, 10th Street, and Indian Wells Road. Standards in the C-3 District include requirements for living facilities and off-street parking.

Industrial**M-1 Light Industrial District (3.4%)**

Permitted uses in the M-1 District include all uses, except heavy industrial uses and residential uses (unless the residential use is accessory to a legally established light industrial use). The M-1 District is located in individual small parcels and areas throughout the City within proximity to the railroad. There are no conditional uses or dimensional standards associated with the M-1 District, except in the event that there are living facilities, in which case, every lot is required to provide 1,000 square feet per family.

M-2 Industrial District (26.6%)

Permitted uses in the M-2 District include all uses, except several heavy industrial uses that must be approved by the City Commission and residential uses (unless the residential use is accessory to a legally established light industrial use). The M-2 District is generally located west of the railroad between the Fairgrounds and Panorama Boulevard, and in the southwestern quadrant of the City consisting of the Airport property. Dimensional standards in the M-2 District include building height (150-foot maximum); and in the event that there are living facilities, every lot is required to provided 1,000 square feet per family.

Conditional Zoning (15.7%)

Conditional Zoning Permits are issued on a case-by-case basis if deemed necessary by the City Commission. Based on one of the City of Alamogordo's base zones, Conditional Zoning Permits allow the City Commission to attach conditions to the property via the rezoning ordinance and must be upheld to retain the Conditional Zoning Permit. If the City Commission

DRAFT

determines the conditions no longer exist during a public hearing, the zoning reverts to the parcel's prior zoning classification.

Historically Underutilized Business Zone

The intent of the Historically Underutilized Business Zone (HUB Zone) Overlay District is to promote economic development and employment through encouraging rehabilitation and reuse of existing commercial structures located within the C-3 Business District. In addition to the uses permitted in the primary zoning district, light assembly and accessory uses are allowed by right.

Airport Zoning

Chapter 4 of the Alamogordo City Code is titled "Aircraft and Airport." This chapter includes regulations for the Alamogordo-White Sands Regional Airport related to administration, general rules and regulations, business activities, vehicular traffic on landing and ramp areas, ground operation of aircraft, and zoning. The zoning article is titled the "Alamogordo Municipal Airport Hazards Zoning Ordinance" and includes the following five zones:

- Runway larger than utility with a visibility minimum as low as three-quarter-mile non-precision instrument approach zone;
- Precision instrument runway approach zone;
- Transition zones;
- Horizontal zone; and
- Conical zone.

The zones are regulated by height limitations based on a zone-specific slope calculation and by use. No use is allowed in any zone that would create electrical interference with navigational signals or radio communication between the airport and the aircraft, or that would impair visibility in the vicinity of the Airport.

Zoning Recommendations

Zoning ordinances are generally intended to follow and implement the Comprehensive Plan. As a follow-up action to adopting the Comprehensive Plan, the City of Alamogordo should update the City's Zoning Ordinance and Zone Map accordingly. The update should consider, but not be limited to, the following recommendations:

- The Zoning Ordinance should include an intent statement for all zoning districts to help ensure

that the permissive and conditional land uses are consistent with the intent.

- Definitions are scattered throughout the Zoning Ordinance. There should be a definition section added to the Zoning Ordinance where readers can reference the defined terms in one location.
- In general, the Zoning Ordinance should be flexible in order to reflect the changing patterns of growth and development in Alamogordo. More flexibility in terms of permissive uses and variety in design and development that reflect a "sense of place" would allow property owners more options for the development of their property.
- There is very little multi-family zoned property in Alamogordo; currently, only 6.2% collectively between the R-2, R-3, and R-4 zones. The City should evaluate and consider rezoning some existing vacant land to allow more multi-family development.
- The commercial zones allow mixed uses, but there should be a zoning district that specifically allows mixed-use (residential and neighborhood scale commercial), particularly within the City Center and Downtown areas of Alamogordo where redevelopment is desired.
- The White Sands Boulevard Overlay District and the Downtown Metropolitan Redevelopment Area should be described in the Zoning Ordinance and illustrated on the Official Zone Map.
- The Zoning Ordinance does not include sign regulations. A sign ordinance that provides the frequency, dimensional standards, and locations of on-premise signs and regulations for off-premise signs and billboards should be added to the Zoning Ordinance.
- Consideration should be given to adding affordable housing incentives in the Zoning Ordinance. Sometimes referred to as "inclusionary zoning," these policies either require or provide incentives for new residential development to designate a certain percentage of the units for households that meet certain income requirements. Inclusionary zoning

programs typically provide cost offsets to developers, such as density bonuses, fee waivers, or expedited review process.

3.6 OTHER DEVELOPMENT ORDINANCES

SUBDIVISION REGULATIONS

The Subdivision Regulations are provided in Chapter 22 of the Alamogordo City Code and describe the City's prescribed procedures to address and resolve the sometimes conflicting needs and costs of development. The Chapter covers procedures and provisions for conditional approvals; street, utility, grading plans; plats; easements; public sites and open spaces; monuments; utility and street improvements; and subdivision exemptions.

The Subdivision Regulations often refers to the Comprehensive Plan for guidance on street classification, new school locations, and lot dimension appropriateness. Other references could include pedestrian areas, public sites and open spaces, street improvements, and utility provision.

CONCURRENT JURISDICTION

The purpose of a Concurrent Jurisdiction (CJ Ordinance), currently identified as "Extra-Territorial Jurisdiction" for the City of Alamogordo, is to promote the health, safety, and general welfare of the City by regulating and restricting a combination of land use, building height, lot coverage by structures, population density, and the location of buildings on properties near the City/County edge. The Concurrent Jurisdiction typically provides a transition between land uses in the City and County in order to minimize potential land use conflicts between the urban and rural areas and to improve the appearance at entry points to the City. Adequate staffing is key to ensuring that Concurrent Jurisdiction regulations are consistently applied and enforced. Alamogordo's Concurrent Jurisdiction Ordinance deems the City responsible for reviewing and commenting on subdivision compatibility regarding utilities and zoning only.

Although there is no zoning within Otero County, the County assigns, addresses, and reviews subdivision applications. The overlapping City and County planning and platting jurisdiction helps the

City coordinate planning issues within the CJ area where development is occurring.

3.7 ANNEXATION OVERVIEW

Annexation is a mechanism by which a municipality may expand its regulatory and taxing authority to adjacent unincorporated land. It can be used as a growth management tool to ensure that land use and development standards in adjoining areas are consistent with land use within the municipality, as well as with the goals and objectives of the community as expressed in the Comprehensive Plan. Areas to be considered for annexation must be contiguous with the municipal boundary and the municipality must be able to demonstrate the ability to provide services. This process allows the municipality to extend utilities to the development within an appropriate time frame.

There are three methods available to municipalities in New Mexico seeking to annex new lands. Each method is based upon specific goals and conditions and illustrates different degrees of legislative delegation of power to municipalities. These three methods include:

- Arbitration Method (Sections 3-7-5 through 3-7-10 NMSA 1978): This method allows a municipality to annex contiguous territory if the municipality can declare that the benefits of annexation can be made within a reasonable time frame to the desired territory.
- Municipal Boundary Commission Method (Sections 3-7-11 through 3-7-16 NMSA 1978): This method establishes an independent commission to determine annexation of a territory to the municipality. The Municipal Boundary Commission will meet whenever a municipality petitions to annex a territory or if a majority of the landowners of a territory petition the Commission to annex the territory into the municipality.
- Petition Method (Section 3-7-17, NMSA 1978): This method requires a petition signed by the majority of property owners in a contiguous territory supporting annexation into a municipality.

DRAFT

ALAMOGORDO ANNEXATION HISTORY

The City of Alamogordo developed as a rail junction in 1898 by the Eddy brothers as a base for their El Paso and Northeastern Railroad. The original City was generally bounded by Indian Wells to the north, Railroad Avenue to the west, Third Street to the south, and Washington Avenue to the east, comprising approximately 968 acres.

The City has experienced several periods of growth since its settlement. Between 1898 and 1905, business boomed and the City grew in a grid-like pattern. Alamogordo Bombing and Gunnery Range opened in 1942 and is known today as Holloman AFB. Alamogordo experienced another large period of growth in the 1950s due in large part to the military base.

Over the last 17 years, the City of Alamogordo has annexed approximately 2,862 acres of land. Notable annexations, totaling 2,440 acres, took place throughout 2004 and 2005:

- Mesa Verde Ranch: The 350-acre Mesa Verde Ranch was annexed in 2004 and is located north of the Otero County Fairgrounds and east of White Sands Boulevard. Mesa Verde Ranch has been developing with single family residential, commercial, and office uses, but is not yet built out. Mesa Verde continues to be an active area for development.
- 2004: Other annexations in 2004 included approximately 620 acres near the U.S. Highway 54/70/82 Relief Route, 295 acres along South Florida Avenue, and the 157-acre Palo Duro Subdivision located east of Hamilton Road.
- 2005: Annexations in 2005 included nearly 200 acres at 1st Street and the Charlie T. Lee Relief Route and the 817-acre airport area.
- 2010: Another important annexation took place in 2010, which included the 91-acre Gerald Champion Regional Medical Center.

As a result of its history and annexations, the current layout of the City extends to the north and south via White Sands Boulevard and the railroad and east toward the Sacramento Mountains. White Sands Boulevard has generally been maintained as

a buffer between the City and the industrial areas east of the City.

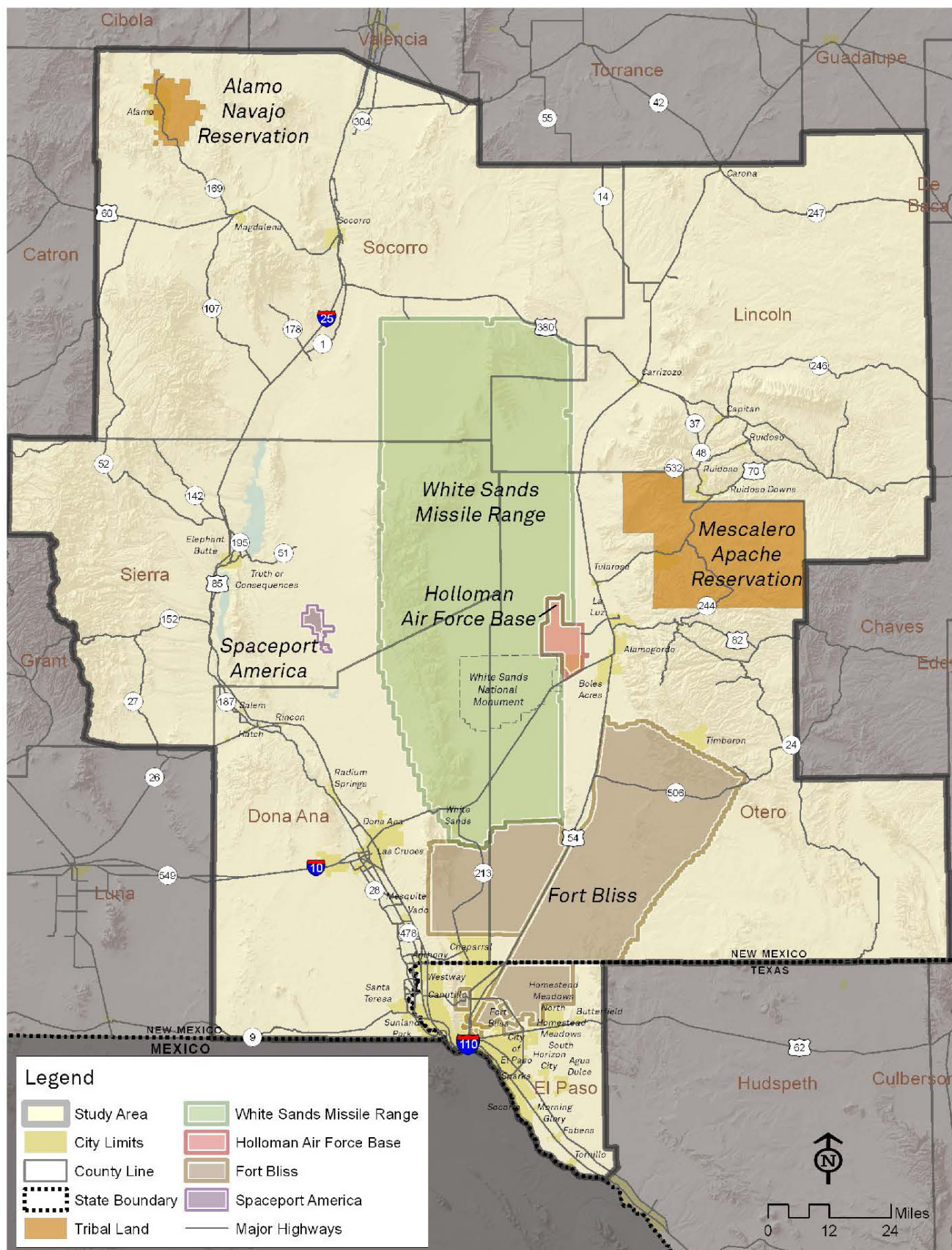
3.8 SOUTHERN NEW MEXICO - EL PASO JOINT LAND USE STUDY

The Joint Land Use Study (JLUS) is a collaborative process between local governments, state and federal agencies, tribal governments, military installations within the region, and the public. The study creates a dialogue on complex issues such as land use, economic development, infrastructure, environmental sustainability, and the operational demands and mission changes of both civilian and military entities. The central purpose of the JLUS is to minimize, or when feasible, eliminate compatibility issues between the military and surrounding civilian land uses.

The Office of Economic Adjustment (OEA) works with communities and governmental entities to develop studies like JLUS in cooperation with military installations within the region. According to the OEA, the purpose of a JLUS is:

- Cooperative land use planning effort designed to promote community growth and development that is compatible with an installation's training and operational missions;
- Initiated upon a Military Department nomination;
- Local community conducts JLUS in cooperation with local military installation; and
- Raises state and local government awareness and interest to support the long-term sustainability and operability of military installations.

Alamogordo is located within the Southern New Mexico-El Paso Texas (SNMEP) JLUS area, one of the largest JLUS areas at 27,713 square miles (*see map on page 39*). The SNMEP area encompasses six counties (Doña Ana, Sierra, Lincoln, Otero, and Socorro counties in New Mexico and El Paso County in Texas), two states, and the three military installations (Fort Bliss, White Sands Missile Range, and Holloman AFB). Doña Ana County was awarded a grant from the Office of Economic Adjustment (OEA) to conduct the JLUS, with participating jurisdictions in the SNMEP area contributing local matches.



SOUTHERN NEW MEXICO-EL PASO JOINT LAND USE STUDY AREA

A Regional Planning Organization made up of local partners was established to direct the JLUS process, a broad, community-driven process where stakeholders are encouraged to define their issues and collaborate on potential compatibility solutions. A Technical Committee and a Policy Committee were convened at the start of process to guide planning of the JLUS process and build support for implementation of the strategies laid out in the study. Seventeen public community meetings were held across the SNMEP region. An Otero County Advisory Committee was formed to address issues specific to rural and small communities in Otero County, some of which surround Alamogordo and are an important part of Alamogordo's economy.

The SNMEP region is large, complex, and dynamic. The natural, cultural, recreational, and renewable energy resources, weather, terrain, growth opportunities, and diversity of military training and testing missions create one of the most distinctive and valuable defense communities in the United States.

The SNMEP region is a premier testing and training military environment and features opportunities for energy production, forestry, cattle grazing, wildlife management, recreation, tourism, research, and local economic development. The diversity of local, state, and federal mandates; mission needs; and community interests reinforces the value of a coordinated planning process to promote economic competitiveness and protect quality of life. Given the complexity and scale of this region, balancing growth and resource management with military mission compatibility is a difficult undertaking. The JLUS compatibility menu offers a range of strategies to reflect the resources, needs, and interests of the region's many communities. The applicable local processes for adopting ordinances or codes will govern any implementation of regulatory policies by city and county governments within the SNMEP.

The JLUS is strictly an advisory document. Each partner entity can implement the recommended strategies to its own needs, resources, and interests. Upon the completion of the JLUS, the Regional Planning Organization formed an Implementation Body to promote the continued dialogue and action on the strategies identified in the document:

- Airspace Safety and Management;
- Communications and Coordination;
- Energy Infrastructure Management;
- Local Government Plans;
- Land Use; and
- Noise Management.

The JLUS is a continuing process with regular meetings at partnership areas for communities to engage in and contribute to the dialogue.

See Chapter 4: Economic Development for a discussion on the military installations' economic impact to Alamogordo and Otero County.

3.9 HISTORIC PRESERVATION

The cultural assets of Alamogordo are primarily documented through a series of individually registered historic properties. In 2012, there were 11 individually registered properties in Alamogordo on the State Register of Cultural Properties or the National Register of Historic Places, or both. The registered properties include the following:

- Ackley, Harry Francis House, 1115 Indiana Avenue, c.1898
- Administration Building (NMSVH), 1900 North White Sands Boulevard, c.1918
- Alamogordo Women's Club, SE Corner of 12th Street and Indiana Avenue, c.1937
- Auditorium and Recreation Building (NMSVH), 1900 North White Sands Boulevard, c.1932
- Central Receiving Building (NMSVH), 1900 N. White Sands Boulevard, c.1933
- Infirmary Building (NMSVH), 1900 N. White Sands Boulevard, c. 1930
- Jackson House, 1700 Ninth Street, c.1903
- Plaza Building, 1004 White Sands Boulevard, c.1938
- Rees, E.P. House, 1225 Indiana Avenue, c.1905
- Thomas, Charlie House, 1303 Ohio Avenue, c.1889
- U.S. Post Office, 1101 New York Avenue, c.1938

DRAFT



Historic Jackson House at 1700 9th Street; Queen Anne style.



Alamogordo Women's Club; a WPA era building.



Previous U.S. Post Office (now Otero County Administration building) at 1101 New York Avenue; a WPA era building.

The following sites are located on federal land outside the City of Alamogordo. These nominations are archaeological sites, so the location is not available to the public, pursuant to the New Mexico Cultural Properties Act of 1978.

- Alamogordo Site, Lincoln National Forest
- Railroad Logging Sites of the Sacramento Mountains, Lincoln National Forest
- Ring, Midden Sites of the Guadalupe Mountains, Lincoln National Forest
- Parabolic Dune Hearth Mounds, White Sands National Monument

- Six Jornada Mogollon Villages - in several locations including two on White Sands National Monument; average A.D. 314 with a range from 98 B.C to A.D. 765



Jornada Mogollon Village.

White Sands National Monument Historic District, also outside of Alamogordo, is a significant cultural resource. It was listed in 1988 on both the State Register of Cultural Properties and the National Register of Historic Places.

Certified Local Government Program

The Certified Local Government (CLG) Program was mandated by Congress in 1980 as an amendment to the National Historic Preservation Act of 1966. It assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program is an important and effective way to incorporate historic preservation into local planning decisions. The CLG program extends the federal and state preservation partnership to the local level and enhances the local government's role in preservation by strengthening preservation efforts and partnerships.

The New Mexico Historic Preservation Division (NMHPD) administers the CLG program in New Mexico. Given the numerous cultural resources in Alamogordo, participation in the CLG program should be considered by the City of Alamogordo.

3.10 CITY-OWNED PROPERTY

The City of Alamogordo owns approximately 6,272 acres of land within the City and Otero County. These properties include over 1,540 acres of the Alamogordo-White Sands Regional Airport and

DRAFT

related facilities, approximately 660 acres of park land, various drainage and water facilities, and community facilities, such as City Hall, Civic Center, Senior Center, Library, etc.

3.11 PREFERRED LAND USE SCENARIO

The Preferred Land Use Scenario is based on the community survey, discussion at the October 2017 Open House, and analysis of the existing development patterns and utility system capacities with City staff. The Preferred Land Use Scenario (see page 43) provides a vision for Alamogordo as the City develops and grows over the next 20 years. In addition to land use, the Preferred Land Use Scenario identifies infill and redevelopment areas and corridors, annexation areas, gateways, etc. The developed areas of Alamogordo are surrounded by large vacant parcels and subdivisions. These vacant areas provide a strong opportunity for infill, particularly along corridors such as Indian Wells and White Sands Boulevard, and in the designated Center City (Downtown) Metropolitan Redevelopment Area.

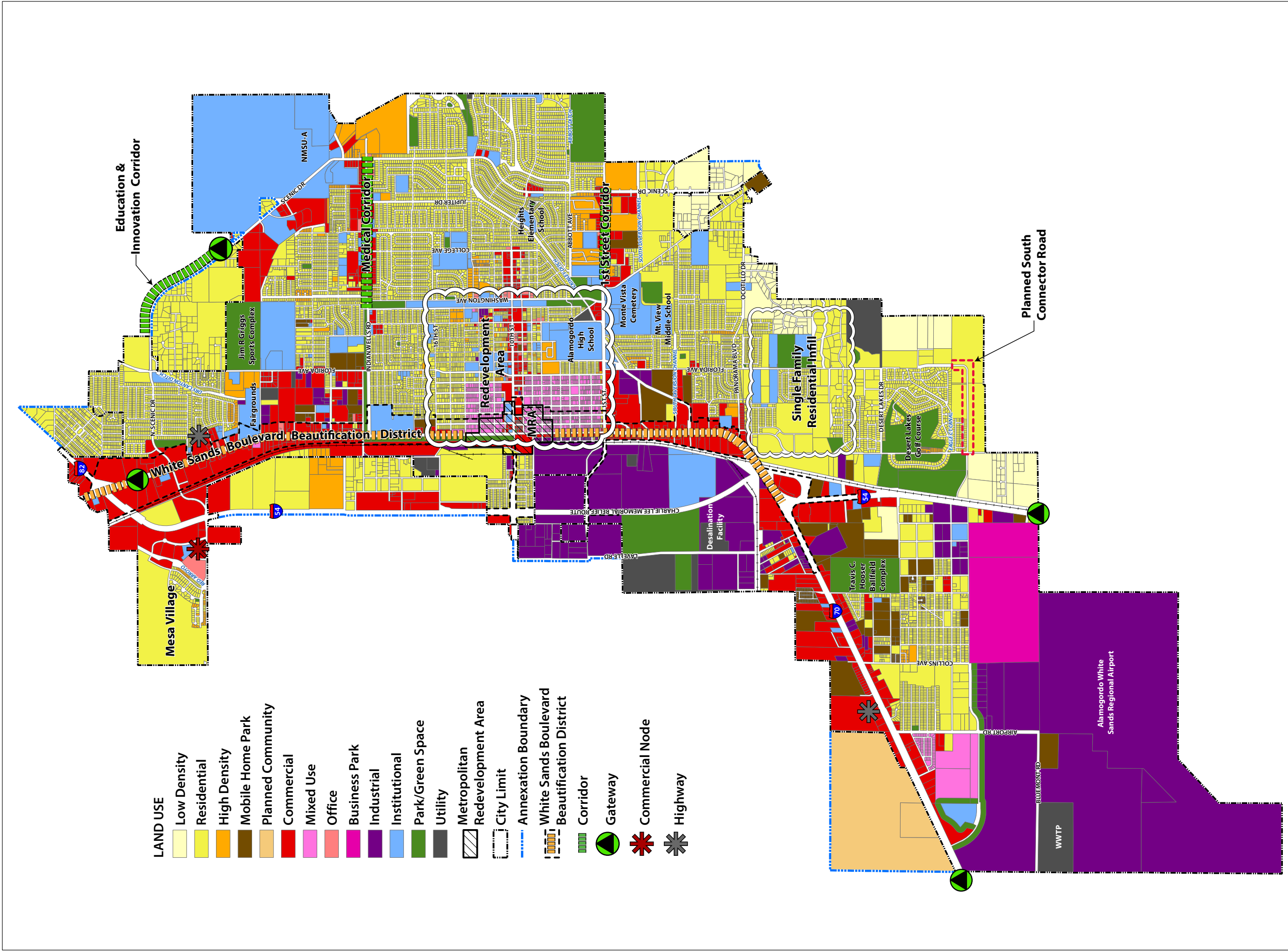
As previously described in the Community Character section, Alamogordo has potential for infill and redevelopment growth in the following areas:

- Downtown Area south of Tenth Street: Comprised of single-family homes, institutional uses, and a large amount of vacant land, which is prime for infill development on several blocks.
- Indian Wells Road from Scenic Drive to Washington Avenue: Contains a mix of office, commercial, institutional, and vacant land with opportunities for infill along the corridor.
- First Street Multi-family Area: Contains a mix of land uses with the largest concentration of multi-family residential development in the City and where several large tracts of vacant land provide an opportunity for similar development.
- N. Florida Avenue Area: Contains a strong mix of uses (i.e. parks, mobile home parks, commercial, industrial, multi-family residential, single-family residential and institutional uses). The large lots, vacant land, and mix of uses presents opportunities for commercial infill development with its proximity and access to White Sands Boulevard.

- Science, Technology, and Education Area: Contains the New Mexico Museum of Space History, NMSU-A, NMSU Tays Center, and the Gerald Champion Regional Medical Center. It also contains large amounts of vacant land that provide opportunities for infill development with similar uses.
- Railroad Industrial Area: Comprised of industrial uses, mobile home parks, and vacant land. Its proximity to Downtown provides opportunity for redevelopment, industrial development, and job creation opportunities.
- Desert Lakes Golf Course and Panorama and Florida Residential Areas: These are two prime locations for residential infill development.

The Preferred Land Use Scenario illustrates the following recommended land use categories and other elements:

- Residential (yellow, orange, and brown): Residential uses are categorized by density, ranging from low density to typical single-family residential to higher density areas that include apartments and townhomes.
- Planned Community (beige): This area is currently in Otero County, but would be a good location for a master planned community. The intent is to allow a variety of residential densities and non-residential uses that serve the community residents, provide flexibility in design that is not typically allowed in the Zoning and Subdivision ordinances, and designate common open space, trail corridors, etc.
- Commercial (red): Commercial uses are primarily located along White Sands Boulevard, 1st Street, 10th Street, and Indian Wells Road. These areas serve the commercial, service, and entertainment needs of the City. Commercial uses range from services in Downtown to the more suburban large retail facilities.
- Mixed-Use (dark pink): There are two large mixed-use areas identified on the Preferred Land Use Scenario. Downtown Alamogordo includes some existing horizontal mixed-use development that should function as a catalyst for similar type development. The area south of White Sands Boulevard and west of Airport Road is also identified as appropriate for future



City of Alamogordo Comprehensive Plan

Preferred Land Use Scenario



Prepared for:
City of Alamogordo
1376 East Ninth Street
Alamogordo, NM 88310



Prepared by:
Consensus Planning, Inc.
302 8th Street NW
Albuquerque, NM 87102

mixed-use development to support and catalyze redevelopment of existing commercial and residential neighborhoods in the immediate area.

- Office (coral): The office use includes general offices, financial services, and medical services. This use is dispersed throughout the Preferred Land Use Scenario and is appropriate for commercial areas as well.
- Business Park (magenta): This use is intended for offices, warehouses, and/or light industrial development. The recommended location for the business park is on a portion of the large Alamogordo-White Sands Regional Airport property, which allows for a transition between the intense use at the Airport and residential areas to the north.
- Industrial (purple): The industrial use includes existing industrial areas, such as the Alamogordo-White Sands Regional Airport and along the UP railroad tracks, and are appropriate for light or heavy industrial development. Light industrial, generally considered as activities that occur inside an enclosed building, is shown in areas that are in proximity to residential development. However, heavy industrial development should be buffered from residential development.
- Institutional (blue): This land use generally includes existing religious institutions, government and municipal agencies, and schools such as the New Mexico State University-Alamogordo campus, City and County buildings, Alamogordo Library, Senior Center, etc.
- Park/Green Space (green): This use includes existing public park facilities, such as Balloon Fiesta Park, Jim. R. Griggs Sports Complex, Travis C. Hooser Ballfield Complex, and various neighborhood parks, as well as future proposed neighborhood parks. A 200-foot green buffer is shown surrounding the Otero County Detention Center.
- Redevelopment Area: This area contains a large number of vacant and/or underutilized properties that provide the opportunity for infill development surrounding Downtown.

Appropriate land uses for this area include residential development in varying densities, neighborhood-scale commercial, and institutional use.

- Metropolitan Redevelopment Area: The MRA overlaps with the larger Redevelopment Area discussed above and includes the area designated by the City Commission. The area is located just east of the UP railroad tracks and includes a portion of Downtown, 10th Street, and the surrounding residential neighborhoods.
- Corridor Enhancement: These corridors include an eastern segment of 1st Street to Scenic Drive, an eastern segment of Indian Wells Road to Scenic Drive, Scenic Drive between the Dry Canyon Ditch and NMSU-A, and White Sands Boulevard. White Sands Boulevard is designated as a Beautification District by the City Commission. The other corridors are identified as future areas for beautification, redevelopment, and infrastructure improvements, such as sidewalks, landscaping, lighting, etc.
- Major Gateways: The major gateways are shown in locations that are appropriate for entry signage that welcomes visitors to the City. The gateways would be an excellent opportunity for beautification, road improvements, and City-branded signage.

DRAFT

3.12 PRIORITY ANNEXATIONS

In addition to infill development, there are a number of areas where annexation could accommodate additional future growth over time. These areas are intended to be annexed over a 20-year time frame and in coordination with landowners and a cost benefit analysis that determines whether the areas can be properly served by City utilities within a reasonable time frame. These areas are relatively modest in scale and several are areas that would help create a more uniform municipal boundary.

In general, there appears to be adequate capacity for potential expansion of the water distribution and sanitary sewer collection systems to serve the annexation areas. As part of the cost benefit analysis, and prior to the City proceeding with annexation, a thorough serviceability analysis should be completed to verify assumptions and the City's ability to provide, maintain, and serve these newly developed areas. There is a potential that additional service features, such as lift stations, booster pumps, etc., would be required for future service expansion.

A description of each of the Annexation Priority Areas, along with a preliminary assessment of serviceability, is provided below. It should be noted that the order of the annexation areas is not intended to represent the City's priorities.

- Area 1: This area is approximately 124 acres and located north of Scenic Drive between North Florida Avenue and Highway 82. It includes some existing single-family residential development and commercial uses, providing an opportunity for the City to increase property and gross receipts tax revenue. The Preferred Land Use Scenario identifies this area for residential development, similar to the developing neighborhoods to the south. The location near the New Mexico State University-A campus, commercial development, and the two highways creates an attractive location for edge residential development.
- Area 2: This area is approximately 260 acres and located south and west of Scenic Drive, east of N. Florida Avenue and north of the Gerald Champion Regional Medical Center. Approximately one-third of the area is currently

developed with residential use. It provides a good opportunity for additional low- to medium-density residential development.

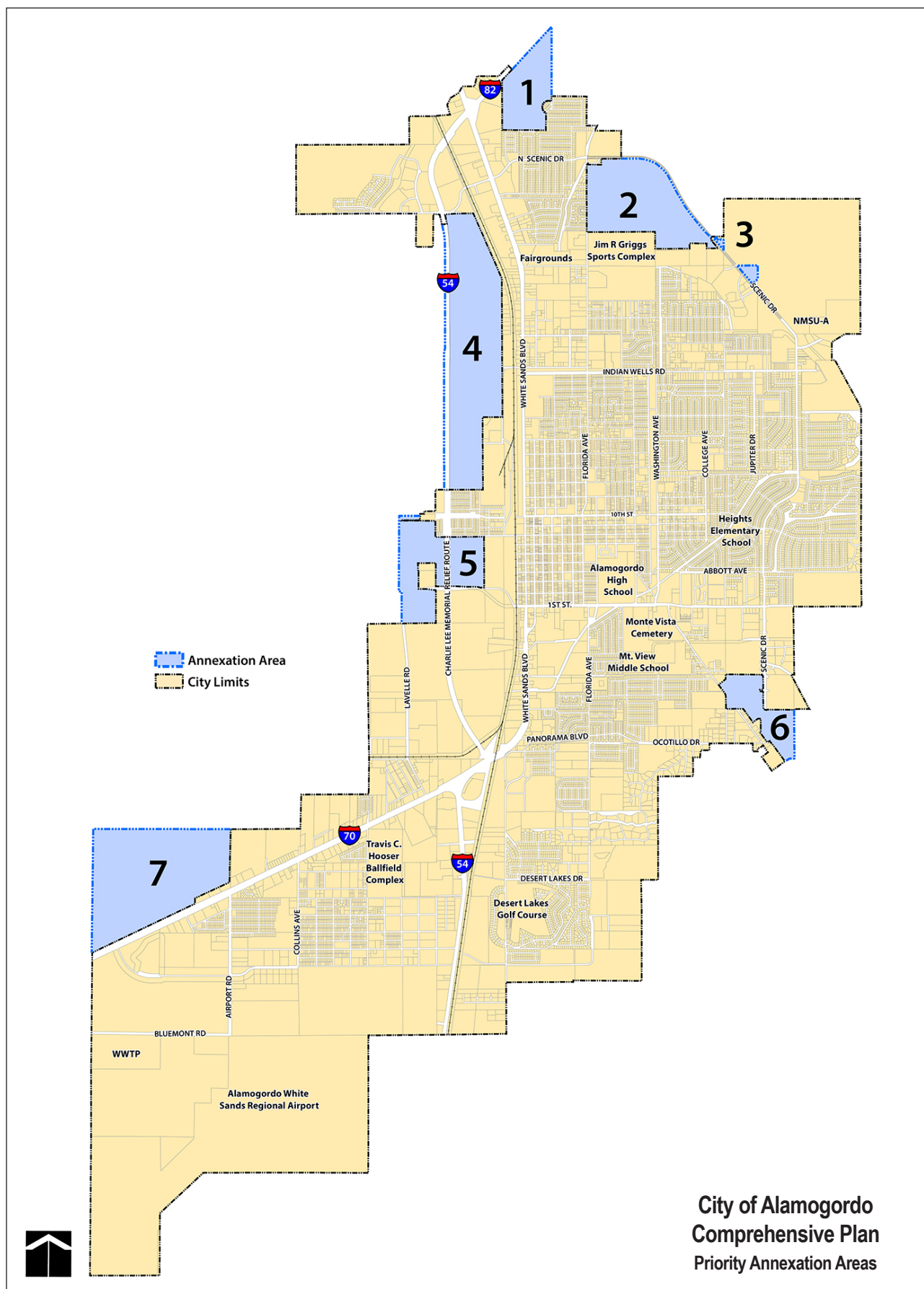
Serviceability, Areas 1 and 2: Currently, residents within proposed annexation areas 1 and 2 rely solely on private domestic wells and septic systems. There is potential to serve these areas with City water as transmissions lines run adjacent to these two areas; Highway 82 and Cobblestone Road respectively. As proposed annexation nears fruition, the Water Master Plan and hydraulic models should be analyzed to verify the service potential. Much like water service, sanitary sewer lines are present near the portion of each potential annexation area and the Sanitary Sewer Master Plan and line capacity analysis should be consulted to verify sanitary sewer service potential.

- Area 3: This area includes two small Otero County islands surrounded by the City, together approximately 10 acres. Both areas are located north and east of Scenic Drive between the NMSU-A Campus and Fairgrounds Road. This annexation would essentially be a clean-up action that will help streamline the provision of utilities and services. The Future Land Use Scenario shows the smaller of the two areas as institutional, consistent with the surrounding institutional development, and the larger area as residential, which reflects the current use.

Serviceability, Area 3: Based upon recent aerial imagery, it appears approximately seven services are possible within this area. Along the southwest side of Area 3 lies a water line (within N. Scenic Drive) and sanitary sewer collection lines slightly further away serving the Gerald Champion Medical Center. Respective master plans, hydraulic model, and line capacity analyses should be consulted when considering this area for potential annexation.

- Area 4: This area is approximately 470 acres and located between Mesa Verde Ranch Road and 10th Street, on the east side of the Relief Route bypass and west of the UP railroad tracks. The area is comprised of a mix of existing uses, including residential, industrial, commercial, and agricultural. It provides a

DRAFT



DRAFT

good opportunity for additional commercial development along the Relief Route bypass and a mix of medium- and high-density residential development to support new growth west of the City limits. Annexation would allow more efficient provision of utilities and services.

- Area 5: This area is approximately 198 acres and located south of 10th Street, north of Balloon Fiesta Park, on both sides of the Highway 54 Bypass. Annexation of this area would provide a good opportunity for additional industrial uses near the UP railroad tracks and the Relief Route bypass, and allow for more efficient provision of utilities and services.

Serviceability, Areas 4 and 5: These two areas currently rely on septic systems. A sewer interceptor runs along the Relief Route bypass, which could potentially be utilized to convey sewer flows collected from these areas to the WWTP. The interceptor capacity should be evaluated and lift stations may be needed to pump the wastewater through the associated force mains from locations where gravity flow is not possible. Currently, water service is not provided for the area except for the houses located south of 10th Street, west of UP railroad tracks. Serving the area with water requires extending the water distribution lines connected to the water transmission line running along the Relief Route bypass.

- Area 6: This area is approximately 94 acres, and is almost completely surrounded by City limits, except for the east edge. It is located east of S. Canyon Road and on both sides of S. Scenic Drive, and is comprised of a few, large-lot, single-family homes. Annexation of this area would eliminate a County island that could be assumed will develop consistent with low density development along the southern end of Scenic Drive. The Preferred Land Use Scenario proposes the area to remain low density residential.

Serviceability, Area 6: Water service appears to be currently provided to the residents by the City. Pending consultation of the Water Master Plan and hydraulic model, there is great potential for expansion of water service into

this area. A transmission line runs adjacent to the southwest edge of this area and a ground storage tank is also within immediate vicinity. Based on GIS information, sanitary sewer collection lines are located northwest of Area 6. Line capacity of these collection lines would need to be verified and analyzed to verify expansion, but assuming capacity is available, extension of service appears feasible.

- Area 7: This area is approximately 426 acres, mostly vacant land located outside the southwest edge of the City's boundary north of Highway 70 and east of Airport Road. The Preferred Land Use Scenario identifies this area as appropriate for a planned community by a master developer.

Serviceability, Area 7: This area is mostly vacant land without water or sewer service. A sewer interceptor runs along the Relief Route bypass, which can be utilized to convey sewer collected from these areas to the WWTP. However, the interceptor capacity needs to be evaluated. Lift stations may be needed if gravity flow is not possible. Serving the area with water requires extending the water distribution lines connected to the water transmission line running along the Relief Route.

3.13 GOALS, OBJECTIVES, and STRATEGIES

Land Use Goal 1: Promote infill development and redevelopment on vacant or underutilized properties within existing neighborhoods or areas that are currently served by City infrastructure and utility systems.

Objective 1.1: To create more walkable, mixed-use neighborhoods that integrate single-family and multi-family residential, neighborhood-scale commercial, parks, trails, and open space.

Objective 1.2: To encourage the redevelopment of the City Center area of Alamogordo (i.e., between 1st Street and 16th Street, and between White Sands Boulevard and Washington Avenue) into a mixed-use neighborhood.

Objective 1.3: To allow for a more efficient and cost effective delivery of City services.

Land Use Strategy 1.1: Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.

Land Use Strategy 1.2: Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.

Land Use Strategy 1.3: Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.

Land Use Strategy 1.4: Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.

Land Use Goal 2: Pursue the gradual expansion of the City of Alamogordo through annexation of areas that are adjacent to the municipal boundary and can be efficiently served by the City's utility systems.

Objective 2.1: To increase the City's tax base and provide consistency in the delivery of services.

Objective 2.2: To ensure the benefits outweigh the costs of annexation.

Objective 2.3: To provide for the consistent application of zoning and land use regulations in areas close to existing neighborhoods and commercial centers.

Land Use Strategy 2.1: Develop a process for evaluating proposed annexations that are based on a cost benefit analysis. The criteria should address existing infrastructure capacity, feasibility and cost of extending infrastructure, support for economic development purposes,

and an assessment of the property owners' support for the annexation.

Land Use Strategy 2.2: Prioritize annexation areas that eliminate County islands, support new commercial and industrial growth, can be served by municipal infrastructure, or are currently served but not within the City limits.

Land Use Goal 3: Designate appropriate locations for new commercial and industrial uses to meet the market demand and employment needs of Alamogordo residents.

Objective 3.1: To help recruit new businesses to appropriate locations within the community.

Objective 3.2: To encourage the development of business park, industrial, and manufacturing uses at or adjacent to the Alamogordo-White Sands Regional Airport.

Objective 4.3: To encourage the redevelopment of White Sands Boulevard with new commercial retail uses.

Land Use Strategy 4.1: Designate a portion of the Alamogordo-White Sands Regional Airport property for the development and master planning of a business park, as illustrated on the Preferred Land Use Scenario.

Land Use Strategy 4.2: Rezone and designate vacant properties along the UP railroad tracks for industrial and commercial development, as shown on the Preferred Land Use Scenario.

Land Use Strategy 4.3: Create incentives for redevelopment of commercial properties located along White Sands Boulevard, including but not limited to, fee waivers, flexibility in development standards, and expedited permit process.

Land Use Goal 4: Create an attractive built environment that encourages community pride.

Objective 4.1: To improve the visual quality and aesthetics of White Sands Boulevard and other major corridors.

Objective 4.2: To provide for adequate wayfinding, communication and advertising for businesses, while preventing the visual clutter and adverse effects of signs.

DRAFT

Objective 4.3: To protect public health, safety, and welfare by removing inoperable vehicles, dilapidated structures, weeds and overgrown or dead plant materials, and improving nuisance properties.

Land Use Strategy 4.1: In conjunction with the White Sands Beautification Committee, create a corridor master plan for White Sands Boulevard. The master plan should include, but not be limited to, architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.

Land Use Strategy 4.2: Create a streetscape improvement master plan(s) for the following corridors, as shown on the Preferred Land Use Scenario: 1st Street to Scenic Drive; Indian Wells to Scenic Drive; and Scenic Drive between the Dry Canyon Ditch and NMSU-A campus.

The master plan(s) should include, but not be limited to, sidewalks and pedestrian crossings, landscaping, lighting, street furniture, signage, and parking.

Land Use Strategy 4.3: Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.

Land Use Strategy 4.4: Design and develop gateways at the major entries to Alamogordo, as indicated on the Preferred Land Use Scenario. The gateways are an opportunity for branding and should include signage, landscaping, and lighting.

Land Use Strategy 4.5: Develop sign regulations for on-premise and off-premise signs and billboards. The new regulations should address, but not be limited to, the location, number, size, height, and lighting of signs. The sign regulations should be content-neutral (in compliance with case law determined in Reed v. Town of Gilbert).

Land Use Strategy 4.6: Provide adequate staffing levels to enforce the City's existing regulations that address dumping, litter, weeds, and dilapidated and/or abandoned structures.

Land Use Strategy 4.7: Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.

Land Use Strategy 4.8: Sponsor community organizations and volunteers to participate in clean-up activities.

Land Use Goal 5: Preserve Alamogordo's heritage and registered historic properties.

Objective 5.1: To foster a greater understanding and appreciation of Alamogordo's heritage.

Objective 5.2: To expand access to historic preservation grant funding and technical assistance, and educate property owners on historic preservation tax programs.

Objective 5.3: To foster the community's understanding of Alamogordo's unique history of settlement, growth, and connection to the U.S. Armed Services.

Land Use Strategy 5.1: Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.

Land Use Strategy 5.2: Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program designed to promote the benefits of being a registered historic property.

Land Use Strategy 5.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.

Land Use Strategy 5.4: Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.

4. Economic Development

DRAFT

DRAFT

4.1 INTRODUCTION

The Economic Development element is intended to provide direction for improving, strengthening, and diversifying the City's economic base. Creating an attractive business climate will draw economic-base business and talented people to Alamogordo and support the growth of a long-term, healthy, and stable economy. The Economic Development element works in conjunction with the Land Use, Infrastructure, and Housing elements to ensure there is an adequate supply of developable land, an educated and skilled workforce, and an adequate supply of single-family and multi-family residential development to house existing and future residents of Alamogordo in search of well-paid and rewarding job opportunities.

4.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked regarding employment and industry in Alamogordo. There were also general questions regarding quality of life. The results provide insight to the community's views on the amenities people are attracted to in Alamogordo, which can be used for marketing purposes; what types of industries and businesses the City should work on retaining and recruiting; and the need for job training to fill current and future employment positions.

When asked to rate the quality of life in Alamogordo, the most frequent response at 36% was "good"; "fair" and "neutral" each received 25%. The top three favorite aspects of Alamogordo are small town atmosphere, climate, and natural environment. When respondents were asked to indicate the City facilities they currently use, their top three were parks, Alameda Park Zoo, and Alamogordo Public Library.

Turning to the employment questions, 82% of the respondents indicated that they are currently employed, and of those that are employed, the military was the most frequent response, followed by Education, health, and social services. Of those not employed, approximately one-third each said they were retired or they were a stay at home parent or caretaker. Respondents believe that more retail, arts and entertainment, and restaurant/food service are the top three industries that should



Flickinger Center for the Performing Arts on New York Avenue.

expand in Alamogordo. Approximately half of the respondents feel that Alamogordo does not have adequate commercial services to meet the community's needs. A majority of respondents said that the current level of education for Alamogordo residents was not sufficient to meet the needs of current and potential employers.

4.3 SWOT ANALYSIS

To open this element and frame the economic conditions in Alamogordo, it is important to first identify a baseline from which to understand the situations in the City. A Strengths, Weakness, Opportunities, and Threats (SWOT) analysis is a tool that can help focus economic development strategies. A SWOT analysis identifies the internal strengths and weaknesses of the economy and enable the community to clearly seek external opportunities that will support the economy and avoid threats that could derail it.

The following SWOT Analysis was developed through information from several sources:

- Community input at public meetings and the community survey;
- Conversations with City officials;
- Market trends in Alamogordo; and
- Future trends of military and Department of Defense installations.

DRAFT

When considering a SWOT analysis, it is important to recognize the possibilities that exist within each category. For example, where can the City grow and push beyond its current economic situation? How can the City build on its strengths and find opportunity in weaknesses? What can residents contribute to the economy? How can the SWOT be turned into an action plan? The categories are interdependent and function symbiotically to creating a complete picture.

DRAFT

STRENGTHS	
Stable population that includes permanent and temporary residents	
Outdoor recreation in surrounding mountain areas	
Excellent relationship with Holloman and White Sands Missile Range	
Moderate climate	
Orchards and vineyards in and around the community	
NMSU-A Campus offers a variety of training classes and college credit	
Largest city in Otero County is a draw for residents of rural areas	
Small town atmosphere	
Location near larger cities	
Major transportation corridors of White Sands Boulevard and 10th Street	
Holloman AFB and White Sands Missile Range are stable military installations that drive the economy	
Economic organizations available for support	
Arts and cultural amenities, museums	
Support for economic development through Alamogordo MainStreet and LEDA	
Core infrastructure such as roads, utilities, and City-owned buildings	
Engaged elected officials	
WEAKNESSES	
Visual quality of the major arterials detracts from the community and needs beautification; City's roadways are in need of significant improvement	
Large areas of vacant land across the City in need of development/redevelopment	
City is very dependent on federal government spending	
Lower median income for population not employed by federal government	
Population may lack financial stability, preparedness, or training to be entrepreneurs	
Few high paying jobs outside of federal government	
Downtown area buildings need rehab and renovation	
Lack of hotel/convention center	
Lack of restaurants and/or variety of restaurants	
Lack of diversity in commercial retail stores	
Lack of a business/office park	
Alamogordo residents travel to Las Cruces, El Paso, and Ruidoso for services and retail	
Lack of entertainment venues, especially for youth	

OPPORTUNITIES

Vacant land available for new commercial and industrial development using LEDA and other tax incentives
Market the NMSU-A specialized Alternative Energy Program to encourage the manufacturing of Solar and Wind Technology in Alamogordo
NMSU-A / Space Museum area can become a Technology Park, with incubator space using cutting edge architecture designed for collaborative development
Capitalize on the City's position as a STEM, aerospace, and aviation hub by continuing to host STEM conferences and events that incorporate research from diverse disciplines
Desalinization plant will ensure the community has adequate water supply for existing development and future growth
Strong demand for a variety of retail and services reflects a market ready to consume, incentivize those businesses by using market analysis numbers
Micro financing lenders can provide smaller loan amounts (under \$50,000) that fund businesses in smaller cities and communities
City has strong corridors that can be developed for multi-modal transportation linking economic hubs across the City
New York and 10th Streets are charming streets that provide an opportunity for redevelopment utilizing the tools and resources available through Alamogordo MainStreet and New Mexico MainStreet
Enhance tourism promoting surrounding natural environment through targeted marketing on NM True Scenic Trails and other websites
Locally-owned restaurants and breweries are popular across generations, incentivize younger entrepreneurs to develop these types of establishments
Agri-tourism and value-added agriculture will allow already successful agricultural businesses to expand
Partnerships with Holloman AFB for development near the base and military housing for restaurants and entertainment businesses
Continue to tap into the growing New Mexico film industry by advancing the established area's film festivals, scenic locations, and trained film production workforce of Alamogordo and Otero County

THREATS

Water distribution and sanitary sewer systems are constrained and in need of significant upgrades
Financial risk too great for many residents to start businesses
Economy very vulnerable to downsizing or reconfiguration of military or Department of Defense missions
Transitory military population not as invested Alamogordo for the long term and less likely to start businesses.
Younger population leaving Alamogordo for larger cities with better job opportunities

The SWOT analysis is representative of a snapshot in time for the City of Alamogordo. Economic conditions change and the SWOT will change as well. The Economic Development element provides more background, as well as goals, objectives, and implementation strategies, to address the community

challenges and support a successful and robust economy in Alamogordo for years to come.

4.4 ECONOMIC PROFILE

MEDIAN HOUSEHOLD INCOME

In 2015, the median household income in Alamogordo was \$42,517, which was a 37.6% increase from 2000 and greater than Otero County (28.9%) and the state (31.7%). This is a positive trend for Alamogordo.

TABLE 4.1: MEDIAN HOUSEHOLD INCOME			
Area	2000	2015	% Change 2000 - 15
ALAMOGORDO	\$30,898	\$42,517	37.6%
Otero County	\$30,861	\$39,775	28.9%
New Mexico	\$34,133	\$44,963	31.7%

Source: U.S. Census Bureau, 2000 and 2015.

AVERAGE WEEKLY WAGES

Average weekly wages are computed quarterly by the Bureau of Labor Statistics. In the 3rd quarter of 2016, average weekly wages were lower in Otero County (\$696) as compared to the state (\$830). Average weekly wages were slightly lower than Doña Ana County (\$700) and significantly lower than Eddy County (\$1,001), but higher than Sierra, Lincoln, and Chaves counties. Otero County ranks 12th of the 33 counties in the state ahead of Chaves, Lincoln, and Sierra counties.

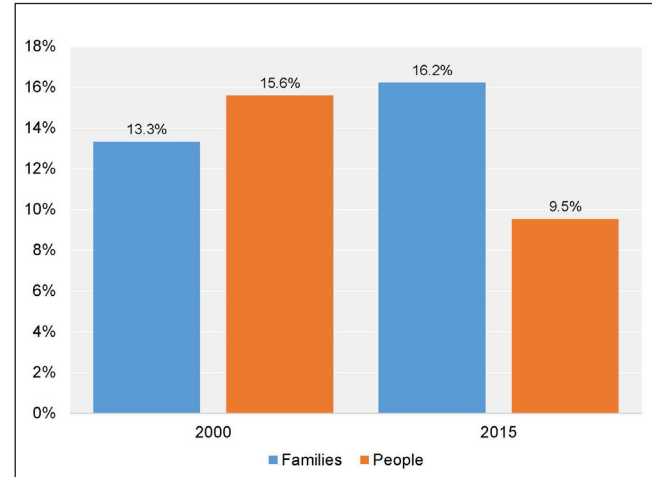
TABLE 4.2: AVERAGE WEEKLY WAGES, Q3 2016	
County & Rank	Wage
OTERO COUNTY (12)	\$696
Doña Ana County (9)	\$700
Sierra County (33)	\$555
Lincoln County (27)	\$582
Chaves (16)	\$654
Eddy (2)	\$1,001
New Mexico	\$830

Source: BLS, Quarterly Census of Employment and Wages.

POVERTY STATUS

Between 2000 and 2015, the number of families in Alamogordo that were below the poverty level increased from 13.3% to 16.2%. In contrast, there was a significant decrease in the number of people below the poverty level; from 15.6% to 9.5%. For comparison, the percentage of families below the poverty line in 2015 in the state is 15.9% and in Otero County is 18.1%.

FIGURE 4.1: FAMILIES AND PEOPLE BELOW THE POVERTY LEVEL



Source: U.S. Census Bureau, 2010-2015 American Community Survey.

UNEMPLOYMENT

The New Mexico Department of Workforce Solutions calculates unemployment data by county. Otero County's unemployment rate decreased from 6.7% to 6.0%, and became the lowest unemployment rate in the region in 2015. New Mexico as a whole experienced a large increase in unemployment from 4.3% to 6.6% within the five year period, an increase of 53.5%.

TABLE 4.3 COUNTY UNEMPLOYMENT RATES			
County & Rank	Dec, 2010	Dec, 2015	% Change
OTERO COUNTY (24)	6.7%	6.0%	-10.4%
Doña Ana County (12)	7.2%	7.5%	4.2%
Sierra County (2)	9.4%	9.5%	1.1%
Lincoln County (23)	6.9%	6.1%	-11.6%
Chaves County (15)	7.1%	7.0%	-1.4%
Eddy County (21)	5.5%	6.3%	14.5%
New Mexico	4.3%	6.6%	53.5%

Source: New Mexico Department of Workforce Solutions, LASER.

DRAFT

OCCUPATION and INDUSTRY

The U.S. Census Bureau divides occupations into five categories: Management, Business, Science and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. Table 4.4 shows the five occupation categories, their relative percentages for 2000 and 2015, and change during this time period. Service occupations (a relatively low paying industry) increased by 39.2%, the largest positive increase of all occupation categories, while Production, Transportation, and Material Moving decreased by 62.9%. In comparison, Management, Business, Science, and Arts for New Mexico as a whole represented 35.6% of occupations, significantly about Alamogordo's share at 26.6%, and Production, Transportation, and Material Moving represented 9.2% for New Mexico, while Alamogordo was at 4.6%.

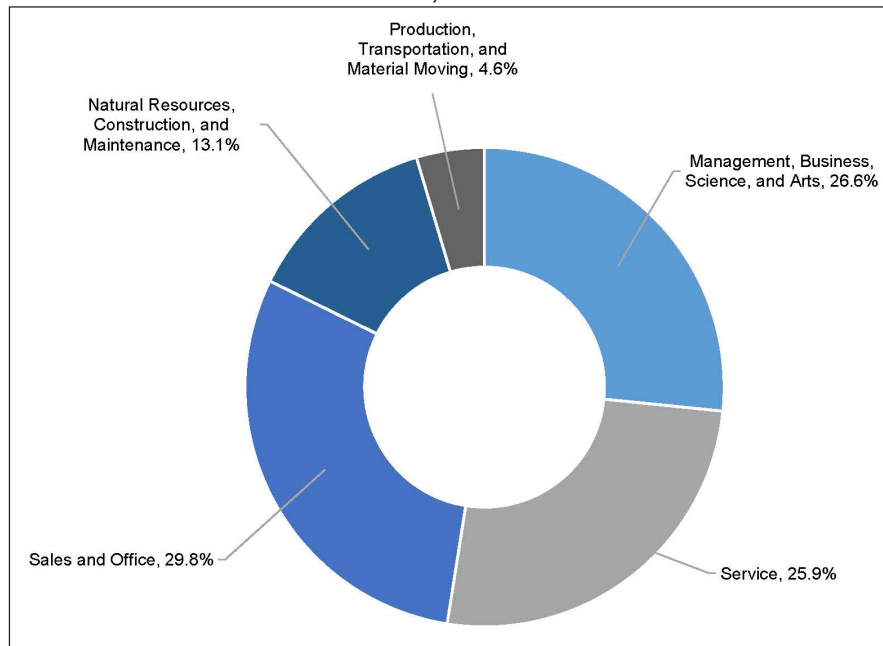
TABLE 4.4: OCCUPATION IN ALAMOGORDO, 2000 & 2015

Occupation	2000	2015	% Change
Management, Business, Science, and Arts	28.6%	26.6%	-7.0%
Service	18.6%	25.9%	39.2%
Sales and Office	24.0%	29.8%	24.2%
Natural Resources, Construction, and Maintenance	15.9%	13.1%	-17.6%
Production, Transportation, and Material Moving	12.4%	4.6%	-62.9%

Source: U.S. Census Bureau, 2000 and 2010-2015 American Community Survey.

As shown in Figure 4.1, the occupational breakdown in Alamogordo in 2015 was relatively evenly distributed between Management, Business, Science, and Arts (26.6%), Service (25.9%), and Sales and Office (29.8%). Production, Transportation, and Material Moving represented the lowest share of the occupation at 4.6%.

FIGURE 4.1: OCCUPATION IN ALAMOGORDO, 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

DRAFT

Relative to specific employers, the major employers in Alamogordo and Otero County are a cross section of defense, education, hospitality, medical, government, retail, and financial sectors, as shown in Table 4.5. Holloman AFB and White Sands Missile Range (defense) are the largest employers in the region.

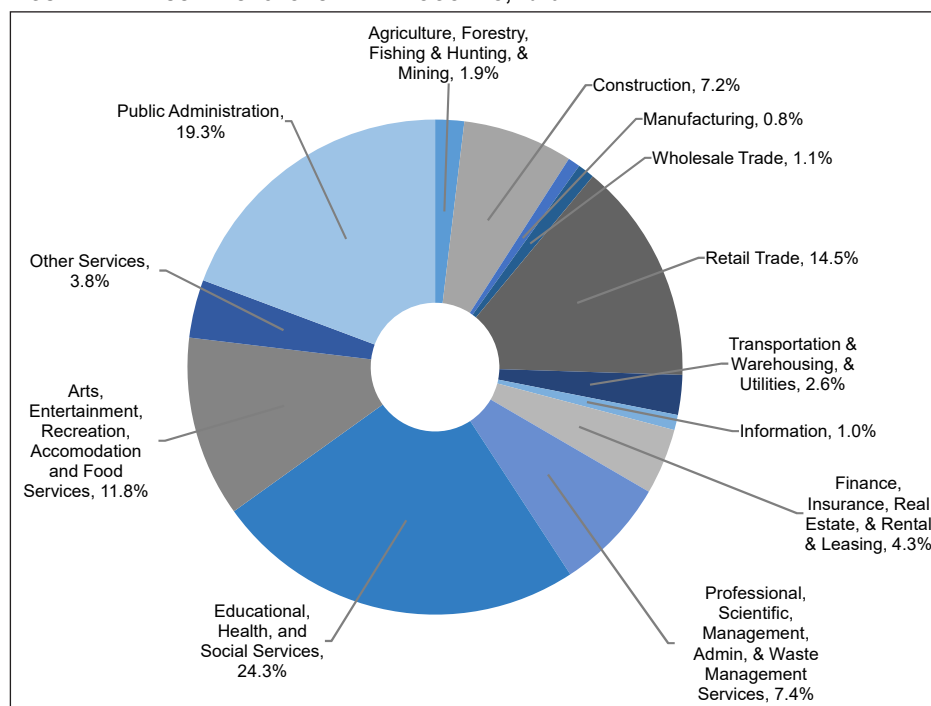
There are 13 industry sectors recognized by the U.S. Census Bureau. In 2015, Educational, Health, and Social Services covered the largest share of

industry sectors in Alamogordo at 24.3%, which is typical in New Mexico. The largest industry increase for Alamogordo between 2000 and 2015 was in Public Administration, which grew from 13.5% to 19.3% and is currently the second largest industry in the City. Other large industry sectors in Alamogordo include Arts, Entertainment, Recreation, Accommodation and Food Services at 11.8%, and Retail Trade at 14.5%.

TABLE 4.5: OTERO COUNTY MAJOR EMPLOYERS	
Employer (Category)	
Holloman AFB (Defense)	New Mexico School for the Blind and Visually Impaired (Education)
White Sands Missile Range (Defense)	Casa Arena Blanca (Nursing Care)
German Air Force Flying Training Center (Defense)	Zia Therapy Center, Inc. (Community Services)
Alamogordo Public Schools (Education)	Lowe's Grocery (Retail)
Inn of the Mountain Gods (Resort)	Lowe's Home Improvement Warehouse (Retail)
Wal-Mart Super Center (Retail)	Home Depot (Retail)
Gerald Champion Regional Medical Center (Medical)	The Lodge at Cloudcroft (Resort)
ACS (Direct Line)	First National Bank (Financial)
City of Alamogordo (Government)	Big K-Mart (Retail)
NMSU-Alamogordo (Education)	PreCheck (Business Assistance)
Otero County (Government)	

Source: Otero County Economic Development Council, Inc.

FIGURE 4.2: INDUSTRY SECTORS IN ALAMOGORDO, 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

DRAFT

RETAIL OPPORTUNITY GAP ANALYSIS

An important component in analyzing Alamogordo's current retail condition is understanding the demand and supply for retail sales. Identifying the opportunity gaps and surpluses in a market analysis can help the City identify how well the retail and service needs of the population are being met, identify unmet demand and potential opportunities, and reveal the strengths and weaknesses of the economy.

The Environics Analytics database was used to provide an estimate for the retail opportunity gap for Alamogordo. Retail sales are categorized according to the North American Industrial Classification System (NAICS), which is based upon how businesses report their gross receipts. It should be noted that there are a range of retail stores that fall under each NAICS category.

The demand data (derived from the Consumer Expenditure Survey and fielded by the U.S. Bureau of Labor Statistics) represents the consumer expenditures and the supply data (derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau) represents the retail sales that occurred in the area. When the demand is greater than the supply, there is an opportunity gap for the retail outlet, which means that the resident households are supplementing their additional demand

potential by spending money outside of their own geographic area. Conversely, when the demand is less than the supply, there is an opportunity surplus, meaning that local retailers are capturing the local market and attracting sales from residents that live in other geographic areas. An opportunity gap can reveal retail sectors where businesses could fill the demand and have higher possibility of success.

The analysis, as shown in Table 4.6, revealed an overall gap of \$62,352,220. Alamogordo's 2017 demand (\$501,592,702) exceeds its supply (\$439,240,482) resulting in opportunity gaps in all NAICS categories except for Furniture & Home Furnishings Stores; Electronics & Appliance Stores; Health & Personal Care Stores; and most notably, Building Material & Garden Equipment & Supply Dealers where the opportunity surplus is \$70,942,990. This means that for all other retail categories, residents are traveling outside of the trade area to spend their disposal income. While this is not an ideal situation, it does present some good opportunities for Alamogordo's retail market to expand. Some notable results of this market analysis are in the NAICS categories of Food & Beverage Stores and Foodservice & Drinking Places. Both are showing an opportunity gap of over \$34,000,000.

TABLE 4.6: RETAIL OPPORTUNITY GAP ANALYSIS

NAICS	2017 Demand (Consumer Expenditures)	2017 Supply (Retail Sales)	2017 Opportunity Gap/Surplus
Furniture & Home Furnishings Stores - 442	\$9,811,456	\$15,713,196	\$5,901,740
Electronics & Appliance Stores - 443	\$7,968,481	\$13,192,816	\$5,224,335
Building Material & Garden Equipment & Supply Dealers - 444	\$54,935,259	\$125,878,249	\$70,942,990
Food & Beverage Stores - 445	\$65,664,156	\$28,772,824	-\$36,891,332
Health & Personal Care Stores - 446	\$26,865,703	\$37,809,697	\$10,943,994
Gasoline Stations - 447	\$32,680,354	\$19,276,007	-\$13,404,347
Clothing & Clothing Accessories Stores - 448	\$20,311,067	\$7,923,734	-\$12,387,333
Sporting Goods, Hobby, Book, & Music Stores - 448	\$9,221,557	\$4,921,404	-\$4,300,153
General Merchandise Stores - 452	\$13,623,605	\$6,981,714	-\$6,641,891
Miscellaneous Store Retailers - 453	\$13,623,605	\$6,981,714	-\$6,641,891
Non-store Retailers - 454	\$44,251,440	\$14,821,917	-\$29,429,523
Foodservice & Drinking Places - 722	\$50,645,513	\$15,579,232	-\$35,066,281
GAFO (General Merchandise, Apparel, Furniture & Other) - (452, 448, 442, 443, 451, 4532)	\$106,909,958	\$68,940,413	-\$37,969,545
Total Retail Sales (incl. Food /Drink)	\$501,592,702	\$439,240,482	-\$62,352,220

Source: Environics Analytics Database.

TAXABLE GROSS RECEIPTS REVENUE

Figure 4.3 shows taxable gross receipts revenue was steadily increasing until 2016, when it dropped by nearly 29% from the previous year. Generally, taxable gross receipts revenue has been around \$500,000,000 per year since 2012. Revenues for the first two quarters of 2017 indicate that the City will exceed 2016 revenues. Successful economic development initiatives can encourage spending thereby increasing taxable gross receipts revenue.

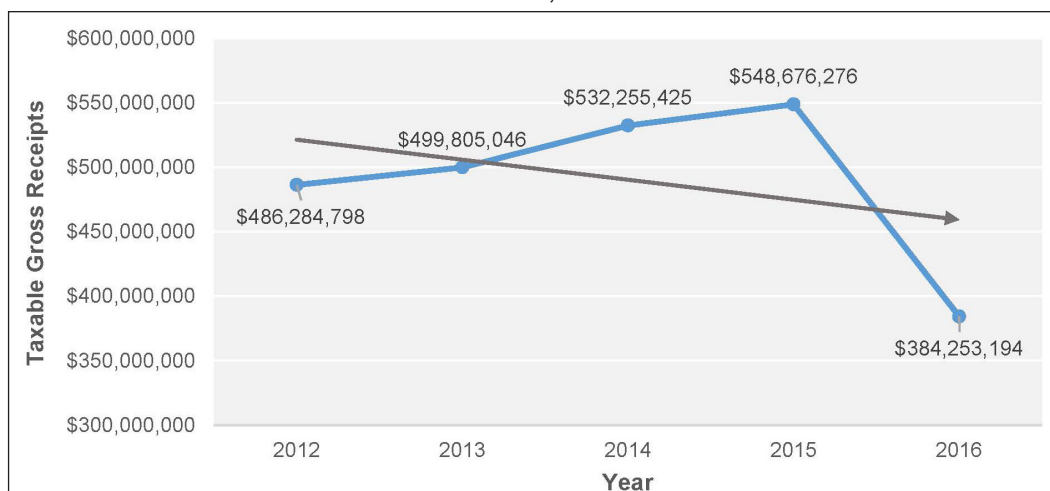
LODGERS' TAX RECEIPTS

Local hotels and lodging facilities benefit from the City's proximity to tourist attractions and visitors to employees and families of military installations. Attracting out of town visitors is vital because the money they spend is coming from outside the local economy, thus growing the City's economic

pie. Lodgers' tax is imposed on persons using commercial lodging accommodations and provides revenue for tourism-related facilities and advertising. Measuring lodgers' tax is an important way to track overnight visits in Alamogordo.

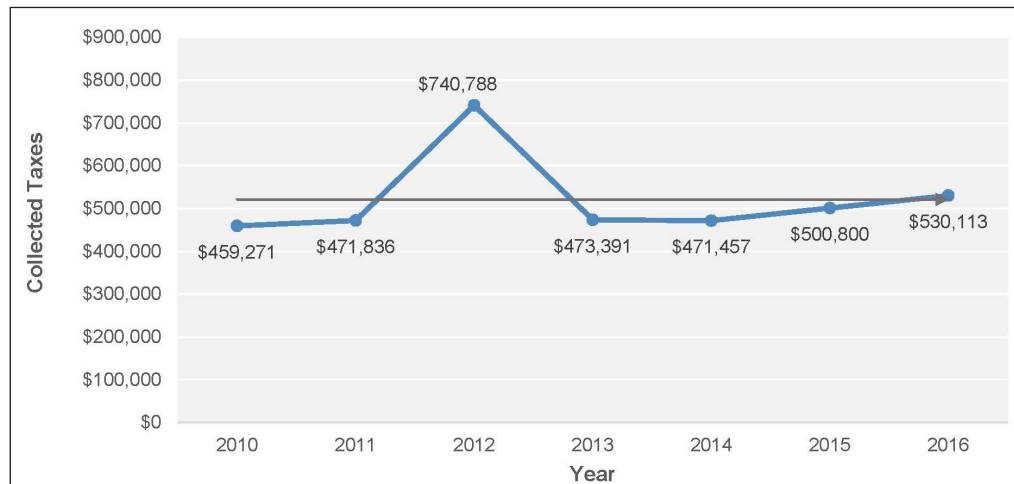
Lodgers' tax revenues have remained steady from 2010-2016, with the exception of 2012, which saw a large increase of nearly \$300,000 (see Figure 4.4). Compared to comparable municipalities in New Mexico, Alamogordo is collecting less taxes from lodging. For example, Clovis which has a similar population and also benefits from Cannon AFB being located nearby, collected \$707,048 in lodgers' tax revenues, almost \$150,000 above Alamogordo's collection. Attracting more lodging facilities and patrons is an area where the City could grow and derive more revenue.

FIGURE 4.3: ALAMOGORDO TAXABLE GROSS RECEIPTS, 2012-2016



Source: New Mexico Taxation and Revenue Department.

FIGURE 4.4: ALAMOGORDO LODGERS' TAX RECEIPTS 2010-2016



Source: New Mexico Department of Finance and Administration-Local Government Division.

DRAFT

4.5 ECONOMIC IMPACT OF GOVERNMENT EMPLOYMENT

The City of Alamogordo's economy is highly dependent on federal, state, and local government spending. Through government-run entities, such as the U.S. Department of Defense, U.S. Forest Service, and Alamogordo Public School District, these employers form the backbone of Alamogordo's economy by providing jobs, retail spending, and tax revenue to the City.

FEDERAL GOVERNMENT EMPLOYMENT

Alamogordo and Otero County have high percentages of civilian workers employed by the federal government. Figure 4.5 distinguishes each class of worker for the civilian workforce in Alamogordo. As it shows, the federal government employs 1,969 or 25.8% of the civilian workforce employed full time, far higher than the statewide percentage of 7.5%. Additionally, federal government employees are among the highest wage earners in the City as shown in Table 4.7. The median earnings for federal employees is \$53,534 surpassing all others. Women's earnings in nearly every class of worker, are below the national average wage disparity by nearly 20% including federal government workers. The primary federal government employers are Holloman AFB, White Sands Missile Range, and White Sands National Monument.

TABLE 4.7: CLASS OF WORKER BY SEX and MEDIAN EARNINGS

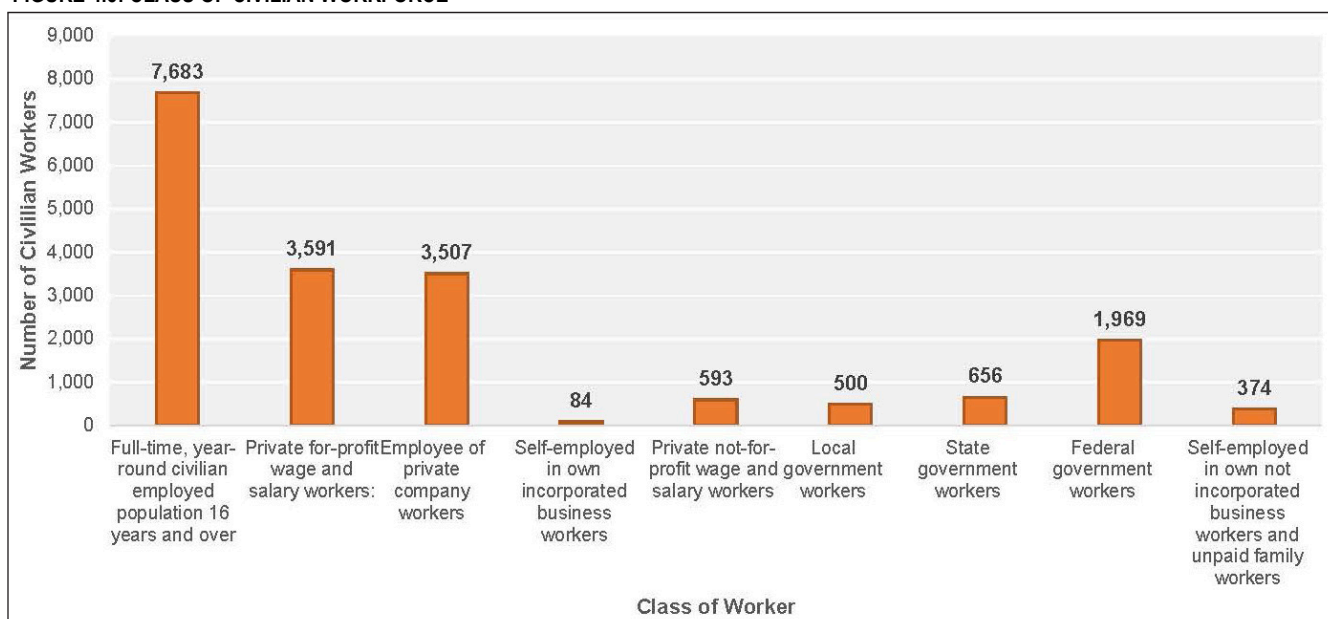
Class of Worker	Median Earnings	Women's earnings as % of males
Full time, year-round civilian employed population 16 yrs and over with earnings	\$35,292	61.7%
Private for-profit wage and salary workers	\$27,008	60.6%
Employee of private company workers	\$26,629	60.9%
Self-employed in own incorporated business workers	\$51,667	-
Private not-for-profit wage and salary workers	\$26,467	119.2%
Local Government workers	\$34,341	97.3%
State Government workers	\$36,800	65.9%
Federal Government workers	\$53,534	66.9%

HOLLOMAN AFB

The economic and cultural impact of Holloman AFB on Alamogordo and the surrounding area is massive. Holloman AFB is the largest single employer in the area. Its Economic Impact Statement estimates that the base contributes \$411,743,040 to the economy through payroll, job creation, and contract expenditures.

According to Holloman AFB, in 2016, there were 3,720 military personnel stationed at the base and 1,651 civilian personnel, a total of 5,371 personnel.

FIGURE 4.5: CLASS OF CIVILIAN WORKFORCE



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

Dependents to Holloman AFB personnel were 4,826. The German Air Force recently ended its contract with Holloman AFB, representing a loss of nearly 600-800 personnel. However, Holloman AFB recently added two F-16 units, representing an increase of 200-400 employees, and had a mission change converting aircraft maintenance to contract employees, resulting in 600 additional employees. Increasing the number of civilian employees and their dependents represents an increase in spending and tax dollars for the City.

SOUTHERN NEW MEXICO - EL PASO REGION JOINT LAND USE STUDY (JLUS)

Data for this section was partially obtained from the SNMEP JLUS. The study describes in depth the economic conditions and impact of the three military installations, compatibility factors between the military and surrounding civilian land uses, as well as recommendations and strategies to further nurture the advantageous relationship between all partner entities (see *Chapter 3: Land Use for more detail on the SNMEP JLUS*).

To emphasize the importance of government spending, Table 4.8 shows the large number of jobs at and the estimated spending by Holloman AFB and White Sands Missile Ranch in the entire SNMEP JLUS area. In 2013, the total number of jobs were 11,992 and total spending was \$101,768,925.

	Holloman AFB	White Sands Missile Range	Total
Employment			
Active Duty and Reserve	4,653	1,066	5,719
Federal Civilian Appropriated	903	1,961	2,864
Contractor and Unappropriated	455	2,954	3,409
Spending			
Construction	\$13,711,247	\$6,605,334	\$20,316,581
General Contracting	\$45,162,471	\$315,995,651	\$76,762,036
Local Purchasing	\$2,030,561	\$2,659,747	\$4,690,308

Source: JLUS Input Data for Employment and Spending by Installation, 2015.

Since the JLUS was published, the missions of Holloman AFB and White Sands Missile Range have increased and are poised to continue to grow in the next few years.

Table 4.9 provides an analysis of military impact in 2013 relative to employment, labor income, and industry output in only Otero County by installation. The JLUS determined the impact each military installation had in four ways; Direct, which includes salaries, production, and expenditures; Indirect, which includes inter-industry spending traveling back through the supply chain; Induced, which includes household spending from wages and salaries paid by directly and indirectly affected industries; and Total, which is the sum of the impacts.

Impact	Holloman AFB	White Sands Missile Range	Total
Employment			
Direct	5,850	520	6,370
Indirect	140	80	220
Induced	1,750	160	1,910
Total	7,740	760	8,500
Labor Income (000s \$)			
Direct	482,454	33,857	516,311
Indirect	5,042	2,771	7,813
Induced	56,344	5,408	61,752
Total	543,840	42,036	585,876
Industry Output (000s \$)			
Direct	1,250,695	63,250	1,313,945
Indirect	16,834	8,540	25,374
Induced	192,543	17,955	210,498
Total	1,460,072	89,745	1,549,817

Source: JLUS Impact of Ft. Bliss, Holloman AFB, and White Sands Missile Range on Jobs, Income, and Industry Output, 2015.

This data shows that Holloman AFB and White Sands Missile Range account for 8,500 jobs, contribute \$585,876 in wages and salaries, and provide \$1,549,817 in industry output to Otero County. According to the JLUS, this represents nearly 1 in 6 jobs associated with employment and spending from the two military installations. These impacts are significant and represent an economy that is dependent on government spending and military employment for higher wages and economic strength.

DRAFT

4.6 ECONOMIC DEVELOPMENT ORGANIZATIONS and INITIATIVES

Economic development is facilitated in Alamogordo through a number of different organizations and initiatives as described below.

OTERO COUNTY ECONOMIC DEVELOPMENT COUNCIL

The Otero County Economic Development Council, Inc. (OCEDC) serves the citizens of Otero County by recruiting, promoting, and facilitating the creation of new industries, and assisting in the retention and expansion of existing businesses within the County. The purpose of these efforts is to achieve diversified, industrial, and civic growth to the area, thereby ensuring a stable job-market for the citizens of Otero County. OCEDC strives to improve the quality of life for its citizens by facilitating job creation, and encouraging economic diversity and stability for Otero County. By achieving this goal, OCEDC draws business to the community that stimulate the local economy with new money, which allows for better infrastructure and increased community quality of life without raising taxes.

The OCEDC created the Alamogordo Economic Development Plan, which focused on five targeted industries including:

- Department of Defense/Aerospace;
- Film Production;
- Desalination and Water Treatment Technologies;
- Back Office; and
- Agriculture.

ALAMOGORDO CHAMBER OF COMMERCE

The Alamogordo Chamber of Commerce functions as a 501(c) 6 non-profit and is financed on a dues basis. The Chamber “works to improve Alamogordo’s economy, increase the buying power of its citizens, and attract more customers to improve retail sales and gross receipts tax revenues which fuel the community.” The Chamber hosts several events in Alamogordo to promote community to business connections. Some of the events include the Cottonwood Festival, Frontier Village at the Otero County Fair, Annual White Sands Balloon Invitational, and several Discover and Explore Vacations.

The Business Impact Committee explores issues, events, and activities that influence and impact the Alamogordo/Holloman AFB area. These issues may have an impact on live, work, and play aspects of the community and may include economic, political, social, and educational issues. The mission of the Committee is to provide support and networking opportunities to establish new businesses in Alamogordo through promotions, seminars, and special events. Once a month, the Committee hosts guest speakers with expertise in a field related to the monthly topic.

MAIN GATE UNITED

Main Gate United promotes the expansion, development, and effectiveness of Holloman AFB and White Sands Missile Range. The goal of the Committee is to promote industrial development in Alamogordo and Otero County, and to promote and develop relationships with other governmental entities.

SMALL BUSINESS DEVELOPMENT CENTER

The Small Business Development Center (SBDC) at the NMSU-A campus assists local businesses and entrepreneurs in Otero and Lincoln counties on business plan development, access to capital, bookkeeping, taxes, marketing, etc. The SBDC offers training workshops on starting a new business, business taxes, financial strategies, etc.

ALAMOGORDO MAINSTREET

Alamogordo MainStreet is an economic development program that is focused on the revitalization of Alamogordo’s historic downtown district through historic preservation and asset-based economic development. Alamogordo MainStreet received

accreditation from Main Street America in 2017, along with 20 other New Mexico communities. According to its website, within one year, Alamogordo MainStreet saw an increase of 38 jobs created, 15 new businesses, four business expansions, \$133,850 in remodeling performed, and \$133,432 in awarded grants.





Downtown mural on New York Avenue; Artists, Angie and Justin Nowell.

Alamogordo MainStreet holds monthly Downtown Nites with vendors, artists, crafters, food, music, and late night shopping. Alamogordo MainStreet also hosts Throwback Thursday movies Downtown and other community events throughout the year. Section 4.7 (see *below*) provides additional information regarding the recently designated Metropolitan Redevelopment Area (MRA) within the City of Alamogordo's City Center.

ALAMOGORDO PROMOTION BOARD

The Alamogordo Promotion Board consists of five members, including two lodging industry representatives, two tourist-related industry representatives, and one member at large. No more than two members may reside outside City limits, with the stipulation that these two members must own or be an employee of a tourist-related business within City limits. The Promotion Board sponsors community events, such as the annual Cottonwood Festival, and helps bring attention to the unique attributes of Alamogordo.

4.7 DOWNTOWN METROPOLITAN REDEVELOPMENT AREA (MRA)

Declining population, low income households, and numerous vacant and underutilized properties within the City Center are indicators of the slow economic decline of the City of Alamogordo as a whole and the need to improve physical and economic conditions. The first step in reversing these conditions is the designation of a Metropolitan Redevelopment Area (MRA), which

must be completed pursuant to New Mexico Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978). The Redevelopment Code provides New Mexico cities with the powers to correct blighted conditions in areas or neighborhoods, which "substantially inflict or arrest the sound and orderly development" within the city.

Designation of a MRA must be based on a finding of "blight" conditions, as defined in the New Mexico Metropolitan Redevelopment Code. The criteria set by the Code for a "blighted" area include both physical and economic conditions. A blighted area can include deteriorated structures, defective street layout, faulty lot layout, unsanitary or unsafe conditions, deterioration of site improvements, tax or special assessment delinquency, improper subdivision, lack of adequate housing, impractical planning and platting or low levels of commercial or industrial activity or redevelopment.

In 2017, a MRA Designation Report was prepared for the City Center by Community by Design (affiliated with New Mexico MainStreet) and adopted by the City Commission. The Designation Report documented blighted conditions, including vacant and underutilized properties, lack of pedestrian facilities, and a declining economy in the area that centers on White Sands Boulevard, E. 10th Street, and the surrounding several block area (see *Alamogordo MRA boundary map, page 64*). The Designation Report identified the following six

DRAFT

DRAFT



ALAMOGORDO METROPOLITAN REDEVELOPMENT AREA BOUNDARY

goals for the City Center that will be addressed in the subsequent MRA Plan:

- Elimination of detrimental public health and welfare conditions;
- Conservation, improvement and expansion of commercial building stock;
- Expansion of commercial activity;
- Improvement and expansion of available housing;
- Improvement and expansion of the pedestrian environment; and
- Improvement of economic conditions through coordinated public and private investments.

The next step in addressing the redevelopment of City Center is to prepare a Downtown MRA Master Plan. The City will be issuing a Request for Proposals (RFP) from consultants to begin the MRA planning process. The Master Plan will include an intensive public engagement program, visioning, and identification of catalytic projects and phased improvements that will revitalize the City Center area. The Master Plan will also include an implementation schedule that prioritizes the projects and improvements, identifies the time line, partnerships, and potential funding sources.

4.8 ALAMOGORDO ENHANCEMENT PROJECT

The City of Alamogordo's image and brand is a large focus as it relates to economic development and growth. In 2017, the Otero County Economic Development Council (OCEDC) engaged a private consultant to develop a new community brand for Alamogordo and to market the brand to attract more residents, businesses, talent, and visitors to the region. The Alamogordo Enhancement Project includes the following four components:

- Stakeholder interviews;
- Focus groups;
- Community surveys; and
- Secondary research.

Stakeholder Interviews

The first phase of the project included 40 one-on-one interviews with Alamogordo stakeholders. On June 6-7, 2017, 29 interviews were conducted and 11 responses to the interview questions

were received via hard copy. Participants were asked a series of open-ended questions and asked to provide opinions and perceptions about Alamogordo as a place to live, work, play and stay. They were also asked to share their desired future perceptions of Alamogordo and the region. Overall, the opinions of the stakeholders were consistent regarding the strengths, opportunities for enhancement and current perceptions on the community, which allows leaders in the community to honestly and realistically assess what is needed to attain Alamogordo's desired identity.

Focus Groups

The second research and assessment phase included eight focus group discussions with a total of 57 participants on July 6 and 7, 2017. The purpose of this phase was to obtain a broad look at how Alamogordo and Otero County residents view their community as a place to live, work, play, and stay. Discussion topics ranged from the community's strengths and areas for improvement, unique attributes of the region and how public perceptions can be enhanced, and participant opinions regarding how Alamogordo and Otero County should be perceived by residents and visitors as compared to how they feel it is actually perceived by those individuals today. Overall the opinions of the focus group participants were harmonious with the stakeholder interview feedback regarding the strengths, opportunities for enhancement and current perceptions on the community

Community Surveys

The Alamogordo Community Enhancement Survey featured 18 questions that were intended to provide a broad look at how Alamogordo/Otero County residents view their community as a place to live, work, play, and stay. Survey responses provided insights regarding the community's strengths and areas for improvement, unique attributes of the region, and how public perceptions can be enhanced. There was a total of 537 responses collected, of which 55% were citizen responses and 45% were military responses. Survey data confirmed many of the findings compiled from the stakeholder interviews and focus groups related to Alamogordo's strengths (weather, outdoor beauty and natural surroundings, small town atmosphere,

DRAFT

traffic, and friendliness/welcoming) and challenges (shopping and dining, appearance/visual appeal/cleanliness, employment opportunities, new business development, youth/arts/culture/social activities, image/reputation, K-12 education, and childcare).

Secondary Research

The secondary research phase of the assessment included reviews of websites for military communities, job sites, websites, and blogs focused on military personnel and families, as well as military and news. The goal of this assessment was to determine how other communities reach out to their military residents and/or making their community a great place to live, work, and play specifically for military personnel and their families. The results provided insights regarding opportunities Alamogordo may leverage to improve their offerings and enhance public perceptions such as creating programs for military personnel, enhancing the City website to ensure it is informative and helpful, and more City activities.

4.9 ECONOMIC DEVELOPMENT OPPORTUNITIES

This section highlights opportunities and tools that the City of Alamogordo can utilize to develop, diversify, and enhance the economy.

LOCAL ECONOMIC DEVELOPMENT ACT (LEDA) ORDINANCE

The City of Alamogordo adopted a Local Economic Development Act Ordinance (LEDA) in August 1996 (Ordinance Number 983, 8-13-96). The Ordinance meets the requirements of the New Mexico State Constitution and allows for approval of economic development projects that would otherwise be deemed unconstitutional under the state's "Anti-donation clause." The LEDA Ordinance allows the City to use public funds for projects that "foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other resources."

A component of the LEDA Ordinance is the City of Alamogordo's Economic Strategic Plan, a product of community participation and decision making. The following is a summary of the seven economic

development goals contained in the Economic Strategic Plan:

- Diversify the local economy;
- Support the development of an industrial park;
- Use public funds to assist the development of new jobs;
- Only assist business that meet all applicable environmental rules and regulations;
- Encourage cooperation between the public and private sectors to create new jobs;
- To support and encourage actions to utilize Holloman AFB and White Sands Missile Range and when possible, collaborate to create new jobs; and
- Help develop the community's resources for workforce training.

The Economic Strategic Plan also includes criteria that a qualifying project must meet to receive community assistance, the investment protection the City will provide to insure financial commitments are protected, and the types of community assistance qualified projects can receive. The Outline of Tasks in the Economic Strategic Plan clearly defines the process of application, acceptance, and project completion for all qualifying projects receiving LEDA funds.

The City of Alamogordo has successfully utilized the LEDA Ordinance on several projects to support building improvements and the creation of new jobs, including PreCheck Inc., Neptune Aviation, and Emerging Technology Ventures Inc., and First Research Science and Technology, Inc.

AGRICULTURE

The City of Alamogordo has identified agriculture as one of its long term economic focuses. The USDA Census of Agriculture tracks the agricultural market at the county level and publishes its data on five year cycle. The most current data available is 2012.

Compared to the other 33 counties in New Mexico, Otero County does not rank high in terms of overall agricultural production and sales. The Total Value of Agricultural Products Sold in 2012 was \$14,635,000, placing Otero County at 23rd out of 33 counties in New Mexico. However, Otero County's primary agricultural category is Fruits,

Tree Nuts, and Berries, which ranks 3rd in the state at a value of \$6,378,000.

TABLE 4.10: OTERO COUNTY AGRICULTURE MARKET, 2007 & 2012

	2007	2012	% Change
Number of Farms	493	486	-1.4%
Land in Farms (acres)	1,126,432	1,223,746	8.6%
Average Size of Farm (acres)	2,285	2,518	10.2%
Market Value of Products Sold	\$15,227,000	\$14,635,000	-3.9%
Average Net Farm Income	\$30,887	\$30,112	-2.5%

Table 4.11 shows the top six crops in Otero County by acreage and state ranking. Pistachio, sweet cherry, and apple production ranked 1st and 2nd in New Mexico, and pecans ranked 5th. There are 30 cherry farms, 18 pistachio farms, and 87 pecan farms in Otero County. These are important agricultural crops in Otero County that should continue to be cultivated and expanded.

TABLE 4.11: OTERO COUNTY TOP CROPS (ACRES), 2012

Crops	Acreage	State Rank
Forage-land used for all hay, haylage, grass silage, & greenchop	2,191	26
Pecans, all	1,448	5
Pistachios	(D)	1
Apples	289	2
Cherries, sweet	72	1
Grapes	50	4

Source: U.S. Department of Agriculture Census of Agriculture, 2012.

* (D) Withheld information to avoid disclosing data for individual operations.

Pistachios in particular are important to the local economy in Alamogordo. The City hosts the Heart of the Desert Pistachios and Wine, a popular restaurant and wine tasting event. Pistachio Land Farm Tours & Country Store has motorized outdoor tours of the pistachio orchards and vineyards after which visitors can purchase a variety of pistachio goods at the Country Store. Arena Blanca Winery and Wine Tasting is a restaurant and winery in the heart of the City. The pistachio industry in Alamogordo provides opportunities for agriculture, value-added agriculture, and tourism. Expansion of this industry could provide an interesting avenue for economic development in the area.

TOURISM

Tourism is one of the strongest and most consistent economic sectors in New Mexico. All jobs related to tourism are economic base jobs because the money being used to pay for these jobs comes from outside the local economy. Jobs at hotels, gas stations, or restaurants where the clientele are from outside the local area are considered economic base.

The tourism economic sector can provide great economic opportunities for small cities. It can be tapped through two important means; visitor-driven and destination. Both types of tourism can provide economic growth for cities because they pull in money from outside of the local community, thus growing the City's economy. Visitor-driven tourism comes from regional and local attractions or events that promote direct spending at lodging and food establishments in the City. Destination tourism comes from local food, gas, and lodging establishments which pull in drivers from US 54.

The New Mexico True Campaign does an excellent job of highlighting tourism destinations in the Tularosa Basin region through the use of billboards and commercials. This successful campaign has and will continue to draw people to the area. Year over year, visitor spending, visitor volume, and direct tourism employment in the state has increased. From 2013 to 2014, there was a \$261 million increase (4.5%).

With Alamogordo's natural location along a major highway, and near one of the New Mexico's most visited tourist locations, tourism-focused businesses can capitalize on drivers passing through, and with proper tourism marketing, attract drivers to stay and spend dollars in Alamogordo.

A new hotel project planned for the Mesa Village area between the Charlie T. Lee Memorial Relief Route and Mesa Village Drive will support tourism to the area and help boost lodgers' tax revenues. This project is anticipated to break ground by the end of 2018.

White Sands National Monument

White Sands National Monument is located approximately 15 miles southwest of Alamogordo. It is one of the most unique natural wonders in the United States, encompassing 275 square miles of desert that attract visitors from across the world.

DRAFT

According to the National Park Service, White Sands National Monument is visited by approximately 500,000 people each year, the most visitors of any national park in New Mexico. In 2015, 497,506 visitors spent \$25,729,300 in nearby communities, including Alamogordo. That spending supported 387 jobs in the local area and had a cumulative benefit to the local economy of \$29,352,100. White Sands National Monument is also a popular location for the film industry.



White Sands National Monument.

The Visitors' Center and seven adjacent buildings were officially designated as the White Sands National Monument Historic District in 1990. The structures are an excellent example of Spanish Pueblo-Revival architecture constructed during the years of the Great Depression. Built by the WPA and CCC, construction began in 1936 and was completed in 1938.



Visitors' Center at White Sands National Monument.

White Sands National Monument also functions as a science and research center. Universities, agencies, and non-government organizations conducting research at White Sands National Monument include Yale University, West Virginia

University, United States Geologic Survey, New Mexico State University, New Mexico Institute of Mining and Technology, New Mexico Bureau of Geology and Mineral Resources, University of California at Berkeley, and University of Arizona. Study topics include:

- Adaptation of animals to living in the white sediment of the dunes, including comprehensive studies of lizards, moths, plants, and mammals;
- Wind and weather patterns within the Park and its effect on dune movement, sand transport, and dust storms;
- The formation and movement of dunes using LiDAR and other remote sensing technologies;
- Hydrology and groundwater movement within the Park and its role in the creation of gypsum and stabilization of the dunes;
- The formation of gypsum and other evaporite minerals that make up the dunes within Lake Lucero and Alkali Flats.

New Mexico Museum of Space History

The New Mexico Museum of Space History is dedicated to artifacts and displays related to space flight and the space age. The Museum highlights the role that New Mexico has had in the U.S. space program, and is one of 15 divisions administered by the New Mexico Department of Cultural Affairs. The Museum is comprised of:

- Exhibitions ranging from Robert Goddard's early rocket experiments near Roswell to a mock-up of the International Space Station;
- The International Space Hall of Fame, which commemorates the achievements of men and women who have furthered humanity's exploration of space;
- The John P. Stapp Air & Space Park, which displays larger exhibits, such as the Apollo program's Little Joe II rocket and the rocket sled that "Fastest Man Alive" Stapp rode to 632 mph;
- Daisy Track, which commemorates aeromedical and space-related tests that were crucial in developing components for NASA's Project Mercury orbital flights and the Project Apollo moon landings;

- Clyde W. Tombaugh Education Center, home to the Museum's education programs;
- New Horizons Dome Theater and Planetarium, named for the spacecraft that flew by Pluto in 2015, is the first dome theater in the world to feature the Spitz SciDome 4k Laser fulldome planetarium system;
- Astronaut Memorial Garden;
- Hubbard Space Science Research Building; and
- Museum Support Center.



New Mexico Space History Museum.

White Sands Missile Range

White Sands Missile Range is located to the northwest of Alamogordo. This U.S. Army military testing area is home to the Trinity Site, the site of the first atomic bomb test. The area is currently used for military flight and launch testing. White Sands Missile Range is open to visitors twice a year, on the first Saturday in April and October.



Missile Park at White Sands Missile Range.

Tularosa Basin Museum of History

The Tularosa Basin Museum of History is located in a new location at 1004 N. White Sands Boulevard in a WPA building that was built in 1938. The Museum celebrates the history of the Tularosa Basin and Otero County and holds a collection of photographs, documents, and relics. Hours of operation are Monday through Saturday, from 10:00 a.m. to 4:00 p.m. The Museum is managed by a Board of Directors.



Tularosa Basin Museum of History

Toy Train Depot

The Toy Train Depot (museum), located at 1991 N. White Sands Boulevard, is dedicated to preserving the history of railroading, particularly in the local area, and displays include full-scale equipment and models of all gauges. The Toy Train Depot is also home to America's Park Ride Train Museum, which runs the Alamogordo/Alameda Park Narrow Gauge Railway, a working 16-gauge track rail line that visitors can ride for a nominal fee. Hours of operation are Wednesday through Sunday, from noon to 5:00 p.m.



Toy Train Depot Museum.

Flickinger Center for the Performing Arts

The Flickinger Center for the Performing Arts is Alamogordo's largest performance space and is home to the Alamogordo Music Theater Inc. Flickinger Center for the Performing Arts

DRAFT

was awarded LEDA money for building and construction.



Flickinger Performing Arts Center.

Tays Center

The Tays Center is the largest facility on the NMSU-A campus, and has a 2,000 person capacity. It includes a large gymnasium, lobby, stage, and 299 parking spaces. The Alamogordo community can rent the Tays Center for concerts, ceremonies, conferences, and other such events. The Center is also used for instruction of NMSU-A performing arts. A recent addition houses technology classes, including alternative energy, automotive technology, and welding.



Tays Center NMSU-A. Photo Courtesy of NCA Architects.

Outdoors / Natural Environment

The Lincoln National Forest is located north east of Alamogordo. The forest is home to the Sacramento Mountains, Mescalero Apache Reservation, and the Town of Ruidoso. The Oliver Lee Memorial State Park, located just south of Alamogordo, is a popular campground, biking, and hiking destination.

White Sands National Monument offers day hiking trails as well as overnight camping facilities. The Cloud Climbing Trestle Trails is part of the New Mexico Rails to Trails Association and is near the Town of Cloudcroft. It is a popular hiking, picnic area near abandoned railroad tracks in the Sacramento Mountains.

BRACKISH GROUNDWATER NATIONAL DESALINATION RESEARCH FACILITY

Operated by the U.S. Bureau of Reclamation, the Brackish Groundwater National Desalination Research Facility was established in Alamogordo at the site of the largest underground brackish water pond in the country. The City has invested heavily in the desalination plant and believes it can provide the community with an adequate water supply for existing development and future growth. The desalination plant is viewed by the City as an integral part of the Alamogordo economy, and is making investments in training programs for future work opportunities in the plant.

RENEWABLE ENERGY

Wind turbine technicians, photovoltaic panel installers, and inspectors are among the fastest growing jobs in the country. Alamogordo and Otero County are well positioned to take advantage of the growth of renewable energy, with energy co-ops on the rise and Public Service Company of New Mexico investing more into alternative energy in the southern grid. Holloman AFB and White Sands Missile Range have already invested in large solar panel installations that require maintenance and upkeep.

NMSU-A offers several programs in the renewable energy field, including an Associate of Applied Science degree in Renewable Energy Systems Technology for people who intend to work in the alternative energy industry; a Photo Voltaic (PV) Entry Level Grid Tie Certificate which is designed for students who intend to enter the alternative energy workforce or for home owners desiring to install their own residential PV systems; and a Advanced Photo Voltaic Installation Certificate for students who intend to enter the alternative energy workforce, establish a commercial business in the photo voltaic field, and/or prepare for the North American Board of Certified Energy Practitioners

(NABCEP) Photo Voltaic and Solar Thermal Installation Certification.

With a workforce prepared for employment in a rapidly growing industry, Alamogordo can position itself as a leader in developing and managing renewable energy technology in the state. City incentives could in turn encourage NMSU-A graduates to start their own alternative energy businesses or attract existing companies that manufacture, install, and manage alternative energy products.

AEROSPACE

The City of Alamogordo has a long history of aerospace training and research. White Sands Missile Range expects its current mission of providing training and testing to the military, NASA, and civilian entities to expand while responding to new and evolving trends. Holloman AFB's advancing mission has added two new F-16 units and an aircraft maintenance contract contributing nearly 1,000 employees, plus their dependents to the Alamogordo community. The New Mexico Aviation Aerospace Association is promoting Alamogordo as the premiere location for its Aviation Aerospace STEM Expo, which was held in Alamogordo in 2017 and is anticipated to return to the City in 2018.

Increases in military and Department of Defense and backing from the New Mexico Aviation and Aerospace Association provide the potential for advancing this industry in Alamogordo to reach the civilian and military population. Developing additional amenities to serve new residents, conference

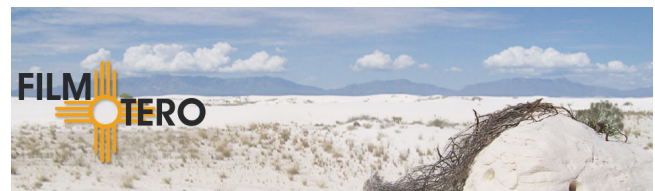


New Mexico Museum of Space History.

attendees, and tourists interested in aerospace could provide ripple effects, affecting several segments of the City's economy.

FILM PRODUCTION

Otero County and Alamogordo have been the setting for hundreds of documentaries, films, music videos, television commercials, and principal photography. The Otero County Film Office, a division of Otero County Economic Development Council, coordinates film opportunities in the City of Alamogordo and surrounding areas through Film Otero. Film Otero was involved in organizing the successful White Sands Film Festival in the past and the currently running Desert Lights Film Festival and Competition in partnership with NMSU-A. The Desert Lights Film Festival Competition began in 2004 and is held during the third week of April at the Tays Center on the NMSU-A campus and other locations around Alamogordo. Participants can attend hands-on seminars by teachers and professionals in the film industry, film screenings, and a cash prize competition that is open to all New Mexico middle and high school students. The festival brings together a diversity community entities such as TDS (a local cable, phone, and internet company), Otero Hunger Coalition, Flickinger Center for the Performing Arts, and Film Otero.



Film Otero.

Film production in the State of New Mexico experienced its most successful year in 2017, bringing in nearly \$505 million into the state economy. Alamogordo is competitive advantage over many other New Mexico communities by having two established film festivals, an experienced workforce trained in film production, and the desire to cultivate this important, and potentially lucrative, economic driver.

DRAFT

SCIENCE TECHNOLOGY ENGINEERING and MATHEMATICS (STEM)

Alamogordo is positioning itself as one of the leading environments for STEM innovation and education. Scientific research at the two military installations, the Brackish Water Treatment Plant, and renewable energy instruction at NMSU-A provides the City with a trained and educated workforce to diversify its economy and be a scientific hub for several STEM disciplines.

As mentioned earlier, the 2017 Aviation Aerospace STEM Expo, which attracted over 3,000 student participants from across the state, is a good example of the opportunities Alamogordo has to develop connections between the aviation, aerospace, and STEM fields through conferences and workshops. These types of events can further solidify Alamogordo's reputation as a southwest scientific center and draw additional events to the City that add to gross receipts and lodgers' taxes.



2017 Aviation and Aerospace STEM Expo. Source: Alamogordo Daily News

JOB TRAINING INCENTIVE PROGRAM

The Job Training Incentive Program (JTIP), administered through the New Mexico Economic Development Department, provides funding for classroom and on-the-job training for companies expanding or relocating in New Mexico and reimburses 50-75% of employee wages during this time. JTIP has helped several communities in the state, including the City of Alamogordo, and has supported the creation of 43,000 jobs since its inception. The City of Alamogordo can use JTIP to assist in job recruitment and expansion, thus supporting economic growth and stability.

4.10 GOALS, OBJECTIVES and STRATEGIES

Economic Development Goal 1: Pursue a balanced and diversified economy that offers a wide range of employment opportunities and well-paying jobs.

Objective 1.1: To create a more sustainable and stable economy through the recruitment of new businesses and retention of existing local businesses.

Objective 1.2: To position the City of Alamogordo as a leading community for aerospace, aviation, and STEM innovation and research.

Objective 1.3: To become less reliant on federal government employment.

Economic Development Strategy 1.1: Develop a marketing program that provides information on available tax and job training incentives, available commercial and industrial sites (including the future business park adjacent to the Alamogordo-White Sands Regional Airport and the annexation areas along the Relief Route bypass) to companies interested in relocating to or expanding in Alamogordo.

Economic Development Strategy 1.2: Promote Alamogordo, Holloman AFB, and White Sands Missile Range nationally as a center for civilian aircraft and aerospace industries and scientific research.

Economic Development Strategy 1.3: Recruit industries that are complementary to existing business clusters in Alamogordo and Otero County, including aerospace, aviation, STEM technologies, film production, and hospitality related businesses.

Economic Development Strategy 1.4: Promote Alamogordo as a safe, business friendly community with a temperate climate, a good public school system, access to the interstate highway system, rail, and air travel, regional tourist attractions, and a moderate cost of living.

DRAFT

Economic Development Strategy 1.5:

Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico State Economic Development Department, on local and regional economic development initiatives.

Economic Development Strategy 1.6: Create a Alamogordo/Otero County Economic Development Master Plan. The Master Plan should include, but not be limited to:

- Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs;
- Economic development profile;
- Retail market analysis;
- Industrial and manufacturing market analysis;
- Consideration of future annexations (as identified in the Priority Annexation map);
- Economic base job goal and target industries;
- Identification of development opportunity sites; and
- Implementation actions and key benchmarks.

Economic Development Strategy 1.7: Provide regular updates on the City of Alamogordo's economic development efforts and accomplishments on the City's web site and through social media.

Economic Development Goal 2: Create a well-trained and educated workforce that can meet the needs of existing local employers and attract new businesses and industries.

Objective 2.1: To help raise the median household income and the quality of life for Alamogordo residents.

Objective 2.2: To ensure existing and future jobs in the civilian aircraft and aerospace industries and scientific research at Holloman AFB, White Sands Missile Range, and the Brackish Water Treatment Plant are filled by local residents trained in those industries.

Objective 2.3: To ensure young adults stay within the community and transition to well-paying jobs after completing their education.

Objective 2.4: To increase the market share for the renewable energy and film industries.

Economic Development Strategy 2.1: Support and partner with Alamogordo Public Schools and New Mexico State University-Alamogordo (NMSU-A) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., solar energy, aerospace, aviation, film production, hospitality, etc.).

Economic Development Strategy 2.2: Sponsor and participate in career expos that focus on STEM technologies, including aviation and aerospace, to encourage young adults to enter these fields.

Economic Development Strategy 2.3: Work with Otero County Economic Development Council and local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department and other entities.

Economic Development Goal 3: Support small business development, retention, and expansion.

Objective 3.1: To support business and employment opportunities for local residents.

Objective 3.2: To maintain and enhance Alamogordo's small, home grown businesses.

Objective 3.3: To encourage the redevelopment and adaptive reuse of vacant and/or underutilized buildings and properties in Downtown Alamogordo and the City Center.

Economic Development Strategy 3.1: Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.

DRAFT

Economic Development Strategy 3.2: Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and follow the New Mexico MainStreet required format.

Economic Development 3.3: Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.

Economic Development Strategy 3.4: Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.

Economic Development Strategy 3.5: Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.

Economic Development Goal 4: Recruit quality commercial and industrial development that will support and sustain economic growth.

Objective 4.1: To grow the local jobs base and increase tax revenues.

Objective 4.2: To encourage businesses that will benefit from rail and/or adjacency to the Alamogordo-White Sands Regional Airport.

Objective 4.3: To support the creation of a new business park.

Objective 4.4: To support local farming through value-added agriculture businesses.

Economic Development Strategy 4.1: Identify and prioritize infrastructure improvements needed by target industries to encourage relocation or expansion in Alamogordo. Incorporate these capital improvements into the City's ICIP.

Economic Development Strategy 4.2: Create a Master Plan for the new business park at the Alamogordo-White Sands Regional Airport property, as designated on the Preferred Land Use Scenario. The Master Plan should include, but not be limited to:

- A lot layout plan;
- Backbone infrastructure plan;
- Desired business types;
- Development standards that address building heights and massing, circulation and access, setbacks, signs, landscaping, etc.; and
- Phasing plan.

Economic Development Strategy 4.3: Target and recruit food manufacturing companies that utilize locally grown agricultural products (i.e., pistachios, pecans, cherries, apples) to expand the market share of value-added agriculture.

Economic Development Goal 5: Promote and strengthen Alamogordo as a tourist destination.

Objective 5.1: To capture more tourism dollars from visitors to White Sands National Monument, New Mexico Museum of Space History, Sacramento Mountains, Trinity Site, and other local and regional attractions.

Objective 5.2: To foster an increase in the number of businesses (e.g., motels, hotels, restaurants, etc.) that cater to tourists.

Objective 5.3: To market Alamogordo as an ideal location for STEM, aerospace, and aviation conferences and workshops.

Economic Development Strategy 5.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council on promoting Alamogordo's local and regional tourism destinations.

Economic Development Strategy 5.2: Pursue a public/private partnership for the development of a conference center/hotel in Alamogordo.

Economic Development Strategy 5.3: Work with the Otero County Economic Development Council on promoting Alamogordo as a conference destination for conferences, expos, and workshops focused on aerospace, aviation, and STEM industries.

Economic Development Strategy 5.4: Allocate a larger portion of the lodgers' tax revenues towards marketing for Alamogordo as a tourist destination.

DRAFT

This page left blank intentionally.

5. Housing & Neighborhoods

DRAFT

DRAFT

5.1 INTRODUCTION

Housing is foundational in the development and sustainability of a healthy community. The provision of safe and affordable housing through a wide range of housing types, including single family detached houses, townhouses, apartments, as well as owner-occupied and rental properties at a range of different costs, can create vibrant and diverse neighborhoods for current and future residents.

The Housing element provides an overview on existing housing characteristics, housing costs, and local housing organizations working to meet the affordable housing needs of Alamogordo, including those that work directly with veterans, military service members, and the homeless.

5.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to the provision of housing in Alamogordo. The results provide insight to the community's views on housing and the support for the overarching goal of addressing the demand for quality housing as the community grows and changes over time, while ensuring that neighborhoods are safe, well-maintained, and stable.

In response to the question whether the City has an adequate supply of affordable housing, 37% disagreed or strongly disagreed, while 33%

agreed or strongly agreed. Respondents believe that the City needs more single family housing (44%), apartments (33%), townhouses (30%), senior housing (22%), and live/work (12%). When asked if there are obstacles to buying a home in Alamogordo, 59% said yes and 41% said no. Respondents who said "yes" felt there were a variety of obstacles, including prices are too high (67%), incomes are too low (56%), lack of a down payment (31%), ancillary costs too high (31%), and limited range of housing types (27%).

5.3 HOUSEHOLD CHARACTERISTICS

HOUSEHOLD TYPE

In 2015, there were 12,428 households in Alamogordo; 62.7% were family households and 37.3% were non-family households. Between 2000 and 2015, there was an overall decrease in total households of -9.3% in Alamogordo; family households decreased by -19.9% and non-family households increased by 16.6%. In comparison, Otero County experienced a 3.0% increase in total households; family households decreased by -7.2% and non-family households increased by 30.7%.

Between 2000 and 2015, the most notable change for Alamogordo was in households with one or more people aged 60 years and over; an increase of 48.3%. Otero County experienced an even greater increase of 84.2% in elderly

TABLE 6.1: HOUSEHOLD CHARACTERISTICS, 2000 TO 2015

Household Type	City of Alamogordo			Otero County		
	2000	2015	% Change 2000-15*	2000	2015	% Change 2000-15*
Total households	13,704	12,428	-9.3%	22,984	23,668	3.0%
Family households (families)	71.0%	62.7%	-19.9%	73.1%	65.9%	-7.2%
With own children under 18 years	51.1%	37.7%	-40.9%	50.8%	39.3%	-28.1%
Married-couple family	78.3%	71.8%	-26.6%	78.6%	73.9%	-12.8%
With own children under 18 years	46.3%	28.8%	-54.3%	46.2%	32.7%	-38.4%
Female householder family	16.6%	22.1%	7.1%	16.1%	19.7%	13.6%
With own children under 18 years	69.4%	65.0%	0.4%	68.9%	63.5%	4.6%
Non-family households	29.0%	37.3%	16.6%	26.9%	34.1%	30.7%
Householder living alone	86.9%	87.1%	16.8%	86.4%	87.4%	32.2%
65 years and over	30.2%	30.3%	17.0%	30.0%	35.9%	56.6%
Households with one or more people under 18 years	39.2%	25.8%	-40.3%	40.5%	29.1%	-26.0%
Households with one or more people 60 years and over	23.1%	37.7%	48.3%	22.7%	40.6%	84.2%
Average household size	2.57	2.46	-4.3%	2.66	2.63	-1.1%
Average family size	3.07	3.14	2.3%	3.14	3.31	5.4%

Source: U.S. Census Bureau, 2000 SF3, American Community Survey 2000 - 2015 5-year estimates.

DRAFT

households. The average household size in Alamogordo remained relatively steady between 2000 and 2015, with a decrease from 2.57 to 2.46. In comparison, average household size in Otero County remained slightly higher than that of Alamogordo, but still relatively steady.

HOUSING TENURE

Between 2000 to 2015, there was a 10.4% decrease in total housing units. Vacant housing units decreased by 16.9% during this time. There was a substantial increase (16.2%) in vacant housing units in Otero County. Only owner-occupied units decreased by a small amount (see Figure 6.2).

HOUSING AGE

The peak decade for housing built was 1970 to 1979, where 2,586 homes were built in Alamogordo and 6,040 were built in Otero County (see Figure 5.1). Alamogordo's rate in housing structures built sharply declined by 2015 with only 352 houses built since 2010, a level not seen since pre-1950s.

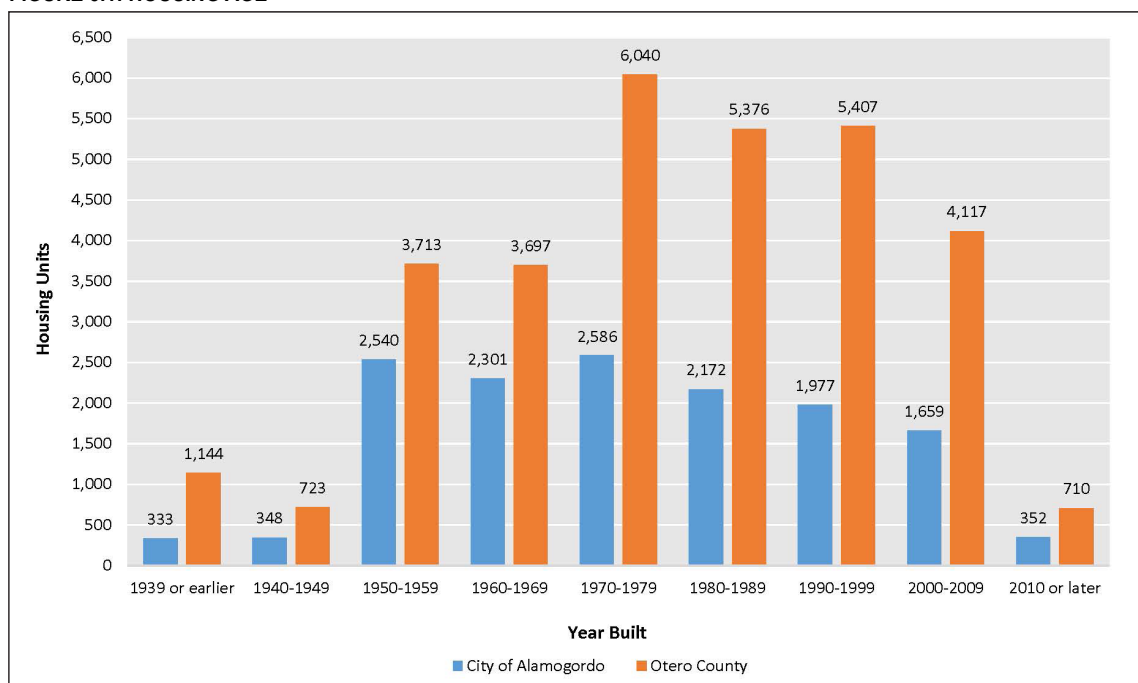
The housing stock in Alamogordo is older than that of both Otero County and New Mexico. The median year in which housing structures were built in Alamogordo was 1976. In contrast, the median year for housing structures built in Otero County was 1980 and the state was 1981.

TABLE 5.2: HOUSING TENURE, 2000 TO 2015

	City of Alamogordo			Otero County		
	2000	2015	% Change 2000-15	2000	2015	% Change 2000-15
Total housing units	15,920	14,268	-10.4%	29,272	30,967	5.8%
Occupied housing units	13,704	12,427	-9.3%	22,984	23,659	2.9%
Owner-occupied housing units	8,313	7,245	-12.8%	15,372	15,213	-1.0%
Renter-occupied housing units	5,391	5,182	-3.9%	7,612	8,446	11.0%
Vacant housing units	2,216	1,841	-16.9%	6,288	7,308	16.2%

Source: U.S. Census Bureau, 2000 SF3, American Community Survey 2000 - 2015 5-year estimates.

FIGURE 5.1: HOUSING AGE



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

DRAFT

UNITS IN STRUCTURE

In 2015, 70% of the housing units in Alamogordo were single family detached units (see Table 5.3). This was significantly higher than in Otero County and New Mexico as a whole, where single family detached units comprised 61.7% and 64.6%, respectively. The second highest housing unit was mobile home at 15%, significantly less than Otero County (27.6%) and New Mexico (16.7%). Alamogordo has a slightly higher percentage of 2 or 4 units and 5 to 9 units per structure at 4% and 2.5% than Otero County and the state overall.

TABLE 5.3: UNITS IN STRUCTURE, 2015

Housing Type	Number of Units	% of Housing
Single Family Detached	10,072	70%
Single Family Attached	245	1.7%
2 Units	290	2%
3 or 4 Units	575	4.0%
5 to 9 Units	367	2.5%
10 to 19 Units	326	2.3%
20 to 49 Units	114	.7%
50 or more Units	0	0%
Mobile Home	2,168	15%
Boat, RV, Van, etc.	111	.77%
Total	14,268	100%

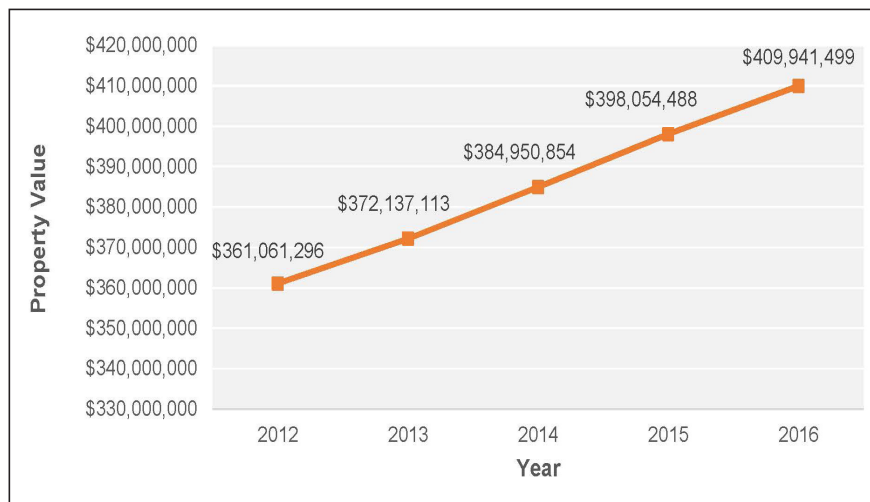
Source: U.S. Census Bureau, American Community Survey 2011 - 2015 5-year estimates.

5.4 ASSESSED RESIDENTIAL PROPERTY VALUES

The Otero County Assessor's Office is charged with determining the fair market value of property so that the tax burden can be fairly and equitably distributed. The New Mexico Taxation and Revenue Department separates each taxable area into Property Tax Districts based on the boundaries of the Public School District serving that area. Alamogordo City Property Tax District Designation is 1-IN. Assessed valuation of property in the Alamogordo City tax designated district has been steadily increasing since 2012 (see Figure 5.2). This trend is expected to continue as preliminary estimates for 2017 are showing increases over the previous year.

DRAFT

FIGURE 5.2: ALAMOGORDO ASSESSED PROPERTY VALUATION



Source: Otero County Assessor. Certified Total Assessed Values 2012-2016.

5.5 ECONOMIC CONDITIONS IMPACTING HOUSING

POVERTY STATUS

The poverty status of an area can have a dramatic impact on housing tenure and housing upkeep. Between 2012 and 2015, individuals living in poverty in Alamogordo increased by 4.6%. In 2012, persons living in poverty constituted approximately 15.9% of the total population, and by 2015, that percentage increased to 20.5%. This is lower than that of Otero County (23.0%) and New Mexico (30.1%).

In 2015, there were 15.6% of Alamogordo families living in poverty. The percentage rose to 34%

amongst Hispanic or Latino families living below the poverty level, the highest percentage of all racial categories (see Figure 5.3).

COST BURDENED HOUSEHOLDS

Households with housing costs that exceed 30% of household income are considered to be “cost-burdened.” In 2015, the percentage of cost-burdened, owner-occupied households was approximately 21%. Conversely, the percentage of cost-burdened, renter-occupied households was approximately 50%. New Mexico averages 33.7% and 44.9%, respectively (see Figure 5.4). The population that is most cost burdened are those in the lower income brackets under \$35,000 per year.

FIGURE 5.3 POVERTY STATISTICS

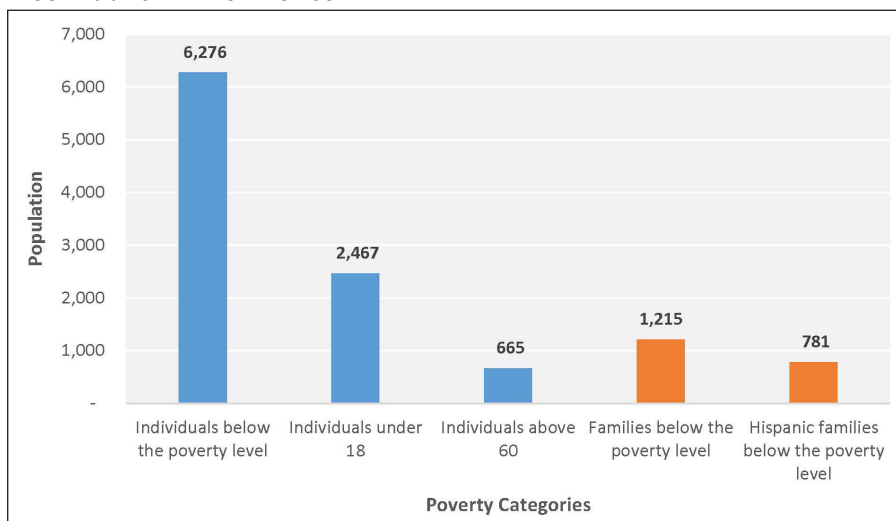
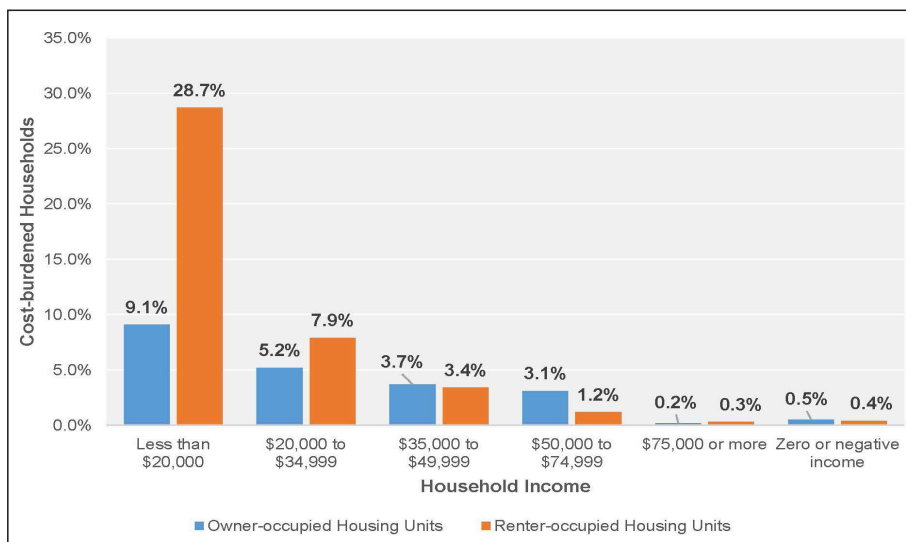


FIGURE 5.4: MONTHLY HOUSING COSTS AS A % OF HOUSEHOLD INCOME



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

DRAFT

5.6 MILITARY HOUSING

The Soaring Heights Community owns the privatized housing development for Holloman AFB and Department of Defense families. Houses are available for Department of Defense retirees and active duty service members. Soaring Heights is located on base and has 3- and 4-bedroom single family housing available for purchase or rent. The community has several amenities including parks, a community center, and Holloman Elementary and Middle Schools, which are part of the Alamogordo Public School District.

Holloman AFB provides Unaccompanied Housing for single airmen that are within the ranks of E-1 to E-3 and E-4 with less than three years of service. The Unaccompanied Housing dormitory has a total of 637 units with a bathroom shared by no more than two people.

Holloman AFB military members have the freedom to live off base (if they choose) in the Alamogordo community. The Holloman Housing Referral Office (HRO) assists military and Department of Defense personnel in finding a quality place to live in the City if they choose this option.

5.7 HOUSING ORGANIZATIONS

There are several programs in Alamogordo and Otero County that provide housing and/or rent assistance. These groups include:

City of Alamogordo Public Housing Authority

The City Public Housing Authority, located at 104 Avenida Amigos, manages Alta Vista and Plaza Hacienda housing projects and the Housing Choice Vouchers (Section 8) program. It also offers administrative support for affordable housing in Alamogordo. The Housing Authority would be a key stakeholder in assisting with meeting the City's affordable housing goals and objectives determined as part of creating a future Affordable Housing Plan.

Eastern New Mexico Housing Authority

The Eastern New Mexico Housing Authority provides a housing assistance to low-income families across 12 counties in eastern New Mexico. The Housing Authority's main office is located in Roswell.

Habitat for Humanity

Habitat for Humanity is a non-profit group of volunteers that builds and rehabilitates homes for low-income people and families world-wide. Recipients invest their own labor into building their homes and the homes of others. Houses are sold to partner families at no profit and financed with affordable loans. The homeowners' monthly mortgage payments are used to build new Habitat homes.

Southeast New Mexico Community Action Corporation (SNMCAC)

SNMCAC provides CSBG Rent/mortgage payments and utility assistance, FEMA Assistance, rehabilitation of homes for elderly, disabled, and low-income individuals. SNMCAC has offices in Chaves, Otero, and Eddy counties.

YES Housing, Inc.

YES Housing functions as the developer, owner, and manager of affordable housing projects for disadvantaged and income qualified families and the elderly in projects throughout New Mexico. YES Housing assembles the development team, determines the feasibility of the project, identifies financing mechanisms, and establishes partnerships. The Otero Village Apartments, a 40-unit, tax credit, affordable housing property located at 2553 E. 1st Street in Alamogordo, is managed by YES Housing.

Center of Protective Environment (COPE)

COPE provides housing services in Otero and Lincoln counties, but is limited to victims of domestic violence. COPE opened in 1980 and serves about 1,000 residents in Otero and Lincoln County yearly. COPE provides a number of services for survivors of domestic violence and their children and runs an intervention program for offenders. COPE recently renovated the Alamogordo facility to include expanded office spaces and parking lot security for the shelter. The renovations were funded through grants, private donations, and a loan from the City of Alamogordo.

DRAFT

5.8 HOUSING ISSUES and NEEDS

AFFORDABLE HOUSING

According to the City of Alamogordo's Public Housing Authority, Alamogordo is at 97% capacity at its affordable housing units. Combined with the higher than average percentage of households that are cost-burdened, these numbers point to the fact that Alamogordo needs more affordable housing, primarily rental units.

The City of Alamogordo adopted an Affordable Housing Ordinance in 2005 (Ord. 1246, Appendix C, 10-11-2005). With this Ordinance in place, the City is exempted from a portion of the State of New Mexico's "anti-donation" clause and can pay for or donate costs towards land for the construction of affordable housing, construction or renovation of affordable housing from existing buildings, financing or developing the infrastructure to support affordable housing, and/or operating or owning affordable housing. The Ordinance outlines the procedures by which the City will process and evaluate applicants, ensure the long-term viability of affordable housing projects, provide security for public funds or property granted to construct affordable housing projects, and guarantee that residents of affordable housing are living in safe, well-maintained facilities. The Ordinance was coordinated with and approved by New Mexico Mortgage Finance Authority (MFA) prior to adoption by the City Commission.



Cottonwood Commons affordable housing development.

It is strongly recommended that the City develop an Affordable Housing Plan, which would benefit the City's affordable housing program by providing

a clear plan and road map to address the current housing needs for cost-burdened households in Alamogordo. The MFA provides grants for development of Affordable Housing Plans, which address the need for affordable rental and for sale housing by cost-burdened households over a five-year planning horizon. The Affordable Housing Plan should identify the gap between what cost-burdened households can afford and the typical costs for owning or renting a home, plus utilities, in Alamogordo. The City of Alamogordo could either create an Affordable Housing Plan by itself or the City could jointly develop an Affordable Housing Plan with Otero County. The City's current Affordable Housing Ordinance will likely be revised once the City completes the Affordable Housing Plan to ensure consistency between the two documents and adherence to the State of New Mexico's requirements.

SPECIAL NEEDS POPULATIONS

Providing adequate housing for special needs populations (i.e. seniors, disabled, veterans, and homeless, single parent households) is an important component of any comprehensive housing strategy.

Disabled, Veterans, and Homeless Populations

Providing housing for the disabled, veterans, and homeless population is another important area of focus that will be addressed in more detail in the future City of Alamogordo Affordable Housing Plan. As defined by the US Census, "Population with a Disability" refers to those with a hearing, vision, cognitive, ambulatory, self-care, or independent living difficulty. According to the 2011-2015 American Community Survey, 18.1% of the population of Alamogordo were considered disabled. This is higher than Otero County at 17.6% and New Mexico as a whole with 14.6%. Among the disability types Alamogordo was in line with Otero County and New Mexico except for the categories of "with a vision difficulty" at 4.3% and those "with an ambulatory difficulty" at 11.8%. This is higher than both the Otero County and the state as whole. The higher percentage is likely connected to the New Mexico School for the Blind and Visually Impaired, which is located in Alamogordo.

DRAFT

The Veterans' Administration estimates that one-third of adult homeless men and nearly one-quarter of all homeless adults have served in the armed forces. This population is considered at risk due to poverty, lack of support from family and friends, and precarious living conditions in overcrowded or substandard housing. It is estimated that almost half of all homeless veterans suffer from mental illness, more than two-thirds suffer from alcohol or drug abuse, and nearly 40% have both psychiatric and substance abuse disorders. Alamogordo has nearly double the percentage of veterans, 21.9% than New Mexico as a whole. Poverty status among veterans in Alamogordo is in line with Otero County and New Mexico at approximately 9%.

Foxhole Homes is a non-profit organization dedicated to fighting veteran homelessness and providing sustainable housing and community for veterans in need. The goal is to ... "build a sustainable research community that will provide housing with little or no utility bills, and offer jobs for veterans utilizing regenerative agricultural practices that will make the land throughout the community more fertile as time goes on. The members of the community will be integral to its development and the goal, once it is completed, is to be self-sustaining." The model for Foxhole Homes will be an off-grid home built from recycled and repurposed materials, originally inspired by Earthship Biotecture. Foxhole Homes has been working with the New Mexico Construction Industries Division, City of Alamogordo, and Otero County to determine jurisdictional issues on a preferred site.

In 2017, a Point-in-Time Count Report by the New Mexico Coalition to End Homelessness found there to be nine homeless people in Otero County between January 26, 2015 and January 26, 2016 in emergency shelter. According to the report, there are only 24 emergency shelter beds in Otero County. However, it is acknowledged that there are far more homeless people that live in abandoned houses and in the desert around Alamogordo. An overnight shelter has been identified as a need by the agencies who provide services to the homeless.

Senior Housing

In 2015, the estimated population that was 60 years and over in Alamogordo was 23.6%. The senior population will continue to grow as baby boomers age and retire. These changing demographics will demand that senior housing be at the forefront of housing priorities for Alamogordo. Alamogordo may need to absorb some senior housing needs from nearby Tularosa and other rural outlying areas.

Housing specifically focused on seniors allows those member of the community to stay near their families instead of having their lives disrupted by moving away due to aging and need for higher levels of care. Ideally, there should be a range of care options including assisted living, memory care, nursing care, and some independent living.

Currently, Alamogordo has several senior living facilities, which range in size and offer a variety of living arrangements. Some of the most popular are Beehive Homes, The Aristocrat Assisted Living, Regency Retirement Community, Azotea, and Amber Skies 55+ Manufactured Homes Community.

Azotea is a 60-unit, affordable senior living community comprised of 14 one- and two-story buildings, each with one and two bedroom units. Features include passive solar orientation, active solar PV array grid-tie community building, raised garden beds, fruit tree groves, concrete massing, and recycled building materials. Azotea won the New Mexico Mortgage Finance Authority (MFA) Low Income Housing Tax Credit Design Competition and a Green Communities grant from Enterprise Social Investment Corporation in 2004.



Azotea Senior Housing Community.

DRAFT

5.9 FY 2019-2023 ICIP

The City of Alamogordo has identified a number of capital improvements on the FY 2019-2023 Infrastructure Capital Improvements Plan (ICIP) for the City's Public Housing Authority. Table 6.4 identifies the projects, time line, and cost for improvements to the Alta Vista and Plaza Hacienda projects.

TABLE 5.4: FY 2019-2023 ICIP - PUBLIC HOUSING AUTHORITY

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Replacement of Windows at Alta Vista and Plaza Hacienda	-	\$827,000	-	-	-	-	\$827,000
Upgrade Housing Unit Plumbing at Plaza Hacienda	-	\$50,000	\$50,000	\$50,000	-	-	\$150,000
Remove and Replace Sidewalks, Curbs, and Gutters at Alta Vista	-	-	\$300,000	-	-	-	\$300,000
Replacement of Storm Doors at Alta Vista and Plaza Hacienda	-	-	\$25,000	-	-	-	\$25,000
Repair Spalling at Alta Vista	-	-	\$25,000	-	-	-	\$25,000
Upgrade HVAC Systems at Alta Vista	-	-	-	\$300,000	-	-	\$300,000
Design and Remodel Kitchens at Plaza Hacienda	-	-	-	\$300,000	-	-	\$300,000

DRAFT

5.10 GOALS, OBJECTIVES, and STRATEGIES

Housing and Neighborhoods Goal 1: Promote equal access to a diverse range of housing types and costs to meet the housing needs of existing and future residents.

Objective 1.1: To ensure Alamogordo's housing stock is safe and attainable.

Objective 1.2: To decrease the number of cost-burdened households (i.e., spending more than 30% of their household income on housing and utility costs).

Objective 1.3: To accommodate the housing needs of single parent households, seniors, military veterans, people with disabilities, and other special populations.

Objective 1.4: To increase the availability of rental and ownership workforce housing for those employed in law enforcement, health care, and education.

Housing and Neighborhoods Strategy 1.1:
Apply for a grant from the New Mexico Mortgage Finance Authority to create an Affordable Housing Plan and associated Affordable Housing Ordinance that complies with the New Mexico Affordable Housing Act and contains:

- A comprehensive community and housing profile that includes demographic characteristics, household characteristics, and housing market description;
- Assessment of existing and future housing needs;
- Determination of the regulatory and non-regulatory constraints to affordable housing in Alamogordo; and
- Identification of goals, policies, and quantifiable objectives to meet affordable housing needs within a planning horizon of five years.

Housing and Neighborhoods Strategy 1.2:
Identify available City-owned resources (e.g., land, buildings) that could be donated towards the development of multi-family rental housing that is financed through programs including, but not limited to, Low Income Housing Tax Credits (LIHTC), and designed to meet the New Mexico Mortgage Finance Authority's 2016 Mandatory Design Standards for Multi-family Housing.

Housing and Neighborhoods Strategy 1.3:
Work with regional housing providers (e.g. Tierra del Sol Housing Corporation) to apply for rehabilitation funds for single family homes from the HOME Investment Partnership Program, USDA Rural Development rural repair and rehabilitation loans, and Section 504 grants for income qualified homeowners and elderly persons (62 and older).

Housing and Neighborhoods Strategy 1.4:
Work with the New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.

Housing and Neighborhoods Strategy 1.5:
Develop incentives, such as density bonuses, fee waivers, and land donations, for developers to build affordable housing for income qualified households and special populations, including single parent households, elderly, veterans, disabled, etc.

Housing and Neighborhoods Strategy 1.6:
Pursue the development of a full range of senior housing facilities, including independent living, assisted living, memory care, and skilled nursing.

DRAFT

Housing and Neighborhoods Goal 2: Ensure that Alamogordo residential neighborhoods are safe, well-maintained, and stable.

Objective 2.1: To correct blighting conditions and protect public health, safety, and welfare.

Objective 2.2: To discourage crime and vandalism in residential neighborhoods.

Objective 2.3: To encourage the rehabilitation of existing vacant and dilapidated buildings for single family and multi-family housing development.

Housing and Neighborhoods Strategy 2.1:
Develop a "Home and Yard of the Month" program that acknowledges property owners' efforts to improve their properties and contribute to the positive appearance of their neighborhood.

Housing and Neighborhoods Strategy 2.2:
Continue to work with Keep Alamogordo Beautiful and participate in the New Mexico Clean and Beautiful grant program to improve the visual environment of the community through landscape improvements, weed and graffiti removal, painting, and repair and restoration of residential properties.

Housing and Neighborhoods Strategy 2.3:
Determine the feasibility of developing a City-managed land bank for vacant and abandoned residential properties that can be purchased and rehabilitated by non-profits, builders, or individuals.

Housing and Neighborhoods Goal 3: Encourage green building techniques and sustainable housing development.

Objective 3.1: To conserve resources and minimize impacts to the environment.

Objective 3.2: To encourage development of new and rehabilitated housing in close proximity to neighborhood commercial businesses, jobs, and support services.

Housing and Neighborhoods Strategy 3.1:

Develop a voluntary green building ordinance that includes incentives and addresses lot selection, design, preparation, and development; recycling of construction materials; minimum energy efficiency standards; and indoor and outdoor water use.

Housing and Neighborhoods Strategy 3.2:

Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.

Housing and Neighborhoods Strategy 3.3:

Create minimum standards that address size, location, structural and electrical requirements, waste removal, egress/ingress, etc. for the construction and placement of tiny homes.

Housing and Neighborhoods Goal 4: Provide temporary housing for the homeless population in Alamogordo.

Objective 4.1: To reduce the occurrence and frequency of homelessness for individuals and families in Alamogordo.

Objective 4.2: To provide a safety net and related services for the homeless population.

Housing and Neighborhoods Strategy 4.1:

Work with Otero County and local service providers on applying for a grant to fund the construction of an overnight homeless shelter.

Housing and Neighborhoods Strategy 4.2:

Distribute information on support services, temporary and transitional housing facilities, and mental health, substance abuse, and domestic violence service providers.

DRAFT

6. Infrastructure

DRAFT

DRAFT

6.1 INTRODUCTION

Infrastructure systems are critical elements that support day-to-day functions of the City of Alamogordo and ensure the health, safety, and welfare of the citizens. The capacity for infrastructure expansion influences the future growth and development of the community. The Infrastructure element provides an overview of the existing condition of the City of Alamogordo's utility infrastructure including, but not limited to, the water distribution system, sanitary sewer system, and storm drain system; identifies issues related to the systems; and provides recommendations for future improvements and expansion. It also summarizes and/or references several infrastructure plans and studies completed for the City of Alamogordo.

Systematic maintenance, replacement, and improvement of the existing infrastructure is one of the most pressing issues facing Alamogordo. A considerable portion of the sanitary sewer, water distribution, and storm drain systems are dated and need replacement or upgrading. Development of a comprehensive approach to maintaining and improving the water, wastewater, and drainage infrastructure systems should be a priority of the City for ensuring the health, welfare, and safety of existing and future residents.

6.2 SANITARY SEWER SYSTEM WASTEWATER TREATMENT FACILITY

The sanitary sewage within the City of Alamogordo is collected in a network of pipes that transport it to the municipal wastewater treatment plant (WWTP), owned and operated by the City. The WWTP was built in 1975 and is located at 3290 Airport Road. The components of the original WWTP were periodically upgraded and/or replaced over the years. The WWTP is capable of handling a flow of 4.0 million gallons per day (MGD) and is currently running with an actual hydraulic flow rate of approximately 2.15 MGD. The location and the service area of the WWTP is shown on the Sewer Collection System map, page 93.

A Preliminary Engineering Report (PER) completed in 2005-2006 provided a detailed evaluation of the existing treatment processes at the WWTP, analyzed several alternatives for improving and expanding these treatment processes, and

made final recommendations for improvements, including project cost estimates to provide reliable wastewater service for a 20-year period (2010-2030) (*Bohannon Huston Inc., June 2010*). The improvements to the WWTP were anticipated to cost approximately \$20 million based on 2010 dollars. The design and construction of the improvements were phased to spread the City's financial commitment over several years.

In 2010, the average daily dry-weather sewage flow was approximately 2.2 MGD, accounting for approximately 55% of the original design flow of 4.0 MGD. The PER anticipates that the WWTP will receive approximately 3.72 MGD in 2030 based on population characteristics and projected wastewater generation rates. For this figure, the PER chose a wastewater generation rate of 80 gallons per capita per day (GPCD) and a growth rate of 1.2% as a reasonable estimate for projecting population growth in the WWTP service area.

The PER determined that the current design flow of 4.0 MGD will support future population growth. However, it was identified that much of the mechanical and structural components of the facility were significantly deteriorated and needed replacement or maintenance. The secondary treatment system (aeration basins) and disinfection system were identified as needing upgrading to ensure the compliance with all New Mexico Environment Department (NMED) requirements for the plant effluent parameters, including biochemical oxygen demand, total suspended solids, nitrogen, and fecal coliform, and thereby maintain health and safety of the public. The City has completed most of the upgrades to the WWTP proposed by the PER and should continue to plan and allocate funds for the remaining improvements (e.g., upgrading the primary digester, adding a secondary digester, and other proposed improvements).

In addition to WWTP improvement efforts, the City should work towards putting in place ordinances to control pollutants which interfere with sewer collection system and treatment processes. Establishing and enforcing Fats, Oils, and Grease (FOG) related policies (e.g., inspection programs, numeric pretreatment limits, and best management practices including the use of interceptor/collector

DRAFT

devices) can prevent FOG discharges from food service establishments from entering the sewer collection system which can block the sanitary sewer system, interfere with wastewater treatment processes, and cause public health and water quality problems.

The WWTP has an active reclaimed water reuse system running throughout the City for irrigation purposes, as well as construction and other non-potable water needs. The Water Reclamation Facility is designed for an average design flow capacity of 3.0 MGD, with peak daily and hourly design flow rates of 6.0 MGD and 7.5 MGD, respectively.

WATER REUSE

The City's Water Reclamation Facility is comprised of 26 miles of pipe consisting of 4-inch Polyvinyl Chloride pipe (PVC), 16-inch PVC Pipe and Asbestos Cement (AC) Pipe. The reuse water system has a total of five ground storage reservoirs and 11 ponds located at the Desert Golf Course. The water reuse system is divided into three pressure zones and is supported by seven booster stations. The water reuse system is permitted by the NMED to discharge 5.0 MGD of reclaimed water to various locations within the City, including roadway medians, parks, Desert Lakes Golf Course, native grassland, and a surplus discharge area.

The continued drought in New Mexico and the temporary loss of Bonito Lake as a water source prompted the City to review the water reuse system and identify the needed improvements. Subsequently, the City of Alamogordo Wastewater Reuse Master Plan Update (*Bohannon Huston, Inc., June 2015*) was completed. The update provides a technical review of the reuse system and recommendations for future improvements and expansion of supply, storage, and distribution systems.

The Plan Update identified that the system experiences pressure issues during summer when the demand for reuse water is high. However, during the fall, winter, and early spring months, there is a excess water that is not used and is either discharged into three center pivot irrigation systems located south of the Alamogordo-White Sands Regional Airport or discharged at the Section 16 land application area located southwest of the WWTP.

The reclaimed water produced (over 100 MG) during these months could be stored and used during the peak season.

The City recently developed a water model to replicate actual field data provided by the Plan Update. An effort that helped to analyze the existing condition and provide recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the whole reuse system.

In addition, the City completed the Reclaimed Water Line Looping project. This project consists of installation of reuse water lines running down the west side of White Sands Boulevard, near the UP railroad tracks, to connect the existing 14-inch line in 1st Street to the 6-inch line which dead-ends at 10th street and serves the Alameda Park Zoo. Phase one has been constructed from the south end up to 11th Street. The second phase, which is the installation of reuse waterline from 11th Street to the existing line in Alameda Park Zoo, is currently underway. This line looping project in intended to relieve large pressure swings and improve water flow and quality throughout the reuse system.

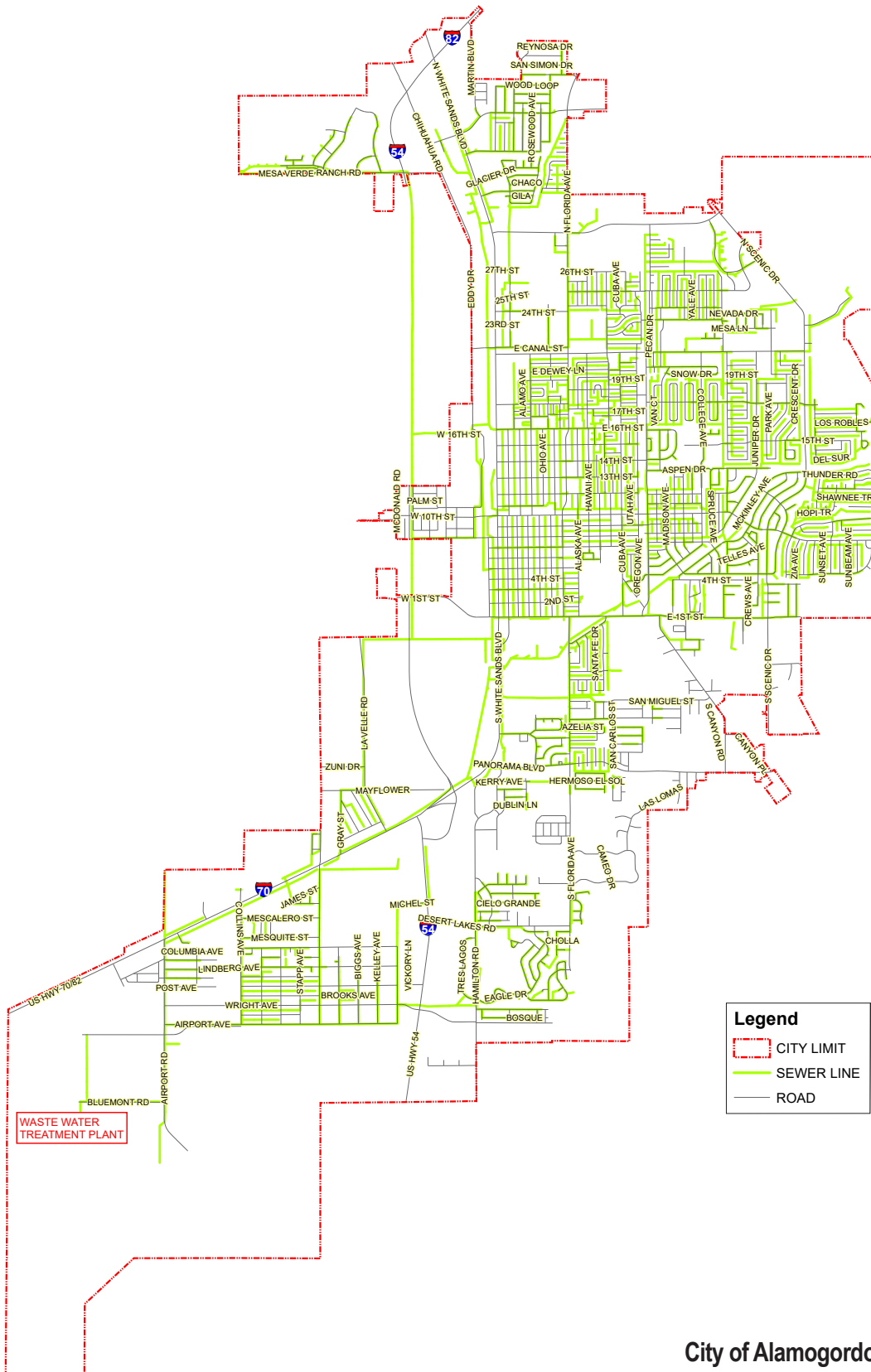
The City is in the design stages to upgrade the pivot irrigation line located south of the Airport. The pivot line is utilized during the fall, winter, and early spring months when the demand for reuse water is low. The project's scope of work is to replace the existing 2.5 miles reclaimed transmission line from the entrance road near the WRF to the pivot sprinkler site; however, funding for the project is needed.

SEWER COLLECTION SYSTEM

The sewer collection system consists of over 2,940 gravity sewer lines, 150 sewer service lines, and 2,890 manholes. Two lift stations are currently in operation for the sanitary sewer system. The majority of the sewer lines are PVC with some Verified Clay (VC) pipes. Sewer service is available to most City residents, except for the neighborhood around West 10th Street (located west of the railroad tracks), the area east of the Gerald Champion Regional Medical Center on Scenic Drive, and the area located south of and along South Canyon Road (*see the Sewer Collection System map, page 93*).

DRAFT

DRAFT



The City's Wastewater Master Plan was completed in 2004 (*Molzen-Corbin & Associates, October 2004*). The study identified major problems with the interceptor systems, which were collapsed due to the presence of hydrogen sulfide gas in municipal wastewater. The collapsed interceptor systems have been replaced or rehabilitated since 2004. The collection sewer lines were not part of the project scope.

The sanitary sewer system is typically extended with residential and commercial developments and street improvements. The sewer lines are being replaced prior to streets being rebuilt or reconditioned. However, a considerable portion of the sewer lines have reached their useful life and need replacement. In addition, much of the interceptor system does not have the capacity to receive and transport the peak flows to the WWTP.

The City would benefit from an Operation and Maintenance (O&M) program that provides systematic guidance for City personnel and includes the following elements:

- Properly manage, operate, and maintain all parts of the sanitary sewer system, including all sewer lines, manholes, pumping facilities, valves, etc.;
- Maintain compliance with all regulations;
- Provide a safe working environment for the employees;
- Provide adequate capacity to convey peak flows to the WWTP;
- Minimize the frequency and duration of sanitary sewer overflows (SSOs) and reduce inflow and infiltration (I/I);
- Mitigate the impact of SSOs on public health and the environment;
- Respond quickly and effectively to emergencies, operation failures, and other system problems;
- Collect complete and accurate information for reporting to the appropriate regulatory agencies;
- Provide employees with the tools and training needed to perform their work effectively; and
- Document system O&M activities using tools that support efficient utilization of staff and resources, and which provide a means

for long-term assessment of trends and effectiveness.

Effective O&M programs are based on knowing what components make up the system, where they are located, and the condition of the components. With that information, maintenance can be planned and scheduled, rehabilitation needs identified, and long-term Capital Improvement (CIPs) planned and budgeted. Ideally, an O&M program is reviewed and adjusted accordingly over time, and should at minimum consist of the following elements:

- Preventative Maintenance program to determine tasks, labor, and frequency of services required to maintain the integrity and effectiveness of the program's core functions, such as valve maintenance, sewer line flushing, new service installations, and pump maintenance. Scheduled inspections and condition assessments are key components of the program.
- Emergency Response Plan to identify specific response actions to be taken during an emergency and provide details on the internal and external communication procedures, emergency equipment, employee safety protocols, and returning to normal operations. Emergencies includes routine emergencies (e.g., overflowing manholes, backups into homes, line breaks, localized electrical failure, and pump station outages) and catastrophic emergencies (e.g., floods, tornadoes, earthquakes and other natural events, or serious chemical spills).
- O&M Program Management to develop and implement Standard Operating Procedures, employee safety program, Asset Management Plan, rehabilitation and replacement planning, and capacity assurance planning. The Asset Management Plan helps to manage infrastructure capital assets to minimize the total cost of owning and operating them while delivering the service level customers desire. The focus is to provide an inventory of assets and their condition assessments to be used for project prioritization, financial analysis, and ICIP development.

DRAFT

- The capacity assurance component of an O&M program implies the need for master planning. The City should update the Wastewater Master Plan to evaluate the existing sewer collection infrastructure and wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed.
- Another key component of the O&M plan is employing the required staff. The City needs to review current staffing needs and meet the additional demand, as the budget allows, to support the maintenance procedures as well as normal and emergency operations of the sanitary sewer system. In addition, as the sanitary sewer system expands in the future, review of staffing needs will be required.

The City currently does not have an updated master utility map of either the domestic water lines or the sanitary sewer lines. Individual sections of the City are shown on separate maps. However, the City currently has a Geographic Information System (GIS) division to support all the City mapping functions. It should be City's priority to update the GIS data on a regular basis and maintain a functional database of infrastructure information and mapping.

ENVIRONMENTAL REGULATIONS

Environmental regulations and compliance programs are overseen by the City staff to ensure compliance with the U.S. Environmental Protection Agency (EPA) and NMED regulations. The City is responsible for planning, monitoring, regulating, and/or managing the programs including, but not limited to surface and ground water discharges, composting sewage sludge, and water/wastewater effluent analysis. Drinking water is regulated by combination of the EPA and NMED compliance programs such as NMED analytical reports, Consumer Confidence Reports, Lead-Copper Rule, and bacteriological analysis (Revised Total Coliform Rule).

6.3 WATER DISTRIBUTION SYSTEM

The City's domestic water system consists of more than 245 miles of water lines, ranging in size from 1-inches to 30-inches, over 1,710 fire hydrants, 12 storage tanks, 6 pump stations, 13 pressure reducing valves, 11 groundwater wells, and 3 raw water storage reservoirs. The water distribution system is split into 5 main pressure zones (see *Table 6.1 below and Water Distribution System map, page 96*).

TABLE 6.1: ALAMOGORDO WATER DISTRIBUTION SYSTEM

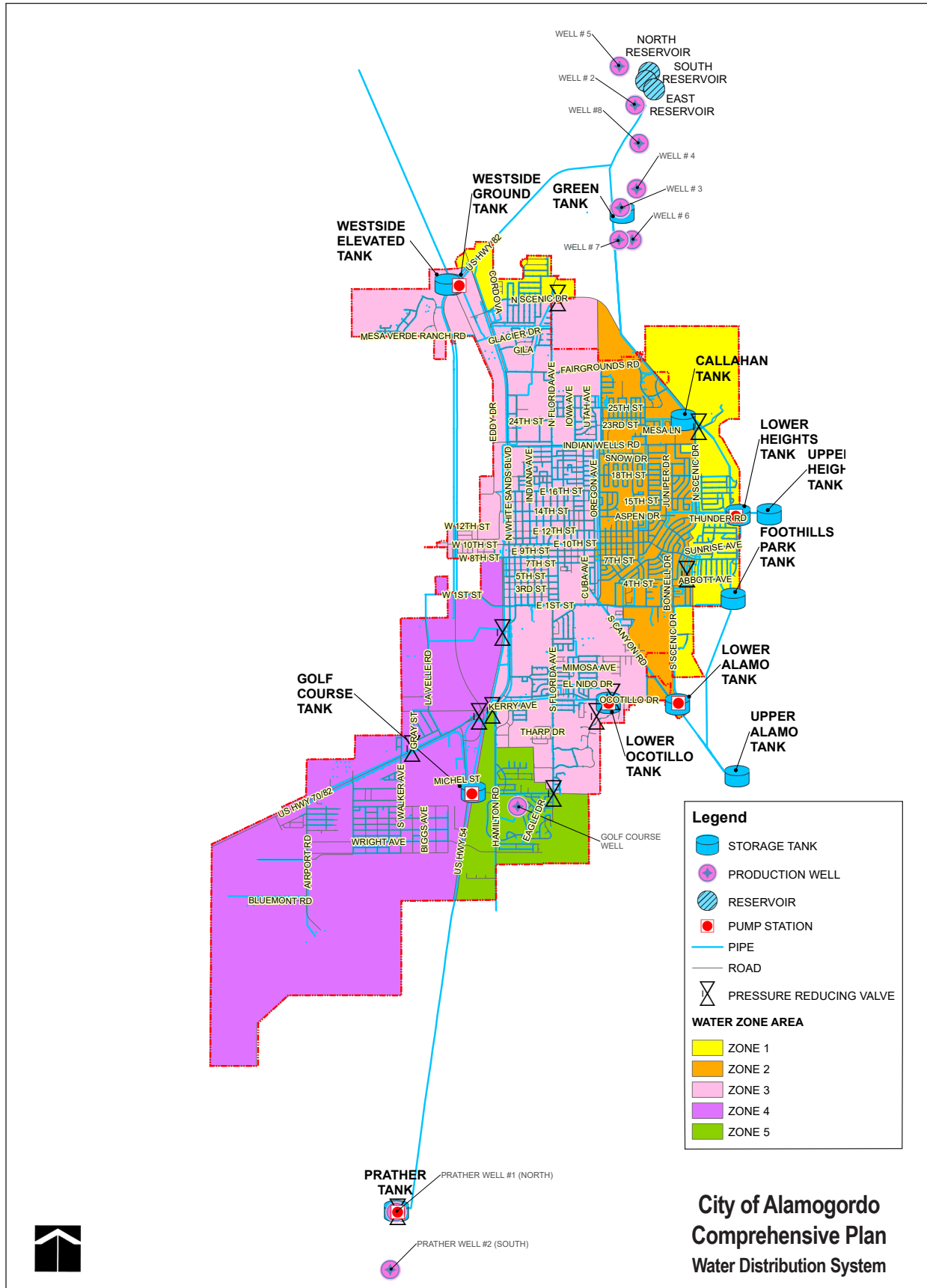
Storage Tanks			
Lower Alamo	Callahan	Westside Elevated	Prather
Foothills	Upper Heights	Westside Ground	Lower Ocotillo
Lower Heights	Green	Golf Course	Upper Alamo
Pump Stations			
Ocotillo	Alamo Canyon	Golf Course	Lower Heights
Prather (Booster)	Westside (Booster)		
Groundwater Wells			
Prather	La Luz Well Field (Well #2 - 8)	Mountain View*	Golf Course
Raw Water Storage Reservoirs			
North Reservoir	South Reservoir	East Reservoir	
Pressure Reducing Stations			
70 West	Callahan (2)	Golf Pressure	Hamilton
Las Lomas	North Florida (2)	Ocotillo	Prather
Presto	South Florida	Zia Pressure	

*Not currently operational.

The City's water distribution system needs improvements or replacement. Many of the existing waterlines have reached the end of their expected operational life, causing leaks and frequent pipeline breaks. It is the City's goal to replace 1,000 feet of water distribution lines each year and repair or replace 100% of broken water main valves found in the system. However, the existing water distribution system needs to be evaluated to identify whether looping and/or properly sizing waterlines, where possible, are needed for fire protection as well as future growth and development. The City's water storage system (especially the tanks serving water zones 1 and 5) need to be expanded and upgraded to provide adequate operational storage, emergency storage, and fire suppression

DRAFT

DRAFT



storage for current and future needs, and ensure compliance with the applicable regulatory requirements.

The City's domestic water system includes two filter plants. The water collected from the Fresnal and La Luz Canyon system is piped to the City's 188 million-gallon raw storage (North Reservoir, South Reservoir, and East Reservoir), is filtered and disinfected in the La Luz filter plant, and then gravity flows to the system to supply water zones 2, 3, 4 and 5. Water is also pumped into zone 1 via the Lower Heights Booster Pump Station. On the southern end of the City, Alamo Canyon filter plant receives water piped from the Alamo Canyon System. This facility is not provided with raw water storage, so all water collected is immediately filtered and disinfected, then gravity flows to a Lower Alamo ground storage tank. Water from this tank gravity flows to the system and supplies water zones 3, 4 and 5. Much of the mechanical and structural components of the facility have reached the end of their expected operational life, are significantly deteriorated, and need replacement and/or upgrade. The rapid sand filter technology used in the plants is dated, causing operational problems, and does not guarantee compliance with applicable regulatory requirements.

The City would benefit from an O&M program. The primary role of the O&M program is to provide guidance on how to properly operate and maintain the municipal water system. Such program should consist of the following minimum elements:

- Preventative Maintenance (PM) program to determine tasks, labor, and frequency of service required to maintain the integrity and effectiveness of the to the program's core functions, such as hydrant maintenance, valve exercise program, pipe flushing, new service installations, and pump station, source facilities and water meter maintenance. Scheduled inspections and condition assessments are major components of a PM program.
- Emergency Response Plan (ERP) to identify specific response actions to be taken during an emergency that will maintain quantity and quality of water, protect employees, and

minimize disruption to the public. The EPR includes internal and external communication procedures, contamination threat response procedures, replacement equipment and chemical supplies, personnel safety protocols, water shortage response procedures, returning to normal operations, etc.

- O&M Program Management to develop and implement Standard Operating Procedures (SOPs), employee safety program, Asset Management Program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

The capacity assurance component of an O&M program implies the need for master planning. The City should prepare a Water System Master Plan; which would provide background information on the City's water system, including the pressure zones, treatment, storage, transmission, and distribution components, develop a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission, distribution, and storage system, and provide recommendations and cost estimates for improvements to ease deficiencies and meet future demands. The O&M plan should be reviewed and updated over time, and be used in conjunction with Water Master Plan for developing and budgeting long-term CIPs.

The City is under intense pressure to provide clean safe drinking water to the residents while maintaining aging infrastructure, all without going over budget. Advanced water distribution Supervisory Control and Data Acquisition (SCADA) tools allow utilities to protect valuable drinking water resources by remotely monitoring and controlling their water distribution infrastructure. The water distribution SCADA system features like alarms help to quickly identify issues that interrupt service and increase the operational life of distributed water pipes, pumps, tanks, and valves. The City of Alamogordo needs to expand and upgrade the SCADA system for the water distribution system to better coordinate process operations, provide constant system-wide monitoring, and trigger alarms in the event of system malfunction or failure to alert operators.

DRAFT

The Utility Maintenance Division is responsible for the operation of the City's Water Distribution and Wastewater Collection Systems and is located at 2600 North Florida Avenue. Staff responsibilities include maintenance on over 245 miles of pipe, water valve and hydrant maintenance, emergency leak repair, responding to complaints, reviewing proposed development plans, updating water distribution maps, and providing other support for the operation of the system. A key component of a successful O&M plan is providing the required staff. The City needs to review the current staffing needs and meet the additional demand, as the budget allows, to support the maintenance procedures as well as normal and emergency operations of the municipal water system. In addition, as the municipal water system expands in the future, additional review of staffing needs will be required.

The 40-Year Water Development Plan 2015-2055 (Water Plan) was completed by Livingston Associates, P.C. Consulting Engineers in August 2014. The primary purpose of the Water Plan is to quantify current water supplies and demands, identify future water needs and future sources of water supply, and provide water supply alternatives for the 40-year planning period. The Water Plan makes recommendations for continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation. However, the focus of the Water Plan is to discuss the implementation of brackish water desalination through the Alamogordo Regional Water Supply Project (ARWSP) as an alternative water supply source to meet current and future demands.

SURFACE WATER RESOURCES

Alamogordo differs from most municipalities in New Mexico in that the majority of its potable water supply comes from surface water. Historically, approximately 70% of the City's water supply was from surface water originating from the Sacramento Mountains and Bonito Lake. The remaining 30% came from the La Luz Well Fields, Prather Well Fields, and Golf Course Well, all of which are in the basin-fill aquifer.

The Bonito Lake water also flows through a 90-mile long pipeline to the City and Holloman AFB.

The City shares the Bonito Lake water rights with Holloman AFB. The pipeline was constructed in 1957 and was periodically maintained and improved by the City and Holloman AFB. The City lost the ability to draw water from Bonito Lake in 2012 due to the Little Bear Fire, which was followed by flooding. Efforts to restore Bonito Lake are in progress and the City anticipates being able to resume drawing water from Bonito Lake in the next two years. The City is currently funded by state and federal grants for restoration of the Lake.

Table 6.2 summarizes the City of Alamogordo's surface water sources, water rights, and firm yield. The Water Plan defines water-supply firm yield as "the reliable withdrawal rate of acceptable quality water that can be supplied by available flows and/or storage releases from reservoirs and/or groundwater reserves throughout a critical drought period." This term is based on the worst years in the record for water supply, which includes hydrologic and system limitations, and ultimately reflects reliability of supply. The firm yield is estimated based on historical surface-water diversion records from La Luz-Fresnal Canyon, Alamo Canyon, and Bonito Lake, from 1967 to 2010.

TABLE 6.2: SURFACE WATER SOURCES, WATER RIGHTS, and FIRM YIELDS

Surface Water	Water Right (AFY)	Firm Yield (AFY)
Bonito Lake	1,449	271
La Luz-Fresnal Canyon	891 AFY+ 16 CFS	1,653
Alamo Canyon	3,078	601
Total	5,418 AFY + 16 CFS¹	2,525

¹ Cubic foot per second

The City has a minimum available supply of about 2,525 AFY. However, the surface water resources are highly variable and susceptible to drought conditions and wildfires due to their location, placing critical limitations on the long-term reliance on surface water. The Water Plan identified that Alamogordo may experience extended severe drought conditions or other circumstances in the future where there is little or no surface water supply. Therefore, water demands must be offset entirely by ground water resources.

DRAFT

GROUND WATER RESOURCES

Ground water is primarily used during the summer to expand the surface water supply. The City has the right to divert over 7,931 AFY of ground water. The ground water is derived from seven wells within the La Luz Well Field (Well #2 through 8) located at the northern end of the City, two wells in the Prather Well Field located south of the City, and the Golf Course Well located on the south side of the City. Well locations are shown on the Water Distribution System map (see page 96). The Mountain View Well is not currently operational. The combined water rights for the City is 13,349 AFY (plus 16 CFS), which includes the ARWSP desalination facility and infrastructure. Table 6.3 presents an estimate of the firm ground water supply currently available to the City.

Supply Name	Water Right (AFY)	Firm Yield (AFY)
La Luz Wells	3,000	2,979
Prather Wells	500	500
Golf Course	269.9	270
Mountain View ¹	161	160
Snake Tank Well Field	4,000	3,360
Total	7,930.9	7,269

¹ The Mountain View Well is not yet in production.

WATER DEMAND and SUPPLY

The City of Alamogordo's average annual water diversions were about 1.5 billion gallons per year (4,502 AFY) between 2006 and 2010. The water productions rates from surface and groundwater resources, including La Luz WTP, Alamo WTP, La Luz Well Field, Prather Wells, and Golf Course

Well, for years 2010-2016 are also listed in Table 6.4. The City provides water service to 38,500 residents and has approximately 14,000 service connections.

Table 6.5 provides a summary of projected water demands according to the Water Plan. This projected population data is based upon the 2010 population of 36,622 and annual growth rate of 1.2% adopted by the City. The future demand for water by the City will reach approximately 11,584 AFY by 2055. This figure is greater than the current combined firm water supply including 3,909 AFY for groundwater surface and 2,523 AFY for surface water. Therefore, the City needs to take additional measures to meet future demands.

TABLE 6.5: CITY OF ALAMOGORDO PROJECTED WATER DEMANDS, 2020-2055

Year	Total Annual Production (Million Gallons)	Total Annual Production (Acre-Foot)	Average Daily Production Rate (MGD)
2020	7,626	3,909	2,254 ²
2025	8,095	3,909	2,525 ³
2030	8,594	3,909	2,525 ³
2035	9,122	3,909	2,525 ³
2040	9,685	3,909	2,525 ³
2045	10,279	3,909	2,525 ³
2050	10,914	3,909	2,525 ³
2055	11,584	3,909	2,525 ³

¹ Existing Ground Water Resources without ARSWP.

² Assuming Bonito Lake is out of service until 2020.

³ Assuming Bonito Lake is in service.

To reduce overall per capita water demand to meeting or exceeding the current goal of 165 GPCD, the City adopted an aggressive Water Conservation program. The City's Water

TABLE 6.4: DOMESTIC WATER SYSTEM PRODUCTION RATES - 2010-2016

Year	Total Annual Production (Million Gallons)	Total Annual Production (Acre-Foot)	Average Daily Production Rate (MGD)	Maximum Daily Production Rate (MGD)	Minimum Daily Production Rate (MGD)
2010	187.9	5,765	0.6	0.9	0.3
2011	189.3	5,807	0.6	0.9	0.3
2012	185.1	5,679	0.6	0.9	0.3
2013	159.8	4,903	0.5	0.8	0.3
2014	160.7	4,930	0.5	0.8	0.3
2015	157.0	4,817	0.5	0.8	0.2
2016	155.1	4,758	0.5	0.9	0.3

DRAFT

Conservation Ordinance includes inverted block water rates, odd-even day watering, plumbing fixture rebates, limitations on car washing, swimming pool filling, higher surcharge rates for excessive use, landscaping restrictions, and other strategies. As the result of aggressive and highly successful conservation measures, the City's consumption rate was steadily reduced from 261.28 GPCD in 1992 to 185.59 GPCD in 2000 followed by approximately 125 GPCD in 2008.

It is the City's plan to continue the Water Conservation Program. However, water conservation alone cannot provide an adequate, additional source of water for both present and future needs. Therefore, it is critical for the City of Alamogordo to remain active in water resource planning and development and further develop water resources under its existing water rights to meet current and future shortfalls that will occur with additional growth.

6.4 ALAMOGORDO REGIONAL WATER SUPPLY PROJECT

Of the water supply development projects studied over the past decade or more, the Alamogordo Regional Water Supply Project (ARWSP) was the only technically feasible, cost effective project that met the City's requirements in terms of water quality, quantity, and schedule. The proposed project consists of constructing and operating up to 10 brackish groundwater wells at Snake Tank Well Field, constructing booster pump stations, installing water transmission lines to Alamogordo, and constructing a desalination facility.

The Snake Tank Well Field is located 24 miles north of Alamogordo and east of U.S. Highway 54. It is sitting in an area within the Tularosa Basin with an estimated potential yield of 3.5 million gallons per day, an aquifer yield promising for municipal and industrial well development.

The desalination facility will be located on Lavelle Road and encompass 10 acres of City-owned land. The Snake Tank Well Field water will be delivered to the facility through approximately 29 miles of PVC pipe in diameters ranging from 18 to 24 inches. The desalination process will treat brackish well water using a pressure driven membrane-based technology called reverse osmosis (RO).

The treated water will then be sent into the City's municipal system by a booster pump station near the desalination plant. The City will use the existing distribution system and no new distribution system would be constructed (*see the ARWSP map, page 101*).

The ARWSP studies were completed in 1999-2000 to determine possible sites, followed by the National Environmental Policy Act (NEPA) studies that were funded by a federal grant. In 2010, the City secured rights to appropriate 3.5 MGD of brackish groundwater at the Snake Tank Well Field. The ARWSP Final Environmental Impact Statement was published in May 2012.

The next step would be construction of the desalination plant, wells, and transmission lines, which are anticipated to be funded by the City and the federal government. The proposed Alamogordo desalination facility has the potential to be expended to a capacity of approximately 4.0 MGD. However, it would be brought online in phases as Alamogordo grows and the need for potable water increases. The first phase consists of development of 1.0 MGD treatment plant and is estimated at a cost of \$22 million. Phase 1 design was completed in March 2015 and the construction began in May 2017. The 1.0 MGD plant is expected to be completed in 2019.

6.5 STORM DRAINAGE

Alamogordo is situated at the base of the Sacramento Mountains. The major watersheds from the north to the south are the Dry, Beeman, Marble and Alamo Canyons. Alamogordo borders with Dry and Beeman Canyons to the north; Marble Canyon to the east; and the Alamo Canyon to the south-southeast part, all flowing through the City. The City relies on a system of drainage easements, numerous small drainage ditches, large flood control channels, and the street network to move storm water through the City and discharge into the desert west and south of the City.

Historically, flooding in the City of Alamogordo area is very likely during times of heavy rainfall or rapid snow melt in the Sacramento Mountains. Frequency of minor to moderate flooding is once a year to every five years. Major flooding has



OVERVIEW OF ALAMOGORDO REGIONAL WATER SUPPLY PROJECT COMPONENTS

traditionally occurred every 15 to 25 years. The primary flood threats to the City result from flows in Dry and Beeman Canyons, which flow from northeast to west, and from Marble Canyon, which flows from east to west through the center of the City. When these flows exceed the highway and railroad drainage structure capacity, the water accumulates east of the U.S. Highway 54/70 and the railroad embankment, causing local flooding. The City has constructed levees and channels to protect the developed areas against floodwaters. The protective work generally consists of the following systems:

Tays-Holcomb Ditch and Indian Wells Ditch

The Tays-Holcomb Ditch intercepts runoff from the northeast and conveys it into the Alamogordo Water Supply Reservoir Dam. This reservoir was originally built for irrigation purposes, but is now unused. In existing condition, the dam is subject to failure from major floods. The concrete on the upstream side of the spillway structure has been corroded and undercut, indicating that water has crested the spillway structure. The Indian Wells Ditch captures runoff from Dry Canyon and the area below the Tays-Holcomb Ditch and conveys it westward under the U.S. Highways 54/70 and the railroad tracks.

McKinley Ditch and Associated Feeder Ditches

This system collects runoff from the south and southeast areas of the City. One feeder ditch located between Oregon and Washington Avenues runs south from Indian Wells Road to near 2nd Street, where it intersects McKinley Ditch. The Bellamah feeder ditch runs in an easterly direction parallel to Abbott Avenue and joins McKinley Ditch approximately 1,200 feet upstream from the Canyon Road/McKinley Ditch crossing. The other feeder ditch collects flow from the area down slope of Canyon Road and enters McKinley Ditch at the 1st Street Crossing. The McKinley Ditch runs westward, carries the flow under U.S. Highways 54/70 and the railroad, then discharges into the undeveloped area west of Alamogordo.

A major flood control project is currently underway to substantially increase the volume of storm water that can be handled by the ditches which already handle a significant volume of the area's water flow. This project has been ongoing for several years

and seems to have at least 5 more years to go before it is fully implemented.

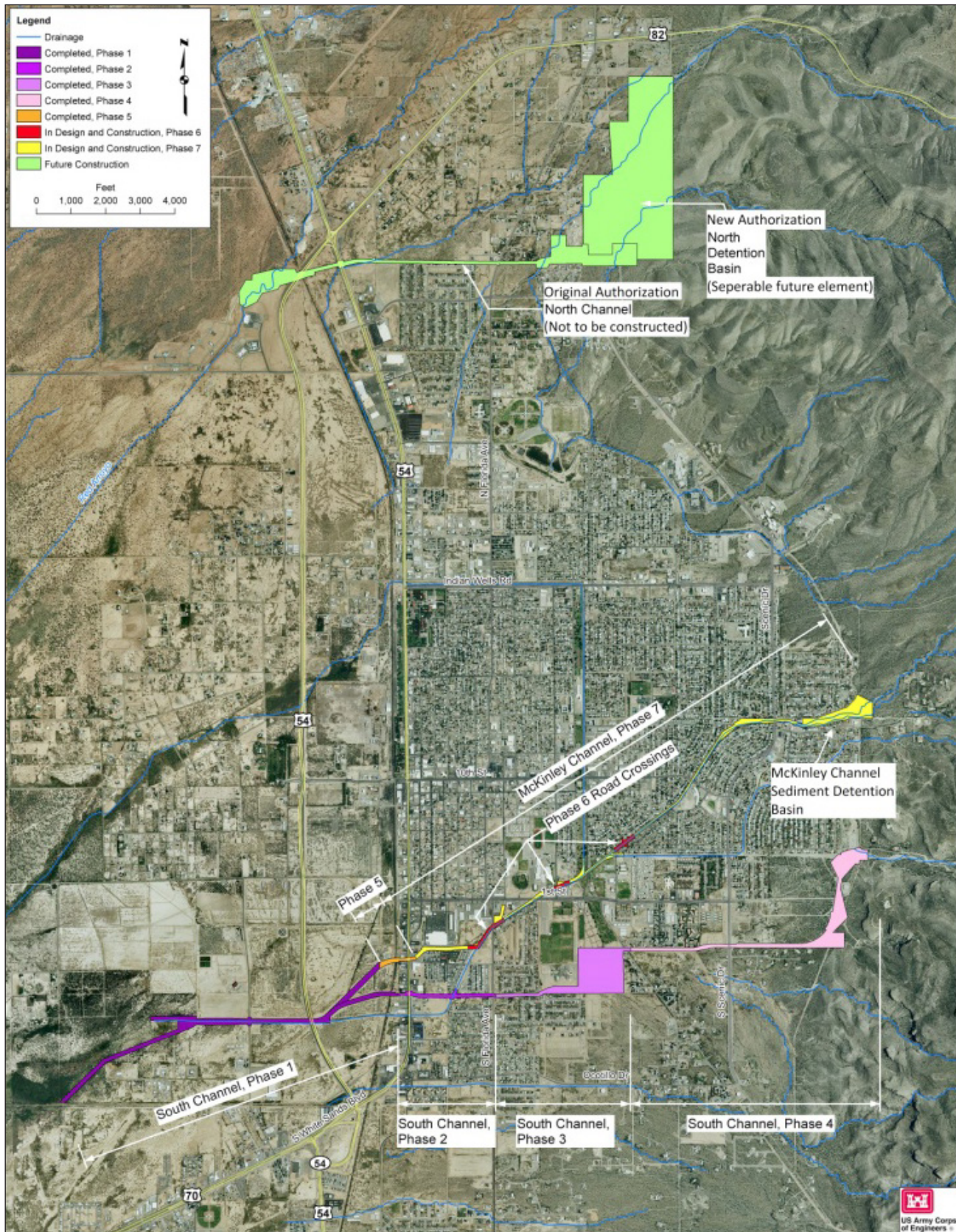
In 1961, the Albuquerque District of the U.S. Army Corp of Engineers prepared a survey report recommending construction of a Standard Project Flood Diversion Channel north and east of the City. In 1992, the City requested that the diversion channel be separated into several phased smaller segments to spread the financial commitment over several years. The City later completed the Final General Reevaluation Report/Environmental Assessment (GRR/EA) (USACE, October 1998) for the Flood Control Project; a project that originally consisted of the construction of three concrete lined flood control channels; the North Diversion Channel, the South Diversion Channel, and the McKinley Channel to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City. The Alamogordo Flood Control Project covers the City; the adjacent watersheds of Dry, Beeman, and Marble Canyons; and several smaller arroyos on the west slopes of the Sacramento Mountains.

The North Diversion Channel is no longer part of the project, instead a North Detention Basin was recommended to be analyzed. North Detention Basin is located north of Scenic Drive and East of North Florida Avenue. The basin intercepts runoff from the western slopes of Dry Canyon and Breeman Canyon prior to runoff entering the City.

McKinley Diversion Channel is the improvement of the existing McKinley Ditch. This channel includes an 18,000-foot long concrete-lined channel and a sediment basin and merges into existing structures at road crossings. The McKinley Diversion Channel runs westward under the railroad and then turns slightly to the south where it intersects with the South Diversion Channel. The South Diversion Channel includes a 23,000-foot long concrete-lined channel, two sediment basins, in-line detention basin, and an energy dissipating structure. The channel runs in a southwest direction and ends with an earthen containment berm.

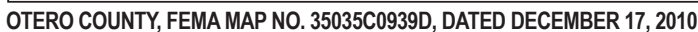
This project has been phased to accommodate City funding. As shown on the Flood Control Project Phases map (see page 103), seven phases of the project have been completed. The South Diversion

DRAFT



DRAFT

FLOOD CONTROL PROJECT PHASES. Source: Review Plan for Alamogordo Flood Control Project, NM Implementation Documents (Phase 7 Plans and Specifications), USACE Albuquerque District, August 2013.



of the McKinley and South Diversion Channels designated as Zone X, determined to be outside the 0.2% annual flood chance.

In addition to the flood control measures, the City would benefit from a Drainage Master Plan. The Drainage Master Plan will evaluate existing watershed conditions, determine all the areas at risk of flooding, identify methods for improving drainage in those areas, and estimate the cost of the improvements.

TABLE 6.6: FY 2019-2023 ICIP - PUBLIC WORKS

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Snake Tank Transmission Line	\$1,200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$11,200,000
City Hall HVAC Replacement	-	\$100,000	\$100,000	\$100,000	-	-	\$300,000
Fresnal Canyon Pipeline Replacement, Diversion 5 to Snow Smith Springs	-	\$675,000	-	-	-	-	\$675,000
Foothills Water Storage Rehab	-	\$1,052,300	-	-	-	-	\$1,052,300
Lower Alamo Water Storage Rehab	-	\$810,600	-	-	-	-	\$810,600
Ocotillo Water Storage Rehab	-	\$56,800	-	-	-	-	\$56,800
Upper Heights Water Storage Rehab	-	\$816,400	-	-	-	-	\$816,400
Griggs Field Park Ground Storage Reservoir	-	\$897,317	-	-	-	-	\$897,317
18th Street Ground Storage Reservoir	-	\$1,491,516	-	-	-	-	\$1,491,516
University Park Ground Storage Reservoir	-	\$839,127	-	-	-	-	\$839,127
10th Street Reservoir Exterior	-	\$208,600	-	-	-	-	\$208,600
Facilities for ADA Compliance	-	\$300,000	-	-	-	-	\$300,000

6.6 FY 2019-2023 ICIP

The City of Alamogordo has identified capital improvements on the Infrastructure Capital Improvement Plan for FY 2019-2023 for the Public Works Department. Table 6.6 provides the projects, cost by year, and the grand total.

6.7 SOLID WASTE

The City of Alamogordo operates Lavelle Road Solid Waste Disposal Convenience Center, which serves the City residents and small construction contractors. The center accepts household garbage, furniture, yard waste, used motor oil, anti-freeze, household appliances and scrap metal. The City has placed multi-material recycle containers at six locations to accept plastics, cardboard, mixed paper, tin cans, aluminum can, scrap metals, auto and motorcycle batteries, and used motor oil. The City does not have curbside recycling collection.

The City has established a fee structure for the collection center. All residential and commercial water utility accounts include a collection center surcharge. Any person or entity who maintains a water utility account with the City can dispose of acceptable solid waste at this collection center at no additional charge. Non-residents are charged at a rate of \$2.50 per 100 pounds of waste. Although the City operates a collection center, the main solid waste collection operation is contracted with Southwest Disposal. The City's solid waste collection system currently serves 14,321 City residents and

transfers 3,256 tons of solid waste to the landfill. There are two open landfills serving the City; the Mesa Verde Construction and Demolition (C&D) Landfill and the Otero-Greentree Regional Landfill. These landfills are registered through the NMED.

Mesa Verde C&D Landfill is owned by Mesa Verde Enterprises, Inc. This landfill is approximately 5 miles west of Alamogordo on the north side of La Luz Gate Road, Otero County, New Mexico. The landfill comprises approximately 17.7 acres and currently receives an average of 50 tons or less of C&D debris per day. The C&D waste typically includes concrete, asphalt, wood, metals, gypsum wallboard and roofing, and waste from land clearing and construction projects, and comes from the projects undertaken by Mesa Verde Enterprises or by other private contractors mainly in Otero County but could come from sources outside Otero County. The C&D material is transported via U.S. Highways 54, 70 and 82 and then on to La Luz Gate Road. The 2010 per capita disposal rate for this landfill was estimated to be 0.79 tons per person per year (according to New Mexico Landfill Rate Analysis and Opportunities for Increased Diversion with PAYT and Rate Incentives, New Mexico Recycling Coalition, February 2012).

The Otero-Greentree Regional Landfill is owned by Otero County and Lincoln County Solid Waste Authority and includes the municipalities within those jurisdictions. This landfill is located 24 miles south of Alamogordo at 4258 U.S. Highway 54

DRAFT

South. The City of Alamogordo Public Works Department operates the landfill. The total space allocated and permitted for landfill development is 640 acres at the site. The facility currently accepts residential, commercial, construction and demolition waste, as well as special waste (e.g., petroleum contaminated soils, sludge and regulated asbestos). The Otero-Greentree Regional Landfill was incorporated in January 1994 and is designed for a life span of 99 years. The landfill receives approximately 68,000 ton per year of waste from Otero, Lincoln, Doña Ana Counties, and surrounding areas.

6.8 ELECTRIC SERVICES

The Public Service Company of New Mexico (PNM) provides electric service to the City of Alamogordo. PNM is an integrated electric utility that provides generation, transmission, and distribution service. In total, PNM owns and operates 3,189 miles of transmission lines, which carry power over long distances from power plants to areas of high electric demand, and 11,149 miles of distribution lines, which carry power from 276 substations to customers.

PNM relies on a mix of several sources, including solar, wind, geothermal, natural gas, nuclear and coal to create electricity for its customers. There are currently 107 MW of solar photovoltaics (PV) generating facilities in service. There are more than 1 million solar panels at 15 different solar sites to provide clean energy for New Mexico. The solar PV resources consist of a mix of fixed-tilt and single-axis tracking arrays located near various communities in the PNM's service area, including Alamogordo, Albuquerque, Deming, Los Lunas, Las Vegas, Rio Rancho, Bernalillo County, Cibola County, Otero County, Santa Fe County, and Valencia County. These solar centers are capable of providing power to over 40,000 homes for a year.

Approximately 90% of the power demand by PNM customers is within the northern transmission system boundary, which delivers power to customers in northern communities including the Albuquerque, Santa Fe and Las Vegas areas, as well as customers in Valencia County south of Albuquerque. The remaining 10% is within the southern transmission system, which delivers

power to a combination of jurisdictional service territories including Alamogordo, Deming, Silver City, Lordsburg, and Ruidoso. The southern transmission system includes PNM's ownership share in Path 47. In addition to PNM's ownership share in Path 47, PNM purchases wheeling over El Paso Electric's system to deliver power to a portion of the load served in the Alamogordo area.

There are several solar facilities and three natural gas fired generation facilities at Afton, Luna, and Lordsburg within the southern transmission system. Alamogordo's solar facility, a 5 MW grid-connected solar center, was developed in 2011. The solar energy production at this facility supplies power for 1,700 homes for a year.

The solar facilities are integrated into the PNM's resource portfolio to effectively dispatch and serve load while minimizing overall utility costs. Afton, Luna, and Lordsburg generation resources provide a total of 495 MW of capacity, with the ability to adequately serve loads in southern New Mexico. These resources also deliver power to northern New Mexico via 285 MW of transmission rights when needed. Currently, there are ample generation resources to serve all PNM loads in the southern New Mexico system. In addition, PNM currently possesses rights to approximately 89 MW of transmission resources for delivering power from northern New Mexico to southern New Mexico across the Path 47 transmission boundary.

Projects that have been completed or are currently underway in Alamogordo are listed below. The projects primarily address capacity constraints associated with load growth and transmission service obligations.

Alamogordo Voltage Support Upgrades

This project entails installation of two switchable 16 megavar shunt capacitors at the existing Alamogordo Switching Station to address low voltage conditions under outages of the existing 115 kV source and improve contingency voltage performance. Phase 1 of the project is completed. Phase 2 is expected to be in service by 2019.

Alamogordo Replacement Capacitor Installation

The project was intended to expand the Alamogordo 115 kV bus and to install a replacement 115 kV

shunt capacitor bank after the failure and damage of an existing capacitor bank. This project was completed in March 2017.

6.9 GAS SERVICES

New Mexico Gas Company (NMGCO) provides natural gas service to Alamogordo. This natural gas distribution and transmission utility serves over 515,000 residential, commercial, and transportation customers and 1.3 million people in 23 counties of the State of New Mexico. There are 22 walk-in offices in communities across the state, including Alamogordo, that provide customer services. The local office for Alamogordo is located at 2101 Indian Wells Road.

The NMGCO owns, operates, and maintains approximately 11,800 miles of transmission and distribution pipeline. The NMGCO divides the entire service area into the northwest system, southeast system, and independent systems. The Alamogordo area transmission is an independent system which consists of two parallel pipelines each 68 miles in length and contains both 4 and 6-inch diameter pipe to serve Alamogordo, Tularosa, Chaparral, White Sands, and Holloman AFB. The NMGCO owned transmission pipeline serving Alamogordo is supplied from a direct interconnect with El Paso Natural Gas which crosses the Otero County from the south, terminates at the City limits, and enter the local distribution network. The current estimated daily design load for the Alamogordo system is 19,175 standard cubic feet. The figure is forecast to increase to 21,950 standard cubic feet in 10 years to meet the future demand.

6.10 GOALS, OBJECTIVES, and STRATEGIES

Infrastructure Goal 1: Maintain, upgrade, and optimize a water production and distribution system that is efficient, meets the current demand, and accommodates future growth of the community.

Objective 1.1: To provide for the safe and efficient delivery of water services.

Objective 1.2: To ensure there is adequate capacity to serve existing and future development.

Objective 1.3: To systematically plan for, fund, and replace aging water infrastructure components.

Infrastructure Strategy 1.1: Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023 and continue to update and include projects in future ICIPs.

Infrastructure Strategy 1.2: Prepare a Water System Master Plan that includes, but is not limited to:

- Background information on the City's water system (water pressure zones, treatment, storage, transmission, and distribution components);
- Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission;
- Distribution and storage system;
- Improvements, replacements, and expansions to correct deficiencies and meet future demands;
- Annual review as funding becomes available and projects are completed; and
- Coordination with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 1.3: Develop a GIS-based functional database for the City's water distribution system and provide updates to the database on an on-going basis.

DRAFT

Infrastructure Strategy 1.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

Infrastructure Strategy 1.5: Continue to implement the actions and projects identified in the 40-year Water Development Plan (2015-2055), including implementing the ARWSP as an alternative water supply source to meet current and future demands, continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation and other uses.

Infrastructure Goal 2: Preserve and maintain the safety of Alamogordo's drinking water supply.

Objective 2.1: To ensure the public health, safety, and welfare by protecting the City's water supply.

Objective 2.2: To mitigate water pollution issues caused by wastewater and stormwater and other point and non-point sources.

Infrastructure Implementation Strategy 2.1: Continue to conduct water sampling for quality analysis, track potential water system deficiencies and compliance violations, prepare compliance records, and monitor operation and maintenance activities surrounding the treatment and deliverance of drinking water to ensure compliance with drinking water regulations and other programs associated with surface and ground water as established by the EPA and NMED.

Infrastructure Implementation Strategy 2.2: Evaluate whether enough sampling stations are installed throughout the water distribution system to aid City personnel in collecting water samples to be tested.

Infrastructure Implementation Strategy 2.3: Continue to use the sampling results and compliance tracking data to determine potential contamination sources, susceptibility of the water supply to contamination sources, and potential water system deficiencies to identify measures to be taken to prevent contamination.

Infrastructure Implementation Strategy 2.4: Continue to provide water quality analysis information to the public in order to educate citizens about water quality and provide opportunities for public dialogue.

Infrastructure Goal 3: Promote the sustainable and efficient management of water resources through water conservation efforts and reuse of treated effluent.

Objective 3.1: To ensure the water supply can adequately meet the water needs of the community during drought conditions through the responsible use of water.

Objective 3.2: To conserve potable water for drinking purposes and to use reclaimed water to meet non-potable requirements (e.g., irrigation of public park facilities and construction activities).

Objective 3.3: To decrease water system loss caused by leaking water distribution lines.

Infrastructure Strategy 3.1: Continue to implement and promote water conservation programs as established in the City's Water Conservation Ordinance, including:

- Educational programs;
- Rebates for replacing existing plumbing fixtures;
- Landscaping restrictions;
- Change in water rate structure; and
- Other strategies needed in maintaining the City's per capita water use goals.

Infrastructure Strategy 3.2: Evaluate the performance of water conservation methods on a continual basis and determine whether additional measures are needed.

DRAFT

Infrastructure Strategy 3.3: Implement a Water Loss Control Program that consists of three major components:

- Water audit to identify and quantify water uses and losses from the existing wells, water storage tanks, and water distribution system;
- Intervention process to implement the controls to reduce the water losses, and repair and replace the leaking areas of the system; and
- Evaluation to determine the success of the intervention process.

Infrastructure Strategy 3.4: Implement the Reuse Water Model Report, which analyzed the existing reuse water system condition and provided recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the entire reuse system.

Infrastructure Goal 4: Maintain a wastewater collection and treatment system that is efficient, meets the current demand for services, and can meet the current and future needs of the community.

Objective 4.1: To provide for the safe, efficient, and sustainable collection and treatment of wastewater.

Objective 4.2: To prevent the contamination of City's water supply.

Objective 4.3: To ensure there is adequate capacity for accommodating the existing development and future growth.

Objective 4.4: To extend sanitary sewer services to currently unserved areas within the City limit that can be served at a reasonable cost.

Infrastructure Strategy 4.1: Secure funding and implement projects for rehabilitation, replacement, and/or expansion of wastewater collection lines as identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023, and continue to update and include projects in future ICIPs.

Infrastructure Strategy 4.2: Continue to implement the Wastewater Preliminary Engineering Report, which provided a detailed evaluation of the existing treatment processes at the City WWTP; identified several alternatives for improving and expanding these treatment processes; and included recommendations for WWTP improvements as needed to keep pace with existing and future needs.

Infrastructure Strategy 4.3: Update the City's Wastewater Master Plan to reevaluate the existing wastewater collection system and current wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed. Review the Wastewater Master Plan on an annual basis as funding becomes available, projects are completed, and coordinate with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 4.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

Infrastructure Strategy 4.5: Develop a GIS-based functional database for the City's existing sanitary sewer system. The information on the sanitary sewer system needs to be updated on an on-going basis.

Infrastructure Goal 5: Maintain and expand the existing storm drainage system to ensure that the storm drainage system is adequately sized to handle major storm events.

Objective 5.1: To protect the community from flooding, preserve property values, and lower property owner's flood insurance rates.

DRAFT

Objective 5.2: To minimize damage to public facilities and utilities (e.g., water and gas mains, electric, telephone, sewer lines, streets, and bridges).

Infrastructure Strategy 5.1: Continue to implement and secure funding for the USACE's Flood Control Project to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City.

Infrastructure Strategy 5.2: Develop and implement a comprehensive Drainage Master Plan to include, but not be limited to:

- Evaluating existing watershed conditions;
- Determining all the areas at risk of flooding;
- Identifying methods for improving drainage in those areas; and
- Cost estimates for the improvements.

The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 5.3: Develop a GIS based map and a functional database for the storm drainage system (e.g., drainage ponds and ditches, diversion channels, and culverts).

Infrastructure Goal 6: Expand the community's participation in the recycling program.

Objective 6.1: To preserve the existing landfill space and conserve natural resources.

Objective 6.2: To encourage Alamogordo to be a more sustainable and environmentally conscious community.

Infrastructure Strategy 6.1: Conduct a cost feasibility analysis of providing additional recycling bins in public locations and implementing curbside recycling.

Infrastructure Strategy 6.2: Develop a public educational program to explain the benefits of recycling and encourage the community to participate in the recycling program.

DRAFT

7. *Transportation*

DRAFT

DRAFT

7.1 INTRODUCTION

Alamogordo was developed as a railroad town in 1898 when the El Paso and Northeastern Railway, and its various sister companies, extended service to southeastern New Mexico and southwestern Texas. The railroad shaped the City's development pattern. The townsite was established east of the tracks, at the base of the Sacramento Mountains, where water was available from Alamo Canyon. The railroad provided the transportation needed to exploit the area's natural resources such as timber and to serve the gold mines and coal fields of White Oaks.

Alamogordo was laid out in a grid system, with 10th Street as its central east-west axis. The majority of the town's original businesses and homes were located on 10th Street, with some residential development to the north. Alamogordo has grown and developed over the years through transportation connections. The City is currently served by three U.S. Highways, including 54 and 70 running north-south, and 82 running east-west across northeastern portion of the City. The Union Pacific railroad track runs northwest-south through the City. The Alamogordo-White Sands Regional Airport provides air service and Z-Trans Public Transportation provides transit services throughout the City.

This section describes the existing roadway system, pedestrian and bicycle facilities, transit, and air service. It establishes the foundation for future transportation planning studies that should address the issues related to Alamogordo's transportation system in detail.

7.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to transportation in Alamogordo. The results provide insight into the deficiencies of the City's current transportation system. Virtually all of the survey respondents indicated that they drive a personal car or truck, but are split on whether they believe the City has an adequate multi-modal transportation system, with 26% agreeing or strongly agreeing and 34% disagreeing or strongly disagreeing. When asked which transportation improvements the City should focus on, respondents indicated their top three focus areas are streets (60%), sidewalks (50%), and bike lanes (41%), followed by multi-use trails (33%) and transit (23%).

7.3 STREET NETWORK

The Street Functional Classification summary presented in this section provides a list of streets that are estimated to have the greatest amount of traffic. These are separated into five main classifications based on their function (*see page 115*). The roadway characteristics for each of the functional classifications are briefly described below, in accordance with the U.S. Department of Transportation Federal Highway Administration Highway Functional Classification Concepts, Criteria and Procedures, 2013 Edition.

PRINCIPAL ARTERIALS

Principal arterials serve major centers of Metropolitan Areas and provides a high degree of mobility. Unlike their access-controlled counterparts, abutting land uses can be served directly. U.S. 54 and 70 running north-south, and 82 running east-west across northeastern portion of the City are classified as principal arterials. The major north-south street within the City is White Sands Boulevard, which merges into the U.S. 54/Charles T. Lee Memorial Relief Route at the south end of the City, and runs south to El Paso, Texas. These highways are under the jurisdiction of the New Mexico Department of Transportation (NMDOT). Scenic Drive running northeast-southeast of the City is also a principal arterial and is under the City's jurisdiction. All minor arterials, major and minor collectors, and local roads fall under the jurisdiction of the City.

MINOR ARTERIALS

Minor arterials are used for trips of moderate length, serve geographic areas that are smaller than their higher arterial counterparts and offer connectivity to the higher arterial system (principal arterials). These roads may carry local bus routes. Compared to principal arterials, they offer less mobility and more accessibility. In an urban context, they interconnect and augment the higher arterial system and provide intra-community continuity. The following roads in the City are classified as minor arterials:

- Indian Wells Road
- Florida Avenue
- 10th Street
- Fairgrounds Road
- First Street

DRAFT

MAJOR COLLECTORS

Generally, collectors gather traffic from local roads and funnel them to the arterial network. There are two collector categories: major collectors and minor collectors. The distinction between major collectors and minor collectors is subtle. Major collectors are longer in length, connect larger traffic generators to the arterial network; have lower connecting driveway densities, higher speed limits, higher vehicle miles traveled (VMT), more travel lanes, and are spaced at greater intervals. Overall, the total mileage of major collectors is typically lower than the total mileage of minor collectors. The City's major collectors are as follows:

- Washington Avenue
- Desert Lakes Road
- South Walker Avenue
- Panorama Boulevard
- Cuba Avenue
- Hamilton Road
- Ocotillo Drive
- Florida Avenue

MINOR COLLECTORS

Minor collectors have lower speed limits, offer more connecting driveways, and are in under-served and clustered residential areas. Minor collectors offer more access and less mobility than major collectors. The City's major collectors are as follows:

- Wright Avenue
- Cornell Avenue
- Mercury Avenue
- 25th Street
- Airport Road

LOCAL ROADS

Local roads account for the highest percentage of all roadways in terms of mileage. They are not intended to be used for long distance travel and provide direct access to abutting land, and are often designed to discourage through traffic. Generally, bus routes do not use local roads. The remaining City roadways fall into this category.

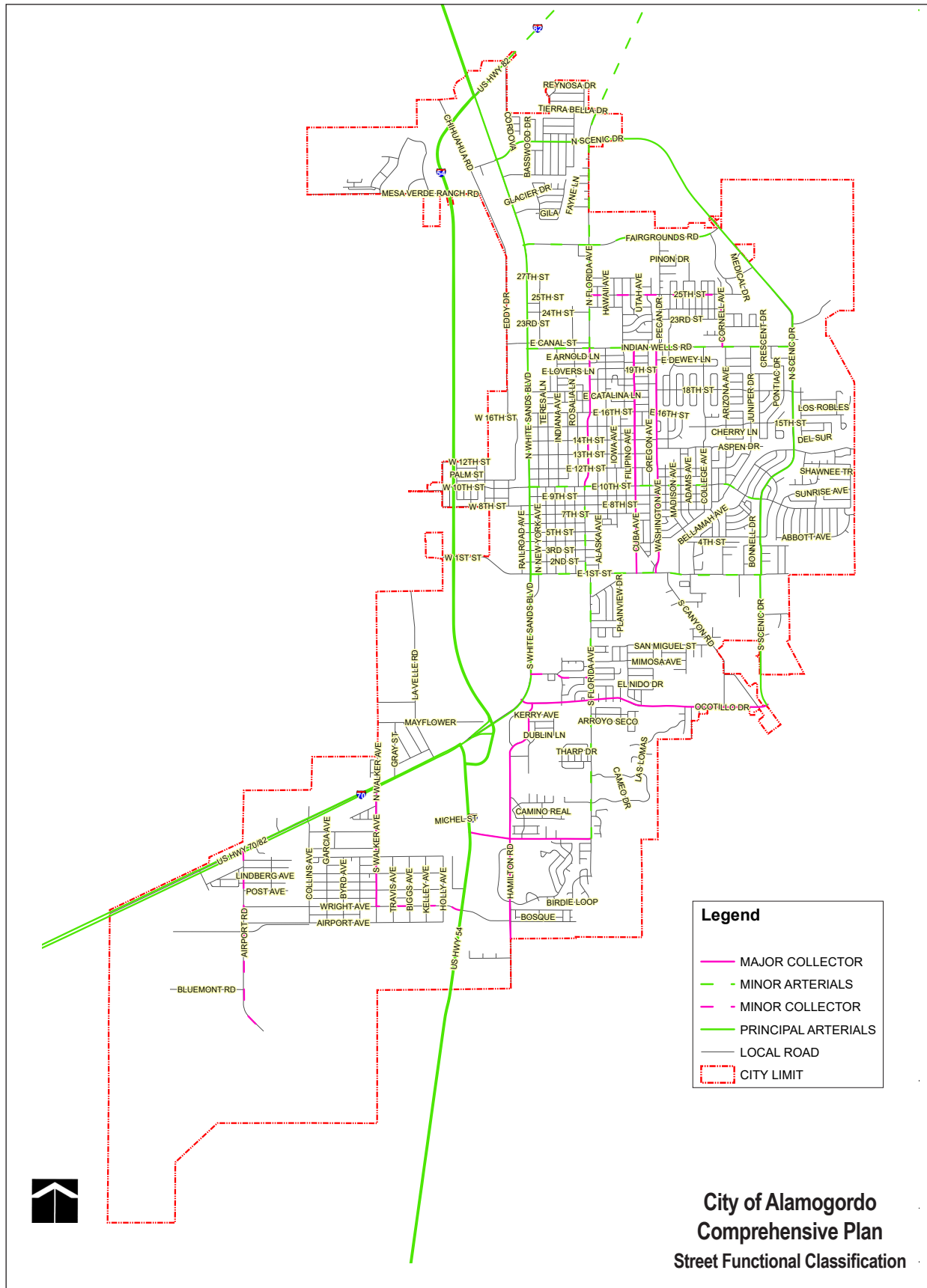
The Alamogordo Comprehensive Traffic Study (*URS-Greiner, 1998*) and Traffic & Geometric Studies Final Report (*HDR Engineering, Inc., July 2011*) identified major traffic and transportation issues to be addressed. The main issues include, but are not limited to the following:

- The City is located at the confluence of three major highways - U.S. Highways 54, 70, and 82 - which provide connections to other

communities such as El Paso, Las Cruces, Tularosa, and Cloudcroft. Historically, all traffic was directed along White Sands Boulevard causing a major problem area because of high accident levels at many intersections, access conflicts, traffic congestion, and high pedestrian use. To solve the issue, the Charlie T. Lee Memorial Relief Route, a four-lane divided highway, was constructed to the west of the City. The route is five miles and spans from the U.S. 54/70 interchange to the U.S. 54/70/82 interchange.

- The Relief Route bypass provides an alternate to the White Sands Boulevard and improves emergency vehicle response to the area. With the Relief Route in place, providing additional east-west and north-south roadway connections and creating a functional street network in the area should be a priority for the City.
- The City has a history of traffic safety and/or operational issues (e.g., high traffic volumes, high traffic collision, significant peak hour delays). The Traffic & Geometric Studies Final Report (*HDR Engineering, Inc., July 2011*) studied the following locations:
 - ◇ Indian Wells Road: Puerto Rico Avenue and Pecan Drive - Corridor Operational Improvements Analysis
 - ◇ First Street and Florida Avenue - Split Intersection Analysis
 - ◇ South Florida Avenue between First Street and Desert Lakes Road - Speed Study
 - ◇ South Florida Avenue and Panorama Boulevard/Ocotillo Drive - Intersection Analysis
 - ◇ Panorama Boulevard and Hamilton Road - Intersection Analysis
 - ◇ First Street and S. Canyon Road/Washington Avenue - Corridor Realignment Study
 - ◇ Indian Wells Road and North Scenic Drive - Intersection Analysis
 - ◇ E. 10th Street and N. Scenic Drive - Intersection Analysis
- The strip of land surrounded by Indian Wells Road, Washington Avenue, 1st Street, and

DRAFT



Oregon Avenue is a popular park facility. This area is facing significant issues, including narrow lanes, traffic congestion, high bicycle and pedestrian use, and a lack of off-street parking.

Various roadways have either been reconstructed or extended by the City over the years. The City currently has a five-year Street Maintenance Program, which is overseen by the Public Works Department and with an annual budget that is based on a percent of the City's gross receipts tax and gasoline tax revenues. The Street Maintenance Program includes pothole repair, sign installation and maintenance, street striping and pavement marker installation, alley maintenance, street sweeping, and hazardous materials cleanup. The Street Maintenance Program's goal is to maintain collector and arterial streets, traffic signals, and street lights. Road reconstruction, Americans with Disabilities Act (ADA) upgrade, pavement rehabilitation and maintenance projects are also part of the SMP and are completed each year on various streets. Roadway conditions are evaluated based on the Pavement Condition Index (PCI) utilized by the USACE or the Pavement Surface Evaluation and Rating (PASER) system developed at the University of Wisconsin.

The Engineering Department also participates in street development projects through project planning, budgeting, engineering and design, and project management for the City's capital projects. The Department provides operational support and consulting to other departments. It is also responsible for maintaining the 5-year Infrastructure Capital Improvement Plan for streets and the 5-year Street Maintenance Program.

The City of Alamogordo is working towards being in compliance with ADA standards through designating accessible handicapped parking space and improving streets and sidewalks. The City requires all new residential, commercial, and industrial developments to meet ADA standards as a condition of building permit issuance. The Street Maintenance Program projects are bringing more streets and intersections into compliance with ADA requirements every year.

Scenic Drive

The City is currently in the design and permitting stages of extending N. Scenic Drive to Mesa Verde Ranch Road. As shown on the Preferred Land Use Scenario, the extension will cross the UP railroad tracks and connect the Mesa Verde Ranch Road from the Charlie Lee Memorial Relief Route to White Sands Boulevard, providing more accessibility to the region's transportation system. Design of the project is required to be in compliance with ADA standards.

7.4 ALTERNATIVE TRANSPORTATION MODES

Pedestrian and Bicycle Facilities

The City continues to make efforts to provide safe and accessible modes of transportation. The City is currently active in trail improvements, as well as new trail development. Several trails that run throughout the City have been developed, including Alameda Park Zoo, Indian Wells Road, Alamogordo High School Track, North Scenic Drive, South Scenic Drive, and Desert Foothill Park, Lavelle Road, and Washington Park trails. However, there are large parts of the City that do not include trails or trail connections. The community survey conducted as part of the planning process indicated the support for development of trails.

The City contains several bike routes; however, there are no bicycle lanes within some of the major arterials. This deficiency is an issue that was identified in the community survey. The City should also construct bicycle infrastructure and sidewalks to ensure that all residents and visitors can safely and conveniently travel through the City by these alternative transportation modes.

The Downtown area lacks adequate pedestrian facilities. Despite recent pedestrian improvements, there remains some areas with discontinuous curbs and sidewalks. There are areas with no pedestrian accommodation or have sidewalks or curb cuts which end abruptly and create hazards for users. The City should improve the pedestrian environment for the safe mobility of residents and visitors.

DRAFT

Safe Routes to School

Creating a Safe Routes to School program would be an excellent strategy for increasing the safe travel for Alamogordo school children through walking and bicycling. The benefits of such a program are many-fold: increased physical activity for students; less congestion in school drop-off/pick-up zones; fewer conflicts between cars, buses, and students; safer campus for walking and bicycling; students arrive at school energized and ready to learn; and decreased demand for busing.

The NMDOT created a Safe Routes to School Handbook that covers the “how tos” of research and analysis, public input, and developing and writing the action plan (*for more information, see www.nmsaferoutes.com*). Each year, several New Mexico communities hold a Walk and Roll to School Day which promotes alternative forms of transportation for students going to or from school.

The grant funding available for this program is limited and requires a match from local government. Funding is provided under the Transportation Alternatives Program (TAP) through the Southeast New Mexico Transportation Planning Organization (SERTPO). According to the NMDOT Planning Bureau, most of the communities in New Mexico that have been successful in creating a Safe Routes to School Program received little grant

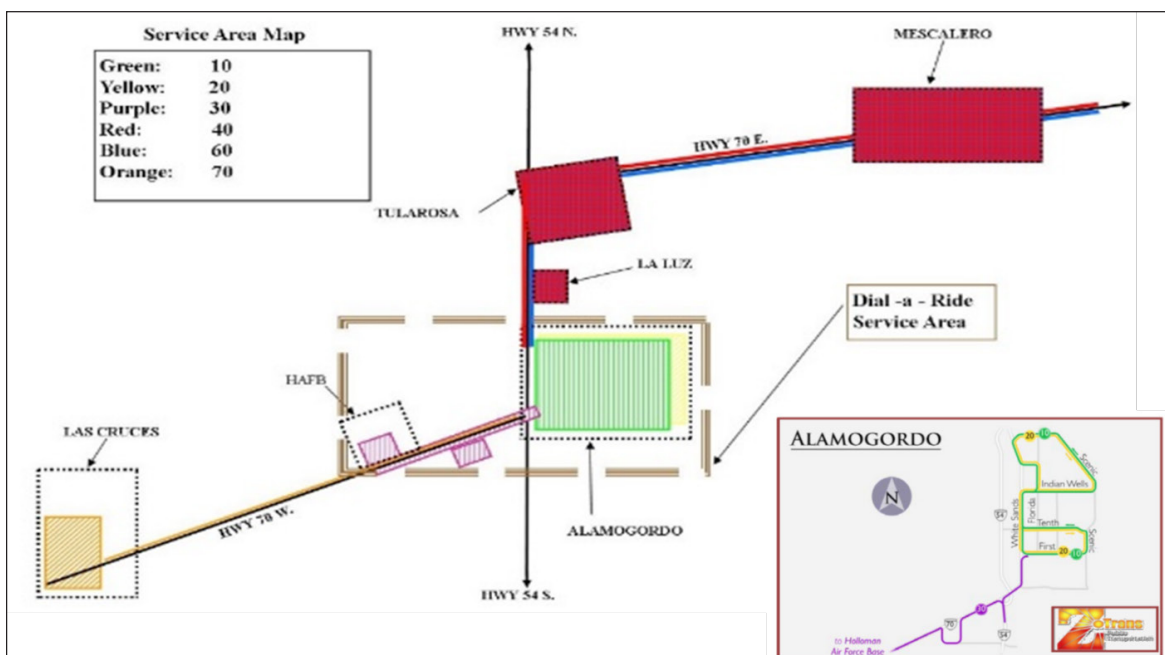
funding. Their success was based more on having strong local champions (typically the school district) and providing the education and encouragement and incorporating the program concepts into the school culture.

In Alamogordo, creating a local Safe Routes to School Program would require a joint effort between Alamogordo Public Schools, City of Alamogordo, New Mexico Department of Health, and SERTPO.

7.5 PUBLIC TRANSPORTATION

Zia Therapy Center, Inc. provides the Z-Trans Public Transportation Service (Z-Trans) throughout the City and extending out to Holloman AFB. Z-Trans runs three bus routes per day, including the Yellow Route, Green Route, and Purple Route (*see Z-Trans Public Transportation Services Area map below*). Each route runs several times per day at 60 minutes intervals in each direction. Services are available from 6:00 a.m. to 6:00 p.m., Monday through Saturday. Z-Trans also operates para-transit service to persons with disabilities that prevent them from riding the Z-Trans fixed routes. Para-transit is a door-to-door service in the area within 3/4 mile of Z-Trans stops and operates from 6:00 a.m. to 6:00 p.m., Monday through Saturday. The para-transit service is operated on a demand response basis to anywhere within the City.

DRAFT



Z-Trans Public Transportation Services Area map.

Z-Trans also operates three intercity bus routes; the Blue and Red Routes extend north from Alamogordo to Tularosa and Mescalero, and the Orange Route runs between Las Cruces and Alamogordo with an intermediate stop in Organ. The Red and Blue Routes each operate at three-hour intervals, Monday through Fridays. The Red Route operates on weekdays and Saturday.

The bus routes are updated and changed periodically, responding to the needs of the community. The service is funded by Public Transportation Programs Bureau of the New Mexico Department of Transportation (NMDOT). To supplement these transportation services, the City provides matching funds for operating and administration for the public transit service. While the service is a significant contribution to the City residents, there is a need for expansion of local bus service, as well as intercity bus service that provides connections to El Paso and Albuquerque. Citizens of Alamogordo routinely make trips to these destinations for business, medical, and leisure reasons. In 2012, service to Las Cruces was developed by Z-Trans, with support from the City.

7.6 ALAMOGORDO-WHITE SANDS REGIONAL AIRPORT

The Alamogordo-White Sands Regional Airport (AWSRA) is located approximately four miles southwest of the City of Alamogordo's central business district. The airfield lies between U.S. Highway 70 and 54 with the primary access from U.S Highway 70 and encompasses approximately 1,465 acres (*see the Alamogordo White Sands Regional Airport graphic, page 119, for the current airfield layout*). Initial construction of the Airport began in 1954, with one 7,005 feet by 150 feet asphalt runway. The AWSRA opened for public use in 1958 with commercial passenger service initiated by Continental Airlines.

A small pocket of multi-family property is located north of the AWSRA, with additional areas of residential property located to the south and east. To the west, the land use consists of open space, with Holloman AFB located approximately five miles west of the City. The City of Alamogordo has adopted airport zoning to avoid incompatible land uses in order to protect the health, safety, and

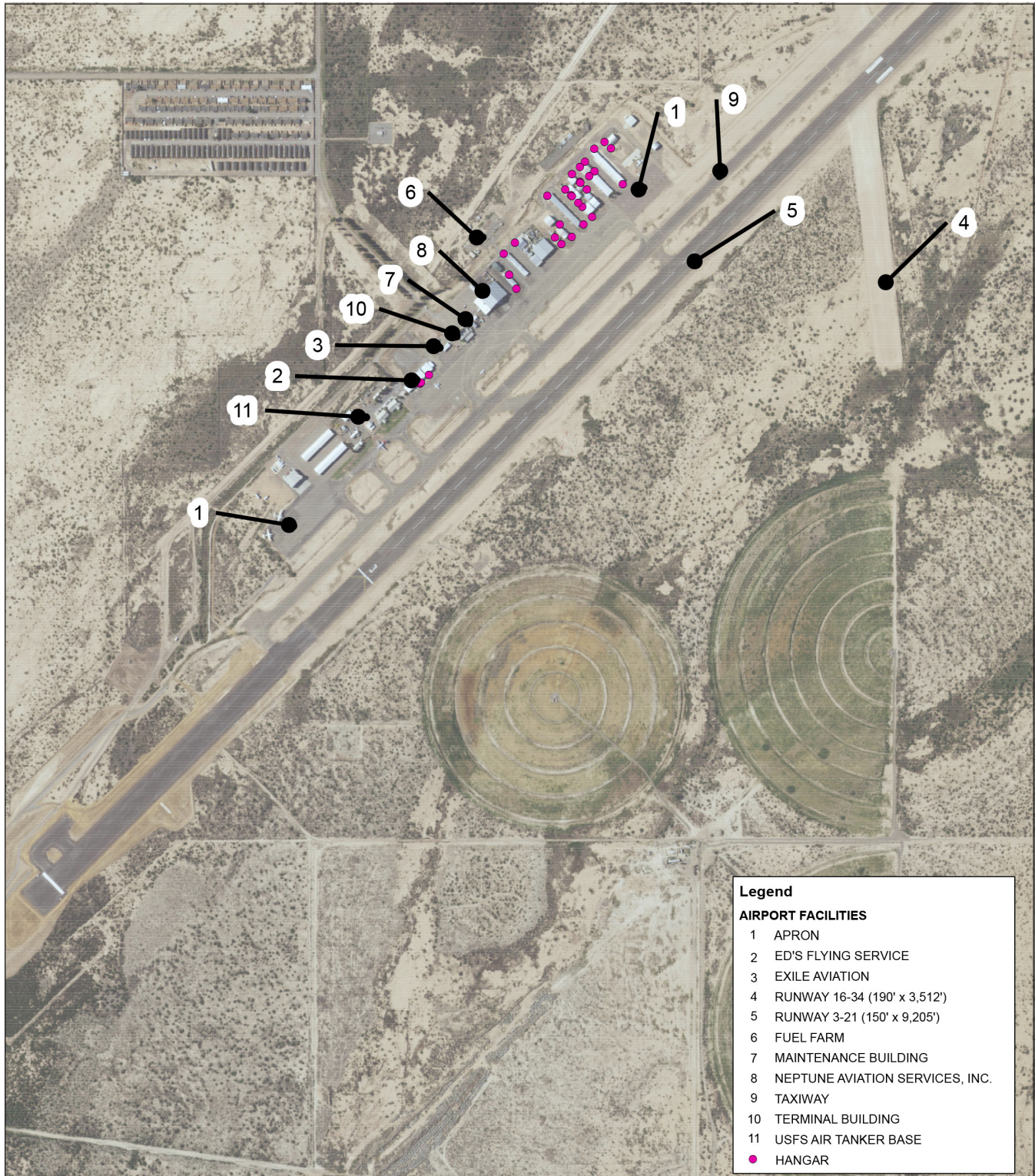
general welfare of the public residing in the AWSRA vicinity.

The AWSRA is owned and operated by the City of Alamogordo and is a public use facility. The Community Services Department is responsible for the administration of the AWSRA. Airport staff includes the Airport Coordinator and the Airport Maintenance staff members, who oversee security, administration, maintenance, operations, property management, and capital improvement administration.

The Airport Advisory Board consists of five members, two of whom are licensed pilots. The Board meets quarterly on to discuss issues related to the Airport. In addition to the Advisory Board, the FAA requires an Airport Zoning Board in order for the City to continue to receive grants in the best interest of the Airport. The Board meets as needed and consists of five members, including two Otero County members, two City members, and one member at large.

The FAA typically categorizes the airports by type of activity as Commercial Service, Cargo Service, Reliever, and General Aviation Airports. AWSRA lost its commercial service in April of 2012, and is currently classified as a General Aviation Airport. This category, as defined by the FAA, includes public use airports that do not have scheduled service or have less than 2,500 annual passengers. The AWSRA is a designated United States Forest Service (USFS) fire tanker base that supports natural resource protection for the southwestern United States (i.e., most of Arizona, all of New Mexico, western portion of Texas, and the Oklahoma panhandle).

The AWSRA contains one active paved runway, Runway 3-21; an unpaved crosswind runway, Runway 16-34; and an unpaved airstrip only used for glider operations. Runway 3-21 and the unpaved airstrip are oriented in a northeast-southwest alignment. Runway 16-34 is oriented in a generally north-south direction. The AWSRA has a full length, 75-foot-wide parallel taxiway that serves Runway 3-21. Additional access taxiways are also built to provide access between the airfield and all areas of the surrounding landside facilities. The parallel taxiway is comprised of asphalt



DRAFT



**City of Alamogordo
Comprehensive Plan**
Alamogordo White Sands Regional Airport

pavement and is equipped with medium intensity taxiway lighting (MITL).

The principal terminal apron area is located adjacent to the Runway 3-21 parallel taxiway, encompassing approximately 61,000 square yards and extending along the parallel taxiway from the T-hangar area in the northeast to an area adjacent to Ed's Flying Service in the southwest. The general aviation terminal building is located in the center of the terminal area along the northwest side of the terminal apron and is directly accessible via the Airport Access Road. Exile Aviation and Ed's Flying Service are the fixed based operator facilities offering aircraft parking, passenger terminal and lounge, flight training, aircraft maintenance, aircraft rental, aircraft sales / leasing / brokerage, aircraft maintenance, pilot supplies, hangar rental, public telephone, courtesy car, and restrooms. Aircraft storage ranges from tie-down spaces through T-hangars and conventional hangars. The apron can accommodate approximately 87 based and transient aircraft. The Airport has a fuel farm operated by Exile Aviation and serves the general aviation operators as well as the USFS Air Tanker Base. The fuel farm includes two above ground fuel storage tanks with a capacity for 12,000 gallons each of Aviation Gasoline (AVGAS) and Jet-A fuel.

Alamogordo-White Sands Regional Airport Master Plan Update

The Alamogordo-White Sands Regional Airport Master Plan Update (*URS Corporation, July 2014*) identified the primary goal as adjusting the 1996 Airport Master Plan to address changes to the FAA design criteria and changes within the aviation industry and local demographics. The Airport Master Plan Update provides a staged plan for implementing recommended development, which includes the extension of existing Runway 3-21 and associated taxiway work; construction of new Runway 16-34 and associated taxiway work; 63,000 square feet of general aviation hangar storage and associated aircraft access; additional fuel storage facilities; and additional vehicular parking facilities for the following reasons:

- The level of activity for the USFS air tanker base is forecast to increase both in the number of total operations and aircrafts. Significantly larger aircraft, including the DC 10 air tanker

and surplus Air Force C-130, could potentially relocate to the AWSRA. Should basing of these tankers be implemented, major facility expansion and upgrade will be required. Additional hangar storage and associated aircraft access; additional fuel storage facilities; and additional vehicular parking facilities will be needed as well.

- The primary fire suppression aircraft for the AWSRA air tanker base is the Lockheed P2V Neptune. The USFS is ultimately planning to upgrade its fire suppression fleet to include the British Aerospace Bae-146 aircraft that will provide significantly faster response and turn-around times than the P2V Neptunes. The length of runway 3-21 would not support the USFS upgrades as the BAe-146 requires a greater takeoff runway length. It should, therefore, be a priority to extend Runway 3-21 to accommodate the BAe-146.
- Runway 16-34, an unpaved crosswind runway, is currently used primarily by small general aviation aircraft during periods of high crosswinds on Runway 3-21. However, a dirt runway can be problematic during periods of heavy rain and requires additional maintenance efforts and costs to keep the runway in optimum condition throughout the year. In addition, Runway 16-34 is unlighted and its utility during periods of low visibility would be limited, if not non-existent. Given these issues and the greater safety afforded by a paved runway, it is strongly recommended that Runway 16-34 be paved and ultimately lengthened to serve the P2V and BAe-146 air tankers, since any closure of Runway 3-21 would effectively close the Airport to operations from the air tanker base. Any closure of air taker base during the fire-fighting season could have a severe effect on the communities served by the air tanker base.
- Runway 3-21 currently has a full-length parallel taxiway located 250 feet from the runway centerline. The 250-foot separation distance no longer meets the FAA recommended separation distance of 400 feet. At the time Runway 16-34 is paved and lengthened, all taxiways serving the runway should be constructed to new standards as well.

DRAFT

TABLE 7.1: ICIP FY 2019-2023 - ALAMOGORDO WHITE SANDS REGIONAL AIRPORT

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Runway Strengthening and Design	-	\$8,000,000	-	-	-	-	\$8,000,000
Runway 4-22 Lighting Rehabilitation	-	-	\$945,000	-	-	-	\$945,000
Expand Large Aircraft Parking and Taxiway Apron Construction	-	-	-	\$900,000	-	-	\$900,000
Construct South Side Perimeter Drainage Improvements Phase IV	-	-	-	-	\$360,000	-	\$360,000

In 2016, Runway 3-21 was extended to the southwest, which increased its overall length from 7,500 to 9,205 feet. The project cost totaled over \$7 million and was funded by the FAA (90%), State of New Mexico (5%), and the City of Alamogordo (5%). The hangar was also modified to be able to house BAe-146 engines and C-23 Sherpa in the near future. The FAA, State of New Mexico, and the City of Alamogordo are actively engaged in airport improvement projects, which include pavement rehabilitation; marking taxiway and apron; taxiway signage and lighting; crosswind runway 16-34 improvement; large aircraft parking apron and taxiway extension; terminal and parking lot improvements, and other projects that may be required.

7.7 FY 2019-2023 ICIP

The City of Alamogordo has listed capital improvements for the Alamogordo White Sands Regional Airport for FY 2019-2023 Infrastructure Capital Improvements Plan. Table 7.1 (above) provides the list of projects, time line, and estimated project costs.

7.8 RAIL SERVICES

Railroads and New Mexico have interwoven histories, and railroads still play a key role in the economy and commerce of the state. The two largest freight railroads in the U.S., the BNSF Railway (BNSF) and the Union Pacific (UP) Railroad, operate in New Mexico, as well as five short line railroads, two long-distance Amtrak routes, the New Mexico Rail Runner Express commuter railroad, and the narrow gauge Cumbres and Toltec Scenic Railroad. This system collectively contributes to the movement of goods on the national rail system, serves the needs of local businesses and industries, and provides a passenger rail alternative

as part of New Mexico's multi-modal transportation system.

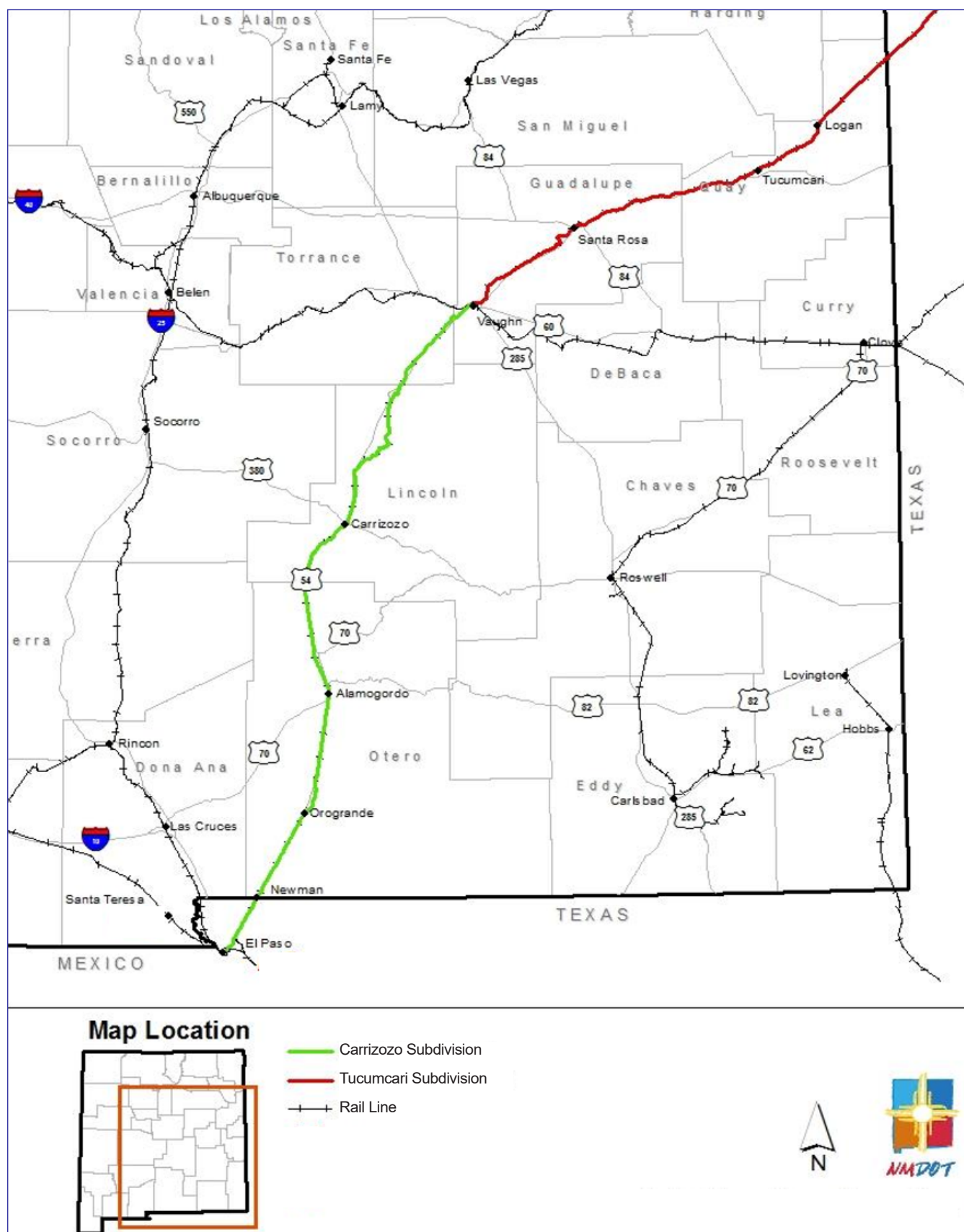
The UP Railroad connects 23 states in the western two-thirds of the U.S. by rail and operates routes from all major West Coast and Gulf Coast ports to eastern gateways, connects with Canada's rail systems, and serves all six major gateways to Mexico. The UP's business mix includes agricultural products, automotive, chemicals, coal, and industrial products. The two major UP lines are Sunset Route and Tucumcari Line. The Sunset Route is a 760-mile freight route linking the Ports of Los Angeles and Long Beach with El Paso.

The Tucumcari Line, also referred to as the Golden State Route, is a major connection between Southern California and the Midwest. This line begins at its junction with the Sunset Route in El Paso and heads northeast, entering New Mexico at Newman and passing through Alamogordo, Carrizozo, Vaughn, Santa Rosa, and Tucumcari before reentering Texas northeast of Nara Visa (see *Union Pacific Tucumcari Line*, page 122). The Tucumcari Line is single-tracked and hosts 10 to 20 trains a day. This line includes 364 miles of track within New Mexico on the Carrizozo and Tucumcari subdivisions.

The Carrizozo Subdivision is a 229-mile subdivision extending from El Paso, Texas to Vaughn, New Mexico of which 210.7 miles is within New Mexico. The UP runs south-north through Alamogordo and currently crosses several streets including Martin Luther King Jr Boulevard, 1st Street, 8th Street, 10th Street, and Canal Street. It is a general freight liner carrying cargo. Freight operators provide service on request. Despite the history of Alamogordo as a railroad town, no station or passenger service is available.

DRAFT

DRAFT



UNION PACIFIC TUCUMCARI LINE. Source: New Mexico State Rail Plan, Cambridge Systematics, Inc., March 2014.

Per the requirements of the Rail Safety Improvement Act (RSIA) passed in 2008, railroads are required to install Positive Train Control (PTC) technology on all lines that carry passengers and/or certain hazardous materials (toxic-by-inhalation commodities). The primary goal of implementing this technology is to enhance safety, primarily through the prevention of train-to-train collisions, over speed derailments, incursions into work zone limits, and movement of trains through improperly-positioned switches. The UP invested \$2.3 billion in PTC through 2016 and planned to spend \$3.1 billion in 2017. The main proposed project affecting the track passing through Alamogordo is the \$14 million investment in the rail line between Carrizozo and Fort Bliss to replace 116,318 railroad ties and install 55,470 tons of rock ballast. This project benefits New Mexico's overall transportation infrastructure without taxpayer funds.

7.9 GOALS, OBJECTIVES, and STRATEGIES

Transportation Goal 1: Establish a balanced and coordinated system of pedestrian, bicycle, vehicular, and transit facilities to allow for the safe and efficient movement of people and goods through and within Alamogordo.

Objective 1.1: To address the traffic congestion and safety issues and improve the major and local street network to ensure the safe vehicle travel of residents and visitors to Alamogordo.

Objective 1.2: To reduce the community's dependence on passenger vehicles and promote a healthier, more active lifestyle.

Objective 1.3: To offer efficient and cost effective intercity and local transit services to youth, seniors, people with disabilities, and other residents who do not drive or own a passenger vehicle.

Objective 1.4: To promote the Safe Routes to School program by encouraging children to walk and bicycle to school.

Transportation Strategy 1.1: Work with the NMDOT to establish a plan for improvements to NMDOT facilities (e.g., White Sands

Boulevard) including roadways, traffic signals, and drainage structures located within the City limits.

Transportation Strategy 1.2: Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City's ICIP and identify potential funding sources.

Transportation Strategy 1.3: Pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, Transportation Enhancement Program, etc., for street, pedestrian, and bicycle improvements to meet existing and future transportation needs.

Transportation Strategy 1.4: Determine the feasibility of expanding local transit service to serve existing City areas and future growth. In addition, determine the feasibility of expanding intercity transit service to El Paso and Albuquerque.

Transportation Strategy 1.5: Work with Alamogordo Public Schools, SERPTO, NMDOT, and New Mexico Department of Health on creating a Safe Routes to School program to identify safe bike/walk routes.

Transportation Goal 2: Maintain clean and safe street conditions throughout the City of Alamogordo.

Objective 2.1: To develop a revitalization and improvement plan for major corridors and local streets through an annual schedule of street resurfacing and paving.

Objective 2.2: To provide more walkable streetscapes through the installation and replacement of sidewalks, handicap ramps, lighting, and street furniture.

Transportation Strategy 2.1: Continue to plan and implement the City's Five-year Street Maintenance Program. Pursue and secure funding for implementing these projects.

DRAFT

Transportation Strategy 2.2: Continue implementation of the Americans with Disabilities Act for new developments to address sidewalks, roadways, and ADA accessibility.

Transportation Goal 3: Improve and promote the Alamogordo-White Sands Regional Airport.

Objective 3.1: To foster economic opportunities and growth for the City of Alamogordo and Otero County.

Objective 3.2: To expand general aviation service and support United States Forest Service operations.

Objective 3.3: To meet current FAA design criteria and respond to changes within the aviation industry.

Transportation Strategy 3.1: Continue to implement the airport improvement projects identified in the Alamogordo-White Sands Regional Airport Master Plan Update and the City's 2019-2023 ICIP.

Transportation Strategy 3.2: Provide the facilities and improvements needed to sustain existing and future air tanker operations.

Transportation Strategy 3.3: Pursue available aviation-related funding from FAA and the NMDOT Aviation Division grant and funding programs.

DRAFT

8. Community Services & Facilities

DRAFT

DRAFT

8.1 INTRODUCTION

The Community Services element summarizes the essential services and facilities that ensure the health, safety, welfare, and quality of life for all citizens of Alamogordo. This includes public safety, emergency services, parks and recreation, community facilities, education, and health care. The majority of these services are managed by the City of Alamogordo. Other entities, such as Alamogordo Public Schools, Gerald Champion Regional Medical Center, Ben Archer Health Center, and New Mexico School for the Blind and Visually Impaired, also provide services and facilities to meet the needs of the community.

8.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to public services and facilities offered by the City of Alamogordo. The results show that the community feels public safety services are adequate and public facilities, such as the Alameda Park Zoo, are popular attractions that people enjoy visiting.

Survey respondents use many of the City facilities, with the top three being parks (66%), Alameda Park Zoo (65%), and Alamogordo Public Library (42%). The majority of respondents (63%) either agree or strongly agree that public safety services provided by the are adequate.

8.3 PUBLIC SAFETY

POLICE DEPARTMENT

The Alamogordo Police Department headquarters are located at 700 Virginia Avenue. The Police Department is divided into eleven divisions consisting of Patrol, K-9, School Resource Officers, Criminal Investigations (detectives), Animal Control, Evidence, Records, Administration, Dispatch, Training and Recruiting, and Community Relations divisions. The City Commission also funded a SWAT team in 2017. The Department has 59 Certified Officers and 29 support staff members assigned to the different divisions: Patrol (35 Officers) and Dispatch (12 Officers). The Department has 66 marked police vehicles and 12 unmarked police vehicles and due to the high daily use the vehicles experience, there is always a need to replace older vehicles.

A critical factor in the effectiveness of any emergency response agency is the ability to get personnel and equipment to the scene of the emergency in a timely manner. The average emergency response time for priority one calls is just over five minutes. Response times will depend on staffing and call volume. The Department primarily handles emergency response calls from within the City, but occasionally will assist with the County, if requested.

The Department's staffing, training, and equipment needs are ongoing. There are three vacant positions for Patrol Officers and one vacancy in the Dispatch division. Officers receive advanced training all over the state and often outside New Mexico. There are two required advanced officer training events. Firearms training is annual and the state mandated biennium training is held once every two years. In order to adequately serve the City, other advanced training needs include SWAT, interviews and interrogations, field training, school resource, and officer training. Furthermore, technology is in need of updating including police vehicles, recording equipment for interviews, and SWAT equipment.

FIRE DEPARTMENT

The Alamogordo Fire Department provides fire protection within the City limits unless requested by Otero County or other agencies for major emergencies. The Fire Department operates out of seven fire stations, and employs 24 fire personnel in four divisions (HazMat, command unit, rope rescue, and search and rescue). Station 1, located at 619 Texas Ave, is the primary contact for the Fire Department. In 2016, the Fire Department experienced 1,264 service calls with 105 average monthly service calls.

The Department is staffed with fourteen fire fighters, three lieutenants, and four EMTs. The administrative staff is made up of a fire chief, deputy chief, and one administrative staff member. Service vehicles include two aerials, two brush trucks, five fire engines, one HazMat vehicle, three rescue trucks, one tender, and seven command vehicles. The Department also oversees code enforcement, which has five staff members and five vehicles. The City's Insurance Service Office (ISO)

DRAFT

rating is 4. Increasing the Department's ISO rating would require a new fire substation on the north end of the City and approximately six additional firefighters. Mesa Village is a potential location for a new fire substation.

OTHER LAW ENFORCEMENT AGENCIES

Although not City of Alamogordo services, the New Mexico Army National Guard and U.S. Border Patrol are located in the City. The training center for the National Guard is located at 1600 S. Florida Ave. The building, originally constructed in 1978, is currently undergoing a remodel and expansion to provide a new 23,000 square foot modern facility with training classrooms and offices for the Soldiers of Delta Company.

The Alamogordo Station of the U.S. Border Patrol is located approximately 90 miles from the border at 1997 Highway 54 South and employs approximately 105 officers. The Station monitors 16,285 square miles extending north 100 miles and 30-40 miles in width, encompassing two military installations and the Tularosa Basin. Alamogordo is the first town on one of the main roads leading out of Juarez, Mexico. The Border Patrol operates several checkpoints along the major highways and provides backup for stations located along the border.

8.4 PARKS and RECREATION

The City of Alamogordo manages approximately 660 acres of park land and 63 miles of trails. This includes both developed and undeveloped park land and medians. Approximately 200 acres are developed and maintained by the Park Services. Table 8.1 provides an inventory of existing and proposed parks and trails in Alamogordo, which are illustrated on the Parks and Trails graphic, page 129.

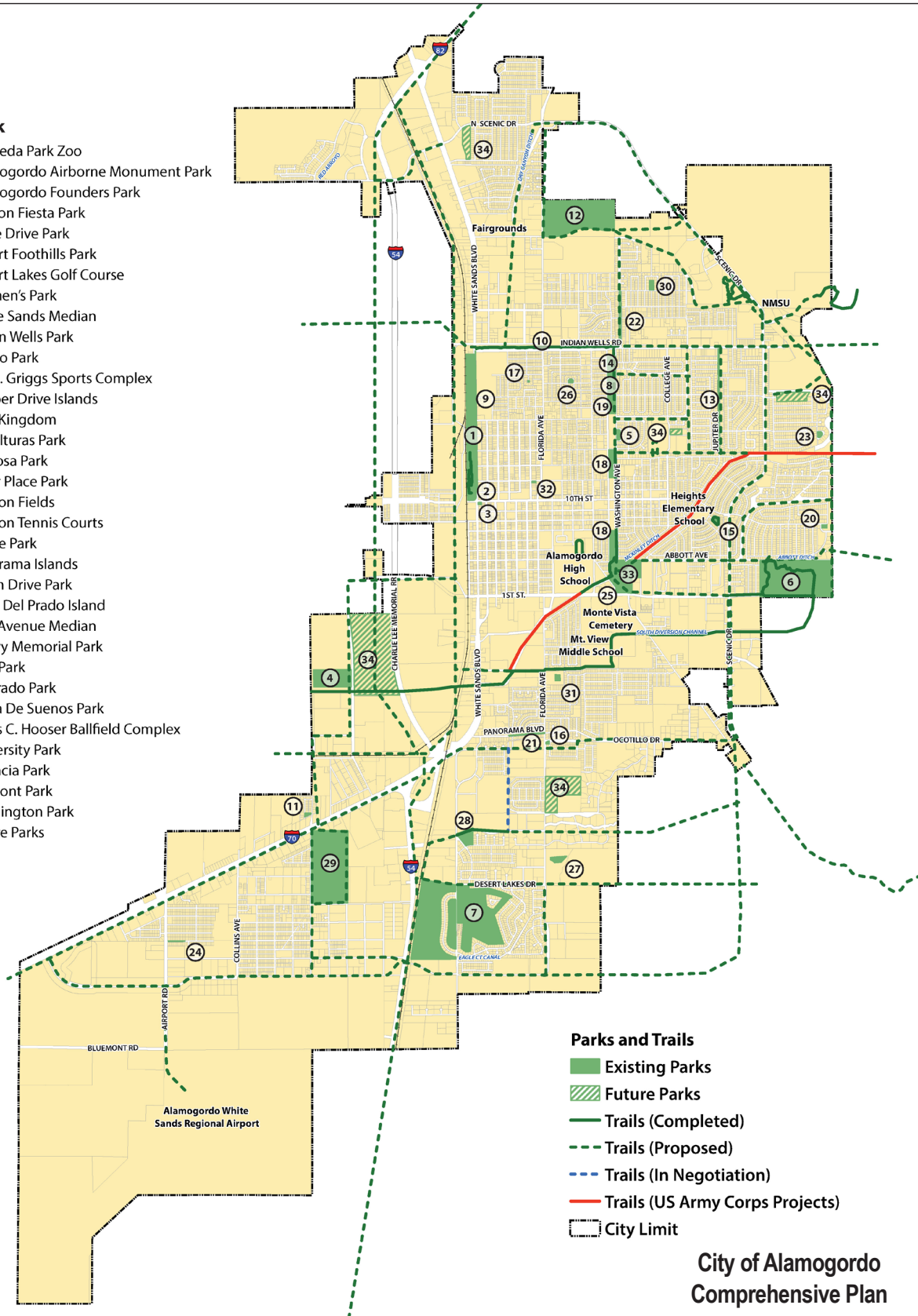
Parks and recreation staff includes 22 full time employees and 6 seasonal employees. Park maintenance has a full service lawn, landscape, tree maintenance, and sports field maintenance capabilities. The current staffing level is considered to be adequate for basic services and minor projects.

TABLE 8.1: PARKS and RECREATION FACILITIES

	Park Name	Acreage
1*	Alameda Park Zoo	36.7
2	Alamogordo Airborne Monument Park	.5
3	Alamogordo Founders Park	.2
4	Balloon Fiesta Park	20.0
5	Circle Drive Park	1.0
6	Desert Foothills Park	80.5
7	Desert Lakes Golf Course	142.9
8	Firemen's Park	6.9
9	White Sands Median	2.6
10	Indian Wells Park	6.7
11	Indigo Park	.4
12	Jim R. Griggs Sports Complex	68.7
13	Juniper Drive Islands	2.9
14	Kid's Kingdom	1.0
15	Las Alturas Park	1.0
16	Mimosa Park	.2
17	Moor Place Park	.05
18	Oregon Fields	17.2
19	Oregon Tennis Courts	6.0
20	Paiute Park	.5
21	Panorama Islands	.8
22	Pecan Drive Park	2.6
23	Plaza Del Prado Island	.7
24	Post Avenue Median	.2
25	Rotary Memorial Park	2.1
26	Rutz Park	.4
27	Silverado Park	2.0
28	Tierra De Suenos Park	5.6
29	Travis C. Hooser Ballfield Complex	81.7
30	University Park	1.2
31	Valencia Park	1.0
32	Vermont Park	.2
33	Washington Park	19.2
34	Future Parks	146.7
	Total Acreage	660.4
	Trails	Miles
	Completed	9.2
	Proposed	50.9
	Army Corps of Engineers Project	2.4
	In Negotiation	.6
	Total Miles	63.1

Park

- ① Alameda Park Zoo
- ② Alamogordo Airborne Monument Park
- ③ Alamogordo Founders Park
- ④ Balloon Fiesta Park
- ⑤ Circle Drive Park
- ⑥ Desert Foothills Park
- ⑦ Desert Lakes Golf Course
- ⑧ Firemen's Park
- ⑨ White Sands Median
- ⑩ Indian Wells Park
- ⑪ Indigo Park
- ⑫ Jim R. Griggs Sports Complex
- ⑬ Juniper Drive Islands
- ⑭ Kids' Kingdom
- ⑮ Las Alturas Park
- ⑯ Mimosa Park
- ⑰ Moor Place Park
- ⑱ Oregon Fields
- ⑲ Oregon Tennis Courts
- ⑳ Paiute Park
- ㉑ Panorama Islands
- ㉒ Pecan Drive Park
- ㉓ Plaza Del Prado Island
- ㉔ Post Avenue Median
- ㉕ Rotary Memorial Park
- ㉖ Rutz Park
- ㉗ Silverado Park
- ㉘ Tierra De Suenos Park
- ㉙ Travis C. Hooser Ballfield Complex
- ㉚ University Park
- ㉛ Valencia Park
- ㉜ Vermont Park
- ㉝ Washington Park
- ㉞ Future Parks



DRAFT

**City of Alamogordo
Comprehensive Plan
Parks and Trails**

ALAMEDA PARK ZOO

The Alameda Park Zoo was founded in 1898, the same year Alamogordo was chartered, as something for train passengers to do while waiting for the train to refuel. The Zoo is located at 1321 N. White Sands Boulevard and is open to the public daily from 9:00 a.m. to 5:00 p.m. and closed only on Christmas and New Year's Day. The Toy Train Depot provides rides throughout the Park. Respondents to the 2017 community survey indicated that the Alameda Park Zoo is a very popular, well-used facility, second only to parks.

DESERT LAKES GOLF COURSE

Desert Lakes Golf Course, in operation since 1953, is located 2351 Hamilton Road. Desert Lakes is a public, 18-hole regulation course that provides rental services, practice and instruction opportunities, and the 19th Hole Grill and Bar.

SPORTS COMPLEXES

Travis C. Hooser Ballfield Complex

The Travis C. Hooser Ballfield Complex is located along Walker Road, south of Highway 70. It is open to the public year round and includes eight ballfields. Other amenities include a batting cage, bullpen, dugouts, concession stand, clubhouse, and covered stands. In 2015, the Ballfield Complex began hosting the Playing for James annual fast pitch softball tournament in honor of a former Alamogordo High School girls basketball coach and club softball coach who passed away in 2014. The tournament draws about 50-55 teams from throughout the southwest region.

Jim R. Griggs Sports Complex

The Jim R. Griggs Sports Complex is located at 3000 N. Florida Avenue. The Sports Complex is a four-plex design and is home to the White Sands Pupfish professional baseball club in the Pecos League of Professional Baseball Clubs. In 2015, the Sports Complex completed an "extreme makeover" that converted the dated ballfield into a Pro Field. The entire field was resodded, the infield was redesigned, the clubhouse, locker room, and umpires room were updated, etc.

EXISTING LEVEL OF SERVICE

A typical method for evaluating whether a municipality is providing an adequate amount of parks and recreation facilities is to do a level of

service analysis based on population. The Trust for Public Land publishes city park data for communities across the United States. The 2016 City Park Facts includes a wide range of data and park land calculations for large and small cities with a range of population densities from high to low density. According to the Trust for Public Land, in 2016, the median park land per 1,000 residents for all cities studied was 13.1 acres. For low density cities, the median was 23.3 acres per 1,000 residents.

Based on Alamogordo's estimated 2015 population of 31,198 and total park land at 660 acres, the City is providing an overall level of service (LOS), including developed and undeveloped land, at 21.2 acres per 1,000 residents (1 acre/47 people). This is a relatively high LOS; however, a significant portion of this park land is in Desert Lakes Golf Course (142.9 acres), Jim Griggs Sports Complex (68.7 acres), and Travis C. Hooser Ballfield Complex (81.7 acres). If these three facilities were excluded, the remaining park land would be 366.7 acres, yielding a LOS of 11.8 acres/1,000 (1 acre/85 people). The City should work to increase the level of service by acquiring and developing land for parks, particularly neighborhood-scale parks.

Other low density cities with a similar LOS include Durham, North Carolina (10.4 acres/1,000); Wichita, Kansas (11.9 acres/1,000); and Indianapolis, Indiana (13.5 acres/1,000). In comparison, Albuquerque, categorized as a medium to low density city, provides a LOS of 49.2 acres per 1,000 residents.

The 2016 City Park Facts also tracks the amount of spending on parks and recreation per resident. The median total spending was \$76 per resident, which included operating and capital expenditures. The City of Albuquerque spent \$44 per resident.

FIVE YEAR PARK and OPEN SPACE COMPREHENSIVE MASTER PLAN

The City of Alamogordo adopted a Five Year Park and Open Space Comprehensive Master Plan (2008-2012) in 2008. The Master Plan includes an inventory of existing parkland and facilities, identifies potential locations for new parks, provides five year capital improvement projections, and plans for the efficient replacement of vital maintenance

DRAFT

equipment. A summary of the recommendations from the 2008 Master Plan are as follows:

- Continue to make improvements to existing facilities and develop new facilities to meet the growing population densities in targeted geographic locations;
- Development of a multi-purpose trail system that connects the existing City parks;
- Acquire more usable open space for park and recreation development;
- Develop the Old City Landfill into a multipurpose regional park;
- Develop a Balloon Fiesta Park off of Lavelle Road as part of the development of the Old City Landfill into a multipurpose regional park;
- Continuation of the process of bringing facilities into compliance with the Americans with Disabilities Act as funding is made available;
- Systematic schedule of program, equipment, and facility refurbishment and replacement;
- Strive to enhance ongoing programs and services and strive to develop new and innovative programs and services;
- Continuation of the process of replacing potable water irrigation to reclaimed water irrigation;
- Cooperation with other recreation providers to avoid unnecessary duplication of services; and
- Develop funding for a new tennis center complex/facility.

In addition to the facilities listed above, a new splash park was identified as a desired future park facility during the planning process for the Comprehensive Plan.

The City should plan for an update to the Park and Open Space Comprehensive Plan to determine current and future demand and identify priorities for improving and maintaining park and recreation facilities.

PARKS and RECREATION BOARD

The Parks and Recreation Board consists of seven members, including five members at large and two school representatives, who meet quarterly to consider programs, fees, and other operational issues. The Board makes recommendations regarding leisure services and recreation for the community; provides input on policy decisions;

develops priorities for capital improvement projects; provides a leadership role when controversial issues arise; and attends budget hearings to advocate spending public funds for quality of life issues.

JOINT USE FACILITIES

The City and Alamogordo Public Schools share facilities and parks for recreational activities. These include the City swimming pool, tennis courts, golf course for youth golf, gyms for the City's Bitty Basketball Program, practice fields, and equipment. Shared areas vary based on the activity and the time of day. Public use of school facilities is in the evenings or weekends. The City and Alamogordo Public Schools maintain their own facilities.

8.5 COMMUNITY FACILITIES

ALAMOGORDO PUBLIC LIBRARY

The Alamogordo Public Library is located at 920 Oregon Avenue between 9th and 10th Streets. The hours of operation are Monday through Thursday from 10:00 a.m. to 8:00 p.m.; Friday from 10:00 a.m. to 5:00 p.m.; and Saturday from 11:00 a.m. to 5:00 p.m. The Library employs 18 permanent staff; ten are full-time and eight are part-time. There are also 15 to 20 volunteers throughout the year.



Alamogordo Public Library.

The Library offers reference services, a variety of print and on-line resources and collections, and children and teen programs. Programs include:

- Computer classes;
- Exam proctoring services;
- Homebound book delivery program;
- Resources on genealogy;
- Southwest and local history;
- Mango language learning online database;
- Preschool programs;
- Teen programs; and
- Summer reading programs.

DRAFT

The Library Board consists of seven members, five City members and two County members who provide advisory direction and input regarding the library. Recent tasks have included researching options and/or bond funding for a new library or modifications to the current library building.

The biggest challenge at the Library is a lack of meeting space and computers. The Library has a dedicated internet service that is separate from the rest of Alamogordo; however, there is a need for better service and more computers.

SENIOR SERVICES

Alamogordo Senior Center

The Alamogordo Senior Center is located at 2256 Puerto Rico Avenue, just north of Indian Wells Road. The hours of operation are from 8:00 a.m. to 5:00 p.m., Monday through Friday. The Senior Center provides services for ages 60 and over, under the administration of New Mexico Aging and Long Term Services. The Senior Center staff includes 20 full time employees, five part time employees, and volunteers. The Senior Center manages a Senior Volunteer Program that matches seniors with volunteer opportunities, including jobs at the Senior Center, City, and the County to utilize their skills and interests.



Fitness class at the Senior Center.

The Senior Center's goal is to serve and meet recreation, nutrition, wellness, and basic needs of seniors to the highest extent possible. The Senior Center provides recreation through on-site games, education, activities, and field trips. Activities and facilities include:

- Fitness center
- Yoga
- Strength training
- Quilting
- Arts and crafts
- Computers
- Health checkups
- Social service assistance

Nutritional needs are met by a congregate meal program that provides approximately 150 meals per day. In addition, the Senior Center provides a Meals on Wheels program. Homemaker services are also provided to assist seniors with basic house cleaning services such as vacuuming, mopping, making beds, preparing meals, doing laundry, running errands, and transportation to medical appointments. Transportation services are provided to the Senior Center for lunch or activities, medical appointments, and trips to the grocery store.

The Senior Center has ample space for activities, but could benefit from more fitness space and equipment. Although the Senior Center does not provide Senior Care or Respite Care services, there is a need for these types of services.

Senior Volunteer Program Advisory Council

The Senior Volunteer Program Advisory Council consists of eleven members, including nine members at large, one Foster Grandparent Program Representative, and one Senior Companion Program Representative. The Advisory Council promotes the engagement of older persons as resources for community improvement and in delivery of volunteer services in the community.

Committee on Aging

The Mayor's Committee on Aging consists of seven members who meet monthly at the Alamogordo Senior Center.

FAMILY RECREATION CENTER

The Family Recreation Center is open from 6:00 a.m. to 7:00 p.m. Monday through Thursday; 6:00 a.m. to 6:00 p.m. on Friday, and from 1:00 p.m. to 6:00 p.m. on Saturday during the fall, winter, and spring. During the summer, the Recreation Center hours are extended to include Sundays from 1:00 p.m. to 6:00 p.m. The year-round staff includes seven full time employees and four part time employees. In the summer, there are an additional 22 part time seasonal employees.

Youth programming includes day camps, after school care, sports camps and leagues, swim lessons, and special events. Teen programs include special events and aquatic programs. Adults and seniors utilize the fitness equipment, participate in sports and swim lessons, and hold special events.



Family Recreational Center.

ALAMOGORDO FAMILY ENTERTAINMENT CENTER

The City of Alamogordo is in the process of constructing the Family Entertainment Center at the Mesa Verde development on the north side of the City. The Family Entertainment Center is located to the north of Mesa Verde Ranch Road and west of the Relief Route. It will include a 24-lane, league-certified bowling alley; a restaurant and bar; kitchen area; outdoor patio; multi-purpose room; two amusement areas with laser tag and video arcade; locker facilities; and a pro-shop for the bowling alley. The project is anticipated to be completed by the end of 2017 and should open in Spring 2018. The City will retain ownership of the

Family Entertainment Center, but management and operations will be provided by a private company selected by the City.

ALAMOGORDO COMMUNITY GARDEN

The Community Garden, located on Puerto Rico Avenue, was opened to the public in 2016 by a group of local business owners and community members. The Albuquerque Community Garden Committee manages the Garden under the GAP Ministry of Love INC of Otero County. The Garden provides an opportunity for people to grow their own food, contribute produce to the Shared Table program, and create a social space where neighbors can meet and build relationships. Plots are sectioned into 20 foot x 10 foot that can be rented for \$20 per year by an individual, organization, or on behalf of an individual who may not be able to afford the fee.

8.6 FY 2019-2023 ICIP

The City of Alamogordo has identified capital improvements in the FY 2019-2023 Infrastructure Capital Improvement Plan for the Police Department, Fire Department, and Community Services (FY 2019-2023) as shown in Table 8.2 below.

DRAFT

TABLE 8.2: FY 2019 - 2023 ICIP - PUBLIC SAFETY & COMMUNITY SERVICES

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Police Department							
Vehicles and Equipment	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$700,000
Animal Control Vehicles	-	\$55,000	-	-	-	-	\$55,000
Fire Department							
Purchase New Firefighter Pumper Truck for Fire Station #5	-	\$625,000	-	-	-	-	\$625,000
Fire Station #7 Improvements	\$7,319	\$490,000	-	-	-	-	\$497,319
ARFF Truck for Fire Station #3	-	\$1,200,000	-	-	-	-	\$1,200,000
Construct New Fire Station for White Sands Airport Fire District 2	-	\$1,600,000	-	-	-	-	\$1,600,000
Construct New Fire Station #8 for District 6 - Mesa Village Area	-	\$160,000	\$1,800,000	\$40,000	-	-	\$2,000,000
ARFF Training Facility at White Sands Airport	-	\$75,000	\$1,000,000	\$725,000	-	-	\$1,800,000
Community Services							
Playground Shade Structure	-	\$240,000	-	-	-	-	\$240,000
Library North Patio Renovation	-	\$279,738	-	-	-	-	\$279,738
Construct New Civic Center	-	-	-	-	-	\$10,000,000	\$10,000,000

8.7 EDUCATION

ALAMOGORDO PUBLIC SCHOOLS

Alamogordo Public Schools (APS) serves the City of Alamogordo and surrounding rural areas, including High Rolls, Holloman AFB, Boles Acres, and La Luz. The District's service area extends to the southernmost New Mexico border with Texas. The District serves approximately 6,600 Pre-K-12th grade students, and is anticipating an increase in enrollment as Holloman AFB adds squadrons and overall economic conditions in Alamogordo strengthen. Currently, there are 10 elementary schools, three middle schools, and two high schools in the APS District. Table 8.3 provides school type, number of schools, and enrollment from the 2016-2017 school year according to the New Mexico Public Education Department.

School type	Number of schools	2016-17 Enrollment
Elementary Schools - Pre-K through 5th grades	10	3,732
Middle Schools - 6th through 8th grades	3	1,314
High Schools - 9th through 12th grades	2 (1 standard, 1 alternative)	1,575
Total Schools	16	6,621

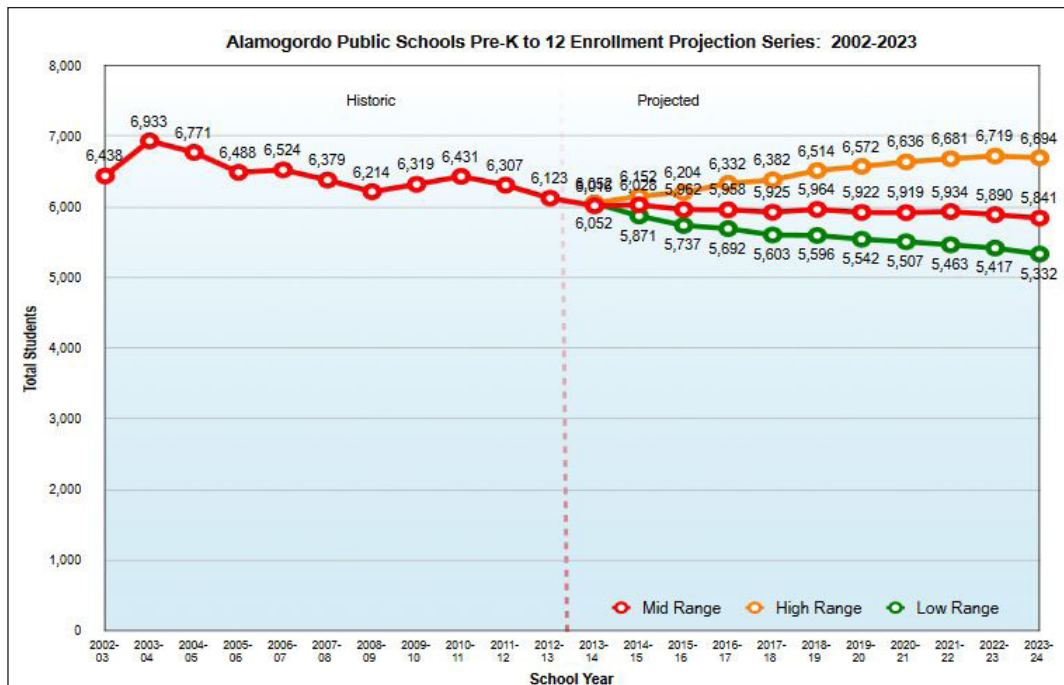
Source: NM PED 2016-17 - 10-2016 40 day count.

APS 5-Year Facility Master Plan

The New Mexico Public Schools Facilities Authority requires school districts to have a Facilities Master Plan as a prerequisite for eligibility to receive state capital outlay assistance. A component of the facility master plan is enrollment projections that are based on an analysis of demographic and economic conditions within the school district. The District uses these projections to ensure school facilities are meeting state requirements for student space.

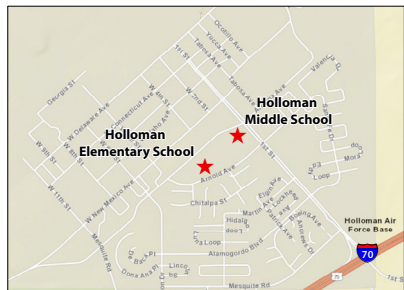
Figure 8.1 shows three projected enrollment scenarios; mid, low, and high as identified in the APS Facility Master Plan, 2014-2019 (*Architectural Resource Consultants*). Typically, the mid-range scenario is most likely to occur since it is based on moderate or no change to conditions in the District. However, as of the 2016-17 school year, enrollment was exceeding the high range scenario projection. If the District's enrollment continues to increase, it could mean that there would be a need to add classroom space. With Holloman AFB increasing its mission and possible manufacturing plants moving into Alamogordo providing new jobs and possibly drawing young families into the City, enrollment will likely continue to grow.

FIGURE 8.1: ALAMOGORDO PUBLIC SCHOOLS PRE-K TO 12 ENROLLMENT PROJECTION SERIES: 2002-2023

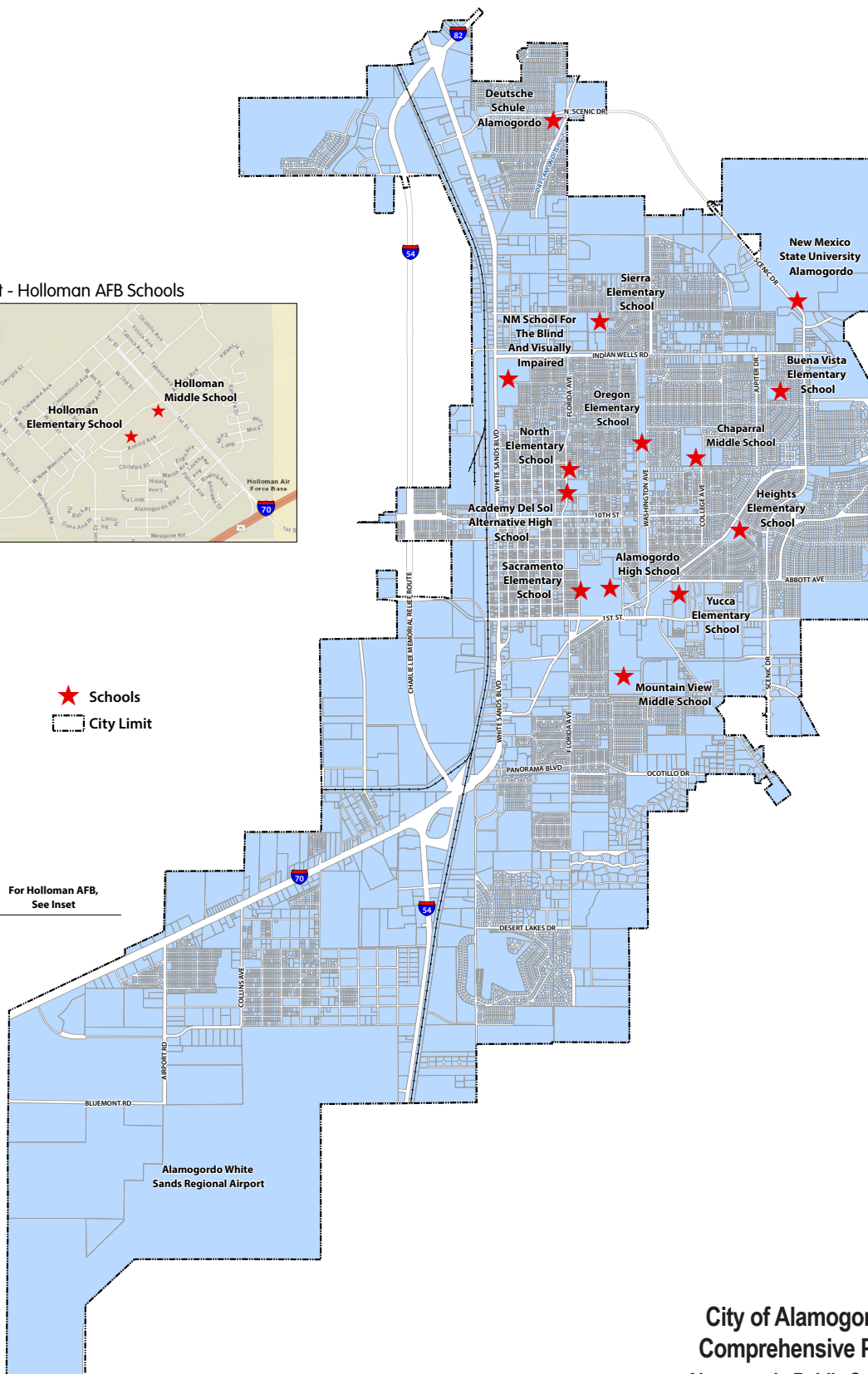


Source: Alamogordo Public Schools 5-Year Facility Master Plan, Architectural Research Consultants.

Inset - Holloman AFB Schools



For Holloman AFB,
See Inset



DRAFT

City of Alamogordo
Comprehensive Plan
Alamogordo Public Schools

The District is already implementing the facility priorities for elementary schools outlined in the APS Facility Master Plan. In 2014, APS demolished Sacramento Elementary School and replaced it with Desert Star Elementary School. APS is now in the design phase for Sunset Hills Elementary School, with construction to begin in 2018, which will consolidate and replace both Heights and Oregon Elementary Schools. Replacement of the aging middle school facility remains a high priority on District capital projects, but the limited availability of state funding for school district capital projects statewide will delay that project indefinitely.

The Alamogordo Community has supported the District by passing several General Obligation Bonds for the last several election cycles. The District has managed this funding well by accomplishing several of the capital projects prioritized by the Alamogordo Community without increasing property taxes.

In 2017, Alamogordo Public Schools was deemed one of the “premiere districts in the state” by the acting New Mexico Secretary of Education. District schools have made great strides in raising school grades and improving overall student performance. Two Alamogordo Public Schools, Holloman Elementary School and Holloman Middle School, are ranked among the top 10 schools in New Mexico.

PRIVATE SCHOOLS

The City of Alamogordo has three private schools operating within the City, including Legacy Christian Academy (enrollment 59); Father James B. Hay Catholic School (enrollment 80); and Teaching Our Children Early Childhood Center (enrollment 98).

INSTITUTIONS OF HIGHER EDUCATION

New Mexico State University - Alamogordo

NMSU-A is a two-year community college which offers residents of the Tularosa Basin opportunities for online, adult and continuing education, dual-credit classes for high school students, as well as degrees and certificates in career and technology the arts and sciences. NMSU-A currently enrolls approximately 1,800 students.

A unique program at NMSU-A is a four semester Applied Science Degree in Renewable Energy

Systems Technology. The University has invested in state-of-the-art facilities and equipment to provide students hands on training in this fast growing industry in southern New Mexico.

Courses focus on wind and solar power development, as well as administrative courses such as energy efficiency evaluations, national renewable energy standards, and licensing exams.



SPECIALIZED EDUCATION

German School Alamogordo

The largest concentration of German expatriates in the U.S. resides in Alamogordo, most of them serving in the German Air Force Flying Training Center at Holloman AFB. The German School, Deutschen Schule Alamogordo, was built by the German government to educate the children of the service members and employees stationed at Holloman AFB. Currently, the German School houses approximately 140 students. In 2016, the German Air Force announced it is terminating its contract with Holloman AFB, which could have a negative effect on the area's economy as nearly 450 military staff and their families are currently stationed there and will be relocated out of the area. The German School will close at the end of the German mission at Holloman AFB.

New Mexico School for the Blind and Visually Impaired (NMSBVI)

NMSBVI opened in Alamogordo in 1903 as a land grant school for blind and visually impaired children from communities across New Mexico. NMSBVI is a residential campus serving students from birth through high school who are blind or visually impaired. At the Alamogordo Campus, blind or visually impaired students and their parents are offered a variety of options for education including full time residential or part time residential. NMSBVI admits students at various education and age levels to provide extra attention to the specific needs of blind/visually impaired students while still providing a comprehensive education. NMSBVI also partners with organizations and schools in many New Mexico communities to develop programs that address the fluctuating needs of

students that are blind/visually impaired and their families.

The NMSBVI campus is approximately 34 acres in size and located on White Sands Boulevard. Since 2012, several aging buildings on campus have undergone extensive renovation (including the Watkins Education Center) and demolition as residential enrollment has waned and the focus on workforce training has expanded.



NMSBVI Watkins Education Center, arcLINE Architectural Design LLC.

8.8 COMMUNITY HEALTH

Population health and well-being are crucial to a city's success longevity. Residents consistently cite medical facilities and health support as important factors for their decisions to remain in a city or not. Medical care and well-being support for the most in need populations are important measures of community health.

MEDICAL CENTERS

Gerald Champion Regional Medical Center

The primary medical center and only full service hospital in Alamogordo is the Gerald Champion Regional Medical Center (GCRMC). The hospital opened in 1949 in Alamogordo and has expanded to include over 1,000 staff. It is a 99-bed acute care facility with a 17-bed Behavioral Medicine Department and a 12-bed inpatient physical rehabilitation unit. In 2010, GCRMC and Holloman AFB health services began sharing facilities allowing Holloman physicians full access to GCRMC facilities to treat Department of Defense and military patients and their dependents. GCRMC offers Otero County residents a full array of medical services including emergency care, advanced wound care, cardiopulmonary and cancer centers.



Gerald Champion Regional Medical Center.

Ben Archer Health Center

The Alamogordo Ben Archer Health Center is located at 2150 Highway 54 South. Hours of operation are Monday, Wednesday, and Friday, 8:00 a.m. to 5:00 p.m., and Tuesday and Thursday, 8:00 a.m. to 7:00 p.m. Services include medical, dental, behavioral health, and education. No patient is denied services at Ben Archer Health Center due to an inability to pay. Coordination and educational services are offered to pregnant women, new patients, and individuals diagnosed with disabilities.

Ben Archer Health Center has eleven locations and is in the communities of Alamogordo, Deming, Hatch, Truth or Consequences, Columbus, Radium Springs, Doña Ana County, and Las Cruces.



Ben Archer Health Center.

Alamogordo Family Health Center

The Alamogordo Family Health Center is a branch of Presbyterian Medical Services. The Center is located at 1501 E. 10th Street. Hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m., and Saturday from 9:00 a.m. to 1:00 p.m. The Center provides Primary Care service through the Presbyterian System. The services include chronic illness care for illnesses like diabetes, high blood pressure and asthma, acute illness care, preventive

DRAFT

medicine, family planning, women's health, wellness physicals, and screenings.

Alamogordo Contract Community Based Outpatient Clinic (CBOC)

The CBOC is located in the White Sands Mall at 3199 N. White Sands Boulevard, Suite D10. It is contracted by Veterans Affairs to provide primary and preventative health care services to military veterans including:

- Blood draws (by appointment only);
- Routine lab tests;
- EKGs (Electrocardiograms);
- Social work services; and
- Evaluations by doctors.

SUN PATH at NMSU-A

SUN PATH (Skill Up Network Pathway Acceleration in Technology and Healthcare) is a U.S. Department of Labor funded grant enhancing health care education at community colleges, such as NMSU-A, to better meet local health care workforce needs. SUN PATH partners community colleges with local health care employers to get their inputs on employee skills and training they need to support their businesses/health care practices. The grant targets veterans, unemployed, underemployed, and underprepared workers.

8.9 GOALS, OBJECTIVES, and STRATEGIES

Community Services and Facilities Goal 1: Maintain and enhance public safety within the City of Alamogordo.

Objective 1.1: To protect and ensure the safety of all residents and visitors to Alamogordo.

Objective 1.2: To ensure the Police and Fire Departments are adequately staffed, equipped, and receive on-going training.

Objective 1.3: To ensure faster response times to emergency calls for service.

Objective 1.4: To improve the Insurance Services Office (ISO) rating for the Alamogordo Fire Department to lower insurance rates.

Community Services and Facilities Strategy

1.1: Support on-going training and certification for all current and future City of Alamogordo police officers, firefighters, and emergency medical technicians. Provide advanced training in mental health assessments and crisis intervention, SWAT, interviews and interrogations, field training, and school resource, and officer training.

Community Services and Facilities Strategy

1.2: Develop a comprehensive public safety needs assessment that identifies program and training needs, technology and equipment needs, and determines adequate staffing levels to ensure the safety of current and future residents.

Community Services and Facilities Strategy

1.3: Based on the comprehensive needs assessment, pursue funding to purchase new equipment for the Police and Fire Departments.

Community Services and Facilities Goal 2: Maintain a comprehensive system of parks, trails, and indoor recreational facilities.

Objective 2.1: To promote public health, wellness, and quality of life through organized and self-led recreational activities and facilities.

Objective 2.2: To meet the recreational and fitness needs of youth, teens, adults, and seniors in Alamogordo.

Objective 2.3: To ensure that existing and new residential development has reasonable proximity and access to neighborhood parks and trails.

Objective 2.4: To provide for and coordinate the shared use of City of Alamogordo and Alamogordo Public Schools recreation facilities.

Community Services and Facilities Strategy

2.1: Complete an update to the City Park and Open Space Comprehensive Plan. The Plan should include, but not be limited to:

- Inventory of existing park and recreation facilities;

DRAFT

- Multi-generational recreation needs assessment determined through a public engagement process;
- Current and future demand for parks and recreation activities and facilities;
- Program for improving and maintaining existing park and recreation facilities;
- Program for the development of new park and recreation facilities to serve current and future residents, including a splash park;
- Identify future land acquisitions for the development of neighborhood parks in areas that are currently unserved or underserved; and
- Determination of adequate staffing levels for maintaining park and recreation facilities, and recreation programs.

Community Services and Facilities Strategy 2.2: Identify and pursue available funding for improvements to parks and recreation facilities as identified in the update to the City's Park and Open Space Comprehensive Plan.

Community Services and Facilities Strategy 2.3: Continue to work with Alamogordo Public Schools on joint use agreements for park and recreation facilities, including the City pool, tennis courts, golf course, gymnasiums, etc.

Community Services and Facilities Goal 3: Expand and maintain a full range of community facilities and programming for Alamogordo residents of all ages and socio-economic backgrounds.

Objective 3.1: To ensure community facilities meet the multi-generational needs of current and future Alamogordo residents.

Objective 3.2: To provide access to support services and programs.

Objective 3.3: To provide adequate funding for capital improvements to community facilities.

Community Services and Facilities Strategy 3.1: Create an on-going preventative maintenance and replacement program for all City-owned facilities.

Community Services and Facilities Strategy 3.2: Complete a Senior Center Needs Assessment that analyzes and determines existing and future programming needs, fitness space and equipment, and the demand for respite care and senior day care programs at the Senior Center.

Community Services and Facilities Strategy 3.3: Pursue funding to meet the facility and programming needs for the Alamogordo Senior Center, as identified in the Senior Center Needs Assessment.

Community Services and Facilities Strategy 3.4: Complete a Library Needs Assessment that evaluates existing and future programming needs, facility space and computer equipment; and a determination whether to rehabilitate the existing library or fund a new library facility.

Community Services and Facilities Strategy 3.5: Pursue funding to meet the facility and programming needs of the Alamogordo Public Library, as identified in the Library Needs Assessment.

Community Services and Facilities Strategy 3.6: Determine the feasibility of constructing a convention center facility. The analysis should include, but not be limited to:

- Market feasibility - ability to attract and support events;
- Financial feasibility - ability to "break even" or generating income to support operations;
- Economic spending - ability to generate new spending activity in Alamogordo (i.e., direct and indirect spending) that is attributable to out-of-town visitors;
- Tax generation - ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect, and induced spending that is attributable to out-of-town visitors)
- Costs/return on investment - ability to generate new revenues in excess of quantifiable facility related costs;
- Intangible benefits/public good - ability for the facility to represent an important resource for the Alamogordo community, regardless of financial or economic concerns (i.e., quality of life benefit).

DRAFT

**Community Services and Facilities Goal 4:
Support equal access to quality education
and learning opportunities for all Alamogordo
residents.**

Objective 4.1: To promote life-long learning and higher educational attainment as a means to improve the quality of life for Alamogordo residents.

Objective 4.2: To increase educational levels in Science, Technology, Engineering, and Mathematics (STEM) fields.

Community Services and Facilities Strategy

4.1: Initiate a town hall program that fosters dialogue between the City of Alamogordo, Alamogordo Public Schools, New Mexico State University-Alamogordo, Otero County, Holloman AFB, White Sands Missile Range, and OteroStem on educational initiatives, expanding opportunities for high school students and graduates, and promoting Alamogordo as a regional hub for STEM education and employment.

Community Services and Facilities Strategy

4.2: Support and pursue funding for adult education programs and classes (e.g., GED preparation, ESL, computer literacy, career training, etc.) in collaboration with New Mexico State University-Alamogordo, Otero County, and New Mexico Workforce Connection.

**Community Services and Facilities Goal 5:
Improve and maintain the delivery of health
care and homeless support services in
Alamogordo.**

Objective 5.1: To foster equal access to health care for Alamogordo residents.

Objective 5.2: To ensure there are adequate number of health care professionals available to provide medical services to the community.

Objective 5.3: To promote and support the operation of local health care facilities including the Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center, and other health care clinics.

Objective 5.4: To support community efforts to reduce the level of hunger and homelessness.

Community Services and Facilities Strategy

5.1: Coordinate with Gerald Champion Regional Medical Center, Ben Archer Health Center, and Alamogordo Family Health Center on developing a public service outreach program to the general public on available community health services and preventative health initiatives.

Community Services and Facilities Strategy

5.2: Collaborate with NMSU-A Allied Health Program and SUN Path, Gerald Champion Regional Medical Center, and other local health care providers on creating a strategic plan that promotes Alamogordo and identifies incentives for attracting and retaining health care professionals and students in health care education programs.

Community Services and Facilities Strategy

5.3: Collaborate with local service providers on applying for community grants to expand food programs to the hungry, including the food pantry and the number of prepared meals per month provided.

DRAFT

9. Greenhouse Gas Emissions

DRAFT

DRAFT

9.1 INTRODUCTION

Cities across the United States are taking the initiative in developing strategies to reduce energy consumption and reduce the emissions from greenhouse gases. Local actions supporting the environment can have immediate impacts on communities. Many cities realize that curbing emissions in greenhouse gases creates a healthier, more stable environment and economy for all its residents.

The Greenhouse Gas Emissions element seeks to determine the sources of greenhouse gases in and around the City of Alamogordo and reduce emissions through modifications to buildings, improvements to multi-modal transportation systems, reduction of solid waste, and alternative power generation.

9.2 GREENHOUSE GAS DEFINITIONS and SOURCES

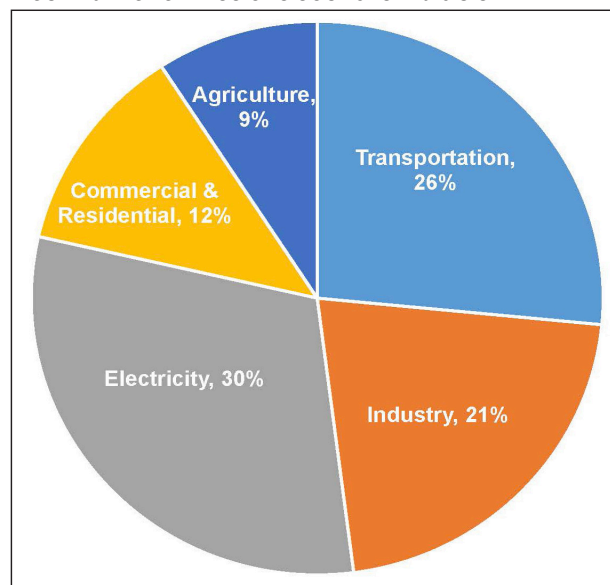
Greenhouse Gases (GHG) absorb and trap heat in the earth's atmosphere. Most GHG are naturally occurring and help keep the atmosphere warm enough for human habitation. When GHG are emitted at normal levels, the earth balances them out by absorbing them through natural functions. When GHG are overly abundant, the result is rising earth temperatures, which can contribute to a multitude of atmospheric and terrestrial issues. The following are the most prevalent greenhouse gas emissions and their sources:

- Carbon dioxide emissions, which can enter the atmosphere from burning fossil fuels such as coal, natural gas, and oil as well as solid waste, trees, and wood products. The most common use of the energy from burning fossil fuels is heat, electricity, and transportation. Coal is responsible for most carbon dioxide emissions followed by fuel and natural gas, respectively. Carbon dioxide is removed from the atmosphere when it is absorbed or sequestered by plants and trees.
- Methane gas emissions occur during the production and transport of coal, natural gas, and oil. Methane is also emitted from livestock and decay of organic natural waste in solid waste landfills.

- Nitrous oxide is emitted naturally through soils under vegetation and the oceans. The overproduction of nitrous oxide comes from human sources such as agriculture, primarily the production of synthetic fertilizers and releases from high volumes of livestock manure. Fossil fuel combustion and industrial processes also emit nitrous oxide. Since the industrial revolution, nitrous oxide levels have increased more rapidly than the earth can remove them.
- Fluorinated gases are synthetic gases considered High Global Warming Potential gases since the earth has no natural process to remove reduce their impact, they can stay in the atmosphere for centuries. They are emitted primarily from chemicals used in refrigeration and air-conditioners. Foams and propellants, such as aerosols, also contribute.

Figure 9.1 shows the sources of GHG emissions in the U.S. The primary source is Electricity, because most power plants in the U.S. burn fossil fuels such as coal to generate power. Transportation is the secondary source due to fossil fuel burning automobiles and trucks which release carbon dioxide into the atmosphere.

FIGURE 9.1: GHG EMISSIONS SOURCES in the U.S.



Source: U.S. EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks, 2016.

DRAFT

9.3 NM GREENHOUSE GAS REPORTS

In 2006, a report prepared for the New Mexico Environment Department by the Center for Climate Strategies provided estimates of historical and projected New Mexico anthropogenic greenhouse gas emissions for the period from 1990 to 2020 and offered greenhouse gas mitigation strategies. The analysis found that in 2000, New Mexico produced about 83 million metric tons of gross carbon dioxide equivalent emissions, an amount equal to 1.2% of total gross United States greenhouse gas emissions. The report found that 82% of the total emissions in New Mexico were from the combustion of fossil fuels in power plants, vehicles, buildings, and industries; 13% of emissions came from methane from oil and gas production, coal mines, agriculture, and waste management; and 5% came from other sources such as industrial processes and nitrous oxide from agricultural soils.

In the 1990's, New Mexico's greenhouse gas emissions increased by about 21%, slower than the nation as a whole. This is attributable to limited growth in power generation facilities and the decline of the mining industry. New Mexico's fastest growing greenhouse gas emissions are generated from transportation-related emissions, which rose by 29%. On a per capita basis in 2000, New Mexicans consumed more gasoline and diesel fuel, and produced more transportation related emissions than the average American.

Another report commissioned in 2008 by the Climate Change Ecology & Adaptation Program of the Nature Conservancy in New Mexico, titled *Implications of Recent Climate Change on Conservation Priorities in New Mexico*, assessed the vulnerabilities of four separate regions of New Mexico from rising temperatures and climate changes. The report found that while 95% of New Mexico had experienced temperature increases of varying magnitude, the southwestern portion of the state surrounded by the Chihuahuan Desert, had experienced more rain and fewer temperature fluctuations, which may make this area less vulnerable to climate change than other areas which are experiencing drier hotter conditions. According to the report, the Chihuahuan Desert area's landscape and wildlife are experiencing the

lowest exposure to climate changes in New Mexico. If the report's findings hold true, the area may not experience the effects of rising temperatures as dramatically as other areas soon, but monitoring the environmental conditions remains of high importance for humans and wildlife.

GHG EMISSIONS FROM LARGE FACILITIES IN OTERO COUNTY

The U.S. Environmental Protection Agency (EPA) monitors greenhouse gas emissions from large facilities, both public and private, across the United States. This information is available on the EPA's website for public viewing and monitoring. According to the EPA, in 2015, the City's Otero-Greentree Landfill estimated it emitted 31,982 metric tons of methane gas and 5 metric tons of nitrous oxide for a total of 31,987 metric tons of greenhouse gases. There were no other greenhouse gas emitting large facilities reporting to the EPA in Otero County. For comparison, nearby Eddy and Lea counties had several power plants, landfills, and oil and gas refineries submitting GHG estimates of over 154,000 metric tons of greenhouse gases per facility.

9.4 GREENHOUSE GAS PRODUCERS and MITIGATION STRATEGIES BUILDINGS

The EPA estimates that buildings account for more than 39% of total energy consumption, 38% of carbon emissions, 30% of raw materials in our landfills, and 12% of potable water consumption. Retrofitting of existing buildings with more energy efficient practices and constructing new buildings with safe, sustainable materials, environmentally friendly design practices, and awareness of sustainable building practices, can make a significant impact on the health and well-being of the environment and residents.

The International Environmental Conversation Code (IECC) is a model that helps state and municipalities establish minimum standards for design and construction for energy efficiency. In 2012, New Mexico adopted the IECC as mandatory compliance for new construction of residential, commercial, and public buildings. All new buildings in New Mexico must meet or exceed

these minimum standards and become a “Green Building.”

The New Mexico Home Builders Association has established the NAHB Model Green Home Building Guidelines and in 2009, adopted the ANSI National Green Building Standard. This standard lays the foundation for builders to meet the criteria for Green Building certification. New Mexico Homebuilders Association’s Green Build NM (GBNM) is the portal to locate certified green companies and products, and green building resources. The only Green Company certified by GBNM in the Alamogordo Area is Schuller Homes based in Las Cruces.

United States Green Building Council also has established standards, certifies green buildings and has established the Leadership in Energy and Environmental Design (LEED) certification. The following buildings listed in Table 9.1 are buildings in Alamogordo that qualify as green buildings.

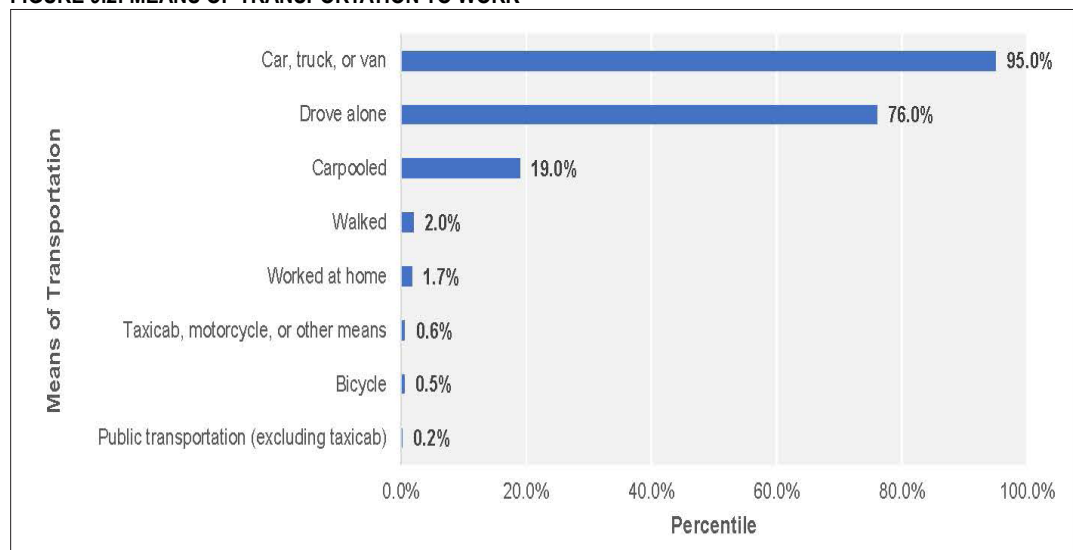
TABLE 9.1: GREEN BUILDINGS IN ALAMOGORDO	
Location	Building / Year Built
NMSU-A	Advanced Tech Center - LEED Gold 2009
NMSU-A	Allied Health Building - LEED Gold 2009
NM School for the Blind and Visually Impaired (NMSBVI)	Jack Hall Renovation - LEED Gold 2010
Cottonwood Commons	Green Communities Initiative Project
Azotea Senior Housing	Green Communities Initiative Project
Holloman AFB-UAS FTU MX Complex Hellfire PGM	Certification in Progress

Residential buildings are significant contributors to GHG emissions. As shown in Chapter 5: Housing and Neighborhoods, the average age of the housing stock in the City of Alamogordo is 30 to 40 years, indicating that many Alamogordo homes would likely benefit from an energy audit to identify areas of the home that could be improved for increased energy efficiency. Energy efficient remodeling often includes insulating walls and attics; upgrading or replacing windows; planting shade trees and shrubs; replacing older furnaces, hot water systems, and appliances; replacing incandescent light bulbs with compact fluorescent lamps (CFLs); and installing on-site renewable energy systems (solar panels, small wind and/or geothermal heat pumps).

The City of Alamogordo has coordinated with the Mortgage Finance Authority (MFA) on several affordable housing projects. MFA launched a Green Housing Initiative to encourage affordable housing builders, designers, and investors to promote housing that is environmentally friendly, non-toxic, and less costly for residents to own or rent, and maintain. As previously mentioned, the MFA partnered with Tierra Realty based in Taos on the construction of the Azotea Senior Community and Cottonwood Commons in Alamogordo, which are featured MFA Green Buildings Project.

DRAFT

FIGURE 9.2: MEANS OF TRANSPORTATION TO WORK



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

TRANSPORTATION

As mentioned earlier, New Mexico's GHG emissions are overwhelmingly linked to transportation. The state's vast landscape, dispersed rural population centers, and export-based industries translate to high vehicle fuel consumption, and GHG emissions. According to the NMDOT, New Mexico has the largest state road system of 27,346 lane miles in the southwest. New Mexico also has a much greater level of vehicle miles traveled by freight vehicles, which generate more emissions than the average car, truck, or van.

The American Community Survey estimates that 95% of Alamogordo residents drive a car, truck, or van to work daily with 76% of those driving alone and only 19% carpooling to work. Approximately 65% of Alamogordo residents worked in their place of residence. Over 81% had less than 30 minutes of travel time to work. With a high percentage of Alamogordo's population living and working in their place of residence, the City has opportunities to reduce driving time to work by offering and encouraging the use of alternatives. As mentioned in Chapter 7: Transportation, the City of Alamogordo has one public transportation system servicing the City operated by Z-Trans, which has three routes and runs several times per day in 60 minute intervals. Transit is not used often as a means of transportation to work by the City's workforce. Public transportation can help reduce GHG by transporting more people on one trip and public transport vehicles are often fueled by cleaner natural gas, thereby reducing the number of vehicles burning fossil fuels. An opportunity is available for bicycling and walking to work as well. As noted in Chapter 7: Transportation and in the community survey, bike and pedestrian trails are lacking connectivity, which results in fewer residents using bicycles or walking as a means of transportation to work.



Z-Trans Bus. Courtesy of Alamogordo Daily News.

According to commuter data from the American Community Survey, many smaller communities, such as the Village of Tularosa and Mescalero, as well as unincorporated areas such as Chaparral, High Rolls and La Luz, commute to Alamogordo for jobs, recreation, and retail. The effects are difficult to quantify, but all vehicles entering Alamogordo will contribute to GHG emissions from fossil fuels.

SOLID WASTE

As stated earlier, emissions from solid waste decomposition contributes to GHG emissions. Recycling and waste reduction are two primary options to reduce emissions from solid waste. Otero County and the City of Alamogordo own the Otero-Greentree landfill located approximately 24 miles outside Alamogordo. A private landfill is operated by Mesa Verde Enterprises and mostly accepts waste from other private contractors. The City operates seven drop-off convenience facilities that incorporate recycling for #1 and #2 plastics, corrugated cardboard, paper bags, mixed paper, white goods / scrap steel, used motor oil, and vehicle batteries. The City of Alamogordo does not have a curbside recycling program at this time.

Greenhouse gas emissions from livestock around the Alamogordo area is less of an issue with few substantial livestock yards. The area does have several large orchards of pistachios, other nuts, and vineyards.

POWER GENERATION

The power plants that provide service to the City of Alamogordo are documented in Chapter 6: Infrastructure. This element will focus on the output of renewable energy and cleaner energy sources that provide service to the area and those on the horizon.

Electrical power is supplied to the City of Alamogordo by the Public Service Company of New Mexico (PNM). PNM owns and operates several coal, geothermal, wind, and solar plants in southern New Mexico. Most of PNM's power plants are coal burning plants. PNM has in recent years implemented steps to reduce emissions by using cleaner burning natural gas and integrating more renewable energy sources into the power grids. PNM has several wind, geothermal and solar projects in their southern grid located in adjacent counties. In 2011, PNM began servicing Alamogordo with a 5 MW solar facility which is energy production equivalent for 1,700 average homes. In 2013, a solar field was developed south of Tularosa that provides Otero County with 7.5 MW which is energy production equivalent for 2,500 homes.

Alamogordo has benefited from the USDA Rural Development's Rural Energy for America Program which provides grants to farmers, ranchers, and small rural businesses to install renewable energy systems and to make energy-efficiency improvements. In 2016, Sunfair Corporation received \$30,399 in grant funding to offset the cost of installing a solar panel system on a building that houses a Children, Youth, and Family office.

The State of New Mexico has a Solar Rights Act, which encourages solar research and installation of solar panels on residential, commercial, and public buildings. In 2016, solar energy usage reached a record 1 million homes in the U.S. and New Mexico ranked 8th in the nation for solar energy usage. The industry expects this trend to continue based on lower costs to install solar panels and federal tax and rebate incentives available to residential and commercial property owners.

Holloman AFB is a leader in solar energy use in the Alamogordo area. In 2013, Holloman AFB contracted with Solar City to install solar panels on 600 homes at Soaring Heights, adding 3.4 MW of energy capacity to the community. In 2016, Holloman AFB partnered with El Paso Electric to install a new 5 megawatt photovoltaic solar field that will be dedicated to Holloman AFB. The electricity generated from Holloman AFB's solar projects are enough to power approximately 1,800

homes. Holloman AFB's goal is to amass 25% of all energy from renewable sources surpassing the Department of Defense goal of military installations amassing 20%.

In 2016, the U.S. Department of Labor Statistics estimated that the fastest growing job industries in the country included those in the alternative energy fields, which require a highly skilled and qualified workforce. Wind turbine installers were the fastest growing jobs in the U.S. labor market and solar installer jobs grew by 25% between 2015 and 2016. In response to the growth of renewable energy jobs across New Mexico and the U.S., NMSU-A has developed a Renewal Energy Systems Technology Certificate and Degree Program. Students can earn an Associate Degree in Renewable Energy Systems Technology and certificates in Photo Voltaic Entry Level Grid-Tile and Advanced Photo Voltaic Installation. Both degrees and certificates are designed for students who intend to enter the alternative energy career field and prepare them for advanced practitioner certification licensing.

Wind energy is less prevalent in southern New Mexico than solar. The largest wind farm development is the Macho Springs wind farm located about 20 miles from Deming in Luna County.

DRAFT

9.5 GOALS, OBJECTIVES, and STRATEGIES

Greenhouse Gas Emissions Goal 1: Reduce the level of greenhouse gas emissions in Alamogordo.

Objective 1.1: To slow the impact of climate change on the environment.

Objective 1.2: To promote green building techniques and approaches for public and private construction projects.

Objective 1.3: To decrease the reliance on single occupancy vehicles.

Greenhouse Gas Emissions Strategy 1.1:

Use alternative energy technologies and energy efficient systems (e.g., lighting, heating, plumbing, building automation, etc) for all new City buildings and retrofitting of existing City buildings, where feasible.

Greenhouse Gas Emissions Strategy 1.2:

Determine the feasibility of converting the City fleet to using alternative fuels and technologies, including natural gas and electric vehicles.

Greenhouse Gas Emissions Strategy 1.3:

Provide special designated spaces for fuel efficient vehicles and carpools in all City parking lots.

Greenhouse Gas Emissions Strategy 1.4:

Provide incentives for new private building construction that utilize solar systems, geothermal heat pumps, tankless water heaters, etc.

Greenhouse Gas Emissions Strategy 1.5: Work

with PNM, El Paso Electric, and Otero County on planning for future solar and wind projects within the Alamogordo/Otero County region.

DRAFT

10. Hazard Mitigation

DRAFT

DRAFT

10.1 INTRODUCTION

Hazard Mitigation is a key plan element that discusses the probability and impacts of natural and man-made hazards. The City of Alamogordo is primarily concerned with natural hazards. The City of Alamogordo developed the 2015 Natural Hazard Mitigation Plan to guide hazard mitigation specific to Alamogordo. The Otero County All Hazard Mitigation Plan, adopted in March 2011, was developed by Otero County to guide hazard mitigation for the entire County.

The 2015 Natural Hazard Mitigation Plan identifies hazards specific to Alamogordo and includes a list of key buildings and critical facilities that may be at risk during a hazard event. The final iteration of the 2015 Natural Hazard Mitigation Plan is available online as a valuable resource. However, it is unclear at this time if the plan has been adopted by the City of Alamogordo. The Otero County All Hazard Mitigation Plan identifies hazard mitigation measures to eliminate or reduce the effects of future hazards.

10.2 BEST PRACTICES

In 2012, the American Planning Association (APA) and the Federal Emergency Management Agency (FEMA) developed *Hazard Mitigation: Integrating Best Practices into Planning*, a Planning Advisory Service Report (PAS 560). The PAS 560 identifies effective hazard mitigation strategies based on guiding principles defined at a two-day symposium in 2007. The symposium brought nine experts in the field of hazard mitigation to Chicago along with FEMA's project team and mitigation staff. The symposium identified potential case studies which resulted in six major case studies described in the PAS 560. The case studies included large, intermediate and small towns, as well as rural jurisdictions. The studies were chosen based on communities that have gone above and beyond the federal requirements for hazard mitigation. Based on these discussions and case studies, the APA and FEMA produced the following list of best practices for hazard mitigation.

- *Act before a disaster.* Prevent damage through good planning and don't wait for Hazard Mitigation Grant Program funds.



Little Bear Fire, 2012.

- *Mitigation requires patience, monitoring, and continuing evaluation.* Develop tools to address implementation of strategies and evaluate the mitigation measures over time. The PAS 560 provides a new tool, Safe Growth Strategies, to address implementation.
- *Be strategic and opportunistic.* Planners who are ready when events or partnerships come along can accomplish more in their communities.
- *Champions are vital.* Seize opportunity for community or political advocates to move the community towards embracing hazard mitigation as a strategic objective.
- *Implementation depends on political will.* Planners can act as facilitators when decision makers encounter opposition.
- *Planners must account for stakeholder values in light of hazard mitigation.* Planners should work with local stakeholders in order to identify any opportunities or obstacles and compare priorities and conflicts.
- *Emphasize multiple-objective planning.* Determine and utilize opportunities where the same program or objective can serve multiple purposes, such as open space and bike paths in a flood plain.
- *Evaluate opportunities in the comprehensive plan for density reallocation.* Reallocate density away from high risk areas to mitigate losses in the event of a disaster.

DRAFT

- *Emulate the green building trend.* Develop and incorporate new programs embracing both safety and greenness. Integrate mitigation strategies into Leadership in Energy and Environmental Design (LEED) and LEED - Neighborhood Development (LEED-ND) standards.
- *Communicate risks for hazards.* Communication with planning commissions and the general public to insure everyone takes responsibility and understand the impacts of decisions.
- *Mitigation pays.* Emphasize the long term economic benefits of hazard mitigation.
- *Aim for resilience.* The long-term goal is a community with the will, the resources, and the capacity to bounce back successfully from disaster.

10.3 CITY OF ALAMOGORDO HAZARD MITIGATION PLAN

The City of Alamogordo Hazard Mitigation Plan was created by the City of Alamogordo Hazard Mitigation Team. The Hazard Mitigation Team, formed in April 2014, began the initial stages of planning with meetings that included representatives from the City of Alamogordo Fire, Police, Code Enforcement, and Planning departments and the general public. The planning process included advertisements requesting participation, public meetings, and public feedback.

RISK ASSESSMENT

The Hazard Mitigation Plan included a Risk Assessment of the natural disasters that may occur based on historical hazard events and climate. Areas that may be at risk for future loss of life, property damage, and other risk factors were identified based on previous natural disasters and critical facilities that may be at risk.

Through this risk assessment, the Hazard Mitigation Team researched and identified two high risk hazards (flood and drought) and three low risk hazards (wildfire, frost, and windstorm). These five risk hazards were identified from a list of 20 natural hazards listed in the FEMA State and Local

Mitigation Planning guidelines. The remainder of the 20 hazards were deemed not to be potential hazards. The Hazard Mitigation Team ranked the hazards from one (low risk) to ten (high risk) based on past hazard events. Table 10.1 summarizes the type of hazard and the ranking as determined by the Hazard Mitigation Team.

TABLE 10.1: RISK LEVELS	
Hazard	Rank
Flooding	8
Drought	8
Wildfire	4
Frost	4
Windstorm	2

Source: 2015 Natural Hazard Mitigation Plan.

Flooding

Alamogordo is situated on four alluvial fans formed by drainage from several arroyos. The arroyos are fed by four major and several smaller watersheds. The major watersheds are Dry, Beeman, Marble, and Alamo Canyons. All the canyons and arroyos originate in the Sacramento Mountains and flow into the alluvial fans where they feather out and spread over a wide area. Flood problems for Alamogordo are a result from the flash floods in these canyons. Flows are obstructed and diverted by the City's buildings, roads, walls, and the railroad.

Flooding is very likely in Alamogordo during heavy rainfall or rapid snow melt from the Sacramento Mountains. Minor to moderate flooding ranges from once a year to every five years with major flooding every 15 to 25 years. The flood paths of Alamogordo have been well-defined and are therefore easily maintained during regular shallow flood events. In cases of higher than normal flow, the debris in the area is easily cleared by heavy equipment. Issues of capacity arise when longer heavy flows occur and take unpredictable flow paths. These situations affect multiple facilities including infrastructure, populated areas, and recreational areas.

Drought

Several water systems are used in Alamogordo. This includes reservoirs that are fed from the Sacramento Mountains, eight wells, three additional reservoirs,

and seven water tanks. The annual demand for water in Alamogordo is approximately 2.4 billion gallons. The population and demand has increased since 1898. The population increase by the year 2040 is expected to increase the water demand to approximately 3.3 billion gallons, according to the 2015 Natural Hazard Mitigation Plan.

The City of Alamogordo has water rights that exceed 20,500 acre feet per year, but will likely never reach that amount of actual water. The City of Alamogordo 40-Year Water Development Plan suggests alternatives to meeting current and future demand, including desalination, conservation measures, water reuse, and water purchases. The 40-Year Water Development Plan includes strategies to meet the goals of providing water now and in the future. The 2015 Natural Hazard Mitigation Plan defers to the Water Development Plan for goals and strategies regarding water.

Wildfire

Due to Alamogordo's proximity to the Sacramento Mountains, the area is subject to the effects of numerous historical wildfires. Alamogordo is not in imminent threat of wildfire; however, it is subject to long term impacts of wildfires (*see Section 10.5 for more information about wildfire mitigation*).

Frost

Frost is an infrequent, but severe event in Alamogordo. Frost primarily effects crops and infrastructure. The farmers in the region spend a great deal of resources to prevent it from occurring.

CRITICAL FACILITIES

The Hazard Mitigation Team inventoried and mapped critical areas affected by the various hazards. These areas were identified based on where hazards historically occurred. The inventory includes critical facilities, such as buildings and larger geographical areas. The analysis led to construction of mitigation projects to accommodate floodwater and an asset inventory that included critical facilities and their value if damaged or destroyed. These projects and facilities included drainage channels, municipal buildings, community centers (used as shelters), communication towers, medical facilities, and education facilities. Table 10.2 provides a list of the critical facilities, location, and function.

TABLE 10.2: ALAMOGORDO CRITICAL FACILITIES AT RISK, LISTED BY PRIORITY

Facility	Location	Function
Alamogordo Police Department	700 Virginia Ave.	Essential Services
Fire Station #5	1492 S. Florida	Emergency Services
Gerald Champion Regional Medical Facility	2669 N. Scenic Dr.	Emergency Services
Sheriff's Office	3208 N. White Sands Blvd.	Emergency Services
Fire Station #1	1492 S. Florida	Emergency Services
City Hall	1376 9th Street	Essential Services
County Courthouse	1000 New York St.	Essential Services
Alamogordo High School	103 Cuba	Shelter
Mt. View Middle School	500 S. Canyon	Shelter
Alamogordo Senior Center	2201 Puerto Rico Ave.	Shelter
Civic Center	800 E. 1st St.	Shelter
Oregon School	15th & Oregon	Shelter
Fire Station #2	2100 S. Walker	Emergency Services
Fire Station #6	3100 N. Florida	Emergency Services
Fire Station #4	3310 E. 10th St.	Emergency Services
Fire Station #3	Regional Airport	Emergency Services
Family Recreation Center	1376 9th St.	Shelter
Radio Towers	City Limits	Emergency Services
Wastewater Treatment Plant	City Limits	Essential Services
Alamogordo-White Sands Regional Airport	3500 Airport Rd.	Emergency Services
Public Works Yard	City Limits	Emergency Services
Water Wells	City Limits	Essential Services
Bridge	26th St. & Lawrence Blvd.	Essential Services
Open Space Storage Reservoirs	La Luz/Alamogordo	Emergency/Essential Services

Source: City of Alamogordo Natural Hazard Mitigation Plan.

DRAFT

10.4 OTERO COUNTY ALL HAZARD MITIGATION PLAN

The Otero County Hazard Mitigation Plan (March 2011) was primarily developed to mitigate natural disasters, hazardous materials, and transportation accidents. The County received a grant from the Hazard Mitigation Grant Program in June 2008. These funds were dispersed to help mitigate future property damage. The document was developed as a collaborative effort of local agencies who comprise the Mitigation Planning Group and followed the FEMA Local Multi-Hazard Mitigation Planning Guidance (July 1, 2008). The Mitigation Planning Group addressed specific topics related to the development of the Hazard Mitigation Plan, including a review of County-owned infrastructure, analysis of previous hazardous incidents, and evaluation of risk and vulnerabilities.

10.5 WILDFIRE MITIGATION RESOURCES

OTERO WORKING GROUP

The Otero Working Group is a collaborative organization in Otero County that brings 22 stakeholders with an interest in restoring watersheds and treating forests in the southern Sacramento Mountains. Participants in the Otero Working Group include U.S. Forest Service, New Mexico State Forestry, Bureau of Land Management, Bureau of Indian Affairs, Otero County Board of Commissioners, and the City of Alamogordo. The intent of the Otero Working Group is to develop strategies to reduce the risks associated with catastrophic wildfires.

In 2014, the Otero Working Group met on a monthly basis and coordinated state and federal agencies to identify and implement forestry and fuels reduction projects. The Otero Working Group developed a list of activities that would help identify and develop a multi-year strategic plan for prioritizing vegetation treatments across multiple land ownerships. These included:

- Create a mission statement for the Otero Working Group;
- Identify potential collaborators and create a comprehensive list;
- Prioritize future implementation areas;

- Education and outreach; and
- Economic development

The Otero Working Group developed a mission statement to address fire and fuel reduction, and to expand and include watershed health and restoration:

Collaborate with communities, partners, and stakeholders to strategically plan, develop, and leverage resources in order to enhance the resiliency and restoration of Otero County watersheds through sharing of responsibilities, improvement of forest health and sustainability, and promotion of economic development opportunities.

The Otero Working Group utilizes a focus area approach in order to identify and prioritize future implementation areas. The group compiled data from various locations and participants in order to identify areas where work had been completed, was on-going, and where future work was already in the planning process. Focusing their efforts allowed the Otero Working Group to accomplish a variety of tasks regarding emergency preparedness and response, outreach education, on-the-ground practices, and economic development. The Otero Working Group identified activities through the year 2025, including landscape scale planning, collaboration, coordination, and communication.

Source: Strategic Planning: A Collaborative Process to Achieve Watershed Restoration in the Southern Sacramento Mountains, March 2017.

COMMUNITY PLANNING ASSISTANCE FOR WILDFIRES (CPAW)

The Community Planning Assistance for Wildfire program (CPAW) is a joint partnership between Headwaters Economics and Wildfire Planning International. Established in 2015, the CPAW program is funded by grants from the U.S. Forest Service, LOR Foundation, and other private foundations. The program supports communities' efforts to reduce wildfire risk through improved land use planning. Implementation of the recommendations is voluntary and under the authority of the local jurisdiction. Since 2015, CPAW has worked in 18 communities in the midwest and western United States.

The CPAW program works directly with planners, fire personnel, foresters, and other stakeholders in a community to integrate wildfire mitigation into the development process. The CPAW team provides recommendations, risk assessments, and research to communities, as well as facilitate peer-to-peer learning exchanges and capacity building, at no cost to the community. Examples of community tools recommended by CPAW include:

- Landscaping Regulations require property owners to manage hazardous vegetation and maintain their properties;
- Forest Management Projects reduce fuels within the wildland-urban interface;
- Watershed Management Plans reduce wildfire through fuel treatments, protecting vital water resources;
- Building Codes require ignition-resistant materials for new development and retrofits;
- Land Preservation Tools encourage agricultural lands to buffer development wildfires;
- Steep Slope Ordinances restrict development within high wildfire-risk areas;
- Land Use and Development Codes incentivize developers to plan open space and recreational trails, creating fuel breaks;
- Subdivision Design Standards require risk reduction features, such as minimum road widths, secondary access, and adequate water supply; and
- Local Governments support fire adapted communities through good land use planning.

(Sources: *Is Your Community at Risk from Wildfire?* westernplanner.org, August 2017, and CPAW. <https://planningforwildfire.org/>).

10.6 GOALS, OBJECTIVES, & STRATEGIES

Hazard Mitigation Goal 1: Reduce the City of Alamogordo's vulnerability to and the impact of flooding in the community.

Objective 1.1: To protect the City of Alamogordo from future flooding caused by major storm events.

Objective 1.2: To develop a greater capability to mitigate flood hazards and experience a shorter recovery time after flooding has occurred.

Objective 1.3: To provide residents with adequate warning for major storm and flood events.

Hazard Mitigation Strategy 1.1: Develop a flood insurance awareness program through public service announcements distributed in utility bills and in the media.

Hazard Mitigation Strategy 1.2: Develop an early warning system (reverse 911) for hazards, including flooding.

Hazard Mitigation Strategy 1.3: Continue the City's participation in and remain compliant with the National Flood Insurance Program.

Hazard Mitigation Strategy 1.4: Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Otero County, and the New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.

Hazard Mitigation Goal 2: Reduce the impact of drought conditions in Alamogordo.

Objective 2.1: To support the development of alternative water supply sources that will help meet current and future water demand.

Objective 2.2: To educate residents on the importance of water conservation.

Hazard Mitigation Strategy 2.1: Continue the development of the desalination plant as the City's primary alternative water source.

DRAFT

Hazard Mitigation Strategy 2.2: Extend the water reuse system to provide irrigation at the City's public parks and recreation facilities.

Hazard Mitigation Strategy 2.3: Continue to implement the recommendations and projects identified in the City's Water Conservation Program and evaluate its effectiveness on an annual basis.

Hazard Mitigation Goal 3: Reduce the impact of wildfires to Alamogordo and regional watershed.

Objective 3.1: To support fuel reduction activities and the restoration of the regional watershed.

Objective 3.2: To foster emergency preparedness and response during wildfire events.

Objective 3.3: To continue the City's participation in the Otero Working Group.

Hazard Mitigation Strategy 3.1: Create defensible space around public structures and areas at risk for wildfires.

Hazard Mitigation Strategy 3.2: Coordinate with Otero County on developing a public education program on wildfire mitigation.

Hazard Mitigation Strategy 3.3: Continue to participate in the Otero Working Group and explore the potential to apply for grants from the Community Planning Assistance for Wildfires program.

Hazard Mitigation Goal 4: Improve the capacity of critical facilities to better respond to hazards.

Objective 4.1: To ensure essential and emergency services stay operational during hazard events.

Objective 4.2: To provide adequate shelter facilities to the community during hazard events.

Hazard Mitigation Strategy 4.1: Continue to make improvements to critical facilities (as identified by the Hazard Mitigation Team) so that they become less susceptible to hazard events.

Hazard Mitigation Strategy 4.2: Provide adequate accommodations, including food and water, health care, and heating and cooling generators, at shelter facilities during hazard events. Accommodations should also be made available for pets.

DRAFT

11. Implementation

DRAFT

11.1 OVERVIEW

The City of Alamogordo Comprehensive Plan is intended to guide decision-making by the City Commission on land use planning and growth, community investment, and capital expenditures. The Comprehensive Plan should be reviewed on an annual basis by the Planning and Zoning Commission, who should in turn, provide a status report to the City Commission. The City of Alamogordo intends to update the Comprehensive Plan on a five-year cycle in order to keep the information current and relevant. Public engagement should be part of each update to the Comprehensive Plan.

11.2 IMPLEMENTATION PROCESS

Each Comprehensive Plan element contains a series of goals, objectives, and strategies. The strategies provide the road map for realizing the community's vision as expressed in the goals and objectives, and as determined through the planning and public engagement process. The strategies from each of the Plan elements are repeated in this section and supplemented with projected time frames for completion and responsible party. The time frames for implementing the strategies include 2018-2020 (short), 2021-2023 (medium), 2024-2030 (long), and on-going (no end date). However, the time frames presented in the implementation tables are dependent on available funding, staff resources, and the ability of the City of Alamogordo to engage in meaningful partnerships, and may need to be adjusted accordingly over time. The relationship between the Comprehensive Plan and the City's ICIP is one of the critical components for ensuring that the Comprehensive Plan strategies are implemented.

11.4 IMPLEMENTATION TABLES

The implementation tables starting on page 160 provide the complete list of strategies organized by Plan element and are supplemented by projected time frames for completion. For more detail on each of the strategies, refer back to the specific Plan element.

DRAFT

LAND USE STRATEGIES

Land Use Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.	2018-2020		Community Development Dept.
<u>Strategy 1.2:</u> Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.	2018-2020		Community Development Dept.
<u>Strategy 1.3:</u> Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.	2018-2020		Community Development Dept.
<u>Strategy 1.4:</u> Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.	2018-2020		Community Development Dept.
<u>Strategy 2.1:</u> Develop a process for evaluating proposed annexations that are based on a cost benefit analysis. The criteria should address existing infrastructure capacity, feasibility and cost of extending infrastructure, support for economic development purposes, and an assessment of the property owners' support for the annexation.	2018-2020		Community Development Dept. & Public Works
<u>Strategy 2.2:</u> Prioritize annexation areas that eliminate County islands, support new commercial and industrial growth, can be served by municipal infrastructure, or are currently served but not within the City limits.	2021-2023		Community Development Dept. & Public Works
<u>Strategy 3.1:</u> Designate a portion of the Alamogordo-White Sands Regional Airport property for the development and master planning of a business park, as illustrated on the Preferred Land Use Scenario.	2021-2023		Community Development Dept.
<u>Strategy 3.2:</u> Rezone and designate vacant properties along the UP railroad tracks for industrial and commercial development, as shown on the Preferred Land Use Scenario.	Current-2023		Community Development Dept.
<u>Strategy 3.3:</u> Create incentives for redevelopment of commercial properties located along White Sands Boulevard, including but not limited to, fee waivers, flexibility in development standards, and expedited permit process.	Current-2023		Community Development Dept.
<u>Strategy 4.1:</u> In conjunction with the White Sands Beautification Committee, create a corridor master plan for White Sands Boulevard. The master plan should include, but not be limited to, architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.	Current-2023		Community Development Dept.
<u>Strategy 4.2:</u> Create a streetscape improvement master plan(s) for the following corridors, as shown on the Preferred Land Use Scenario: 1st Street to Scenic Drive; Indian Wells to Scenic Drive; and Scenic Drive between the Dry Canyon Ditch and NMSU-A campus. The master plan(s) should include, but not be limited to, sidewalks and pedestrian crossings, landscaping, lighting, street furniture, signage, and parking.	2021-2023		Community Development Dept.
<u>Strategy 4.3:</u> Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.	2018-2020		Community Development Dept. & Alamogordo MainStreet
<u>Strategy 4.4:</u> Design and develop gateways at the major entries to Alamogordo, as indicated on the Preferred Land Use Scenario. The gateways are an opportunity for branding and should include signage, landscaping, and lighting.	2021-2023		Community Development Dept.
<u>Strategy 4.5:</u> Develop sign regulations for on-premise and off-premise signs and billboards. The new regulations should address, but not be limited to, the location, number, size, height, and lighting of signs. The sign regulations should be content neutral (i.e., in compliance with case law determined in Reed v. Town of Gilbert).	2018-2020		Community Development Dept.
<u>Strategy 4.6:</u> Provide adequate staffing levels to enforce the City's existing regulations that address dumping, litter, weeds, and dilapidated and/or abandoned structures.		✓	Code Enforcement
<u>Strategy 4.7:</u> Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.	2018-2020		Code Enforcement, Community Development Dept.

DRAFT

LAND USE STRATEGIES (continued)			
Land Use Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 4.8</u> : Sponsor community organizations and volunteers to participate in clean-up activities.		✓	Community Development Dept. & Keep Alamogordo Beautiful
<u>Strategy 5.1</u> : Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.	2021-2023		Community Development Dept.
<u>Strategy 5.2</u> : Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program designed to promote the benefits of being a registered historic property.	2018-2020		Community Development Dept. & Alamogordo MainStreet
<u>Strategy 5.3</u> : Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.		✓	Community Development Dept. & Alamogordo MainStreet
<u>Strategy 5.4</u> : Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.	2018-2020		Community Development Dept. & Alamogordo MainStreet

DRAFT

ECONOMIC DEVELOPMENT STRATEGIES

Economic Development Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Develop a marketing program that provides information on available tax and job training incentives, available commercial and industrial sites (including the future business park adjacent to the Alamogordo-White Sands Regional Airport and the annexation areas along the Relief Route) to companies interested in relocating to or expanding in Alamogordo.	Current-2023		City Commission & Otero County EDC
<u>Strategy 1.2:</u> Promote Alamogordo, Holloman AFB, and White Sands Missile Range nationally as a center for civilian aircraft and aerospace industries and scientific research.		✓	Otero County EDC
<u>Strategy 1.3:</u> Recruit industries that are complementary to existing business clusters in Alamogordo and Otero County, including aerospace, aviation, STEM technologies, film production, and hospitality related businesses.		✓	Otero County EDC
<u>Strategy 1.4:</u> Promote Alamogordo as a safe, business friendly community with a temperate climate, a good public school system, access to the interstate highway system, rail, and air travel, regional tourist attractions, and a moderate cost of living.		✓	Chamber of Commerce & Otero County EDC
<u>Strategy 1.5:</u> Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico Economic Development Department, on local and regional economic development initiatives.		✓	Otero County EDC, Chamber of Commerce, Alamogordo MainStreet, NM Economic Development Dept.
<u>Strategy 1.6:</u> Create a Alamogordo/Otero County Economic Development Master Plan. The Master Plan should include, but not be limited to: Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs; Economic development profile; Retail market analysis; Industrial and manufacturing market analysis; Consideration of future annexations (as identified in the Priority Annexation map); Economic base job goal and target industries; Identification of development opportunity sites; and Implementation actions and key benchmarks.	2021-2023		Otero County EDC
<u>Strategy 1.7:</u> Provide regular updates on the City of Alamogordo's economic development efforts and accomplishments on the City's web site and through social media.		✓	Public Information Dept.
<u>Strategy 2.1:</u> Support and partner with Alamogordo Public Schools and New Mexico State University-Alamogordo (NMSU-A) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., solar energy, aerospace, aviation, film production, hospitality, etc.).		✓	Otero County EDC, Alamogordo Public Schools, NMSU-A
<u>Strategy 2.2:</u> Sponsor and participate in career expos that focus on STEM technologies, including aviation and aerospace, to encourage young adults to enter these fields.		✓	City Commission, Otero County EDC, NM Aviation Aerospace Assoc.
<u>Strategy 2.3:</u> Work with Otero County Economic Development Council and local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department and other entities.	Current-2023		City Commission, Otero County EDC
<u>Strategy 3.1:</u> Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.	Current-2023		Chamber of Commerce, Otero County EDC
<u>Strategy 3.2:</u> Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and follow the New Mexico MainStreet required format.	2018-2020		Community Development Dept.
<u>Strategy 3.3:</u> Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.	2018-2020		Community Development Dept.
<u>Strategy 3.4:</u> Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.		✓	Community Development Dept.

DRAFT

ECONOMIC DEVELOPMENT STRATEGIES (continued)			
Economic Development Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 3.5:</u> Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.		✓	Chamber of Commerce & Otero County EDC
<u>Strategy 4.1:</u> Identify and prioritize infrastructure improvements needed by target industries to encourage relocation or expansion in Alamogordo. Incorporate these capital improvements into the City's ICIP.	2021-2023		Community Development Dept, Public Works
<u>Strategy 4.2:</u> Create a Master Plan for the new business park at the Alamogordo-White Sands Regional Airport property, as designated on the Preferred Land Use Scenario. The Master Plan should include, but not be limited to: A lot layout plan; Backbone infrastructure plan; Desired business types; Development standards that address building heights and massing, circulation and access, setbacks, signs, landscaping, etc.; and Phasing plan.	2021-2023		Community Development Dept
<u>Strategy 4.3:</u> Target and recruit food manufacturing companies that utilize locally grown agricultural products (i.e., pistachios, pecans, cherries, apples) to expand the market share of value-added agriculture.	2021-2023		Otero County EDC
<u>Strategy 5.1:</u> Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council on promoting Alamogordo's local and regional tourism destinations.		✓	Otero County EDC, NM Economic Development Dept, NM True
<u>Strategy 5.2:</u> Pursue a public/private partnership for the development of a conference center/hotel in Alamogordo.	2024-2030		City Commission, Community Development Dept, Otero County EDC
<u>Strategy 5.3:</u> Work with the Otero County Economic Development Council on promoting Alamogordo as a conference destination for conferences, expos, and workshops focused on aerospace, aviation, and STEM industries.		✓	City Commission, Otero County EDC
<u>Strategy 5.4:</u> Allocate a larger portion of the lodgers' tax revenues towards marketing for Alamogordo as a tourist destination.	2018-2020		City Commission

DRAFT

HOUSING STRATEGIES

Housing Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Apply for a grant from the New Mexico Mortgage Finance Authority to create an Affordable Housing Plan and associated Affordable Housing Ordinance that complies with the New Mexico Affordable Housing Act and contains: A comprehensive community and housing profile that includes demographic characteristics, household characteristics, and housing market description; Assessment of existing and future housing needs; Determination of the regulatory and non-regulatory constraints to affordable housing in Alamogordo; and Identification of goals, policies, and quantifiable objectives to meet affordable housing needs within a planning horizon of five years.	2021-2023		Community Development Dept, City Commission
<u>Strategy 1.2:</u> Identify available City-owned resources (e.g., land, buildings) that could be donated towards the development of multi-family rental housing that is financed through programs including, but not limited to, Low Income Housing Tax Credits (LIHTC), and designed to meet the New Mexico Mortgage Finance Authority's 2016 Mandatory Design Standards for Multi-family Housing.	2018-2023		Community Development Dept, City Commission
<u>Strategy 1.3:</u> Work with regional housing providers (e.g. Tierra del Sol Housing Corporation) to apply for rehabilitation funds for single family homes from the HOME Investment Partnership Program, USDA Rural Development rural repair and rehabilitation loans, and Section 504 grants for income qualified homeowners and elderly persons (62 and older).	2018-2020		Community Development Dept, NM Mortgage Finance Authority
<u>Strategy 1.4:</u> Work with the New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.	2018-2020		Community Development Dept, Public Information Office, NM Mortgage Finance Authority
<u>Strategy 1.5:</u> Develop incentives, such as density bonuses, fee waivers, and land donations, for developers to build affordable housing for income qualified households and special populations, including single parent households, elderly, veterans, disabled, etc.	2021-2023		Community Development Dept.
<u>Strategy 1.6:</u> Pursue the development of a full range of senior housing facilities, including independent living, assisted living, memory care, and skilled nursing.	2018-2020		Community Development Dept.
<u>Strategy 2.1:</u> Develop a "Home and Yard of the Month" program that acknowledges property owners' efforts to improve their properties and contribute to the positive appearance of their neighborhood.	2018-2020		Code Enforcement, Community Development Dept, City Commission
<u>Strategy 2.2:</u> Continue to work with Keep Alamogordo Beautiful and participate in the New Mexico Clean and Beautiful grant program to improve the visual environment of the community through landscape improvements, weed and graffiti removal, painting, and repair and restoration of residential properties.		✓	Community Development Dept, City Commission
<u>Strategy 2.3:</u> Determine the feasibility of developing a City-managed land bank for vacant and abandoned residential properties that can be purchased and rehabilitated by non-profits, builders, or individuals.	2021-2023		Community Development Dept, City Commission
<u>Strategy 3.1:</u> Develop a voluntary green building ordinance that includes incentives and addresses lot selection, design, preparation, and development; recycling of construction materials; minimum energy efficiency standards; and indoor and outdoor water use.	2021-2023		Community Development Dept
<u>Strategy 3.2:</u> Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.	2018-2020		Community Development Dept
<u>Strategy 3.3:</u> Create minimum standards that address size, location, structural and electrical requirements, waste removal, egress/ingress, etc. for the construction and placement of tiny homes.	2018-2020		Community Development Dept
<u>Strategy 4.1:</u> Work with Otero County and other service providers on applying for a grant to fund the construction of an overnight homeless shelter.	2021-2023		Community Development Dept, City Commission, Otero County, Private Service Providers
<u>Strategy 4.2:</u> Distribute information on support services, temporary and transitional housing facilities, and mental health, substance abuse, and domestic violence service providers.		✓	Community Development Dept

DRAFT

INFRASTRUCTURE STRATEGIES			
Infrastructure Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023 and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
<u>Strategy 1.2:</u> Prepare a Water System Master Plan that includes, but is not limited to: Background information on the City's water system (water pressure zones, treatment, storage, transmission, and distribution components); Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission; Distribution and storage system; Improvements, replacements, and expansions to correct deficiencies and meet future demands; Annual review as funding becomes available and projects are completed; and Coordination with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
<u>Strategy 1.3:</u> Develop a GIS-based functional database for the City's water distribution system and provide updates to the database on an on-going basis.	2018-2020		Public Works
<u>Strategy 1.4:</u> Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	Current-2023		Public Works
<u>Strategy 1.5:</u> Continue to implement the actions and projects identified in the 40-year Water Development Plan (2015-2055), including implementing the ARWSP as an alternative water supply source to meet current and future demands, continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation and other uses.	Current-2023		Public Works, City Commission
<u>Strategy 2.1:</u> Continue to conduct water sampling for quality analysis, track potential water system deficiencies and compliance violations, prepare compliance records, and monitor operation and maintenance activities surrounding the treatment and deliverance of drinking water to ensure compliance with drinking water regulations and other programs associated with surface and ground water as established by the EPA and NMED.		✓	Public Works
<u>Strategy 2.2:</u> Evaluate whether enough sampling stations are installed throughout the water distribution system to aid City personnel in collecting water samples to be tested.	Current-2023		Public Works
<u>Strategy 2.3:</u> Continue to use the sampling results and compliance tracking data to determine potential contamination sources, susceptibility of the water supply to contamination sources, and potential water system deficiencies to identify measures to be taken to prevent contamination.		✓	Public Works
<u>Strategy 2.4:</u> Continue to provide water quality analysis information to the public in order to educate citizens about water quality and provide opportunities for public dialogue.		✓	Public Works
<u>Strategy 3.1:</u> Continue to implement and promote the water conservation program as established in the City's Water Conservation Ordinance, including: Educational programs; Rebates for replacing existing plumbing fixtures, landscaping restrictions, change in water rate structure; and Other strategies needed in maintaining the City's per capita water use goals.	Current-2023		Public Works, City Commission
<u>Strategy 3.2:</u> Evaluate the performance of water conservation methods on a continual basis and determine whether additional measures are needed.		✓	Public Works
<u>Strategy 3.3:</u> Implement a Water Loss Control Program that consists of three major components: Water audit to identify and quantify water uses and losses from the existing wells, water storage tanks, and water distribution system; Intervention process to implement the controls to reduce the water losses, and repair and replace the leaking areas of the system; and Evaluation to determine the success of the intervention process.	2021-2023		Public Works
<u>Strategy 3.4:</u> Implement the Reuse Water Model Report, which analyzed the existing reuse water system condition and provided recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the entire reuse system.	2021-2023		Public Works
<u>Strategy 4.1:</u> Secure funding and implement projects for rehabilitation, replacement, and/or expansion of wastewater collection lines as identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023, and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
<u>Strategy 4.2:</u> Continue to implement the Wastewater Preliminary Engineering Report, which provided a detailed evaluation of the existing treatment processes at the City WWTP; identified several alternatives for improving and expanding these treatment processes; and included recommendations for WWTP improvements as needed to keep pace with existing and future needs.	Current-2023		Public Works

DRAFT

INFRASTRUCTURE STRATEGIES (continued)

Infrastructure Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 4.3:</u> Update the City's Wastewater Master Plan to reevaluate the existing wastewater collection system and current wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed. Review the Wastewater Master Plan on an annual basis as funding becomes available, projects are completed, and coordinate with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
<u>Strategy 4.4:</u> Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	Current-2023		Public Works
<u>Strategy 4.5:</u> Develop a GIS-based functional database for the City's existing sanitary sewer system. The information on the sanitary sewer system needs to be updated on an on-going basis.	2018-2020		Public Works
<u>Strategy 5.1:</u> Continue to implement and secure funding for the USACE's Flood Control Project to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City.	Current-2023		Public Works, City Commission
<u>Strategy 5.2:</u> Develop and implement a comprehensive Drainage Master Plan to include, but not be limited to: Evaluating existing watershed conditions; Determining all the areas at risk of flooding; Identifying methods for improving drainage in those areas; and Cost estimates for the improvements. The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and any other available funding sources.	2021-2023		Public Works
<u>Strategy 5.3:</u> Develop a GIS based map and a functional database for the storm drainage system (e.g., drainage ponds and ditches, diversion channels, and culverts).	2018-2020		Public Works
<u>Strategy 6.1:</u> Conduct a cost feasibility analysis of providing additional recycling bins in public locations and implementing curbside recycling.	2021-2023		Public Works
<u>Strategy 6.2:</u> Develop a public educational program to explain the benefits of recycling and encourage the community to participate in the recycling program.	2021-2023		Public Works, Public Information Office

DRAFT

TRANSPORTATION STRATEGIES			
Transportation Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Work with the NMDOT to establish a plan for improvements to NMDOT facilities (e.g., White Sands Boulevard) including roadways, traffic signals, and drainage structures located within the City limits.	2021-2023		Public Works, NMDOT
<u>Strategy 1.2:</u> Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City's ICIP and identify potential funding sources.	2018-2020		Public Works
<u>Strategy 1.3:</u> Pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, Transportation Enhancement Program, etc., for street, pedestrian, and bicycle improvements to meet existing and future transportation needs.	2018-2020		Public Works
<u>Strategy 1.4:</u> Determine the feasibility of expanding local transit service to serve existing City areas and future growth. In addition, determine the feasibility of expanding intercity transit service to El Paso and Albuquerque.	2021-2023		Community Services, City Commission
<u>Strategy 1.5:</u> Work with Alamogordo Public Schools, SERPTO, NMDOT, and New Mexico Department of Health on creating a Safe Routes to School program to identify safe bike/walk routes.	2018-2020		Public Works, SERPTO, NMDOT, NM Dept of Health
<u>Strategy 2.1:</u> Continue to plan for and implement the City's Five-year Street Maintenance Program. Pursue and secure funding for implementing these projects.	2018-2020		Public Works, City Commission
<u>Strategy 2.2:</u> Continue implementation of the Americans with Disabilities Act for new developments to address sidewalks, roadways, and ADA accessibility.	2018-2020		Public Works, Community Development Dept
<u>Strategy 3.1:</u> Continue to implement the airport improvement projects identified in the Alamogordo-White Sands Regional Airport Master Plan Update and the City's 2019-2023 ICIP.	2021-2023		Community Services, City Commission
<u>Strategy 3.2:</u> Provide the facilities and improvements needed to sustain existing and future air tanker operations.	2021-2023		Community Services
<u>Strategy 3.3:</u> Pursue available aviation-related funding from FAA and the NMDOT Aviation Division grant and funding programs.		✓	Community Services

DRAFT

COMMUNITY SERVICES & FACILITIES STRATEGIES

Community Services & Facilities Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Support on-going training and certification for all current and future City of Alamogordo police officers, firefighters, and emergency medical technicians. Provide advanced training in mental health assessments and crisis intervention, SWAT, interviews and interrogations, field training, and school resource, and officer training.		✓	Police Dept., Fire Dept., City Commission
<u>Strategy 1.2:</u> Develop a comprehensive public safety needs assessment that identifies program and training needs, technology and equipment needs, and determines adequate staffing levels to ensure the safety of current and future residents.	2021-2023		Police Dept., Fire Dept.
<u>Strategy 1.3:</u> Based on the comprehensive needs assessment, pursue funding to purchase new equipment for the Police and Fire Departments.	2021-2023		Police Dept., Fire Dept., City Commission
<u>Strategy 2.1:</u> Complete an update to the City Park and Open Space Comprehensive Plan. The Plan should include, but not be limited to: Inventory of existing park and recreation facilities; Multi-generational recreation needs assessment determined through a public engagement process; Current and future demand for parks and recreation activities and facilities; Program for improving and maintaining existing park and recreation facilities; Program for the development of new park and recreation facilities to serve current and future residents, including a splash park; Identify future land acquisitions for the development of neighborhood parks in areas that are currently unserved or underserved; and Determination of adequate staffing levels for maintaining park and recreation facilities, and recreation programs.	2021-2023		Community Services
<u>Strategy 2.2:</u> Identify and pursue available funding for improvements to parks and recreation facilities as identified in the update to the City's Park and Open Space Comprehensive Plan.	2021-2023		Community Services
<u>Strategy 2.3:</u> Continue to work with Alamogordo Public Schools on joint use agreements for park and recreation facilities, including the City pool, tennis courts, golf course, gymnasiums, etc.	2018-2020		Community Services, Alamogordo Public Schools
<u>Strategy 3.1:</u> Create an on-going preventative maintenance and replacement program for all City-owned facilities.	2018-2020		Public Works
<u>Strategy 3.2:</u> Complete a Senior Center Needs Assessment that analyzes and determines existing and future programming needs, fitness space and equipment, and the demand for respite care and senior day care programs at the Senior Center.	2021-2023		Community Services
<u>Strategy 3.3:</u> Pursue funding to meet the facility and programming needs for the Alamogordo Senior Center, as identified in the Senior Center Needs Assessment.	2021-2023		Community Services
<u>Strategy 3.4:</u> Complete a Library Needs Assessment that evaluates existing and future programming needs, facility space and computer equipment; and a determination whether to rehabilitate the existing library or fund a new library facility.	2021-2023		Community Services
<u>Strategy 3.5:</u> Pursue funding to meet the facility and programming needs of the Alamogordo Public Library, as identified in the Library Needs Assessment.	2021-2023		Community Services
<u>Strategy 3.6:</u> Determine the feasibility of constructing a convention center facility. The analysis should include, but not be limited to: Market feasibility - ability to attract and support events; Financial feasibility - ability to "break even" or generating income to support operations; Economic spending - ability to generate new spending activity in Alamogordo (i.e., direct and indirect spending) that is attributable to out-of-town visitors; Tax generation - ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect, and induced spending that is attributable to out-of-town visitors; Costs/return on investment - ability to generate new revenues in excess of quantifiable facility related costs; Intangible benefits/public good - ability for the facility to represent an important resource for the Alamogordo community, regardless of financial or economic concerns (i.e., quality of life benefit).	2021-2023		Community Services, City Commission
<u>Strategy 4.1:</u> Initiate a town hall program that fosters dialogue between the City of Alamogordo, Alamogordo Public Schools, New Mexico State University-Alamogordo, Otero County, Holloman AFB, White Sands Missile Range, and OteroSTEM on educational initiatives, expanding opportunities for high school students and graduates, and promoting Alamogordo as a regional hub for STEM education and employment.	2018-2020		City Commission, Alamogordo Public Schools, NMSU-A, Otero County, Holloman AFB, White Sands Missile Range, OteroSTEM

DRAFT

COMMUNITY SERVICES & FACILITIES STRATEGIES (continued)			
Community Services & Facilities Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 4.2:</u> Support and pursue funding for adult education programs and classes (e.g., GED preparation, ESL, computer literacy, career training, etc.) in collaboration with New Mexico State University-Alamogordo, Otero County, and New Mexico Workforce Connection.	2021-2023		Community Services Dept., NMSU-A, Otero County, NM Workforce Connection
<u>Strategy 5.1:</u> Coordinate with Gerald Champion Regional Medical Center, Ben Archer Health Center, and Alamogordo Family Health Center on developing a public service outreach program to the general public on available community health services and preventative health initiatives.	2021-2023		Public Information Office, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
<u>Strategy 5.2:</u> Collaborate with NMSU-A Allied Health Program and SUN Path, Gerald Champion Regional Medical Center, and other local health care providers on creating a strategic plan that promotes Alamogordo and identifies incentives for attracting and retaining health care professionals and students in health care education programs.	2021-2023		Community Services Dept., Otero County EDC, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
<u>Strategy 5.3:</u> Collaborate with local service providers on applying for community grants to expand food programs to the hungry, including the food pantry and the number of prepared meals per month provided.	2021-2023		Community Services Dept., Otero County Hunger Coalition

DRAFT

GREENHOUSE GAS EMISSIONS STRATEGIES			
Greenhouse Gas Emissions Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Use alternative energy technologies and energy efficient systems (e.g., lighting, heating, plumbing, building automation, etc) for all new City buildings and retrofitting of existing City buildings, where feasible.	2021-2023		Facility Maintenance Dept.
<u>Strategy 1.2:</u> Determine the feasibility of converting the City fleet to using alternative fuels and technologies, including natural gas and electric vehicles.	2021-2023		Fleet Management
<u>Strategy 1.3:</u> Provide special designated spaces for fuel efficient vehicles and carpools in all City parking lots.	2018-2020		Public Works
<u>Strategy 1.4:</u> Provide incentives for new private building construction that utilize solar systems, geothermal heat pumps, tankless water heaters, etc.	2021-2023		Community Development Dept.
<u>Strategy 1.5:</u> Work with PNM, El Paso Electric, and Otero County on planning for future solar and wind projects within the Alamogordo/Otero County region.	2021-2023		Public Works, PNM El Paso Electric, Otero County

HAZARD MITIGATION STRATEGIES

Hazard Mitigation Implementation Strategies	Date	On-going (no end date)	Responsible Entity
<u>Strategy 1.1:</u> Develop a flood insurance awareness program through public service announcements distributed in utility bills and in the media.	2021-2023		Public Works, Public Information Office
<u>Strategy 1.2:</u> Develop an early warning system (reverse 911) for hazards, including flooding.	2021-2023		Police and Fire Depts, Public Works, Otero County
<u>Strategy 1.3:</u> Continue the City's participation in and remain compliant with the National Flood Insurance Program.		✓	Public Works
<u>Strategy 1.4:</u> Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Otero County, and New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.	2018-2020		Public Works, Corp of Engineers, Otero County, NM Dept. of Homeland Safety and Emergency Management
<u>Strategy 2.1:</u> Continue the development of the desalination plant as the City's primary alternative water source.	2018-2020		Public Works
<u>Strategy 2.2:</u> Extend the water reuse system to provide irrigation at the City's public parks and recreation facilities.	2021-2023		Public Works, Community Services Dept.
<u>Strategy 2.3:</u> Continue to implement the recommendations and projects identified in the City's Water Conservation Program and evaluate its effectiveness on an annual basis.	2018-2020		Public Works
<u>Strategy 3.1:</u> Create defensible space around public structures and areas at risk for wildfires.	2021-2023		Facility Maintenance Dept, Fire Dept
<u>Strategy 3.2:</u> Coordinate with Otero County on developing a public education program on wildfire mitigation.	2021-2023		Public Information Office, Fire Dept, Otero County
<u>Strategy 3.3:</u> Continue to participate in the Otero Working Group and explore the potential to apply for grants from the Community Planning Assistance for Wildfires program.		✓	Fire Dept
<u>Strategy 4.1:</u> Continue to make improvements to critical facilities (as identified by the Hazard Mitigation Team) so that they become less susceptible to hazard events.	2018-2020		Facility Maintenance Dept, Fire Dept
<u>Strategy 4.2:</u> Provide adequate accommodations, including food and water, health care, and heating and cooling generators, at shelter facilities during hazard events. Accommodations should also be made available for pets.	2021-2023		Fire Dept

DRAFT

Appendices

Appendix A: Glossary

Appendix B: Community Survey Results

Appendix C: Funding Sources

DRAFT

DRAFT

GLOSSARY

Acre: A measure of land containing 43,560 square feet.

Affordable Housing: Defined by the U.S. Department of Housing and Urban Development as rental or ownership housing whose monthly cost burden represents no more than 30% of the gross income of a low to moderate income of an individual or a family and no more than 80% of the median income of an individual or a family.

Annexation: The process that a municipality undertakes to incorporate new territories into its existing boundaries, per Article 3-7-1 through 3-7-18 NMSA 1995.

Buffering: The use of walls, thick shrubbery, or similar material to minimize the potentially adverse impact of one land use on another.

Buildable area: The portion on a lot remaining after required setbacks and open spaces have been provided.

Certified Local Government (CLG): A public/private partnership program operated through the National Park Service and the Historic Preservation Divisions, whereby communities become certified by institutionalizing historic preservation through local ordinances and receive grants to support historic preservation activities.

Community Facility: A building or structure owned and operated by a governmental agency to provide service to the public.

Concurrent Jurisdiction: The area within five miles outside of the corporate limits of the City which provides the authority to the City to review and comment on subdivision compatibility regarding utilities and zoning only.

Conditional Use: A land use that is allowable in a particular base zone district subject to conditions that are meant to minimize potential negative impacts on nearby properties.

Design Standards: A set of guidelines defining parameters to be followed in a site or building design and development.

Density, Net: The number of residential dwelling units permitted per the total developable acreage of land.

Density, Gross: The number of residential dwelling units permitted per the total acreage of land, including undevelopable land such as the public right of way, easements, and open space.

Development: Substantial property improvement and, usually, a change of land use within a site. The act of using land for building, extractive, and/or agricultural purposes.

Development Standards: Standards that control the size of structures and the relationships of structures and uses to each other and to open areas and lot lines. Development standards include regulations controlling maximum height, minimum lot area, minimum lot frontage, minimum size of yards and setbacks, among others.

Easement: A non-possessing interest held by one person, party, or entity, in land of another, whereby, that person is accorded partial use of such land for a specific use and enjoyment of his/her land.

Economic Base Job: A job in which services or goods provided are exported outside of the state, region, or local economy and the money being used to pay for those goods or services comes from outside, bringing new money into the economy. Economic Base jobs are the key to a community's economic growth and support a strong retail and commercial industry.

Enterprise Fund: Enterprise funds account for operations that: a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Fire Flow: The term firefighters use to describe how much water can be delivered by a water system through one or more hydrants to fight a

DRAFT

fire at a specific location or to state the optimum amount (standard) of water flow firefighters require for a theoretical fire at a specific location.

Flood Zone: A special flood hazard area as defined by the Federal Emergency Management Agency.

Floor Area Ratio (FAR): The total floor area of all buildings or structures on a lot divided by the total lot area.

Gallons Per Capita Per Day (gpcd): The total production from wells, including wells that are not part of the municipal water supply, divided by the estimated population served to determine the average number of gallons used per day per person. Per capita water use includes the water used at home, at work and play plus the process water used by industries, leakage in the delivery system, and water used in schools and other public facilities.

Gateway: An monument, signage, and/or landscape feature that provides a sense of entry and arrival to a community.

Geographic Information System (GIS): A computer based system for generating maps comprised of different informational elements such as topographical maps, solid maps, subdivisions, and property lines.

Gross Floor Area: The sum of the square footage of all the floors of a structure or building.

Gross Receipts: The gross amounts realized on the sale or exchange of property, the performance of services, or the use of property or capital (including rents, royalties, interest and dividends) in a transaction which produces business income, in which income or loss is recognized under the Internal Revenue Code.

Groundwater: The supply of freshwater under the surface in an aquifer or geologic formation that forms the natural reservoir for potable water.

Historic District: An area which contains, within definable geographic boundaries, properties or buildings that may or may not be landmarks but which contribute to the overall historic character of the designated area.

Historic Context: In the National Register program, historic contexts include three elements: a historical theme, geographical area, and chronological period. Historic contexts describe the impact of various historic themes, trends, or patterns, on areas as small as part of a community or as large as the nation.

Historic Preservation: The protection, rehabilitation, and restoration of the districts, sites, buildings, structures, and artifacts, significant in history, architecture, archeology, or culture.

Home Occupation: An occupation, profession, activity, or use that is clearly a customary, secondary, and incidental use of a residential dwelling unit which does not alter the exterior of the property or affect the residential character of the neighborhood.

Infrastructure Capital Improvement Program (ICIP): The multi-year scheduling of public physical improvements for the community that is typically prepared five-years in advance with a clear priority of what is needed most by the City and includes a cost estimate.

Infill: The development of vacant or partially developed parcels which are surrounded by or in close proximity to areas that are substantially or fully developed.

Infrastructure: The underlying foundation or basic framework of a city including streets, parks, bridges, sewers, street lights, and other utilities.

Land Use: Denotes how a parcel of land is currently used, what activities are or are not permitted on a parcel of land, the requirements for future uses, and the analysis of how developable a parcel of land is.

Local Economic Development Act (LEDA): This legislation allows for the public support of economic development to foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources (i.e., Anti-Donation Clause). Public entities use LEDA to enter into a “public/private partnership” for an economic benefit.

DRAFT

Light Industry/Industrial: The assembly, fabrication, or processing of goods and materials, including growing food or plants in an indoor structure, using processes that ordinarily do not create noise, smoke, fumes, odors, glare, or health or safety hazards outside of the building or lot where such assembly, fabrication, or processing takes place, where such processes are housed entirely within a building.

Lot: A parcel of land occupied or intended to be occupied by a main building or group of main buildings and accessory buildings, together with such yards, open spaces, lot width and lot areas, as are required by this article and having frontage upon an easement or right-of-way either public or private and either shown on a plat of record or described by metes and bounds.

Manufactured Home: Modular or pre-manufactured homes constructed in a factory and built to Uniform Building Code standards, designed to be permanently affixed to real property, or any moveable housing structure over 12'x40' which is used for non-residential purposes, or any housing structure over 32'x8' constructed to be towed and installed with or without permanent foundation not for recreational use.

Mil: A unit of measurement. For property tax rate measurements, one mil is equal to one dollar per \$1,000 of net taxable value.

Mobile Home: A dwelling unit on a chassis, not less than eight feet wide and 40 feet long, designed to be used as a dwelling, with or without a permanent foundation.

Manufactured/ Mobile Home Park (MHP): Two or more manufactured/ mobile homes located on a tract of land held under single ownership which provides permanent residential spaces for a fee.

Non-Conforming: A condition that occurs when, a previously conforming use, on the effective date of adoption of a code, ordinance, or text amendment of a code or an ordinance, an existing lot, structure, building, sign, development, or use of an existing lot or structure, building, sign, development, or use of an existing lot or structure does not conform to one

or more of the regulations currently applicable to the district in which the lot, structure, building, sign, development, or use is located.

Nuisance: The use of property or land, which creates unusual, unnecessary, or undue problems or situations for persons in the vicinity that would not have normally occurred otherwise.

Open Space: Land that is essentially unimproved, set aside, dedicated, and designated, or reserved for public or private use or for the use and enjoyment of owners or occupants.

Ordinance: A municipal statute or legislative action adopted by a local government that has the force of law.

Overlay District: Supplemental regulations that have been tailored to a specific area of the City. The regulations are applied in conjunction with a general, or base zone to address specific issues.

Potable Water: Potable water is water that is considered safe to drink due to it meeting or exceeding federal and state enforceable limits of specific contaminants.

Plat. The map, chart, survey, plan or replat certified by a licensed land surveyor containing a description of the subdivided land with ties to permanent monuments.

Planned development: A development on property which is planned and built to achieve a cohesive relationship between uses and facilities; which has been platted in accordance with this article; and which either has received designation from the planning authority as a planned residential development or which is otherwise appropriately zoned.

Recreation, Active: Leisure time activities, usually of a formal nature and often performed with others, requiring equipment and taking place at prescribed places, sites, and/or fields.

Recreation, Passive: Activities that involve relatively active or less energetic activities, such as walking, sitting, picnicking, card games, chess, checkers, and similar to table games.

DRAFT

Recreational Facility: A permanent facility devoted to recreational purposes such as parks, play fields, or community recreational buildings.

Recreational Vehicle (RV): A motorized vehicle having 4 or more tires and designed predominately for recreational use.

Rural Historic Landscapes: A rural historic landscape is a category established by the National Trust for Historic Preservation for designating historic agricultural landscapes, among others. These landscapes, once designated by either State or Federal Historic Registers, may be eligible for tax credits for rehabilitation.

Building setback line: An imaginary line on private property established by ordinance or plat, which regulates the location of buildings or structures as they relate to the site property lines.

Special Use: A use that is special because of infrequent occurrence, effect on surrounding property, safety, hazard, or other reasons, and in which the appropriateness of the use to a specific location is partly or entirely dependent on the character of the site design.

STEM (Science, Technology, Engineering, and Math): An educational program to prepare primary and secondary students for college and graduate study in the fields of science, technology, engineering, and math.

Streetscape: A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character including building frontage, street paving, street furniture, landscaping (trees and other plantings), awnings and marquees, signs, and lighting.

Subdivision: The division of land, lot, tract, or parcel into two or more lots, tracts, parcels, plats, or sites, or other divisions of land for the purpose of sale, lease, or development.

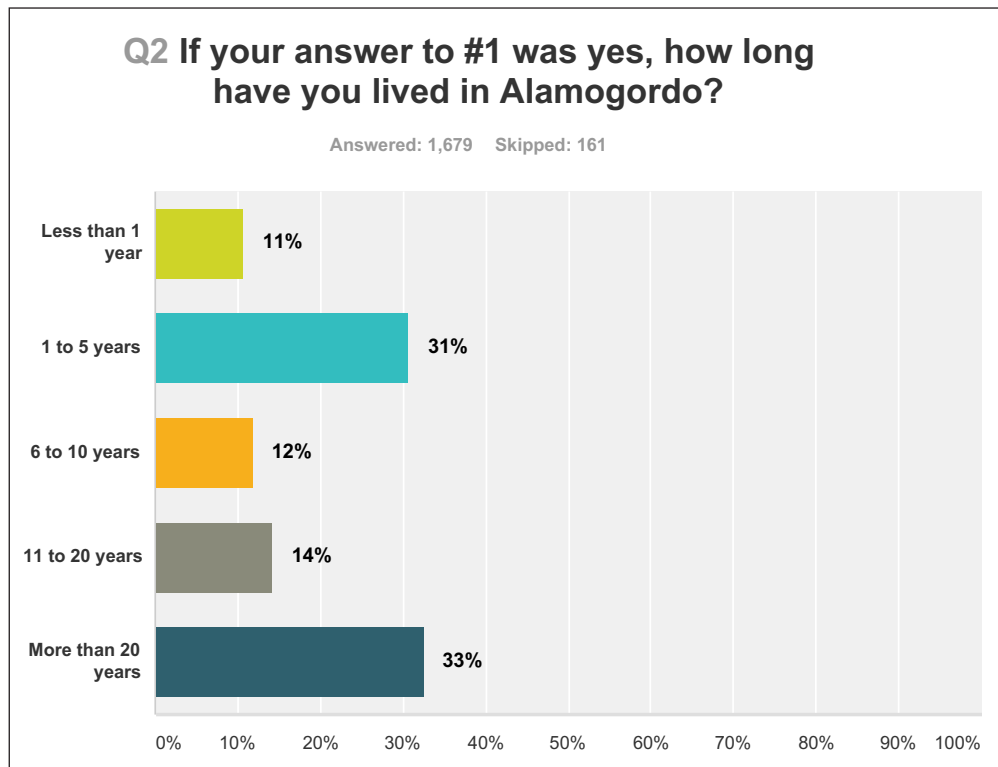
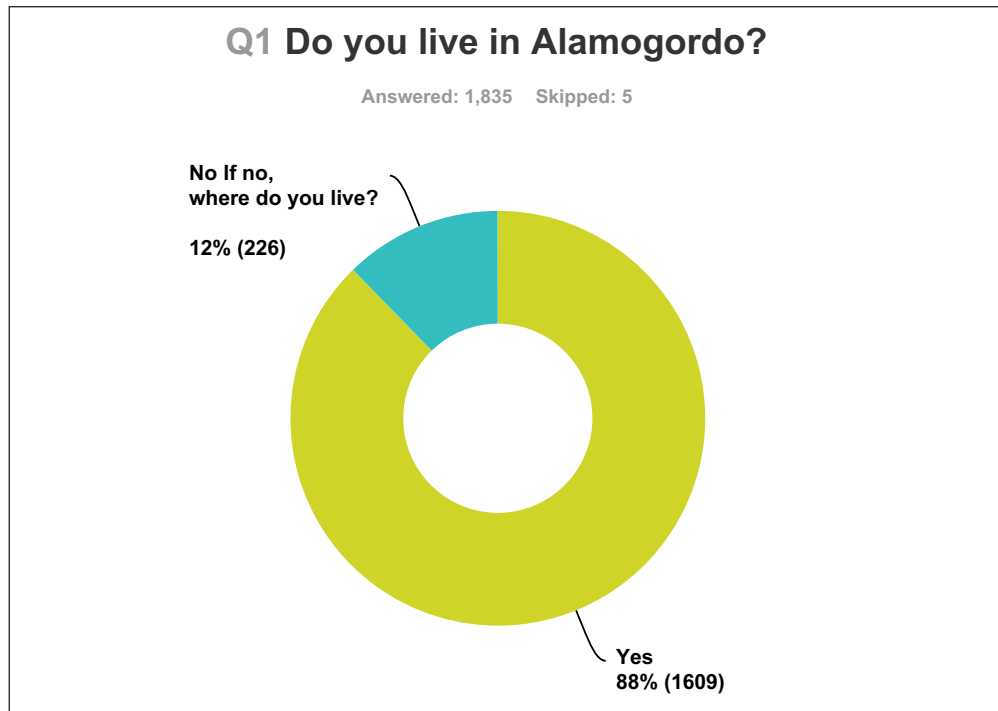
Subdivision Ordinance: A law or regulation set forth and adopted by a governmental authority, usually a city or county, to control the division of a tract of land by requiring development according to design standards and procedures.

Water Waste: The haphazard, unreasonable, or excessive running or dissipation of potable water.

Zoning: The division of a city or county by legislative regulation into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas.

DRAFT

As part of the planning process to update the City of Alamogordo Comprehensive Plan, the City's planning consultant (Consensus Planning) designed a survey to receive public input on a wide range of community issues. The survey was distributed between May 29 and July 7, 2017. The survey was conducted both electronically through surveymonkey.com and as a printed survey document that was available at certain public locations in Alamogordo. A total of 1,840 people responded to the survey. The following charts provide an overview of the survey results.

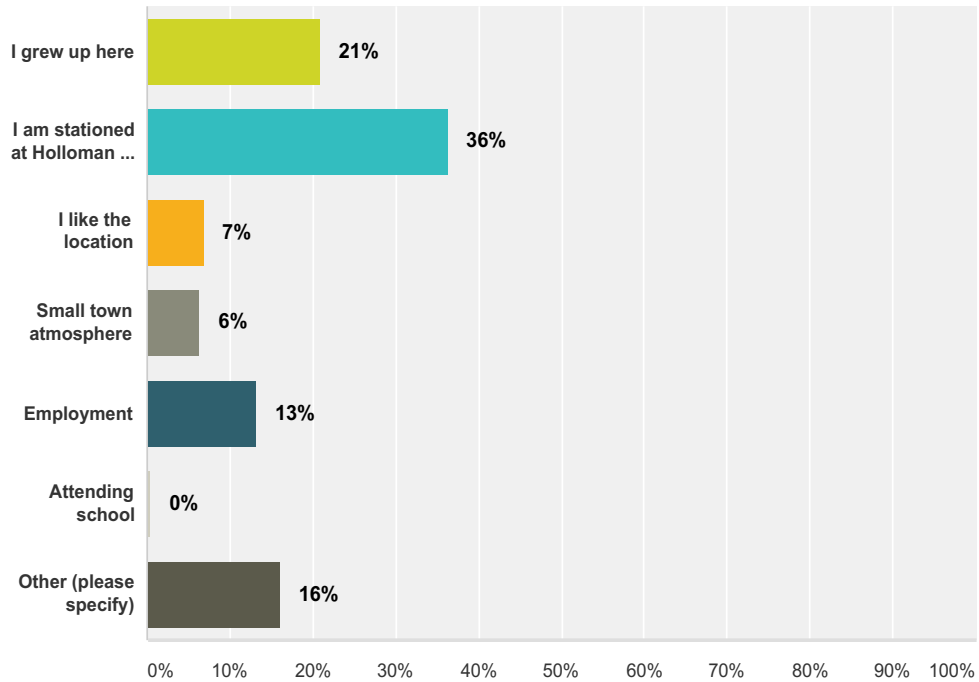


DRAFT

DRAFT

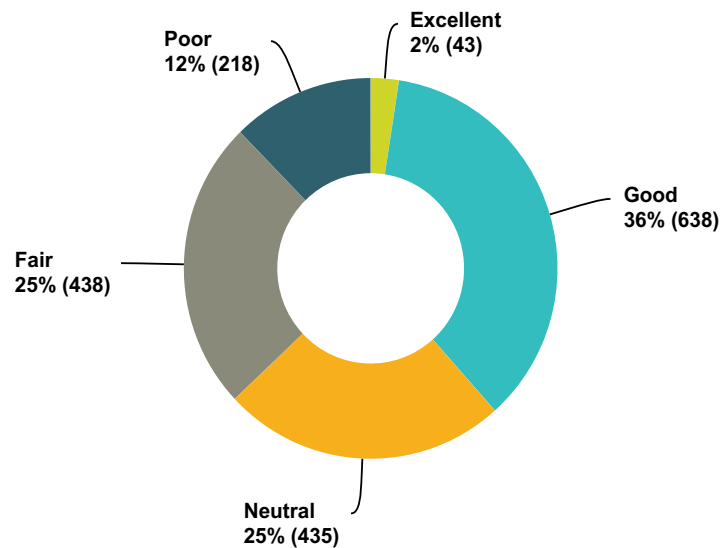
Q3 What is the main reason why you live in Alamogordo?

Answered: 1,765 Skipped: 75



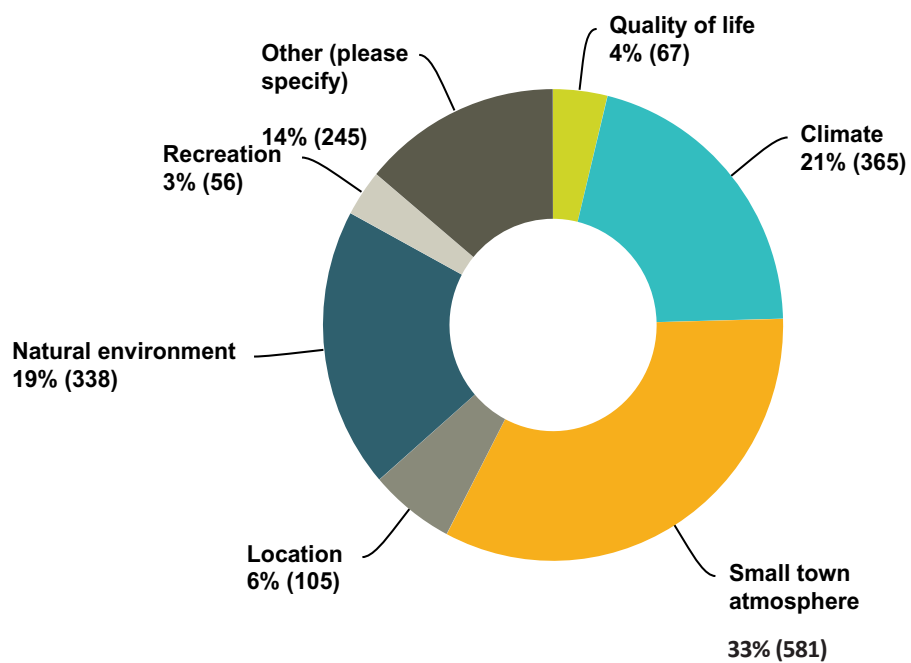
Q4 How would you rate the quality of life in Alamogordo?

Answered: 1,772 Skipped: 68



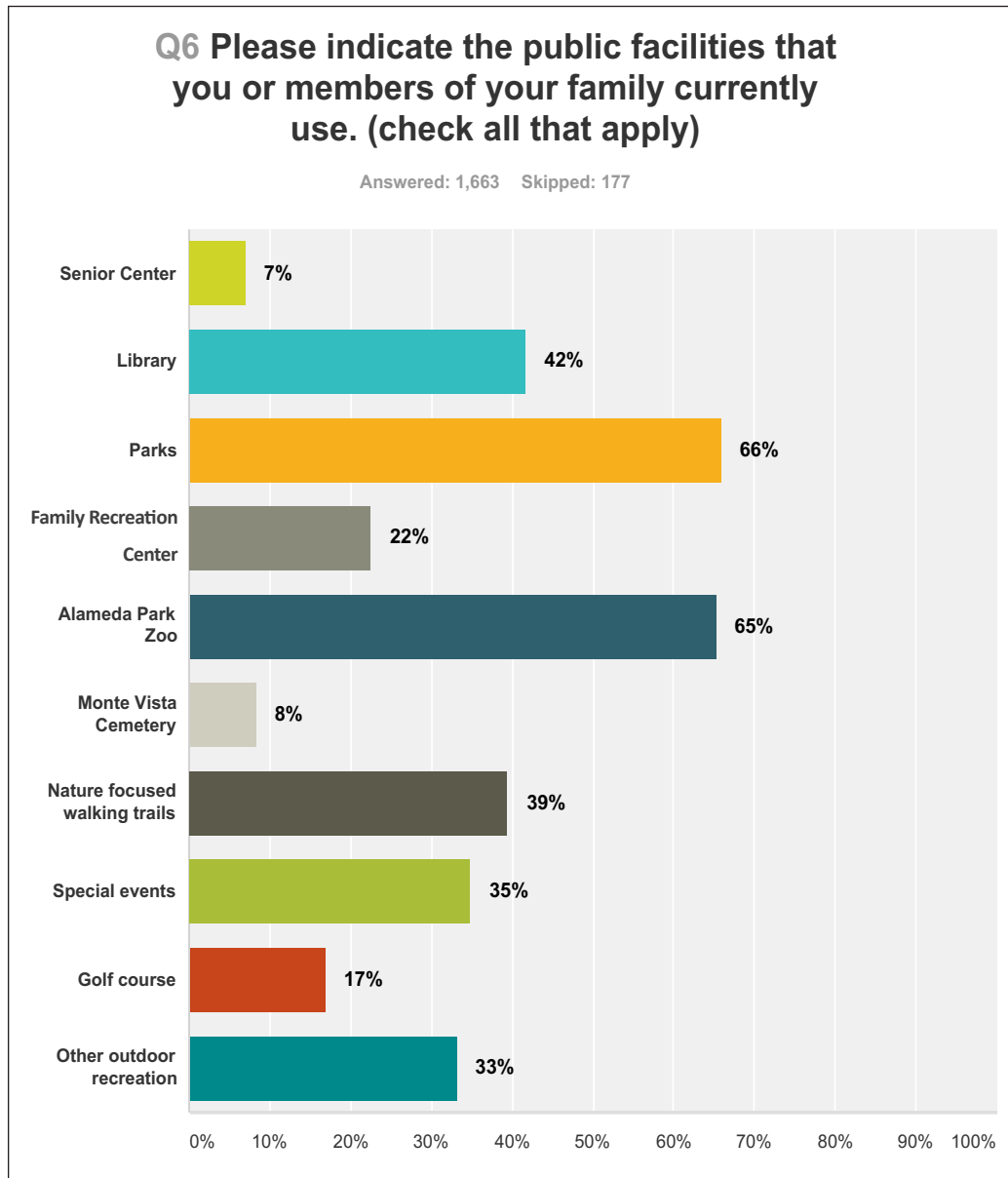
Q5 What is your favorite aspect about Alamogordo?

Answered: 1,757 Skipped: 83



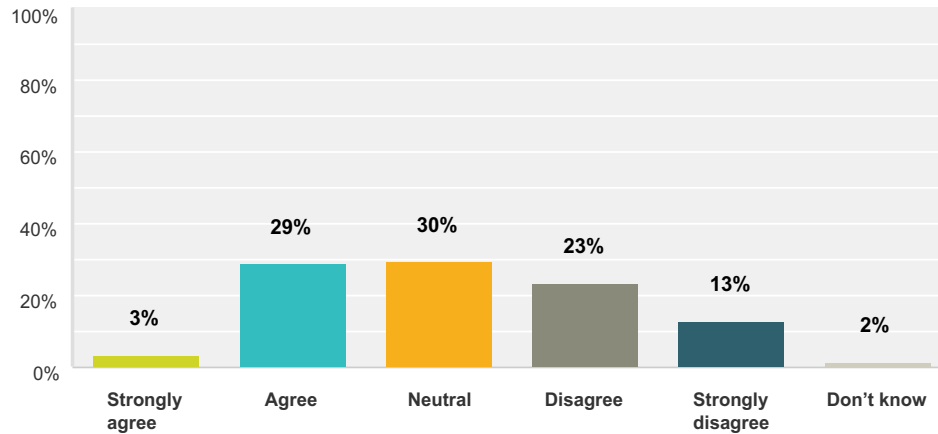
DRAFT

DRAFT

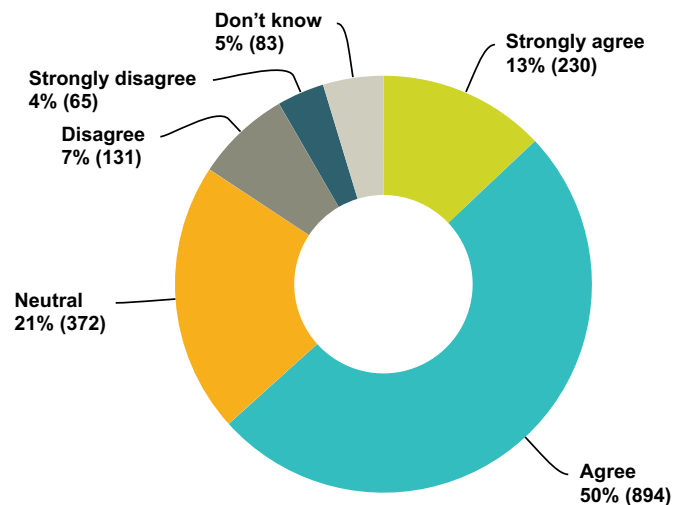


Q7 The City provides adequate parks and recreation facilities.

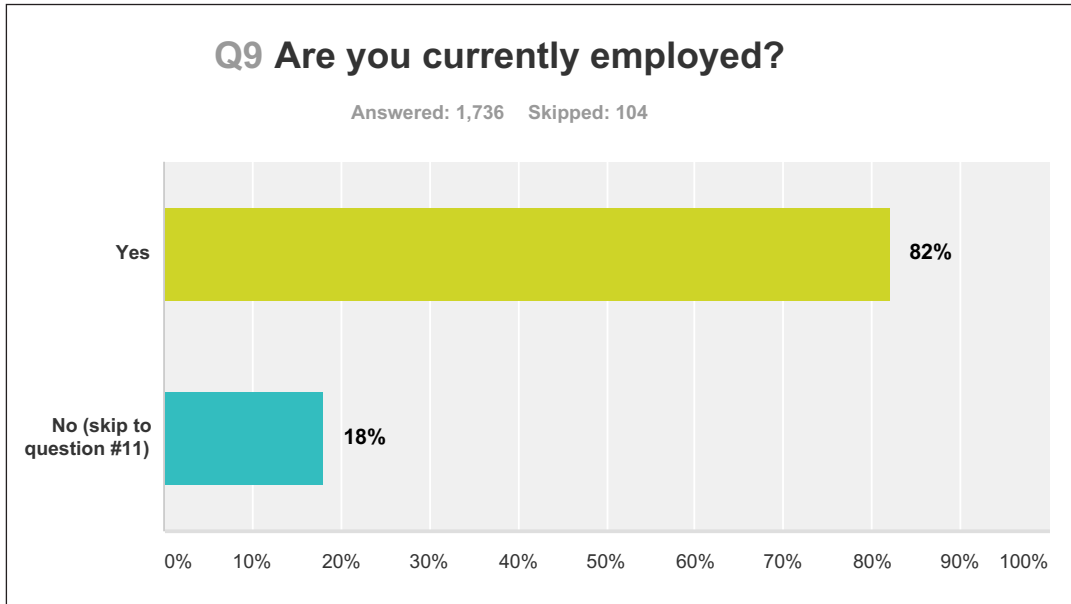
Answered: 1,772 Skipped: 68

**Q8 The City provides adequate public safety services (police, fire, emergency services).**

Answered: 1,775 Skipped: 65



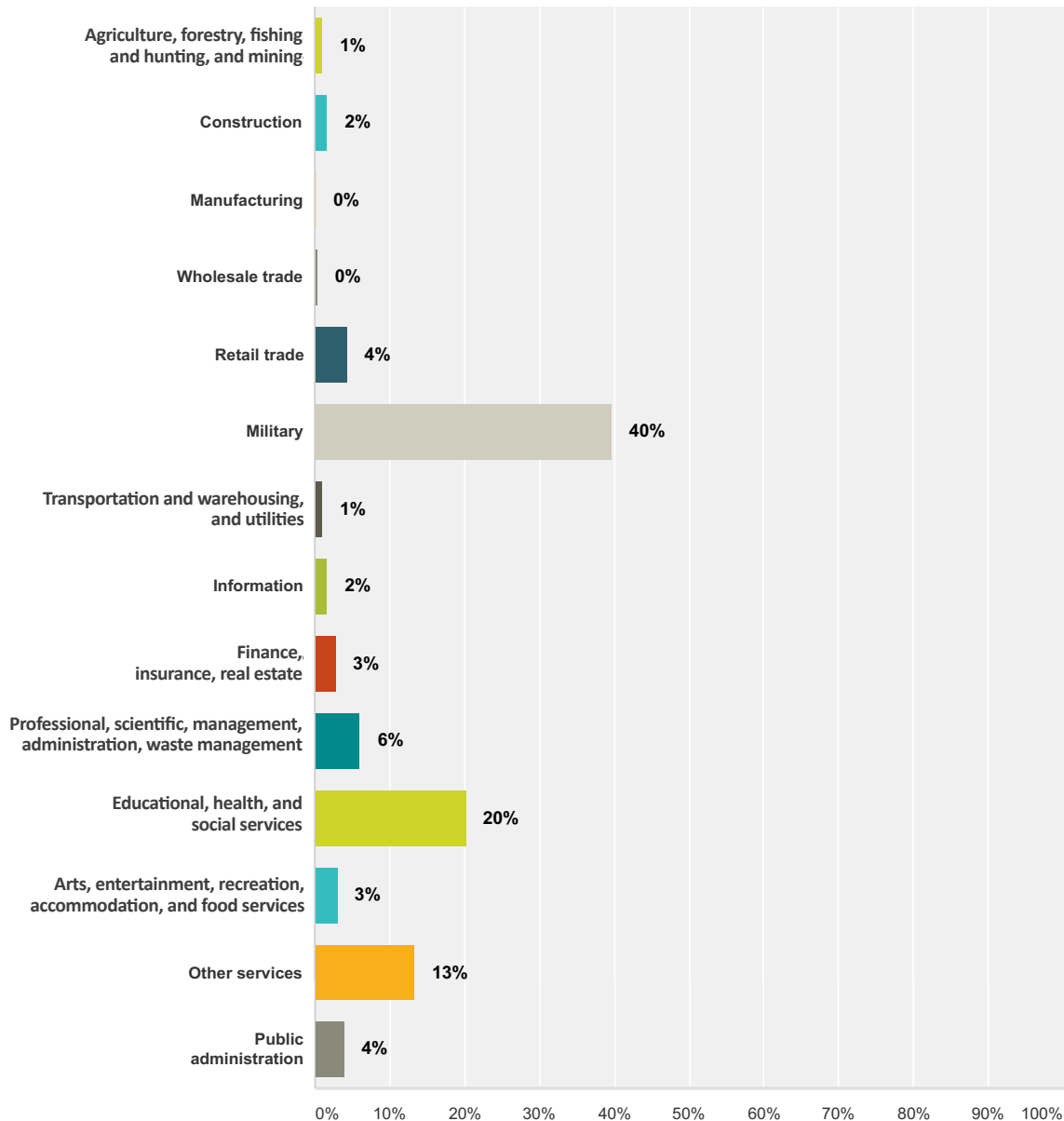
DRAFT



DRAFT

Q10 If your answer to #9 was yes, what type of employment are you engaged in?

Answered: 1,432 Skipped: 408

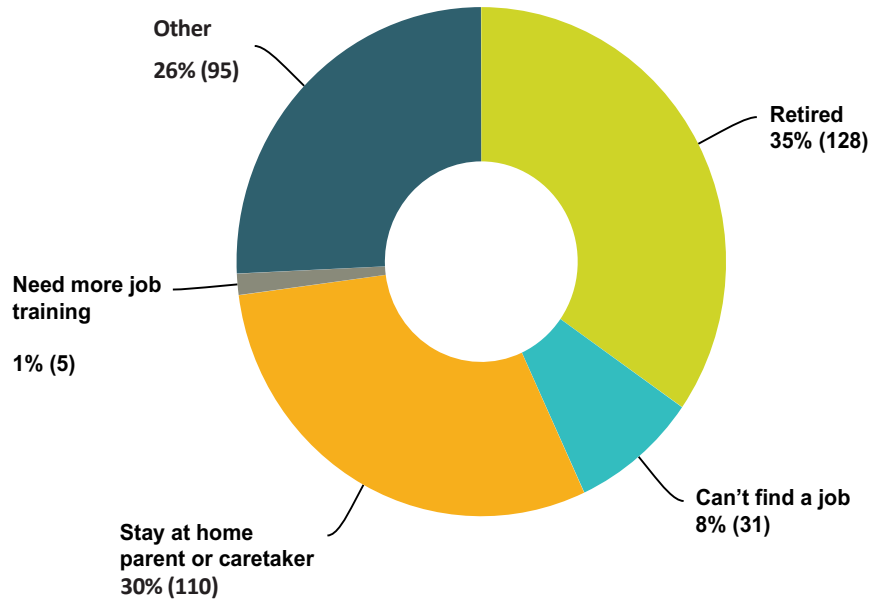


DRAFT

DRAFT

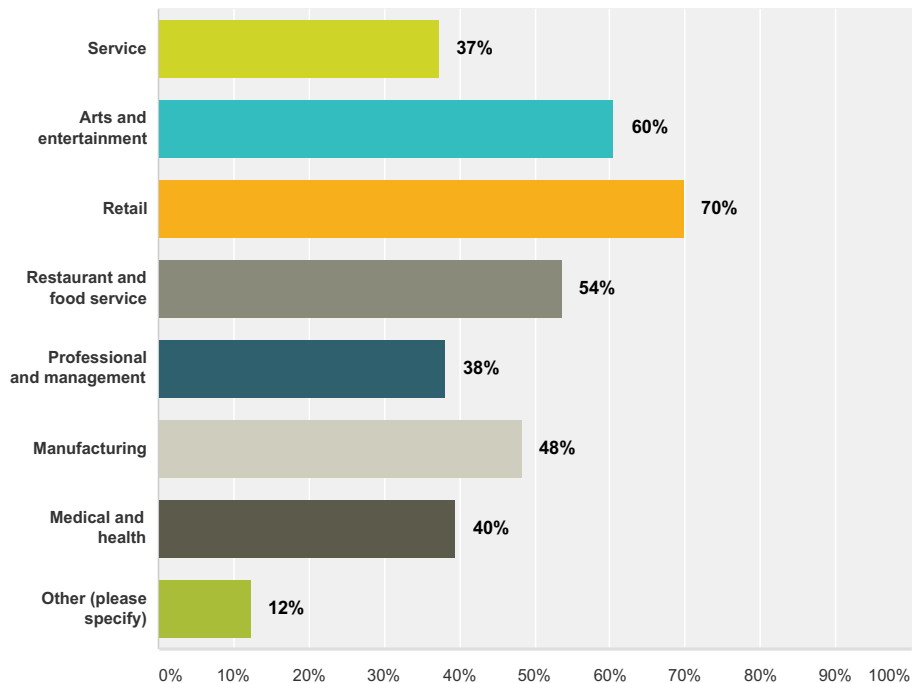
Q11 If your answer to #9 was no, why aren't you employed?

Answered: 369 Skipped: 1,471



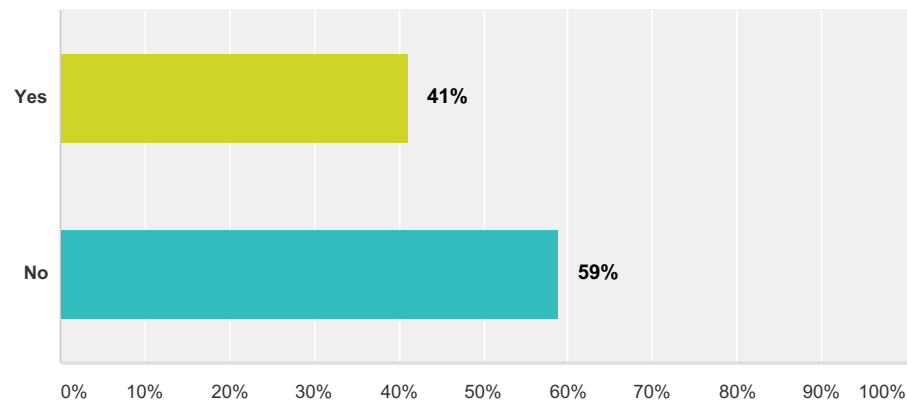
Q12 What types of new jobs or industry are needed in Alamogordo? (check all that apply)

Answered: 1,724 Skipped: 116



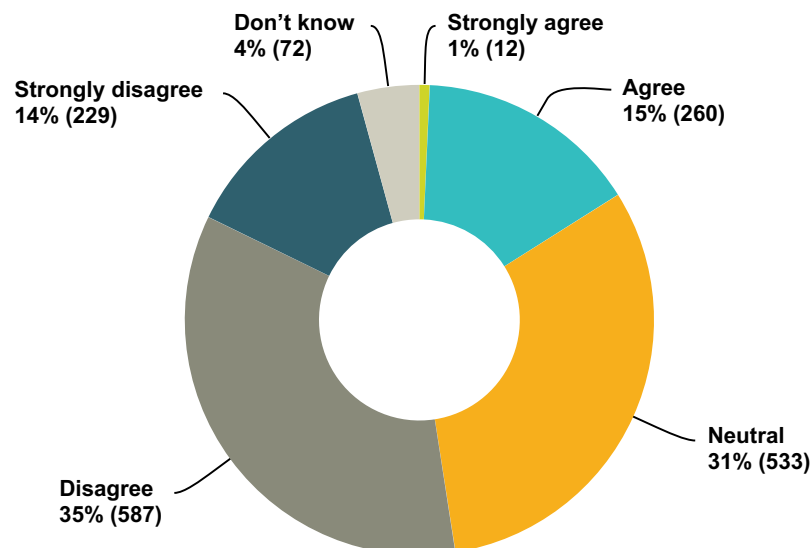
Q13 Is the current level of education of Alamogordo's residents sufficient to meet the needs of current and potential employers?

Answered: 1,691 Skipped: 149



Q14 Alamogordo has adequate commercial services available to the residents.

Answered: 1,693 Skipped: 147

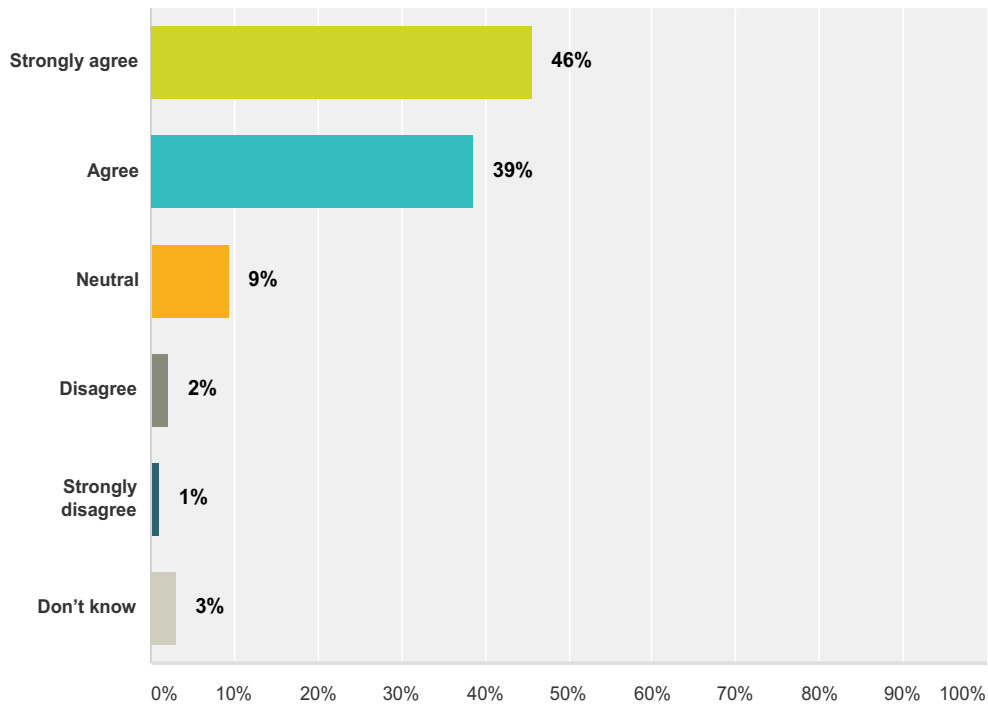


DRAFT

DRAFT

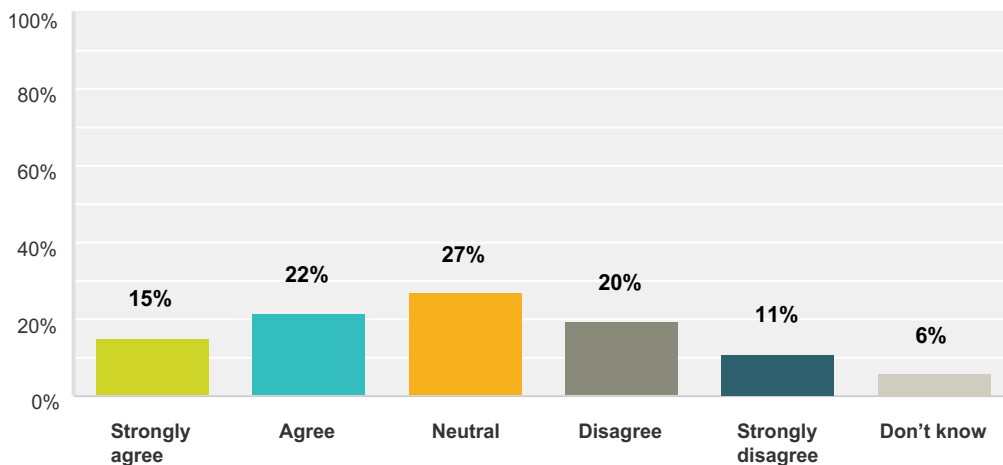
Q15 The City should encourage infill development (development of vacant or underutilized parcels in areas that are already largely developed).

Answered: 1,694 Skipped: 146



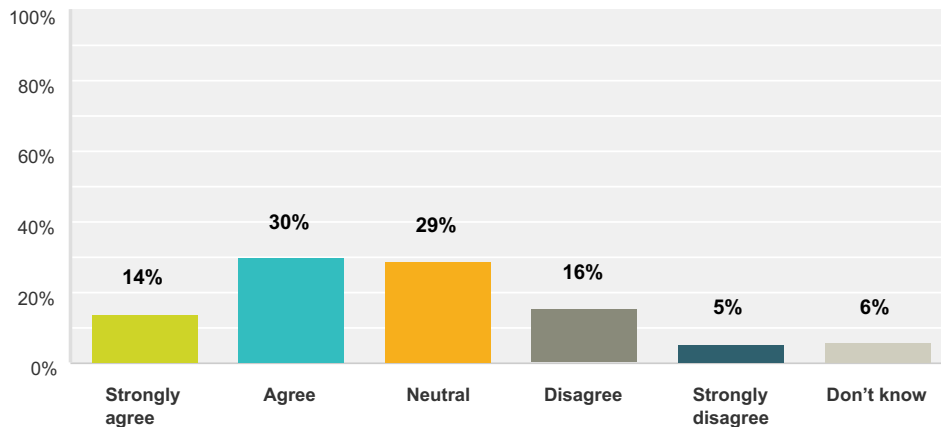
Q16 The City should grow by annexing more land from Otero County into the municipal limits.

Answered: 1,695 Skipped: 145



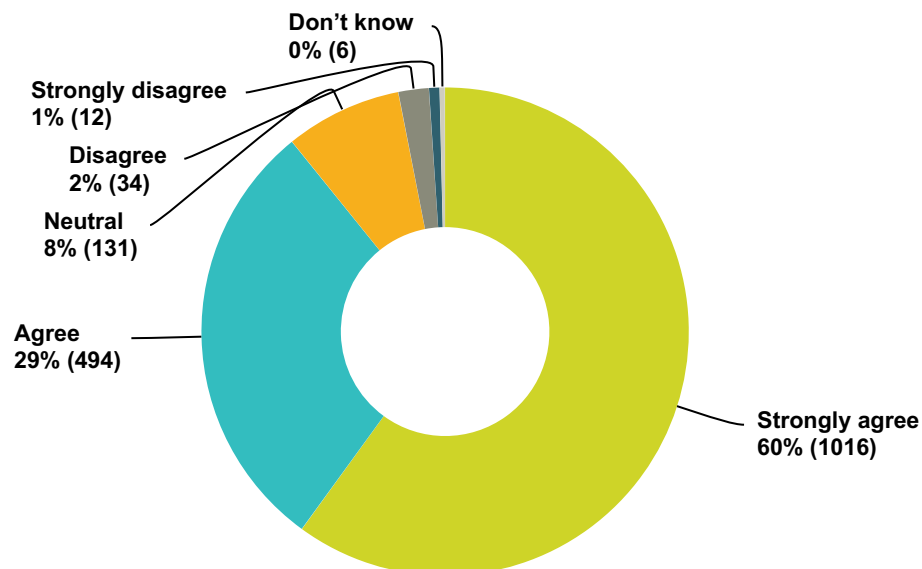
Q17 The City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site).

Answered: 1,688 Skipped: 152



Q18 The visual appearance of the City should be improved.

Answered: 1,693 Skipped: 147

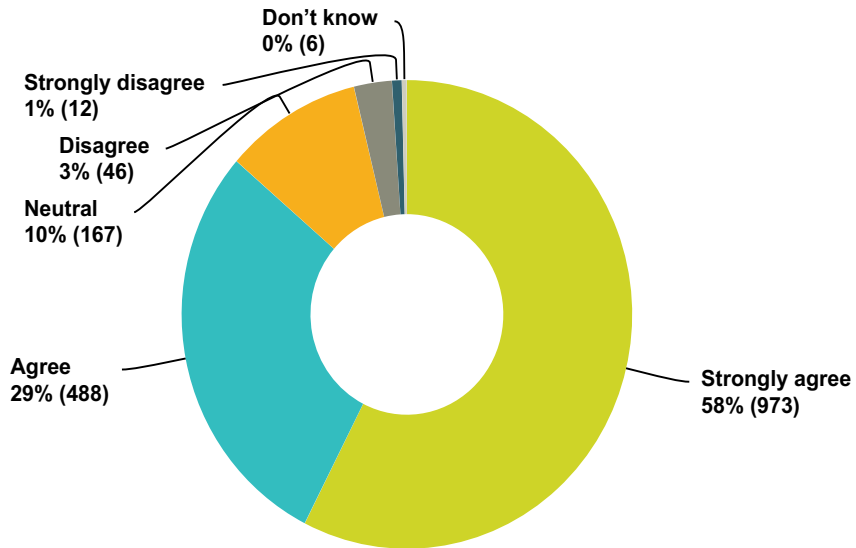


DRAFT

DRAFT

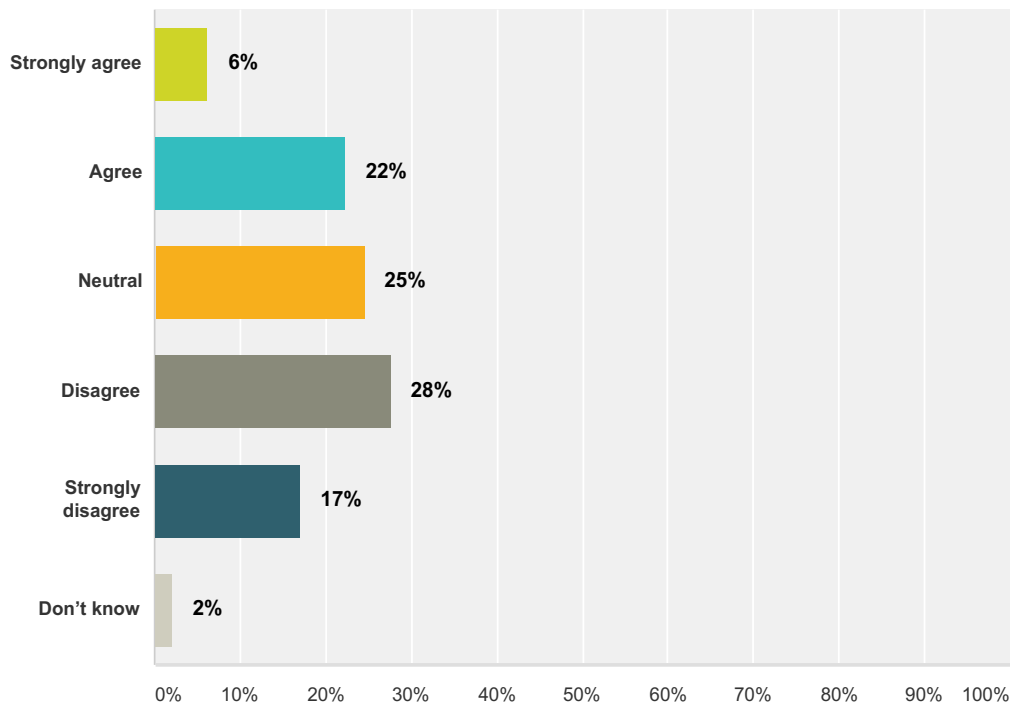
Q19 White Sands Boulevard is an important arterial that should be visually improved by the City.

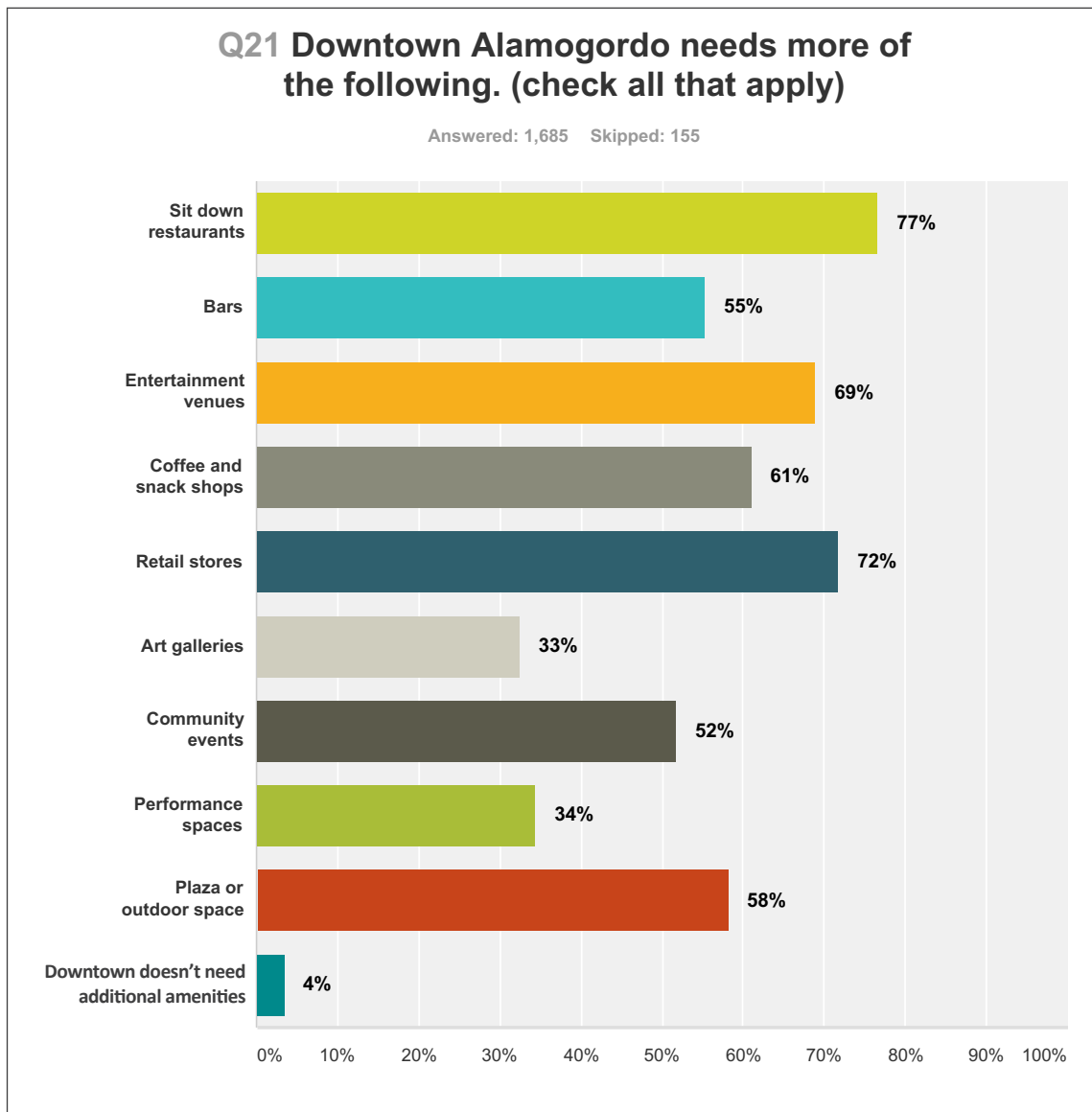
Answered: 1,692 Skipped: 148



Q20 Downtown Alamogordo is a fun place to visit, shop, and walk around.

Answered: 1,691 Skipped: 149



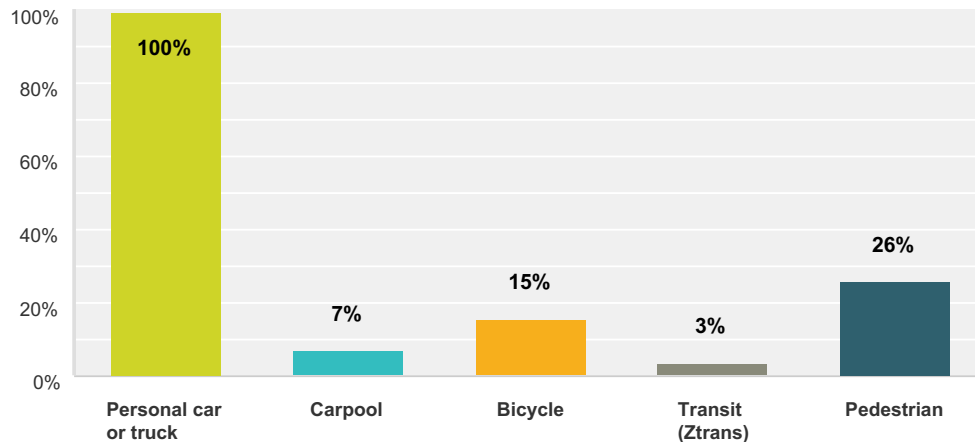


DRAFT

DRAFT

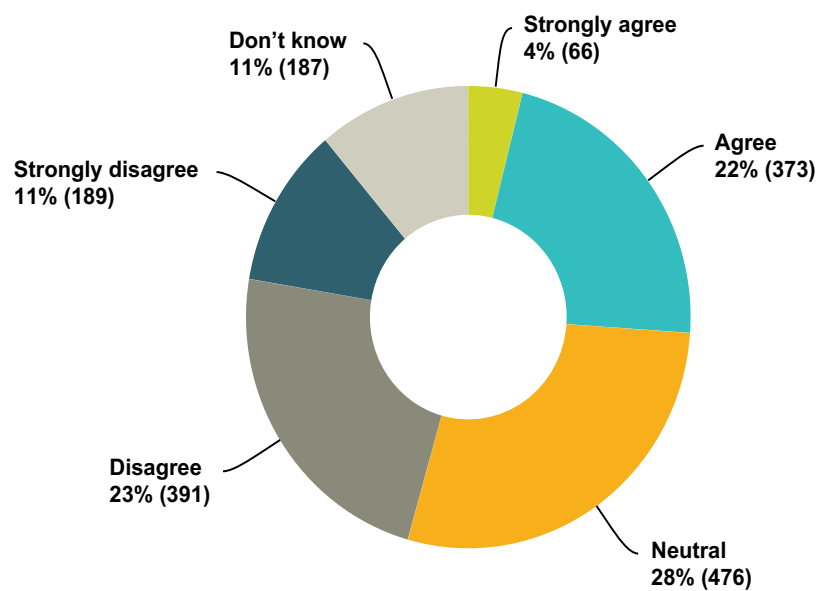
Q22 Please indicate all of the transportation modes that you currently use. (check all that apply)

Answered: 1,684 Skipped: 156



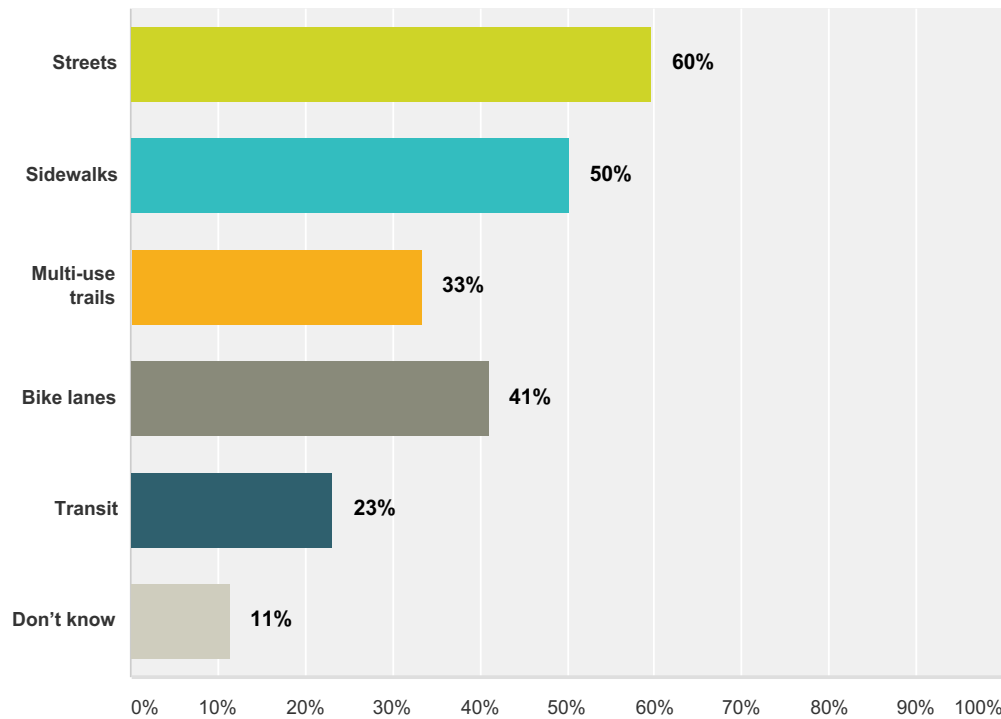
Q23 The City has an adequate multi-modal (vehicle, transit, bicycle, trails) transportation system.

Answered: 1,682 Skipped: 158



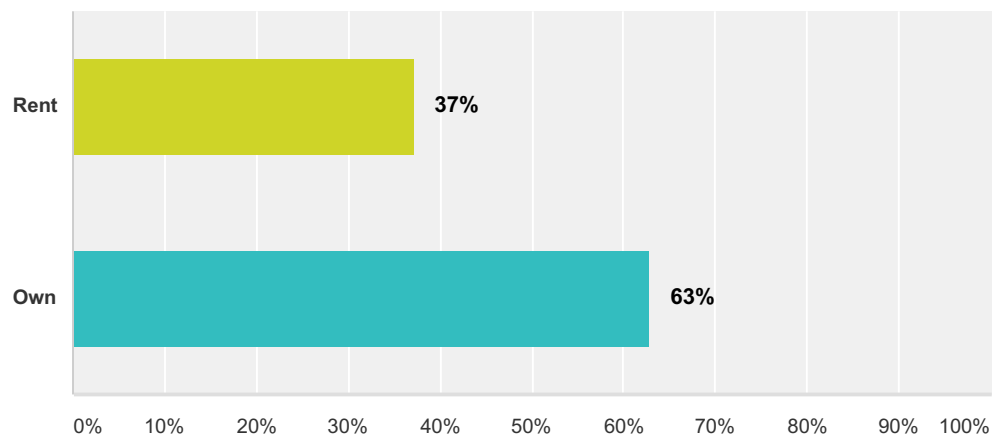
Q24 The City should focus on the following transportation improvements (check all that apply).

Answered: 1,673 Skipped: 167



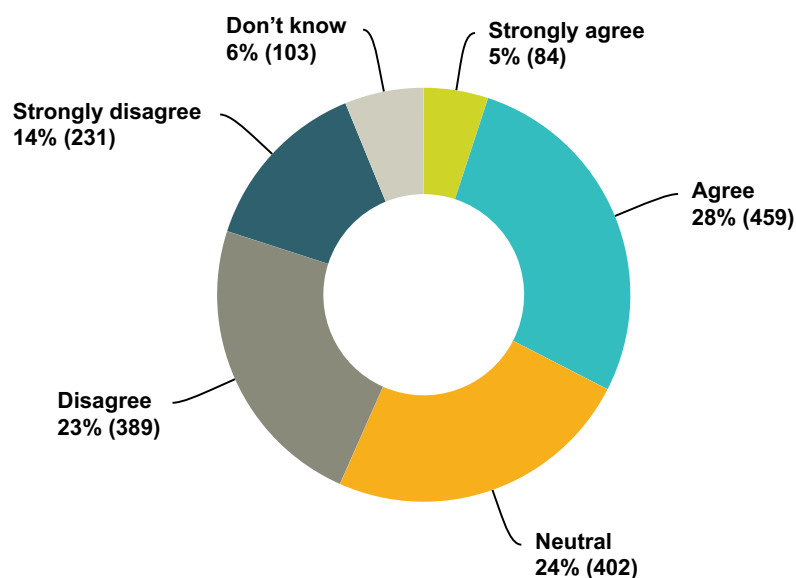
Q25 Do you rent or own your home?

Answered: 1,659 Skipped: 181



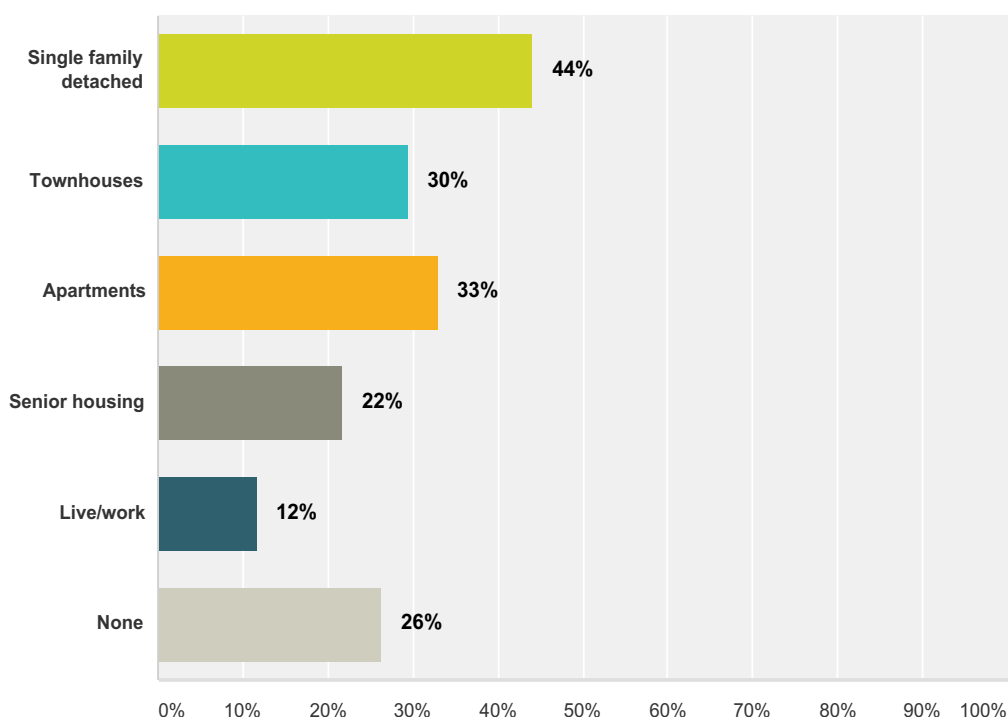
Q26 The City has an adequate supply of affordable housing.

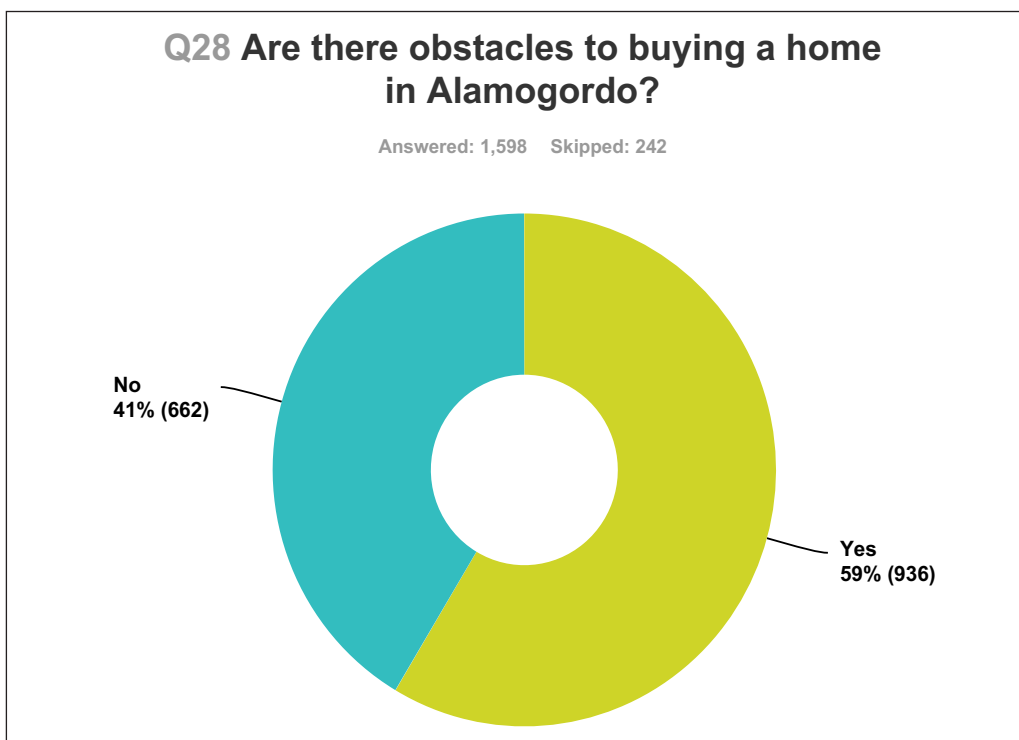
Answered: 1,668 Skipped: 172



Q27 The City needs more of the following types of housing (check all that apply).

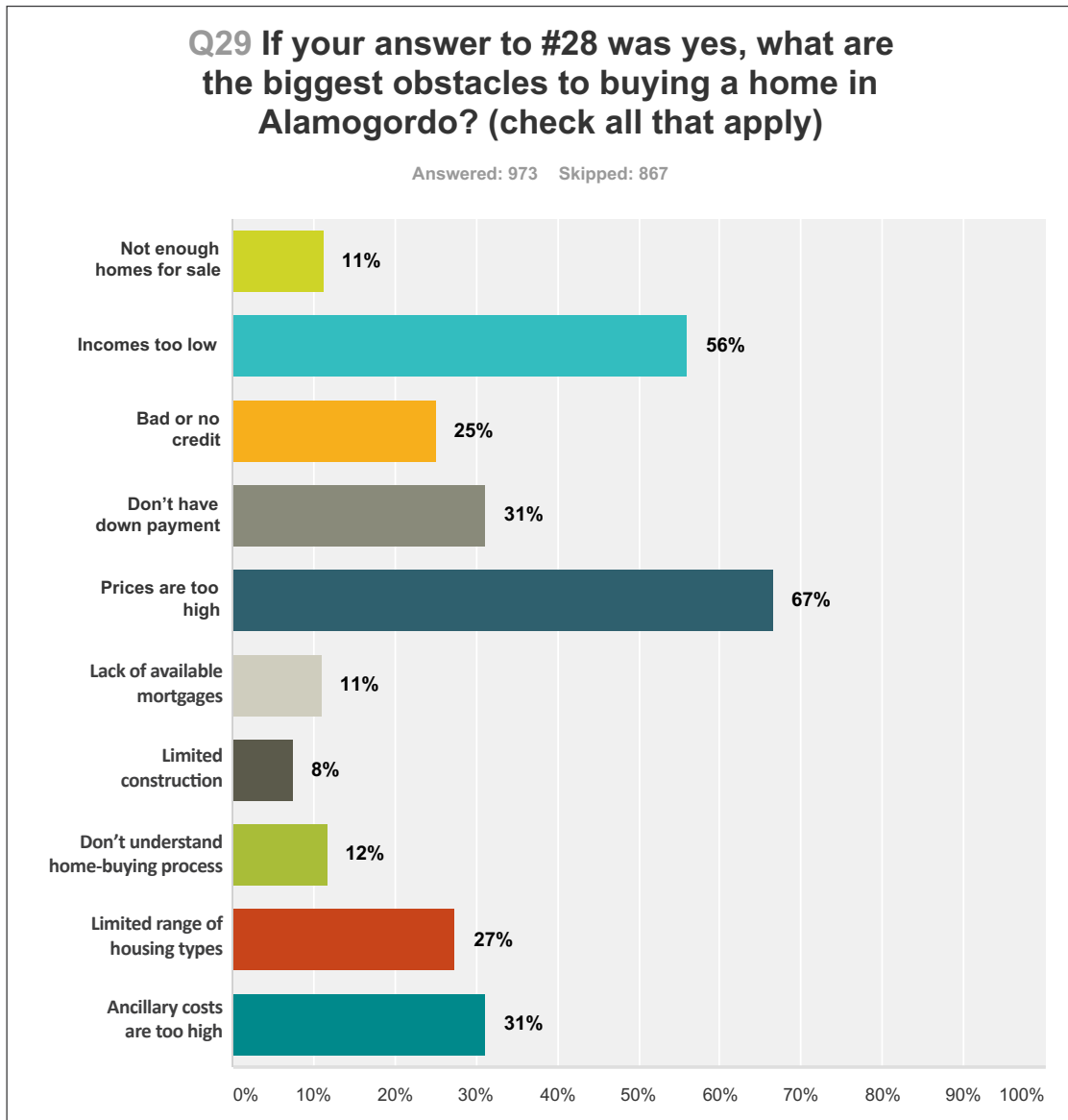
Answered: 1,606 Skipped: 234





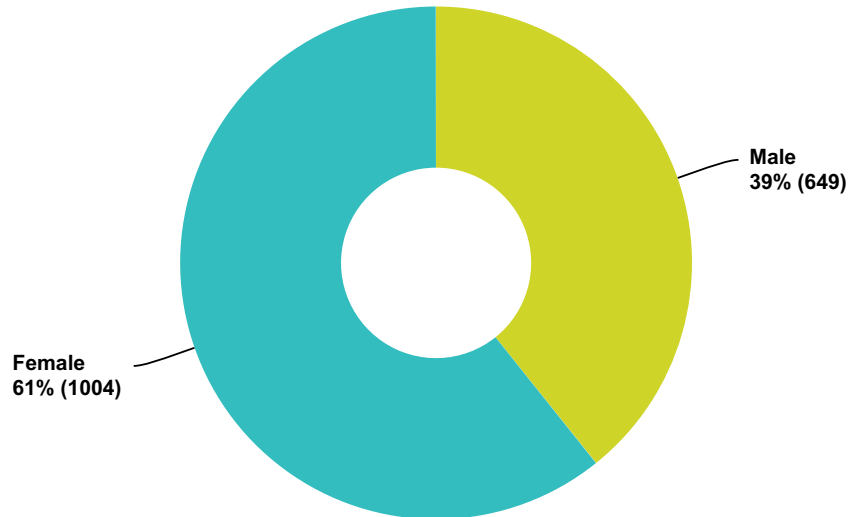
DRAFT

DRAFT

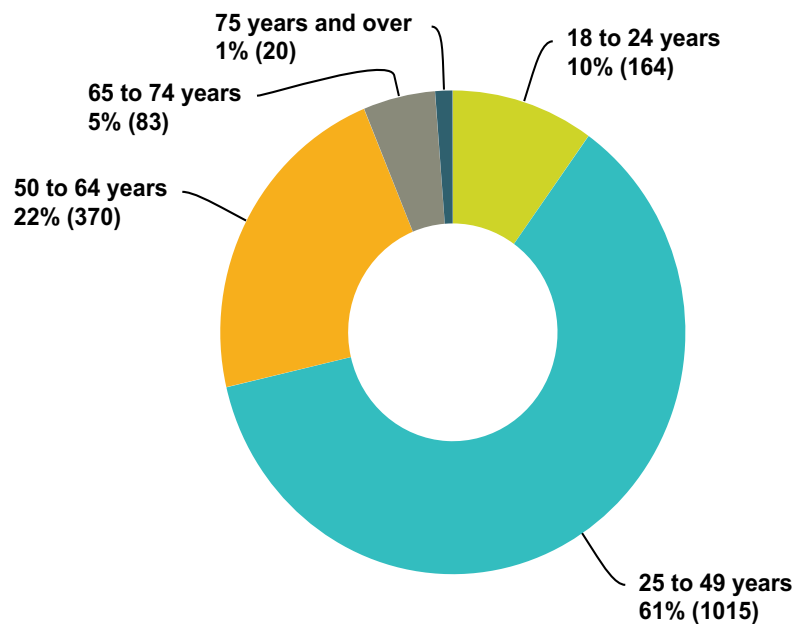


Q30 What is your gender?

Answered: 1,653 Skipped: 187

**Q31 What is your age category?**

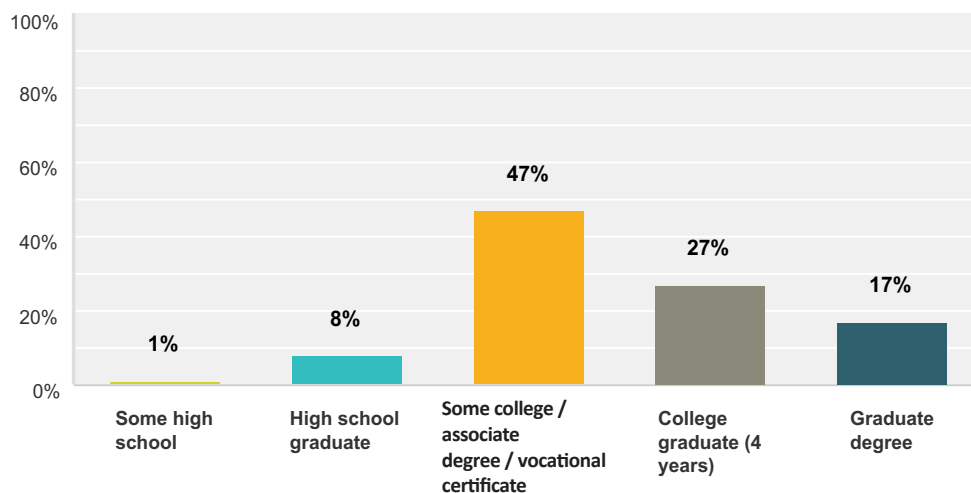
Answered: 1,652 Skipped: 188



DRAFT

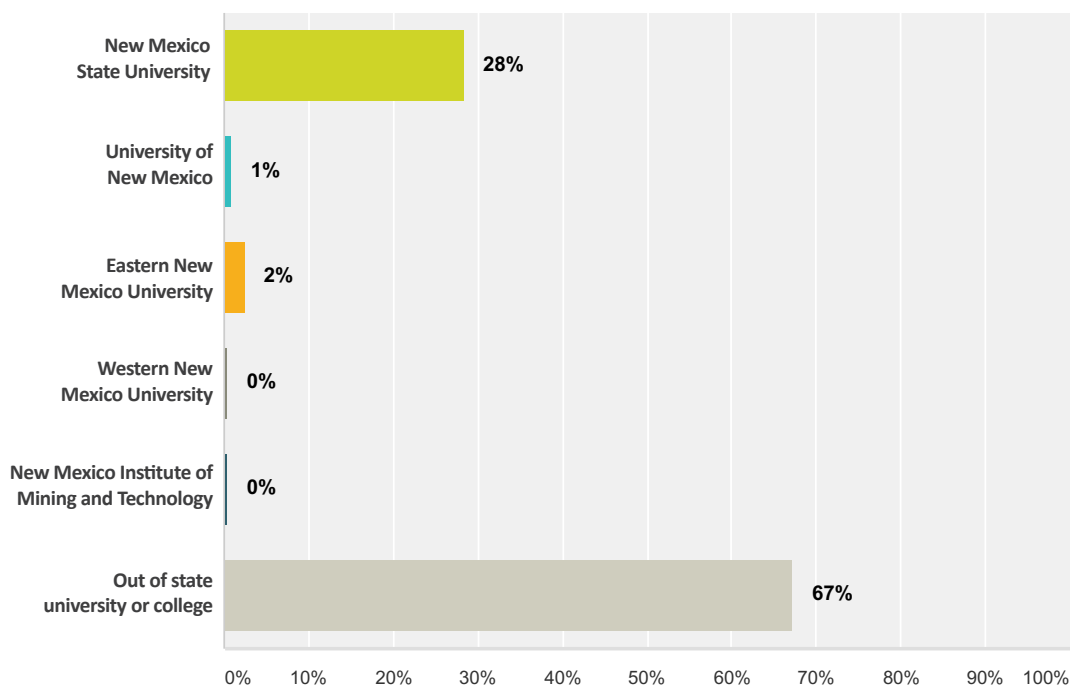
Q32 What is the highest level of education you have attained?

Answered: 1,654 Skipped: 186



Q33 If your answer to #32 was "College Graduate", where did you receive your degree from?

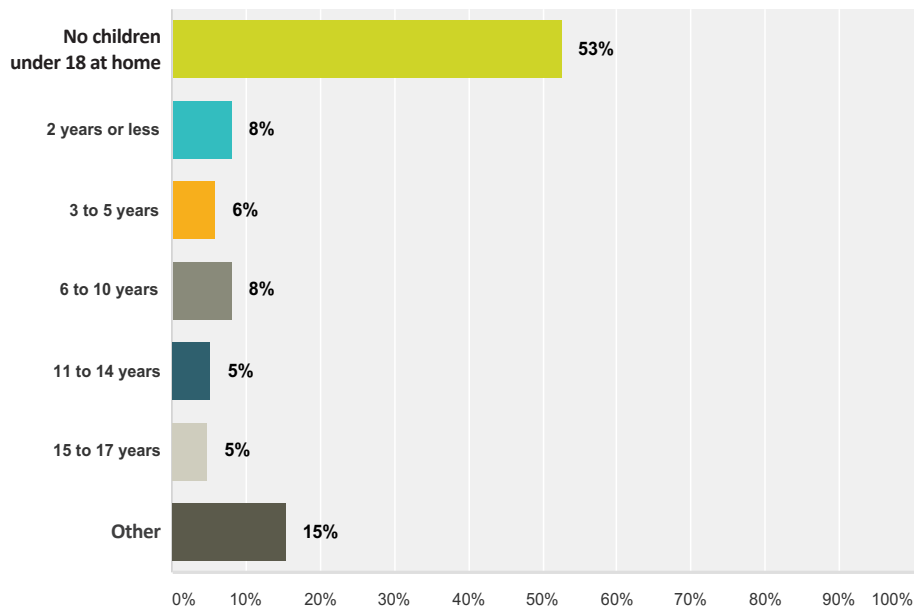
Answered: 867 Skipped: 973



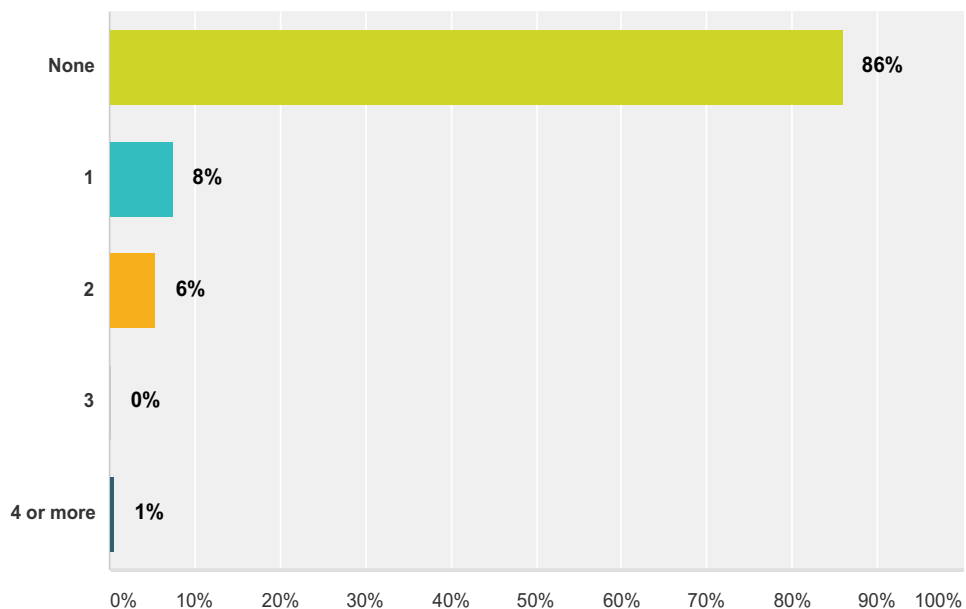
DRAFT

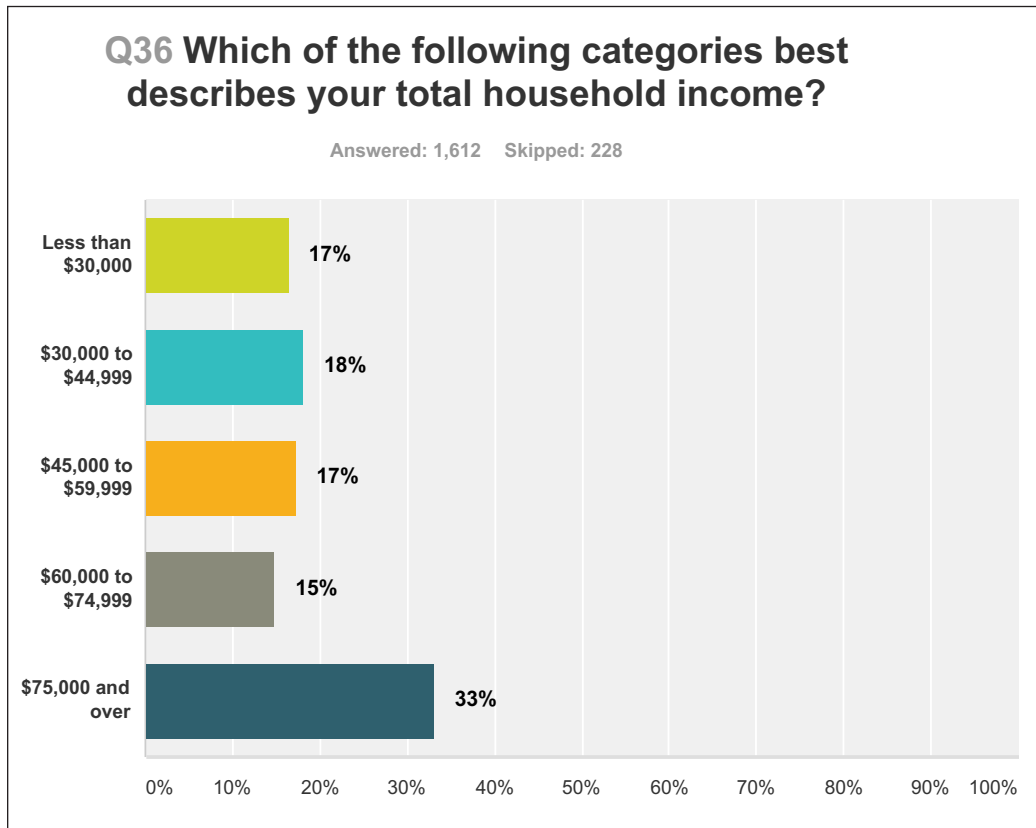
Q34 Do you have any children under the age of 18 living at home? If yes, what are their ages?

Answered: 1,635 Skipped: 205

**Q35 How many members of your household are over the age of 65?**

Answered: 1,651 Skipped: 189





INTRODUCTION

This section includes a brief list of federal and state economic, infrastructure development, housing, and rural health resources available to both local governments and people interested in redevelopment, business development, in need of a small business loan, historic preservation, housing assistance, etc. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

These funding programs and their respective web sites can change over time. To access the most current information on federal and state funding opportunities related to economic development, infrastructure, water, transportation, community development, housing, planning, and business resources, refer to <https://www.mindomo.com/mindmap/funding-map-596470a50eb04391a34fc3c080aab553>

AVIATION

New Mexico Department of Transportation - Aviation Division

The Aviation Division coordinates and administers state grants for improving the aviation infrastructure in the State of New Mexico. It also authorizes the expenditure of money from the state aviation fund for construction, development and maintenance of public use airport facilities. The Division supports and encourages air service to the smaller communities within the state through the Air Service Assistance Program. Any city or town in New Mexico can apply for a aviation-related grant through the Department of Transportation.

Aircraft Maintenance or Remodeling Tax Deduction: Receipts from maintaining, refurbishing, remodeling or otherwise modifying a commercial or military carrier (aircraft) over 10,000 pounds gross landing weight may be deducted from gross receipts.

Aircraft Manufacturing Tax Deduction: Receipts of an aircraft manufacturer or affiliate from selling aircraft or aircraft parts, or from selling services performed on aircraft or aircraft components or from selling aircraft flight support, pilot training or maintenance training services may be deducted from gross receipts.

Research and Development Tax Deduction:

Aerospace services are the research and development services sold or for resale to an organization for resale by the organization to the U.S. Air Force. When R&D services are sold to another corporation for resale to the Air Force, the seller's receipts are deductible. If the R&D services are sold to an intermediary for resale to a corporation for resale to the Air Force, those receipts are also deductible.

Contact: NMDOT - Aviation Division
P.O. Box 9830
Albuquerque, NM 87119-9830
Phone: (505) 244-1788
Website: <http://dot.state.nm.us/en/Aviation.html>

BROWNFIELDS

Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htm

EPA Brownfield Assessment Grants

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated

DRAFT

by petroleum. Applicants may seek a waiver of the \$200,000 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$1,000,000. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: http://www.epa.gov/brownfields/grant_info/index.htm

EPA Brownfield Cleanup Grants

Cleanup grants provide funding for cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs. The match must equal 20% of the amount of funding provided by EPA and cannot include administrative costs. A cleanup grant applicant may request a waiver of the 20% cost share requirement based on hardship. An applicant must own the subject site at the time of application. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

BUSINESS DEVELOPMENT RESOURCES

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

High Wage Jobs Tax Credit

A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: NM Taxation and Revenue Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: <http://gonm.biz/why-new-mexico/competitive-business-climate/incentives/high-wage-jobs-tax-credit>

Job Training Incentive Program (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70% of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: NM Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: <https://gonm.biz/business-resource-center/edd-programs-for-business/job-training-incentive-program/>

New Mexico Angel Tax Credit

This tax credit allows for an investor (who files a NM income tax return and is an accredited investor) to take a tax credit of up to \$25,000 (25% of an investment up to \$100,000) for an investment made in a New Mexico company that is engaging in high-technology research or manufacturing. This credit can be claimed for up to two qualified investments in a taxable year, given that each investment is in a different qualified business. Any unused portion of the credit can be rolled over and applied for three consecutive years.

Contact: New Mexico Angels, Inc.
1451 Innovation Parkway SE, Suite 600
Albuquerque, NM 87123
Website: www.nmangels.com

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified Development Company
6500 Jefferson NE, Suite 200
Albuquerque NM 87109
Phone: (505) 843-9232
Website: www.elcdc.com

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term.

Contact: U.S. Small Business Administration New Mexico District Office
625 Silver Avenue SW, Suite 320
Albuquerque, NM 87102
Phone: (505) 248-8225
Website: <https://www.sba.gov/partners/lenders/7a-loan-program/types-7a-loans>

Small Business Development Center
New Mexico State University-Alamogordo
2400 N. Scenic Drive
Alamogordo, NM 88310-3722
Phone: (575) 439-3660

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state's small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

New Mexico Partnership

The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

NM Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership
1720 Louisiana Blvd NE, Suite 312
Albuquerque, NM 87110
Phone: (505) 247-8500
Website: <http://www.nmpartnership.com/>

DRAFT

SMART Money Loan Participation Program

This program is administered by the New Mexico Finance Authority and intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: <https://www.nmfa.net/financing/loan-participation-programs/smart-money/>

The Loan Fund

The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

WESST

The WESST's Las Cruces office serves emerging and existing small business owners (men and women) in seven counties, including Doña Ana, Luna, Hidalgo, Grant, Catron, Sierra, and Otero counties. WESST Las Cruces features a computer lab available to all clients and is collaborating with the Las Cruces Green Chamber of Commerce to offer Lunch 'n Learns on a variety of topics the first Friday of each month. WESST Las Cruces is one of six WESST offices housing a Women's Business Center Program (WBC), funded in part by the U.S. Small Business Administration. The WBC Program

offers a variety of training and consulting services geared to, but not limited to women. If loans are needed, WESST will assist clients with their loan packages, financial projections, and provide information about various loan sources within the community, including their loan fund.

Contact: Community Enterprise Center
125 N. Main Street
Las Cruces, NM 88001
Phone: 575-541-1583
Website: <https://www.wesst.org/las-cruces/>

COMMUNITY DEVELOPMENT**Cooperative Agreements Program (COOP)
Local Government Road Fund**

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

Land and Water Conservation Fund (LWCF)

This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals, and Natural Resources Department administers the state program. New Mexico has received \$37.4 million dollars from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies, municipalities, counties, schools, and tribes have developed

DRAFT

and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service
1849 C Street, NW, Org-2225
Washington, D.C. 20240
Website: www.nps.gov/subjects/lwcf/index.htm

Local Government Planning Fund

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to “forgive” the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling \$737,900 and has approved an additional 14 projects totaling \$304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: <https://www.nmfa.net/financing/planning-grants/local-government-planning-grants/>

Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the state share typically ranges from \$50,000 to \$1.1 million per project. Applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section, NMDOT
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498

Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

Public Project Revolving Fund (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed ‘AAA’ - insured interest rates.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: <https://www.nmfa.net/financing/public-project-revolving-fund/information-about-pprf-bonds/>

Small Cities Community Development Block Grant Program (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: State of New Mexico Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

DRAFT

Sustainable Communities Initiatives Grant Program

The Sustainable Communities Regional Planning Grant Program supports locally-led collaborative efforts that bring together diverse interests from the many municipalities in a region to determine how to best target housing, economic and workforce development, and infrastructure investments to create more jobs and regional economic activity. The Community Challenge Grant Program fosters reform and reduces barriers to achieving affordable, economically vital, and sustainable communities. Community Challenge efforts include amending or replacing local master plans, zoning codes, and building codes to promote mixed-use development, affordable housing, the reuse of older buildings, and similar activities.

Contact: U.S. Department of Housing and Urban Development
P.O. Box 23268
Washington, DC 20026-3268
Phone: 1-800-245-2691
Website: https://www.hud.gov/program_offices/economic_development/sustainable_

U.S.D.A. Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. The USDA provides loan programs such as the B&I Loan and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available through the following programs:

- Business and Industry Loan Guarantees
- Single Family Housing Direct Home Loans
- Single Family Housing Guaranteed Loan Program
- Community Facilities Direct Loan and Grant Program
- Single Family Housing Repair Loans and Grants
- Water and Waste Disposal Loan and Grant Program

Contact: USDA Rural Development New Mexico Office
100 Sun Avenue NE, Suite 130
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: <https://www.rd.usda.gov/nm>

U.S. Department of Transportation (DOT)

The New Mexico Transportation Alternatives Program (TAP) is a Federal Aid funding program authorized through the FAST Act as part of the new Surface Transportation Block Grant (STBG) Program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities, in addition to other projects, as outlined in the NM Active Transportation and Recreational Programs Guide. Each state's department of transportation administers the program using its own competitive process, in accordance with the law. Approximately every two years, NMDOT coordinates with the state's seven RTPOs and five MPOs on soliciting TAP applications.

Contact: NMDOT District 2 Office
4505 West Second Street
Roswell, NM 88202
Phone: (575) 637-7200
Website: http://dot.state.nm.us/content/dam/nmdot/planning/FFY18-19_TAP-RTP_Guide.pdf

HEALTH CARE

Office of Rural Health Policy Grants

The Office of Rural Health Policy Grants falls under the Department of Health and Human Services (HHS). There are over 90 grant programs whose availability is contingent upon federal funding each fiscal year. For more than 20 years, HHS has had an Office of Rural Health Policy in the Health Resources and Services Administration (HRSA) to focus on key rural health policy issues and administer targeted rural grant programs. HRSA's rural health grant programs help fund rural hospitals, health centers, and local clinics.

Contact: Office of Rural Health Policy, Health Resources & Services Administration
5600 Fishers Lane, 5A-05
Rockville, MD 20857
Phone: (301) 443-0835
Website: <https://www.hrsa.gov/grants/apply/index.html>

DRAFT

HISTORIC PRESERVATION

Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: <https://www.nps.gov/tps/tax-incentives.htm>

National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost \$17 million in financial assistance and direct investment in cities, towns, and rural areas across the United States.

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

New Mexico Historic Preservation Loan Fund

Below market rate loans are made by the NM Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the state sufficient collateral security interest in the property.

Contact: NM Department of Cultural Affairs - Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nmtc@nmfa.net
Website: <http://www.nmhistoricpreservation.org/programs/incentives.html>

State Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is \$50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs - New Mexico
Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236

DRAFT

Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

U.S. Department of Transportation (DOT)

The Transportation Enhancement (TE) activities offered funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.

Contact: USDOT Federal Highway Administration
New Mexico Division
4001 Office Court Dr., Suite 801
Santa Fe, NM 87507
Phone: (505) 820-2021
Website: https://www.fhwa.dot.gov/Environment/transportation_enhancements/

HOUSING ASSISTANCE

New Mexico Mortgage Finance Authority (MFA)

The MFA provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing, including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects.

Some of the primary rental and homeownership programs administered by MFA include:

HOME Investment Partnerships Program:

Assistance is provided to income qualified homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, including applicable codes, standards

or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections. Non-profits, housing authorities, and local governments administer the homeowner rehabilitation program. Funds are awarded through a RFP/Application process. MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

New Mexico Housing Trust Fund: Provides flexible funding for affordable housing initiatives for persons or households of low or moderate income. Nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Costs of infrastructure, construction, acquisition and rehabilitation necessary to support affordable single family or rental housing. Interest rates are approximately 1 to 5% per annum. Construction is up to three years (current maximum \$1,500,000). Long term amortizing up to 30 years (current maximum: \$500,000). Requirements for rental households are those earning 60% or less AMI. Requirements for single family households are those earning 80% or less AMI.

Primero Investment Fund Loan Program - This is a flexible, low cost loan program created to finance the development of affordable rental or special needs residential facilities that would be considered "high risk" by traditional lenders. The purpose of the program is to leverage other public and private funds and to expand the housing development capacity of New Mexico's nonprofit, tribal, and public agency housing providers. The Primero Investment Fund has been broadened over the years to include the financing of all types of projects that cannot be accommodated by existing sources -- particularly the secondary market -- and to develop new delivery systems through nonprofit organizations and other institutions to increase affordable housing production. Public and tribal

DRAFT

agencies, and for-profit and nonprofit sponsors are all eligible. Rental, owner occupied and special needs projects of any size maybe financed under this program during any stage of the development process. New construction, conversion and acquisition/rehabilitation projects may be financed.

Section 515 Multifamily Housing Preservation

Revolving Loan Fund: The purpose of this program is to provide loans to rehabilitate housing currently financed by Rural Development through its multifamily housing loan program under Sections 514, 515, and 516 of the Housing Act of 1949. This initiative is supported by funds provided by USDA Rural Development in the amount of \$2 million. MFA is providing matching funds equal to \$550,000. Eligible borrowers include nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Applicants must have ownership or site control of an eligible Section 514, 515, or 516 property.

Ventana Fund: The Ventana Fund is a Certified Development Financial Institution (CDFI) established in 2014 to meet the critical need for an increased supply of early stage financing for affordable housing construction and rehabilitation projects in New Mexico. It is a 501(c)(3) nonprofit corporation organized by private citizens and housing professionals who are dedicated to increasing the number of decent affordable homes available to New Mexico's lower-income residents. Ventana Fund is committed to financing affordable housing in low-income communities, economically distressed communities, and market niches that are underserved by traditional financial institutions. Target markets include low-income populations earning less than 80% AMI), tribal communities, rural communities, and CDFI investment areas. Ventana Fund also focuses on hard-to-finance projects, such as older rental projects needing rehabilitation.

Contact: New Mexico Mortgage Finance Authority
344 Fourth Street SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: <http://www.housingnm.org/>

DRAFT

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/23/2018

Report No: 9.

Submitted By: Bob Johnson

Subject: Consider, and act upon, award of Public Works Bid No. 2018-001 to Hank Williams, Inc. dba Williams Construction Contractors, related to the Otero/Greentree Regional Landfill Cell #5 project, in an amount not to exceed \$1,044,833.70, including NMGR. *(Bob Johnson, Engineering Manager)*

Fiscal Impact: \$1,044,833.70
Amount Budgeted: \$1,956,217.00
Fund: 094-0903-990.61-90 PW1405

Additional Fiscal Impact:

Recommendation: Approve the award.

Background: The work will consist of installation of liner, leachate collection system, and earthwork for Cell #5 at the Otero/Greentree Regional Landfill.

The project was advertised on February 4, 2018. Bids were opened on March 8, 2018 at 2:00 p.m. with four (4) responsive bids received: Hank Williams, Inc. dba Williams Construction Contractors; CBKN Dirtworks, Inc.; Sierra Valley Contractors, Inc.; and Guzman Construction Solutions, LLC.

Please refer to the attached bid tabulation.

BID TABULATION
OTERO/GREENTREE REGIONAL LANDFILL CELL #5
PUBLIC WORKS BID NO. 2018-001
MARCH 8, 2018

ITEM NO.	QTY	UNIT	DESCRIPTION	Engineer's Opinion of Probable Construction Cost		Hank Williams, Inc. dba Williams Constr. Contractors		CBKN Dirtworks, Inc.		Sierra Valley Contractors, Inc.		Guzman Construction Solutions, LLC	
				UNIT PRICE	BID AMOUNT	UNIT PRICE	BID AMOUNT	UNIT PRICE	BID AMOUNT	UNIT PRICE	BID AMOUNT	UNIT PRICE	BID AMOUNT
1	1	LS	Soil Compaction Testing Allowance	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
2	77769	CY	Unclassified Excavation	\$3.40	\$264,414.60	\$2.71	\$210,753.99	\$2.30	\$178,868.70	\$4.48	\$348,405.12	\$4.80	\$373,291.20
3	55410	SY	6" Subgrade Compacted to 95%	\$18.00	\$997,380.00	\$1.05	\$58,180.50	\$1.40	\$77,574.00	\$0.47	\$26,042.70	\$2.79	\$154,593.90
4	730	LF	6-Inch Perforated HDPE SDR11 Pipe	\$30.00	\$21,900.00	\$23.00	\$16,790.00	\$24.00	\$17,520.00	\$21.06	\$15,373.80	\$18.79	\$13,716.70
5	255	LF	6-Inch Solid HDPE SDR11 Pipe	\$27.00	\$6,885.00	\$16.38	\$4,176.90	\$17.00	\$4,335.00	\$21.54	\$5,492.70	\$18.01	\$4,592.55
6	30	LF	12-Inch Perforated HDPE SDR11 Pipe	\$50.00	\$1,500.00	\$95.14	\$2,854.20	\$87.00	\$2,610.00	\$97.56	\$2,926.80	\$76.94	\$2,308.20
7	155	LF	12-Inch Solid HDPE SDR11 Pipe	\$45.00	\$6,975.00	\$39.86	\$6,178.30	\$41.00	\$6,355.00	\$64.88	\$10,056.40	\$48.34	\$7,492.70
8	18254	SY	60 Mil HDPE Double Textured Side Slope Liner	\$7.20	\$131,428.80	\$6.19	\$112,992.26	\$7.00	\$127,778.00	\$7.22	\$131,793.88	\$6.78	\$123,762.12
9	32826	SY	60 Mil HDPE Smooth Floor Liner	\$6.50	\$213,369.00	\$5.22	\$171,351.72	\$5.00	\$164,130.00	\$6.18	\$202,864.68	\$5.64	\$185,138.64
10	51080	SY	Geosynthetic Clay Liner with Woven Geotextiles	\$6.50	\$332,020.00	\$5.61	\$286,558.80	\$6.00	\$306,480.00	\$6.48	\$330,998.40	\$6.07	\$310,055.60
11	820	SY	Non-Woven Geosynthetic Filter Fabric	\$10.00	\$8,200.00	\$7.65	\$6,273.00	\$10.00	\$8,200.00	\$7.10	\$5,822.00	\$9.30	\$7,626.00
12	257	CY	Coarse Aggregate, Type H	\$50.00	\$12,850.00	\$36.79	\$9,455.03	\$42.00	\$10,794.00	\$60.79	\$15,623.03	\$55.62	\$14,294.34
13	730	LF	Stormwater Protection Structure	\$25.00	\$18,250.00	\$13.84	\$10,103.20	\$35.00	\$25,550.00	\$34.65	\$25,294.50	\$23.75	\$17,337.50
14	80	SY	4 Layers - 200 Mil HDPE Geonet Cushion	\$20.00	\$1,600.00	\$11.44	\$915.20	\$22.50	\$1,800.00	\$2.65	\$212.00	\$50.50	\$4,040.00
NMGRT (6.3125%)					\$2,022,772.40		\$902,583.10		\$937,994.70		\$1,126,906.01		\$1,224,249.45
					\$127,687.51		\$56,975.56		\$59,210.92		\$71,135.94		\$77,280.75
					\$2,150,459.91		\$959,558.66		\$997,205.62		\$1,198,041.95		\$1,301,530.20
A-1	33,988	CY	Soil Cushion, 2' (24" Thickness)	\$12.00	\$407,856.00	\$2.36	\$80,211.68	\$6.50	\$220,922.00	\$2.93	\$99,584.84	\$5.16	\$175,378.08
NMGRT (6.3125%)					\$407,856.00		\$80,211.68		\$220,922.00		\$99,584.84		\$175,378.08
					\$25,745.91		\$5,063.36		\$13,945.70		\$6,286.29		\$11,070.74
					\$433,601.91		\$85,275.04		\$234,867.70		\$105,871.13		\$186,448.82
			Base Bid and Additive Alternate No. 1 w/ NMGRT		\$2,584,061.82		\$1,044,833.70		\$1,232,073.32		\$1,303,913.08		\$1,487,979.02

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/14/2018

Report No: 10.

Submitted By: Bob Johnson

Subject: Consider, and act upon, award of Public Works Bid No. 2018-002 to Classic Builders, Inc., related to the Repaint Alamogordo City Hall and Sign project, in an amount not to exceed \$37,028.88, including NMGR. *(Bob Johnson, Engineering Manager)*

Fiscal Impact: \$37,028.88

Amount Budgeted: \$100,000.00

Fund: 011-2400-419.65-70 EN1802

Additional Fiscal Impact:

Recommendation: Approve the award.

Background: The work will consist of prep, stucco patching, and repainting the exterior of Alamogordo City Hall and sign..

The project was advertised on February 4, 2018. Bids were opened on March 8, 2018 at 2:00 p.m. with one (1) responsive bid received: Classic Builders, Inc.

Please refer to the attached bid tabulation.

BID TABULATION
REPAINT ALAMOGORDO CITY HALL AND SIGN
PUBLIC WORKS BID NO. 2018-002
MARCH 8, 2018 3:00 PM
COMMISSION CHAMBERS

ITEM NO.	QUANTITY	DESCRIPTION	Classic Builders, Inc.
			Total Price
Base Bid	1 L/S	Repaint Alamogordo City Hall and Sign	\$34,286.00
		NMGRT 8%	\$2,742.88
		TOTAL	\$37,028.88

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/23/2018

Report No: 11.

Submitted By:

Subject: Consider, and act upon, application for GRIP reimbursement submitted by Solid Cap Properties, LLC. for the remodel of the location for Melrose Family Fashions at the White Sands Mall. (*Petria Schreiber, City Attorney*)

Fiscal Impact: \$8,625

Amount Budgeted: \$100,000.00

Fund: 011-2400-419.57-18 GRIP Incentives

Additional Fiscal Impact:

Recommendation: Approve application of Solid Cap Properties, LLC for GRIP reimbursement for the remodel of the location of Melrose Family Fashions in the White Sands Mall.

Background:

RECEIVED

FEB 12 2018

APPLICATION FOR GROSS RECEIPTS TAX ABATEMENT
CITY OF ALAMOGORDO, NEW MEXICO

City of Alamogordo
City Attorney's
Office

FILING INSTRUCTIONS:

This filing acknowledges familiarity and assumed conformance with "Ordinance No. 1379, and Ordinance No. 1505, Gross Receipts Investment Program" ("GRIP"). This application will become part of any later agreement or contract and knowingly false representations thereon will be grounds for the voiding of any later agreement or contract.

ORIGINAL COPY OF THIS APPLICATION AND ATTACHMENTS SHOULD BE
SUBMITTED TO:

CITY ATTORNEY
CITY OF ALAMOGORDO
1376 EAST 9TH STREET
ALAMOGORDO, NM 88310

PART 1 - APPLICANT INFORMATION

Business Name: SOLID CAP PROPERTIES, LLC.
Submittal Date: _____
Address/City: 3199 N. white Sands Blvd. Alamogordo NM 88310
Name/Address/Phone of Business Contact on this Project: IDA MANGUM 575 434-3990
OR (505) 879-3478 3199 N. WHITE SANDS BLVD. ALAMOGORDO NM 88310

Business Owner ☒ Developer ☐
Type of Business: Corporation ☐ Partnership ☐
Proprietorship ☐ Limited Liability Company ☒

PART II - PROJECT INFORMATION

This application is for a: New Business ☒ Expanding Existing Business ☐
Type of Activity: Commercial ☐ Retail ☒
Attach a brief company overview, including a brief description of the product(s) and/or services, years in respective industry, and major clients/buyers of company's products and/or services.
Attachment Yes ☒

Attach a brief description of the product(s) and/or services that will be produced or sold in Alamogordo? Attachment Yes ☒
Type of Construction: New Construction ☐ Rehabilitation of Existing Structure ☒

Proposed Facility Address and Legal Description: (See Exhibit A)
3201 N. WHITE SANDS BLVD, SUITE A
Attach a map showing site: (See Exhibit B)

PLEASE COMPLETE AND SUBMIT THE FOLLOWING FOR THE PROJECT:

Please attach a statement:

- Total estimated cost of the expansion or new construction: \$ _____
 Include documentation to support cost of improvements. Acceptable examples are:

- You must document that the value of the expansion or new construction exceeds \$50,000.00.

A. Estimated cost of improvements: \$ 500,000

B. Permanent employment estimates:

If existing facility, the current employment level: 0
Estimated number of new jobs created: 30

C. Construction employment estimates:

Construction to start: Month: NOV Year: 2017
Construction to be completed: Month: FEB Year: 2018

Number of construction jobs anticipated:
At start: Peak: Finish: _____

D. Estimated property tax base value increase:

Valuation of existing property as of January 1, preceding this application:

LAND	?	IMPROVEMENTS	?
\$		\$	

Estimated value of property upon completion of the project subject.

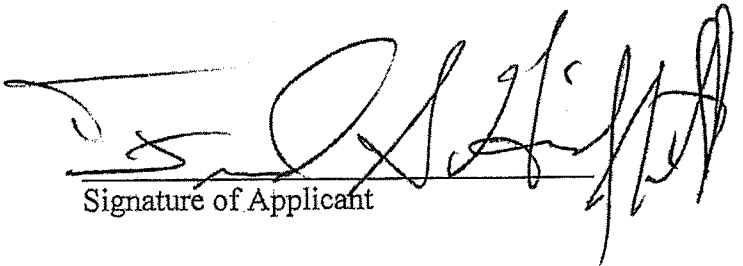
LAND IMPROVEMENTS
\$? \$?

Estimated Gross Receipt Taxes generated by the business prior to the expansion or construction. \$ 0

Estimated Gross Receipt Taxes to be generated by the business after the expansion or construction. \$ 2 MILLION

I declare under the penalties of falsification that this application, including all enclosed documents and statements, has been examined by me, and to the best of my knowledge and belief is true, correct, and complete.

2/12/18
Date

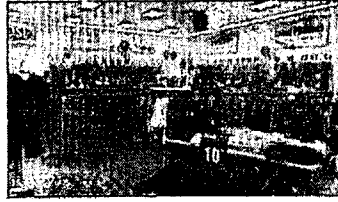

Signature of Applicant



[DEPARTMENTS](#) & [GALLERY](#) [STORE LOCATOR](#) [EMAIL SIGN UP](#) [CAREERS](#)



OUR STORY



Melrose began in 1976 with one clothing store in McAllen, Texas. This single store specialized in fashion for "Juniors", but grew over the years into a chain that included a Plus size department as well as a Contemporary Misses department for the modern working or family woman.

Now, over forty years later, we have over one hundred stores throughout Texas, New Mexico, Arizona, Nevada and California. We will continue to grow with brand new stores opening this year to bring great styles at great savings to more cities and towns across the country. This successful growth stems from a simple concept of offering our customers quality fashion styles at the lowest prices.

In recent years Melrose has added departments for men and kids fashions. Recently, electronics, home goods and an expanded cosmetics departments have been added making it a destination store for the family and home. The growing number of Melrose Family Fashions stores makes us a great one stop shop for quality affordable fashions for family and home.

Property Record Card

Otero Assessor

**SOLID CAP PROPERTIES
LLC
C/O: ANITA ARTALEJO**

**Account: R010312
WHITE SANDS MALL
Tax Area: 01_NR**

Parcel: 01N4054093520110
Situs Address:
3199 N WHITE SANDS BLVD
ALAMOGORDO, 88310

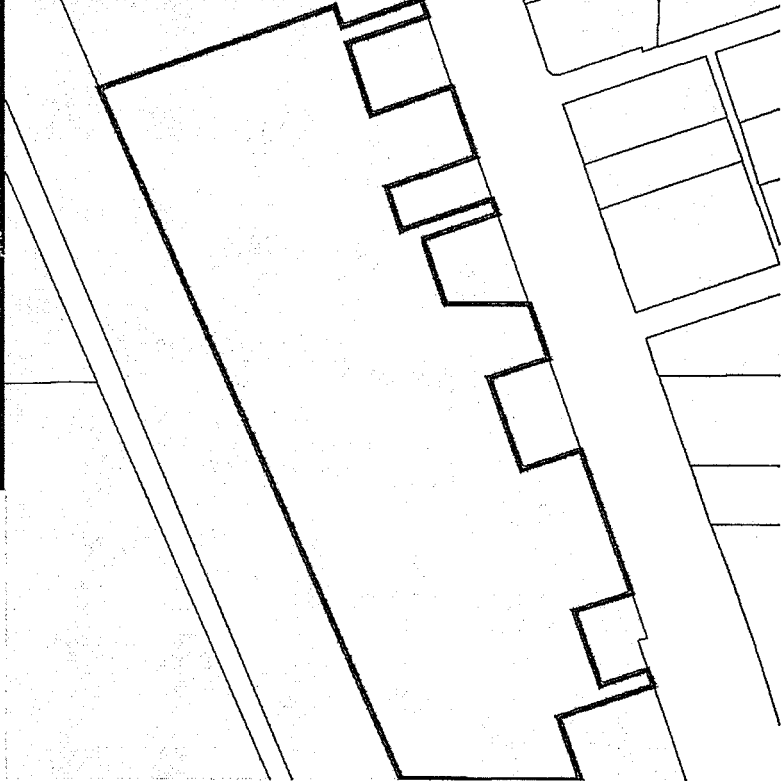
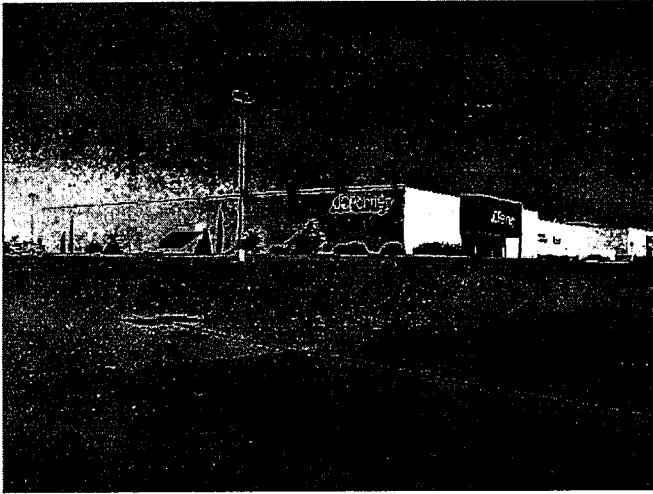
1500 WEST MALONEY
GALLUP, NM 87301

Parcel ID 01-00490
Parcel Size 16.311

Neighborhood C32 - Commercial N White Sands

Legal Description

Subd: WHITE SANDS MALL REPLAT #1 Lot: 1 - 16.311 ACRES
MORE OR LESS



Public Remarks

Entry Date	Model	Remark
02/24/2014	Commercial Occurrence 1	NO CHG TO THE EXTERIOR STRUCTURE FOR THE TAX YEAR 2014

Land Occurrence 1

Property Code	0200 - Non-Residential Land	Land Use Code	CM1 - Comm/Indus Lots
Acres	16.311	Description - PA, PS, PL, SF	SF
Rate	\$1.60	Zoning	C-3 - Business
Topography Code	F - Flat Land	Sewer Type	Municipal Sewer
Street Code	Asphalt Paving		

Commercial Occurrence 1

Property Code	0220 - Non-Residential Improvement	Building Type	414 - Regional Shopping Center
Actual Year Built	1982	SQFT	264671

Property Record Card

Otero Assessor

Commercial Occurrence 1

Construction Quality	2.0 - Average	Foundation	Concrete Slab
Construction Type	S - Metal Frame and Walls	Stories	1 - One Story
Story Height	12	Roof Structure	F - Flat
Roof Cover	RBR - Rubber Roofing	Exterior Wall	STC - Stucco CMU - Concrete Masonry Unit MET - Metal
Interior Wall	D - Dry Wall	Floor	R - Resilient
Heating Fuel	NG - Natural Gas	Heating Type	PU - Package Unit
Air Conditioning	PU - Package Refrigerated Air	Sprinklers	Wet Sprinklers
Condition	Fair		

Section 1 System Code 152 (Miscellaneous Yard Improvements) 15 - 25'
LIGHT POLES 375 units \$88.00 0.87% Depreciation Local Multiplier
No Architect Fees

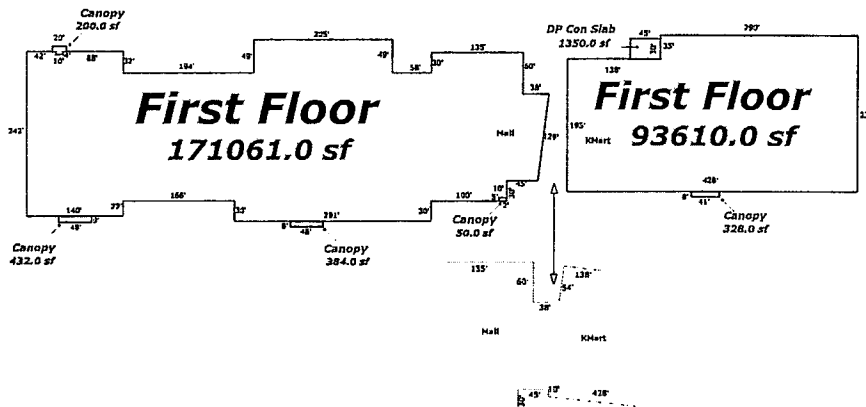
Section 1 System Code 149 (Parking Lots) ASPHALT PAVING 674771
units \$2.37 0.87% Depreciation Local Multiplier No Architect Fees

Section 1 System Code 152 (Miscellaneous Yard Improvements)
LUMINAIRES 45 units \$315.00 0.87% Depreciation Local Multiplier
No Architect Fees

Section 1 System Code 142 (Paving/Decking) CONCRETE PAVING
1350 units \$5.33 0.87% Depreciation Local Multiplier No Architect Fees

SubArea	ACTUAL	EFFECTIVE	HEATED	FOOTPRINT
CP Con Slab	1394.0			
DP Con Slab	1350.0			
GBA 1st Floor	264671.0		264671.0	
Total	267,415.00		264,671.00	

Commercial #1
Total 264,671 sf



Sketch by Apex Sketch v8 Pro™

Commercial Occurrence 2

Property Code	0220 - Non-Residential Improvement	Building Type	412 - Neighborhood Shopping Center
SQFT	4674	Construction Quality	2.0 - Average
Foundation	Concrete Slab	Construction Type	C - Masonry Bearing Walls
Stories	1 - One Story	Story Height	12
Roof Structure	F - Flat	Roof Cover	TGR - Tar and Gravel Built-up
Exterior Wall	CMU - Concrete Masonry Unit	Interior Wall	D - Dry Wall

APPLICATION AND CERTIFICATE FOR PAYMENT

TO OWNER: **Bald Cap Properties** PROJECT: **Medina Pavilion** APPLICATION NO: **4** DISTRIBUTION TO: ☒ OWNER ☐ ARCHITECT ☐ CONTRACTOR

3181 N. White Sands Blvd., Altamonte, NM 88310 3301 N. White Sands Blvd., Altamonte, NM 88310 PERIOD TO: **2/28/2018**

FROM (CONTRACTOR): **National Construction, Inc.** VA: PROJECT NO: **ARCHITECT**

P.O. Box 1479 Altamonte, NM 88311 CONTRACT DATE: **September 18, 2017**

CONTRACT FOR: **Medina TI**

CONTRACTOR'S APPLICATION FOR PAYMENT

CHANGE ORDER SUMMARY			
Change Orders approved in previous months by Owner		ADDITIONS	REDUCTIONS
TOTAL			
Approved this Month			
Number	Date Approved		
1	12/1/2016	3,970.00	
2	1/31/2018	1,520.00	
3	2/28/2018	7,655.56	
TOTAL		13,145.56	0.00
Net change by Change Orders		13,145.56	

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts there stated have been paid by the Owner, and that the Contractor's Certificate for Payment, when issued and payments received from the Owner, and that correct payment sheets is true and correct.

CONTRACTOR: **National Construction, Inc.**

By: *[Signature]* 2/28/2018

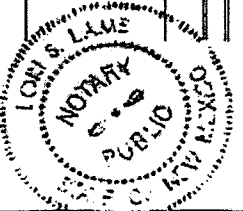
ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data compiled, the above application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

By: *[Signature]* Date: **2/28/2018**

Application is made for Payment, as shown below, in connection with the Contract. Contractor's Certificate is attached.

1. ORIGINAL CONTRACT SUM **\$ 438,353.00**
2. NET CHANGE BY CHANGE ORDERS **\$ 13,145.56**
3. CONTRACT SUM TO DATE (LINE 1 + 2) **\$ 451,498.56**
4. TOTAL COMPLETED & STORED TO DATE **450,811.56**
5. RETAINAGE (Column 3) **-**
6. RETAINAGE (Column 3) **-**
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT **\$ 351,297.00**
8. CURRENT PAYMENT DUE **\$ 99,324.56**
9. CURRENT GROSS RECEIPTS TAX (9%) **\$ 7,045.96**
10. TOTAL PAYMENT DUE INCLUDING TAX **\$ 106,370.52**
11. BALANCE TO FINISH **\$ 7,927.00**



[Handwritten notes and signatures at the bottom of the page, including 'OK', '3/1/12', and a large signature.]

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/14/2018

Report No: 12.

Submitted By: Kitty Williams

Subject: Consider, and act upon, first publication of Ordinance 1565 amending Section 7-01-020 of the Alamogordo Code of Ordinances regarding the keeping of bees. (*Petria Schreiber, City Attorney*) (**Roll Call Vote Required**)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve for first publication

Background: Consider and act upon first publication of Ordinance 1565 amending Section 7-01-020 of the Alamogordo Code of Ordinances regarding the keeping of bees.

ORDINANCE NO. 1565

TO AMEND §7-01-020 OF THE ALAMOGORDO CODE OF ORDINANCES REGARDING THE KEEPING OF BEES

WHEREAS, the Article 2-15 of the Alamogordo Code of Ordinances was adopted October 12, 2010 establishing the Gross Receipts Investment Program; and

WHEREAS, it is necessary to clarify the application procedure to ensure that funds are available and correctly allocated.

BE IT THEREFORE ORDAINED by the City Commission of the City of Alamogordo, New Mexico that the Code of Ordinances of the City of Alamogordo, New Mexico is hereby amended as follows:

7-01-020. - Keeping restrictions.

- (a) Except as otherwise provided in this section, it is unlawful to keep any livestock, poultry, or exotic animals in the city.
- (b) Subsection (a) shall not apply to:
 - (1) The keeping of Vietnamese miniature potbelly pigs or pygmy goats weighing fifty (50) pounds or less or poultry, or the operation of pet stores, veterinary offices or hospitals, commercial kennels, or livestock in zoning districts where the use or keeping is specifically permitted.
 - (2) Public zoos, or carnivals and circuses licensed as such.
 - (3) Fairs, petting zoos or other special events lasting less than two (2) weeks.
 - (4) The keeping of any animal at an approved research institution.
- (c) *Vicious animals.* It is unlawful for any person to keep or harbor any vicious animal. Any person attacked by a vicious animal may use reasonable force to repel the attack. After a judicial determination that an animal is vicious, the owner or keeper of such vicious animal shall destroy it humanely or release such animal to the animal control center for destruction.
- (d) *Restrictions on the keeping of bees.* Except as otherwise provided in this article, it is hereby declared to be a nuisance and it shall be unlawful for any person to keep bees on any lot or parcel of land keep within the city. The authorized keeping of bees, and associated beehives, shall be governed by the following regulations.
 - (1) *General regulations.*
 - a. *Apiary registration.* No person may own or maintain an apiary within the city without first registering all apiaries with the city. Registration shall be made in writing and upon such form or in such format as established by the city, and shall be accompanied by the prescribed registration fee of fifty dollars (\$50.00). ~~in the amount established from time to time by resolution of the city commission.~~ Non-property owners that wish to own or maintain an apiary on property that the non-property owner is renting, or otherwise occupying with the permission of the

property owner, must include written permission from the property owner or landlord that explicitly indicates that the non-property owner has permission to own or maintain an apiary on the subject property. Such written permission shall be supplied to the city as part of the apiary registration.

- b. *Hive type.* No beekeeper shall keep or maintain bees in any hive other than a modern movable frame hive which permits thorough examination of every comb.
 - c. *Fencing of flyways.* In each instance in which any colony is situated within twenty-five (25) feet of a public or private property line of the tract upon which the apiary is situated, as measured from the nearest point on the hive to the property line, the beekeeper shall establish and maintain a flyway barrier at least six (6) feet in height consisting of a solid wall, fence, dense vegetation or combination thereof that is parallel to the property line and extends ten (10) feet beyond the colony in each direction so that all bees are forced to fly at an elevation of at least six (6) feet above ground level over the property lines in the vicinity of the apiary.
 - d. *Water.* Each beekeeper shall ensure that a convenient source of water is available to the bees at all times during the year so that the bees will not congregate at swimming pools, bibcocks, pet watering bowls, bird baths or other water sources where they may cause human, bird or domestic pet contact.
 - e. *General maintenance.* Each beekeeper shall ensure that no bee comb or other materials that might encourage robbing are left upon the grounds of the apiary site. Upon their removal from the hive, all such materials shall promptly be disposed of in a sealed container or placed within a building or other bee-proof enclosure.
 - f. *Queens.* All colonies shall be maintained with marked queens. In any instance in which a colony exhibits unusual aggressive characteristics by stinging or attempting to sting without due provocation or exhibits an unusual disposition toward swarming, it shall be the duty of the beekeeper to promptly re-queen the colony with another marked queen. Queens shall be selected from European stock bred for gentleness and nonswarming characteristics.
 - g. *Prohibitions.* No Africanized bees may be kept on a property under the regulations of this section unless kept for the purpose of propagating beneficial bees.
 - h. *Marking hives.* The beekeeper shall conspicuously post a sign setting forth his name and telephone number.
 - i. *Application to ~~code enforcement~~ planning and zoning.* Anyone proposing to keep bees on a property in the city or to expand such use shall apply for approval from the ~~code enforcement~~ planning and zoning department, which shall determine if the application is in compliance with regulations regarding permitted placement of beehives, flyway barriers, and other structures used in the keeping of bees and whether the property is occupied by a condemned building.
- (2) *In residential districts.* In residential districts, the following regulations shall apply.
- a. *Notification required.* Any person proposing to keep an apiary on any property located in the city, or to expand any such use, shall first provide, by mail or personal delivery, written notice to the owner of all adjoining lots or parcels of land

prior to registering the apiary as required by section 7-01-020(c)(1)A of this article and shall certify the same to the city at the time of registration.

- b. *Colony densities.* It shall be unlawful to keep more than the following number of colonies on any tract within the city, based upon the size or configuration of the tract on which the apiary is situated:
 - 1. Less than two thousand four hundred (2,400) square feet in area—no colonies.
 - 2. One-quarter ($\frac{1}{4}$) acre or less tract size—two (2) colonies.
 - 3. More than one-quarter ($\frac{1}{4}$) acre but less than one-half ($\frac{1}{2}$) acre tract size—four (4) colonies.
 - 4. More than one-half ($\frac{1}{2}$) acre but less than one (1) acre tract size—six (6) colonies.
 - 5. One (1) acre or larger tract size—eight (8) colonies.
 - 6. Regardless of tract size, where all hives are situated at least two hundred (200) feet in any direction from all property lines of the tract on which the apiary is situated, there shall be no limit to the number of colonies.

For each two (2) colonies authorized under this section, colony densities there may be maintained upon the same tract one (1) nucleus colony in a hive structure not exceeding one (1) ten-frame hive body with no supers attached as required from time to time for management of swarms. Each such nucleus colony shall be disposed of or combined with an authorized colony within thirty (30) days after the date is acquired.

- c. *Location and setbacks.* No beehive shall be kept closer than five (5) feet to any lot line and ten (10) feet to a dwelling or the permitted placement of a dwelling on another parcel, and no beehive shall be kept in a required front yard or side street yard. The front of any beehive shall face away from the property line of the residential property closest to the beehive.
- d. *Lots without a primary residence.* Notwithstanding the provisions of chapter 29 of the Alamogordo Code of Ordinances regarding accessory uses, bee keeping is a permitted accessory use and may be kept on a lot that is vacant or has no occupied residence.
- e. *Written permission; revocation.*
 - 1. Written permission required by section 7-01-020(c)(1)a is revoked under any of the following circumstances:
 - i. The occupant who has given written permission gives up legal possession of the residence or property.
 - ii. The owner of property who has given written permission transfers or is otherwise divested of all interest in the property.
 - iii. The owner or occupant of property who has given written permission files a signed revocation of written permission with the code enforcement department.

- (3) *In non-residential districts.* In zoning districts other than residential districts, all regulations applicable in residential districts shall apply except that the number of beehives shall be limited to one (1) for each one thousand (1,000) square feet of lot area unless the non-residentially zoned lot is located within two hundred (200) feet from any residentially zoned lot in which case the density restrictions for residential districts shall apply.
- (e) *Variances.* The board of appeals may vary the regulations of this section as they apply to a particular property if it determines that such variance will be consistent with the stated purpose of this section.

DONE this _____ day of _____, 2018

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard A. Boss, Mayor

ATTEST:

APPROVED AS TO FORM:

Rachel Hughs, City Clerk

Petria Schreiber, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/14/2018

Report No: 13.

Submitted By: Kitty Williams

Subject: Consider, and act upon, first publication of Ordinance 1563 amending Chapter 12 of the Alamogordo Code of Ordinances regarding the Alamogordo Fire Department. (*Petria Schreiber, City Attorney*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve for first publication

Background: Consider, and act upon, first publication of Ordinance 1563 amending Chapter 12 of the Alamogordo Code of Ordinances regarding the Alamogordo Fire Department.

ORDINANCE NO. 1563

AN ORDINANCE AMENDING CERTAIN SECTIONS OF CHAPTER 12 AND MOVING HAZMAT TRANSPORTATION FROM CHAPTER 24 TO CHAPTER 12-05 WITH CERTAIN AMENDMENTS

WHEREAS, corrections are needed in Chapter 12 to change the designation from Department of Public Safety to Alamogordo Fire Department; and

WHEREAS, it was determined to be in the best interest of the citizens that the HazMat Transportation ordinance, be moved from Chapter 24 and placed in Chapter 12-05.

NOW, THEREFORE BE IT ORDAINED that the HazMat Transportation ordinance be moved from Chapter 24 to Chapter 12-05 and is hereby renumbered and amended to read as follows:

BE IT FURTHER ORDAINED that Chapter 12, Fire Prevention and Protection is hereby amended to read as follows:

Chapter 12 - FIRE PREVENTION AND PROTECTION

ARTICLE 12-01. - IN GENERAL

12-01-010. - Improper handling of fire.

(a) Improper handling of fire consists of:

- (1) Setting fire, or causing or procuring a fire to be set to any inflammable vegetation or forest material, growing or being on the lands of another person and without the permission of the owner thereof;
- (2) Allowing fire to escape or spread from the control of the person having charge thereof without using reasonable and proper precaution to prevent such fire from escaping or spreading;
- (3) Burning any inflammable vegetation or forest material whether upon his own land or that of another person, without using proper and reasonable precaution at all times to prevent the escape of such fire;
- (4) Leaving any campfire burning and unattended upon the lands of another person; or
- (5) Causing a fire to be started in any inflammable vegetation or forest material, growing or being upon the lands of another person, by means of any lighted cigar, cigarette, match or other manner, and leaving such fire unquenched.

Provided, nothing herein shall constitute improper handling of fire where the fire is a backfire set for the purpose of stopping the progress of a fire then actually burning.

(b) It shall be unlawful for any person to commit the offense defined in this section.

12-01-020. - Regulations to control open burning.

- (a) Open burning is any manner of burning not in a device or chamber designed to achieve combustion, where the products of combustion are emitted, directly or indirectly, into the open air.
- (b) Except as otherwise provided under these regulations, no person shall authorize, kindle or maintain any bonfire or rubbish fire.
 - (1) Open burning is permitted for barbecuing, for heating purposes in fireplaces, for the noncommercial cooking of food for human consumption and for warming by small wood fires within metal containers at construction sites.
 - (2) Open burning is permitted for the following purposes when a permit or other proper authorization is obtained from the ~~Alamogordo Fire Department~~ ~~department of public safety~~: Weed abatement; prevention of fire hazards; instruction and training of bona fide fire-fighting and fire rescue personnel; civil defense; conservation; game management; disease and pest control; land clearance for highway construction; forestry management; control of vegetation in irrigation ditches and canals; clearance and maintenance of watercourses and flood control channels to eliminate flood hazards; disposal of hydrocarbons spilled or lost from pipeline breaks or other transport failure; for ceremonial purposes; and other special circumstances.
- (c) A permit to burn shall not be issued if the ~~Alamogordo Fire Department~~ ~~department of public safety~~ determines that:
 - (1) A practical alternative to burning exists;
 - (2) The health or welfare of any person may be detrimentally affected; or
 - (3) Ambient air quality may be detrimentally affected;
 - (4) Violates state open burning regulations.
- (d) Any person seeking a permit to open burn shall do so by submitting a request to the ~~Alamogordo Fire Department~~ ~~department of public safety~~. The department will require the application to be written and it shall contain at least the following information:
 - (1) The requester's name, address and telephone number;
 - (2) The location where the burning is to be conducted;
 - (3) The type and quantity of material to be burned;
 - (4) The date and time when the burning is to be conducted;
 - (5) The methods that will be followed to ignite, maintain and control the burning;
- (e) This section shall apply within the city limits as now in effect or hereafter amended.

ARTICLE 12-02. - CODE ADOPTED

12-02-010. - Generally—International Fire Code Adopted.

- (a) With the exceptions and amendments set forth below, the City hereby adopts by reference the conditions, provisions, limitations and terms of the International Fire Code, 2003 Edition, published by the International Code Council, including any amendments thereto which are adopted by the State as of the date of or subsequent to the date of this section.

(b) Amendments. The following provisions are amended:

(1) *Section 103.1* shall be amended to read:

Sec. 103.1 General

The Division of ~~Fire Prevention~~ fire services is established within the jurisdiction under the direction of the ~~Fire Chief~~ Department of Public Safety. One of the functions of the division shall be the implementation, administration and enforcement of the provisions of this code.

(2) *Section 105.1* shall be amended to read:

Sec. 105.1.

- (a) General fees shall be assessed in accordance with the provision of this section or shall be as set forth in the fee schedule approved by the jurisdiction.
- (b) Permit fees. The fee for each permit shall be as set forth in the current fee schedule approved by the City Commission. The determination of value or valuation under any of the provisions of this code shall be made by the building official. The value to be used in computing the permit fee shall be the total value of all work for which the permit is issued.
- (c) Expiration of permit application. Applications for which no permit is issued within one hundred eighty (180) days following the date of application shall expire by limitation, and plans and other data submitted for review may thereafter be returned to the applicant or destroyed by the building official. The building official may extend the time for action by the applicant for a period not exceeding one hundred eighty (180) days upon request by the applicant showing that circumstances beyond the control of the applicant have prevented action from being taken. No application shall be extended more than once. In order to renew action on an application after expiration, the applicant shall resubmit plans and pay a new application fee.
- (d) Fees. Work without a permit. Whenever any work for which a permit is required by this code has been commenced without first obtaining said permit, a permit must be obtained before the work is continued. The permit fee will be twice that set forth in the fee schedule for work covered by the permit. For the second offense in a calendar year the permit fee shall be three times that covered in the fee schedule for work covered by the permit. For the third and subsequent offenses in a calendar year the fee shall be four times that covered in the fee schedule for work covered by the permit. The payment of such fee shall not exempt any person from compliance with all other provisions of this code nor from any penalty prescribed by law.
- (e) Fees for work performed after hours. Inspections performed outside of normal work hours shall require payment to the City of Alamogordo in the amount of forty dollars (\$40.00) per hour or fraction thereof except that such inspections performed Sundays or on official holidays as recognized by the City of Alamogordo shall require payment to the City of Alamogordo in the amount of seventy dollars (\$70.00) per hour or fraction thereof. Such inspection service shall be based on staff availability. In case of emergency this fee may be waived at the discretion of the City Manager.

- (f) Appendices. Appendices B, C, D, E, F and G to the International Fire Code, 2003 Edition, are specifically adopted by reference, together with all amendments thereto adopted by the State as of or subsequent to the date of this section.
- (g) Appeals. Appeals from orders, decisions or determinations of the building official relative to the application and interpretation of this code shall be submitted to the code writing authority for official interpretation. The official interpretation shall constitute the final decision on any appeal. The "code writing authority" is hereby defined as the entity responsible for the publication of the code for which the interpretation is to be made.

12-012-015. - Generally—NFPA 1 Adopted.

- (a) With the exceptions and amendments set forth below, the City hereby adopts by reference the conditions, provisions, limitations and terms of the NFPA 1 Code, 1997 Edition, published by the National Fire Protection Association, including any amendments thereto which are adopted by the State as of the date of or subsequent to the date of this section.
- (b) Amendments. The following provisions are amended:
 - (1) Section 1-16 shall be amended to read:

Sec. 1-16.

 - (a) General fees shall be assessed in accordance with the provision of this section or shall be as set forth in the fee schedule approved by the jurisdiction.
 - (b) Permit fees. The fee for each permit shall be as set forth in the current fee schedule approved by the City Commission. The determination of value or valuation under any of the provisions of this code shall be made by the Building Official [Code Official]. The value to be used in computing the permit fee shall be the total value of all work for which the permit is issued.
 - (c) Expiration of permit application. Applications for which no permit is issued within one hundred eighty (180) days following the date of application shall expire by limitation, and plans and other data submitted for review may thereafter be returned to the applicant or destroyed by the Building Official. The Building Official may extend the time for action by the applicant for a period not exceeding one hundred eighty (180) days upon request by the applicant showing that circumstances beyond the control of the applicant have prevented action from being taken. No application shall be extended more than once. In order to renew action on an application after expiration, the applicant shall resubmit plans and pay a new application fee.
 - (d) Fees. Work without a permit. Whenever any work for which a permit is required by this code has been commenced without first obtaining said permit, a permit must be obtained before the work is continued. The permit fee will be twice that set forth in the fee schedule for work covered by the permit. For the second offense in a calendar year the permit fee shall be three times that covered in the fee schedule for work covered by the permit. For the third and subsequent offenses in a calendar year the fee shall be four times that covered in the fee schedule for work covered by the permit. The payment of such fee shall not exempt any person from compliance with all other provisions of this code nor from any penalty prescribed by law.

- (e) Fees for work performed after hours. Inspections performed outside of normal work hours shall require payment to the City of Alamogordo in the amount of forty dollars (\$40.00) per hour or fraction thereof except that such inspections performed Sundays or on official holidays as recognized by the City of Alamogordo shall require payment to the City of Alamogordo in the amount of seventy dollars (\$70.00) per hour or fraction thereof. Such inspection service shall be based on staff availability. In cases of emergency this fee may be waived at the discretion of the City Manager.
- (c) Appendices. Appendices A, B, C and D to the NFPA 1, 1997 Edition, are specifically adopted by reference, together with all amendments thereto adopted by the State as of or subsequent to the date of this section.
- (d) Appeals. Section 1-8.1 through 1-8.6.2 are amended to read that appeals from orders, decisions or determinations of the Building Official relative to the application and interpretation of this code shall be submitted to the code writing authority for official interpretation. The official interpretation shall constitute the final decision on any appeal. The "code writing authority" is hereby defined as the entity responsible for the publication of the code for which the interpretation is to be made.

12-02-020. - Definitions.

- (a) The term "fire marshal" used in this chapter shall mean ~~any fire staff the officer of the Alamogordo Fire Department fire services division of the department of public safety~~ who has been appointed by the ~~Fire Chief director, department of public safety,~~ to enforce the provisions of the International Fire Code, 2003 Edition. The term "fire marshal" shall also mean "chief of the bureau of fire prevention" as those words are used in the International Fire Code, 2003 Edition.
- (b) The term "jurisdiction" as used in the International Fire Code, 2003 Edition shall mean the City of Alamogordo, New Mexico.
- (c) The term "bureau of fire prevention" as used in the International Fire Code, 2003 Edition shall mean the ~~Alamogordo Fire Department fire services division of the department of public safety,~~ City of Alamogordo, New Mexico.

12-02-030. – ~~Fire Department Fire services division of the department of public safety.~~

- (a) The International Fire Code, 2003 Edition shall be enforced by the ~~Alamogordo Fire Department fire services division of the department of public safety,~~ which is hereby established and which shall be operated under the supervision of the ~~Fire Chief director, department of public safety.~~
- (b) The fire marshal shall be appointed by the ~~Fire Chief director, department of public safety.~~ The ~~Fire Chief director, department of public safety~~ may detail such members of the ~~Alamogordo Fire Department department of public safety~~ as fire inspectors as shall, from time to time, be necessary.

12-02-040. - New materials, processes or occupancies which may require permits.

The building inspector and the fire marshal shall act as a committee to determine and specify, after giving affected persons an opportunity to be heard, any new materials, processes or occupancies for which permits are required in addition to those now enumerated in the

International Fire Code, 2003 Edition. The fire marshal shall post such list in a conspicuous place in his office, and distribute copies thereof to interested persons.

12-02-050. - Appeals from decisions of the fire marshal.

Whenever the fire marshal disapproves an application or refuses to grant a permit applied for, or when it is claimed that the provisions of the International Fire Code, 2003 Edition do not apply or that the true intent and meaning of the Fire Code, 2003 Edition have been misconstrued or wrongly interpreted, the applicant may appeal from the decision of the fire marshal within thirty (30) days from the date of the decision. The fire marshal shall submit the appeal in writing to the code writing authority for official interpretation. The official interpretation shall constitute the final decision on any appeal.

12-02-060. - Storage of flammable or combustible liquids in outside aboveground tanks.

The storage of flammable or combustible liquids in outside aboveground tanks is prohibited, except those facilities constructed in accordance with the provisions of section 3404 of the International Fire Code, 2003 Edition.

12-02-070. - Liquefied petroleum gases.

The limits referred to in Chapter 38 of the International Fire Code, 2003 Edition, in which storage of liquefied petroleum gas is restricted, are hereby established as follows: All of the City, except that part west of the Southern Pacific Railroad tracks which is within an industrial zoning area.

ARTICLE 12-03. - EXPLOSIVES

12-03-010. - Applicability.

This article shall apply to all explosives except those enumerated in section 3304.1 of the International Fire Code.

12-03-020. - Manufacture or storage prohibited; transporting through city restricted.

The manufacture or storage of explosives within the limits of the City is prohibited. A permit shall be obtained from the Fire Chief to transport any explosives in or through the City.

12-03-030. - Transportation regulations.

- (a) It shall be unlawful for any person in charge of a vehicle containing explosives to smoke in, upon or near such vehicle; or to drive, load or unload the vehicle in a careless or reckless manner.
- (b) It shall be unlawful to operate any vehicle containing explosives on any street in the City except in compliance with the following rules:
 - (1) No such vehicle shall be so operated unless it is marked, loaded and equipped in full compliance with all laws of the state relating thereto.
 - (2) No trailer shall be used for the conveyance of explosives in the City but semitrailers as defined by statute may be so used.
 - (3) No vehicle carrying explosives shall be parked or permitted to stand anywhere in the City longer than is necessary to make a lawful delivery; provided that, the standing of such vehicle made necessary by mechanical trouble, traffic conditions, accident or in

obedience to the direction of a police officer or traffic signals shall not be considered a violation of this section.

ARTICLE 12-04. - FIREWORKS

12-04-010. - Definitions.

The following terms are defined for the purpose of this article:

Aerial Device shall be defined as a fireworks device that, upon ignition, propels itself or an insert more than ten (10) feet into the air, but does not include a firework that produces a shower of sparks. Aerial Device includes, but is not limited to, sky rockets and bottle rockets, missile-type rockets, helicopters, spinners, Roman candles, mines and shells.

Fireworks shall be defined as any composition or device for the purpose of producing a visible or audible effect by combustion, deflagration or detonation.

Ground Audible Device shall be defined as a fireworks device intended to function on the ground and produce an audible explosion sound louder than a paper pistol cap.

Permissible Fireworks shall be defined as fireworks which are legal for sale and use in New Mexico under the provisions of the Fireworks Licensing and Safety Act.

SECTION FIFTEEN

12-04-015. - Dates of use.

No person may use or set off any fireworks except from June 20 to July 8, December 28 to January 3, May 2 to 7 and the three days preceding and including Chinese New Year and the two days following that date.

12-04-020. - Sale or use prohibited.

- (a) It shall be unlawful for any person to sell, offer to sell, possess, transport or discharge any fire-crackers or any type or form of explosives commonly known as fire-works unless such item is a permissible fireworks and is not an aerial device or a ground audible device.
- (b) It shall be unlawful for any person to sell permissible fireworks without first obtaining a City permit.
- (c) It is unlawful to offer for sale or to sell any fireworks to children under the age of twelve years, or to any intoxicated person.
- (d) No fireworks shall be stored, kept, sold, or discharged within fifty feet of any gasoline pump, or gasoline bulk station, or any building in which gasoline or volatile liquids are sold in quantities in excess of one gallon, except in stores where cleaners, paints, and oils are handled in sealed containers only.
- (e) No fireworks shall be discharged within one hundred fifty feet of any fireworks retail sale location.
- (f) No person shall ignite any fireworks within a motor vehicle or throw fireworks from a motor vehicle, nor shall any person place or throw any ignited article of fireworks into or at a motor vehicle, or at or near any person or group of people.

12-04-030. - Exceptions.

- (a) Nothing in this article shall be held to apply to the possession or daily use of signaling devices by railroads or other transportation companies.
- (b) The City Manager may, upon due application, issue a City permit to persons, who in the opinion of the City Manager are properly qualified, authorizing the sale of fireworks other than aerial devices or ground audible devices. The City Manager may also, upon due application, issue a City permit to a properly qualified person, authorizing the conduct of a pyrotechnic display in the public parks or other open places.

12-04-040. - Permit.

- (a) An applicant for a City permit to sell any fireworks or for a City permit to conduct a pyrotechnic display in the parks or other open places shall complete an application in the form prescribed by the City Manager. The application form shall require an applicant to provide certain information including, but not limited to, tax identification numbers. The failure of an applicant to fully and correctly complete the application form shall result in the denial or revocation of the City permit.
- (b) The application shall be accompanied by evidence of the payment of the City permit fee in the amount of twenty-five dollars (\$25.00), which City permit fee shall not be refundable.
- (c) The applicant shall be required to agree, as a condition to the granting of the City permit, to comply with the provisions of all the Fireworks Licensing and Safety Act (§ 60-2C-1 et seq. N.M.S.A. 1978), as may be amended from time to time and all City Ordinances including, but not limited to, those relating to the licenses required for commercial solicitors and the payment of business registration fees. The failure of an applicant to comply with any provision of statute or City Ordinance shall result in the denial or revocation of the City permit.
- (d) City permits shall be issued for one (1) year beginning on February 1 of each year. No application for a City permit shall be processed from May 10 through July 10 of each year.

Chapter 12-05 - HazMat Transportation

~~24-01-140~~ 12-05-010. - Title.

Sections ~~24-01-140~~ 12-05-010 through ~~24-01-230~~ 12-05-100 shall be known as the HazMat Transportation Ordinance.

~~24-01-150~~ 12-05-020. - Effective date.

Sections ~~24-01-140~~ 12-05-010 through ~~24-01-230~~ 12-05-100 shall become effective July 1, 2005 or 30 days after its enrollment on the records of the city clerk, whichever shall later occur.

~~24-01-160~~ 12-05-030. - Hazardous materials/chemicals/wastes defined.

Sections ~~24-01-140~~ 12-05-010 - ~~24-01-230~~ 12-05-100 shall apply to all hazardous materials, hazardous chemicals or hazardous wastes which have been defined as such by the Environmental Protection Agency of the United States, or the United States Department of Transportation, or the State of New Mexico Environment Department and are required to be placarded during transportation.

~~24-01-170~~ 12-05-040. - Applicability.

Transporters carrying less than three thousand five hundred (3,500) gallons and delivering hazardous cargo locally, are not required to follow the hazardous cargo routing. However, good judgment should be used in routing deliveries not necessarily by the shortest route but by the route less hazardous to the local community.

With the exception of those transporters delivering hazardous cargo to local business, all other transporters will use the hazardous cargo routing as designated in sections ~~24-01-180~~ **12-05-050** and ~~24-01-190~~ **12-05-060**. White Sands Boulevard is the U.S. Highway 54/70 business route and a designated hazardous cargo route. White Sands Boulevard also provides food, lodging, fuel and other services for transporters. Those transporters who are not seeking food, lodging, fuel or other services shall use the Highway 54/70 Relief Route around the city. Vehicles transporting hazardous cargo shall maintain proper shipping documents and placarding in accordance with DOT Regulations.

~~24-01-180~~ **12-05-050. - Preferred primary hazardous cargo route.**

Upon reaching the Highway 54/70 (South) or the Highway 54/82 (North) intersections, hazardous cargo transporters, with the exception of those making local deliveries or seeking local services, are required to use the Highway 54 Relief Route around the City of Alamogordo.

~~24-01-190~~ **12-05-060. - Approved hazardous cargo secondary routes.**

These routes are established for those hazardous cargo transporters with capacities over three thousand five hundred (3,500) gallons making local deliveries within the city limits. The official map designating secondary routes will be maintained at the office of the city clerk.

In the event that the Highway 54 Relief Route is temporarily closed due to accident or other situations, hazardous cargo will be routed on White Sands Boulevard through the city.

~~24-01-200~~ **12-05-070. - Appropriate procedures to be followed.**

It shall be unlawful for any person to drive or cause to be driven, operate or maintain any motor vehicle, truck, trailer or any other vehicle having thereon or attached thereto, a tank or other receptacle used for the transporting of any hazardous cargo over any street, highway or alley other than as provided above.

Traffic will be temporarily re-routed onto White Sands Boulevard if the Highway 54 Relief Route is determined by the NM State Police, NM State Highway Department or the ~~Alamogordo Department of Public Safety~~ **Alamogordo Police Department**, to be impassible.

Except for transporters making pick-ups or deliveries or requiring food, lodging, fuel or other services, it shall be unlawful for any person to park or cause to be parked or to maintain any motor vehicle, truck, trailer, or any other vehicle containing hazardous cargo on any highway, street, alley, public place or at any place along the primary or secondary hazardous cargo routes. This shall not apply to the stopping of any vehicle at a repair facility due to breakdown occurring on the designated streets or highways of the primary or secondary routes. Under these circumstances, the vehicle shall not remain at the service station or garage longer than thirty (30) minutes unless the department of public safety is notified of the same.

Trouble causing forced stoppage; conditions allowing repairs on street: When any truck, trailer, motor vehicle or any other form of vehicle used for transporting any hazardous cargo has mechanical problems, experiences a flat tire, needs repairs, needs fuel for its own propulsion to the extent that it cannot be propelled with its own power, then the necessary repairs can be made where the vehicle has been forced to stop, provided the vehicle can be repaired within a period of two (2) hours. The driver of the vehicle shall immediately notify the department of public safety regarding the forced stoppage.

Mechanical problems requiring towing; police direction: When any truck, trailer, motor vehicle or any other form of vehicle containing any hazardous cargo has broken down and is in need of repairs to the extent that the vehicle cannot be repaired within two (2) hours, the department of public safety shall be notified immediately. Notice shall be given that the vehicle is being removed from the place of stoppage or breakdown to a garage or some other repair facility and if necessary, shall be moved under the direction of the department of public safety.

~~24-01-210~~ ~~12-05-080~~. - Duties.

The ~~director~~ Fire Chief of the ~~department of public safety~~ Alamogordo Fire Department may assign such number of officers, inspectors, assistants, and other employees as shall be authorized from time to time to enforce these sections.

The ~~director~~ Fire Chief of the ~~department of public safety~~ Alamogordo Fire Department, or his authorized representatives, may conduct inspections to enforce any provision of this ordinance. These inspections shall be conducted to enforce the provisions of this ordinance, or any other applicable state or federal law, pertaining to environmental, public health or safety matters regarding the transportation, storage, handling, use, dispensing or disposing of hazardous materials or hazardous waste.

~~24-01-220~~ ~~12-05-090~~. - Inspections.

The ~~director~~ Fire Chief of the ~~department of public safety~~ Alamogordo Fire Department may cause to be inspected any hazardous cargo transporter for the purpose of ascertaining and causing to be corrected, any conditions which would reasonably tend to endanger human health, the environment or public safety.

All transport vehicles that appear to be unsafe or are operated in an unsafe manner shall be stopped and inspected to ensure safe operation, transport and delivery of the hazardous cargo/materials.

~~24-01-230~~ ~~12-05-100~~. - Penalties.

Violations of these sections shall be punishable according to the standard penalty provisions of the Code of Ordinances. If the violation is knowing, intentional or reckless, such violation shall be punishable to the maximum extent permitted, under the laws of the state and the ordinances of the city. Failure to post any required placarding or to maintain proper manifesting records are declared to be separate violations and shall be enforced by appropriate authorities.

Chapter 12-06 – Fees and Fines

12-06-010. – Fees.

- A. The fee for an initial fire inspection of a new business shall be fifteen dollars (\$15), which shall be incorporated in the business license fee upon application. (Reference §17-01-030). The initial follow-up inspection on items identified during initial business inspection shall be free.
- B. The fee for a burn permit shall be fifteen dollars (\$15).

12-06-020. – Fines.

Any additional follow-up inspections necessary shall be fined as follows:

- (1) Second follow-up: \$250
- (2) Third follow-up: \$375
- (3) Fourth follow-up: \$500.

PASSED, APPROVED AND ADOPTED this ____ day of _____, 2018.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard Boss, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Petria Schreiber, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/14/2018

Report No: 14.

Submitted By: Kitty Williams

Subject: Consider, and act upon, Resolution 2018-12 extending the moratorium on new off-premises billboards for a period of six months. (*Darron Williams, City Planner*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: Consider and act upon Resolution 2018-12 extending the moratorium on new off-premises billboards for a period of six months

RESOLUTION NO. 2018-12

A RESOLUTION EXTENDING THE SIX MONTH MORATORIUM ON NEW OFF-PREMISE BILLBOARDS FOR THE CITY OF ALAMOGORDO

WHEREAS, the City Commission continues to recognize the propagation of off-site commercial advertising, identified as billboards, can significantly detract from the City of Alamogordo's goal of enhanced aesthetics and improved image; and,

WHEREAS, the City of Alamogordo defines a billboard under this moratorium as any off-premise advertising done on an elevated sign, that which is mounted on a wood, composite, or metal structure equal to or greater than four (4) feet in height off the ground, that has a sign face equal to or greater than one hundred (100) square feet, including but not limited to digital display; and,

WHEREAS, the City defines an off-premise sign as any sign displaying a commercial message that pertains to a business, person, organization, activity, event, place, service, or product not principally located, or primarily manufactured, or sold on the premises on which the sign is located; and,

WHEREAS, as a result of the above, the City Commission passed Resolution No. 2017-27 on October 10th, 2017 establishing a six month moratorium on new off-premise billboards, and;

WHEREAS, this moratorium will continue to apply to new electronic billboards, as well as continuing a moratorium on converting existing billboards into electronic signs.

WHEREAS, the City Commission finds it necessary to extend the halt on the placement of any new, off-premise advertising billboards for an additional six months to interrupt the aforementioned concerns so that City Staff can determine if a more permanent ordinance should be established; and,

WHEREAS, the penalty for non-compliance may be an administrative fee of five hundred dollars (\$500) in accordance with Section 2-01-030(1) and may be liable for additional penalties according to Section 1-01-100 with a fine of not more than five hundred dollars (\$500), imprisonment for up to ninety (90) days, or both; therefore,

BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF ALAMOGORDO NEW MEXICO that a moratorium is established, as of the recording of

this signed ordinance, against placement of any new, off-site advertising billboards within city limits for an additional period of six (6) months.

DONE this _____ day of _____, 2018.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Richard A. Boss, Mayor

ATTEST:

APPROVED AS TO FORM:

Rachel Hughs, City Clerk

Petria Schreiber, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/19/2018

Report No: 15.

Submitted By: Rachel Hughs

Subject: Appoint new Board member and alternate to the Southeastern New Mexico Economic Development District/Council of Governments . *(Rachel Hughs, City Clerk)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Appoint to Board.

Background: The Southeastern New Mexico Economic Development District/Council of Governments (SNMEDD/COG) board appointments are for a two-year period unless or until it is necessary that they be replaced by the governing body of the member municipality or community.

Currently Commissioner Sikes is the Board member and Commissioner Hernandez is the Alternate.



Dora Batista
Executive Director

**SOUTHEASTERN NEW MEXICO
ECONOMIC DEVELOPMENT DISTRICT**

COUNCIL OF GOVERNMENTS

1600 SE Main, Suite D
Roswell, NM 88203
Phone: (575) 624-6131
Fax: (575) 624-6134
www.snmedd.com

RECEIVED

MAR 12 2018

CITY CLERK

March 7, 2018

OFFICIAL BOARD MEMBER CONFIRMATION

In accordance with SNMEDD/COG by-laws, board appointments are for a two-year period unless or until it is necessary that they be replaced by the governing body of the member municipality or community. Therefore, in an effort to assist us in formalizing our official board roster for 2018, please complete the information below, even if there are no changes.

MUNICIPALITY OF: City of Alamogordo

Our designated SNMEDD/COG Board Member is:

Name: _____

Title: _____

Mailing Address: _____

Telephone: (home) _____ (business) _____

SIGNED: _____
(Mayor) (Date)

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/19/2018

Report No: 16.

Submitted By: Rachel Hughs

Subject: Appoint Committee members to the Southeast Regional Transportation Planning Organization.
(Rachel Hughs, City Clerk)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Appoint to Committee.

Background: The Southeast Regional Transportation Planning Organization (SERPTO) is asking the Commission to review and designate someone to the Policy Committee and the Technical Committee.

Currently Commissioner Hernandez is on the Policy Committee and the Technical Committee is vacant.



Dora Batista
Executive Director

**SOUTHEASTERN NEW MEXICO
ECONOMIC DEVELOPMENT DISTRICT**

COUNCIL OF GOVERNMENTS

1600 SE Main, Suite D
Roswell, NM 88203

Phone: (575) 624-6131
Fax: (575) 624-6134

www.snmedd.com

RECEIVED

MAR 15 2018

March 12, 2018

CITY CLERK

Richard Boss, Mayor
City of Alamogordo
1376 E Ninth Street
Alamogordo, NM 88310

RE: Transportation Committee Appointments

Dear Mayor Boss:

The Southeast Regional Transportation Planning Organization (SERTPO) would like to take this opportunity to allow you, the chief elected official, to review and designate your SERTPO Committee appointment(s). These appointments are reviewed annually and are separate from the SNMEDD/COG Board Member appointments. There are two Committees: Policy Committee and Technical Committee.

The current SERTPO membership is attached for your consideration. Representatives may be Mayors, local elected officials, management, engineers, planners, public works, road superintendents, grant personnel and/or other staff. Representatives will need to attend approximately four (4) meetings each year. Meetings are usually held in Roswell, New Mexico, and NMDOT is always in attendance. Two individuals may be appointed to the Committees or one person may serve on both Committees.

Thank you for your attention to this matter. If you have any questions, please feel free to contact me at (575) 624-6131 or mbsnmedd@plateautel.net.

Sincerely,

Mary Ann Burr
SERPTO Program Manager

Encls.

cc: Margaret Paluch, City Manager

March 12, 2018

OFFICIAL COMMITTEE MEMBER(S) CONFIRMATION

As Mayor of the City of Alamogordo, I hereby appoint the following individuals as representatives to the Southeast Regional Transportation Planning Organization (SERTPO):

POLICY COMMITTEE (Full Name): _____

Title: _____

Contact Telephone (Business/Home): _____

Mailing Address (PO Box/Street Address): _____

City/State/Zip Code: _____

E-Mail Address: _____

TECHNICAL COMMITTEE (Full Name): _____

Title: _____

Contact Telephone (Business/Home): _____

Mailing Address (PO Box/Street Address): _____

City/State/Zip Code: _____

E-Mail Address: _____

For meeting packets, please list the mailing address that is most convenient for the representative (office, business or home).

Policy Committee Members are the principal officials that represent and provide input on behalf of his/her municipal, county and tribal governments. The Committee provides policy guidance in the development of SERPTO activities (such as long range planning) and takes all official actions. The Policy Committee reviews and prioritizes projects for roads, public transit, Transportation Alternatives Program (TAP) and Recreational Trails Program (RTP) funding through NMDOT.

Technical Committee Members should be familiar with the transportation needs and technical aspects of transportation projects. Technical Members often serve as an alternate to the Policy Committee when the Policy Committee representative is absent. The Technical Committee reviews and rates the technical criteria of road projects and makes recommendations to the Policy Committee.

SIGNED: _____

Mayor Richard Boss

Date



Southeast RTPO Policy & Technical Committee Membership

Within SNMEDD/COG Region

Policy Committee Chair Wesley Hooper, Eddy County		Technical Committee Chair Louis Najar, City of Roswell
Policy Committee Vice-Chair James Williams, City of Lovington		Technical Committee Vice-Chair Todd Randall, City of Hobbs
Southeastern New Mexico Economic Development District		
Entity	Policy Committee	Technical Committee
Chaves County	Joe West, Road Operations Director	Angelo Gurule, Road Technical Supervisor
Dexter	Justin Powell, Fire Chief	Adolpho Torres, Maintenance Supervisor
Hagerman	Tony Garcia, Mayor*	Tony Garcia, Mayor*
Lake Arthur	Ysidro Salazar, Mayor	Ysidro Salazar, Mayor
Roswell	Louis Najar, Director of Planning & Engineering	Louis Najar, Director of Planning & Engineering
Eddy County	Wesley Hooper, Community Services Director	Ray Romero, Public Works Director
Artesia	Aubrey Hobson, City Clerk/Treasurer	Byron Landfair, Infrastructure Director
Carlsbad	Jeff Patterson, Planning Director	Jason Burns, Project Administrator
Hope	Rudy Sales, Public Works Director	Sonia Carbajal, Village Clerk
Loving	Pete Estrada, Mayor	Manuel Garza, Village Clerk/Treasurer
Lea County	Corey Needham, Public Works Director	Bruce Reid, County Planner
Eunice	Dr. Martin Moore, City Manager	Dr. Martin Moore, City Manager
Hobbs	Todd Randall, City Engineer	Todd Randall, City Engineer
Jal	Stephen Aldridge, Mayor*	Mauricio Valeriano, Police Chief
Lovington	James Williams, City Manager	Wyatt Duncan, Public Works Director
Tatum	Marilyn Burns, Mayor	Joe Garcia, Public Works Director
Lincoln County	Dr. Lynn Willard, Commissioner	Jeff Honeycutt, Road Superintendent
Capitan	Jonathan LaMay, Street Superintendent	Jonathan LaMay, Street Superintendent
Carrizozo	Richard Hyatt, Mayor*	Richard Hyatt, Mayor*
Corona	William Weckwerth, Mayor	William Weckwerth, Mayor*
Ruidoso	Ron Sena, Deputy Village Manager	J.R. Baumann, Public Works Director
Ruidoso Downs	Gary Williams, Mayor	Dale Graham, Public Works Project Manager
Otero County	Steve Quappe, Road Superintendent	Steve Quappe, Road Superintendent
Alamogordo	Al Hernandez, Commissioner	Vacant
Cloudcroft	Jubal Hall, Public Works Supervisor	Jubal Hall, Public Works Supervisor
Tularosa	Robert Sainz, Village Trustee	Margaret Trujillo, Mayor*
Mescalero Apache Tribe	Freddie Pacheco, Director of Roads & Transportation	Joseph Morgan, Assistant Director / Roads & Transp.

**Chief Elected Official serves during vacancy(ies).*

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/19/2018

Report No: 17.

Submitted By: April Jones

Subject: Appointments to Boards and Committees. (*Richard Boss, Mayor*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Appoint to the Alamogordo Promotion Board, and the Planning and Zoning Commission.

Background: Airport Zoning Board. Three (3) vacancies. Staff Liaison - Cheryl Otero-Baker (Openings due to the expired term of Darron Williams and resignation of Frank Nelson and Paul Vigneault.)

No nominations received.

Alamogordo Disability Council. Three (3) vacancies. Staff Liaison - **No Staff Liaison appointed to this Council** (Openings due to the resignation of Viviane Ackall, and expired terms of Lori Adam and Rita Martinez)

No nominations received.

Alamogordo Promotion Board. Two (2) vacancies- one (1) lodging related, one (1) tourism related. Staff Liaison - Jan Wafful (Opening due to Kathleen Beall's resignation and the end of Tony Mandalia's term) The following individual is interested in being appointed:

Nate Mandalia - if appointed this will be his first term.

Alamogordo Public Library Board. One (1) vacancy. Staff Liason - Melissa Garcia.

No nominations received.

Community Development Advisory Committee. Six (6) vacancies. Staff Liaison - Cynde Sagenkahn (Opening due to the expired term of Bruce Knee, Melanie Hall, and Gloria Vaughn; and the resignation of Eddie Kemp and Arthur Alterson)

No nominations received.

Parks and Recreation Board. One (1) vacancy. Staff Liason - Jan Wafful. (Opening due to the resignation of Paul Sanchez)
No nominations received.

Planning and Zoning Committee. One (1) vacancy. Staff Liaison Stella Rael. (Opening due to the expiring term of Eddie Kemp II)
The following individual is interested in being reappointed:
Eddie Kemp II - if appointed this will be his second term.

Senior Volunteer Programs Advisory Council. Three (3) vacancies. Staff Liaison - Neil McFarland. (One vacancy represents the Foster Grandparent program, one represents the Senior Companion program, the remaining seat is an at large member residing within the city)
No nominations received.

White Sands Beautification Committee. One (1) vacancy Staff Liaison - Darron Williams (Opening due to the resignation of Martha Trujillo)
No nominations received.

City of Alamogordo
APPLICATION TO SERVE ON A
CITY BOARD/COMMITTEE

RECEIVED
MAR 19 2018
CITY CLERK

Name: Eddie Kemp
Home Phone: _____ Work Phone: _____
Cell Phone: 525 439 7195 Fax No: _____
e-mail address: eddie-kemp@ychoo.com
Physical Address: 3911 Basswood Dr, Alamogordo, NM
Is the above address within City limits? Yes ☒ No _____
Mailing Address: _____
Present Employer: Pre Check Job Title: Product Manager

Board/Committee you wish to serve on:

First choice: Planning & Zoning
Second choice: _____

Are you related to anyone who is presently employed by the City of Alamogordo:

Yes _____ No ☒ If so, what is their relation to you? _____

Are you related to any Elected Official of the City of Alamogordo?

Yes _____ No ☒ If so, what is their relation to you? _____

Experience and education relating to the Board/Committee:

I am the Vice Chair of the P&Z board.

Please indicate your interest in serving on a City Board/ Committee:

I love Alamogordo and want to do my part to make it better.

Please return completed application to:

City Clerk's Office
1376 E. Ninth Street
Alamogordo, NM 88310
PHONE: (505)439-4205
FAX: (505)439-4396

RECEIVED

MAR 14 2018

CITY CLERK

City of Alamogordo

APPLICATION TO SERVE ON A CITY BOARD/COMMITTEE



Name: Neetan "Nate" Mandalia 1021 S White Sands, Alamogordo NM 88310

Home Phone: 480-799-0128 Work Phone: 575-437-2110

Cell Phone: 480-799-0128 Fax No: 575-437-1898

Email Address: natemandalia@desertaire.com

Is the above Address within City limits? Yes ☒ No ☐

Mailing Address: 1021 S White Sands Blvd

Present Employer: Magnuson Hotel & Suites

Board/Committee you wish to serve on:

1st Choice: Alamogordo Promotion Board ☐

2nd Choice: _____

Are you related to anyone who is presently employed by the City of Alamogordo?

Yes _____ No ☒ If so, what is their relation to you: _____

Are you related to any Elected Official of the City of Alamogordo?

Yes _____ No ☒ If so, what is their relation to you: _____

Experience and education relating to the Board/Committee:

I have worked with Desert Aire Management in the operations of Magnuson Hotel & Suites, formerly Best Western, in Alamogordo

since 05'. I have also worked in digital marketing with Groupon as a Business Dev. Manager from 2015'-17'.

Please indicate your interest in serving on a City Board/Committee:

I am interested in learning how the board executes its functions and how it prioritizes differenet marketing strategies in the interest of
generating additional travelers and businesses to the area.

Please return completed application to:

City Clerk's Office
1376 E Ninth Street
Alamogordo, NM 88310
Phone: (575) 439-4205 Fax: (575) 439-4396
Email: adjones@ci.alamogordo.nm.us

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 03/27/2018

Report Date: 03/20/2018

Report No: 18.

Submitted By: Petria Schreiber

Subject: Adjourn into Executive Session in compliance with Section 10-15-1(H), NMSA 1978 (as amended), to discuss Threatened or Pending Litigation; specifically a case update on all cases being handled by the Self Insurers Fund. **(Roll Call Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: