



Alamogordo City Commission

NOTICE OF MEETING

Regular Meeting Agenda

May 12, 2026 - 6:30 PM
Donald E. Carroll City Commission Chambers
City Hall, 1376 E. Ninth Street

Sharon McDonald Mayor
Joshua Rardin Mayor Pro-Tem, District 4
Baxter Pattillo District 1
Stephen Burnett District 2
Warren Robinson District 3
Al Hernandez District 5
Mark Tapley District 6

Stephanie Hernandez Acting City Manager
Darrell Mori 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 east bulletin board located in the south 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 575-439-4100.

CALL TO ORDER & ROLL CALL

Announce the presence of a Quorum.

INVOCATION & PLEDGE OF ALLEGIANCE

APPROVAL OF AGENDA

PRESENTATIONS

1. Presentation for the proposal of an Urban Air type facility. (*Chaparral Middle School Leadership Students, Leadership Teacher Grant Messer*)

2. Animal Control facility presentation and update. (*Dwain Martinez, Animal Control Manager and David McColley, APD Lieutenant*)

PUBLIC COMMENT

Residents must sign up with the City Clerk to address the City Commission. The standard allotted time is 3 minutes, but the Mayor reserves the right to change depending on the number of public comments.

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.

3. Approve the minutes for the Regular Commission Meeting on April 28, 2026. (*Rachel Hughs, City Clerk*)
4. Consider, and act upon, Resolution 2026-12 increasing the Animal Control Fees. (*Dwain Martinez, Animal Control Manager and David McColley, APD Lieutenant*) **(Roll Call Vote Required)**
5. Consider, and act upon, Resolution 2026-13 designating the City Clerk as the Custodian of Records and the method of destruction of City records as witnessed shredding. (*Rachel Hughs, City Clerk*) **(Roll Call Vote Required)**
6. Consider, and act upon, Resolution 2026-14, supporting the City's commitment to advancing toward a No-Kill Animal Shelter. (*Dwain Martinez, Animal Control Manager*) **(Roll Call Vote Required)**
7. Consider, and act upon, approval of Change Order 1, in the amount of \$80,135.50, excluding NMGRT, to National Construction, for changes in the State's wage rates and Sidewalk Addition. (*Joseph Samora, Project Manager*)

ITEMS REMOVED FROM CONSENT AGENDA

NEW BUSINESS

8. Consider, and act upon, Ordinance 1724 for first publication, an Ordinance repealing Chapter 22, Subdivision Requirements, of the Code of Ordinances of the City of Alamogordo, New Mexico, and adopting updated Subdivision Regulations in Chapter 20, Land Development Code. (*Liz Treat, Planner Bohannan Huston, and Shelley Dowhanik-Baron, Community Development Director*) **(Roll Call Vote Required)**
9. Consider, and act upon, Ordinance 1725 for first publication authorizing the execution and delivery of a loan and subsidy agreement in the total amount of \$3,083.455 between the City of Alamogordo and New Mexico Finance Authority. (*Evelyn Huff, Finance Director*) **(Roll Call Vote Required)**
10. Discussion and direction regarding the final allocation of remaining LEDA Funding. (*Stephanie Hernandez, Acting City Manager*)
11. Appointments to Boards and Committees. (*Sharon McDonald, Mayor*)

EXECUTIVE SESSION (Roll Call Vote Required)

12. Motion to Recess into Executive Closed Session pursuant to NMSA 1978, § 10-15-1(H)(2) for the purpose of discussing limited personnel matters (hiring of the City Manager) **(Roll Call Vote Required)**

RECONVENE INTO OPEN SESSION

13. Motion to Reconvene into Open Session and read the statements related to the Executive Closed

Session. **(Roll Call Vote Required)**

14. Action, if any, related to the Executive Closed Session. **(Roll Call Vote Required)**

ADJOURNMENT

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 04/24/2026

Report No: 1.

Submitted By: Beau Dylan Aleshire

Subject: Presentation for the proposal of an Urban Air type facility. (*Chaparral Middle School Leadership Students, Leadership Teacher Grant Messer*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Presentation only.

Background:



City of Alamogordo City Commission Meeting
AGENDA REQUEST FORM

Today's Date: 10 April 2026

Request Date of Meeting: May 12, 2026
Name and Title: Grant Messer / CMS Leadership Teacher
Address: 1401 College Ave.
Alamogordo ZIP 88310
Phone Number: 575-415-4452
E-Mail Address: grant.messer@alamogordoschools.org

Item requested will be for Information only

Brief description of topic to be discussed:
Please attach one original of any documents pertaining to the topic -
We do not allow handouts at the meeting

My leadership students have a presentation concerning an Urban Air type facility.

They have worked on this proposal since the beginning of the school year, doing their own research.

They have worked hard and have created a viable proposal based on research.

Signature: Grant Messer

Please return to: Rachel Hughs, CMC, City Clerk
City of Alamogordo
1376 E. 9th Street
Alamogordo, NM 88310

Phone: (575) 439-4100 Fax: (575) 439-4396 E-mail: rhughs@ci.alamogordo.nm.us



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Urban Air–Style Indoor Adventure Park

Full 5-Year Pro Forma & Site-Selection Analysis

Alamogordo, New Mexico

1. Executive Summary

This report provides a complete **5-year financial pro forma** and a **site-selection analysis** for establishing a mid-format (40,000–55,000 sq ft) Urban Air–style indoor adventure park in Alamogordo, NM. All projections are grounded in regional demographics, New Mexico recreation-economics data, and tourism patterns driven by White Sands National Park and Holloman AFB.

2. Market Overview

2.1 Population & Demand Drivers

- Alamogordo population: **~31,000**
- Otero County population: **~67,000**
- 30-mile radius market: **~65,000**
- Holloman AFB population (personnel + dependents): **~21,000**
- Annual White Sands visitors: **780,000+**

2.2 Recreation Market Gaps

- No large indoor adventure park within **80+ miles**
 - High demand for climate-controlled recreation
 - Strong youth population and military family presence
 - Significant out-of-region recreation spending leakage
-

3. Startup Cost Model

3.1 Capital Requirements

Category	Cost Estimate
Building acquisition/lease & buildout	\$1.6M–\$2.0M
Attractions & equipment	\$1.1M–\$1.3M
Technology, POS, safety systems	\$120K–\$180K
Pre-opening staffing & training	\$90K–\$120K
Working capital reserve	\$200K–\$250K
Total Startup Cost	\$3.1M–\$3.8M

3.2 Cost Drivers (NM-Specific)

- Construction: **\$140–\$170 per sq ft**
- Labor: **10–15% below national average**
- Shipping to NM: **+8–12%**

4. Five-Year Pro Forma (Base Case)

4.1 Revenue Forecast

Year	Revenue	Growth Rate
Year 1	\$1.60M	—
Year 2	\$1.95M	22%
Year 3	\$2.25M	15%
Year 4	\$2.50M	11%
Year 5	\$2.75M	10%

4.2 Cost of Goods Sold (COGS)

- COGS (concessions, merchandise): **18–22% of revenue**

4.3 Operating Expenses

Category	Annual Cost (Yr 1)
Payroll	\$900K
Utilities	\$200K

Insurance	\$110K
Maintenance	\$140K
Marketing	\$100K
Supplies	\$160K
Franchise fees (if applicable)	\$150K
Total OPEX	\$1.76M

4.4 EBITDA Projection

Year EBITDA Margin

Year 1 \$220K 14%

Year 2 \$350K 18%

Year 3 \$480K 21%

Year 4 \$600K 24%

Year 5 \$720K 26%

4.5 Break-Even Analysis

- Monthly revenue required: **\$145K–\$165K**
- Break-even timeline: **24–30 months**

5. Sensitivity Analysis

5.1 Best-Case Scenario

- Revenue growth: **+20% above base**
- EBITDA margin: **28–32%**
- Break-even: **18–22 months**

5.2 Worst-Case Scenario

- Revenue: **15% below base**
- EBITDA margin: **10–14%**
- Break-even: **36–40 months**

6. Site-Selection Analysis (Alamogordo)

6.1 Key Criteria

- High visibility from major roads
- Proximity to family-dense neighborhoods
- Access to Holloman AFB traffic
- Adequate parking (150–220 spaces)
- 40,000–55,000 sq ft building availability
- Strong utility access (3-phase power, HVAC capacity)

6.2 Recommended Zones

A. White Sands Boulevard Retail Corridor

Strengths:

- Highest traffic volume in the city
- Near Walmart, Home Depot, and major retail anchors
- Strong tourist visibility
- Existing commercial zoning

Weaknesses:

- Higher land/building cost

B. 10th Street & Florida Avenue (Near Chaparral Middle School)

Strengths:

- Excellent access for families and students
- Lower cost per sq ft
- Strong community visibility

Weaknesses:

- Lower tourist capture

C. Downtown/Alameda Park Zone

Strengths:

- Walkable, central location
- Near Alameda Park Zoo and civic spaces

Weaknesses:

- Limited large-footprint buildings

7. Traffic & Access Analysis

7.1 Vehicle Traffic Estimates

- White Sands Blvd: **18,000–22,000 vehicles/day**
- 10th Street: **12,000–15,000 vehicles/day**
- Florida Ave: **8,000–10,000 vehicles/day**

7.2 Military Access

- Holloman AFB is **10–12 minutes** from all recommended sites
- Military families represent **20–30%** of projected membership base

8. Tourism Integration

8.1 White Sands Visitor Capture

Expected capture rate: **3–6%** of annual visitors

8.2 Seasonal Peaks

- March–August (spring break + summer)
- December (holiday travel)

8.3 Projected Tourist Revenue

- Annual tourist revenue: **\$280K–\$420K**

9. Economic Impact Summary

9.1 Annual Impact

Category	Value
Direct revenue	\$1.6M–\$2.75M
Payroll impact	\$850K–\$1.1M
Local tax revenue	\$140K–\$190K
Indirect tourism impact	\$900K–\$1.28M
Total Annual Impact	\$2.5M–\$3.4M

9.2 Five-Year Total Impact

\$20.2M–\$25.8M in combined direct + indirect economic activity

10. Conclusion

The Urban Air–style adventure park is financially viable, economically beneficial, and strategically aligned with Alamogordo’s recreation and tourism goals. The 5-year pro forma demonstrates strong revenue growth, sustainable margins, and a clear path to profitability. Site-selection analysis confirms multiple viable locations with strong access to families, tourists, and military personnel.

This project is positioned to become a cornerstone of Alamogordo’s youth recreation, tourism economy, and community development strategy.



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Urban Air Project — Executive Summary (Investor-Ready)

Vision and Purpose

The Urban Air Adventure Park project in Alamogordo, New Mexico, is designed to become the region's premier indoor recreation and family entertainment destination. The facility will combine adventure-based attractions, community engagement, and educational partnerships to drive tourism, youth development, and local economic growth.

Concept Overview

Urban Air offers a dynamic mix of attractions including trampolines, climbing walls, ropes courses, zip lines, ninja warrior courses, and immersive VR zones. The Alamogordo site will be tailored to regional demographics, emphasizing family-friendly pricing, safety, and accessibility. The project aligns with the city's strategic goals for youth recreation, tourism expansion, and small business development.

Market Opportunity

Alamogordo and surrounding Otero County have limited indoor recreation options. The nearest comparable facilities are over 80 miles away, creating a strong local demand. With a population base of approximately 65,000 within a 30-mile radius and steady tourism from White Sands National Park, the Urban Air model is positioned for high utilization and repeat visitation.

Financial Overview

- **Startup Cost Estimate:** \$3.2–\$3.8 million (land, construction, equipment, and initial staffing)
- **Projected Annual Revenue:** \$2.1–\$2.6 million by Year 3
- **EBITDA Margin:** 22–28% by Year 5
- **Break-even Timeline:** 24–30 months

Revenue streams include admissions, memberships, birthday parties, concessions, merchandise, and corporate events. The business model leverages scalable pricing tiers and seasonal promotions to maintain consistent cash flow.

Investment Structure

The project seeks a blended funding model:

- **Equity Investment:** \$1.5 million (preferred shares, 8% annual dividend)
- **Bank Financing:** \$1.8 million (secured by property and equipment)

- **Community Grants and Sponsorships:** \$250,000 (local development and youth engagement programs)

Investors will receive quarterly performance reports, dividend distributions beginning in Year 2, and long-term equity appreciation through facility expansion and franchising potential.

Economic Impact

Urban Air Alamogordo will create approximately 45–60 jobs (construction and operations) and generate an estimated \$1.2 million in annual local economic activity. The project supports regional tourism, enhances youth recreation infrastructure, and strengthens Alamogordo's position as a family destination hub.

Management and Operations

The project will be led by Grant Messer and the Chaparral Tiger Honor Corps leadership team, supported by experienced recreation management professionals. The operational plan emphasizes safety, customer experience, and community partnerships with schools and youth organizations.

Timeline

- **Site Acquisition and Permitting:** Months 1–3
- **Construction and Buildout:** Months 4–12
- **Staffing and Training:** Months 10–12
- **Grand Opening:** Month 13

Conclusion

Urban Air Alamogordo represents a high-impact, community-centered investment opportunity with strong financial fundamentals and measurable social value. The project combines proven franchise success with local leadership and a clear path to profitability.



URBAN AIR

URBAN AIR

ENTRANCE

ADA PARKING

STAFF PARKING

OVERFLOW PARKING

MONUMENT SIGN
FAMILY ENTERTAINMENT

LOADING

WHITE SANDS BLVD.



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Urban Air Community Survey – City Council Briefing Report

Overview

The Urban Air community survey collected 241 responses from Alamogordo residents, representing parents, students, grandparents, and community members. The purpose was to assess local interest and need for family recreation, youth engagement, and safe social spaces. The results demonstrate overwhelming community support for developing a family-friendly recreational venue within city limits.

Demographic Breakdown

- Parents: 26.6%
- Students: (included within community responses)
- Grandparents: 14.5%
- Aunts/Uncles: (included within community responses)
- Community Members: 52.7%

A majority of respondents identify as community members or parents, indicating broad civic engagement and cross-generational interest.

Family and Youth Context

- Children under 17: 27.4% of respondents have children under 17.
- No children under 17: 61.4%
- N/A: 11.2%

Even among adults without children, responses show strong support for youth-oriented spaces, suggesting recognition of community-wide benefits.

Safety and Recreation Access

Question: Do you think there are enough places for your children to safely socialize and exercise?

- Yes: 7.9%

- **No: 84.2%**
- **N/A: 7.9%**

Interpretation: Over four-fifths of respondents believe Alamogordo lacks safe, accessible recreation areas for youth.

Travel and Economic Impact

Question: On average, how much gas do you use driving out of town to go to fun places?

- **¼ tank: 25.3%**
- **½ tank: 17%**
- **¾ tank: 21.6%**
- **Full tank: 30.7%**

Interpretation: Nearly one-third of families use a full tank of gas for recreation trips, indicating significant economic leakage to neighboring cities.

Event Hosting Needs

Question: Do you need somewhere to host a birthday/special occasion party?

- **Yes: 14.5%**
- **No: 78.8%**
- **N/A: 6.7%**

While not the primary concern, a dedicated venue for family events remains a secondary community interest.

After-School and Family Engagement

Question: Do you or your children have somewhere fun to hang out after school?

- **Yes: 17.8%**
- **No: 81.3%**

Question: Would you like somewhere fun to go with your family?

- **Yes: 99.2%**
- **No: 0.8%**

Question: Do you want somewhere close to the schools where you (or your child) can walk to hang out?

- **Yes: 93.8%**
- **No: 6.2%**

Interpretation: The data shows near-universal demand for accessible, walkable family recreation spaces near school zones.

Community Perception of Need

Question: In your opinion, do you think Alamogordo lacks fun things or places for children?

- **Yes: 95.9%**
- **No: 4.1%**

Interpretation: The overwhelming majority of respondents agree that Alamogordo lacks adequate youth recreation options.

Key Takeaways

1. **Strong Community Consensus:** 95.9% agree Alamogordo lacks youth recreation spaces.
 2. **Economic Leakage:** 30.7% of families regularly travel out of town for recreation, spending fuel and funds elsewhere.
 3. **Safety and Accessibility:** 84.2% report insufficient safe areas for children to socialize and exercise.
 4. **Walkability Priority:** 93.8% want recreation options within walking distance of schools.
 5. **Cross-Generational Support:** Parents, grandparents, and community members all express shared interest.
-

Recommendation to City Council

The data supports prioritizing development of a family recreation and youth engagement center—such as the proposed Urban Air project—within Alamogordo city limits. This initiative would:

- **Reduce economic leakage to other cities.**
- **Provide safe, accessible recreation for youth and families.**
- **Strengthen community cohesion and local pride.**
- **Align with public demand for walkable, school-adjacent venues.**

Conclusion: The Urban Air survey demonstrates overwhelming public support for a local, safe, and family-oriented recreation facility. City Council consideration of this project aligns directly with community priorities and measurable public need.



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★ TOTAL PROJECTED ANNUAL ECONOMIC INFLOW INTO ALAMOGORDO

≈ \$6.8M – \$9.4M per year

(Based on mid-format recreation center performance, regional tourism patterns, and standard economic multipliers.)

✿ 1. DIRECT REVENUE (Money spent *inside* the facility)

These are dollars that go straight into the business and stay in Alamogordo through wages, taxes, and local purchasing.

Category	Description	Annual Projection
Admissions / Attractions	Day passes, memberships, birthday parties	\$2.0M – \$2.8M
Food & Beverage	Café, concessions, drinks	\$420K – \$650K
Merchandise	Apparel, socks, souvenirs	\$110K – \$180K
Events & Rentals	Corporate events, school nights, private buyouts	\$150K – \$300K
Direct Revenue Total:		\$2.68M – \$3.93M

✿ 2. INDIRECT REVENUE (Money spent at *other Alamogordo businesses* because of the facility)

These are dollars spent by visitors who come *because* the recreation center exists.

This category is heavily supported by research showing recreation amenities boost tourism and local spending. idm.uni.edu

Category	Description	Annual Projection
Restaurants	Fast food, sit-down dining, coffee shops	\$1.1M – \$1.6M
Retail	Walmart, sporting goods, gift shops, gas stations	\$480K – \$720K
Hotels / Lodging	Families traveling from Ruidoso, Las Cruces, El Paso	\$350K – \$600K
Fuel & Transportation	Gas, EV charging, vehicle services	\$220K – \$330K
Indirect Revenue Total:		\$2.15M – \$3.25M

✿ 3. INDUCED REVENUE (Money generated by new wages circulating locally)

This is the “economic multiplier” effect—employees spend their paychecks in the community.

Recreation centers are documented job creators and economic engines. [Sports Facilities Companies](#)

Category	Description	Annual Projection
Employee Household Spending	Groceries, rent, utilities, childcare, local services	\$1.1M – \$1.6M
Local Business-to-Business Spending	Maintenance, printing, cleaning, supplies	\$300K – \$450K
Induced Revenue Total:		\$1.4M – \$2.05M

4. TOURISM-DRIVEN OUTDOOR RECREATION BOOST

Alamogordo benefits from being a gateway to **White Sands, Cloudcroft, and Lincoln National Forest**. Outdoor recreation is a major economic driver nationally and statewide. Bureau of Economic Analysis headwaterseconomics.org

A new indoor attraction increases:

- **Trip length** (day trips become overnight trips)
- **Trip spending** (families add an extra activity)
- **Regional draw** (Las Cruces, El Paso, Ruidoso, Artesia)

Category	Description	Annual Projection
Extended-Stay Tourism Spending	Visitors adding Urban Air to their White Sands trip	\$350K – \$600K
Outdoor Recreation Spillover	Gear purchases, park fees, food, fuel	\$200K – \$300K
Tourism Boost Total: \$550K – \$900K		


5. CITY & PUBLIC-SECTOR BENEFITS

These are dollars flowing into **city government, schools, and public services**.

Category	Description	Annual Projection
Gross Receipts Tax (GRT)	Based on direct + indirect spending	\$310K – \$460K
Lodgers' Tax	From increased hotel stays	\$45K – \$80K
School & Youth Partnerships	Field trips, fundraisers, team nights	\$25K – \$40K
Public-Sector Total: \$380K – \$580K		

6. GRAND TOTAL — ALL MONEY FLOWING INTO ALAMOGORDO

Category	Annual Range
Direct Revenue	\$2.68M – \$3.93M
Indirect Revenue	\$2.15M – \$3.25M
Induced Revenue	\$1.40M – \$2.05M
Tourism Boost	\$0.55M – \$0.90M
Public-Sector Revenue	\$0.38M – \$0.58M

 **TOTAL ECONOMIC INFLOW:**
≈ \$6.8M – \$9.4M per year

Urban Air Adventure Park - Alamogordo

— “Elevating Family Fun in the Heart of —
New Mexico”

The Purpose of Proposal

Urban Air is an indoor obstacle course with many activities such as zip lines, trampolines and obstacle courses as well as other fun pastimes.

Why It is needed:

1. **Alamogordo lacks indoor entertainment options for families and youth**
2. **Seasonal weather limits outdoor recreational activities**
3. **Local families often travel to Las Cruces or El Paso for the same experiences**

Solution

1. **Launch an Urban Air Adventure Park with premium attractions**
2. **Year round indoor fun for everyone**
3. **It is a safe and active environment that promotes health, and community connection.**

It is a market opportunity for 31,000 residents

The Team

Project Manager: Grant Messer

Research Lead: Elyssa Martinez (Community needs and zoning compliance)

Design Lead: Kennah Kitchens (Layout and attraction planning)

Finance Lead: Leah Rodriguez (Budgeting, funding and investor relations)

Presentation Lead: Lily Alday (Public speaking and engagement)

A special thank you to the other amazing students in our leadership class.

Research

Based on our Urban Air Survey with 241 submissions the results are dawning

Do you think there are enough places for your children to safely socialize and exercise?

No : 84.2% Yes : 7.9% N/A : 7.9%

Would you like somewhere fun to go with your family?

Yes : 99.2% No : 0.8%

On average, how much gas do you use driving out of town to go to fun places? (choose the closest)metric/tank

¼ : 5.4% ½ : 30.7% ¾ : 21.6% full : 25.3% N/A : 17%

People clearly want somewhere safe and accessible for their kids to socialize and exercise without having to travel outside Alamogordo to uphold that.

Research

To fix this problem Urban Air comes into play offering a fun and safe place for everyone, Market opportunity, and community morale

Alamogordo Population - 31,000 | Esteemed visitors- 100,000+

What this enjoyable recreation center can provide

Birthday parties, school events and group bookings

Who will benefit from this

Families with children 3-17 year olds, schools, youth groups, community, businesses (hotels, restaurants, transportation services, rental services)

Design

Facility & Building Plans: Urban Air offers two primary franchise models

(1. 2.0 Model)

Smaller footprint

Core Attractions (Trampoline, dodgeball climbing walls)

Square Footage

Typical facility size- 25,000-50,000 sq ft

Ceiling height requirement- minimum 18-24 ft for aerial attractions

(2. 2.5 Model)

:Larger footprint

:Premium attractions (Sky Rider, Warrior Course, Virtual Reality)

Building Options

:Lease or purchase commercial property

:Retrofit existing retail spaces (former big-box stores

:New construction (higher cost, more customization)

Design

Attractions & Activities

Urban Air parks feature a mix of physical, interactive and immersive attractions. Common offerings include:

Category

Core attractions- Trampoline zones, dodgeball courts, slam dunk lanes

Climbing & ropes- Climbing walls, rope courses, Warrior obstacle course

Aerial Adventures- Sky Rider zip rail, tubes playground

Interactive Zones- Virtual Reality, laser tag, arcade games

Toddler Areas- Soft play zones, mini trampolines, ball pits

Facility Overview

Size- 30,000-50,000 sq ft

Ceiling Height- Minimum 24 ft

Location- Repurposed retail space or

Amenities- Lobby & Check in, Parent lounge, Party rooms, Snack bar, Restrooms, Retail area

Design

Common Areas & Amenities

Area	Description
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Lobby & Check-In-	Digital kiosks, nachos, ticketing counters
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Party Rooms-	Private rooms for birthdays and events
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Parent Lounge-	Comfortable seating, Wi-Fi, charging stations
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Restrooms-	ADA-compliant family-friendly facilities
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Retail Area-	Branded merchandise, socks, toys
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Food & Refreshment Zones

Urban Air locations typically include:

Cafe or Snack bar: Pizza, pretzels, drinks

Seating Area: Tables for families and parties

Vending Machines: Quick snacks and beverages

Optional Add-ons: Ice cream stations, smoothie bars

Marketing & Business

Business Objectives

- Launch a full-scale Urban Air 2.5 model park
- Achieve \$3.8M in annual revenue within 3 years
- Host 200+ birthday parties annually
- Employ 30+ staff members locally

Market Analysis

Target Audience-Families with children ages 3-17, schools, youth groups

Local Demand-Limited indoor entertainment options in Alamogordo

Competitive Advantage-Year-round indoor fun, premium attractions, party/event hosting

Marketing Strategy

- Grand opening event
- School partnerships
- Social media campaigns
- Birthday Party promotions
- Loyalty programs

Marketing & Business

Business Model	Operations Plan	Local Sponsorships
Revenue streams:	Open 7 days/week	Businesses sponsor attractions or rooms
Daily admissions	Staff: General manager,	
Birthday parties & events	assistant managers, party hosts,	Naming rights for party rooms,
Cafe & Concessions	safety monitors, cafe staff	cafe or lounge
Merchandise sales	Training provided by Urban Air	Cross-promotion with local
Memberships & loyalty programs	corporate team	brands
Projected revenue:\$3.8M/year by year		
3		
Profit margin: 10-20%		

Finance

Funding Goal: \$4.5 million

Use of Funds:

Facility renovation and buildout: \$2.2M

Equipment and attractions: \$1.5M

Franchise fee and legal setup: \$100K

Marketing and launch campaign: \$150K

Working capital (1 Year): \$550K

Return on Investment (ROI)

Break-even expected by Year 3

EBITDA: \$500K-\$800K annually

Revenue growth of 10-15% annually post launch

Community Impact

Job creation for 30+ residents

Safe, active recreations for youth

Economic boost through tourism and local spending

Finance

Funding Options:

1. Small Business Administration Loans

Up to \$5M

Interest: ~6-9%

Term 10-25 years

Requires strong credit and collateral

2. New Mexico Economic Development Grants

Job creation and community enrichment focus

May cover up to 20% of startup costs

Application through NM EDD or local chamber

Finance

Hourly Rates:

Team Member/Crew ~ \$12.33 - \$22.36/hr
(depending on location)

Court Monitor/Monitor ~ \$9.00 - \$17.00/hr

Party Host ~ \$13.00 - \$19.00/hr

Front Desk/Cashier ~ \$13.00 - \$18.00/hr

Shift Leader/Manager ~ \$12.67 - \$13.56/hr
(or higher)

Assistant Manager ~ \$21.36/hr or \$43k -
\$54k/yr

General Manager ~ \$34/hr or \$57,867/yr

Insurance & Operating Costs

General Liability Insurance-Required; cost varies by location, carrier, and coverage
Franchise Chatter

Occupancy Costs-Rent, utilities, taxes, common area maintenance
Franchise Chatter

Payroll-Staff wages, management salaries, benefits
Franchise Chatter

Other Costs-Royalty fees, supplies, advertising, training
Franchise Chatter

Finance

Financial Summary

Category

Detail

Initial investment \$3.55M-\$8.33M depending on size, location and lease vs. Purchase SharpSheets

Average Annual Revenue \$3.8M per location SharpSheets

Royalty Fee 7% of monthly gross sales SharpSheets

Marketing Fee Up to 5% of monthly gross sales SharpSheets

Net Worth Requirement \$1.5M minimum Urban Air

Liquid Assets Requirement \$750,000 minimum Urban Air

EBITDA Performance 44% of reporting parks exceeded average EBITDA Franchise Chatter

Finance

Financials

Category	Estimate
Total Startup Cost	\$4.5M
Franchise Fee	\$75K
Equipment & Buildout	\$3.7M
Marketing & Launch	\$150K
Working Capital	\$550K
Break-even	Year 3
EBITDA (Year 3)	\$500k-\$800K

Investment Structure

Total Capital to Raise from Community Investors

Target: \$500,000 (approx. 11% of total startup cost)

Minimum Investment Per Person: \$1,000

Maximum Investment Per Person: \$50,000

Share pricing

Cost per Share: \$1,000

Total Shares Available: 500

Ownership per Share: 0.2% equality per \$1,000 share (based on \$500K=10% equality pool)

Summary

In conclusion, the addition of an Urban Air Adventure Park would benefit the town of Alamogordo significantly. Our design for this Urban Air Adventure Park is very foolproof and also an amazing addition to Alamogordo and give great options for youth indoor play.

Urban Air Adventure Park has lots of benefits for Alamogordo including financial benefits, entertainment for youth and family, economic growth, etc. Having an Urban Air in Alamogordo would bring more money and business to the town as well as job opportunities. This business plan outlines the strategy to launch a franchise in Alamogordo, NM, targeting families, schools, and youth organizations.

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/06/2026

Report No: 2.

Submitted By: Teresa Gutierrez

Subject: Animal Control facility presentation and update. *(Dwain Martinez, Animal Control Manager and David McColley, APD Lieutenant)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: N/A

Background: Dwain Martinez, Animal Control Manager, will make a presentation on the current status of the Animal Control facility.

Alamogordo Animal Control



How to Turn a Shelter into a No-Kill Shelter

Making a shelter truly no-kill means shifting from a system that euthanizes healthy or treatable animals to one that prioritizes saving every life possible through rehabilitation, adoption, and humane alternatives.

1. Understand the No-Kill Standard

A no-kill shelter saves at least 90% of the animals it takes in.

The goal is to keep animals alive until they can be rehomed, rehabilitated, rescued, or returned to their owners.

2. Adopt the No-Kill Model

Adoption programs to increase the number of animals leaving alive.

Spay/neuter and Trap and Release (Cats) to reduce overpopulation.

Return-to-owner (RTO)

Foster care or Rescue Placement to give animals a safe, temporary placement.

Veterinary care for all animals, including spaying/neutering, vaccinations, and treatment for illness or injury.



3. Implement Shelter Protocol – Internal to ACO

Assessment: Evaluate current save rates and identify potential obstacles.

Rehabilitation: Provide necessary medical care and consistent behavioral training to make animals adoptable.

Adoption marketing: Social media, community events, and adoption drives to introduce animals to potential pawrents.

Foster networks: Expand foster programs to reduce shelter crowding.

Data tracking: Monitor intake, save rate, and outcomes to measure progress

4. Engage the Community – Public Awareness and Participation

Education: Teach the public about responsible pet ownership to reduce surrenders.

Pawsitively Transformational Program was instituted by ACO in 2023

Volunteer programs: Recruit and train volunteers for adoptions, fostering, and outreach.

Partnerships: Engage with local businesses, schools, and animal welfare groups.

5. Advocate for Policy Change

Pass a no-kill resolution for Alamogordo, committing to save at least 90% of animals that come through Animal Control.

Use public data dashboards to show progress and encourage transparency.

6. Measure and Improve

Adjust programs based on data and community feedback.

Over time, shift the culture from “euthanasia as a last resort” to “saving every life possible”



Alamogordo Animal Control

Total calls for service - 2023

3109

Animals brought into the shelter:

Dogs – 470

Cats – 214

Total – 648



Alamogordo Animal Control

Total calls for service - 2024

3345

Animals brought into the shelter:

Dogs – 615

Cats – 521

Total – 1136



Alamogordo Animal Control

Total calls for service - 2025

3210

Animals brought into the shelter:

Dogs – 664

Cats – 501

Total – 1165



Adoptions

2023

Dogs – 221

Cats – 47

Total Adoptions: **268**

2024

Dogs – 255

Cats – 72

Total Adoptions: **327**

2025

Dogs – 205

Cats – 28

Total Adoptions: **233**

Alamogordo Animal Control



Euthanasia

2023

Dogs – 212

Cats – 43

Total Euthanized: **253**

2024

Dogs – 173

Cats – 20

Total Euthanized: **193**

2025

Dogs – 218

Cats – 33

Total Euthanized: **251**

Alamogordo Animal Control



Work that has been done at the shelter

- ✓ The plumbing leading from the shelter to the main sewer line had to be redone to address clogging in the sewer lines within the dog kennel area.
- ✓ Roof redone on the kennel building.
- ✓ Repairs to the hatch doors on the outside cages are done weekly.
- ✓ Repairs on the AC units all summer long.
- ✓ New turf was installed in the play area because we could not get enough water pressure to operate the sprinklers.
- ✓ Tuff shed purchased for more room for supplies.
- ✓ The main water line for the front building had to be repaired.
- ✓ The front of the main building was repainted.
- ✓ New flooring installed.
- ✓ Most of the repairs and installations have been done with the Carroll Petrie Foundation's grants.



Completed Projects



**Dog
Wash
Station**



Completed Projects



Cattery



Completed Projects



**Exercise
& Training
Area**



Repairs still needed for the shelter

- New chain link for the gates
- Most of the chain link poles for the fencing are starting to rust
- City Manager has authorized funding for the replacement of the back door, however we are still waiting on the door to be replaced.
- Need some type of retaining wall for flood control, so the dog kennels won't get flooded again with a hard rain
- The dog kennel area needs to be repainted
- Epoxy the floors for easier clean up and animal comfort
- New landscaping for the front of the building
- Need new fencing between play yards





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control





Alamogordo Animal Control



**Placeholder for
Paint Photos Pending
Dwain**

Alamogordo Animal Control



Thank You!



AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 3.

Submitted By: Beau Dylan Aleshire

Subject: Approve the minutes for the Regular Commission Meeting on April 28, 2026. *(Rachel Hughs, City Clerk)*

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve the minutes.

Background:

CITY OF ALAMOGORDO, NEW MEXICO
CITY COMMISSION REGULAR MEETING DRAFT MINUTES
6:30 PM, DONALD E. CARROLL COMMISSION CHAMBERS
April 28, 2026

SHARON MCDONALD, MAYOR
JOSHUA RARDIN, MAYOR PRO-TEM
BAXTER PATTILLO, COMMISSIONER
STEPHEN BURNETT, COMMISSIONER
WARREN ROBINSON, COMMISSIONER

VACANT, COMMISSIONER
MARK TAPLEY, COMMISSIONER
STEPHANIE HERNANDEZ, ACTING CITY
MANAGER
DARRELL MORI, CITY ATTORNEY
RACHEL HUGHS, CITY CLERK

CALL TO ORDER & ROLL CALL

Mayor McDonald called the meeting to order at 6:29 PM. Roll Call was taken by the City Clerk. City Clerk Hughs announced there was a quorum present.

INVOCATION & PLEDGE OF ALLEGIANCE

The Invocation was given by Pastor K. R. Senn of the Borean Independent Baptist Church, and the Pledge of Allegiance was led by Commissioner Robinson.

APPROVAL OF AGENDA

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

PUBLIC COMMENT

1. Tamara Hansen said she was the President of the local AFSCME, #3818, which is the City's Worker's Union. What is happening with the Golf Course Maintenance Workers is wrong. Jobs are at stake; the process was not handled as it should have been. Workers were told their jobs were being outsourced, before the Union was given the opportunity to do what the contract requires us to do, which is review the proposal, evaluate the costs, and discuss alternatives. Those protections were not put in place by accident. They exist because taking public work away from employees is a serious decision. It affects workers, families, service quality, and the taxpayers of Alamogordo. Since then, the City has tried to step back and reframe the process. The Union has now received an RFP and financial information. However, paperwork after the fact does not fix the problem if the process is still not transparent, complete, and fair. Right now, it is not. We still do not have a true apples-to-apples cost comparison. We do not have a clear demonstration that outsourcing this work will actually save the taxpayer's money once real costs are counted. We still do not have a clear explanation of what service levels may be lost, or what costs will remain with the City, what oversight will be required, or why pushing out experienced local workers is somehow good policy. This is not just a labor issue; it is a public accountability issue. If the City is going to take good jobs out of this community, and place a public asset into private hands, and risk lower service on property the public values, then the burden is on the City to prove that the decision is justified. Not with assumptions, incomplete numbers, or after workers have been told their livelihoods are on the line. These local workers are City workers. They are part of this community, spend wages here, have families here, and have taken pride in maintaining the Desert Lakes Golf Course for the people of Alamogordo. I am asking the Commission tonight to slow this process down, require a real cost comparison, require a real alternatives discussion, and ensure that the rules negotiated are actually followed. If this Commission allows public jobs to be pushed aside without a complete and honest review, then you are not just making a management decision, but you are also sending a message about what kind of city Alamogordo wants to be. We are asking you to choose fairness, transparency, and the workers and community that have served the City faithfully.
2. Kim Great White Owl Murillo said the community was misled. On March 10th, we witnessed a 7-0-0 vote to negotiate a contract with Acting City Manager Dr. Hernandez. We thought the revolving door of leadership had finally stopped spinning, and that our voices had been heard. Six weeks have passed. As reported in Second Life Media, the vote appears to be a shell game. This Commission has retreated into Executive Closed Sessions, like tonight. I demand that you honor your vote and the people's voice. Execute the contract with Dr. Hernandez.
3. Rudy A. Contreras said he wished to advocate for Acting City Manager Hernandez for the position of City Manager. You have spent thousands searching for a less qualified candidate, and are now spending thousands more to see

her out the door. She is the most qualified candidate that this Commission, and prior ones, have ever seen.

4. Thaddeus Gilmore said he was a proud member of the Union, and was here to stand for our jobs and the community. I would say no thank you to eliminating public sector, Union jobs. These are good opportunities. I think it is a huge mistake. By letting this out of your hands, you are asking for trouble. Most of the heavy lifting has already been done. What is the benefit of cutting anyone else in at this point? The best idea I have seen is to take full control of the Golf Course for yourselves. Add new City positions and Union jobs. Finish improvements you want done. Any contractor, large or small, can only take away from this equation. None of them is smarter, more capable, or cares as much as your folks do. We have all the experts, technology, and credentials that any of these guys have. Let's take this bull by the horns and get this done.

CITY MANAGER'S REPORT

Acting City Manager Hernandez made the following remarks:

1. Budget Hearings are Monday, May 4th, and Tuesday, May 5th at 5:30 PM. They are open to the public. The budget books will be emailed out to you tomorrow, and a hard copy will be in your boxes by Thursday morning.

2. I'd like to introduce the newest member of our Leadership Dream Team, Shelley Dowhanik-Baron, our Community Development Director. Shelley brings decades of experience in municipal engineering, infrastructure planning, and land use, with deep expertise in planning and zoning, development review, and regulatory coordination. She has successfully led large-scale, multidisciplinary projects across water, wastewater, transportation, and solid waste systems. Shelley combines strong technical knowledge with a collaborative, community-focused approach, helping guide thoughtful, strategic growth for the City of Alamogordo. Also starting the first week in May, Mrs. Esther Sherman, our new Civil Engineer. Esther brings a strong background in systems engineering, infrastructure development, and large-scale project management, with experience supporting complex federal and military programs. She has led multimillion-dollar infrastructure initiatives, managed procurement and contract processes, and worked closely with cross-functional teams to deliver efficient, mission-critical projects. With her technical expertise and strategic approach, she will be a valuable asset in advancing the City's infrastructure and engineering priorities. I will be forwarding the status of the projects to you, but also forwarding to the media and on social media. We will be doing our quarterly project report in May.

REMARKS AND INQUIRIES BY THE CITY COMMISSION

Commissioner Burnett asked about the status of Grant's contract with the State. Acting City Manager Hernandez said that the contract can be extended, but it needs to be for a defined term. In order to have a defined term, we need to work with the management company to determine how long they will need. We need to work that process out in the transition plan. Commissioner Burnett said he wished to ensure the transition plan went smoothly and was not being rushed. I know that Grant sent out an email talking about other things. I want to get that handled, so there is no interruption in service.

Mayor McDonald said last Friday, the Acting City Manager and I were at Holloman Air Force Base. That will be the last meeting with Colonel Etheridge and Chief Ford with the City of Alamogordo. The Colonel is being transferred to another base and will be leaving on May 8th. Chief Ford will be retiring. We are sad to see them go, and we had a great partnership. A new Colonel and Chief will come in next month, and I look forward to meeting them.

CONSENT AGENDA

1. Approve the minutes for the Regular Commission Meeting on April 14, 2026, and the Special Commission Meeting on April 21, 2026. (Rachel Hughs, City Clerk)

2. Approve the statements related to the Executive Closed Session of the Special Meeting held on April 21, 2026. (Rachel Hughs, City Clerk)

3. Consider, and act upon, acceptance of a grant agreement between the State of New Mexico, Department of Transportation and the City of Alamogordo, in the amount of \$108,900, to plan, design, renovate and construct the White Sands regional airport, including the electrical systems. (Debbie Osborne, Grant Coordinator)

Commissioner Hernandez asked to pull Item 3 off. Mayor McDonald said it would be pulled for further discussion.

Commissioner Burnett moved to approve Items 1 and 2.

Commissioner Hernandez seconded the motion.

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

ITEMS REMOVED FROM CONSENT AGENDA

3. Consider, and act upon, acceptance of a grant agreement between the State of New Mexico, Department of Transportation and the City of Alamogordo, in the amount of \$108,900, to plan, design, renovate and construct the White Sands regional airport, including the electrical systems. (Debbie Osborne, Grant Coordinator)

Finance Director Huff said this was a grant that came from the legislature. This year, any of the legislature allocations regarding transportation, instead of going through DFA, are going through DOT. This is one of the first we bring that says DOT instead. This is to renovate the electrical vault at the Airport. Commissioner Hernandez asked if this was to do the work or study it. Finance Director Huff said to do the work. Mayor Pro-Tem Rardin asked what the electrical vault would be for. Is it just for all the lightning? Finance Director Huff said it has the controls for lighting and runway controls. It is currently a rat's nest of wires. This was our number two project at the last legislation because it needed to be done. Mayor Pro-Tem Rardin said so this was for ICIP. Finance Director Huff said yes. We cannot upgrade other items down the line until we upgrade the electrical. Mayor Pro-Tem Rardin asked if the amount was enough to do this. Finance Director Huff said yes. We are not running a bunch of conduit. We need to do the panels, switches, and everything in the vault.

Commissioner Hernandez moved to approve.

Mayor Pro-Tem Rardin seconded the motion.

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

NEW BUSINESS

4. Discussion on the RFP for the Golf Course. (Stephen Burnett, Commissioner)

Commissioner Burnett asked why they had received legal advice that they should not be talking about this. City Attorney Mori said that because we are in communication with the Union and providing them with the proper notice and a chance to respond, I would limit any of your questions to just basic status. That way, the City's position with the Union can stay uncompromised, as far as future proceedings, without having their input so far. We are in the process of engaging with proper notice requirements, and communications are proceeding with them. Commissioner Burnett said he had a question while reading through the new RFP. There was an extra position created. I was wondering why. Acting City Manager Hernandez said we were looking at job descriptions and other areas that could have maintenance as an RFP. We changed that in the updated one, which no longer has that.

Commissioner Patillo asked if the manual for the standard operating procedures was now included. Acting City Manager Hernandez said it is not included in the RFP because it has not gone out, but it will be.

EXECUTIVE SESSION

5. Motion to Recess into Executive Closed Session pursuant to NMSA 1978, § 10-15-1(H)(2) for the purpose of discussing limited personnel matters (hiring of the City Manager) and NMSA 1978, § 10-15-1(H)(7) for discussions subject to the attorney-client privilege pertaining to threatened or pending litigation in which the City is or may become a participant. (Roll Call Vote Required)

Commissioner Burnett moved to Recess to Executive Closed Session at 6:59 PM.

Commissioner Hernandez seconded the motion.

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

RECONVENE INTO OPEN SESSION

6. Motion to Reconvene into Open Session and read the statements related to the Executive Closed Session. (Roll Call Vote Required)

**Mayor Pro-Tem Rardin moved to Reconvene to Open Session at 8:13 PM.
Commissioner Hernandez seconded the motion.
Motion Passed with a vote of 7 - 0 - 0.**

7. Action, if any, related to the Executive Closed Session. (Roll Call Vote Required)

Mayor McDonald said the minutes should reflect that the only matters we discussed during the closed session was the pending litigation to accept the settlement proposed by Stephanie Hernandez, the Acting City Manager.

Mayor Pro-Tem Rardin moved to accept the settlement proposal presented by Dr. Stephanie Hernandez and to delegate authority to Lynn Isaacson to finalize the settlement agreement.

**Commissioner Pattillo seconded the motion.
Motion Passed with a vote of 4 - 3 - 0. Mayor Sharon McDonald, Commissioner Warren Robinson, Commissioner Mark Tapley voted nay.**

ADJOURNMENT

**Mayor Pro-Tem Rardin moved to adjourn at 8:17 PM.
Commissioner Hernandez seconded the motion.
Motion Passed with a vote of 7 - 0 - 0.**

ATTEST:

Mayor Sharon McDonald

City Clerk Rachel Hughs

(Prepared by Dylan Aleshire, Deputy Clerk)
Approved at the Regular Meeting held on May 12, 2026.

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 04/23/2026

Report No: 4.

Submitted By: Teresa Gutierrez

Subject: Consider, and act upon, Resolution 2026-12 increasing the Animal Control Fees. (*Dwain Martinez, Animal Control Manager and David McColley, APD Lieutenant*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve Resolution 2026-12.

Background: The City's Animal Control Division rates were last reviewed and approved in October 2015. Since that time, the cost of providing animal care services has risen substantially. The proposed Resolution, along with the accompanying fee schedule, is intended to address these increased costs. Upon approval by the Commission, the updated fees will be implemented.

**RESOLUTION 2026-12
INCREASING ANIMAL CONTROL FEES**

WHEREAS, the governing body of the City of Alamogordo is charged with making provisions for health, safety, and welfare within the City; and,

WHEREAS, the City of Alamogordo operates an Animal Control Center to assist in the discharge of its duties; and,

WHEREAS, the cost of animal care services has significantly increased, including expenses related to housing, feeding, medical treatment, staffing, and facility operations; and

WHEREAS, the City incurs significant costs associated with humane care, rehabilitation, and, when necessary, euthanasia of surrendered animals; and increasing the owner surrender fee will help offset a portion of these expenses and alleviate the financial burden on taxpayers;

WHEREAS, low surrender fees may unintentionally encourage unnecessary relinquishment of animals and contribute to increased intake volumes, placing strain on shelter capacity; and

WHEREAS, the City is implementing a strategic approach to animal welfare focused on increasing adoptions, improving live outcomes, and moving toward a no-kill shelter model, and this fee adjustment is one component of that broader effort.

BE IT THEREFORE RESOLVED by the City Commission of the City of Alamogordo, New Mexico, that the fees at the City's Animal Control Center are hereby amended as shown on the attached Exhibit "A".

DONE this 12th day of May, 2026.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico Municipal Corporation

Sharon McDonald, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Darrell Mori, City Attorney

EXHIBIT "A"
City of Alamogordo
Animal Control Center Fees (does not include Tax)

RABIES VACCINATION FEE		
	Current Vet Fee	Approximate 5% Increase Based on the increase by Vets
Rabies-All Animals	\$13.38	\$20.00

STERILIZATION FEES		
	Current Vet Fee	Approximate 5% Increase Based on the increase by Vets
Female Cat Not Spayed		\$204.50
Male Cat Not Neutered		\$169.50
Male or Female Spayed or Neutered Cat	\$33.42	\$39.50
Female Dog	\$160.45	\$261.00
Male Dog	\$147.08	\$217.00

MISCELLANEOUS FEES		
	Current Fees	Revised Fee
Adoptions	\$5.00	No Change
Boarding Fees	\$17.60 per day	\$30.00
Cat Vaccination:	\$9.50	No Change
Includes, but not limited to, Feline Leukemia		
Dog Vaccinations:	\$26.00	No Change
Includes, but not limited to, Parvo, Distemper & Bordetella		
City License	\$25.00	\$35.00
City License (Spayed/Neutered, under 6 months)	\$5.00	\$20.00
Dangerous Dog Permit	\$100.00	\$150.00
Dead Animal Pickup	\$10.00	\$20.00
Impound Fee	\$20.00	\$100.00
Microchip Fee	\$25.00	No Change
Intact Fee	\$0.00	\$50.00

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 5.

Submitted By: Rachel Hughs

Subject: Consider, and act upon, Resolution 2026-13 designating the City Clerk as the Custodian of Records and the method of destruction of City records as witnessed shredding. *(Rachel Hughs, City Clerk)*
(Roll Call Vote Required)

Fiscal Impact: \$931

Amount Budgeted: \$2,400.00

Fund: 011.100.2001.0000.53002. SUPPLIES-RECORDS

Additional Fiscal Impact:

Recommendation: Approve the Resolution.

Background:

The destruction of obsolete records is necessary for efficient record maintenance by the City of Alamogordo.

The number of boxes that are past the retention period and ready for destruction is 133.

The process to get approval to proceed with the destruction of records for the City of Alamogordo is to submit the list to the City Attorney to ensure no open legal cases should be kept. City Attorney Mori confirmed that the attached list is good for destruction.

RESOLUTION NO. 2026-13

**DESIGNATING THE CITY CLERK AS THE CUSTODIAN OF RECORDS
AND DESIGNATING THE METHOD OF DESTRUCTION OF RECORDS AS
WITNESSED SHREDDING BY A BONDED DESTRUCTION VENDOR**

WHEREAS, the destruction of obsolete records is necessary for efficient record maintenance by the City of Alamogordo; and

WHEREAS, in the interest of sound records management principles, the City Clerk has established procedures for the retention and disposition of municipal records; and

WHEREAS, the City of Alamogordo adopted the New Mexico Municipal Records Retention Schedule on October 13, 2020; and

WHEREAS, the City of Alamogordo desires to use witnessed shredding by a bonded destruction vendor as the approved method of destruction of records.

NOW, THEREFORE, BE IT RESOLVED: that the City Clerk is designated as the Custodian of Records, and the Clerk or her designee, is hereby authorized and directed to maintain the program for the municipality and to apply the retention period assigned by said records retention and disposition schedules to all records and files of the Municipality.

BE IT FURTHER RESOLVED: the official method for destruction of records will be designated as witnessed shredding by a bonded destruction vendor and the City Clerk is authorized to proceed with shredding of approved records.

PASSED, APPROVED, AND ADOPTED this _____ day of _____, 2026.

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

Sharon McDonald, Mayor

SEAL

ATTEST:

APPROVED AS TO FORM:

Rachel Hughs, City Clerk

Darrell Mori, City Attorney

SMALL SERVICES AGREEMENT
(\$0.00 - \$20,000)

THIS AGREEMENT is between Sun City Shredding Consultant/Contractor”) and the **City of Alamogordo**, a New Mexico municipal corporation (“City).

**WHEREAS THE CITY AND THE CONSULTANT/CONTRACTOR DO
MUTUALLY AGREE THAT:**

1. Scope of Work. The Consultant/Contractor shall provide services as shown in Exhibit “A” (the “Work”), see Exhibit “A”. The methods and manner Consultant/Contractor uses to accomplish that work are not specified by the City. All work product produced in performance of this agreement are the property of the City and shall be turned over to the City upon request. Nothing produced, in whole or in part, by the Consultant/Contractor under this agreement shall be the subject of an application for copyright or other claim of ownership by or on behalf of the Consultant/Contractor. Consultant/Contractor shall perform the Work in the manner as are customarily performed by one providing such Work in other, same, or similar businesses. Contact person within the City for the purpose of this agreement is: *Rachel Hughs, 1376 E. Ninth Street, Alamogordo, NM 88310, 575 439-4100*

2. Compensation. The City shall pay the Consultant/Contractor for said services \$931 as shown in Exhibit “A,” inclusive of NMGRT (See Exhibit “A”). Said payment to be made by the City upon receipt and certification of an itemized invoice submitted on the Consultant/Contractor’s usual billing form to the City of Alamogordo’s Finance Department. Payment is due within 30 days of receipt of invoice. The Consultant/Contractor, upon final payment of the amounts due under this Agreement, releases the City, its officers and employees, from all liabilities and obligations arising from or under this agreement, including but not limited to all damages, losses, costs, liability, and expenses, including but not limited to attorneys’ fees and costs of litigation that the Consultant/Contractor may incur.

This agreement is subject to state and local purchasing laws and thresholds. If threshold has been met before any work begins, this contract will be null and void.

3. Term. The term of this agreement shall be for two (2) months from the date entered below. The agreement may be terminated by either party upon a seven (7) day written notice.

4. Time of Commencement and Completion. The Work shall be commenced immediately within and completed within 30 days unless otherwise agreed to by the parties.

5. Status of Consultant/Contractor. The Consultant/Contractor and its agents and employees are independent contractors performing professional services for the City and are not employees of the City of Alamogordo. The Consultant/Contractor and its agents and employees shall not accrue leave, retirement, insurance, bonding, use of City vehicles, or any other benefits afforded to employees of the City as a result of this agreement. The Consultant/Contractor acknowledges that all sums received hereunder are reportable by the Consultant/Contractor for tax purposes, including without limitation, self-employment and business income tax. The

Consultant/Contractor agrees not to purport to bind the City unless the Consultant/Contractor has express written authority to do so, and then only within the strict limits of that authority. The Consultant/Contractor will be responsible for compliance with all applicable laws, rules and regulations involving, but not limited to, employment, labor hours of work, working conditions, payment of wages, payment of taxes, such as unemployment, social security and other payroll taxes including other applicable contributions from such persons when required by law.

6. Indemnification. The Consultant/Contractor shall defend, indemnify and hold harmless the City from all actions, proceeding, claims, demands, costs, damages, attorneys' fees and all other liabilities and expenses of any kind from any source which may arise out of the performance of this agreement, caused by the negligent act or failure to act of the Consultant/Contractor, its officers, employees, servants, subcontractors or agents, resulting in injury or damage to persons or property during the time when the Consultant/Contractor or any officer, agent, employee, servant or subcontractor thereof has or is performing services pursuant to this agreement.

7. Immunity. The parties acknowledge and agree that nothing in the solicitation or this agreement shall be construed as a modification, compromise or waiver by the City of any rights or defenses of any immunities provided by Federal law or the laws of the State of New Mexico to the City or any of its officers and employees, which they may have had, now have or will have with respect to all matters arising out of this agreement. Any liability incurred in connection with this Agreement is subject to the immunities and limitation of the New Mexico Tort Claims Act.

8. Equal Opportunity Compliance. In accordance with all such laws of the State of New Mexico, the Consultant/Contractor assures that no person in the United States shall, on the grounds of race, religion, color, national origin, ancestry, sex, age, physical or mental handicap, or serious medical condition, spousal affiliation, sexual orientation or gender identity, be excluded from employment with or participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity performed under this agreement. If the Consultant/Contractor is found not to be in compliance with these requirements during the life of this agreement, Consultant/Contractor agrees to take appropriate steps to correct these deficiencies.

9. Confidentiality. Any confidential information provided to or developed by the Consultant/Contractor in the performance of this agreement shall be kept confidential and shall not be made available to any individual or organization by the Consultant/Contractor without the prior written approval of the City.

10. Conflict of Interest. The Consultant/Contractor warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance or services required under the Agreement. The Consultant/Contractor certifies that the requirements of the Governmental Conduct Act, Sections 10-16-1 through 10-16-18, NMSA 1978, regarding contracting with a public officer, state employee or former state employee have been followed.

11. Miscellaneous Provisions.

- a. This agreement shall be governed by the laws of the State of New Mexico as to interpretation and performance.
- b. This agreement may be amended only in writing signed by both parties.
- c. This agreement may not be assigned in whole or in part without written consent of the City.

IN WITNESS WHEREOF, the City and the Consultant/Contractor have executed this Agreement as of the dates indicated below.

CONSULTANT/CONTRACTOR

Date: _____

By: _____
Tyler Cope, Sun City Shredding

NM Taxpayer Identification Number: _____

Federal Taxpayer Identification Number: _____

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

Date: _____

By: _____
Stephanie Hernandez, Acting City Manager

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Darrell Mori, City Attorney



STORAGE AND SERVICES AGREEMENT

RECORDS MANAGEMENT

Exhibit A

April 28 2026

Quote for Services

Rachel Hughs

City Clerk

T: [\(575\) 439-4100 / Ext 4252](tel:(575)439-4100)

E: rhughs@ci.alamogordo.nm.us

133 boxes @ \$7 shred ONSITE = \$931

Credit card or PO Accepted

Certificate of destruction with security level P-4 (High Security) provided

Service to service agreement; No other fees or surcharges

Odd sized containers may be equated into standard storage containers 1.2 cuft. All our employees are background checked, drug tested, immunized, bonded as of February 1st 2026. We use a scanning software to electronically track to the second in which each unit was emptied/exchanged/checked. This is also helpful for providing certificates of destruction on demand. Our facility has surveillance inside and out, with security guard in place 365 days a year outside of business hours. We do not share our facility in any capacity with anyone other than the employees of Sun City Shredding. Material is shredded **ONSITE** and commingled into bales which are compressed with 35,000 lbs of force and picked up by a private recycler. If you have any other questions please feel free to contact me anytime.

Tyler Cope
Sun City Records Management, Inc.
9230 Billy The Kid
915-920-7526

CITY OF ALAMOGORDO, NEW MEXICO

Office of the City Clerk
1376 E. Ninth Street, Alamogordo, NM 88310
(575)439-4100 (575) 439-4396 fax

2026

NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

DEPT. WHERE RECORD ORIGINATED	DESCRIPTION OF RECORD	YEAR OF RECORD	ITEM # AUTHORIZING DESTRUCTION	Archive Box Number	DESTROY DATE
Legal	Legal Case Files: Municipal Court Closed Cases A – DU	2015	4.21.2.636 18.02.001	2026-01	
Legal	Legal Case Files: Municipal Court Closed Cases DU – K	2015	4.21.2.636 18.02.001	2026-02	
Legal	Legal Case Files: Municipal Court Closed Cases KR - R	2015	4.21.2.636 18.02.001	2026-03	
Legal	Legal Case Files: Municipal Court Closed Cases S – Z	2015	4.21.2.636 18.02.001	2026-04	
Legal	Legal Case Files: Desal Property Acquisition, S. Florida Condemnation Castro vs. City	2015	4.21.2.636 18.02.001	2026-05	
Legal	Legal Case Files District Court Closed Cases	2015	18.02.001	2026-06	
Legal	Legal Case Files Armando Ortega v. COA	2015	18.02.001	2026-07	
Finance – Payroll	Payroll Files – Payroll Files - Employee Time Sheets – 5/17/2021 – 12/12/2021	2021	18.03.018	2026-08	
Finance – Payroll	Payroll Files – Payroll Files – Employee Time Sheets – 11/30/2020 – 5/16/2021	2020-2021	18.03.018	2026-09	
Finance – Customer Service	Accounts Receivable – Water Stubs – February 1, 2021 – February 15, 2021	2021	18.03.002	2026-010	
Finance – Customer Service	Accounts Receivable – Water Stubs – February 16, 2021 – February 28, 2021	2021	18.03.002	2026-011	
Finance – Customer Service	Accounts Receivable – Water Stubs – March 1, 2021 – March 15, 2021	2021	18.03.002	2026-012	
Finance – Customer Service	Accounts Receivable – Water Stubs – January 1, 2021 – January 15, 2021	2021	18.03.002	2026-013	
Finance – Customer Service	Accounts Receivable – Water Stubs – January 16, 2021 – January 31, 2021	2021	18.03.002	2026-014	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Forms & Department Deposit Log – January 2021	2021	18.03.002	2026-015	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Forms & Department Deposit Log – February 2021	2021	18.03.002	2026-016	

CITY OF ALAMOGORDO, NEW MEXICO

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Customer Service	Accounts Receivable – Water Stubs – March 16, 2021 – March 31, 2021	2021	18.03.002	2026-017	
Finance – Customer Service	Accounts Receivable – Water Stubs – April 1, 2021 – April 15, 2021	2021	18.03.002	2026-018	
Finance – Customer Service	Accounts Receivable – Water Stubs – April 16, 2021 – April 30, 2021	2021	18.03.002	2026-019	
Finance – Customer Service	Accounts Receivable – Water Stubs – May 1, 2021 – May 15, 2021	2021	18.03.002	2026-020	
Finance – Customer Service	Accounts Receivable – Water Stubs – May 16, 2021 – May 31, 2021	2021	18.03.002	2026-021	
Finance – Customer Service	Accounts Receivable – Water Stubs – June 1, 2021 – June 15, 2021	2021	18.03.002	2026-022	
Finance – Customer Service	Accounts Receivable – Water Stubs – June 16, 2021 – June 30, 2021	2021	18.03.002	2026-023	
Finance – Customer Service	Accounts Receivable – Customer Service Deposit Books July 2020 – June 2021	2020-2021	18.03.002	2026-024	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Form & Department Deposit Log – March 2021	2021	18.03.002	2026-025	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Forms & Department Deposit Log – April 2021	2021	18.03.002	2026-026	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Forms & Department Deposit Log – May 2021	2021	18.03.002	2026-027	
Finance – Customer Service	Accounts Receivable – Cash Post Listing, Deposit Disposition Forms & Department Deposit Log – June 2021	2021	18.03.002	2026-028	
Finance – Customer Service	Accounts Receivable – Water Applications – January 2021 – June 2021 – A-G	2021	18.13.013	2026-029	
Finance – Customer Service	Accounts Receivable – Water Applications – January 2021 – June 2021 – H-Q	2021	18.13.013	2026-030	
Finance – Customer Service	Accounts Receivable – Water Applications – January 2021 – June 2021 – R-Z	2021	18.13.013	2026-031	
Finance – Payroll	Payroll Files – Check Stubs - September – December 2021	2021	18.03.018	2026-032	
Finance – Payroll	Payroll Files – Check Stubs – May – September 2021	2021	18.03.018	2026-033	
Finance – Payroll	Payroll Files Hours Proof Listing - June – December 2021 Check Stubs – December 2020 – May 2021	2020-2021	18.03.018	2026-034	
Public Works	Budget – Operating – Public Works Budget Adjustments 2018-2021 Accounts Payable – Public Works Invoices 2018-2021 Utility Maintenance Files – Other Records – Monthly Water Reports 2020 Transportation and Trip Permits – Public Works Travel Records 2019-2021	2018-2021	18.03.004 18.03.001 18.13.012 18.01.046	2026-035	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Payroll	Garnishments – Employees Termed Between 7/25/2017 and 8/18/2022	2017-2022	18.03.012	2026-036	
Finance – Payroll	Payroll Files – Hours Proof Reports for Pay Dates 1/13/2022 – 9/20/2022	2022	18.03.018	2026-037	
Finance – Payroll	Payroll Files – Employee Time Sheets 12/13/2021 to 4/3/2022 & Terminated Employee Form W-4s 2017-2021	2017-2022	18.03.018	2026-038	
City Clerk	Business License & Business Registration - (A – M)	2022	18.06.002	2026-039	
City Clerk	Business License & Business Registration – (N-Z & Numbers)	2022	18.06.002	2026-040	
Public Works	Streets – Streets Maintenance Work Orders, July 2019-Sept 2020	2020	18.13.007	2026-041	
Finance – Utility Billing	Meter Readings Cut offs (Dec 21 – Apr 22)	2022	18.13.005	2026-042	
Finance – Utility Billing	Meter Readings <ul style="list-style-type: none"> - ETR Replacement - Radio Read Maint - UM Radio Read trouble report - Remove meter - Lock meter - Meter installation/replacement - Return payment turn off - Emergency turn off - Turn off - Base rate turn off/on - Cut off (may 22 – jun 22) 	2022	18.13.005	2026-043	
Finance – Utility Billing	Utility Service Files <ul style="list-style-type: none"> - Request customer account adjustment - Modified base rates - Applications budget billing - ARPA utility assistance - Water meter - Low-low toilet rebate - Forms penalty waiver - Waiver of owner responsibility - Statement of property ownership - Bank draft - Payment vouchers - Payment plans - FNB Notice of corrections - Vacation status - Register exchange - Combine location listing - New meter sheet - Utility billing customer correspondence 	2022	18.13.013	2026-044	
Finance – Utility Billing	Meter Readings Finals	2022	18.13.005	2026-045	
Finance – Customer Service	Accounts Receivable Water Stubs (Mar 22) FY22	2022	18.03.002	2026-046	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Customer Service	Accounts Receivable Water Stubs (July 2021) FY22	2022	18.03.002	2026-047	
Finance – Customer Service	Accounts Receivable - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log - FY22	2022	18.03.002	2026-048	
Finance – Customer Service	Accounts Receivable Water Stubs (Oct 2021) FY22	2022	18.03.002	2026-049	
Finance – Utility Billing	Utility Turnoff Notice & Delinquent Report Cut-off Listing	2022	18.13.014	2026-050	
Finance – Utility Billing	Utility Service Files Misc charge posting	2022	18.13.013	2026-051	
Finance – Utility Billing	Meter Reading Turn-on Recheck	2022	18.13.005	2026-052	
Finance – Utility Billing	Meter Reading Stealth Reader Work Orders (Dec21-Mar22)	2022	18.13.005	2026-053	
Finance – Utility Billing	Meter readings Manuals (Nov21-Jan22)	2022	18.13.005	2026-054	
Finance – Customer Service	Accounts Receivable - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log - Jul 21 - FY22	2022	18.03.002	2026-055	
Finance – Customer Service	Accounts Receivable Water Stubs (Mar 1-15, 2022) FY22	2022	18.03.002	2026-056	
Finance – Customer Service	Accounts Receivable Water Stubs (Dec 1-15, 2022) FY22	2022	18.03.002	2026-057	
Finance – Customer Service	Accounts Receivable - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log - Sept 21 - FY22	2022	18.03.002	2026-058	
Finance – Utility Billing	Meter readings - Manual (Feb-Jun22) - Cut-off (sept-Oct21)	2022	18.13.005	2026-059	
Finance – Budget	Budget Operating - Budget Work Papers	2022	18.03.004	2026-060	
Senior Center – Meals on Wheels (MOW)	Donations, Phone Messages, Volunteer Logs & Schedules	2023	18.01.008 18.01.028 18.03.009 18.04.029	2026-061	
Senior Center – Meals on Wheels (MOW)	Donations, Volunteer Logs & Schedules, Phone Messages, General Logs	2023	18.01.008 18.01.028 18.03.09 18.04.029	2026-062	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Senior Center – Public Works (ASC)	Vehicle Maintenance Files - Vehicle Gas Card Log - Vehicle Transportation Logs - Fuel Receipts - Vehicle Maintenance Log - Vehicle Wash Logs (July 2022-June 2023)	2022-2023	18.13-016	2026-063	
Finance – Customer Service	Accounts Receivable – FY22 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (January 2022)	2022	18.03.002	2026-064	
Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (April 1-16, 2022)	2022	18.03.002	2026-065	
Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (February 1-15, 2022)	2022	18.03.002	2026-066	
Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (February 16-28, 2022)	2022	18.03.002	2026-067	
Finance – Budget	Budget Operating (July 2021-July 2022)	2021-2022	18.03.004	2026-068	
Finance – Utility Billing	Utility Service Files – Leak Abatements (July 2021-June 2022)	2021-2022	18.13.013	2026-069	
Finance – Budget	Budget Operating – Budget Work Papers (July 2021-June 2022)	2021-2022	18.03.004	2026-070	
Finance – Utility Billing	Utility Service Files - Utility Billing Write-Offs - MAR Write-Offs (July 2021-June 2022)	2021-2022	18.13.013	2026-071	
Finance – Budget	Budget Operating – Budget Adjustments (July 2021-July 2022)	2021-2022	18.03.004	2026-072	
Finance – Customer Service	Accounts Receivable – Water Stubs (FY22) (April 16-30, 2022)	2022	18.03.002	2026-073	
Finance – Budget	Budget Operating – Budget Work Papers (July 2021-June 2022)	2021-2022	18.03.004	2026-074	
Finance – Budget	Budget Operating – Budget Work Papers (July 2021-June 2022)	2021-2022	18.03.004	2026-075	
Finance – Budget	Budget Operating – Budget Work Papers (July 2021-June 2022)	2021-2022	18.03.004	2026-076	
Finance – Utility Billing	Utility Service Files - Adjustment Postings (July 2021-June 2022)	2021-2022	18.13.013	2026-077	
Finance – Customer Service	Accounts Receivable – FY22 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (April 2022)	2022	18.03.002	2026-078	
City Clerk	Contract and Agreement - PDF on Local Network – Hewlitt Packard Annual Support Agreement 2021	2021	18.03.008	N/A	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (June 16-30, 2022)	2022	18.03.002	2026-079	
Finance – Customer Service	Utility Service Files FY22 - Powers of Attorney A-Q - Personal Representative A-Q - Property Management A-Q (July 2021-June 2022)	2021-2022	18.13.013	2026-080	
Finance – Customer Service	Utility Service Files FY22 - Water Applications (A-G, Numeric, Kiosk, Incomplete) (July 2021-December 2021)	2021	18.13.013	2026-081	
Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (May 16-31, 2022)	2022	18.03.002	2026-082	
Finance – Customer Service	Utility Service Files FY22 - Powers of Attorney R-Z - Personal Representative R-Z - Property Management R-Z (July 2021-June 2022)	2021-2022	18.13.013	2026-083	
Finance – Customer Service	Utility Service Files FY22 - Water Applications P-Z (July-December 2021)	2021	18.13.013	2026-084	
Finance – Customer Service	Utility Service Files FY22 - Water Applications S-Z (January -June 2022)	2022	18.13.013	2026-085	
Finance – Customer Service	Accounts Receivable FY22 – Customer Service Deposit Books (July 2021-June 2022)	2021-2022	18.03.002	2026-086	
Finance – Customer Service	Accounts Receivable FY22 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (June 2022)	2022	18.03.002	2026-087	
Finance – Customer Service	Utility Service Files FY22 - Water Applications (Incomplete, Kiosk, Numeric, A-G) (January-June 2022)	2022	18.13.013	2026-088	
Finance – Customer Service	Accounts Receivable – Water Stubs FY22 (June 1-15, 2022)	2022	18.03.002	2026-089	
Finance – Customer Service	Accounts Receivable FY22 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (May 2022)	2022	18.03.002	2026-090	
Finance - Customer Service	Accounts Receivable – Water Stubs FY22 (May 1-15, 2022)	2022	18.03.002	2026-091	
Finance – Customer Service	Utility Service Files FY22 - Water Applications H-R (January – June 2022)	2022	18.13.013	2026-092	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Customer Service	Utility Service Files FY22 - Water Applications H-O (July-December 2021)	2021	18.13.013	2026-093	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (December 1-15, 2022)	2022	18.03.002	2026-094	
Finance – Customer Service	Accounts Receivable FY23 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (March-April 2022)	2022	18.03.002	2026-095	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (October 16-31, 2022)	2022	18.03.002	2026-096	
Finance – Customer Service	Accounts Receivable FY23 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (July-August 2022)	2022	18.03.002	2026-097	
Finance – Customer Service	Accounts Receivable FY23 - Cash Post Listing - Deposit Disposition Forms - Department Deposit Log (November-December 2022)	2022	18.03.002	2026-098	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (September 1-15, 2022)	2022	18.03.002	2026-099	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (July 16-31, 2022)	2022	18.03.002	2026-100	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (November 16-30, 2022)	2022	18.03.002	2026-101	
Finance – Customer Service	Accounts Receivable – Water Stubs FY23 (August 1-15, 2022)	2022	18.03.002	2026-102	
Community Services – Senior Center (ASC)	General Logs - Donations - Schedules & Calendars - Volunteer Logs (March 2021-August 2022)	2021-2022	18.01.008 18.01.028 18.03.009 18.04.029	2026-103	
Community Services – Senior Center (ASC)	General Logs - Donations - Schedules & Calendars - Volunteer Logs (June 2021-September 2022)	2021-2022	18.01.008 18.01.028 18.03.009 18.04.029	2026-104	
Community Services – Senior Center (ASC)	General Logs - Donations - Schedules & Calendars - Volunteer Logs (July 2022)	2022	18.01.008 18.01.028 18.03.009 18.04.029	2026-105	
Human Resources	Recruitment Files 2022 - Planning & Code Admin Asst – Senior/Volunteer Program Specialist (January-December 2022)	2022	18.04.017	2026-106	

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NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Human Resources	Recruitment Files 2022 - Landfill Worker-Library Clerk (January-December 2022)	2022	18.04.017	2026-107	
Human Resources	Recruitment Files 2022 - Street Maintenance Journeyman-Utility Maintenance Laborer (January-December 2022)	2022	18.04.017	2026-108	
Human Resources	Recruitment Files 2022 - Wastewater Plant Foreman- Wastewater Plant Laborer (January-December 2022)	2022	18.04.017	2026-109	
Human Resources	Recruitment Files 2022 - AFD Firefighter (January-December 2022)	2022	18.04.017	2026-110	
Human Resources	Recruitment Files 2022 - Accounting Technician-City Attorney (January-December 2022)	2022	18.04.017	2026-111	
Human Resources	Recruitment Files 2022 - Deputy City Clerk-Golf Course Laborer (January-December 2022)	2022	18.04.017	2026-112	
Human Resources	Recruitment Files 2022 - Marketing & Branding Specialist-Parks Maintenance (January-December 2022)	2022	18.04.017	2026-113	
Human Resources	Recruitment Files 2022 - City Clerk's Office Admin Assistant- Kitchen Cook (January-December 2022)	2022	18.04.017	2026-114	
Human Resources	Recruitment Files 2022 - APD Policy Officer Trainee (January-December 2022)	2022	18.04.017	2026-115	
Human Resources	Recruitment Files 2022 - APD CIT Coordinator-Kennel Officer (January-December 2022)	2022	18.04.017	2026-116	
Human Resources	Recruitment Files 2022 - APD Certified Police Officer-Service Aide) (January-December 2022)	2022	18.04.017	2026-117	
Human Resources	Recruitment Files 2022 - APD Accreditation Crime Analysis Specialist-Code Enforcement Officer (January-December 2022)	2022	18.04.017	2026-118	
Human Resources	Recruitment Files 2022 - Water Plant Laborer-Zookeeper (January-December 2022)	2022	18.04.017	2026-119	

CITY OF ALAMOGORDO, NEW MEXICO

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2026

NOTIFICATION OF RECORDS DESTRUCTION

The following records have been identified as eligible for destruction according to the Records Retention and Disposition Schedule:

Finance – Accounting	Reports - Accounting - PHA Reports AJE's & Bank Reconciliations - Franchise Fees - Lodger's Tax Info (July 2021-June 2022)	2021-2022	18.03.022	2026-120	
Finance – Fixed Assets	Fixed Assets - YE Reports, Batches, Depreciation (July 2020-June 2022)	2020-2022	18.03.011	2026-121	
Finance-Accounting	Accounts Receivable - Cash Posting (June 2022 FY22)	2022	18.03.002	2026-121	
Finance – Accounting	Accounts Receivable - Cash Posting (May 2022 FY22)	2022	18.03.002	2026-123	
Finance – Accounting	Accounts Receivable - Cash Posting (April 2022 FY22)	2022	18.03.002	2026-124	
Finance – Accounting	Accounts Receivable - Cash Posting (March 2022 FY22)	2022	18.03.002	2026-125	
Finance – Accounting	General Finance Records - Adjusting Journal Entries (July-September 2021 FY22)	2022	18.03.013	2026-126	
Finance – Accounting	Accounts Receivable - Cash Posting (Sept 2021 FY22)	2022	18.03.002	2026-127	
Finance – Accounting	Accounts Receivable - Cash Posting (Dec 2021 FY22)	2022	18.03.002	2026-128	
Finance – Accounting	General Finance Records - Adjusting Journal Entries (January-March 2022 FY22)	2022	18.03.013	2026-129	
Finance	General Finance Records - Adjusting Journals (April-June 2021 FY22)	2022	18.03.013	2026-130	
Finance – Accounting	General Finance Records - Adjusting Journal Entries (July-September 2021 FY22)	2022	18.03.013	2026-131	
Public Works – Facility Maintenance	Maintenance & Repair - Facility Maintenance Work Orders FY22 & FY23 (April, June, July & December 2022)	2022	18.01.029	2026-132	
Public Works – Facility Maintenance	Maintenance & Repair - Facility Maintenance Work Orders FY22 (July 2021-March 2022)	2022	18.01.029	2026-133	
					Total Boxes 133 Boxes

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 6.

Submitted By: Stephanie Hernandez

Subject: Consider, and act upon, Resolution 2026-14, supporting the City's commitment to advancing toward a No-Kill Animal Shelter. (*Dwain Martinez, Animal Control Manager*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background:

RESOLUTION NO. 2026-14

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF ALAMOGORDO, NEW MEXICO, SUPPORTING THE CITY'S COMMITMENT TO ADVANCING TOWARD A NO-KILL ANIMAL SHELTER.

WHEREAS, the City of Alamogordo recognizes the importance of providing humane, responsible, and effective animal care services for the community; and

WHEREAS, the City further recognizes that the Alamogordo Animal Shelter is experiencing increasing overcrowding, which places significant strain on shelter operations, staff capacity, animal care resources, and the overall welfare of animals housed at the facility; and

WHEREAS, shelter overcrowding increases the risk of disease transmission, stress-related behavioral concerns, longer shelter stays, reduced adoption capacity, and, in some circumstances, the need for euthanasia when safe, humane, and responsible alternatives are not available; and

WHEREAS, the City recognizes that increased animal surrenders, stray animal intake, unwanted litters, and difficulty reuniting lost pets with their owners all contribute to shelter overcrowding and create additional pressure on the City's animal welfare system; and

WHEREAS, the City is committed to pursuing practical, responsible, and sustainable solutions that reduce unnecessary euthanasia, increase live release outcomes, reduce shelter intake, and promote responsible pet ownership; and

WHEREAS, the City desires to move toward a No-Kill Shelter, with the understanding that this goal requires a comprehensive, multi-faceted approach that includes prevention, public education, reunification of lost pets with owners, expanded adoption efforts, foster and rescue partnerships, and access to affordable animal care services; and

WHEREAS, the City recognizes that achieving and maintaining a No-Kill Shelter cannot be accomplished through shelter operations alone, but requires proactive community-based initiatives designed to reduce the number of animals entering the shelter and increase the number of animals safely returned, adopted, fostered, transferred, or otherwise placed; and

WHEREAS, the City has identified free microchipping events as one initiative that supports the transition toward a No-Kill Shelter by increasing the likelihood that lost pets can be quickly identified and returned to their owners, thereby reducing shelter intake, shortening shelter stays, and preserving shelter space for animals truly in need of care; and

WHEREAS, the City has also identified the development of a free spay and neuter assistance program, to be implemented through a Request for Proposals process with qualified veterinary providers, as another initiative that supports the transition toward a No-Kill Shelter by addressing

pet overpopulation at its source, reducing unwanted litters, and helping prevent future animal surrenders; and

WHEREAS, these initiatives are intended to work together as part of a broader strategy to reduce shelter overcrowding, decrease the need for euthanasia, improve animal welfare outcomes, support responsible pet ownership, and move the City of Alamogordo toward a sustainable No-Kill Shelter framework.

NOW, THEREFORE, BE IT RESOLVED, THAT the City Commission supports the City’s goal of moving toward a No-Kill Shelter model and recognizes that achieving this goal requires a practical, responsible, and multi-faceted approach. This approach includes initiatives such as free microchipping events, a free spay and neuter assistance program through an RFP process, expanded adoption and foster efforts, community education, and partnerships that reduce shelter overcrowding, decrease unnecessary euthanasia, reduce animal surrenders, and improve animal welfare outcomes.

PASSED, APPROVED AND ADOPTED this _____ day of _____, 2026.

CITY OF ALAMOGORDO, NEW MEXICO
a New Mexico municipal corporation

By: _____
Sharon McDonald, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Darrell Mori, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 7.

Submitted By: Justen Boyle

Subject: Consider, and act upon, approval of Change Order 1, in the amount of \$80,135.50, excluding NMGRT, to National Construction, for changes in the State's wage rates and Sidewalk Addition. (*Joseph Samora, Project Manager*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Approve Change Order 1

Background: Wage Rates — The State requested that the Wage Rates be deleted due to the project's anticipated opening date. They had requested us to cancel the rate and resubmit a new project. The city resumed creating a new project through wage decisions, and because it was in January, the rate had changed. This is a cost beyond our control.

Sidewalks — As mentioned before in the previous change order on another project. We are currently pushing all departments to add ADA-compliant sidewalks and drive pads on their city property. This is to ensure that we are fair across the board, regardless of whether you are a city department or not. This project was designed and bid on before we reached the terms for enforcing the sidewalk. Moving forward, all City Property sidewalks will be added to the design as needed.

CONTRACT CHANGE ORDER

CHANGE ORDER NO. 001

City of Alamogordo Fire Station 2 Improvements

PUBLIC WORKS PROJECT NO. 2025-004

CONTRACTOR: National Construction
PO Box 1479
Alamogordo, New Mexico 88310

OWNER: City of Alamogordo
1376 E 9th St
Alamogordo, New Mexico 88310

THE FOLLOWING CHANGES ARE HEREBY MADE TO THE CONTRACT DOCUMENTS:

CHANGE ORDER LINE ITEMS:

#	Budget Code	Description	Qty	Units	Unit Cost	Tax Code	Subtotal (ex. tax)
1	CAPT-CONS- BLDG.HC.SL BUILDINGS.Hard Costs.State Legislative	New sidewalk addition	1.0		\$74,232.26	NMGRT	\$74,232.26
2	CAPT-CONS- BLDG.HC.SL BUILDINGS.Hard Costs.State Legislative	Wage Rate increase	1.0		\$5,903.24	NMGRT	\$5,903.24
Subtotal:							\$80,135.50
Total Tax:							\$6,561.09
Grand Total:							\$86,696.59

REVISED CONTRACT AMOUNT

1. Original Contract Amount \$1,229,378.00
2. Total Contract Amount Including Previously
Approved Change Orders \$0.00
3. Amount of this Change Order (increase) \$80,135.50
4. Total Revised Contract Amount to Date \$1,309,513.50

* excludes New Mexico Gross Receipts Tax.

The contract performance period is hereby increased by an additional 30 calendar days. The work covered by this order shall be performed under the same terms and conditions as that included in the original contract.

CHANGE ORDER ACCEPTED AND APPROVED:

BY: _____
Contractor Date

CHANGE ORDER APPROVED BY CITY MANAGER:

BY: _____
City Manager Date

BY: _____
City Attorney Date



PROPOSAL #01

National Construction, Inc.
PO Box 1479 Alamogordo, NM 88311
575-437-2913 fax 575-434-8821
National@qwestoffice.net

PROPOSAL FOR: Justen Boyle City of Alamogordo	PHONE: 575-290-9784	DATE: April 8, 2026
ADDRESS: Alamogordo, NM 88310	JOB NAME: Fire Station 2 Improvements	JOB LOCATION: Fire Station 2 2101 S Walker Alamogordo, NM 88310
ARCHITECT: NA	DATE OF PLANS: NA	JOB PHONE: NA

We will furnish material, labor & equipment for the following:

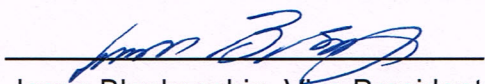
- Add a 4" sidewalk
- 154' x 5' 6" Drive pads
- North pad - 32' 8" x 7'
- Mid Pad - 53' x 7'
- South pad - 25' 5" x 7'
- Curb and gutter - 12'
- this adds 30 days to contract

We Propose hereby to furnish equipment and labor - complete in accordance with the above specifications, for the sum of:

Seventy Four Thousand Two Hundred Thirty Two Dollars and 26/100 (plus tax) \$74,232.26 (plus tax)

Payments to be made as follows: Progress Billing

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Workman's Compensation Insurance. Price valid for 30 days.

Authorized Signature: 
Jason Blankenship, Vice President

Acceptance Of Proposal - The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payments will be made as outlined above.

Signature: _____
Date of Acceptance: _____

Scope of Work		Potential Change Orde		0										
Add a 4" sidewalk - 154' x 5' 6" Drive pads - North pad - 32' 8" x 7' Mid Pad - 53' x 7' South pad - 25' 5" x 7' Curb and gutter - 12'														
Labor				Additional					Equipment				Subcontractor	
Description	Hours	Rate	Total	Description	Units	Quantity	Rate	Total	Description	Days	Rate	Total		
			0.00	Fencing	lf	276.00	5.00	1,380.00						
Superintendent	120	50	6,000.00	Porta potty	Month	1.00	150.00	150.00					Alamo Earth	32,839.00
Labor	32.00	31.85	1,019.20	Dump fee	per load	2.00	750.00	1,500.00					Tena Const	15,340.00
			0.00	Fuel	gal	80.00	4.00	320.00	Truck	30.00	20.00	600.00	Advance tes	1,425.00
	0.00	0.00	0.00					0.00						
			0.00					0.00						
			0.00					0.00	Fuel	30.00	20.00	600.00		
			0.00					0.00						
			0.00					0.00						
			0.00					0.00						
Subtotals			7,019.20					3,350.00				1,200.00		49,604.00
													Subtotal	61,173.20
													GC Labor Burden	39.00% 2,737.49
													GC OH&P	15.00% 9,586.60
														0.00% 0.00
													Sub Bond	0.00% 0.00
														0.00% 0.00
													Subtotal	73,497.29
													Bond	1.00% 734.97
													Total	74,232.26

Price Proposal

Date: April 6, 2026

Proposal No.: 25-125-CO1

To: National Construction

Phone:

Mobile:

Email:

Attn: Jason / Ryan / Michele

Project: Fire Station 2 Improvements - RFI 3 Concrete - Sidewalk Addition

Location: Walker Road & Hwy 70

RFI #3 Concrete Sidewalk Addition 03/11/26

Labor, Equipment and Material for the following :

4" Sidewalk Grading/Earthwork • 154' x 5' = 770 SF - Price Includes:

Removal / Disposal of 4" of Existing Material to Subgrade; Grading & Subgrade Prep & Compaction.

Sidewalk Earthwork: \$6,861.00

6" Drive Pad North • 32'-8" x 7' = 228.69 SF - Price Includes:

Asphalt Cut & Removal; 12" Excavation of existing material; Grading, Subgrade Prep & Compaction;

Removal/Disposal of 5' Curb each side of drive; 6" Base Course under new curb & concrete apron;

Drive Pad North Earthwork: \$5,294.00

6" Drive Pad Mid • 53' x 7' = 371 SF - Price Includes:

Asphalt Cut & Removal; 12" Excavation of existing material; Grading, Subgrade Prep & Compaction;

Removal/Disposal of 5' Curb each side of drive; 6" Base Course under new curb & concrete apron;

Drive Pad Mid Earthwork: \$8,307.00

6" Drive Pad South • 25'-5" x 7' = 177.94 SF - Price Includes:

Asphalt Cut & Removal; 12" Excavation of existing material; Grading, Subgrade Prep & Compaction;

Removal/Disposal of 5' Curb each side of drive; 6" Base Course under new curb & concrete apron;

Drive Pad South Earthwork: \$3,984.00

New Concrete Curb (Not Included in Drive Apron) - 10 LF - Price Includes:

Removal/Disposal of existing curb; excavation of 6" existing; subgrade prep & compaction; 6" base course.

New Concrete Curb Earthwork: \$430.00

3" Asphalt Patch - Approx. 336 SF - Price Includes:

Excavation to subgrade (11" of existing); grading & subgrade prep & compaction; 8" base course; 3" HMA.

3" Asphalt Patch: \$7,963.00

Price does not include:

Tax; Bond(1.10%); Engineering/Design; Professional Survey; Any Interior or Building Demo; Electrical; QA/QC Testing; Signage;

SWPPP Plan or Controls; Traffic Control; Temp. Shoring of Building; Landscaping; Utility Installation, Removal or Relocation;

Concrete Sidewalk, Flatwork, Footings, Piers or Header Curb; Temporary/Permanent Fence; Vertical Construction; Reseeding;

Tree Removal; Bollards; Excavation for Footings, Piers; Permits; Pollution Insurance; or Anything Not Specified Above .

Alamo Earthwork & Paving proposes to provide equipment, labor and material to complete the above scope of work for the sum of:

Thirty-Two Thousand Eight Hundred Thirty-Nine & xx/100 dollars **\$32,839.00** with payment terms as follows:

Progressive Monthly Payments Per Percent Complete (No Retainage)

We reserve all rights of lien under Section 48-2-1 through 48-2-19 NMSA 1978.

By: *Jeff Crain*

The above listed price is good for 15 days from the above proposal date.

Please call to confirm the above price is still good after..... April 21, 2026

Acceptance of Proposal

The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified.

Payment will be made as outlined above.

Accepted by:

Signature

Title

Date

Tena Construction LLC.

1730 W. Picacho Ste. B

Las Cruces NM 88005

Ph. 575-524-2591 Fax. 575-526-1267

tenaconstruction@qwestoffice.net

Proposal

Name/Address
National Construction, Inc PO Box 1479 Alamogordo, NM 88311

Proposal No.
886
Date
04/06/26

NM Licence #390924

Exp.03/31/2026

For questions contact Luis at 575-644-8387

Project
Alamogordo Fire Stn.#2

Description	Cost	Total
Change Order Concrete addition 4" Thick concrete sidewalk Provide .5" expansion joint where sidewalk about an in movable object Control joints at 5' 6" Thick drive pads with #3 Rebar at 6" O.C.E.W. or 6X6XW2.1XW21 WWF 6" Drive pads North pad 32'8"X7' Mid pad 53'X7' South pad 25'5"X7' Install 12' of curb and gutter	15,340.00	15,340.00

	Total	\$15,340.00
--	--------------	--------------------

RFI #3: Concrete Sidewalk Addition

Revision	0	Status	Open
To	Gene Sukup (National Construction)	From	Joseph Samora (City of Alamogordo)
Date Initiated	Mar 11, 2026	Due Date	Mar 16, 2026
Location		Project Stage	Course of Construction
Cost Impact		Schedule Impact	
Spec Section		Cost Code	
Drawing Number		Reference	
Linked Drawings			
Received From			
Copies To	Justen Boyle (City of Alamogordo)		

Activity

Question

Question from Joseph Samora City of Alamogordo on Wednesday, Mar 11, 2026 at 12:23 PM MDT

Gene,
As we discussed at our bi-weekly meeting this morning, we have had a field order for new concrete placement. I need a proposal using these tech standards. I will attach the tech standards to this RFI, along with the field dimensions I measured after our meeting. These measurements are estimates, so the contractor will need to field verify quantities. Please include a schedule and cost impact with the proposal.

154

4" sidewalk - ~~184~~ x 5' 6" Drive pads - North pad - 32' 8" x 7' Mid Pad - 53' x 7' South pad - 25' 5" x 7'
Curb and gutter - 12'

Attachments
[Drive pad Detail.png](#), [Curb and gutter detail .png](#), [sidewalk detail-tech standards.png](#)

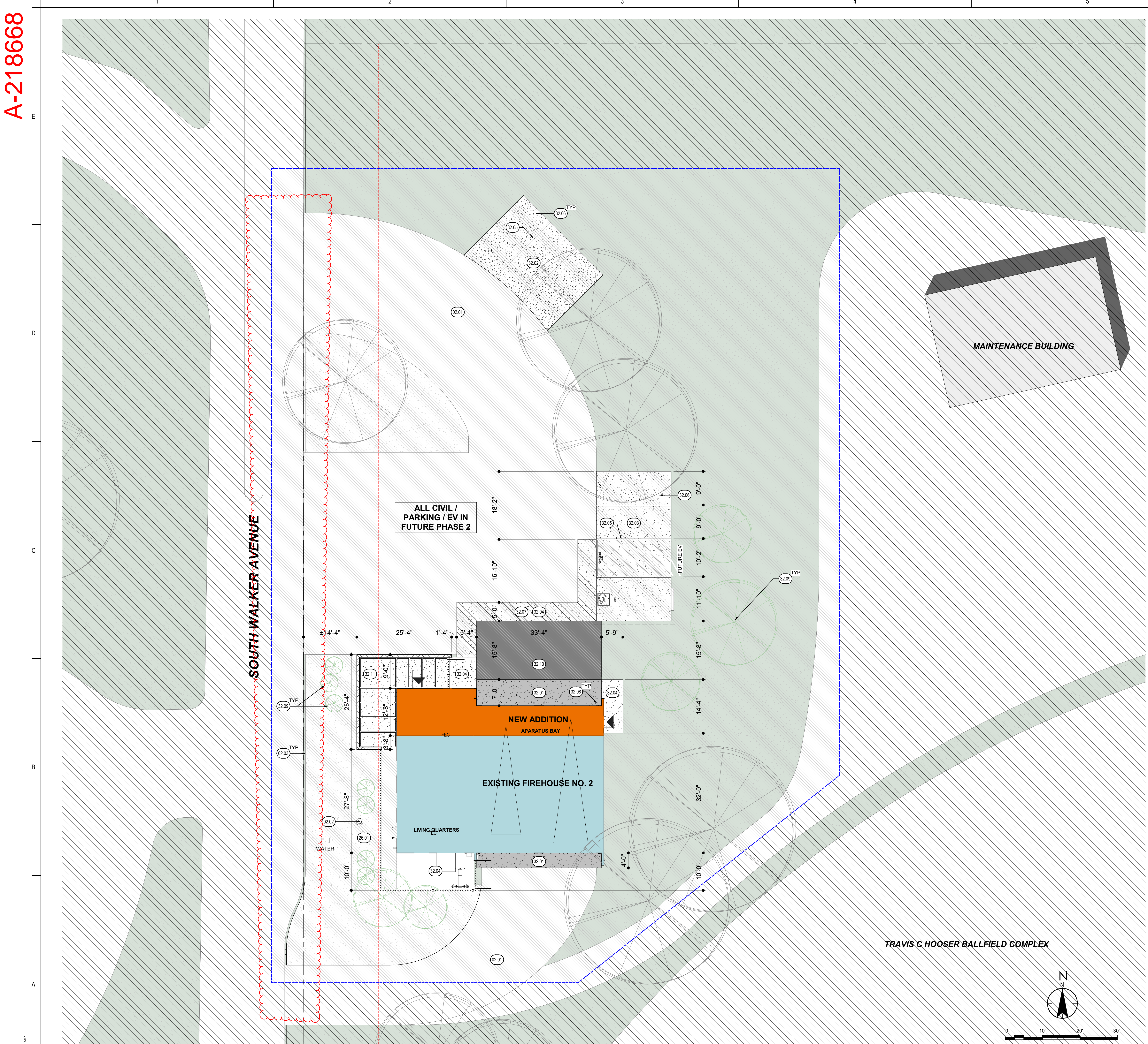
Awaiting an Official Response

All Replies

Response from Joseph Samora City of Alamogordo on Wednesday, Mar 11, 2026 at 02:16 PM MDT

Gene,

After discussion internally, there is a change to the 4" concrete sidewalk. The new dimensions are as follows.
4" sidewalk - 154' x 5'



SITE PLAN GENERAL NOTES

A ALL SITE INFORMATION IS BASED ON PERMIT SET DATED 12/18/1974, PROJECT NUMBER 7408.

PROJECT INFORMATION

PROJECT ADDRESS:
2101 SOUTH WALKER AVENUE

ACREAGE: 81.37

SECTION 1, TOWNSHIP 17, RANGE 9

AREA CODE: A24

ZONING INFORMATION
ZONING DISTRICT: R-1 SINGLE-FAMILY DWELLING

BUILDING USE: FIRE STATION

FEMA FLOOD ZONE: NOT APPLICABLE

COMMISSION DISTRICT: 5

CODE ENFORCEMENT DISTRICT: 3

DISTRICT USE REGULATIONS:
BUILDING SETBACKS:
FRONT YARD: 20 FEET
SIDE YARD: 5 FEET MINIMUM FOR ONE STORY BUILDINGS
REAR YARD: 30 FEET OR 20PERCENT OF THE DEPTH OF THE ENTIRE LOT
- ALL YARD REQUIREMENTS TO BE VERIFIED

BUILDING HEIGHT:
2 1/2 STORIES | 35 FEET MAXIMUM
- EXISTING TO REMAIN AT 19'-0" HIGH

FENCING:
HEIGHT RESTRICTED TO 4 FEET WITHIN 20 FEET OF FRONT LOT LINE

PARKING PROVIDED:
6 STALLS (INCLUDING 1 ACCESSIBLE)

SITE PLAN LEGEND

- PROPOSED BUILDING ADDITION
- EXISTING BUILDING
- NOT IN SCOPE
- PHASE 2
- PROPOSED ASPHALT DRIVEWAY
- PROPOSED CONCRETE APRON
- PROPOSED CONCRETE PAD / WALKWAY
- EXISTING ROADWAY
- EXISTING SITE
- PROPOSED ADA PATH OF TRAVEL

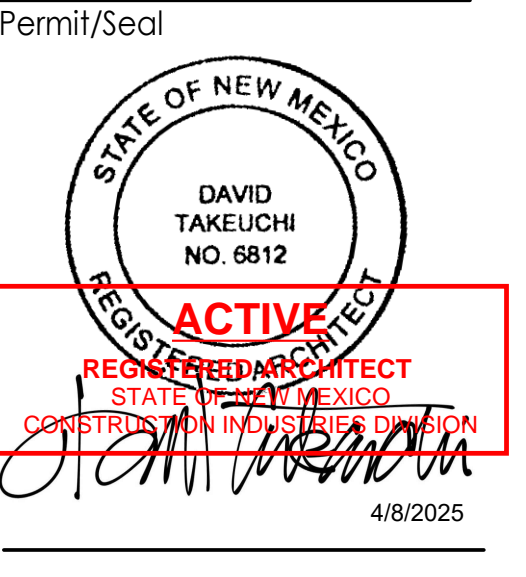
KEYNOTES

KEYNOTE	DESCRIPTION
02.01	EXISTING ASPHALT DRIVEWAY TO REMAIN
02.02	EXISTING UTILITY POLE, PROTECT DURING CONSTRUCTION
02.03	EXISTING CONCRETE CURB TO REMAIN
26.01	WALL MOUNTED ELECTRICAL PANEL, SEE ELECTRICAL DRAWINGS
32.01	CONCRETE APRON
32.02	ASPHALT PARKING PAD
32.03	CONCRETE PARKING PAD
32.04	CONCRETE WALK SLOPE AWAY FROM BUILDING
32.05	4" WIDE STRIPING, PAINT WHITE ON ASPHALT, YELLOW ON CONCRETE
32.06	10'X20' PARKING STALL, TYP.
32.07	5' WIDE PAINTED CROSSWALK
32.08	PIPE BOLLARD, SEE DETAIL ASA501.
32.09	LANDSCAPING, BY OTHERS
32.10	ASPHALT PAVING
32.11	COLORLED CONCRETE PATIO

1 ARCHITECTURAL SITE PLAN
AS101 1" = 10'-0"



DATE	ISSUED FOR PERMIT	ISSUED FOR REVIEW	BY	BY
2025.03.25				
2025.04.08				



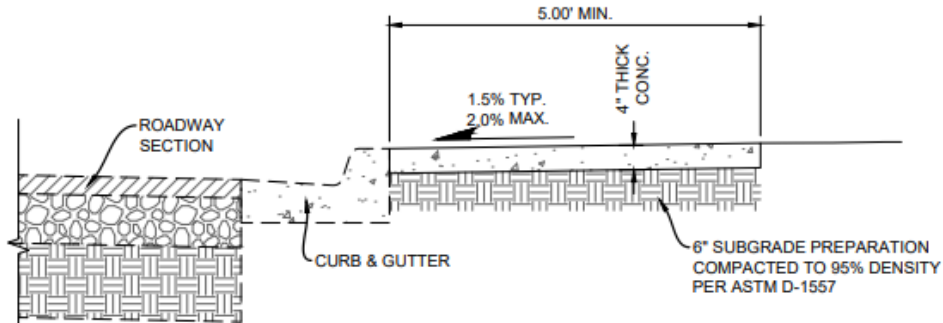
REVIEWED FOR CODE COMPLIANCE
BY: ORLANDO GARCIA
04/14/2025 9:25:40 AM
STATE OF NEW MEXICO
CONSTRUCTION INDUSTRIES DIVISION
GENERAL BUILDING BUREAU
www.rld.nm.gov

Client/Project
CITY OF ALAMOGORDO

FIRE STATION 2 IMPROVEMENTS
2101 S WALKER AVENUE
ALAMOGORDO, NEW MEXICO 88310

Project No.: 2007130434
File Name: NA
Scale: As indicated
Auth'd Designer Checker 2025.03.25
Dwn. Dgn. Chkd. YYYYMMDD
Title
ARCHITECTURAL SITE PLAN

Revision:
Drawing No.
AS101



SIDEWALK ADJACENT TO CURB & GUTTER

SIDEWALK NOTES:

1. PROVIDE $\frac{3}{4}$ " EXPANSION JOINT MATERIAL WHERE SIDEWALK ABUTS AN IMMOVABLE OBJECT (I.E. UTILITY POLE, WALL, CURB AND GUTTER, SIDEWALK, DRIVE APRON, STRUCTURES, ETC.).
2. PROVIDE CONTROL JOINTS EVERY 5'-0" FOR SIDEWALKS AND EVERY 10'-0" FOR CURBS; PROVIDE EXPANSION JOINTS EVERY 25'-0" MAX. FOR SIDEWALKS AND EVERY 50'-0" FOR CURBS.
3. SUBGRADE PREPARATION SHALL BE INCIDENTAL TO SIDEWALK CONSTRUCTION.

SCALE: NOT TO SCALE



**CITY OF ALAMOGORDO
TECHNICAL STANDARD DRAWINGS**

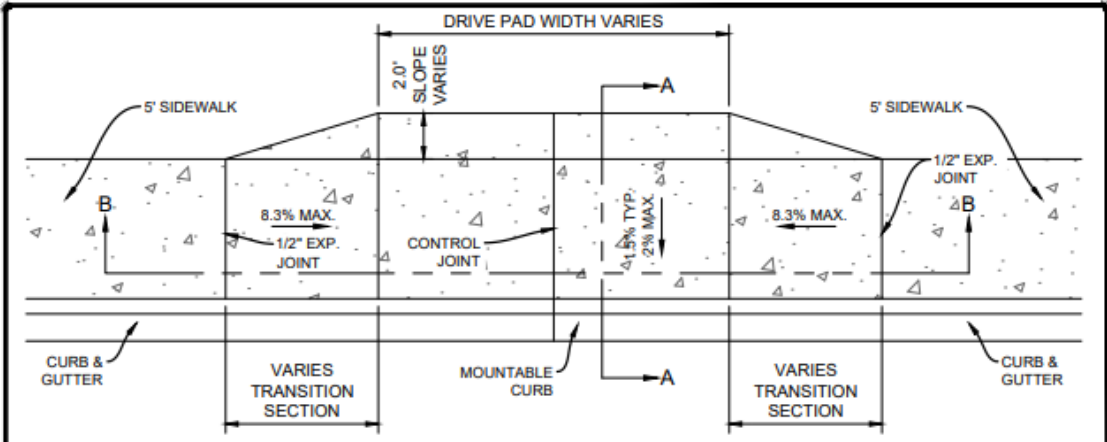
SIDEWALK DETAILS

ISSUE DATE:
JUNE 14, 2022

RESOLUTION NO:
2022-28

REVISION DATE:

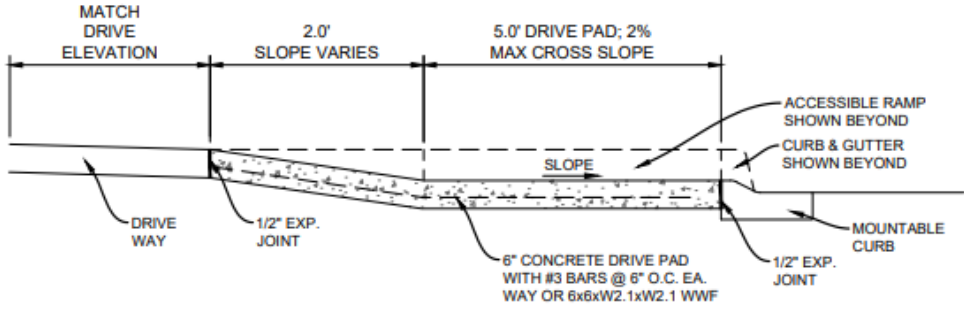
SHEET NO:
R-1



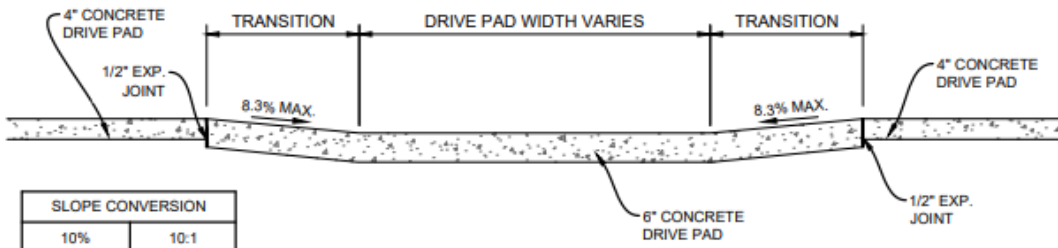
PLAN VIEW

NOTES:

PROVIDE 1/2" BITUMINOUS EXPANSION BOARD WHERE DRIVE PAD APRON ABUTS SIDEWALK, CURB AND GUTTER (TYP.)



SECTION A-A



SECTION B-B

SLOPE CONVERSION	
10%	10:1
8.3%	12:1
2%	50:1

NOTES: SUBGRADE PREPARATION AND 6" BED COURSE SHALL BE INCIDENTAL TO DRIVEPAD CONSTRUCTION.

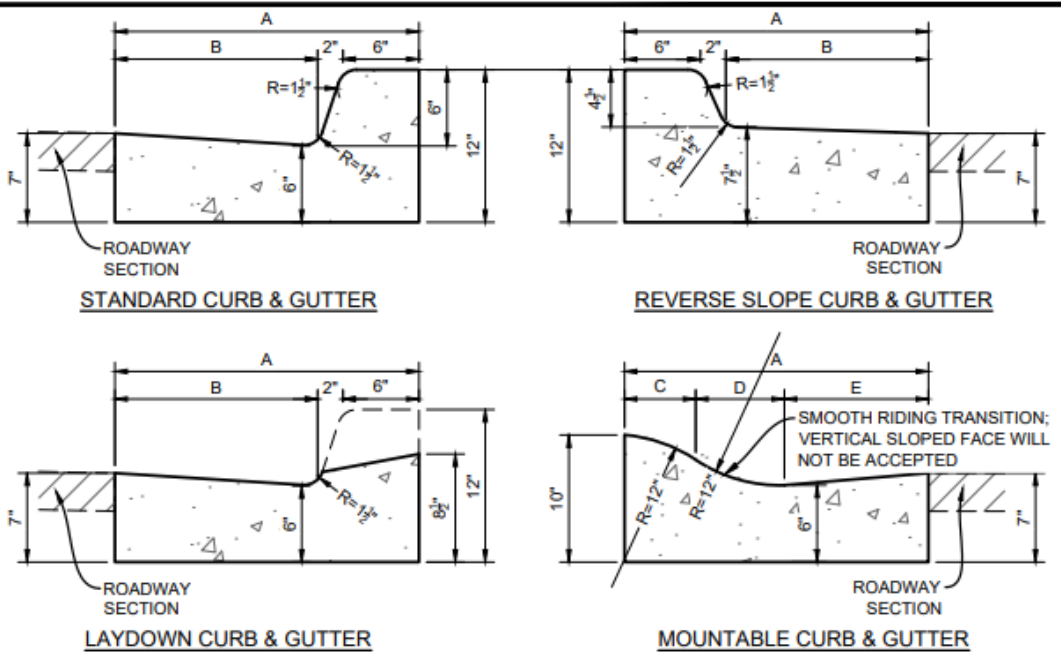
SCALE: NOT TO SCALE



**CITY OF ALAMOGORDO
TECHNICAL STANDARD DRAWINGS**

DRIVE PAD DETAIL

DATE	JUNE 14, 2022
REVISION NO.	2022-28
REVISION DATE	****
SHEET NO.	R-12



STANDARD CURB & GUTTER

REVERSE SLOPE CURB & GUTTER

LAYDOWN CURB & GUTTER

MOUNTABLE CURB & GUTTER

CURB AND GUTTER LEGEND			
TYPE	I	II	III
A	1'-6"	2'-0"	2'-6"
B	0'-10"	1'-4"	1'-10"
C	0'-5 5/8"	0'-5 5/8"	0'-5 5/8"
D	0'-5"	0'-7"	0'-7"
E	0'-7 3/8"	0'-11 3/8"	1'-5 3/8"

CURB & GUTTER NOTES:

1. NEW CURB & GUTTER PROFILE SHALL MATCH EXISTING ADJACENT CURB & GUTTER AND/OR STREET PROFILE.
2. NEW CURB & GUTTER SHALL INCLUDE EIGHT-INCH (8") SUBGRADE PREPARATION; INCIDENTAL TO CURB AND GUTTER CONSTRUCTION.
3. NEW CURB & GUTTER SHALL INCLUDE SIX-INCH (6") BASE COURSE; INCIDENTAL TO CURB AND GUTTER CONSTRUCTION.
4. EDGES OF CURB & GUTTER NOT SPECIFICALLY DIMENSIONS SHALL BE EDGED WITH A $\frac{3}{8}$ " EDGING TOOL.
5. DIMENSIONS AT ROUNDED CORNERS MEASURED TO INTERSECTION OF STRAIGHT LINES.
6. PROVIDE CONTROL JOINTS EVERY 5'-0". CONTROL JOINTS SHALL BE TOOL JOINTED WITH TOP ROUND EDGE OF $\frac{3}{8}$ " RADIUS, DEPTH OF ONE-INCH (1"). THE FINISHED JOINT OPENING EXCLUDING RADIUS SHALL NOT BE WIDER THAN $\frac{3}{8}$ ".
7. PROVIDE $\frac{3}{8}$ " EXPANSION JOINTS EVERY 50'-0" ALONG CURB & GUTTER.
8. TACK COAT EDGE OF GUTTER PRIOR TO PLACEMENT OF NEW PAVEMENT OR PAVEMENT PATCH.
9. THE CONSTRUCTION OF CURB & GUTTER AND/OR PAVEMENT SHALL BE CONSTRUCTED SO THAT THE GUTTER FLOW WILL BE CONSTANT (NO PONDING AREAS WILL BE ACCEPTED).

SCALE: NOT TO SCALE



**CITY OF ALAMOGORDO
TECHNICAL STANDARD DRAWINGS**

CURB AND GUTTER DETAILS

ISSUE DATE	JUNE 14, 2022
REVISION DATE	2022-28
REVISION NO.	----
SHEET NO.	R-2



PROPOSAL #02

National Construction, Inc.
PO Box 1479 Alamogordo, NM 88311
575-437-2913 fax 575-434-8821
National@qwestoffice.net

PROPOSAL FOR: Justen Boyle City of Alamogordo	PHONE: 575-290-9784	DATE: April 8, 2026
ADDRESS: Alamogordo, NM 88310	JOB NAME: Fire Station 2 Improvements	JOB LOCATION: Fire Station 2 2101 S Walker Alamogordo, NM 88310
ARCHITECT: NA	DATE OF PLANS: NA	JOB PHONE: NA

We will furnish material, labor & equipment for the following:

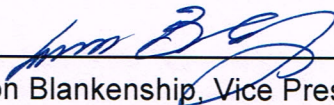
- Rate increase due to changing Wage Decision to 2026 B Rates

We Propose hereby to furnish equipment and labor - complete in accordance with the above specifications, for the sum of:

Five Thousand Nine Hundred and Three Dollars and 24/100 (plus tax) \$5,903.24 (plus tax)

Payments to be made as follows: Progress Billing

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Workman's Compensation Insurance. Price valid for 30 days.

Authorized Signature: 
Jason Blankenship, Vice President

Acceptance Of Proposal - The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payments will be made as outlined above.

Signature: Joseph Samora
Date of Acceptance: 05/01/26



TYPE "B" – GENERAL BUILDING

Effective January 1, 2026

Trade Classification	Base Rate	Fringe Rate	Apprenticeship
Cement Mason	26.26	11.61	0.60
Millwright/pile driver	51.77	22.13	0.60
Plasterer	27.16	9.59	0.60
Plumber/Pipefitter	39.92	16.85	0.60
Sprinkler Fitter	39.94	28.08	0.60
Asbestos Workers/Heat and Frost Insulators			
Asbestos Workers/Heat and Frost insulators	39.23	12.16	0.60
Asbestos Workers/Heat and Frost insulators: Los Alamos County	41.36	12.16	0.60
Boilermaker/Blacksmith			
Boilermaker/blacksmith	35.88	32.28	0.60
Boilermaker/blacksmith: San Juan County	36.83	31.88	0.60
Bricklayer/Block Layer/Stonemason			
Bricklayer/Block layer/Stonemason	33.41	12.04	0.60
Bricklayer/Block layer/Stonemason Curry, DeBaca, Quay and Roosevelt counties	23.10	8.98	0.60
Bricklayer/Block layer/Stonemason Dona Ana, Otero, Eddie and Lea counties	26.42	8.98	0.60
Carpenter			
Carpenter/Lather	32.12	14.28	0.60
Carpenter: Los Alamos County	38.56	14.70	0.60
Electricians-Outside Classifications: Zone 1			
Ground man	28.54	13.36	0.60
Equipment Operator	40.94	17.73	0.60

Trade Classification**Base Rate****Fringe Rate****Apprenticeship**

Lineman or technician	51.71	21.43	0.60
Cable Splicer	52.98	21.75	0.60

Electricians-Outside Classification: Zone 2

Ground man	28.54	13.36	0.60
Equipment Operator	40.94	17.73	0.60
Lineman or technician	51.71	21.43	0.60
Cable Splicer	52.98	21.75	0.60

Electricians-Outside Classifications: Los Alamos County

Ground man	29.35	13.38	0.60
Equipment Operator	42.12	17.76	0.60
Lineman	53.07	21.77	0.60
Journeyman Technician	49.55	20.89	0.60
Cable Splicer	58.28	23.07	0.60

Electricians-Inside Classifications: Zone 1

Wireman/low voltage technician	42.30	13.42	0.60
Cable Splicer	46.53	13.55	0.60

Electricians-Inside Classification: Zone 2

Wireman/low voltage technician	46.11	13.53	0.60
Cable Splicer	50.34	13.67	0.60

Electricians-Inside Classification: Zone 3

Wireman/low voltage technician	48.65	13.60	0.60
Cable Splicer	52.88	13.74	0.60

Electricians-Inside Classification: Zone 4

Wireman/low voltage technician	53.30	13.75	0.60
Cable Splicer	57.53	13.87	0.60

Trade Classification**Base Rate****Fringe Rate****Apprenticeship****Electricians-Inside Classification: Doña Ana, Hidalgo, Luna and Otero Counties**

Wireman/low voltage technician	40.00	9.92	0.60
Cable splicer	40.00	9.92	0.60

Electricians-Inside Classification: Los Alamos County

Wireman/low voltage technician	48.65	16.04	0.60
Cable Splicer	52.88	16.38	0.60

Elevator Constructor

Elevator Constructor	53.27	40.89	0.60
Elevator Constructor Helper	37.30	40.89	0.60

Glazier

Glazier/Fabricator	22.75	7.70	0.60
Glazier: Los Alamos County	22.75	7.70	0.60

Ironworker

Ironworker Journeyman	29.45	19.51	0.60
Probationary Ironworker	23.56	19.51	0.60

Painter

Painter	21.00	5.75	0.60
Painter: Los Alamos County	35.85	12.82	0.60

Paper Hanger

Paper Hanger	21.00	5.75	0.60
Paper Hanger: Los Alamos County	36.85	12.82	0.60
Drywall Finisher/Taper	31.60	9.58	0.60
Drywall Finisher/Taper: Los Alamos County	35.85	12.82	0.60

Trade Classification**Base Rate****Fringe Rate****Apprenticeship****Roofer**

Roofer Journeyman	31.20	9.36	0.60
Roofer Helper	18.72	9.36	0.60

Sheet Metal Worker

Zone 1	40.74	19.29	0.60
Zone 2 – Industrial	41.74	19.29	0.60
Zone 3 – Los Alamos County	42.74	19.29	0.60

Soft Floor Layer

Soft Floor Layer	21.52	9.40	0.60
Soft Floor Layer: Los Alamos County	35.87	12.92	0.60

Tile Setter

Tile Setter	24.46	8.81	0.60
Tile Setter Finisher	16.53	8.81	0.60

Laborers

Group I- Unskilled	22.37	8.48	0.60
Group II – Semi-skilled	23.37	8.48	0.60
Group III- Skilled	23.37	8.48	0.60
Group IV - Specialty	25.62	8.48	0.60

Operators

Group I	26.61	8.22	0.60
Group II	29.07	8.22	0.60
Group III	29.61	8.22	0.60
Group IV	30.11	8.22	0.60

Base Rate**Fringe Rate****Apprenticeship**

Group V	30.33	8.22	0.60
Group VI	30.57	8.22	0.60
Group VII	30.68	8.22	0.60
Group VIII	34.14	8.22	0.60
Group IX	36.89	8.22	0.60
Group X	40.77	8.22	0.60

Truck Drivers

Group I-VII	16.65	8.27	0.60
Group VIII	16.71	8.27	0.60
Group IX	18.65	8.27	0.60

NOTE: All contractors are required to pay SUBSISTENCE, ZONE, AND INCENTIVE PAY according to the particular trade. More information available at <https://www.dws.state.nm.us/public-works>.

For more information about the Subsistence, Zone, and Incentive Pay rates, or to file a wage claim, contact the New Mexico Department of Workforce Solutions Labor Relations Division at (505) 841-4400 or visit us online at www.dws.state.nm.us.

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/06/2026

Report No: 8.

Submitted By: Stephanie Hernandez

Subject: Consider, and act upon, Ordinance 1724 for first publication, an Ordinance repealing Chapter 22, Subdivision Requirements, of the Code of Ordinances of the City of Alamogordo, New Mexico, and adopting updated Subdivision Regulations in Chapter 20, Land Development Code. (*Liz Treat, Planner Bohannan Huston, and Shelley Dowhanik-Baron, Community Development Director*) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: The proposed ordinance repeals the existing subdivision requirements currently located in Chapter 22 of the Code of Ordinances and adopts updated subdivision regulations within Chapter 20, Land Development Code. This change is intended to place subdivision-related procedures, standards, and definitions within the City's primary land development chapter for better organization, consistency, and usability.

Public input was an important part of the ordinance development process. Three public workshops were held to provide the City Commission, stakeholders, and any interested members of the public an opportunity to review the proposed changes and provide feedback. One workshop was held on January 25, 2026, and two additional workshops were held on March 30, 2026.

In addition to the workshops, comments and feedback were also accepted by email. All comments received through the workshop process and by email were reviewed, considered, and incorporated into the proposed ordinance where appropriate. The purpose of this process was to ensure that the updated subdivision regulations were informed by stakeholder input and reflected the practical needs of the community, developers, contractors, staff, and residents affected by subdivision development.

ORDINANCE NO. 1724

AN ORDINANCE REPEALING AND REPLACING THE CITY OF ALAMOGORDO SUBDIVISION REGULATIONS BY REMOVING SUBDIVISION REQUIREMENTS FROM CHAPTER 22 OF THE CODE OF ORDINANCES AND ADOPTING UPDATED SUBDIVISION REGULATIONS WITHIN CHAPTER 20, LAND DEVELOPMENT CODE, ARTICLE 20-04; AND AMENDING ARTICLE 20-10 DEFINITIONS.

WHEREAS, the City of Alamogordo has determined that its subdivision regulations should be updated and relocated within Chapter 20, Land Development Code, in order to better align subdivision review, land development procedures, infrastructure requirements, and related definitions within one coordinated chapter of the Code of Ordinances; and;

WHEREAS, the current subdivision regulations contained in Chapter 22 require modernization to better reflect current development practices, administrative review procedures, public infrastructure standards, and the City's responsibility to protect the health, safety, and welfare of the community; and;

WHEREAS, the City recognizes that subdivision regulations directly affect property owners, developers, contractors, design professionals, utility providers, residents, and other stakeholders involved in the orderly growth and development of the community; and;

WHEREAS, public workshops were held because stakeholder input is crucial to the development of effective, practical, and transparent subdivision regulations; and;

WHEREAS, comments, concerns, and recommendations received through the public workshop process and stakeholder review were considered and incorporated into the proposed ordinance where appropriate; and;

WHEREAS, the proposed ordinance was made available for public review for more than thirty days prior to final consideration, allowing interested parties sufficient opportunity to review the proposed amendments and provide feedback; and;

WHEREAS, adopting the updated subdivision regulations within Chapter 20, Land Development Code, will improve consistency, clarity, and accessibility by placing subdivision procedures, development standards, and related definitions within the City's primary land development chapter; and;

WHEREAS, the City Commission finds that the proposed amendments are in the best interest of the City of Alamogordo and will promote orderly growth, efficient development review, responsible infrastructure construction, and protection of the public health, safety, and welfare.

WHEREAS, the current Ordinance is not designed to accommodate modern requirements which would be more beneficial to the City of Alamogordo.

NOW, THEREFORE, BE IT ORDAINED by the City Commission of the City of Alamogordo, New Mexico, that the Code of Ordinances be amended as follows:

CHAPTER 22 of the Code of Ordinances of the City of Alamogordo, New Mexico, is repealed and removed, and the following language is adopted in Chapter 20 to read:

Chapter 20 – Land Development Code

ARTICLE 20-04 – SUBDIVISION REGULATIONS

20-04-010 General Provisions

(a) Purpose

- (1) The purpose of this article is to promote the health, safety, convenience, and general welfare of the citizens of the city through implementation of subdivision regulations outlining the development of subdivisions. Provisions of this article are designed to achieve the following objectives:
 - a. Ensure orderly, efficient and integrated development within the city pursuant to the Comprehensive Plan and all other applicable city policies, rules and regulations.
 - b. Promote proper street location, width and design to facilitate safe vehicle circulation and to minimize adverse growth impacts and future maintenance costs for the city.
 - c. Provide for proper right-of-way dedication and vacation processes.
 - d. Uphold the interest of public safety.

(b) Applicability

- (1) This article applies to:
 - a. Dividing a parcel of land into two or more parts;
 - b. Eliminating or adjusting lot lines between two or more existing parcels;
 - c. Dedicating or vacating right of way.
- (2) If the requirements of this article conflict with other city standards, rules or regulations, the more stringent requirement shall prevail.
- (3) It is not intended by these regulations to interfere with or abrogate or annul any easements, covenants or other agreements between parties, except that if the subdivision regulations impose a greater restriction, the subdivision regulations shall control.

(c) Jurisdiction

- (1) The area of land within the boundary of the City of Alamogordo; and
- (2) As stated in New Mexico State Statute Section 3-20-5, for the purpose of approving the subdivision and platting of land, the jurisdiction includes all territory within five miles of the boundary of the municipality.
- (3) If a Planning and Zoning Commission is not in place, the City Commission shall act in its place. This applies throughout these regulations.

20-04-020 Subdivision Procedures**(a) Summary Subdivisions**

- (1) The summary subdivision procedure may be used to add, move, or remove lot lines provided that:
 - a. The number of total lots does not increase by more than two (2).
 - b. All resulting lots meet city ordinance and Technical Standard requirements, including minimum lot size requirements.
 - c. The payments on all outstanding municipal liens are current.
 - d. Any outstanding assessment on any newly created lot by any method is paid in full upon transfer.
 - e. All owners of the subject property sign the plat and application.
 - f. The summary procedure is available for original plats and re-plats.
- (2) Submission requirements. The applicant is required to submit the following to the City Manager or designee:
 - a. Completed application form;
 - b. Applicable fee;
 - c. One electronic PDF of the Final Plat, meeting Final Plat requirements;
 - d. Division of any remaining assessment lien among any lots created by the Summary subdivision; and
 - e. For subdivisions located within the city's extra-territorial jurisdiction, one (1) copy of the Estimated Cost of Infrastructure Improvements.
- (3) The Summary Subdivision Process is as follows:
 - a. Within ten (10) business days of receiving the application and all required submissions and fees, the City Manager or designee, will make an initial determination of eligibility for Summary Subdivision approval. If the proposal is ineligible, the City Manager or designee will notify the applicant within two (2) business days following the initial review that the full subdivision procedure is required.
 - b. Applications expire after ninety (90) calendar days if there is no written response,

resubmittal, or extension request by the developer.

- c. If the Summary Subdivision is eligible, meets city ordinances and Technical Standards, and all pertinent information is provided, the City Manager or designee will approve and sign the Plat within five (5) business days of determined eligibility and submittal of all required documents and fees.

(4) By providing for the Summary Subdivision process, the city does not waive its rights to require the applicant to satisfy the requirements set forth herein Sec. 20-04-040 Adequate Public Facilities including, but not limited to, the following:

- a. Public infrastructure, such as streets, alleys, utilities, and suitable access;
- b. Provisions for adequately addressing anticipated drainage problems or unstable soil conditions; and
- c. Exception Request Requirements.
 - i. Such requirements may be addressed as a condition of Summary Subdivision approval, if practicable. If agreement is not reached, the applicant may go through the appeal process.

(5) Certificate of Survey procedure.

Nothing in this article is intended to limit the availability of the certificate-of-survey procedure contained in the current version of New Mexico Statute Chapter 3 Article 20-2 "Subdivisions", provided that all applicable requirements are met.

(6) Extra-territorial platting jurisdiction.

Approval by the city of a Summary Subdivision application will not relieve the applicant of the requirement of approval by the county for subdivisions within the city's extra-territorial platting jurisdiction.

(b) Minor Platting Process

(1) Purpose

The purpose of the Minor Platting Process is to allow an expedited review of plats that do not require the installation of any public improvements.

(2) Applicability

The Minor Platting Process may be utilized for any plat that meets all of the following requirements:

- a. Does not meet the requirements for the Summary Subdivision Procedure, and
- b. Does not require the installation of public improvements.

(3) Submittal and Consideration

- a. Applicants shall submit a Final Plat (see Sec. 20-04-030(d) Final Plat) for consideration and approval.
- b. The application shall be reviewed and decided upon in accordance with Sec. 20-02-020 Summary of Procedures and Sec. 20-02-030 Common Review Procedures.

- c. The Planning & Zoning Commission shall conduct a public meeting.
- d. The Planning and Zoning Commission shall approve or disapprove the plat within 35 calendar days of the Official Submittal Date.
- e. Following approval of the Final Plat, the plat shall be filed and recorded with the County Clerk's Office.

(c) Major Platting Process

(1) Purpose

The purpose of the Major Platting Process is to accommodate more substantial subdivisions that include the installation of public improvements.

(2) Applicability

The Major Platting Process shall be used for any plat that does not meet the requirements for the Summary Subdivision Procedure or the Minor Platting Process.

(3) Submittal and Consideration

- a. Following a pre-application meeting (Section 20-02-030(a)), an applicant may submit the Preliminary Plat for consideration in accordance with Sec. 20-04-030(b) Preliminary Plat.
- b. Following Preliminary Plat approval, the applicant shall submit a Final Plat for consideration in accordance with Sec. 20-04-030(d) Final Plat, and Construction Plans for consideration in accordance with Sec. 20-04-030(c) Construction Plans.
- c. The application shall be reviewed, and comments shall be provided to the applicant within fifteen (15) business days. After the applicant provides revised materials, a second round of comments shall be provided within ten (10) business days. After the applicant provides revised materials a second time, if further revisions are still needed, an in-person meeting shall be required to resolve all remaining comments.
- d. Following approval of the Construction Plans, the applicant may begin site grading and installation of public improvements. Improvements shall be inspected in accordance with Sec. 20-04-040(b) Installation and Acceptance of Public Improvements.
- e. Following completion and inspection of the public improvements (or the provision of Performance Security and other requirements outlined in Sec. 20-04-040(b)(1)a.), applicants may file the Final Plat and Building Permits may be issued.
 - i. Final Plats may be filed and Building Permits may be issued prior to completion of all required improvements upon determination of substantial completion (see Sec. 20-04-040(b)(5) Substantial Completion).

(d) Plat Vacations

- (1) Partial for full plat vacations may be approved by the City Manager or designee at the owner's request, in accordance with NMSA 3-20-12.
- (2) The City Manager or designee may require that streets dedicated to the city in the

original plat shall continue to be dedicated to the city. Alternatively, the rights-of-way may be vacated as outlined in this article.

(e) Right-of-Way Vacations

- (1) Right-of-Way vacations may be initiated by the adjacent property owner(s).
- (2) Vacations shall be prepared as a Final Plat, per this article.
- (3) Generally, the vacated land will be divided in half and joined via plat with the adjacent properties. The City Manager or designee shall review the plat that originally dedicated the right-of-way access, access considerations, and adjacent property owners' requests to determine the final division. The City Manager or designee shall consult with other city departments, as necessary.
- (4) If there are utility lines in rights-of-way that are to be vacated, a utility easement shall be required. This would be at the cost of the applicant.
- (5) If necessary, zoning map amendments to align new lot lines with zones shall be processed in conjunction with the Vacation. This would be at the cost of the applicant.

20-04-030 Plat and Plan Types

(a) Subdivision Development Plan (SDP)

(1) Purpose

The Subdivision Development Plan is considered part of the planning process in which the SDP is viewed as a tool reflecting the plan for future development. It is intended to ensure that proposed development is suitable and appropriate for a given parcel of land.

(2) Applicability

A Subdivision Development Plan shall be required when any of the following criteria apply:

- a. An application is made for the single development of more than thirty (30) lots;
- b. A development is to be divided into two or more phases;
- c. A request for annexation is part of the subdivision process; or
- d. Applicant is proposing multiple land uses.

(3) Submittal of a Subdivision Development Plan Application

- a. Following a pre-application meeting (Section 20-02-030(a)), an applicant may submit the Subdivision Development Plan application.
- b. The application shall be reviewed, and comments shall be provided to the applicant within fifteen (15) business days. After the applicant provides revised materials, a second round of comments shall be provided within ten (10) business days. After the applicant provides revised materials a second time, if further revisions are still needed, an in-person meeting shall be required to resolve all

remaining comments.

- c. A Preliminary Plat may be submitted simultaneously with the Subdivision Development Plan. A Final Plat shall not be submitted at the same time as the Subdivision Development Plan or the Preliminary Plat.
- d. The Subdivision Development Plan shall be prepared by, and have the seal of, an engineer licensed in the State of New Mexico. The survey shall be prepared using the city's coordinate system.
- e. The Subdivision Development Plan and supplemental material shall be submitted to the Planning and Zoning Department with application and fee.
- f. The Subdivision Development Plan and supplemental material shall be submitted to the Planning and Zoning Department no later than 45 calendar days prior to the day of the next regular meeting of the Planning and Zoning Commission for approval consideration.

(4) Consideration of a Subdivision Development Plan Application

a. Administrative Review and Recommendation

- i. Staff shall review and recommend the application in accordance with Section 20-02-030(d) Staff Review.

b. Planning & Zoning Commission Review and Recommendation

- i. The Planning & Zoning Commission shall conduct a public hearing to review the Subdivision Development Plan application and consider the staff recommendation.
- i. The Planning & Zoning Commission shall review comments received from the Technical Review Committee (TRC), and presentations from the applicant or the applicant's representative and from any interested citizens.
- ii. The Planning & Zoning Commission shall make a recommendation to City Commission for approval, conditional approval, or disapproval of the Subdivision Development Plan application.

b. City Commission Action

- i. The City Commission shall conduct a public hearing to review the Subdivision Development Plan application and consider the Planning and Zoning Commission's recommendation.
- ii. Action from the City Commission shall be in the form of approval, conditional approval, or disapproval.

(5) Effect of Subdivision Development Plan Approval

- a. If a complete Subdivision Development Plan application for a phased development project was submitted prior to the Effective Date of this ordinance and was ultimately approved, the entire development project may develop under the approved SDP and regulations in place at the time of the SDP submittal.

- b. Upon approval of the Subdivision Development Plan, the developer may submit to the Planning and Zoning Department any zoning applications, Preliminary Plats, Construction Plans, or Final Plats as necessary and applicable, that reflect the approved Subdivision Development Plan.
- c. The effective term for an approved Subdivision Development Plan shall be five (5) years. The Subdivision Development Plan shall expire five (5) years from the date of approval unless one of the following has been approved, for all or part of the area:
 - i. Construction Plans;
 - ii. Final Plat;
 - iii. Substantial Completion;
 - iv. Acceptance of Public Improvements.
- d. The City Manager or designee may approve one (1) extension of validity for the Subdivision Development Plan for a time not to exceed one (1) year; provided that the applicant or property owner files with the Planning & Zoning Department a written request for the time extension before the expiration of the original permit or approval. The Subdivision Development Plan shall be updated as needed, to meet current Technical Standards or revised based on needs or growth around the planned area.
- e. Any substantial change to the Subdivision Development Plan will require resubmittal of the SDP in its entirety and will require the review and approval process as defined in this article. Substantial changes to the Subdivision Development Plan shall require a new application in accordance with the current Technical Standards at the time of application. A review fee will be required. Substantial changes shall include, but are not limited to:
 - i. Any change in land use or use intensity;
 - ii. Modifications of vehicular traffic circulation on public streets or roadway network changes;
 - iii. Increase in residential density;
 - iv. Increase in demand for public utility services;
 - v. Any change that is determined by the City Manager or designee to be substantial.

(6) Subdivision Development Plan Requirements

- a. The SDP shall be provided electronically in PDF format. Plan sheets must be at a scale that legibly and adequately represents the information. If more than one sheet is used, all sheets must be indexed and contain an index map showing the relationship of the sheet to the whole.
- b. Application signed by all property owners (including all parties having an equitable interest, trustees of an estate or all persons having a specific power of attorney) for the subject property, as recorded with the Otero County Clerk.

- c. Application fee;
- d. Name of Subdivision Development Plan/development;
- e. Detailed area/vicinity map clearly showing the surrounding area and the proposal's relationship to existing road networks, and existing natural and/or constructed features that may impact the development or may be impacted by the development.
- f. Adjacent land ownership within 100 feet. Note subdivision and/or owner's names and recording information Book, Page and Date;
- g. Date of preparation, north arrow, written and graphic standard engineering scale;
- h. Legal description including acreage and survey ties (may be approximated at this stage);
- i. Name and contact information for developer;
- j. Name and contact information for consultant preparing the SDP;
- k. Boundary line of development area, and acreage or square footage;
- l. Proposed land use, by parcel or phase. Residential parcels shall provide gross density range;
- m. Present zoning;
- n. Proposed zoning, if applicable;
- o. Contours – typical 20-foot intervals or intervals that adequately present the elevation difference of the land;
- p. Adjacent land use and zoning district identification;
- q. Proposed location, length, width, and point of intersection of transportation systems;
- r. Existing and proposed points of ingress and egress;
- s. Significant natural features such as arroyos;
- t. NFIP Special Flood Hazard Areas;
- u. Easements with all public easements labeled as “easement for public use” and identified use;
- v. Tabular information, to include:
 - i. Land use of each phase;
 - ii. Approximate acreage or square footage for each phase;
 - iii. Total number of residential dwelling units, minimum and maximum range;
 - iv. Number of dwelling units by type;
 - v. Dwelling units per acre for each phase;

- vi. Area of public and private facilities, including approximate acreage proposed for open space and right-of-way;
- vii. Approximate additional population to be generated by development, if applicable, based on census data;
- viii. Approximate additional traffic estimated to be generated by development, utilizing current ITE Trip Generation Manual;
- ix. Approximate additional public utility demand (water and sewer);
- w. Approval block for signature by City Manager or designee, signifying the final approval and date of the Subdivision Development Plan.
- x. A conceptual utilities plan containing enough information to provide a general outline of the utility-routing plans, connections to city utilities, locations and sizes of existing and proposed utilities planned to be provided to the development. Utilities must meet current Technical Standards;
- y. A conceptual drainage plan containing enough information to provide a general understanding of how drainage issues should be addressed. Drainage plans shall meet City of Alamogordo ordinance and Technical Standards;
- z. Conceptual traffic-related improvement plans, containing enough information to provide a general understanding of how any increase in traffic on adjacent and internal public streets will be addressed by the developer;
- aa. Copy of public notification letter(s);
- bb. A development phasing schedule including the sequence of each proposed phase (if applicable).

(b) Preliminary Plat

(1) Purpose

- a. The purpose of the Preliminary Plat is to determine the general layout of the subdivision, the adequacy of public facilities needed to serve the intended development, and the overall compliance of the land division with applicable requirements of all adopted City plans, rules and regulations, and the Subdivision Development Plan, if applicable.

(2) Applicability

- a. A Preliminary Plat conforming to this section shall be required for all subdivisions that follow the Major Platting Process (Sec. 20-04-020(c)).
- b. A Preliminary Plat may be submitted simultaneously with a Subdivision Development Plan.

(3) Submittal of a Preliminary Plat Application

- a. Following a pre-application meeting (Sec. 20-02-030(a)), an applicant may submit the Preliminary Plat application.
- b. Submittal and processing of the Preliminary Plat application shall follow Sec. 20-

20-02-030(c) Application Submittal and Processing.

- c. Applications expire after ninety (90) calendar days if there is no written response, resubmittal, or extension request by the developer.
- d. Requests for zoning variances or exceptions may be considered in conjunction with the plat request.

(4) Consideration of a Preliminary Plat Application

a. Administrative Review and Recommendation

The Planning and Zoning Department shall review and recommend the application in accordance with Sec. 20-02-030(d) Staff Review.

b. Planning & Zoning Commission Action

- i. In accordance with NMSA 3-20-7, the Planning & Zoning Commission shall take action to either approve or disapprove the Preliminary Plat within 35 days of the plat's Official Submittal Date, if not, it is deemed approved. Upon agreement that a delay is appropriate, the applicant may be required to submit a statement waiving the right to action within this timeframe.
- ii. The Planning & Zoning Commission shall review comments received from the Technical Review Committee (TRC), and presentations from the applicant or the applicant's representative and from any interested citizens.
- iii. Action from the Planning & Zoning Commission shall be in the form of approval, conditional approval, postponement, or disapproval.

c. Effect of Preliminary Plat Approval

Approval of a Preliminary Plat shall not constitute approval of the Final Plat, but shall signify the general acceptability of the proposed subdivision. Preliminary Plat approval shall constitute permission to prepare and submit the Construction Plans for all improvements for the proposed subdivision. Construction Plans shall not be considered until Preliminary Plat approval is complete.

d. Effective Term and Expiration

- i. Preliminary Plat approval shall be effective for no more than three years from the date of approval. If Construction Plans or a Final Plat application has not been submitted, the Preliminary Plat shall expire, and a new Preliminary Plat application must be submitted for approval.
- i. If the approved Preliminary Plat contains more than one phase, a Final Plat must be submitted within every three years thereafter until all phases are complete; otherwise, the Preliminary Plat shall expire.
- ii. If an approved Final Plat is allowed to expire, the Preliminary Plat shall also expire.

iii. The City Manager or designee may approve one (1) extension of validity for a preliminary plat for a time not to exceed one (1) year; provided that the applicant or property owner files with the Planning & Zoning Department a written request for the time extension before the expiration of the original permit or approval. A plat extension shall be automatically conditioned to require compliance with all City codes, regulations, and specifications in place at the time of development of the plat in question.

e. Deviations from an Approved Preliminary Plat

i. Any Final Plat submittal that results in a substantial change to an approved Preliminary Plat will require resubmittal of the Preliminary Plat in its entirety and may trigger the need for a noticed area meeting at the discretion of the City Manager or designee. Minor modifications shall be considered by the City Manager or designee.

ii. Substantial changes will be subject to a Planning & Zoning Commission public meeting, with the same requirements as an original application. Substantial changes shall include but are not limited to:

1. Any major change in land use or use intensity (e.g., shifting or increasing drainage areas, adding a trail easement);
2. Modifications of vehicular traffic circulation on arterials, collectors and/or major local designated streets;
3. Roadway network changes;
4. An anticipated increase in residential density;
5. Any change in the Preliminary Plat that is determined by the City Manager or designee to be substantial.

f. Appeal

Any appeal shall be processed in accordance with Sec. 20-02-050(b)(1) Appeal.

(5) Preliminary Plat Submittal Requirements

a. A Preliminary plat conforming to the requirements of this article, prepared and stamped by a professional land surveyor, using city coordinate system, as provided in the current Technical Standards. In general, the preliminary plat shall be provided electronically in PDF format on 24-inch by 36-inch sized pages at a scale that legibly and adequately represents the information. If more than one sheet is used, all sheets must be indexed and contain an index map showing the relationship of the sheet to the whole. The following information shall be shown, unless specifically added or waived in accordance with Sec. 20-02-030(c)(3) Modification, Addition, or Waiver of Required Submittal Materials.

b. Application and review fee;

c. Name of proposed subdivision;

d. Total acreage of subdivision, to nearest one-hundredth of an acre;

e. Detailed area/vicinity map sufficient for the subject property to be located in the

- field, showing existing road networks to include a minimum of two major thoroughfares, outline of surrounding parcels and existing natural and/or constructed features that may impact the development;
- f. Name and address of developer;
 - g. Name and address of person, corporation, or organization preparing the Preliminary Plat;
 - h. A statement of ownership signed by the legal owner on the Preliminary Plat;
 - i. Proposed phasing, which will require a Subdivision Development Plan for final approval of the development;
 - j. Existing conditions:
 - i. Present site designation or subdivision name;
 - ii. Public rights-of way and easements adjacent to and on-site including location, width and purpose of each, with all public easements labeled and existing recording information for each;
 - iii. Existing storm drain facilities adjacent to and on the site;
 - k. An accurate and complete boundary survey of the land to be developed, meeting or exceeding Minimum Standards for Surveying NMAC 12.8.2.
 - i. Boundary survey will include all monuments found and monuments to be set.
 - ii. Boundary lines shall be given in bearings (degrees, minutes, and seconds).
 - iii. Distances shall be shown in feet to the nearest hundredth.
 - iv. Curved boundary lines will provide sufficient data to be reestablished on the ground and shall include central angle, radius, arc length, chord bearing and distance.
 - v. Contact information for the surveyor that performed the survey.
 - l. Zoning or proposed zoning shall be shown;
 - m. Special Use Permits and any Variance requests shall be identified;
 - n. Uniquely identify each lot, by lot number and block. Size of lots will be identified with lot line dimensions in feet to the nearest hundredth.
 - o. Sufficient information to show that all lots meet the requirements of city ordinances, codes and regulations, including setbacks and clear sight triangles at intersections;
 - p. Proposed lot lines and public rights of way, street widths, rights of way for public services or utilities, dimensions and locations of areas for purposes of tracts proposed to be reserved for the public.
 - q. Conceptual utilities plan. The conceptual utilities plan shall contain enough information to provide a general outline of the proposed utility-routing plans for the development, including locations and sizes of existing and proposed utilities to be provided to the development to meet the City of Alamogordo Technical

standards.

- r. **Traffic Impact Analysis.** Refer to Article 20-06 Site Planning and Development Patterns. Traffic Impact Analysis, ITE Traffic Impact Analysis guidelines, and other requirements as approved in consultation with the City Manager or designee. For Preliminary Plats that are submitted without a preceding Subdivision Development Plan, the applicant may opt to delay the TIA until after Preliminary Plat approval and before or with Construction Plan submittal; however, applicants should be aware that Preliminary Plat resubmittal may be required based on outcomes of the TIA.
- s. **Master Drainage Study.** The purpose of the master drainage study is to identify major drainage ways, ponding areas, locations of culverts, bridges, open channels and drainage basins that are contributory to the proposed study area. In addition, the ability of downstream drainage facilities to pass the developed runoff from the proposed development must be analyzed in the master drainage study. The master drainage study shall contain a general outline of the proposed drainage routing plans for the development. The digital format of the report contents must be provided (e.g., AutoCAD, HEC-RAS, etc.). For Preliminary Plats that are submitted without a preceding Subdivision Development Plan, the applicant may opt to delay the Master Drainage Study until after Preliminary Plat approval and before or with Construction Plan submittal; however, applicants should be aware that Preliminary Plat resubmittal may be required based on outcomes of the Master Drainage Study.
- i. The study report shall include, but not be limited to, the following information and calculations:
1. Calculation for peak flow from all offsite tributary drainage areas.
 2. Calculations for peak flow within the proposed development for all drainage basins larger than 20 acres.
 3. Preliminary analysis of 100-year floodplain and major drainage ways.
 4. Closed sub-basin analysis of 100-year floodplain and major drainage ways.
 5. Discussion and analysis of downstream drainage facilities.
 6. Discussion of anticipated drainage problems within the proposed development and possible solutions.
 7. Report shall be typed on 8½-inch x 11-inch pages.
 8. Drawings for the master drainage study shall include, but not be limited to, the following:
 - Any and all floodplains and flood ways must be identified. A copy of applicable FEMA floodplain map is required indicating limits of current study.
 - Existing topography
 - For land that slopes less than approximately five percent, show contour lines at intervals of not

- more than two feet.
- For land that slopes more than five percent, show contour lines at intervals of not more than five feet.
- Location and size of existing and proposed open channels, storm drains, retention/detention areas, and other drainage structures.
- Identification of all drainage basins in the development.
- Location of all streets in/adjacent to the proposed development.
- Identification of all drainage basins tributary to the proposed development.
- Basin maps may be scaled as small as 1 inch = 2,000 feet. Orthophoto maps at a scale of 1 inch = 200 feet are preferred. (Use the most appropriate scale available)
- Inlet and storm drain size calculations are not required with the master drainage study; therefore, the number of sub-basins analyzed in the report shall be held to the smallest practical amount.

(c) Construction Plans

(1) Purpose

Construction Plans ensure that public improvements are installed to serve a development in accordance with all applicable regulations.

(2) Applicability

Construction Plans shall be required prior to the installation of public improvements (e.g., those improvements that are intended for dedication to the City) or private improvements as determined by the reviewing department.

(3) Submittal of Construction Plans

- a. The application packet and fee shall be provided.
- b. The Construction Plans shall be provided electronically in PDF format a scale that legibly and adequately represents the information. All sheets must be indexed and contain an index map showing the relationship of the sheet to the whole.
- c. Construction Plans shall be submitted simultaneously with the Final Plat (unless the installation of public improvements is delayed in accordance with Sec. 02-04-040(b)(1)a.).
- d. Applications expire after ninety (90) calendar days if there is no written response, resubmittal, or extension request by the developer.

(4) Consideration of Construction Plans

- a. The Planning and Zoning Department shall review the submittal for completeness in accordance with Sec. 20-020-030(c) Application Submittal and Processing.
- b. Construction Plans and supplemental material will be processed by the applicable City departments and other governmental agencies for review, comments, and recommendations and forwarded to the City Manager or designee.
- c. The City Manager or designee shall forward any comments to the applicant for completion. Construction Plans and supplemental material that receive comments shall be resubmitted and reviewed until the provisions set forth in this section are met. At that time, the Construction Plans shall be approved, the construction approval block signed by the appropriate authorities and a construction permit issued (if the Final Plat has received approval from the appropriate authority).
- d. Whenever comments received by the City departments are in conflict, the City Manager or designee will determine the appropriate procedure to be followed, utilizing the TRC where appropriate, in order to resolve said conflict or disagreement.

(5) Appeal

Any appeal shall be processed in accordance with Sec. 20-02-050(b)(1) Appeal.

(6) Term and Expiration

Public improvements shall commence within 365 calendar days of Construction Plan and Final Plat approval, or the subdivision shall revert to unapproved status. All procedures and fees will be required to begin the approval process again. The City Manager or designee may approve one (1) extension of validity for a time not to exceed six (6) months; provided that the applicant or property owner files with the Planning & Zoning Department a written request for the time extension before the expiration of the original permit or approval.

(7) Engineer of Record Responsibility

Review and approval of the construction plans does not preclude the Engineer of Record from responsibility for adherence to all applicable local, state and federal codes, regulations and requirements. Errors and omissions when discovered are the responsibility of the developer to resolve prior to final acceptance.

(8) Construction Plan Submittal

The following information shall be shown, unless specifically added or waived in accordance with Sec. 20-02-030(c)(3) Modification, Addition, or Waiver of Required Submittal Materials.

- a. An accurate and complete boundary survey of the land to be developed, meeting or exceeding Minimum Standards for Surveying NMAC 12.8.2;
- b. Contact information for surveyor who performed the survey;

- c. A complete geotechnical soils report may be required, at the expense of the applicant, and at the request of the City Manager or designee, if the soil conditions are unknown, unreliable, or otherwise unusual. This requirement must be met when the soils are graded as “expansive” or “very fine”;
- i. Geotechnical soils investigation must include, at a minimum, representative sampling and testing for: 1) USCS soil classification, 2) sieve analysis, and 3) structural design factors (R value and/or CBR value);
 1. Other parameters may be required including, but not limited to: 1) soil percolation test, 2) soil boring logs; 3) water table elevations;
 2. A pavement design, when the developer proposes to vary from the current Technical Standards, or when the soils warrant one.
- d. Final drainage study including detailed calculations for all potential runoff within the proposed development and calculations supporting the design of all drainage structures within the development. Construction Plans for drainage structures and grading plans for street grades shall be considered as part of the drainage study. Drawings shall be formatted for 24-inch x 36-inch sheets. Drawings and calculations for the drainage study shall include, at a minimum:
- i. Existing and proposed contours for proposed development at a minimum 2-foot contour intervals;
 - ii. Property lines, streets, right of way limits, street grades, and street names;
 - iii. Overall drainage area and sub-area boundaries;
 - iv. Existing and proposed drainage facilities and structures with all pertinent information necessary to facilitate review and approval;
 - v. Proposed storm drains, drainage ways, and right of way or easement requirements;
 - vi. Drainage calculations must show 10-year, 50-year, and 100-year storm runoff pre-development and post-development;
 - vii. All floodplains within the development referencing the current FEMA Special Flood Hazard Area (SFHA) Map;
 - viii. Minimum finished floor elevations or building pad elevations to meet National Flood Insurance Requirements, if within a FEMA SFHA;
 - ix. If not in a SFHA, building pads shall be elevated no less than six (6) inches above the one-hundred-year storm runoff elevation, or not less than one (1) foot above the curb line;
 - x. Street design capacity shall accommodate the one-hundred-year storm

- runoff within curbs overtopped not more than six (6) inches;
- xi. Detention ponds shall be used to detain storm runoff increase post-development and shall be designed for the one-hundred-year return period rainfall event with the 24-hour duration;
- xii. Connections to any existing drainage systems.
- e. Final Traffic Impact Analysis (TIA) report and required infrastructure improvements shall be included as part of the construction drawing submittal with requirements as noted in Article 20-05 Development Standards, ITE guidelines, and approved in consultation with the City Manager or designee;
- f. Utility Extension Application
- g. Pretreatment Questionnaire;
- h. Construction Plan Set shall included:
 - i. Boundary lines, bearings, and distances;
 - ii. Easements with location, width, purpose, and recording information;
 - iii. Information on adjacent land within one-hundred (100) feet, including ownership, and recording information;
 - iv. Developer and engineer/architect information;
 - v. Zoning information;
 - vi. Lot sizes, dimensions, and character meeting zoning and Technical Standard requirements;
 - vii. Location of private utility easement(s).
- i. Utility and street plans and profiles, formatted for 24-inch x 36-inch sheets stamped by a New Mexico licensed, registered professional engineer, at a scale of one hundred feet to one inch or larger and plans and profiles of 1:5 vertical and 1:50 horizontal. Utility and street plan sheets shall include:
 - i. Title block;
 - ii. Horizontal and vertical scale;
 - iii. Date and revisions;
 - iv. Professional Engineer Stamp, name and firm;
 - v. Drawing numbers;
 - vi. Legends;
 - vii. Street names;

- viii. North arrow;
- ix. Match lines with stationing;
- x. Profile showing elevations at even 50-foot stationing;
- xi. Limits of construction;
- xii. Centerline stationing;
- xiii. Curve centerline data;
- xiv. Stations at street intersections, curb returns and property lines;
- xv. Sidewalks and ADA ramps;
- xvi. Back of curb radius information;
- xvii. Top of curb information;
- xviii. Driveway locations, dimensions, and details;
- xix. Street marking, street lighting (meeting current ordinance and technical standard requirements), and signage (meeting current MUTCD standards);
- xx. Sizes and locations of all utilities (existing and proposed);
- xxi. Size and length of pipe, pipe composition, and distances between manholes;
- xxii. Fire hydrant locations and type;
- xxiii. Water main lines and valve locations and sizes materials and location of water service lines and meters;
- xxiv. Sewer lines with flow directions and manhole locations, sewer line size, materials, cleanouts at the right-of-way line, and sewer service lines;
- xxv. Inlet and outlet details of all manholes and inlets, and connections to existing systems;
- xxvi. Manhole details, including station numbers;
- xxvii. Type and size of valves and fittings;
- xxviii. Radii of curved utility lines;
- xxix. Bike lane striping, if applicable;
- xxx. Street light pad and conduit locations;
- xxxi. “No parking” sign locations, if applicable.

- j. Detail and general note sheets required for construction of all appurtenances, per current Technical Standards;
- k. Details necessary to construct on-site ponding/detention with specific lots identified;
- l. Grading plans;
- m. Plan set cover sheet with sheet index, project location, subdivision name, all pertinent information, and current signature block for city approvals.
- n. Profile sheets shall include:
 - i. Proposed and existing grades including 100 feet beyond limits of construction;
 - ii. Stationing and elevations of the vertical point of intersection on all vertical curves, including PVT, PVI, PVC and K value;
 - iii. All pipe invert elevations, including storm drain and utilities;
 - iv. Slopes and length of sewer pipe, elevations;
 - v. Manhole stationing, size, materials, and invert and top elevations for manhole rim, inverts in and inverts out;
 - vi. Water line size and locations;
 - vii. Existing utilities in relation to new utilities;
 - viii. Tie-in elevations to existing utilities.

(d) Final Plat

(1) Purpose

The Final Plat is the subdivision instrument prepared for recording in the County Clerk's Office. The Final Plat approval process ensures that the recordable plat is in complete compliance with applicable ordinances and standards.

(2) Applicability

- a. A Final Plat shall not be submitted until Preliminary Plat approval is complete, if applicable.
- b. A replat that makes changes to a previously approved Final Plat requires the filing of a new Final Plat. A replat follows the same procedures outlined in this sec. 20-03-030(d) Final Plat.
- c. If the approved Preliminary Plat contains more than one phase, a Final Plat must be submitted within every three years thereafter until all phases are complete.

(3) Review and Approval of Final Plats

- a. For Final Plats following an approved Preliminary Plat, the City Manager or designee shall review and approve the application in accordance with Sec. 20-

20-030(d) Staff Review and Sec. 20-02-030(f) Review and Decision.

- b. Applications expire after ninety (90) calendar days if there is no written response, resubmittal, or extension request by the developer.
- c. For Final Plats that do not follow an approved Preliminary Plat, the City Manager or designee shall provide a recommendation and the Planning & Zoning Commission shall approve the application in accordance with Sec. 20-02-030(f) Review and Decision.

(4) Effect of Final Plat Approval

- a. The Final Plat shall not be filed until all improvements have been constructed, inspected, and ready for approval and maintenance acceptance by the City. Upon approval and filing of the Final Plat, the applicant may sell lots and apply for Building Permits.
- b. If the construction of public improvements will be delayed in accordance with Sec. 20-04-040(b)(1)a. Performance Security, a financial guarantee shall be submitted with the Final Plat and Construction Plans.
- c. If the construction of public improvements is substantially complete, the City shall authorize the applicant to file the Final Plat and may issue building permits. See Sec. 20-04-040(b)(5) Substantial Completion for more information.

(5) Revisions to an Approved Final Plat

- a. No changes, revisions, erasures, or modifications shall be made on the Final Plat, without a replat.
- b. Replats, before acceptance of a subdivision, shall require new Construction Plans, applications, and fees unless determined to be unnecessary by the City Manager or designee due to the nature of the replat and the impacts to the public infrastructure. Construction Plans shall provide sufficient information to address the impact of the replat.
- c. No Final Plat shall be filed and recorded prior to the satisfaction of all requirements and conditions.

(6) Expiration

If the applicant has not filed a Final Plat with the County within three years of the date of approval, the Final Plat shall expire.

(7) Appeal

Any appeal shall be processed in accordance with Sec. 20-02-050(b)(1) Appeal.

(8) Final Plat Submittal Requirements

- a. The Final Plat shall be provided electronically in PDF format on 24-inch by 36-inch sized pages at a scale that legibly and adequately represents the information. If more than one sheet is used, all sheets must be indexed and

contain an index map showing the relationship of the sheet to the whole.

- b. The Final Plat shall be prepared by, and have the seal of, a professional surveyor. The survey shall be prepared using the city's coordinate system as provided in the Technical Standards and meet the Minimum Standards for Surveying in New Mexico.

(9) Final Plat submittals shall include:

- a. Approved subdivision name;
- b. Date of preparation, north arrow, written and graphic standard engineering scale;
- c. Name and address of developer;
- d. Name and address of person, corporation or organization preparing the Final Plat;
- e. Certification and seal by a Professional Surveyor in accordance with the laws of the state, certifying the accuracy of the survey and the plat, and that the surveyor prepared or supervised the preparation of the plat;
- f. An accurate and complete boundary survey of the land to be subdivided meeting the Minimum Standard for Surveying in New Mexico, NMAC 12.8.2. The boundary survey will include all monuments found accepted/rejected and set. Boundary lines shall be given in bearings (degrees, minutes, and seconds). Distances will be shown in feet to the nearest hundredth. Curved boundary lines will provide sufficient data to be reestablished on the ground and will include central angle, radius, arc length, chord bearing and distance;
- g. Survey meeting the requirements of the city's current Technical Standards;
- h. Total acreage of subdivision to nearest one-hundredth of an acre;
- i. Detailed area/vicinity map showing existing roads, outline of surrounding parcels and existing natural and/or constructed features that may impact the development;
- j. Adjacent land ownership within 100 feet. Note subdivision and/or owner's names and recording information Book, Page and Date;
- k. Tract boundary lines, right-of-way lines of streets, easements and other rights-of-way, and property lines of lots and other sites, with accurate dimensions, bearings or deflection angles, and radii, arcs, and central angles of curves. Lines to be eliminated shall be designated and identified by dashed lines;
- l. Name and right-of-way width of each street or other rights-of-way on or adjacent to the tract;
- m. Number to identify each lot, letter of each block, dimensions of lot lines, and acreage or square footage of each lot;
- n. City-assigned addresses of each lot;

- o. Minimum setback limits for each lot;
- p. Traffic Impact Analysis (unless provided with a Preliminary Plat). Refer to Article 20-06 Site Planning and Development Standards, Traffic Impact Analysis;
- q. Master Drainage Study (unless already provided with a Preliminary Plat). The purpose of the master drainage study is to identify major drainage ways, ponding areas, locations of culverts, bridges, open channels and drainage basins that are contributory to the proposed study area. In addition, the ability of downstream drainage facilities to pass the developed runoff from the proposed development must be analyzed in the master drainage study. The master drainage study shall contain a general outline of the proposed drainage routing plans for the development. The digital format of the report contents must be provided (e.g., AutoCAD, HEC-RAS, etc.). The report shall include, but not be limited to, the following information and calculations:
 - i. Calculation for peak flow from all offsite tributary drainage areas.
 - ii. Calculations for peak flow within the proposed development for all drainage basins larger than 20 acres.
 - iii. Preliminary analysis of 100-year floodplain and major drainage ways.
 - iv. Closed sub-basin analysis of 100-year floodplain and major drainage ways.
 - v. Discussion and analysis of downstream drainage facilities.
 - vi. Discussion of anticipated drainage problems within the proposed development and possible solutions.
 - vii. Report shall be typed on 8½-inch x 11-inch pages.

Drawings for the master drainage study shall include, but not be limited to, the following:

- Any and all floodplains and flood ways must be identified. A copy of applicable FEMA floodplain map is required indicating limits of current study.
- Existing topography.
 - For land that slopes less than approximately five percent, show contour lines at intervals of not more than two feet.
 - For land that slopes more than five percent, show contour lines at intervals of not more than five feet.
 - Location and size of existing and proposed open channels, storm drains, retention/detention areas, and other drainage structures.
 - Identification of all drainage basins in the development.
 - Location of all streets in/adjacent to the proposed development.
 - Identification of all drainage basins tributary to the proposed development.
 - Basin maps may be scaled as small as 1 inch = 2,000 feet. Orthophoto maps at a scale of 1 inch = 200 feet are preferred. (Use the most appropriate scale available) Inlet and storm drain size calculations are not required with the master drainage study;

therefore, the number of sub-basins analyzed in the report shall be held to the smallest practical amount.

- r. A Title Commitment certified by the title company showing that applicant is the landowner;
- s. Proof of current tax status with the County Assessor;
- t. Signed statements by the developer dedicating public rights-of-way and granting all required easements for public use. Include a statement that the subdivision is planned with the free consent of and in accordance with the desire of the undersigned owner of the land, acknowledged in a manner required for acknowledgment of deeds. The dedication statement shall read as follows;

DEDICATION

THE TRACT HEREON IS TO BE KNOWN AS _____ SUBDIVISION. ALL RIGHTS OF WAY AND PUBLIC AREAS SHOWN HEREON ARE DEDICATED TO THE CITY OF ALAMOGORDO. UTILITY EASEMENTS ARE GRANTED FOR THE USE OF THE UTILITY COMPANIES THAT ARE SIGNATORY TO THIS PLAT AND TO THE CITY OF ALAMOGORDO. ALL RULES AND REGULATIONS OF THE CITY OF ALAMOGORDO AND SAID UTILITIES WILL APPLY TO THESE EASEMENTS. ALL OTHER EASEMENTS SHOWN HEREON ARE GRANTED FOR THE USE INDICATED. NO ENCROACHMENT THAT WILL INTERFERE WITH THE USE OF EASEMENTS AS SHOWN ON THIS PLAT IS ALLOWED.

THE SUBDIVISION HAS BEEN DEDICATED IN ACCORDANCE WITH THE WISHES OF THE UNDERSIGNED OWNER(S) OF THE LAND SHOWN HEREON.

- u. Location, dimensions, and purpose of all easements, existing or proposed, and any limitations thereof. For existing easements, provide recording information Book, Number and Date;
- v. Signature block(s) for concurrence by authorized representatives from respective utility companies (water, electric, gas);
- w. Location and dimensions of sidewalks or walking paths;
- x. Location of USPS-approved Neighborhood Delivery and Collection Box Unit, if applicable;
- y. Note stating, "Developer is responsible for utility stub-outs and for providing any appurtenances, meeting city Technical Standards, necessary to provide utility service to the lots contained herein";
- z. Identification of any lots utilizing on-lot ponding/detention.

20-04-040 Adequate Public Facilities

(a) Development Agreement

(1) Purpose

- a. The developer or owner shall enter into a contract with the city agreeing to abide by, and to comply with, the Final Plat and Construction Plans, as approved.

(2) Applicability

- a. A Development Agreement shall be needed at the end of a Major Platting Process, after Final Plat and Construction Plans have been approved.

(3) The developer shall provide an Estimated Cost of Infrastructure Improvements (ECII) to the city for review before a Development Agreement will be executed.

(4) The contract shall contain, among other provisions, the following:

- a. The developer agrees to provide approved Construction Plans for construction of improvements such as grading, drainage, and ponding that will impact building on individual lots/parcels to each purchaser of lots/parcels.
- b. Developer shall agree to abide by and comply with the layout, drawings, and reports as finally approved by the City and to complete the subdivision in accordance with the plans and specifications.
- c. The developer shall agree to supply and install, at the developer's expense, all water lines and sewer lines of approved size, materials and quality within the subdivision in accordance with the current Technical Standards. Developer shall install all materials and appurtenances necessary to service and support the subdivision for a sufficient distance outside the subdivision to connect to the city's sewer and water system, as approved in the Construction Plans.
- d. The developer shall agree to protect drainage structures, to build bridges, culverts and such other drainage facilities in the area as may be necessary to protect the subdivision, the city, and other lands in the area from floods by reason of such development, as approved in the Construction Plans.
- e. The developer shall agree to lay and construct all paving, curbs and gutters, and sidewalks, using the current Technical Standards, and to connect such improvements with the existing paving, curbs, gutters, and sidewalks, as approved in the Construction Plans.
- f. Before and during the Warranty Period, the developer shall agree to repair all damages to water lines, sewer lines, manholes or any other damaged appurtenance at the developer's expense.
- g. Materials used in performing the work shall meet the current Technical Standard requirements. Material tests and documentation shall meet the

requirements of the current Technical Standards. If materials do not meet requirements, the developer will be required to remove deficient materials and reconstruct with materials that meet requirements.

- h. The developer agrees to provide easement and right-of-way information to purchasers of lots/parcels.
- i. The developer or owner shall agree that all public infrastructure shall be subject to inspection, approval, and acceptance by the city and its duly designated agents and/or employees. The developer or owner shall, upon approval of the Construction Plans and specifications for infrastructure installations to be done hereunder, pay to the city the designated fee to compensate the city for inspection services.
- j. The developer shall agree to provide record drawings of public infrastructure improvements for each phase before the subdivision will be accepted by the City.
- k. The developer shall agree that all public infrastructure shall be inspected and accepted by the City before any city utility service will be provided to the lots.
- l. For a period ending one (1) year after the city accepts the subdivision improvements for maintenance, the developer shall agree to make all repairs to the public infrastructure and to replace all defective material or workmanship which may become apparent before or after the subdivision is accepted by the city. No acceptance or approval by the city or other agent or employee shall relieve the developer from these obligations. The city shall not be deemed to have waived any of the requirements of this chapter by virtue of its acceptance of any easement or right-of-way from the developer.
- m. Long-term maintenance of improvements, such as drainage ponds, shall be the responsibility of the property owner.
- n. The Development Agreement shall be recorded with the County Clerk's office along with the Final Plat. The developer shall agree that the Agreement shall be covenants running with the land and shall constitute a lien on the land.

(b) Installation and Acceptance of Public Improvements

(1) Public Improvements Required for Final Plat

Public improvements shall be constructed, installed, inspected, and ready for approval and maintenance acceptance by the Public Works Department and Utilities Department prior to the filing of an approved Final Plat.

- a. Exception: The City Manager and or designee may authorize a delay in the installation of public improvements for up to 24 months following the filing of an approved Final Plat with the County, if a Performance Financial Guarantee is filed with the City.
 - i. A Performance Financial Guarantee and a bid from the developer shall be

filed with the City, along with a development agreement outlining the improvements to be completed, any cost sharing agreements (e.g., oversizing), and other terms as required by the City Manager or designee.

- ii. If required improvements have not been installed within the 24 month period, the City Manager or designee may approve one (1) extension for a time not to exceed six (6) months; provided that the applicant or property owner files with the Planning & Zoning Department a written request for the time extension before the expiration of the original permit or approval.
 1. Any further extension of time for completion of required improvements shall require approval of the Planning & Zoning Commission.
 2. Updated improvement cost estimates and additional performance security may be considered as a condition of any approved extension.
 - iii. With the Performance Financial Guarantee, the developer shall have five (5) years from approval of Final Plat to complete the ADA-compliant sidewalks. ADA ramps shall be constructed at the time curb and gutter are put in.
 - iv. If the City determines that the subdivider will not construct any or all of the improvements in accordance with the specifications, the City may withdraw and employ from the deposit of collateral such funds as necessary to construct the improvements in accordance with the specifications.
- b. No building permits shall be issued within the subdivision until all improvements have been installed and inspected, and a letter of acceptance has been issued to the developer by the City stating the public improvements have met Substantial Completion and a Warranty Financial Guarantee has been provided.

(2) Installation of Public Improvements

- a. Before the developer begins any site grading or physical work on the subdivision, they shall contact the city, per the Written Notification procedures outlined in the current Technical Standards, a minimum of twenty-one (21) calendar days before work starts.
- b. A preconstruction meeting will be held with the developer, contractor(s), and city staff before work can begin.
- c. If work is started before Notice to Proceed (NTP), a penalty shall apply.
- d. Upon approval of all required submittals and following a preconstruction meeting, the City will provide the Developer a NTP to begin site work.
- e. Contractor/developer must provide Materials Submittals for any materials to be used for construction of the public infrastructure for review and approval by the Public Works Inspector or Utilities Inspector. Materials that vary from the approved construction plans or current Technical Standards, shall only be used through approval via the Technical Standards "Written Notice Procedures" process.

(3) Inspection and Acceptance of Public Improvements

- a. Contractor shall follow procedures as outlined in the current Technical Standards, “Written Notice Procedures” for inspection requests and all communication with the city related to the subdivision construction;
- b. Engineer’s Certifications and as-built drawings are required prior to the release of the developer’s Performance Financial Guarantee. GPS data related to location of underground facilities must be provided and/or the developer’s contractor must allow 24 hours for City staff to capture GPS data before the inspected and approved utility is covered.
- c. Following Substantial Completion, as defined in this article, of public improvements, the developer will notify the city that the improvements are ready for consideration of acceptance;
- d. A site walk-through will be performed by city staff;
- e. A punch list of items that must be addressed will be provided to the developer within ten (10) working days of the walk-through;
- f. After the developer has addressed all punch list items, the developer shall make a written request for acceptance of all public improvements;
- g. Record drawings and a detailed material listing shall be provided;
- h. The City shall inspect the improvements to determine whether the public infrastructure is acceptable and whether it conforms to the approved Final Plat and Construction Plans;
- i. The developer will be notified via electronically-mailed letter as to whether the improvements are accepted.
- j. Upon acceptance by the city the Performance Financial Guarantee will be released.

(4) Substantial Completion

- a. Before consideration of Acceptance of the public improvements; in order to ensure the health, safety, and welfare of city residents and in order to ensure the ability of city departments to deliver required services, the following infrastructure, in their entirety, will be required to be completed:
 - i. Complete roadway sections with subgrade, base course, asphalt paving, curb, and gutter (the developer shall have five (5) years from approval of Final Plat to complete the sidewalks);
 - ii. Complete and electrified street lighting system;
 - iii. Complete water, wastewater, and drainage systems as shown and authorized on the approved construction drawings;
 - iv. Electrical and gas utility connections;
 - v. Retaining structures and walls;

- vi. Any required off-site infrastructure improvements;
 - vii. Installation of mailbox clusters or other USPS-approved mail delivery systems.
- b. Minor punch list items may remain, as determined by the City's Public Works Inspector and Utilities Inspector.

(5) Warranty Period

- a. A one (1) year warranty period for the infrastructure improvements shall begin, during which time the improvements remain the developer's responsibility for repairs and maintenance.
- b. Approximately one month prior to the expiration of the one-year warranty period, the City shall forward a notification to all applicable parties. Prior to the completion of the warranty period, the developer shall request in writing a final inspection of the infrastructure improvements.
- c. A city inspection shall take place before the expiration of the warranty period. A punch list of any deficiencies shall be sent to the developer/contractor for correction prior to the warranty expiration date.
- d. If the developer/contractor fails to correct deficiencies in a timely manner, the city reserves the right to call on the developer's Warranty Guarantee.
- e. If all punch list items have been corrected, the subdivision will be accepted for city maintenance. The Warranty Financial Guarantee shall be released.
- f. The developer will be notified via electronically-mailed letter as to whether the improvements are accepted for city maintenance within ten (10) business days following the last city inspection.
- g. The City Manager or designee may formally accept public improvements for city maintenance upon concurrence by Public Works Director, Utilities Director, Fire Department, and Police Department that all requirements have been met.

(c) Exception Request Requirements

All requests for exceptions to city ordinances or Technical Standards shall be submitted in writing according to the process outlined in the Technical Standards "Written Notice Procedures". The Exception Request shall go to the City Manager or designee.

Exception requests shall include, at a minimum:

- (1) Development name;
- (2) Requestor contact information;
- (3) Engineer/Architect contact information, if applicable;
- (4) Subject of Exception Request (ordinances and/or Technical Standards);
- (5) Logic and justification for the request with all pertinent information and backup

documentation;

(6) Explanation of why the Exception would benefit the city and its citizens;

(7) Review fee.

The city will review the Exception Request and provide a response to the requestor via electronically mailed letter. Exceptions will not be approved for the sole purpose of reducing the cost of the subdivision development.

(d) Fees, Performance Financial Guarantee, Warranty Financial Guarantee and Penalties

(1) The following shall be paid by the developer or owner to the city, when applicable:

- a. Plat Vacation fee
- b. Right-of-Way Vacation fee
- c. Summary Subdivision fee
- d. Preliminary Plat application fee
- e. Subdivision Development Plan review fee
- f. Performance Financial Guarantee
- g. Warranty Financial Guarantee
- h. Development Inspection fees
- i. Certificate of Survey fee
- j. Final Plat application fee
- k. Exception Review fee
- l. Penalty for beginning work on subdivision before NTP

(2) All fee amounts can be found in the City of Alamogordo Fee Schedule available on the City's website.

(3) The estimated cost of infrastructure improvements (ECII) for a development or phase, for the purpose of determining Performance Financial Guarantee, Inspection Fees, or Warranty Financial Guarantee shall be based on quantities and unit prices. The ECII shall be developed and stamped by a registered professional engineer and approved by the City Manager or designee.

(4) The Performance Financial Guarantee shall be provided to the city, which must cover 110% of the approved estimated cost of all public infrastructure improvements. The following forms of Financial Guarantee shall be provided, subject to approval by the City Manager or designee:

- a. Performance bond. A surety bond acceptable to the city to cover estimated costs of improvements.
- b. Escrow account. An account established with a financial institution in the amount of the projected costs of improvements.

- c. Irrevocable stand-by letter of credit. Irrevocable authority to draw a draft for the projected costs of improvements.
- d. Cashier's check. An amount of Financial Guarantee acceptable to the city to cover the projected costs of the improvements.
- e. Any other form of Financial Guarantee approved by the City Manager or designee and legal staff.

(5) A Warranty Financial Guarantee shall be provided at the establishment of the Warranty Period. The Warranty Financial Guarantee shall be 10% of the approved estimated cost of infrastructure improvements. The following forms of Financial Guarantee shall be provided, subject to approval by the City Manager or designee.

- a. Performance bond. A surety bond acceptable to the city to cover estimated costs of improvements.
- b. Escrow account. An account established with a financial institution in the amount of the projected costs of improvements.
- c. Irrevocable stand-by letter of credit. Irrevocable authority to draw a draft for the projected costs of improvements.
- d. Cashier's check. An amount of Financial Guarantee acceptable to the city to cover the projected costs of the improvements.
- e. Any other form of Financial Guarantee approved by the City Manager or designee and legal staff.

(e) Public Facilities

(1) Streets

- a. The arrangement of streets in a subdivision shall either:
 - i. Provide for the continuation or appropriate projection of existing principal streets in surrounding areas; or
 - ii. Conform to a plan for the neighborhood approved by the City Manager or designee to meet a particular situation where topographical or other conditions make continuance or conformance to existing streets impracticable.
- b. Where a subdivision abuts or contains an existing or proposed arterial street, the city may require marginal access streets, deep lots, or such other treatment as may be necessary for adequate protection of residential properties and to afford separation of through and local traffic.
- c. Reserve strips controlling access to streets shall be prohibited except where their control is placed in the city under conditions approved by the city. Should these reserve strips become unnecessary due to adjacent development they shall revert to the owner or the owner's assigns.
- d. Reverse curves on arterial and collector streets shall have minimum tangent length

of one hundred (100) feet.

- e. When connecting street lines deflect from each other at any one (1) point by more than ten (10) degrees, they shall be connected by a curve with a radius adequate to ensure a sight distance of not less than one hundred (100) feet for local and collector streets and of such greater radii as the city staff shall determine for special cases.
- f. Streets shall be laid out to intersect near as possible at right angles and no street shall intersect any other street at less than sixty (60) degrees.
- g. Street right-of-way widths shall meet the requirements of the current Technical Standards.
- h. Wherever a one-half (½) street is adjacent to a tract to be subdivided, the other one-half (½) of the street shall be platted within such tract.
- i. No street names shall be used which will duplicate or be confused with the names of existing streets. Street names shall be subject to the approval of the City Manager or designee.
- j. Street grades shall comply with current NMDOT design standards with due allowances for reasonable vertical curves.
- k. Sidewalks, meeting current ADA and Technical Standard requirements shall be constructed by the developer and/or contractor;
- l. Streets shall accommodate trash pickup service.
- m. Utility and street improvements shall be provided in each new subdivision in accordance with the current Technical Standards, and in accordance with the comprehensive plan, and all amendments, modifications and/or additions thereto. In any instance in which there is any conflict between or within the Technical Standards, city ordinances and the comprehensive plan, the more stringent requirement shall apply.
- n. Public improvements shall be constructed, inspected, and accepted before the Final Plat is recorded with the County Clerk's Office. Lots may not be sold before Final Plat recording, except for as provided in the alternate processes as defined in this article.

(2) Blocks

- a. The lengths, widths and shapes of blocks shall be determined with regard to:
 - i. Provision of adequate building sites suitable to the special needs of the type of use contemplated and meeting all ordinance requirements.
 - ii. Need for convenient access, circulation, control, and safety of street traffic.
 - iii. Block lengths longer than one thousand eight hundred (1,800) feet shall provide emergency vehicle turnarounds with a fifty-foot radius at property line.

- iv. Pedestrian crosswalks, meeting the current Manual on Uniform Traffic Control Device (MUTCD) standards, shall be installed at required intersections.

(3) Lots

- a. The lot size, width, depth, shape and orientation, and the minimum building setback lines shall meet all city ordinances and the Technical Standards. Lot dimensions shall conform to the requirements of all city ordinances and the Technical Standards
- b. Depth and width of properties reserved or laid out for commercial or industrial purposes shall comply with all city ordinances and Technical Standards.
- c. Corner lots for residential use shall have extra width to allow appropriate building setback from and orientation to both streets, meeting all city ordinances and Technical Standards.
- d. Each lot shall have access to an adjacent public street, by means of direct access or an easement.
- e. Double frontage lots shall be avoided, except where it is essential to provide separation of residential development from traffic arteries or to overcome specific disadvantages of topography and orientation.
- f. Side lot lines shall be substantially at right angles or radial to street lines.

(4) Parks

- a. All subdivision parks shall be reviewed by the Parks and Recreation Department.
 - i. Review by the Parks and Recreation Department shall occur during the staff review period of a subdivision development plan.
 - ii. If an application does not require a subdivision development plan, Parks and Recreation review shall occur during the staff review period for a Preliminary Plat.
- b. It shall be the responsibility of the developer to provide irrigation for a subdivision for any and all parks and landscaping.
- c. The City shall not accept subdivision parks nor shall the City maintain subdivision parks, nor landscaping outside of the right-of-way.

(f) Monuments

- (1) Monuments shall be placed at all block corners, angle points, points of curves in streets, and at all property corners. Such monuments shall be made of metal at least one-half (½) inch in diameter and sixteen (16) inches long with the surveyor's license number on a cap affixed to the top of the rebar.
- (2) Monuments shall meet the requirements as set forth in the current Minimum Standards

for Survey in New Mexico.

(g) Easements

- (1) Easements across lots or centered on rear or side lot lines shall be provided for utilities where necessary.
- (2) Drainage easements shall be provided to meet the requirements of the Technical Standards. If there are conflicting requirements within the Technical Standards, city ordinances, or other jurisdictional agencies, the most stringent requirements shall apply. Existing detention ponds or drainage channels may be used for flood control, as approved in the Construction Plans and Final Plat.

(h) Municipal liens

Parcels of land which have been assessed for street, water, sewer, or other improvements may be subdivided under the following conditions:

- (1) Payments on the assessment lien must be current.
- (2) The submission of documents to the City Manager or designee must include a division of the outstanding assessment among the lots proposed to be created by the subdivision.
- (3) Upon the transfer of any lot in the newly created subdivision by any method, the assessment against the lot to be transferred must be paid in full.

ARTICLE 20-10 – DEFINITIONS

Access or access way – A public or private street by which pedestrians and vehicles shall have lawful and usable ingress and egress to adjacent property.

Alley – A public way, other than a street, intended for secondary access and service to the rear or side of the property.

Block – A unit of land bounded by streets or by a combination of streets and public land, right-of-way, or any other barrier to the continuity of development.

Buildable area – The portion on a lot remaining after required setbacks and open spaces have been accounted for.

Building setback – The distance on private property established by ordinance or plat, which regulates the location of buildings or structures as they relate to the site property lines.

Building site – The ground area for a building or structure, together with all yards and open spaces.

Commercial unit development – A platted lot, zoned for commercial, manufacturing, or industrial uses, which is further divided into more than one (1) lot, and where all added lots are provided access to a public or private street through a private easement.

Commission, city – The governing body of the city.

Commission, county – The governing body of the County of Otero.

Commission, planning and zoning – A body with the power, authority, jurisdiction and duty to enforce and carry out the provisions of law relating to planning, platting and zoning.

Common open facilities – The facilities in a subdivision in which the owners have an undivided interest.

Completed Subdivision – Public improvements have been constructed, inspected and accepted by the city. Final plat has been recorded with the Otero County Clerk. Record drawings have been submitted and accepted for completeness, accuracy, and format;

Comprehensive Plan - The current planning document officially adopted by the city, containing the goals, objectives, and policies pertaining to land use, community facilities, infrastructure, transportation, housing, and other subjects related to the development of the city.

Contractor – Any entity that is engaged by the developer to install public and/or private improvements.

Construction Plans – The plans required by the city for construction and installation of public improvements necessary to provide required services for proper development; including but not limited to, plans for grading, drainage, water and sewer infrastructure, open space, fire hydrants, streets, sidewalks, permanent signing, and lighting.

Current – That which is in effect at the time of approval.

Cul-de-sac – A local street with only one (1) outlet having a proper terminus for the safe and convenient reversal of traffic movement.

Drainage area - The land area that contributes stormwater runoff to a specific point, facility, or drainage system within or affecting the subject property.

Drainage basin – A naturally defined geographic area within which all precipitation collects and drains to a common outlet, such as a river, stream, arroyo, or other waterbody.

Dedication – The offer and acceptance of an interest in property to the city for public use.

Developer – Any entity dividing or proposing to divide land to create a subdivision.

Development agreement – A contract between the city and an entity who owns or controls property, detailing the obligations of both parties and specifying the standards and conditions that will govern development of the property.

Driveway, private – A vehicular way, not serving more than one (1) lot or parcel of land.

Driveway, common – A vehicular way serving more than one (1) lot or parcel of land.

Easement, private – A right-of-use granted for the limited use of private landowners and where use and maintenance of such area is governed by an agreement which runs with the land and is recorded with the Otero County Clerk

Easement, public – An easement dedicated for use by the public, which is included within the dimensions or areas of lots or parcels.

Effective Date: - Each amendment of this Code shall become effective as stated on applicable ordinance, unless the City Commission specifies a different effective date.

Estimated cost of infrastructure improvements (ECII)– The estimated cost for the construction of all the public infrastructure in a subdivision, providing quantities and unit prices, developed and stamped by a licensed professional engineer, and reviewed by the city.

Existing property – Any piece of land that has been platted or described by metes and bounds.

Extra-territorial jurisdiction (ETJ) – The area within five (5) miles outside of the corporate limits of the city.

Filing – The process by which an entity or person makes application to the city, which application meets all the submission requirements.

Frontage – The line where a parcel of land, lot or site is adjacent to and contiguous to an easement or right-of-way either private or public.

Grade – The slope of any surface specified in terms of elevation and/or slope percentage.

Grading – Any disturbance of the surface of the land with earth moving equipment.

Homeowner Association (HOA) – A community self-governance structure of a development

or subdivision.

Improvement – Physical infrastructure and facilities that are constructed, installed, or modified to serve the subdivision and to meet public health, safety, and welfare standards.

Intersection – The location where two (2) or more streets cross at grade.

Lot – A piece of land delineated for the purpose of improvement or sale meeting the requirements of this article.

Lot area – The total area, measured in a horizontal plane, within the lot lines of a lot, expressed in either acres or square feet.

Lot, corner – Lot located at the intersection of two (2) or more streets.

Lot depth – The average distance from the rear lot line to the front lot line, or if there is no rear lot line, the average distance between the front line and the intersection of two side lot lines.

Lot, double frontage – Any lot that has frontage on two (2) public streets which are nonintersecting.

Lot, flag – A lot, because of inherent limitations, lacks frontage except for access provided by way of a narrow projection of the lot to the street.

Lot, interior – Any lot that has frontage on one (1) street only.

Lot line – Any line that is a legal boundary of a lot as herein defined.

Lot, substandard – A lot that has less than the minimum area or minimum dimensions required in this article or for the zoning district in which the lot is located.

Lot width –

1. For lots with a consistent width from front to rear lot line, the horizontal distance between the side lot lines, measured along a straight line parallel to the front lot line.

2. For corner lots or irregular lots, the length of a line between the two side lot lines, measured at the front building setback line, and at right angles to an axis connecting the midpoints of the front lot line and the rear lot line.

Metes and bounds – A method of describing the boundaries of land by bearings and distances from a known point of reference.

Notice to Proceed (NTP) -Written notice from appropriate city authority to owner, developer, and/or contractor allowing work to begin.

Pedestrian way – A specifically designated place, means, or way by which pedestrians are

provided safe, adequate, and usable circulation; normally provides access through the interior of a property or development. Does not include street or vehicular easement or right-of-way or required sidewalk along a street or vehicular way.

Performance Financial Guarantee (PFG) – Payment made to the city in an acceptable form for 110% of the approved estimated cost of infrastructure improvements to ensure the subdivision is developed as approved by the subdivision approval process.

Phased development – Development of a subdivision in successive parts as approved by the city, per Subdivision Development Plan.

Planning Authority – The person or persons designated as the approving authority for development within the city.

Plat – A map, drawn to scale and certified by a licensed surveyor, depicting how a parcel of land is divided. A plat identifies the boundaries and features of the land.

Plat, certificate of survey – A replat following the current version of New Mexico Statute Chapter 3 Article 20-2 “Subdivisions”, setting forth the legal description of tracts resulting from replat, approved by the City Manager or designee and recorded with the Otero County Clerk.

Plat, correction – A plat, which may be administratively processed when the City Manager or designee determines that the plat is correcting an error in the original plat. Affidavits prepared by the original surveyor and recorded with the Otero County Clerk, with city approval, are also acceptable methods of correcting minor plat errors.

Plat, Final – The plat that may be formally processed for final consideration by the City Manager or designee and subsequently recorded with the Otero County Clerk.

Plat, Preliminary – The map or plan tentatively describing the parcel of land, submitted for city staff review to allow incorporation of changes of design, street alignment and widths, lot arrangement, size, and other design considerations.

Plat, Summary – A plat that meets the Summary Subdivision criteria as defined in this article.

Plat, Vacated – A subdivision, which is vacated through procedures described in this article, and is thereby made legally void.

Public right-of-way – The property dedicated to and accepted by the approving authority, for use by the public.

Recording – The act of filing a document with the Otero County Clerk, thereby rendering it an official record.

Replat – To re-subdivide all or part of a recorded subdivision, which does not require the vacation of an entire preceding plat.

Reserve strip – A strip of land running along a street, perpendicular across a street right-of-way, or at the end of a street right-of-way that is deeded permanently or temporarily to the city as a condition of a subdivision agreement. The reserve strip is used as a means to legally control development until such a time that the subdivision requirements are met or prohibit the development of lands not yet approved through the formal process. Subsequent lifting of the reserve strip shall result in the reversion to the developer.

Sewage disposal system, on-site – One (1) or more systems of treatment devices and disposal facilities that are used only for disposal of sewage produced on the site where the system is located.

Sewage facilities – The devices and systems which transport domestic wastewater from residential or commercial property, treat the wastewater, and dispose of the treated water following the minimum state standards.

Street, arterial – Refer to Street Functional Classifications as presented in the Alamogordo Comprehensive Plan and Transportation Plan

Street, collector – Refer to Street Functional Classifications as presented in the Alamogordo Comprehensive Plan and Transportation Plan

Street, local – Refer to Street Functional Classifications as presented in the Alamogordo Comprehensive Plan and Transportation Plan

Street, public – The land dedicated to the use of the public and which has been accepted for maintenance and control by the city, county, or state.

Street centerline – The line midway between the width of the street or outside lane stripes.

Street, stub – A street that has been designed to allow for the future extension of the street through subsequent subdivisions (see reserve strip).

Subdivision – The division of land into two (2) or more parts by platting or by metes and bounds description into tracts.

Subdivision boundary – The area that is subject to city review for development and related matters.

Subdivision Development Plan (SDP) – A conceptual plan for development of large (>30 lots) and/or phased developments.

Technical Standards, City of Alamogordo – The current detailed standards identifying minimum requirements for the design and construction of subdivisions, utilities, streets, and improvements inside the public right of way.

Technical Review Committee – Representatives from multiple city departments that review development plans for the purpose of upholding the interests of public safety and for compliance with city standards and ordinances.

Warranty Financial Guarantee (WFG) – Payment made to city to ensure required work during the Warranty Period is performed.

Warranty period – One year timeframe after substantial completion of infrastructure improvements, during which time the improvements remain the developer’s responsibility for repairs and maintenance.

Severability Clause.

The provisions of this ordinance are severable, and if any provisions of this ordinance or the application thereof to any person or circumstance is held invalid, the invalidity does not affect other provisions or applications of the ordinance which can be given effect without the invalid provisions or applications.

Repeal Not to Affect Pending Matters.

Nothing in this ordinance shall be construed to affect any suit or proceeding impending in any court, or any rights acquired, or liability incurred, or any cause of action acquired or existing, under any act or ordinance hereby repealed as cited in this ordinance; nor shall any just or legal right or remedy of any character be lost, impaired or affected by this ordinance.

Chapter 22 SUBDIVISION REGULATIONS

ARTICLE 22-01. SUBDIVISION REGULATIONS

PHILOSOPHY

The city is interested in the economic growth and development of the city. This development must be balanced with the preservation of the quality of life that makes the city a unique and attractive place to live and work. There are numerous costs and benefits associated with development and some may benefit only a few while others may benefit the entire community. Economic benefits may initially go only to a few, but in the long term, the entire community benefits from growth. While the need for an increase in public safety may be initiated by increased development, an increase in overall service benefits everyone. The same is true with the costs associated with the increase in infrastructure as a result of development. Some, such as residential streets and other neighborhood utilities may only benefit those who live in the development and

the developer should incur the associated costs of development. Other development costs, such as the extension of major thoroughfares and water and sewer lines, ultimately benefits the city as a whole and to some degree should be paid by everyone. Again, as in the balance between the quality of life and the impact of increased development, there must be a common understanding of the needs of the developer and the existing needs of the city. This article is a procedure to address and resolve these sometimes conflicting needs.

22-01-010. Definitions.

For the purpose of these regulations, which shall be known as and may be cited as "City of Alamogordo Subdivision Regulations," certain words used herein are defined as follows:

Access or access way. The public or private street by which pedestrians and vehicles shall have lawful and usable ingress and egress to a property line.

Alamogordo comprehensive plan. The current planning documents and related materials officially adopted by the city, containing the goals, objectives and policies pertaining to urban growth, community facilities, infrastructure, circulation, housing and other subjects related to the development of the city.

Alley. A public way, other than a street, intended for secondary access and service to the rear or side of the property.

Association, owner's. An association that is organized in a development in which individual owner's share common interests and responsibilities for cost and upkeep of common open space or facilities.

Block. A unit of land bounded by streets or by a combination of streets and public land, railroad right of way, waterways, or any other barrier to the continuity of development. *Buildable area.* The portion on a lot remaining after required setbacks and open spaces have been provided.

Building permit zone. That area within the extra-territorial jurisdiction of the city that is subject to inspection for building and related matters by city staff, as adopted by the city commission.

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.

Building site. The ground area for a building or structure, together with all yards and open spaces.

Commercial unit development. A platted lot, zoned for commercial, manufacturing or industrial uses, which is further divided into more than one (1) lot and where all additional lots are provided access to a public or private street through a private easement. The access shall be a parcel of land over which a private easement for road purposes, having a minimum paved width of twenty (20) feet, is granted to all owners of property within the commercial unit development. In each instance the instrument creating such private easement, including the original agreement and any changes thereto resulting from the sale, lease or creation of additional lots, shall be held in perpetuity between all signatories, owners or lessees, to the agreement or their successors in interest, shall run with the land and be unseverable, and shall be duly recorded and filed with the office of the county clerk. A copy of the private easement instrument shall be provided with all building permit applications where a property is developed as a commercial unit development.

~~*Commission, city.* The governing body of the city. Final approval of all subdivisions in the planning and platting jurisdiction of the city rests with this body or the person or persons designated such authority by the governing body of the city.~~

~~*Commission, county.* The county commission of the County of Otero, which is responsible for the maintenance of any offered dedications, indicated on a plat outside the city, by the entry, use or improvement within the extraterritorial jurisdiction.~~

~~*Commission, planning and zoning.* The commission appointed by the mayor, which is responsible for making recommendations to the city commission regarding municipal planning, zoning and development within the area of the master plan.~~

~~*Common open space.* The private land in a planned development in which the owners have an undivided interest.~~

~~*Concept plan or master plan.* A plan for implementing an integrated development scheme for all phases of a proposed development, and is intended to provide a general consensus regarding compliance with this article.~~

~~*Current.* That which is in effect at the time of approval.~~

~~*Cul-de-sac.* A local street with only one (1) outlet having an appropriate terminus for the safe and convenient reversal of traffic movement.~~

~~*Dedication.* The offer and acceptance of an interest in property to the public for public use.~~

~~*Development agreement.* An agreement between the city and a property owner through which the city agrees to vest development use and intensity or refrain from interfering with subsequent phases of development through new city legislation in exchange for the provision of public facilities or amenities by the property owner in excess of those required under the current ordinance.~~

~~*Driveway, private.* A vehicular way, not serving more than one (1) lot or parcel of land.~~

~~*Driveway, common.* A vehicular way serving more than one (1) lot or parcel of land, where a maintenance agreement exists between the owners of the lots or parcels of land which utilize the common driveway.~~

~~*Easement, private.* A right of use granted for the limited use of private land owners and where general use and maintenance of such area is governed by an agreement which runs with the land and is recorded with the office of the county clerk. This easement is severable only by mutual consent of all of the parties that benefit from this easement.~~

~~*Easement, public.* An easement dedicated by subdivision plat or metes and bounds to and for use by the public, which is included within the dimensions or areas of lots or parcels.~~

~~*Exempted subdivision.* A division of land in the planning and platting jurisdiction of the city and qualifies to be exempt based on the seven (7) exemptions listed under the definition of a subdivision. This division is approved administratively similar to the summary procedure.~~

~~*Existing property.* Any piece of land that has been platted or described by metes and bounds.~~

~~*Extra-territorial jurisdiction (ETJ).* The area within five (5) miles outside of the corporate limits of the city.~~

~~*Filing.* The process by which a person desiring approval of a subdivision makes application to the planning coordinator, which application meets all of the plat submission requirements.~~

~~*Frontage.* The line where a parcel of land, lot or site is adjacent to and contiguous to an easement or right of way either private or public.~~

~~*Grade.* The slope of any surface specified in percentage terms or in terms of elevation.~~

~~*Grading.* Any disturbance of the surface of the land with earth moving equipment.~~

~~*Immediate family member.* The husband, wife, father, step father, mother, step mother, brother, step brother, sister, step sister, son, step son, daughter, step daughter, grandson, step grandson, granddaughter, step granddaughter, nephew, and niece, whether related by natural birth or adoption.~~

~~*Improvement.* Any man-made, fixed item that becomes a part of or placed upon real property.~~

~~*Intersection.* The location where two (2) or more streets cross at grade.~~

~~*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.~~

~~*Lot area.* The total area, measured in a horizontal plane, within the lot lines of a lot, expressed in either acres or square feet.~~

~~*Lot, corner.* A lot located at the intersection of two (2) or more streets.~~

~~*Lot depth.* The horizontal distance between the front and rear lot lines, measured as follows:~~

~~(1) Where the lot lines are straight, from the midpoints thereof;~~

~~(2) Where the lot line curves in (concave), from the midpoint of the chord;~~

~~(3) Where the lot line curves out (convex), from the midpoint of the curve between the side property lines.~~

~~*Lot, double frontage.* Any lot having frontage on two (2) public streets which are nonintersecting.~~

~~*Lot, interior.* Any lot having frontage on one (1) street only.~~

~~*Lot line.* Any line that is a legal boundary of a lot as herein defined.~~

~~*Lot line zero.* The property line where the outside wall of a structure may be located.~~

~~*Lot, panhandle.* A lot, because of inherent limitations, lacks frontage except for access provided by way of a narrow projection of the lot to the street.~~

~~*Lot, substandard.* A lot that has less than the minimum area or minimum dimensions required in this article or for the zoning district in which the lot is located.~~

~~*Lot width, average.* The lot area divided by the lot depth.~~

~~*Median.* A strip of land that separates the opposing flows of traffic on a street.~~

~~*Metes and bounds.* A method of describing the boundaries of land by bearings and distances from a known point of reference.~~

~~*Park zone.* An area surrounding a proposed or existing park that can reasonably derive benefit from that park. Factors to be considered in determining a park zone shall include, but are not limited to, the following: the current city parks and recreation development zones map, the size of the park, the size and number of residential units in the surrounding neighborhoods, the amount of remaining open space in the area, and the benefit to the residential units in the area.~~

~~*Pedestrian way.* A specifically designated place, means, or way by which pedestrians shall be provided safe, adequate and usable circulation; normally provides access through the interior of a property or development. Does not include street or vehicular easement or right-of-way or required sidewalk along a street or vehicular way.~~

~~*Phased development.* A designated portion of a subdivision concept plan that has been approved for development.~~

~~*Plans, street, utility and grading (SUG).* The plan(s) required by the city for construction and installation of public improvements necessary to provide required services for proper development; including but not limited to, plans for grading, drainage facilities, water and sewer, open space, parks and other recreational space, streets, and illumination of streets.~~

~~*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.~~

~~*Planning authority.* The governing body of the City of Alamogordo, Otero County, New Mexico or the person or persons designated such authority by the governing body of the City of Alamogordo, Otero County, New Mexico.~~

~~*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.~~

~~*Plat, certificate of survey.* A replat complying with section 3-20-2, NMSA 1978, as amended or superceded from time to time, provided that all applicable requirements are met. The resubdivision of platted tracts, which are less than one (1) acre and which are contiguous with each other, for the purpose of increasing or reducing the size of such contiguous tracts, but not less than the minimum standard size required by the political subdivision. A certificate of survey setting forth the legal description of tracts resulting from such resubdivision shall be filed with the proper planning authority, the county clerk and the county assessor.~~

~~*Plat, correction.* A plat, which may be administratively processed without city commission review, when the planning authority determines that the plat is correcting an error in the original plat. Affidavits prepared by the original surveyor and recorded with the county clerk, with city approval, are also acceptable methods of correcting minor plat errors.~~

~~*Plat, final (FP).* The plat that may be formally processed for final consideration by the planning authority and subsequently filed.~~

~~*Plat, (conditional) preliminary.* The map or plan tentatively describing the parcel of land, submitted for city staff review to permit incorporation of changes of design, street alignment and widths, lot arrangement, size and other design considerations.~~

~~*Plat, preliminary/final.* a plat, which may be formally processed without preliminary plat review when the planning authority determines the preliminary processing is unnecessary because of the uncomplicated nature of the plat.~~

~~*Plat, summary.* A plat that meets the criteria established for administrative final approval.~~

~~*Plat, vacated.* A subdivision, which is vacated through procedures described in this article, and is thereby made legally void.~~

~~*Procedural determination conference.* A conference between the subdivider or the subdivider's representative and city staff for the purpose of allowing city staff to determine specific procedural submission requirements for a given proposed subdivision and to insure that the subdivider and the subdivider's representatives are aware of and understand those requirements.~~

~~*Public right-of-way.* The property dedicated to and accepted by the governing body of the city, for use by the city. This transfer is in fee simple.~~

~~*Recording.* The act of processing a subdivision plat, which has been approved by the city as required by this article, as an official record in the office of the county clerk.~~

~~*Replat.* To re-subdivide all or part of a recorded subdivision and which does not require the vacation of an entire preceding plat.~~

~~*Reserve strip.* A parcel or tract of land that the city feels may be necessary in the future to continue and to preserve access for future developments in the area. Should development occur and this tract not be utilized it shall revert to the subdivider (also see street stub).~~

~~*Re-subdivision.* See "replat."~~

~~*Sewage disposal system, on-site.* One (1) or more systems of treatment devices and disposal facilities that are used only for disposal of sewage produced on the site where the system is located.~~

~~*Sewerage facilities.* The devices and systems which transport domestic wastewater from residential or commercial property, treat the wastewater, and dispose of the treated water in accordance with the minimum state standards.~~

~~*Street, arterial.* Streets that are used primarily for fast or heavy traffic.~~

~~*Street, collector.* Streets that carry traffic from local streets to the major system of arterial streets and highways, including the principal entrance streets of a residential development and streets for circulation within such a development.~~

~~*Street, local.* Streets used to carry traffic to the major system of arterial streets and highways, including the principal entrance streets of a residential development and streets for circulation within such a development.~~

~~*Street, marginal access.* A frontage road which limits the access of traffic to an arterial.~~

~~*Street, public.* The land dedicated to the use of the public and which has been accepted for maintenance and control by the city, county or state.~~

~~*Street centerline.* The line midway between the sidelines of the street right-of-way.~~

~~*Street, stub.* A street that has been designed to allow for the future extension of the street through subsequent subdivisions (see reserve strip).~~

~~Subdivider. Any property owner(s), or representative(s) thereof, who is/are dividing or proposing to divide land so as to create a subdivision.~~

~~Subdivision. For the purpose of approval by the city is:~~

- ~~(1) For the area of land within the corporate boundaries of the city, the division of land into two (2) or more parts by platting or by metes and bounds description into tracts for the purpose of:
 - a. Sales for building purposes;
 - b. Laying out a municipality or any part thereof;
 - c. Adding to a municipality;
 - d. Laying out suburban lots; or
 - e. Resubdivision.~~
- ~~(2) For the area of land within the extraterritorial subdivision and platting jurisdiction of the city (as defined in section 3-20-5, NMSA, 1978), the division of land into two (2) or more parts by platting or by metes and bounds description into tracts of less than five (5) acres in any one (1) calendar year for the purposes of:
 - a. Sale for building purposes;
 - b. Laying out a municipality or any part thereof;
 - c. Adding to a municipality;
 - d. Laying out suburban lots; or
 - e. Re-subdivision.~~
- ~~(3) However, subdivision does not include:
 - a. The sale or lease of apartments, offices, stores, or similar space within a building.
 - b. The division of land created by court order where the order creates no more than one (1) parcel per party.
 - c. The division of land resulting only in the alteration of parcel boundaries where parcels are altered for the purpose of increasing or reducing the size of contiguous parcels and where the number of parcels is not increased.
 - d. The division of land to create burial plots in a cemetery.
 - e. The division of land to create a parcel that is sold or donated as a gift to an immediate family member; however, this shall be limited to allow the seller or donor to sell or give no more than one (1) parcel per tract of land per immediate family member and shall be further limited to those divisions which do not result in any parcel being smaller than two (2) acres or lacking legal access, and provided further that no new parcel created may be sold or transferred, other than to an immediate family member, for a period of three (3) years after such creation.~~

- ~~f. The division of land created to provide security for mortgages, liens, or deeds of trust, provided that the division of land is not the result of a seller-financed transaction.~~
- ~~g. The division of land to create a parcel that is donated to any trust or nonprofit corporation granted an exemption from federal income tax, as described in section 501(c)(3) of the U.S. IRS Code of 1986, as amended; school, college, or other institution with a defined curriculum and a student body and faculty which conducts classes on a regular basis; or to any church or group organized for the purpose of divine worship, religious teaching, or other specifically religious activity.~~

~~*Technical standards, City of Alamogordo.* The current detailed design standards developed in consultation with industry representatives and city staff. Said design standards and any amendments thereto are enforceable only after approval of the standards by the city commission and shall have the force of ordinance, and shall be in addition to this article and may from time to time supercede the requirements of this article.~~

22-01-030. Procedure for conditional approval.

- ~~(a) Conditional approval procedure (not mandatory). Previous to the filing of an application for street, utility and grading (SUG) approval, the subdivider may submit a general subdivision plan. The subdivider may submit to the planning authority an application and four (4) prints of the following plans and data: (No fee is required.)~~
 - ~~(1) General subdivision information should describe or outline the existing conditions of the site and the proposed development. This information should include land characteristics and available community facilities and utilities; and information describing the subdivision proposal such as number of residential lots, typical lot width and depth, and proposed utilities and street improvements.~~
 - ~~(2) Location map should show the relationship of the proposed subdivision to existing community facilities, which serve or influence the subdivision. Include development name and location, main traffic arteries, public transportation lines, shopping centers, elementary and high schools, parks and playgrounds, other community features such as railroad stations, airports, hospitals and churches, title, scale, north arrow and date.~~
 - ~~(3) Sketch plan on topographic survey if publicly available should show in simple sketch form the proposed layout of streets, lots and other features in relation to existing conditions. The sketch plan may be a free hand pencil sketch made directly on a print of the topographic survey. The sketch plan may also include the existing topographic data listed under this chapter, plats and data for conditional approval, if the subdivider wishes to present such detail at this stage.~~
- ~~(b) Within fifteen (15) working days the planning authority shall inform the subdivider that the plans and data as submitted or as modified do or do not comply with the city comprehensive plan, zoning regulations, or meet the objectives of these regulations. When the planning authority finds the plans and data do not meet the objectives of these regulations it shall express the reasons therefor.~~

22-01-040. Procedure for approval of street, utility, grading plans and the final plat (SUG and FP).

Plans and data for SUG and FP approval:-

- (1) Topographic data required as a basis for the SUG plans shall include existing conditions as follows:
 - a. Boundary lines: bearings and distances;
 - b. Easements: location, width and purpose;
 - c. Streets on and adjacent to the tract: name and right-of-way width and location, type, width and elevation of surfacing, any legally established center line elevations, walks, curbs, gutters, culverts;
 - d. Utilities on and adjacent to the tract: location, size and invert elevation of sanitary, storm and combined sewers, location and size of water mains, location of gas lines, fire hydrants, electric and telephone poles, and street lights. If water mains and sewers are not on or adjacent to the tract, indicate the direction and distance to, and size of nearest ones, showing invert elevation of sewers;
 - e. Ground elevations on the tract based on a U.S. Coast and Geodetic Survey datum plane, also all drainage channels or swales, and at selected points not more than one hundred (100) feet apart in all directions. For land that slopes less than three (3) percent contours shall be at one-foot intervals, three (3) percent to eleven (11) percent contour interval of two-foot, more than eleven (11) percent the contour interval shall be five-foot.
 - f. Soil percolation tests if individual sewage disposal systems are proposed;
 - g. Other conditions on the tract: watercourse, rock out crop, and other significant features;
 - h. Other conditions on adjacent land within fifty (50) feet: approximate direction and gradient of ground slope, including any embankments or retaining walls, character and location of buildings, railroads, power lines, towers and other nearby nonresidential land uses or adverse influences, owners of adjacent un-platted land; for adjacent platted land refer to the subdivision plat by name, recordation date and number, and show approximate percent built-up and typical lot size.
 - i. Zoning on and adjacent to the tract.
 - j. Proposed public improvements per the comprehensive plan.
 - k. Location map showing location of the tract.
 - l. Title and certificate: present tract designation according to official records in office of appropriate recorder, title under which proposed subdivision is to be recorded, with names and addresses of owners, notation stating acreage, scale, north arrow, datum, benchmarks, the appropriate certification of either a professional engineer or land surveyor and date of survey.

- ~~(2) Street, utility and grading plans shall be at a scale of one hundred (100) feet to one (1) inch or larger. It shall show:-~~
- ~~a. Streets: names, right of way and roadway widths, approximate grades and gradients, similar data for alleys, if any;~~
 - ~~b. Other rights of way or easements: location, width and purpose;~~
 - ~~c. Location of utilities, if not shown on other exhibits;~~
 - ~~d. Lot lines, lot numbers, and block numbers;~~
 - ~~e. Sites, if any, to be dedicated for parks, playgrounds or other public uses;~~
 - ~~f. Sites, if any, for multi family dwellings, shopping centers, churches, industry or other nonpublic uses exclusive of single family dwellings;~~
 - ~~g. Front building setback lines and site data, including number of residential lots, typical lot size and acres in parks;~~
 - ~~h. Scale, north arrow and date;~~
 - ~~i. Proposed subdivision name.~~
 - ~~1. The name of the subdivision shall not conflict with that of any other subdivision in the county.~~
 - ~~2. If several plats of a subdivision are to be filed as the development of a large area progresses, the first plat shall bear the name of the subdivision and the words "Unit One." The second and following plats shall bear the name of the subdivision and shall be numbered in consecutive order as "Unit Two" and so forth.~~
 - ~~3. If the subdivision is to be identified as a re-plat of a subdivision and the same subdivision name is to be maintained, the re-plats shall be labeled consecutively, "A," "B," "C," and so forth.~~
 - ~~4. Once a subdivision name and unit number have been submitted and accepted for processing, the name or number shall not be changed without the concurrence of the city.~~
- ~~(3) The SUG plans shall be accompanied by profiles showing existing ground surface and proposed street grades, including extensions for a reasonable distance beyond the limits of the proposed subdivision, typical cross sections of the proposed grading, roadway and sidewalk, and the proposed sanitary and storm water sewers, sewers with grades and sizes indicated. Profiles of streets and utilities shall be drawn to a scale no smaller than one (1) inch to fifty (50) feet horizontally, and a vertical scale of one (1) inch equals five (5) feet for slopes up to three (3) percent and one (1) inch equals ten (10) feet for slopes greater than three (3) percent. Cross sections of streets and utilities shall be drawn to a scale no larger than one (1) inch to five (5) feet horizontally one (1) inch to five (5) feet vertically.~~
- ~~(4) Drainage requirements for existing properties:-~~
- ~~a. Existing properties less than three (3) acres:-~~

1. ~~Provide plot plan with existing ground elevations, and/or contours. Proposed finish grade elevations and finish floor elevations, flow line and top of curb elevations on adjacent streets.~~
 2. ~~Show proposed improvements and disposition of surface runoff.~~
 3. ~~Provide drainage report based on the ten-year storm, showing pre-developed and developed runoff conditions.~~
 - b. ~~Existing properties larger than three (3) acres:~~
 1. ~~Provide plot plan with existing ground elevations, and/or contours. Proposed finish grade elevations and finish floor elevations, flow line and top of curb elevations on adjacent streets.~~
 2. ~~Show proposed improvements and the disposition of surface runoff.~~
 3. ~~Provide drainage report based on the ten-year storm, showing pre-developed and developed runoff conditions.~~
 4. ~~On-site storm water detention or retention required if impervious surfaces will exceed sixty (60) percent of developed lot area. Developed runoff rate (cfs) not to exceed pre-development runoff rate.~~
- (5) ~~Drainage requirements for new subdivisions and street construction or street re-construction:~~
- a. ~~Provide grading and drainage plan with:~~
 1. ~~Existing ground elevations, and/or contours.~~
 2. ~~Proposed finish grade elevations, including house pads, street grades, top of curb and flow line elevations.~~
 - b. ~~Provide drainage report for the subdivision based on the ten-year and fifty-year storm.~~
 - c. ~~Street design capacity, within the subdivision, shall accommodate ten-year storm runoff within the curbs at full subdivision development.~~
 - d. ~~Street design capacity, within the subdivision, shall accommodate fifty-year storm runoff within curbs overtopped not more than six (6) inches at full subdivision development.~~
 - e. ~~Building pads shall be elevated no less than six (6) inches above the fifty-year storm runoff elevation, or not less than one (1) foot above the curb line, whichever is greater.~~
 - f. ~~Inverted crown street sections may be used to accommodate these requirements, when approved by the city engineer.~~
- (6) ~~Seven (7) copies of the SUG plans and supplementary material, as specified, shall be submitted to the city with the application and the required fee.~~
- a. ~~City staff has ten (10) working days to review the SUG plans and other material submitted for conformity thereof to these regulations. On or before the tenth day, a meeting will be held with the subdivider, the subdivider's engineer, and city staff~~

~~authorized as decision making staff to address staff comments. The subdivider and the subdivider's engineer will have five (5) working days to address staff comments and make changes to the SUG plans and turn the corrected information into the planning authority. Application and plans shall then be reviewed by the planning and zoning commission within five (5) working days. After review by the planning and zoning commission, the application and plans will be submitted to the city commission for consideration at the next available regular commission meeting.~~

- ~~b. Upon approval by the city commission of the SUG and FP, the subdivider shall file and record the original final plat with the county clerk and recorder of the county, within ninety (90) days after approval. The subdivider shall further return one (1) electronic file and one (1) mylar reproducible, which clearly shows the recording data, to the city within thirty (30) days of filing the plat. If the final subdivision plat is not filed and recorded with the clerk of the county, and the required copies are not returned to the city, within ninety (90) days after receiving final approval, the subdivision shall revert to preliminary plat status without further notice or action by the city. After reversion to preliminary plat status, any subdivider who wishes to obtain final plat approval shall comply with the procedures set forth in chapter 22 for final plat approval and shall pay all applicable fees for final plat approval.~~
- ~~c. No land shall be offered for sale by reference to such final plat until such has been approved by the city commission and recorded with the county clerk and recorder.~~
- ~~d. The final plat shall be submitted for approval concurrently or within six (6) months after approval of the SUG, otherwise such approval shall become null and void unless an extension of time is applied for and granted by the city.~~
- ~~e. Within thirty (30) days of completion of the construction of required subdivision improvements, one (1) set of stable base reproducibles and one (1) set of prints of the record documents for all utility improvements, within the subject subdivision, shall be filed with the public works department.~~

22-01-050. Final plat.

- ~~(a) The final plat shall be drawn in ink on stable base material on sheets twenty four (24) inches by thirty six (36) inches and shall be at a scale of one hundred (100) feet to one (1) inch or larger. Where necessary, the plat may be on several sheets accompanied by an index sheet showing the entire subdivision. The final plat shall show the following:~~
 - ~~(1) Primary control points approved by the city engineer, or descriptions and "ties" to such control points, to which all dimensions, angles, bearings, and similar data on the plat shall be referenced.~~
 - ~~(2) Tract boundary lines, right of way lines of streets, easements and other rights of way, and property lines of lots and other sites, with accurate dimensions, bearings or deflection angles, and radii, arcs and central angles of all curves.~~
 - ~~(3) Name and right of way width of each street or other rights of way on or adjacent to the tract.~~
 - ~~(4) Location, dimensions and purpose of any easements.~~

- ~~(5) Number to identify each lot and block or tract.~~
 - ~~(6) Purpose for which sites, other than lots, are dedicated or reserved.~~
 - ~~(7) Minimum front building setback line on all lots.~~
 - ~~(8) Location and description of monuments.~~
 - ~~(9) Names of record owners of adjoining unplatted land.~~
 - ~~(10) Reference to recorded subdivision plats of adjoining platted land by record name, date and number.~~
 - ~~(11) Certification by a registered licensed surveyor certifying to the accuracy of the survey and plat.~~
 - ~~(12) Certification of title showing that applicant is the landowner.~~
 - ~~(13) Statement by owner establishing to whom public dedication is being made (i.e., City of Alamogordo, Otero County, etc.) and the specific purpose(s) for the dedication.~~
 - ~~(14) Scale, north arrow and date of survey.~~
 - ~~(15) Approved subdivision name.~~
 - ~~(16) Assigned address of each lot.~~
 - ~~(17) Acreage or square footage for each lot.~~
 - ~~(18) Proof of current tax status with the county assessor.~~
- ~~(b) The subdivider shall be required to enter into a contract with the city, agreeing to abide by and to comply with the layout and drawings, as finally approved, and also, all plans and specifications as approved. The contract shall be a covenant running with the land, shall constitute a lien on the land, and shall serve for five (5) years. The contract may be renewed at the end of the five (5) years, provided that the final plat complies with the current technical standards. This lien shall not arise until the petitioner is in default and the city has incurred costs or other obligations toward the construction of required improvements. This lien may be enforced by a sale of the land to reimburse the city for the costs of installing water and sewer lines, paving streets, installing curbing, sidewalks, alley aprons and gutters, acquiring easements for streets, alleys and other utilities, and otherwise conforming to all the requirements of the subdivision regulations as provided for herein. A final inspection may be requested by either the city or a subdivider. Upon acceptance, the city inspector shall issue a "certificate of acceptance."~~
- ~~(c) The contract shall contain, among other provisions, the following:~~
- ~~(1) For a period ending one (1) year after the city accepts the subdivision improvements for maintenance, the subdivider shall agree to make all repairs to the construction work and replace all defective material or workmanship which may become apparent before or after the subdivision is accepted by the city; and no acceptance or approval by the city, its engineer or other agent or employee shall relieve the subdivider from these obligations. Nor shall the city be deemed to waive any of the requirements of this chapter by virtue of its acceptance of any easement or right of way from the subdivider.~~

- ~~(2) The subdivider shall agree to supply and install at the subdivider's own expense all water lines and sewer lines of approved size, materials and quality within the subdivision in accordance with the current technical standards, and the comprehensive plan, and also outside the subdivision a sufficient distance to connect with the city's sewer and water system, and to furnish and install approved size, materials and quality valves, fire hydrants, manhole rings and covers, with stub-outs for each property, and all appurtenances to such water and sewer system as required to service and support the subdivision.~~
- ~~(3) The subdivider shall agree to protect drainage structures, to build bridges, culverts and such other drainage facilities in the area as may be necessary to protect the subdivision, the city, and other lands in the area from floods by reason of such development.~~
- ~~(4) The subdivider shall agree to compact all backfill to ninety five (95) percent of density as determined by the modified procter method. At six (6) months and at twelve (12) months after completion, the contractor shall re-grade and repair all backfill, if required or directed by the city.~~
- ~~(5) Such contract shall include an agreement with the city to lay and construct all paving, curbs and gutters, and sidewalks, using the current technical standards, and to connect such improvements with the existing paving, curbs, gutters and sidewalks as may be required by the city engineer.~~
- ~~(6) The subdivider shall likewise agree to repair all damages to water lines, sewer lines and manholes at the subdivider's expense.~~
- ~~(7) Materials used in performing the work and developing and completing such subdivision shall be of good quality and laboratory tests and reports of such materials shall be submitted to the city engineer as required. Tests and samples shall be taken and analyzed by methods prescribed by the American Society for Testing Materials, or the American Association of State Highway Officials. The subdivider shall agree to pay for such tests.~~
- ~~(8) The subdivider or owner shall also agree that all subdivision work and/or utilities improvements to be constructed and/or installed by the subdivider or owner in accordance with this chapter shall be subject to inspection and approval by the city and its duly designated agents and/or employees during the progress of the work. The subdivider or owner shall, upon approval of the final subdivision plat and/or plans and specifications for utility installations to be done hereunder, pay to the city the sum of one and one half (1.5) percent of the estimated cost of constructing all such subdivision work and/or utilities improvements, such costs to be estimated by the city, for the city's expense in connection with such checking and inspection.~~

22-01-060. Streets.

- ~~(a) The arrangement, character, extent, width, grade and location of all streets shall conform to the general community or comprehensive plan and shall be considered in their relation to existing and planned streets, to topographical conditions, to public convenience and safety, and in their appropriate relation to the proposed uses of the land to be served by such streets.~~
- ~~(b) Where such is not shown in the comprehensive plan, the arrangement of streets in a subdivision shall either:~~

- ~~(1) Provide for the continuation or appropriate projection of existing principal streets in surrounding areas; or~~
- ~~(2) Conform to a plan for the neighborhood approved or adopted by the city commission to meet a particular situation where topographical or other conditions make continuance or conformance to existing streets impracticable.~~
- ~~(c) Local streets shall be so laid out that their use by through traffic will be discouraged.~~
- ~~(d) Where a subdivision abuts or contains an existing or proposed arterial street, the city may require marginal access streets, deep lots with rear alleys, or such other treatment as may be necessary for adequate protection of residential properties and to afford separation of through and local traffic.~~
- ~~(e) Where a subdivision borders on or contains a railroad right-of-way, the city may require a street approximately parallel to such right-of-way, and on the side of right-of-way adjacent to the subdivision, at a distance suitable for the appropriate use of the intervening land, as for park purposes in residential districts, or for commercial or industrial purposes in appropriate districts. Such distances shall also be determined with due regard for the requirements of approach grades and future grade separations.~~
- ~~(f) Reserve strips controlling access to streets shall be prohibited except where their control is definitely placed in the city under conditions approved by the city. Should these reserve strips become unnecessary due to adjacent development they shall revert to the subdivider or the subdivider's assigns.~~
- ~~(g) A tangent at least one hundred (100) feet long shall be introduced between reverse curves on arterial and collector streets.~~
- ~~(h) When connecting street lines deflect from each other at any one (1) point by more than ten (10) degrees, they shall be connected by a curve with a radius adequate to ensure a slight distance of not less than one hundred (100) feet for local and collector streets and of such greater radii as the city staff shall determine for special cases.~~
- ~~(i) Streets shall be laid out so as to intersect as nearly as possible at right angles and no street shall intersect any other street at less than sixty (60) degrees.~~
- ~~(j) Street right-of-way widths shall be as shown in the city technical standards, hereafter referred to as the "technical standards."~~
- ~~(k) Wherever a one-half (½) street is adjacent to a tract to be subdivided, the other one-half (½) of the street shall be platted within such tract.~~
- ~~(l) No street names shall be used which will duplicate or be confused with the names of existing streets. Street names shall be subject to the approval of the city commission.~~
- ~~(m) Street grades shall comply with the comprehensive plan with due allowances for reasonable vertical curves.~~

22-01-070. Alleys.

- ~~(a) Through alleys shall be provided in each block, unless a variance is granted and the current technical standard requirements are met.~~

- ~~(b) Alley intersections and sharp curves in alignment shall be avoided, but where necessary, corners shall be cut off sufficiently to permit safe vehicular movement.~~

22-01-080. Easements.

- ~~(a) Easements across lots or centered on rear or side lot lines shall be provided for utilities where necessary.~~
- ~~(b) Where a subdivision is traversed by a designated FEMA flow path, there shall be provided a storm water easement or drainage right-of-way conforming substantially with the lines of such watercourse, and such further width or construction, or both, as will be adequate, to handle the volume of flood water which is based on FEMA's fifty year storm event.~~
- ~~(c) Parallel streets or alleys may be required in connection with such watercourses or drainage ways.~~
- ~~(d) Existing detention ponds or drainage channels may be used for flood control.~~

22-01-090. Blocks.

- ~~(a) The lengths, widths and shapes of blocks shall be determined with due regard to:
 - ~~(1) Provision of adequate building sites suitable to the special needs of the type of use contemplated.~~
 - ~~(2) Needs for convenient access, circulation, control and safety of street traffic.~~~~
- ~~(b) Block lengths longer than one thousand eight hundred (1,800) feet shall provide emergency vehicle turnarounds with a fifty foot radius at property line.~~
- ~~(c) Pedestrian crosswalks, meeting the current Manual on Uniform Traffic Control Device (MUTCD) standards, shall be installed at required intersections as directed by the city engineer.~~

22-01-100. Lots.

- ~~(a) The lot size, width, depth, shape and orientation, and the minimum building setback lines shall be appropriate for the zoning of the subdivision and for the type of development and use contemplated.~~
- ~~(b) Lot dimensions shall conform to the requirements of the zoning regulations and the comprehensive plan.
 - ~~(1) When a lot cannot be served by a public sewer but requires an approved and registered septic tank system, the minimum lot area shall conform with the appropriate state regulations and shall be approved by the environmental improvement department of the state.~~
 - ~~(2) Depth and width of properties reserved or laid out for commercial and industrial purposes shall comply with the current property zoning.~~~~
- ~~(c) Corner lots for residential use shall have extra width to permit appropriate building setback from and orientation to both streets.~~

- ~~(d) The subdividing of the land shall be such as to provide, by means of a street or easement, each lot with satisfactory access to any existing public streets.~~
- ~~(e) Double frontage lots should be avoided except where essential to provide separation of residential development from traffic arteries or to overcome specific disadvantages of topography and orientation.~~
- ~~(f) Side lot lines shall be substantially at right angles or radial to street lines.~~

22-01-110. Public sites and open spaces.

- ~~(a) Any subdivision, re-subdivision or phased development, where the subdivider is installing public infrastructure, i.e., water lines, sewer lines and curb, gutter and paving, the subdivider shall pay three (3) percent of the subdivider's own engineer's estimate of the installed cost of infrastructure. These funds shall be deposited in a fund specifically used for the acquisition and development of parks, playgrounds and/or other public recreation uses within the park zone established by the comprehensive plan in which the new development is located, or for other necessary public infrastructure. These funds must be paid at the time the subdivision is approved. For a phased development the subdivider will pay into the park zone fund five (5) percent of the estimated infrastructure costs of that phase. Should the subdivider choose, and the city agrees, the subdivider may dedicate five (5) percent of the total land area of the entire proposed subdivision to the city for use as a park, public facility, or fire station. The minimum size for this dedication shall be one (1) acre. Development by the city shall begin within two (2) years after the subdivision reaches seventy five (75) percent occupancy of the phase in which public land dedication is located; or, the land will revert back to the subdivider.~~
- ~~(b) If locations for schools are set aside by the comprehensive plan in any proposed subdivision, the school board may purchase such lands from the subdivider for school purposes.~~
- ~~(c) When additional right-of-way is required by the city for streets or easements and is not shown on the comprehensive plan or designated in its floodplain management ordinance, the city shall pay the subdivider for the current appraised value of that portion of the land, as determined by an independent certified appraiser.~~

22-01-120. Monuments.

~~Monuments shall be placed at all block corners, angle points, points of curves in streets, and at all property corners. Such monuments shall be made of metal at least one half (1/2) inch in diameter and sixteen (16) inches long with the surveyor's license number on a cap affixed to the top of the rebar.~~

22-01-130. Utility and street improvements.

- ~~(a) Utility and street improvements shall be provided in each new subdivision in accordance with the current technical standards, and in accordance with the comprehensive plan, and all amendments, modifications and/or additions thereto as may be approved and adopted by the city commission in official session. In any instance in which there is any conflict between the technical standards and the comprehensive plan, the more stringent requirement shall apply.~~

- ~~(c) All handicapped curb returns, alley aprons, asphaltic pavement, curbs and gutters, street improvements, water and sewer lines, and other work to be performed and/or constructed by the subdivider pursuant to this chapter shall be completed on each approved phase of development of the subdivision before the occupancy of any homes or other structures on that approved phase of development. The city may, however, issue a temporary certificate of occupancy until this work is completed.~~
- ~~(d) In any development in which lots have not been built out within five (5) years of final acceptance, the subdivider shall complete the sidewalks on all vacant lots.~~

22-01-140. Hardships.

- ~~(a) *Generally.* Where the city commission finds that extraordinary hardships may result from strict compliance with these regulations, it may vary the regulations so that substantial justice may be done and the public interest secured; provided, that such variation will not have the effect of nullifying the intent and purpose of the comprehensive plan or these regulations.~~
- ~~(b) *Large scale developments.* The standards and requirements of these regulations may be modified by the city commission in the case of a plan and program for a new town, a complete community, or a neighborhood unit, which in the judgment of the city commission provides adequate public spaces and improvements for the circulation, recreation, light, air and service needs of the tract when fully developed and populated and which also provides such covenants or other legal provisions as will assure conformity to and achievement of the plan.~~

22-01-150. Conditions.

~~In granting variances and modifications, the city commission may require such conditions as will, in its judgment, secure substantially the objectives of the standards or requirements so varied or modified.~~

22-01-160. Municipal liens.

~~Parcels of land which have been assessed for street, water, sewer or other improvements may be subdivided under the following conditions:-~~

- ~~(1) Payments on the assessment lien must be current.~~
- ~~(2) The submission of documents to the planning authority must include a division of the outstanding assessment among the lots proposed to be created by the subdivision.~~
- ~~(3) Upon the transfer of any lot in the newly created subdivision by any method, the assessment against the lot to be transferred must be paid in full.~~

22-01-170. Summary subdivisions.

- ~~(a) *Eligibility.* The summary subdivision procedure may be used to add, move or remove lot lines provided that:-~~
 - ~~(1) The number of total lots does not increase by more than two (2);~~
 - ~~(2) All resulting lots meet minimum lot size requirements;~~

- ~~(3) The payments on all outstanding municipal liens are current.~~
 - ~~(4) Upon the transfer of any newly created lot by any method, the outstanding assessment on that lot must be paid in full.~~
 - ~~(5) No provisions are required by the city for utilities, easements, right of way or drainage;~~
 - ~~(6) All owners of the subject property sign the plat and application;~~
 - ~~(7) The summary procedure is available for original plats and re-plats, either within the city or within the extra-territorial platting jurisdiction.~~
- ~~(b) *Submission requirements.* The applicant is required to submit to the city the following:~~
- ~~(1) Completed application form, including waiver of public hearing;~~
 - ~~(2) Applicable fees in accordance with Appendix I of this Code;~~
 - ~~(3) The original mylar and ten (10) copies of a final plat meeting all the requirements of subsection 22-01-050.~~
 - ~~(4) The submission to the planning authority includes a division of any remaining assessment lien among any lots created by the summary subdivision.~~
 - ~~(5) For subdivisions located within the city's extra-territorial jurisdiction, one (1) copy of the disclosure statement.~~
- ~~(c) *Procedure.*~~
- ~~(1) Within ten (10) working days of receiving the application and all required submissions, the city will make an initial determination of eligibility for summary approval. If the proposal is ineligible, the city will promptly notify the applicant that the full subdivision procedure is required. If the proposal is facially eligible for summary procedure, the planning authority will forward the proposal to the city manager with staff comments and recommendations.~~
 - ~~(2) Within ten (10) working days of receiving the application, the city manager will determine whether the subdivision is approved or should be diverted to the city commission for review.~~
 - ~~(3) If the city manager approves the summary subdivision, the city manager shall sign the plat signifying approval by the city and shall return it to the applicant for filing.~~
 - ~~(4) The city manager may, with sole discretion, divert the subdivision application to the city commission for consideration. In that event, the city manager shall notify the applicant in writing and place the item on the next available city commission agenda. The applicant will then be required to reimburse the city for five (5) additional copies of the plat.~~
- ~~(d) *Reservations.* By providing for the summary subdivision procedure, the city does not waive its rights to require the applicant to satisfy the city's usual requirements for subdivision approval including, but not limited to, the following:~~
- ~~(1) Public infrastructure, such as streets, alleys, utilities and suitable access;~~
 - ~~(2) Public land dedication or cash contributions in lieu thereof if cash contributions are otherwise required;~~

~~(3) Provisions for adequately addressing anticipated drainage problems or unstable soil conditions; and~~

~~(4) Requirements for waiver of protest agreements and avigation easements.~~

~~Such requirements may be addressed as a condition of summary subdivision approval, if practicable. If agreement is not reached, either the city manager or the applicant may require that the application be placed on the next available city commission agenda.~~

~~(e) *Certificate of survey procedure.* Nothing in this section is intended to limit the availability of the certificate of survey procedure contained in section 3-20-2, N.M.S.A. 1978, as amended or superseded from time to time, provided that all applicable requirements are met.~~

~~(f) *Extra-territorial platting jurisdiction.* Approval by the city of a summary subdivision application will not relieve the applicant of the requirement of approval by the county for subdivisions within the city's extra-territorial platting jurisdiction.~~

22-01-180. Exempted subdivisions.

~~(a) *Eligibility.* The exempted subdivision procedure may be used provided that:~~

~~(1) The division qualifies under one (1) of the seven (7) exemptions listed in the definition of subdivision.~~

~~(2) All resulting lots meet the current applicable minimum lot size requirements. Any resulting lots cannot create a violation of the current technical standards or zoning regulations, without an approved variance.~~

~~(3) The payments on all outstanding liens are current.~~

~~(4) Upon the transfer of any newly created lot by any method, the outstanding assessment on that lot must be paid in full.~~

~~(5) All owners of the subject property sign the plat and application;~~

~~(6) The exempted subdivision procedure is available for original plats and replats, either within the city or within the extra-territorial platting jurisdiction.~~

~~(b) *Submission requirements.* The applicant is required to submit to the city the following:~~

~~(1) Completed application form, including waiver of public hearing;~~

~~(2) Applicable fees;~~

~~(3) An original mylar and two (2) copies of the final plat meeting all the requirements of subsection 22-01-140(a)~~

~~(4) The submission to the planning authority includes a division of any remaining assessment lien among any lots created by the exempted subdivision.~~

~~(5) Exemption 2 must be accompanied by an official copy of the court order.~~

~~(6) Exemption 5 must be accompanied by the proposed conveyancing document and birth certificate, adoption certificate or marriage license.~~

~~(7) Exemption 6 must be accompanied by the financing documents.~~

~~(8) Exemption 7 must be accompanied by copies of the IRS exemption letter and/or other documents demonstrating entitlement to exemption.~~

~~(e) Procedure. Within ten (10) working days of receiving the application and all required submissions, the planning authority will make a determination of eligibility for exempted approval. If the proposal is ineligible, the planning authority will promptly notify the applicant that the full subdivision procedure is required. If the proposal is eligible for the exempted procedure the planning authority will forward the subdivision to the city manager for signature. Within five (5) working days, the city manager will sign the plat and return it to the owner for recording with the county clerk.~~

PASSED, APPROVED, AND ADOPTED this _____ day of _____, 2026.

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

By: _____
Sharon McDonald, Mayor

ATTEST:

Rachel Hughs, City Clerk

APPROVED AS TO FORM:

Darrell Mori, City Attorney

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/06/2026

Report No: 9.

Submitted By: Deborah Osborne

Subject: Consider, and act upon, Ordinance 1725 for first publication authorizing the execution and delivery of a loan and subsidy agreement in the total amount of \$3,083,455 between the City of Alamogordo and New Mexico Finance Authority. (*Evelyn Huff, Finance Director*) **(Roll Call Vote Required)**

Fiscal Impact: Loan, \$3,083,455.00; match, \$462,520.00
Amount Budgeted: \$0.00
Fund: 082/061

Additional Fiscal Impact: The total loan/grant equals \$3,083,455.00. The loan amount shall be \$1,233,382.00, with an interest amount of 0% and an administrative fee of one-quarter of one percent (0.25%) per annum of the unpaid principal balance of the loan amount. The grant amount shall not equal more than \$1,850,073.00. The City has a match of \$462,520.00.

Recommendation: Approve Ordinance No. 1725 for first publication.

Background: On September 10, 2024, the City Commission approved an application to the New Mexico Finance Authority Water Trust Board, in the amount of \$3,083,455.00, with a 15% match requirement of \$462,520.00, to replace approximately 1.7 miles of waterline in the Granada Hills area, Alamogordo, NM. The loan/grant was subsequently awarded, and Ordinance No. 1725 authorizes the execution and delivery of a loan and subsidy agreement between the City of Alamogordo and New Mexico Finance Authority. The Ordinance further establishes all terms and conditions of the loan agreement. The City will pay a principal amount of no more than \$1,233,382.00, together with 0% interest and an administrative fee of one-quarter of one percent (0.25%) per annum of the unpaid principal balance of the loan amount. The loan amount and administrative fee shall be payable in 20 annual installments and shall commence on 06/01/2028 and terminate on 06/01/2047. The grant amount shall not equal more than \$1,850,073.00 and the City's match will be \$462,520.00.

**CITY OF ALAMOGORDO, OTERO COUNTY, NEW MEXICO
ORDINANCE NO. 1725**

AN ORDINANCE AUTHORIZING THE EXECUTION AND DELIVERY OF A WATER PROJECT FUND LOAN/GRANT AGREEMENT BY AND BETWEEN THE NEW MEXICO FINANCE AUTHORITY (“NMFA”) AND THE CITY OF ALAMOGORDO (THE “BORROWER/GRANTEE”), IN THE TOTAL AMOUNT OF \$3,083,455, INCLUDING A LOAN IN THE AMOUNT OF \$1,233,382 EVIDENCING AN OBLIGATION OF THE BORROWER/GRANTEE TO UTILIZE THE LOAN/GRANT AMOUNT SOLELY FOR THE PURPOSE OF FINANCING THE COSTS OF CONSTRUCTING WATERLINE REPLACEMENT TO THE GRANADA HILLS AREA, AND SOLELY IN THE MANNER DESCRIBED IN THE LOAN/GRANT AGREEMENT; PROVIDING FOR THE PLEDGE AND PAYMENT OF THE LOAN AMOUNT AND AN ADMINISTRATIVE FEE SOLELY FROM THE NET SYSTEM REVENUES OF THE WATER UTILITY SYSTEM OF THE BORROWER/GRANTEE; CERTIFYING THAT THE LOAN/GRANT AMOUNT, TOGETHER WITH OTHER FUNDS AVAILABLE TO THE BORROWER/GRANTEE, IS SUFFICIENT TO COMPLETE THE PROJECT; APPROVING THE FORM OF AND OTHER DETAILS CONCERNING THE LOAN/GRANT AGREEMENT; RATIFYING ACTIONS HERETOFORE TAKEN; REPEALING ALL ACTION INCONSISTENT WITH THIS ORDINANCE; AND AUTHORIZING THE TAKING OF OTHER ACTIONS IN CONNECTION WITH THE EXECUTION AND DELIVERY OF THE LOAN/GRANT AGREEMENT.

Capitalized terms used in the following preambles have the same meaning as defined in this Ordinance unless the context requires otherwise.

WHEREAS, the Borrower/Grantee is a legally and regularly created, established, duly organized and existing municipality under and pursuant to the laws of the State and more specifically, NMSA 1978, §§ 3-1-1 through 3-66-11, as amended, is a qualifying entity under the Water Project Finance Act and is qualified for financial assistance as determined by the NMFA and approved by the Water Trust Board pursuant to the Board Rules, the Policies and the Act; and

WHEREAS, pursuant to the Board Rules the Water Trust Board has recommended the Project for funding as a Qualifying Project to the Legislature; and

WHEREAS, Chapter 35, Laws 2025, being House Bill 206 of the 2025 Regular New Mexico Legislative Session, authorized the funding of the Project from the Water Project Fund; and

WHEREAS, the Water Trust Board has recommended that the NMFA enter into and administer the Loan/Grant Agreement in order to finance the Project; and

WHEREAS, the NMFA approved on September 25, 2025 that the Borrower/Grantee receive financial assistance in the form of the Loan/Grant; and

WHEREAS, the Governing Body has determined and hereby determines that the Project may be financed with amounts granted and loaned pursuant to the Loan/Grant Agreement, that the Loan/Grant Amount, together with the Additional Funding Amount and other moneys available to the Borrower/Grantee, is sufficient to complete the Project, and that it is in the best interest of the Borrower/Grantee and the constituent public it serves that the Loan/Grant Agreement be executed and delivered and that the funding of the Project take place by executing and delivering the Loan/Grant Agreement; and

WHEREAS, the Governing Body has determined that it may lawfully enter into the Loan/Grant Agreement, accept the Loan/Grant Amount and be bound to the obligations and by the restrictions thereunder; and

WHEREAS, the Loan/Grant Agreement shall not constitute a general obligation of the Borrower/Grantee, the Water Trust Board or the NMFA or a debt or pledge of the full faith and credit of the Borrower/Grantee, the Water Trust Board, the NMFA or the State; and

WHEREAS, there have been presented to the Governing Body and there presently are on file with the City Clerk this Ordinance and the form of the Loan/Grant Agreement which is incorporated by reference and considered to be a part hereof; and

WHEREAS, the Governing Body hereby determines that the Additional Funding Amount is now available to the Borrower/Grantee to complete the Project; and

WHEREAS, the Borrower/Grantee has met or will meet prior to the first disbursement of any portion of the Loan/Grant Amount, the Conditions and readiness to proceed requirements established for the portion of the Loan/Grant Amount disbursed or caused to be disbursed by the NMFA, including but not limited to the requirements of Executive Order 2013-006; and

WHEREAS, all required authorizations, consents and approvals in connection with (i) the use of the Loan/Grant Amount for the purposes described, and according to the restrictions set forth, in the Loan/Grant Agreement; (ii) the availability of other moneys necessary and sufficient, together with the Loan/Grant Amount, to complete the Project; and (iii) the authorization, execution and delivery of the Loan/Grant Agreement which are required to have been obtained by the date of this Ordinance, have been obtained or are reasonably expected to be obtained.

NOW, THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF CITY OF ALAMOGORDO, OTERO COUNTY, NEW MEXICO:

Section 1. Definitions. As used in this Ordinance, the following terms shall, for all purposes, have the meanings herein specified, unless the context clearly requires otherwise (such meanings to be equally applicable to both the singular and the plural forms of the terms defined); and, any term not defined herein shall have the definition given it by the Loan/Grant Agreement:

“ACH Authorization” means the authorization for direct payment to the NMFA by ACH made by the Borrower/Grantee on the form required by the bank or other entity at which the account is held, from which the Pledged Revenues will be paid.

“Act” means the general laws of the State, particularly the Water Project Finance Act, NMSA 1978, §§ 72-4A-1 through 72-4A-11, and enactments of the Governing Body relating to the Loan/Grant Agreement, including this Ordinance, all as amended and supplemented.

“Additional Funding Amount” means the amount to be provided by the Borrower/Grantee which includes the total value of the Soft Match or Hard Match (each as defined in Section 4.2 of the Policies) which, in combination with the Loan/Grant Amount and other moneys available to the Borrower/Grantee, is sufficient to complete the Project and to provide matching funds required to complete the Project. The Additional Funding Amount is \$462,520.

“Administrative Fee” or “Administrative Fee Component” means an amount equal to one-quarter of one percent (0.25%) per annum of the unpaid principal balance of the Loan Amount, taking into account both payments made by the Borrower/Grantee and hardship waivers of payments granted to the Borrower/Grantee pursuant to Section 5.1(a)(iii) of the Loan/Grant Agreement.

“Authorized Officers” means any one or more of the Mayor, City Manager and City Clerk of the Borrower/Grantee.

“Board Rules” means Review and Eligibility of Proposed Water Projects, New Mexico Water Trust Board, 19.25.10 NMAC.

“Borrower/Grantee” means the City of Alamogordo in Otero County, New Mexico.

“Closing Date” means the date of execution and delivery of the Loan/Grant Agreement, by the Borrower/Grantee and the NMFA.

“Completion Date” means the date of final payment of the cost of the Project.

“Conditions” has the meaning given to that term in the Loan/Grant Agreement.

“Eligible Items” means eligible Project costs for which grants and loans may be made pursuant to NMSA 1978, § 72-4A-7(C), as amended, of the Act, the Board Rules and applicable Policies, and includes, without limitation, Eligible Legal Costs.

“Eligible Legal Costs” has the meaning given to that term in the Loan/Grant Agreement.

“NMFA” means the New Mexico Finance Authority.

“Generally Accepted Accounting Principles” means the officially established accounting principles applicable to the Borrower/Grantee consisting of the statements, determinations and other official pronouncements of the Government Accounting Standards Board, Financial Accounting Standards Board, Federal Accounting Standards Board or other principle-setting body acceptable to the Lender/Grantor establishing accounting principles applicable to the Borrower/Grantee.

“Governing Body” means the duly organized City Commission of the Borrower/Grantee, or any successor governing body of the Borrower/Grantee.

“Grant” or “Grant Amount” means the amount provided to the Borrower/Grantee as a grant pursuant to the Loan/Grant Agreement for the purpose of funding the Project, and shall not equal more than \$1,850,073.

“Gross Revenues” has the meaning given to that term in the Loan/Grant Agreement.

“Herein,” “hereby,” “hereunder,” “hereof,” “hereinabove” and “hereafter” refer to this entire Ordinance and not solely to the particular section or paragraph of this Ordinance in which such word is used.

“Loan” or “Loan Amount” means the amount provided to the Borrower/Grantee as a loan pursuant to the Loan/Grant Agreement for the purpose of funding the Project, in the maximum amount of \$1,233,382.

“Loan/Grant” or “Loan/Grant Amount” means the combined amount partially provided to the Borrower/Grantee as the Grant Amount and partially borrowed by the Borrower/Grantee as the Loan Amount pursuant to the Loan/Grant Agreement for the purpose of funding the Project, and shall not equal more than \$3,083,455.

“Loan/Grant Agreement” means the Water Project Fund Loan/Grant Agreement entered into by and between the Borrower/Grantee and the NMFA as authorized by this Ordinance.

“Net System Revenues” means the Gross Revenues of the System minus Operation and Maintenance Expenses, indirect charges, amounts expended for capital replacements and repairs, required set asides for debt and replacement requirements, and any other payments from the gross revenues reasonably required for operation of the System.

“NMAC” means the New Mexico Administrative Code.

“NMSA 1978” means the New Mexico Statutes Annotated, 1978 Compilation, as amended and supplemented from time to time.

“Operation and Maintenance Expenses” has the meaning given to that term in the Loan/Grant Agreement.

“Ordinance” means this Ordinance as it may be supplemented or amended from time to time.

“Pledged Revenues” means the Net System Revenues of the System of the Borrower/Grantee pledged to the payment of the Loan Payments and Administrative Fee pursuant to this Ordinance and the Loan/Grant Agreement and described in the Term Sheet.

“Project” means the project(s) described on the Term Sheet.

“Project Account” means the book account established by the NMFA in the name of the Borrower/Grantee for purposes of tracking expenditure of the Loan/Grant Amount by the Borrower/Grantee to pay for the costs of the Project, as shown in the Term Sheet, which account shall be kept separate and apart from all other accounts of the NMFA.

“Qualifying Water Project” means a water project for (i) storage, conveyance or delivery of water to end-users; (ii) implementation of the federal Endangered Species Act of 1973 collaborative programs; (iii) wastewater conveyance and treatment; (iv) restoration and management of watersheds; (v) flood prevention or (vi) water conservation or recycling, treatment or reuse of water as provided by law; and which has been approved by the state legislature pursuant to NMSA 1978, § 72-4A-9(B), as amended.

“State” means the State of New Mexico.

“System” means the water utility system operated pursuant to the City Charter of the Borrower/Grantee, owned and operated by the Borrower/Grantee, and of which the Project, when completed, will form part, and as further defined in the Agreement.

“Term Sheet” means Exhibit “A” attached to the Loan/Grant Agreement.

“Useful Life” means the structural and material design life of the Project, including planning and design features, as required by the Act and the Board Rules.

“Water Project Fund” means the fund of the same name created pursuant to the Act and held and administered by the NMFA.

“Water Trust Board” or “WTB” means the water trust board created and established pursuant to the Act.

Section 2. Ratification. All action heretofore taken (not inconsistent with the provisions of this Ordinance) by the Borrower/Grantee and officers of the Borrower/Grantee directed toward the acquisition and completion of the Project, the pledge of the Pledged Revenues to payment of amounts due under the Loan/Grant Agreement, and the execution and delivery of the Loan/Grant Agreement shall be, and the same hereby is, ratified, approved and confirmed.

Section 3. Authorization of the Project and the Loan/Grant Agreement. The acquisition and completion of the Project and the method of funding the Project through execution and delivery of the Loan/Grant Agreement and the other documents related to the transaction are hereby authorized and ordered. The Project is for the benefit and use of the Borrower/Grantee and the public whom it serves.

Section 4. Findings. The Governing Body hereby declares that it has considered all relevant information and data and hereby makes the following findings:

A. The Project is needed to meet the needs of the Borrower/Grantee and the public whom it serves.

B. Moneys available and on hand for the Project from all sources other than the Loan/Grant are not sufficient to defray the cost of acquiring and completing the Project but, together with the Loan/Grant Amount, are sufficient to complete the Project.

C. The Project and the execution and delivery of the Loan/Grant Agreement pursuant to the Act to provide funds for the financing of the Project are necessary, convenient and

in furtherance of the governmental purposes of the Borrower/Grantee, and in the interest of the public health, safety, and welfare of the constituent public served by the Borrower/Grantee.

D. The Borrower/Grantee will acquire and complete the Project with the proceeds of the Loan/Grant, the Additional Funding Amount and other amounts available to the Borrower/Grantee, and except as otherwise expressly provided by the Loan/Grant Agreement, will utilize, operate and maintain the Project for the duration of its Useful Life, as required by NMSA 1978, § 72-4A-7(A)(1), as amended.

E. Together with the Loan/Grant Amount, and other amounts available to the Borrower/Grantee, the Additional Funding Amount is now available to the Borrower/Grantee, and in combination with the Loan/Grant Amount, will be sufficient to complete the Project.

F. The NMFA shall maintain on behalf of the Borrower/Grantee a separate Project Account as a book account only on behalf of the Borrower/Grantee and financial records in accordance with Generally Accepted Accounting Principles during the construction or implementation of the Project.

G. The Borrower/Grantee has acquired title to or easements or rights of way on the real property upon which the Project is being constructed or located as provided in the Loan/Grant Agreement.

Section 5. Loan/Grant Agreement—Authorization and Detail.

A. Authorization. This Ordinance has been adopted by the affirmative vote of at least a three-fourths majority of all of the members of the Governing Body. For the purpose of protecting the public health, conserving the property, and protecting the general welfare and prosperity of the constituent public served by the Borrower/Grantee and acquiring and completing the Project, it is hereby declared necessary that the Borrower/Grantee execute and deliver the Loan/Grant Agreement evidencing the Borrower/Grantee's acceptance of the Grant Amount of \$1,850,073 and borrowing the Loan Amount of \$1,233,382 to be utilized solely for Eligible Items necessary to complete the Project, and solely in the manner and according to the restrictions set forth in the Loan/Grant Agreement, the execution and delivery of which is hereby authorized. The Borrower/Grantee shall use the Loan/Grant Amount to finance the acquisition and completion of the Project.

B. Detail. The Loan/Grant Agreement shall be in substantially the form of the Loan/Grant Agreement presented at the meeting of the Governing Body at which this Ordinance was adopted. The Grant shall be in the amount of \$1,850,073 and the Loan shall be in the amount of \$1,233,382. Interest on the Loan Amount shall be zero percent (0%) per annum of the unpaid principal balance of the Loan Amount, and the Administrative Fee shall be one-quarter of one percent (0.25%) per annum of the unpaid principal balance of the Loan Amount, taking into account both payments made by the Borrower/Grantee and hardship waivers of payments granted to the Borrower/Grantee.

Section 6. Approval of Loan/Grant Agreement. The form of the Loan/Grant Agreement as presented at the meeting of the Governing Body at which this Ordinance was

adopted, is hereby approved. Authorized Officers are hereby individually authorized to execute, acknowledge and deliver the Loan/Grant Agreement with such changes, insertions and omissions as may be approved by such individual Authorized Officers, and the City Clerk is hereby authorized to attest the Loan/Grant Agreement. The execution of the Loan/Grant Agreement shall be conclusive evidence of such approval.

Section 7. Security. The Loan Amount and Administrative Fee shall be solely secured by the pledge of the Pledged Revenues herein made and as set forth in the Loan/Grant Agreement.

Section 8. Disposition of Proceeds: Completion of the Project.

A. Project Account. The Borrower/Grantee hereby consents to creation of the Project Account by the NMFA. Until the Completion Date, the amount of the Loan/Grant credited to the Project Account shall be used and paid out solely for Eligible Items necessary to acquire and complete the Project in compliance with applicable law and the provisions of the Loan/Grant Agreement.

B. Completion of the Project. The Borrower/Grantee shall proceed to complete the Project with all due diligence. Upon the Completion Date, the Borrower/Grantee shall execute a certificate stating that completion of and payment for the Project has been completed. Following the Completion Date or the earlier expiration of the time allowed for disbursement of Loan/Grant funds as provided in the Loan/Grant Agreement, any balance remaining in the Project Account shall be transferred and deposited into the Water Project Fund or otherwise distributed as provided in the Loan/Grant Agreement.

C. NMFA Not Responsible. Borrower/Grantee shall apply the funds derived from the Loan/Grant Agreement as provided therein, and in particular Article VII of the Loan/Grant Agreement. The NMFA shall not in any manner be responsible for the application or disposal by the Borrower/Grantee or by its officers of the funds derived from the Loan/Grant Agreement or of any other funds held by or made available to the Borrower/Grantee in connection with the Project. NMFA shall not be liable for the refusal or failure of any other agency of the State to transfer any portion of the Loan/Grant Amount in its possession, custody and control to the NMFA for disbursement to the Borrower/Grantee, or to honor any request for such transfer or disbursement of the Loan/Grant Amount.

Section 9. Payment of Loan Amount and ACH Authorization. Pursuant to the Loan/Grant Agreement, the Borrower/Grantee shall pay the Loan Amount and Administrative Fee directly from the Pledged Revenues to the NMFA as provided in the Loan/Grant Agreement in an amount sufficient to pay principal and other amounts due under the Loan/Grant Agreement and to cure any deficiencies in the payment of the Loan Amount or other amounts due under the Loan/Grant Agreement. The Borrower/Grantee hereby consents to the creation of an ACH authorization agreement for the purpose of making regular electronic payments of the Loan Amount and Administrative Fee, if at any applicable point in time during the Agreement Term the Borrower/Grantee desires to use such payment method for the purposes of the Loan.

Section 10. Lien on Pledged Revenues. Pursuant to the Loan/Grant Agreement, the Loan/Grant Agreement constitutes an irrevocable lien (but not an exclusive lien) upon the Pledged

Revenues to the extent of the Loan Amount and the Administrative Fee, the priority of which is consistent with that shown on the Term Sheet.

Section 11. Authorized Officers. Authorized Officers are hereby individually authorized and directed to execute and deliver any and all papers, instruments, opinions, affidavits and other documents and to do and cause to be done any and all acts and things necessary or proper for carrying out this Ordinance, the Loan/Grant Agreement and all other transactions contemplated hereby and thereby. Authorized Officers are hereby individually authorized to do all acts and things required of them by this Ordinance and the Loan/Grant Agreement for the full, punctual and complete performance of all the terms, covenants and agreements contained in this Ordinance and the Loan/Grant Agreement including but not limited to, the execution and delivery of closing documents in connection with the execution and delivery of the Loan/Grant Agreement.

Section 12. Amendment of Ordinance. This Ordinance after its adoption may be amended without receipt by the Borrower/Grantee of any additional consideration, but only with the prior written consent of the NMFA.

Section 13. Ordinance Irrepealable. After the Loan/Grant Agreement has been executed and delivered, this Ordinance shall be and remain irrepealable until all obligations due under the Loan/Grant Agreement shall be fully discharged, as herein provided.

Section 14. Severability Clause. If any section, paragraph, clause or provision of this Ordinance shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Ordinance.

Section 15. Repealer Clause. All bylaws, orders, ordinances, resolutions, or parts thereof, inconsistent herewith are hereby repealed to the extent only of such inconsistency. This repealer shall not be construed to revive any bylaw, order, resolution or ordinance, or part thereof, heretofore repealed.

Section 16. Effective Date. Upon due adoption of this Ordinance, it shall be recorded in the book of the Borrower/Grantee kept for that purpose, authenticated by the signatures of the Mayor and City Clerk of the Borrower/Grantee, and this Ordinance shall be in full force and effect thereafter, in accordance with law; provided, however, that if recording is not required for the effectiveness of this Ordinance, this Ordinance shall be effective upon adoption of this Ordinance by the Governing Body.

Section 17. General Summary for Publication. Pursuant to the general laws of the State, the title and a general summary of the subject matter contained in this Ordinance shall be published in substantially the following form:

[Remainder of page intentionally left blank.]

[Form of Notice of Adoption of Ordinance for Publication]

**CITY OF ALAMOGORDO, OTERO COUNTY, NEW MEXICO
NOTICE OF ADOPTION OF ORDINANCE**

Notice is hereby given of the title and of a general summary of the subject matter contained in Ordinance No. 1725, duly adopted and approved by the City Commission of City of Alamogordo on June 9, 2026. A complete copy of the Ordinance is available for public inspection during normal and regular business hours in the office of the City Clerk, at 1376 E. Ninth Street, Alamogordo, New Mexico 88310.

The title of the Ordinance is:

**CITY OF ALAMOGORDO, OTERO COUNTY, NEW MEXICO
ORDINANCE NO. 1725**

AN ORDINANCE AUTHORIZING THE EXECUTION AND DELIVERY OF A WATER PROJECT FUND LOAN/GRANT AGREEMENT BY AND BETWEEN THE NEW MEXICO FINANCE AUTHORITY (“NMFA”) AND THE CITY OF ALAMOGORDO (THE “BORROWER/GRANTEE”), IN THE TOTAL AMOUNT OF \$3,083,455, INCLUDING A LOAN IN THE AMOUNT OF \$1,233,382 EVIDENCING AN OBLIGATION OF THE BORROWER/GRANTEE TO UTILIZE THE LOAN/GRANT AMOUNT SOLELY FOR THE PURPOSE OF FINANCING THE COSTS OF CONSTRUCTING WATERLINE REPLACEMENT TO THE GRANADA HILLS AREA, AND SOLELY IN THE MANNER DESCRIBED IN THE LOAN/GRANT AGREEMENT; PROVIDING FOR THE PLEDGE AND PAYMENT OF THE LOAN AMOUNT AND AN ADMINISTRATIVE FEE SOLELY FROM THE NET SYSTEM REVENUES OF THE WATER UTILITY SYSTEM OF THE BORROWER/GRANTEE; CERTIFYING THAT THE LOAN/GRANT AMOUNT, TOGETHER WITH OTHER FUNDS AVAILABLE TO THE BORROWER/GRANTEE, IS SUFFICIENT TO COMPLETE THE PROJECT; APPROVING THE FORM OF AND OTHER DETAILS CONCERNING THE LOAN/GRANT AGREEMENT; RATIFYING ACTIONS HERETOFORE TAKEN; REPEALING ALL ACTION INCONSISTENT WITH THIS ORDINANCE; AND AUTHORIZING THE TAKING OF OTHER ACTIONS IN CONNECTION WITH THE EXECUTION AND DELIVERY OF THE LOAN/GRANT AGREEMENT.

A general summary of the subject matter of the Ordinance is contained in its title. This notice constitutes compliance with NMSA 1978, § 6-14-6, as amended.

[End of Form of Notice of Adoption for Publication]

PASSED, APPROVED AND ADOPTED THIS 9TH DAY OF JUNE, 2026.

CITY OF ALAMOGORDO, OTERO COUNTY,
NEW MEXICO, a New Mexico municipal
corporation

By _____
Sharon McDonald, Mayor

[SEAL]

ATTEST:

By _____
Rachel Hughs, City Clerk

APPROVED AS TO FORM:

By _____
Darrell Mori, City Attorney

[Remainder of page intentionally left blank.]

Governing Body Member _____ then moved adoption of the foregoing Ordinance, duly seconded by Governing Body Member _____.

The motion to adopt the Ordinance, upon being put to a vote, was passed and adopted on the following recorded vote:

Those Voting Aye:

Those Voting Nay:

Those Absent:

_____ () Members of the Governing Body having voted in favor of the motion, the Mayor declared the motion carried and the Ordinance adopted, whereupon the City Clerk and City Clerk signed the Ordinance upon the records of the minutes of the Governing Body.

After consideration of matters not relating to the Ordinance, the meeting upon motion duly made, seconded and carried, was adjourned.

[Remainder of page intentionally left blank.]

CITY OF ALAMOGORDO, OTERO COUNTY,
NEW MEXICO, a New Mexico municipal
corporation

By _____
Sharon McDonald, Mayor

[SEAL]

ATTEST:

By _____
Rachel Hughs, City Clerk

[Remainder of page intentionally left blank.]

FINAL-DRAFT

EXHIBIT "A"

Affidavit of Publication of Notice of Public Hearing, Notice of Meeting, Meeting Agenda,
Minutes and Affidavit of Publication of Notice of Adoption of Ordinance

FINAL-DRAFT

AGENDA REPORT

CITY OF ALAMOGORDO

CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 10.

Submitted By: Stephanie Hernandez

Subject: Discussion and direction regarding the final allocation of remaining LEDA Funding. (*Stephanie Hernandez, Acting City Manager*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: The City has remaining Local Economic Development Act (LEDA) funding available for allocation. Attached for Commission review are applications, proposals, and cost estimates submitted for potential use of the remaining funds.

The City Commission has the flexibility to provide direction on the use of the remaining LEDA funds. Options may include allocating funding to one or more eligible projects, reserving or redirecting remaining funds for the new Natatorium project, or considering eligible uses related to a City-owned facility, including the potential demolition of two buildings, with related quotes attached for review.

Should the Commission wish to move forward with one or more LEDA applications, additional review will be necessary to determine eligibility, project readiness, public benefit, required performance measures, security/collateral, and compliance with applicable LEDA requirements. Any final award would require the appropriate LEDA process, including review of the proposed project, negotiation of terms, and preparation of any required project participation agreement or related documents.

Because there is a potential conflict or perceived conflict, I requested outside assistance and guidance from Kevin and Jim. They recommended that the City consider using the local Council of Governments for assistance. They also suggested reviewing a list of Economic Development Organizations that have reached certified status under the EDO Certification Grant. Based on that guidance, a third-party review is recommended before the Commission makes any final LEDA funding award.

Staff is requesting direction from the City Commission regarding how it would like to proceed with the remaining LEDA funding, including whether to move one or more applications forward for third-party review, or consider alternative eligible uses.

Below is a brief summary of the applications: per Commission direction, staff is bringing forward all submitted LEDA applications without staff screening, scoring, ranking, recommendation, or eligibility

determination. The applications are presented as submitted by the applicants and should be considered preliminary and unverified at this stage. Staff has not audited the financial information, independently verified the claims made in the applications, completed a legal eligibility analysis, or conducted a full LEDA compliance review. This item is for discussion and direction only, unless otherwise directed by the Commission.

Application Name	Brief Summary	Amount Requested	Job Creation Numbers
ACUASTIC / Alamogordo Counter-UAS Training and Integration Center	Proposed unmanned systems assembly, technical workforce development, and counter-UAS/UGV training center intended to leverage Alamogordo's proximity to Holloman, White Sands Missile Range, Fort Bliss, and related defense assets.	\$445,000	10–12 local positions in Phase Two, with potential expansion if contracts and demand develop.
PYMO Bistro and Hotel	Mixed-use downtown redevelopment of the historic Avis Building, including bistro, lodging, production, rooftop/event space, and hospitality-related operations.	\$1,300,000	45 jobs over 5 years, per applicant statement.
Cottonwood Daycare	Proposed childcare facility through Cottonwood Christian Fellowship to provide weekday childcare, support working families, and serve approximately 110 children.	\$542,000	Approximately 25 positions, including director, assistant director, admin/enrollment, teachers, floaters, cook, and custodian.
Xtreme Amplitude	Expansion of existing gymnastics, cheer, dance, tumbling, youth fitness, and community wellness business through renovation or purchase of a larger facility.	\$1,000,000	Existing 34 part-time employees; proposes approximately 10 new part-time positions through expansion.
Golden Hearts Home Care	Purchase and renovation of an Alamogordo facility to establish a permanent headquarters and caregiver/CNA/phlebotomy training center supporting healthcare workforce development.	\$650,000 total project cost; LEDA request should be clarified	Approximately 15–17 new jobs within the first two years, in addition to existing employees.
White Sands WonderLab Children's Museum	Proposed children's museum focused on STEM learning, family tourism, school programming, downtown/economic development, and regional visitor activity.	\$900,000	14 facility jobs, including 8 full-time and 6 part-time; also, project construction and indirect job impacts.

An alternative use is to Demo La Placita or Oregon Elementary, which are city-owned facilities. We do not own the hotel yet, so an analysis of asbestos and demo costs is not fully available, but per preliminary discussions, it's approximately 400,000 to 500,000 due to the asbestos. A default judgment has been filed. It would take approximately 12 months to own outright.

Building / Quote	Scope Described	Amount
La Placita, 3102 N. Florida	Removal of asbestos and demolition of the structure.	\$134,834.08
1500 Oregon Ave. Elementary, Entire School	Removal of asbestos identified in drawings and demolition of the entire school.	\$434,589.19

**1500 Oregon Ave.
Elementary, North Section
1500 Oregon Ave.
Elementary, South / Court
Section**

Removal of asbestos identified in drawings and demolition of the north section currently occupied. **\$189,436.31**
Removal of asbestos identified in drawings and demolition of the south section, leaving the court section currently occupied. **\$289,726.13**

LEDA Application

Alamogordo Counter-UAS Training and Integration Center

ACUASTIC

Applicant entity, tax identification numbers, business license, exact business location, and total request amount are pending company formation and City guidance.

Proposed applicant	High Desert Defense LLC or successor Alamogordo entity, formation pending
Project location	Alamogordo, New Mexico, inside City limits, specific site pending
Primary LEDA category	Industry for the manufacturing, processing, or assembling of agricultural or manufactured products
Primary business activities	Unmanned systems assembly, technical workforce development, and training programs using UAS and UGV platforms
Document status	Final application

Checklist

This checklist is included in the format requested by the City of Alamogordo LEDA application. Items marked as pending will be completed after company formation and before formal submission.

- Industry for the manufacturing, processing, or assembling of agricultural or manufactured products.
- Commercial business for storing, warehousing, distributing, or selling productions of agriculture, mining, or industry.
- Indian nation, tribe, pueblo, or tribal corporation.
- Telecommunications sales making most of its sales outside New Mexico.
- Farmer's market.
- Developer of a metropolitan redevelopment project.
- Cultural facility.
- None of the above apply.

Applied for State LEDA?	No. State LEDA or other state programs may be evaluated after City feedback.
Status	Not applicable.
State contact	Not applicable at this time.
May the City contact this individual?	Yes

Applicant Information

Several applicant fields are intentionally left incomplete because the Alamogordo entity will be formed before final submission. The final application will include the legal business name, ownership information, tax identification numbers, local business license, and selected Alamogordo site.

Owners names, mailing addresses, emails, phones	[To be completed after entity formation. Proposed key principals include Daniel Luke Fitch, Jeb Stewart, George Klapischak, and Vsevolod Myrnyi, with additional officers or advisors to be confirmed.]
Legal business name	High Desert Defense LLC or successor entity, pending formation.
Business location	Alamogordo, New Mexico, inside City limits. Specific street address to be selected.
Federal Tax ID	[Pending entity formation]
Type of business	Limited Liability Company anticipated, final structure pending legal formation.

History and Background Information

Executive Summary

ACUASTIC, the Alamogordo Counter-UAS Training and Integration Center, is proposed as a new Alamogordo-based manufacturing, integration, and training business focused on small unmanned aerial systems, unmanned ground vehicles, and counter-UAS instruction. The project will combine light manufacturing and assembly with a specialized training program designed for military personnel, civilian contractors, allied partners, public safety users, and selected civilian customers. High Desert Defense LLC will be a new company formed and based in Alamogordo to operate the training center.

The business is being created to take advantage of Alamogordo's unique location near White Sands Missile Range, Holloman Air Force Base, Fort Bliss, McGregor Range, and other military testing and training assets. The project is intended to build a local unmanned systems sector in Alamogordo by combining New Mexico technical experience, Ukrainian battlefield experience, and local workforce development. The company will be newly formed and will have no current employees at the time of incorporation. The plan is to grow in phases from a demonstration and pilot training operation into a permanent assembly, technical training, and operational training center.

Because the business will be new, there is no company operating history to report. The relevant background is the experience of the principals and partners, which includes more than a decade of commercial UAS activity in New Mexico, hands-on experience with UAS and UGV development in Ukraine beginning in 2022, existing relationships with Ukrainian manufacturers and training specialists, and a plan to hire and train Alamogordo residents for technical, assembly, instructor, pilot, support, and administrative positions.

Experience with This Industry

The project team has direct experience in unmanned aerial systems, remote vehicle operations, technical assembly, training, and international operations. The team also has access to Ukrainian partners who are actively involved in the production and use of UAS and UGV systems in current battlefield conditions. This combination is important because the training curriculum must remain current, realistic, and adaptable.

- Daniel Luke Fitch is based in Santa Fe and has been involved in UAS operations since 2011. He built a successful aerial filming business serving film and television projects across New Mexico and the Southwest. Since April 2022, he has worked in Ukraine on the development and construction of multiple UAS and UGV systems, creating an operational network of Ukrainian military and industry contacts.
- Jeb Stewart has built and flown unmanned aircraft since 2011, with decades of prior experience in radio-controlled aircraft and ground vehicles. He has extensive practical experience assembling FPV, heavy-lift, and winged platforms, including systems designed for use in Ukraine. He is expected to train Alamogordo staff in assembly, programming, maintenance, and safe operation.
- Vsevolod Myrnyi is a Ukrainian-born program and project manager, entrepreneur, and civic activist with experience in digital products, scalable platforms, international operations, and Ukraine-support initiatives in the United States. His work with Froneline R&D, based in Washington DC, will be integral in developing our relationship with the Department of Defense. At the same time, his partnership in Ukraine-based UAS production will both expand and streamline the procurement process from that country.
- Ukrainian partners are expected to provide letters of intent with the final application. Current identified partner categories include unmanned aerial equipment, unmanned ground vehicles, and consulting support.

Bankruptcy, Defaults, and Governance

Bankruptcy history	No owner or applicant participant involved in this project has applied for bankruptcy in the past ten years, based on information provided for this draft.
Loans in default	No. Based on information provided for this draft, nobody involved in the project has any loans in default.
Advisory or governing board	A formal advisory or governing board has not yet been established. The final application may include a governing board, advisory board, or officer list once the entity is formed. Proposed key personnel are listed above.

Project Request Amount

Proposed Request and Amount Requested

For preliminary City discussion, the project proposes a LEDA request of \$95,000, with the final amount and eligible scope to be confirmed with City staff. The LEDA request should be limited to eligible, tangible, non-removable improvements that expand or improve the business and support job creation. The project team understands that LEDA funds may not be used for start-up expenses, removable equipment, tools, food, or other excluded costs.

The proposed eligible scope is focused on fixed site and facility improvements necessary to create a safe, usable training and assembly environment within Alamogordo City limits. Non-eligible expenses such as vehicles, aircraft, radios, portable workstations, tools, removable batteries, and general start-up costs would be funded by company funds, private investment, partner contributions, or other non-LEDA sources.

Preliminary eligible use	Purpose	Estimated amount	LEDA eligibility note
Site preparation and earthwork	Prepare fixed training areas, berms, protected observation lines, and defined vehicle paths.	\$25,000	Permanent or semi-permanent site improvements, subject to City review.
Training range safety infrastructure	Construct berm improvements, fixed target area, camera mounts, observation posts, and safety barriers.	\$15,000	Tangible site improvements supporting business operations and safety.
Building renovation or fixed classroom and assembly improvements	Prepare leased or purchased Alamogordo space for assembly benches, classroom use, electrical drops, ventilation, storage, and permanent fixtures.	\$25,000	Eligible only to the extent improvements are fixed to the building and approved by the City.
Permanent network, conduit, security, and utility improvements	Support training observation, classroom connectivity, monitoring, and secure operations.	\$30,000	Fixed wiring, conduit, mounts, and related infrastructure, plus site fencing and security contingencies.

Preliminary LEDA request total: \$95,000. Total Phase One cost is expected to be less than \$120,000, with additional funding to come from the company, existing Santa Fe and New York based affiliated businesses, and Ukrainian partners. Phase Two is preliminarily projected at approximately \$350,000, with additional funding from company revenue, private investment, contract revenue, and additional financing sources to be determined. Phase Three is expected to require little or no LEDA funding (only for facility improvement or expansion).

Timeline for Completion

Milestone	Target timing	Purpose	Notes
Entity formation and site selection	0 to 60 days after City feedback	Create Alamogordo applicant entity and identify a City-limits site.	Final application will include legal entity, tax ID, license, and location.
Target close or lease execution	60 to 120 days	Secure facility or site control.	Timing depends on property selection and City review.
Phase One improvements	Months 1 to 6 after approval	Prepare initial fixed training and assembly infrastructure.	Includes eligible fixed improvements and separately funded equipment.
Initial demonstration operations	Months 3 to 9	Invite representatives from local military installations, City officials, and potential partners.	Demonstrates training model and validates demand.
Phase Two expansion	Months 6 to 24	Add classroom, assembly capacity, UGV course, additional training lanes, and staff.	Begins when Phase One demand is validated.
Phase Three long-term expansion	Years 2 and later	Expand assembly, testing support, advanced training, and fixed-wing platforms.	Driven by DOD requests, contracts, and private investment.

Payback Period

The preliminary payback period is proposed as 36 to 60 months, measured primarily through job creation, local payroll, local purchases, increases in gross receipts activity, vocational training, and the creation of a service and technical capability not currently available in Alamogordo. Phase One is expected to run for approximately 6 to 12 months. Phase Two is expected to run for approximately 12 to 24 months. Phase Three would become a year-to-year operating plan based on contracts, customer needs, and reinvestment.

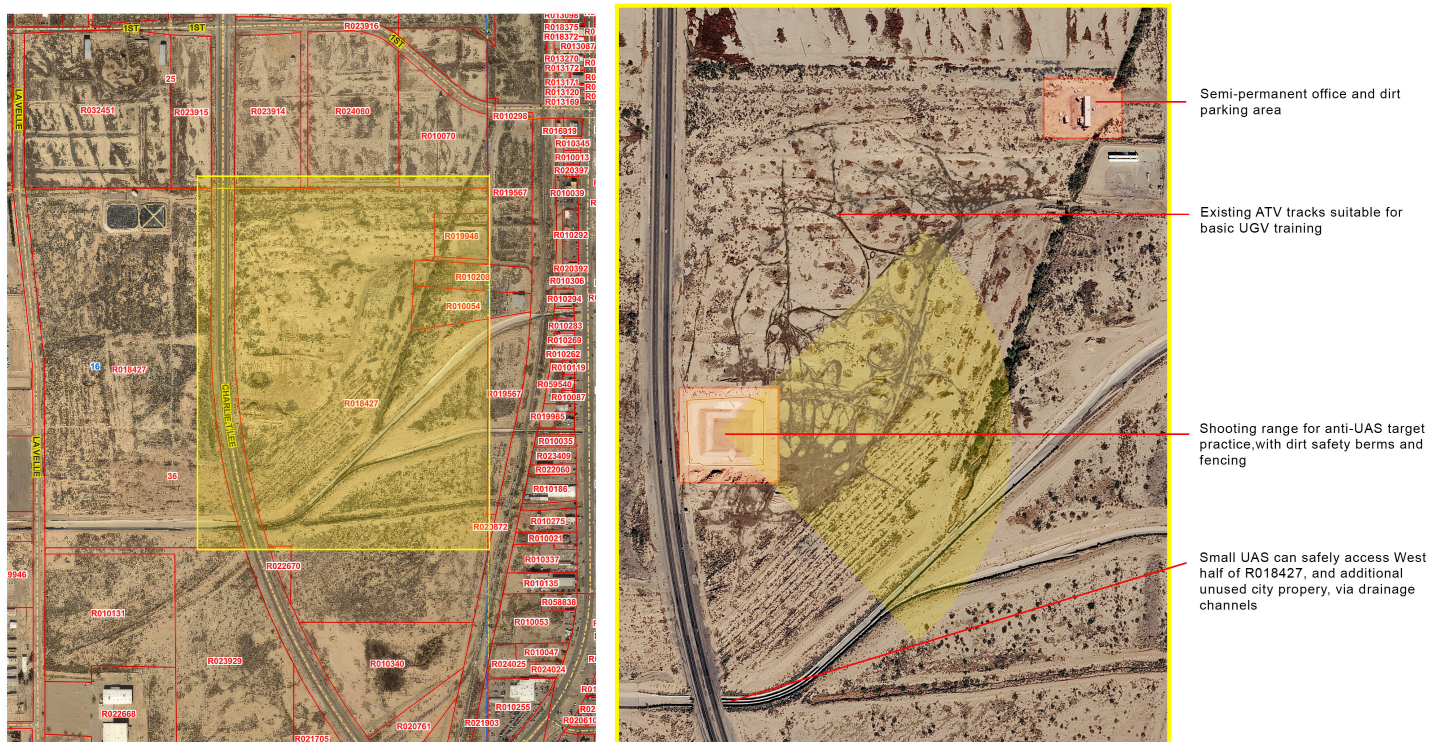
Infrastructure Needs and Scope of Work

The project's LEDA-relevant needs are fixed improvements that make the facility and training site functional, safe, and scalable. The company will fund non-fixed and removable equipment separately.

- A trailer or other semi-portable type office that can be used as command center and demonstration point for the field usage of UAS and UGVs, with fencing and a dirt parking area.

- A City-limits facility suitable for classroom instruction, technical assembly, simulator training, secure storage, basic testing, and administrative operations. Ideally located on city- or state-owned land, or leased.
- Fixed electrical, utility, network, monitoring, and security improvements needed for assembly and training activities.
- Permanent or durable site improvements for safe training operations, including berms, observation areas, defined routes, camera mounts, and barriers.
- Fixed classroom and assembly improvements such as electrical drops, ventilation, lighting, flooring, secure doors, permanent shelving, and built-in work areas.
- Potential future improvements for multiple training lanes, UGV tracks, sheltered parking areas for ground systems, and additional fixed safety infrastructure.

Figure 1 Demonstrates a possible configuration of the training ground utilizing parcel R018427, South of W First Street along the Charlie Lee relief route:



Figures 2 and 3 demonstrate how a property like this can be utilized for Phase 1 and portions of Phase 2 of the project with minimal physical improvements needed:

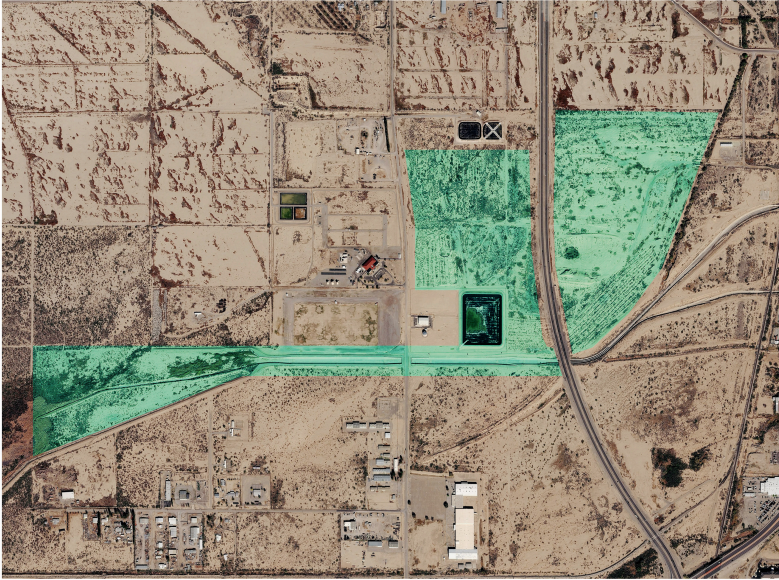


Figure 2: Larger area of city-owned property that can be used for UAS training (FPV course, etc.) without any improvement.



Figure 3: Existing ATV tracks on parcel R018427

Detailed Information

Benefit to the City of Alamogordo

ACUASTIC is designed to create a new, locally anchored industry sector in Alamogordo rather than only a single small business. The project combines light manufacturing, technical workforce training, operational instruction, and DOD-facing services. It is particularly well suited to Alamogordo because the city is close to major military installations, has access to open terrain, and can draw from a regional labor pool with former military personnel, mechanically skilled workers, technicians, and aerospace-related experience.

- Job creation in assembly, technician, IT, pilot, instructor, safety, contracting, logistics, and administrative roles.
- Vocational and skill training for Alamogordo residents in electronics, soldering, aircraft assembly, maintenance, RF awareness, simulator operations, and field support.
- Increased gross receipts activity from facility improvements, local contractors, local lodging, leased housing, training programs, DOD and contractor spending, and sales of compliant systems.
- A new service not currently available in Alamogordo: realistic UAS, counter-UAS, and UGV instruction informed by current overseas battlefield conditions.
- A path to attract federal defense dollars into the Alamogordo economy through training contracts, testing support, and attritable platform production.
- Potential long-term development of a regional supplier ecosystem involving Alamogordo, Otero County, El Paso, Albuquerque, Santa Fe, Juarez, Chihuahua, Ukraine, and allied partner countries.

- A water-light, light assembly industry that can leverage skilled former military personnel and diversify the local labor market.

Market Analysis

The market for UAS and counter-UAS training is growing because small unmanned aircraft have become a central feature of modern conflict. The proposed business is built around the need for realistic, low-cost, repeatable training and testing. The project's competitive advantage is the combination of Alamogordo's location, proximity to DOD facilities, low logistics costs, New Mexico UAS experience, Ukrainian tactical knowledge, and the ability to assemble low-cost attributable platforms locally for use in training.

Existing competition includes commercial UAS training providers, defense contractors, private ranges, simulator companies, and military-run training programs. However, many competitors are either not located near the major New Mexico and West Texas test infrastructure, lack direct operational exposure to current battlefield tactics, focus only on classroom instruction, or rely on high-cost aircraft and training systems. ACUASTIC's approach is different because it combines manufacturing, hands-on assembly, live field training, simulator training, unmanned ground systems, and rotating Ukrainian instructor input.

The effect on existing Alamogordo commerce is expected to be positive. The project should not displace existing local businesses. Instead, it is expected to purchase services from local contractors, lease or improve local property, use local lodging and housing, hire local workers, and eventually encourage suppliers or partner companies to establish operations in the area.

Operational Plan

The operating plan is organized in three phases. The nature of the project means that elements of different phases may overlap with each other, but it provides a general framework for structuring.

Phase One: Demonstration, Initial Facility, and Pilot Training

- Form the Alamogordo business entity and secure a City-limits location or site relationship.
- Equip a small command post through non-LEDA funding, with workstations, Starlink connectivity, monitors, operator stations, and an assembly and maintenance area. This could be in a portable container or trailer.
- Use partner-provided demonstration UAS, UGVs, and ground station equipment, supplemented by NDAA-compliant systems from New Mexico partners.
- Construct a small FPV training course and target point with safe observation, monitoring, and a berm or other protective improvements.
- Create remote demonstrations using Ukrainian-based UGVs operated through satellite internet from Alamogordo, while New Mexico pilots operate non-networked local systems.
- Invite representatives from national and local military installations (including Fort Bliss, McGregor Range, White Sands Missile Range, and Holloman Air Force Base) to observe and evaluate the training concept.
- Offer a short introductory training opportunity for selected Alamogordo residents in assembly, maintenance, safety, and support tasks.

Phase Two: Permanent Training and Assembly Expansion

- Lease or purchase a commercial space in Alamogordo for classroom instruction, assembly, simulator stations, repair, storage, and administrative operations.

- Install additional mobile command post capacity and expand the training site.
- Create a UGV track of approximately 1 to 2 miles, potentially using or adapting existing ATV paths where appropriate.
- Build two bunker or scenario complexes using dirt and concrete at opposite ends of the property for UAS and UGV training exercises involving two opposing teams.
- Expand anti-UAS defensive training with a circular vehicle track and fixed safety improvements.
- Hire and train 10 to 12 local staff over time, including technicians, instructors, IT support, pilots, safety personnel, and administrative or contracting staff.
- Begin limited production and public sale of FAA and FCC compliant models, with appropriate regulatory review.

Phase Three: Advanced Production, Testing Support, and Sector Growth

- Expand production of attritable training platforms to support larger DOD training and testing needs.
- Add fixed-wing unmanned aircraft assembly, winged and hybrid platform manufacturing, and composite airframe production through Alamogordo or partner facilities (Ukraine, Mexico, etc.).
- Pursue support contracts related to White Sands Missile Range and other regional testing needs, including low-cost target aircraft for large-scale counter-UAS testing.
- Begin advanced training involving non-standard radio frequencies, electronic warfare, larger aircraft, live ammunition, and restricted systems limited to DOD property only.
- Encourage supplier and partner companies to locate or expand in Alamogordo so a durable local unmanned systems ecosystem can develop.

Marketing Strategy

Phase One is the project's core marketing strategy. Instead of relying only on brochures or conventional advertising, the company will create a working demonstration that can be visited, observed, and evaluated by potential military and government customers. The initial site and training setup will be used to show how the program works, how low-cost systems can be assembled and expended, and how trainees learn to understand hostile UAS and UGV environments.

- Invite representatives from nearby military installations and DOD-related organizations to observe safe demonstrations.
- Use video demonstrations and existing Ukraine-related footage shot by our team to explain the training concept and battlefield relevance.
- Maintain a professional website serving as a program overview, inquiry portal, and platform for sales of compliant civilian products.
- Submit for DOD funding, procurement, small business, and training opportunities as the concept is validated.
- Use City and regional economic development relationships to attract partners, vendors, and potential trainees.

Organizational Chart, Current and Proposed

Current organization is preliminary because the Alamogordo entity is pending formation. The proposed structure is as follows:

Function	Phase One responsibility	Phase Two and Phase Three expansion
Managing Principal / Program Lead	Entity formation, City coordination, partner coordination, DOD outreach.	General management, contracting oversight, customer relationships.
Chief Pilot / Technical Assembly Lead	Training setup, aircraft assembly standards, safety, testing.	Train technicians, manage production quality, supervise pilots.
International Operations / Ukrainian Liaison	Coordinate Ukrainian partners, instructors, equipment, and curriculum input.	Manage rotating instructors, partner agreements, and international technical updates.
Operations Manager	Part-time or contract support.	Day-to-day training site operations, scheduling, purchasing, facility coordination.
Technicians	Initial trainees or contractors.	Full-time assembly, repair, battery integration, testing, and field support.
Instructors and Pilots	Limited pilot and instructor demonstrations.	Full training staff for UAS, counter-UAS, UGV, simulator, safety, and range operations.
IT and Simulator Support	Contract or part-time support.	Maintain Starlink connectivity, simulator stations, networked training systems, and observation infrastructure.
Administration, Finance, Contracting	Handled by principals or outside support.	Dedicated staff or contractor roles as revenue grows.

Company Financial Information

Because this is a new company, three years of company tax documents and audited financial statements do not yet exist. The final application can provide available financial documentation for the owners, affiliated businesses, private funding sources, partner commitments, and any newly formed entity records as requested by the City. The company understands that the City must verify financial solvency and may request additional documents.

- Three years of tax documents or audited statements: not available for the new entity. Applicant can provide alternative solvency documentation as requested, including owner or affiliated business financial information, bank statements, investor commitments, and partner letters.
- Cash flow, income, and expense projections: to be finalized after the City confirms the eligible LEDA scope, payback period, and amount. Preliminary projections should be prepared for a 36 to 60 month period.
- Schedule of funding commitments: preliminary sources include company funds, affiliated business support, Ukrainian partner equipment or technical contributions, private investment, contract revenue, and possible state or federal programs. Final term sheets or commitment letters will be provided if requested and when available.
- Security or collateral: to be determined in discussion with the City. Potential security may include a project participation agreement, clawback or performance provisions tied to job creation, security interests in eligible improvements where legally available, a guarantee, or a financial guarantee bond if required.

The company will comprise a formal partnership between representatives of these current business entities:

- Black Gold LLC, founded in Santa Fe in 2006, has been building and designing small UAS platforms and offering UAS filming services since 2013. The company began providing unmanned technical assistance to Ukraine in 2022, in both aerial and ground vehicles, and has been recognized by the former head of Military Intelligence (currently serving as Vice President of Ukraine). The largest aircraft created by the company as of 2026 is capable of lifting 100kg/220lbs.
- Leela Automation LLC, founded in New York by Vsevolod Myrnyi, has been providing IT and web-design services since 2020. Myrnyi himself began working with the Armed Forces of Ukraine in 2014, and continues to do so through Leela Automation’s partnerships with Ukrainian miltech companies SVR and Frontline R&D.

We also will formalize our partnerships with a number of other companies, some of which include:

- Frontline R&D is a Ukrainian-founded consulting firm that is based in Washington DC. With an existing orientation towards defense contracting, they will provide ACUASTIC essential expertise and access in this area. Because they have a large footprint in Ukraine currently, the project can draw on existing relationships with combat operators, technical teams, manufacturers, trainers, and field-informed advisors.
- Partner VS will be our primary UGV provider. With an unused production capacity of hundreds of units per month, this guarantees an ample supply of vehicles for training in New Mexico without putting any strain on the frontline needs of the Ukrainian military. The UGVs themselves are rugged, easily repaired, and capable of a wide range of tasks. They can be operated remotely from anywhere in the world with the installed satellite antenna.
- SVR is a Ukrainian manufacturer with a production capacity in excess of 5,000 FPV drones per month. They offer a wide range of different models, allowing us to conduct many types of simulated exercises all using equipment from the same producer. They have existing training programs for their operators which can be easily adapted to the Alamogordo center.

Preliminary funding category	Phase One	Phase Two	Notes
City LEDA request	\$95,000 preliminary request	Up to \$250,000	Eligible expenses only.
Company and affiliated business funds	Balance of Phase One costs	Additional operating and equipment costs	Includes non-eligible equipment and start-up costs.
Partner contributions	Demonstration systems, technical support, curriculum input	Equipment, training specialists, manufacturing support	Letters of intent expected with final application.
Private investment or contract revenue	May supplement initial operations	Expected to fund expansion	Phase Three expected to rely on revenue and investment.

Payback and Job Creation

Jobs to be Created

Phase One is designed as a demonstration and validation phase and may not include permanent staff immediately. The company expects to provide a short training course to a small number of Alamogordo residents, who would become candidates for Phase Two employment. Phase Two is expected to create approximately 10 to 12 local positions. Phase

Three could expand the workforce to several dozen people if DOD contracts, testing support, and production demand develop as expected.

Position	Phase	Estimated number	Wage range	Notes
UAS Assembly Technician	Phase Two, training during Phase One	3 to 5	\$18 to \$25 per hour	Entry-level trainees expected to start at \$18 to \$20 per hour, higher with experience.
Repair and Maintenance Technician	Phase Two	1 to 2	\$18 to \$25 per hour	May overlap with assembly roles at first.
IT and Simulator Support Technician	Phase Two	1	\$22 to \$35 per hour	Supports network connectivity, simulator stations, Starlink systems, and monitoring.
FPV Pilot / Operator	Phase Two	1 to 2	\$20 to \$35 per hour	May include part-time or contractor support in early operations.
Instructor	Phase Two	2 to 3	\$50 to \$60 per hour	Includes UAS, counter-UAS, UGV, safety, and tactical instruction.
Firearms or Range Safety Specialist	Phase Two	1	\$30 to \$60 per hour	Supervises permitted and safe counter-UAS range activities.
Operations, Contracting, Finance, and Administration	Phase Two and Three	1 to 3	\$25 to \$60 per hour	Handles scheduling, contracting, procurement, compliance, and finances.
Advanced Manufacturing and Composite Technicians	Phase Three	To be determined	\$20 to \$35 per hour	Needed for fixed-wing, hybrid, or composite platform expansion.

Benefits

A formal benefits plan is expected to be introduced in Phase Two when the permanent workforce begins. The company's goal is to expand benefits in Phase Three as initial investment is recovered and the company reinvests in the Alamogordo operation. Potential benefits include paid leave, paid training, certification support, health insurance contribution, safety equipment, and advancement into higher-skilled technical and instructor roles.

Other Quantified Benefits

- Vocational and skill training: the project will train local residents in assembly, maintenance, electronics integration, basic flight verification, simulator operation, remote vehicle support, and safety practices.
- Increase in tax base: technical and instructor positions are expected to pay above many entry-level local wage categories, and some experts from Santa Fe, Albuquerque, Ukraine, or partner companies may relocate or spend significant time in Alamogordo.
- Increase in GRT: eligible and non-eligible project spending will include local contracting, facility improvements, lodging, leases, purchases, training revenue, and compliant product sales.

- Service gap: the project provides an unmanned systems and counter-UAS training capability not currently available in Alamogordo and not widely available in the United States in a form directly informed by current battlefield practice.
- DOD cost savings: proximity to White Sands Missile Range, Holloman Air Force Base, Fort Bliss, and McGregor Range reduces logistics costs for training, demonstrations, support, and delivery of training aircraft or target platforms.
- Sector development: the company intends to encourage local suppliers and partner businesses to develop in Alamogordo to support unmanned systems, electronics, composites, training support, and related services.

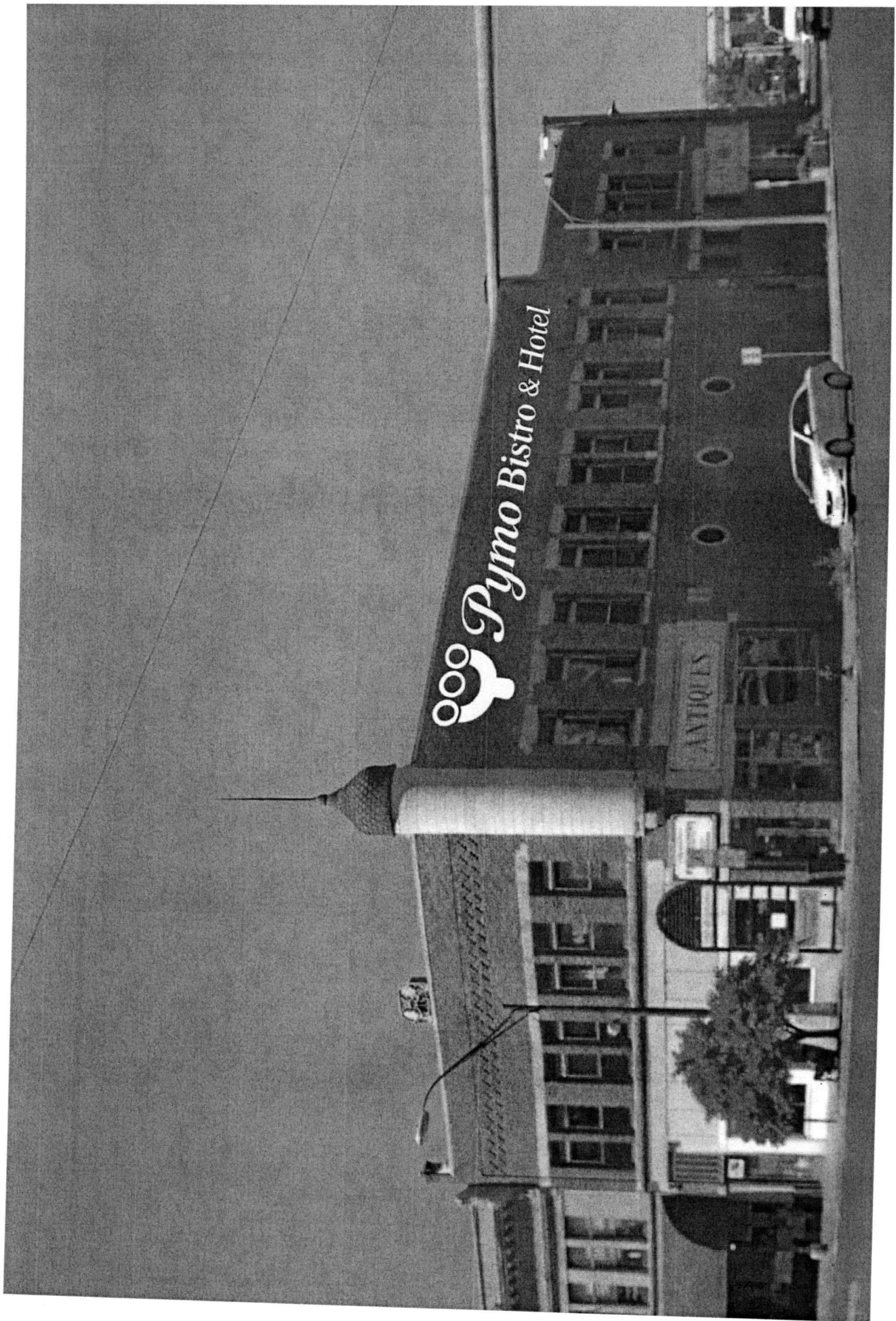
Regulatory and Safety Structure

The project will separate activities that can be conducted at private or civilian facilities from activities that require military property, restricted areas, special permissions, or additional federal approvals. The company will conduct all activities in compliance with FAA, FCC, firearms, land use, safety, and other applicable requirements.

Civilian or private Alamogordo facilities	DOD or military property only, where approved
<ul style="list-style-type: none"> • Classroom training and simulator training. • FPV assembly, repair, maintenance, and indoor functional testing. • UGV operations and non-lethal mock combat scenarios. • Remote demonstrations using approved communications and approved safety controls. • Shotgun target practice only where legally permitted and safely designed, with berms and observation distances. 	<ul style="list-style-type: none"> • Non-standard RF frequencies, jamming, or electronic warfare. • Large-scale simulations requiring restricted airspace or military range control. • Aggressor aircraft for advanced counter-UAS testing involving lasers, microwaves, kinetic systems, or other restricted equipment. • Operations involving aircraft larger than standard civilian limits, or with live ordnance. • Any activity that requires DOD range control, military permissions, or federal approvals.

Preliminary Closing Statement

ACUASTIC is intended to create a durable Alamogordo-based business that combines light manufacturing, workforce development, and specialized training for a market that is expected to grow substantially. The project aligns closely with LEDA preferences because it is a light assembly and manufacturing industry, has low water demand, can employ and train former military personnel and local residents, supports research and development, diversifies the labor market, and creates a service gap solution for the region. With City support focused on eligible fixed improvements, the project can move quickly from demonstration to job creation while positioning Alamogordo as a practical hub for unmanned systems training, integration, and production.





PYMO Bistro and Hotel
LEDA Application
Submitted by: Dr. Dan Moezzi

Checklist

<p>I have read the information page, and my business qualifies as a: (check all that apply)</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Industry for the manufacturing, processing, or assembling of agricultural or manufactured products <input checked="" type="checkbox"/> Commercial business for storing, warehousing, distributing, or selling productions of agriculture, mining, or industry <input checked="" type="checkbox"/> A business (including restaurants or lodging) in which all or part includes the supplying of services to the general public <input type="checkbox"/> An Indian nation, tribe, pueblo, or tribal corporation <input type="checkbox"/> Telecommunications sales making most of its sales outside New Mexico <input type="checkbox"/> Farmer's market <input type="checkbox"/> A Developer of a metropolitan redevelopment project Cultural facility. <input checked="" type="checkbox"/> Cultural facility <input type="checkbox"/> None of the above apply <i>(you do not qualify for LEDA funding)</i>
<p>Have you applied for State LEDA?</p>	<p>No</p>
<p>If yes, what is the status?</p>	<p>NA</p>
<p>Who is your contact at the state?</p>	<p>NA</p>
<p>May The City contact this individual? Please provide the contact information.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No NA</p>

Applicant Information

- a) Owners Name(s), mailing address, email address & phone number (if different than business)
- b) Legal Business Name
- c) Business location. (Street, City, State & Zip)
- d) Phone number
- e) Email address
- f) Federal tax ID
- g) New Mexico Tax ID
- h) Current Business License #
- i) Type of Business (Corporation, S-corporation, LLC, Non-profit, Partnership, Sole Proprietorship)

Executive Summary

PYMO Bistro and Hotel is a mixed-use hospitality and production venture proposed for downtown Alamogordo, centered on the adaptive reuse of the historic AVIS Building, one of the community's oldest remaining commercial structures. The project represents a significant private investment in downtown revitalization while preserving local heritage and introducing a destination-level experience that does not currently exist in the market.

The business model integrates four complementary components under one roof:

1. a full-service bistro and bar selling distilled spirits for near by La Luz, NM
 2. on-site brewing, and canning operations
 3. a nine rooms boutique bed-and-breakfast located on the upper floor
 4. two rooftop patios designed for dining, events, and community gathering.
- This vertically integrated approach allows PYMO to diversify revenue streams, stabilize operations year-round, and create a unique regional draw.

The project will generate new full-time and part-time jobs across hospitality, food service, beverage production, lodging, and management, while supporting secondary economic impacts such as increased downtown foot traffic, supplier relationships, and tourism-related spending. The inclusion of an on-site brewing and canning facility positions PYMO as both a hospitality venue and a small-scale manufacturer, aligning with LEDA goals related to value-added production and economic diversification.

LEDA assistance will be used to support building rehabilitation, infrastructure upgrades, and specialized equipment necessary to bring the historic structure up to modern operational standards. Public investment through LEDA will leverage substantial private capital, reduce

redevelopment risk, and accelerate the reuse of a long-vacant building that has strategic importance to downtown Alamogordo's revitalization efforts.

New Mexico Pomegranate LLC was established in 2014 with the goal of developing a vertically integrated agricultural and manufacturing enterprise that combines farming, processing, distillation, and retail within a single New Mexico-based company. From its inception, the company has focused on building a sustainable production model that supports long-term economic growth in Alamogordo and the surrounding region.

The company's mission is to generate stable, well-paying jobs in both agriculture and manufacturing while expanding the local tax base through value-added production. By growing, processing, and manufacturing products locally rather than exporting raw agricultural goods, New Mexico Pomegranate LLC retains economic activity within the region and contributes to increased gross receipts tax (GRT), property tax investment, and long-term employment opportunities.

Since its founding, the company has invested approximately **\$7,000,000 in capital improvements**, including orchard development, agricultural infrastructure, production equipment, and facility construction. The project encompasses approximately **65 acres of cultivated orchard and production land**, along with a combined **6,000-square-foot cellar and distillery facility** designed to support fermentation, aging, processing, and specialty spirit production.

During the development and ongoing maintenance of the pomegranate orchards, the project has created an average of **5-8 part-time and seasonal agricultural jobs**, providing employment opportunities for local residents and entry-level workers. These positions support orchard management, irrigation, harvesting, and processing activities and represent an important source of supplemental income and workforce training within the community.

The orchard development has also served as an educational resource for local students. Over the years, approximately **20-25 high school students** have participated in learning opportunities connected to the orchard and agricultural operations. These experiences have provided hands-on exposure to specialty crop farming, irrigation systems, and agricultural business practices. In collaboration with the local Cooperative Extension Office and regional agricultural partners, the company has both benefited from technical guidance and contributed to the shared knowledge base surrounding pomegranate cultivation in Southern New Mexico. This collaboration has supported regional agricultural education and helped introduce students to emerging opportunities in specialty agriculture and food production.

New Mexico Pomegranate LLC also seeks to diversify the regional economy by establishing Alamogordo as a center for specialty agricultural production and craft distillation. A central focus of the company has been the development of premium pomegranate-based spirits, including pomegranate brandy, which represents a unique product category not widely produced elsewhere in the United States and, to the best of our knowledge, rarely produced commercially at scale

globally. Through this effort, the company aims to position Alamogordo as the birthplace of a distinctive New Mexico-made spirit while supporting tourism, hospitality growth, and related small-business activity.

As production capacity expands, the company projects the creation of **two full-time manufacturing positions** associated with distillation, processing, and product development. These jobs will support year-round production and represent the transition from primarily agricultural operations to a more fully developed manufacturing model.

The long-term vision for New Mexico Pomegranate LLC includes continued orchard expansion, increased manufacturing capacity, and development of complementary retail and hospitality components. These efforts are designed to create additional employment opportunities, increase regional manufacturing output, and strengthen Alamogordo's reputation as a destination for agricultural innovation and specialty craft production.

New Mexico Pomegranate LLC remains committed to being a long-term economic partner to the City of Alamogordo and the State of New Mexico by creating jobs, generating tax revenue, investing in infrastructure, supporting educational collaboration, and contributing to the growth of a diversified and resilient regional economy.

Has the company filed for bankruptcy in the past ten years? No

Does the applicant have any loans in default? No

Does the company have an advisory or governing board? New Mexico Pomegranate LLC is a privately held company. The ownership group serves as the company's governing and advisory body and is responsible for strategic planning, operational oversight, and financial decision-making.

At this time, the company does not maintain a formal external board of directors. However, the ownership team regularly consults with outside professionals on an as-needed basis to ensure sound governance and regulatory compliance. These advisors include legal counsel, accounting professionals, industry specialists, and subject-matter experts in agriculture, distillation, and business operations.

This flexible advisory structure allows the company to obtain specialized guidance when required while maintaining efficient decision-making through its ownership leadership.

Project Request

PYMO Bistro and Hotel has already invested \$XXX into revitalizing the historic AVIS Building. An additional \$XX will be needed to finish the building, in an effort to accelerate the open date of the impact PYMO Bistro and Hotel is requesting \$XXX.

Scope of Work

[Here a detailed explanation of all the work you have completed today and a detailed explanation of work to be done using the LEDA funding.]

Projected timeline: [Get construction info from Ted but also include here a time line for hiring staff, training staff, etc. prior to open] I will provide once have all details

Date 1: Accomplished

Date 2: Accomplished

Date 3: Accomplished

Details

Benefit to Alamogordo

Locating PYMO Bistro and Hotel in Alamogordo delivers outsized economic and community benefits because it intentionally links local manufacturing, downtown revitalization, and tourism-driven spending into a single, resilient business model.

At its core, PYMO creates a direct value chain between regional production and local consumption. Distilled spirits produced in nearby La Luz, a rural manufacturing environment well-suited for production, are brought into Alamogordo for brewing, canning, branding, hospitality service, and retail experience. This model keeps higher-value activities (packaging, sales, hospitality, and marketing) within Alamogordo, ensuring that economic gains do not stop at production but continue through distribution and visitor spending.

This approach benefits Alamogordo in several important ways:

1. Economic Diversification Beyond Retail Alone

PYMO is not solely a restaurant or hotel; it includes on-site brewing and canning, positioning the business as a value-added manufacturer. This diversification aligns with LEDA priorities by expanding Alamogordo's economic base beyond traditional retail and service models, increasing resilience during economic fluctuations.

2. Strengthening Regional Manufacturing Ties

By anchoring hospitality and branding in Alamogordo while sourcing production inputs from La

Luz, the project reinforces Alamogordo's role as the regional economic hub. It supports rural manufacturing jobs while concentrating visitor-facing economic activity (lodging, dining, events, and retail) in the city where infrastructure, workforce, and services already exist.

3. Capturing Tourism and Visitor Spending Downtown

The combination of a destination restaurant, rooftop patios, boutique lodging, and locally produced spirits gives visitors a reason to stay longer, spend more, and return. Overnight guests directly support surrounding businesses (shops, galleries, entertainment venues, and service providers) multiplying the local economic impact.

4. Revitalization of a Key Historic Asset

The adaptive reuse of the historic AVIS Building transforms a long-standing underutilized structure into a productive, revenue-generating asset. This reduces vacancy, increases property values, and reinforces confidence in continued downtown investment.

5. Job Creation Across Multiple Skill Levels

The project creates a diverse employment ecosystem: hospitality and culinary positions, brewing and production roles, management and marketing jobs, and seasonal/event staffing. This range supports workforce participation across experience levels while providing pathways for advancement.

6. Local Identity and Community Pride

PYMO's integration of locally produced spirits and historic architecture creates an experience that cannot be replicated elsewhere. It strengthens Alamogordo's identity as a place that values craftsmanship, heritage, and innovation, an increasingly important factor in talent attraction and retention.

Bottom Line

PYMO Bistro and Hotel leverages Alamogordo's strengths (location, history, infrastructure, and regional connections) to convert manufacturing activity into sustained local economic impact. LEDA investment in this project does not support a single business in isolation; it supports a regional value chain, downtown vitality, and long-term economic resilience for Alamogordo.

Competitive Market Analysis

Most existing local businesses are single-vertical: restaurant-only, bar-only, or lodging-only. PYMO is mixed-use + production (restaurant + brewing/canning + boutique lodging + rooftop patios). That combination is inherently different in operations, capital requirements, staffing, and market draw. It competes primarily in a regional destination category, not the same "Tuesday night dinner" category.

LEDA is best justified where there's a market failure / gap: historic rehab, code compliance, infrastructure upgrades, and specialized equipment needed for production. That's not "help paying rent" or "help buying tables;" it's unlocking a blighted/underutilized asset and enabling value-added production that the private market often won't finance alone.

While PYMO Bistro and Hotel includes dining, bar service, and lodging components, it is not a direct substitute for any single existing business in Alamogordo. Rather, it represents a vertically integrated, destination-oriented model that layers new demand onto the local economy. Similar to prior LEDA-supported projects such as RAD Retrocade, PYMO is designed to capture out-of-market spending, extend visitor stays, and increase downtown foot traffic in ways that benefit surrounding restaurants, bars, hotels, and retailers. LEDA participation is requested to address the public-purpose financing gap associated with adaptive reuse of the historic AVIS Building and the installation of manufacturing infrastructure, not to subsidize day-to-day operations or pricing. The project strengthens the overall hospitality ecosystem rather than competing with it.

Detailed Operational Plan

PYMO Bistro & Hotel is a downtown redevelopment and mixed-use hospitality project located at 923 New York Avenue in Alamogordo. The project restores a historic brick structure into a full-service bistro, bar and rooftop hospitality space, boutique hotel accommodations, and an integrated on-site brewery and beverage production operation. The primary objective is to create a year-round downtown destination that generates employment, increases gross receipts tax (GRT), and strengthens economic activity within the City of Alamogordo.

The building has undergone substantial structural stabilization and reconstruction, including roof replacement, interior structural reinforcement, and full code-compliant improvements to transition the property from a previously condemned structure into an operational commercial facility. Once fully operational, PYMO Bistro & Hotel will function as a central dining, lodging, and event destination designed to attract both local residents and regional visitors and to increase foot traffic and business activity in the downtown corridor.

Operations will center on three integrated components: restaurant and bar service, boutique hotel accommodations, and on-site beverage production and packaging. The ground floor will house a full-service bistro and bar with indoor seating and production space, while upper levels will include hotel rooms and additional hospitality areas for events and extended stays. The project is designed to support both daily service and tourism-driven activity, contributing to consistent economic activity within city limits.

A key operational element is the **on-site brewery and beverage production operation located entirely within the PYMO Bistro & Hotel building at 923 New York Avenue**. While certain base products such as wine or distilled spirits are produced and manufactured in La Luz, all brewery operations, production finishing, blending, packaging, labeling, and preparation for sale occur within the PYMO Bistro & Hotel facility. By locating the manufacturing, packaging, and retail-ready production inside the building, the project ensures

that the value-added processing, taxable sales activity, and associated employment occur within the City of Alamogordo and directly contribute to local GRT and downtown economic growth.

Staffing for the project will include restaurant and kitchen personnel, front-of-house service staff, hotel operations staff, production and packaging support, and management roles. These positions will provide both hospitality and light manufacturing employment opportunities within the city. Additional indirect economic impact is expected through local purchasing, vendor relationships, and increased downtown visitation.

PYMO Bistro & Hotel represents a significant private capital investment and is structured for long-term sustainability. Ownership serves as the governing body and consults with outside legal, accounting, and industry professionals as needed to ensure regulatory compliance and sound operational oversight. The project is intended to operate as a stable, long-term economic asset that restores a historic downtown building, activates underutilized property, and contributes to the continued revitalization of Alamogordo's city center.

Through the combination of hospitality operations and on-site production and packaging, PYMO Bistro & Hotel will generate employment, increase gross receipts tax within the City of Alamogordo, and support tourism and local commerce. The project is designed to function as a downtown anchor that strengthens the local economy and provides a destination for residents and visitors while keeping the primary economic benefit and taxable activity within city limits.

Detailed Marketing Strategy

The marketing focus for PYMO Bistro & Hotel is to position the project as a central downtown destination for dining, lodging, events, and locally produced beverages. The goal is to bring consistent foot traffic into the city core, attract regional visitors, and generate ongoing gross receipts tax through restaurant, hotel, and on-site production activity.

Marketing will primarily target local residents, Holloman Air Force Base personnel, and regional travelers visiting White Sands, Ruidoso, Las Cruces, and El Paso. PYMO will be promoted as a restored historic building offering a full-service bistro, boutique hotel accommodations, rooftop gathering space, and a brewery and beverage packaging operation located entirely within the building at 923 New York Avenue. While certain base products originate from La Luz, all finishing, brewing, packaging, labeling, and retail preparation occur inside the Alamogordo facility, keeping manufacturing activity and taxable sales within the city.

Promotion will rely on a combination of local partnerships, tourism outreach, digital presence, and community events. The project will work closely with Alamogordo MainStreet, the Chamber of Commerce, tourism offices, and nearby businesses to cross-promote events and drive visitor traffic downtown. A strong online presence—including a website with reservations and hotel booking, active social media, and search visibility for travelers planning trips to White Sands—will support year-round marketing.

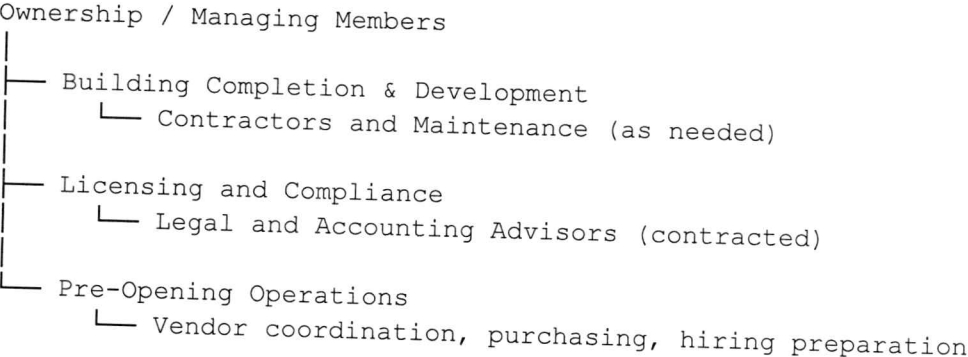
Opening efforts will include preview events, a public grand opening, and ongoing programming such as live music, rooftop gatherings, and seasonal events to establish the property as an active downtown venue. Over time, marketing will expand to include private events, small conferences, and tourism packages tied to regional attractions.

The overall strategy is straightforward: create a recognizable downtown destination that locals use regularly and visitors seek out when coming to Alamogordo. By combining hospitality with on-site production and packaging inside the city limits, PYMO Bistro & Hotel is expected to support employment, increase downtown activity, and generate sustained GRT revenue for the City of Alamogordo.

Business Organizational Chart: Current and Proposed

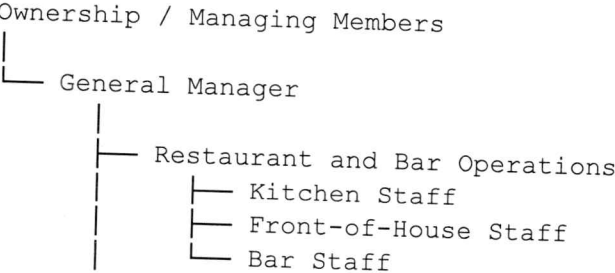
Current Organizational Structure (Pre-Opening Phase)

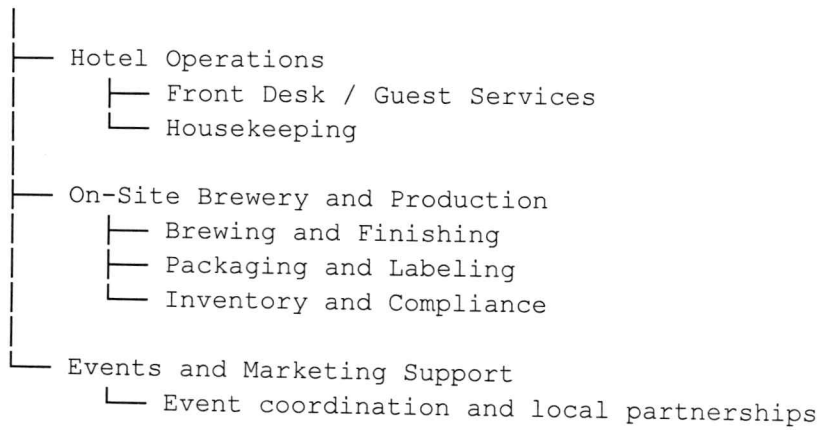
PYMO Bistro & Hotel is currently owner-managed during the development and final build-out phase. Ownership is responsible for construction completion, licensing, vendor coordination, and operational planning. Legal, accounting, and regulatory professionals are consulted as needed for compliance and reporting.



Proposed Organizational Structure (Operational Phase)

Upon opening, PYMO Bistro & Hotel will operate with a streamlined structure supporting restaurant service, boutique hotel operations, and the on-site brewery and production activities located within the building at 923 New York Avenue.





Contracted Services:

- Bookkeeping and payroll
- Legal and regulatory compliance
- Maintenance as needed

Operational Notes

Ownership will remain actively involved in financial oversight, planning, and long-term direction. The General Manager will oversee daily operations once open. Staffing will scale gradually based on restaurant traffic, hotel occupancy, and production volume.

All brewery finishing, packaging, and labeling activities occur within the PYMO Bistro & Hotel building in Alamogordo. This ensures that manufacturing activity, employment, and taxable sales tied to these operations remain within city limits and contribute directly to local gross receipts tax.

Payback and Job Creation

The PYMO project will open as a full-service downtown destination including a restaurant, brewery, rooftop bar, small-scale distillery production, and a **9-room boutique hotel (3 suites)**. All components will open simultaneously in **July of Year 1**. Staff will be cross-trained across hospitality, brewing, and distillery operations to maximize workforce efficiency and provide upward mobility for employees.

This project prioritizes local hiring and long-term career pathways in culinary arts, brewing/distilling, hospitality management, and tourism.

Year 1 Employment (Opening Year)

Qty	Title	Full/Part Time	Hourly Rate	Annual Pay per Position
1	General Manager	Full Time	\$30.00	\$62,400
1	Head Chef	Full Time	\$26.00	\$54,080
1	Sous Chef	Full Time	\$22.00	\$45,760
2	Line Cook	Full Time	\$18.00	\$37,440
2	Bartender (main + rooftop)	Part Time	\$12.00 + tips	\$15,000
4	Wait Staff	Part Time	\$2.50 + tips	\$5,200
2	Host / Hotel Front Desk	Part Time	\$13.00	\$13,520
2	Housekeeping (9 rooms)	Part Time	\$14.00	\$14,560
2	Dishwasher / Busser	Part Time	\$13.00	\$13,520
1	Brewmaster / Distillery Production Lead	Full Time	\$36.00	\$74,880
1	Assistant Brewer / Distillery Tech	Full Time	\$20.00	\$41,600
1	Distillery & Cellar Assistant	Part Time	\$18.00	\$18,720
1	Maintenance / Facilities	Full Time	\$18.00	\$37,440

Year-1 Jobs Created: 22 positions

Estimated Year-1 Annual Payroll: ≈ \$435,000



5-Year Job Growth Projection

Year	Total Employees	Notes
Year 1	22	Restaurant, brewery, rooftop bar, hotel and distillery open simultaneously
Year 2	26	Increased hotel occupancy and extended service hours
Year 3	32	Expanded brewing/distillery production and events
Year 4	38	Regional destination growth and private events
Year 5	45+	Full stabilization and tourism-driven expansion

By Year 5 the project is expected to support **40–45 direct jobs** and additional indirect employment through local suppliers, construction trades, agriculture, and tourism services.

Workforce Development and Training

PYMO Bistro & Hotel is committed to developing a local workforce pipeline in hospitality, brewing, and light manufacturing. In addition to creating new jobs, the project will implement structured training and mentorship opportunities designed to provide long-term career pathways for Alamogordo residents.

The brewery and distillery operations will operate under the supervision of a licensed Brewmaster, and entry-level staff will have the opportunity to train directly under this role through a hands-on apprenticeship model. This training will include fermentation science, sanitation protocols, packaging, labeling, inventory control, and compliance procedures required for regulated beverage production. Over time, trainees will be able to advance into full-time production and supervisory roles as the operation expands.

The project also plans to collaborate with local high schools, workforce programs, and regional colleges to offer part-time internship opportunities in culinary service, hospitality management, and beverage production. Students and entry-level workers will be able to gain practical experience in kitchen operations, hotel front desk service, event coordination, and customer service. These positions are intended to provide early workforce exposure, job readiness skills, and potential long-term employment within the company.

Cross-training will be a central element of the staffing model. Employees hired into entry-level service roles will have opportunities to learn additional skills across departments, including kitchen operations, hotel guest services, brewing support, and event operations. This approach increases employee retention, provides scheduling stability, and allows staff to advance into higher-responsibility positions over time.

By investing in workforce training and mentorship, PYMO Bistro & Hotel aims to build a stable, locally sourced workforce that supports both hospitality and small-scale manufacturing activity within the City of Alamogordo. The long-term goal is not only job creation but also the development of skilled workers who can grow with the business and contribute to the region's economic resilience.

Financial Information : Will be provided in person

Here you need to provide 3 years worth of tax documents, any audits.

Projected cash flow, income, and expenses for the duration of the pay back period. A schedule.

Schedule of any funding commitments.

PYMO Bistro and Hotel – LEDA Application

Submitted by: Dr. Dan Moezzi

Executive Summary

PYMO Bistro and Hotel is a mixed-use hospitality and production venture located at 923 New York Avenue in downtown Alamogordo, centered on the adaptive reuse of the historic AVIS Building, one of the city's oldest remaining commercial brick structures. The building had been condemned due to structural collapse and has been stabilized through substantial private investment.

Total redevelopment cost (excluding acquisition): \$2,800,000

Private investment already committed: \$1,849,694.76

LEDA funding requested: \$1,300,000

The completed project will include a full-service bistro and bar, on-site brewery and beverage production, a nine-room boutique hotel, two rooftop gathering spaces, and a small retail space for locally produced goods.

The project will create 30 full-time jobs at opening with conservative growth to approximately 50 jobs within five years. The anticipated opening date is July 2026. LEDA assistance will support final infrastructure, equipment installation, and job-creating improvements needed to bring the building fully operational.

Project Request

PYMO Bistro and Hotel has already invested \$1,849,694.76 into revitalizing the historic AVIS Building. Total redevelopment cost excluding acquisition is \$2,800,000. LEDA assistance of \$1,300,000 is requested.

Scope of Work

Structural stabilization, roof replacement, engineered reinforcement, slab replacement, mezzanine and hotel construction, fire suppression installation, and rough MEP systems have been completed. Final buildout and equipment installation remain.

Job Creation

Year 1: 30 full-time jobs

Year 5: ~50 jobs

Collateral

The AVIS building and associated business assets will secure the LEDA agreement.

Project Vision and Outlook

When this building was first acquired, it was condemned and structurally failing. What stood in the center of downtown Alamogordo was not an active property but a safety hazard—one of the city's oldest brick structures at risk of permanent loss. Rather than allow that history to disappear, the vision for PYMO Bistro and Hotel began with a commitment to restore the building through full engineering stabilization and thoughtful redevelopment.

The first phase of the project required complete removal of the building from condemned status. All unsafe interior materials were removed, including damaged flooring and non-engineered additions that had accumulated over decades and compromised the structure. Every hazardous element was taken down and replaced through modern structural engineering. The building received a full roof replacement, and its interior was rebuilt using engineered support systems including heavy steel posts and structural I-beams to stabilize both floors while preserving the historic brick exterior walls. A new engineered slab floor replaced the uneven and unusable original flooring, allowing the structure to safely support modern occupancy.

With the structure stabilized, the next phase focused on transforming the space into a destination that serves both residents and visitors. A mezzanine level and two rooftop bar areas were added to create gathering spaces with views of downtown. Restroom infrastructure was constructed to accommodate a capacity of approximately 300 people. The second floor was redesigned into a boutique hotel featuring three suites and six guest rooms, each with private bathrooms, built in a style that blends modern comfort with traditional Southwest character. ADA accessibility has been integrated throughout the building, including the installation of a commercial elevator and full fire suppression system.

The main level is being developed into a full-service kitchen and restaurant capable of serving lunch and dinner immediately upon opening, with plans to expand into pastry, coffee service, and traditional breakfast offerings that will serve both hotel guests and the public. A brewery and beverage production area is also being installed, allowing for on-site manufacturing, bottling, and canning.

Beyond its physical redevelopment, the project is intended to serve as a cultural and economic anchor for Alamogordo, supporting tourism, local agriculture, and downtown revitalization. Ultimately, this project represents the transformation of a condemned structure into a functioning landmark that supports job creation, tourism, and community pride.

Applicant Information

- a) Owners' Name, mailing address, email address & phone number
 - a. Cottonwood Christian Fellowship, 3453 Las Palomas Rd, Alamogordo, NM 88310, info@ccfalamo.org, 575-434-2762
- b) Legal Business Name
 - a. Cottonwood Christian Fellowship
- c) Business location (Street, City, State & Zip)
 - a. 3453 Las Palomas Rd, Alamogordo, NM 88310
- d) Phone number
 - a. 575-434-2762
- e) Email address
 - a. info@ccfalamo.org
- f) Federal tax ID
 - a. 43-1966388
- g) New Mexico Tax ID
 - a. 02-500451-00-4
- h) Current Business License #
 - a. Pending
- i) Type of Business
 - a. Non-profit

History and Background Information

- a) Executive summary. Include the business description, how long it has existed, and how many employees it currently has.
 - a. Church 23 yrs, 13 employees
- b) If this is a new business, please describe any experience with this type of industry.
 - a. The proposed Daycare is new. Pastor Green ran a similar daycare in Texas.
- c) Have the owners filed for bankruptcy in the past ten years?
 - a. no
- d) Does the applicant have any loans in default? If so, please describe
 - a. no
- e) Does this company have an advisory or governing board? Yes
 - a. If so, please list the current list of officers
 - i. Art Valenzuela
 - ii. R. D. Nowell
 - iii. Keith Orr
 - iv. Skip Hoffman
 - v. Mark McRee

Project Request Amount

- a) Describe the proposed request and the amount requested
 - a. We seek to provide a safe, nurturing and developmentally rich early learning environment that supports families in our community by offering high-quality

weekday childcare within the heart of our church. Estimated cost for start-up \$542,000.

- b) Describe a timeline for the completion of the project. Include target close date, construction begin
 - a. Start date: asap
 - b. Planning and licensing 4-6 months
 - c. Staffing and Pre-Enrollment 3-4 month
 - d. Opening and Stabilization 6 months
 - e. Full Growth 12-16 months
- c) Describe the payback period
 - a. We expect wages of approx. \$300,000 per year with a payback in under 2 years
- d) Describe infrastructure needs and detailed scope of work specific to the funding requested above. Include items such as building, building renovations, permanent fixtures, etc
 - a. Licensing, permits, inspections \$12,000
 - b. Classroom furniture & equipment \$120,000
 - c. Playground buildout (two age zones) \$200,000
 - d. Security (check-in, cameras, access control) \$25,000
 - e. Curriculum, supplies, materials \$20,000
 - f. Staffing before opening (training, onboarding) \$70,000
 - g. Marketing and enrollment \$15,000
 - h. Commercial kitchen and food service equipment \$40,000
 - i. Misc / contingency \$40,000
 - j. *Building renovation \$1,000,000 (*to be raised by church fundraising)

Detailed Information

- a) Describe how this project is beneficial to the city of Alamogordo
 - a. A new childcare facility benefits children through developmental stimulation, supports parents with reliable care enabling workforce participation, boosts local economies by creating jobs and retaining parents in jobs, and provides businesses with a stable, productive workforce, ultimately fostering community growth and financial stability for families.
- b) Provide a market analysis summarizing the competition and the effect on existing industry and commerce before and after completion
 - a. See attached analysis from Sparrow
- c) Operational plan
 - a. See attached analysis from Sparrow
- d) Marketing strategy
 - a. See attached analysis from Sparrow
- e) Organizational chart, current and proposed
 - a. This is a new business. See Payback and Job Creation section for proposed job positions.

Company Financial Information

- a) The city of Alamogordo must prove financial solvency. The applicant must provide or make available the following:
- b) Three years of tax documents, audited financial statements (if required to have them audited), or other means of verifying solvency
- c) Cash flow, income, and expense projections for the duration of the 'payback' period
- d) Provide a schedule of funding commitments. Upon request, the applicant will make available term and commitment letters
- e) How will this award be secured? Please provide collateral / security to be pledged. The company may have to purchase a financial guarantee bond.

Payback and Job Creation

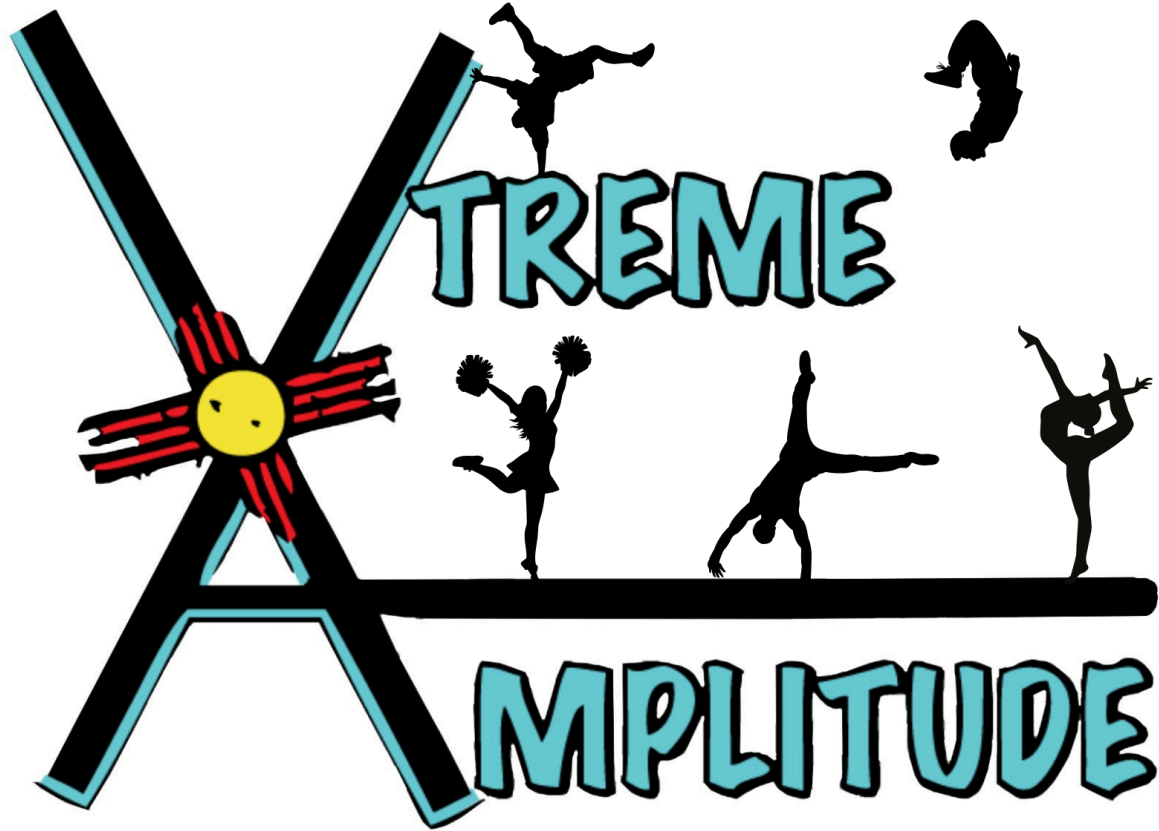
- a) Outline the number and types of jobs to be created, including titles and wage rate.
Note: Wages will meet a minimum of \$12/hr up to \$25/hr for leadership; Expected approx. \$300,000 per year
 - a. Estimated staff for 110 children
 - b. Leadership
 - i. (1) Center Director
 - ii. (1-2) Assistant Directors
 - iii. (1) Enrollment / Administrative Coordinator
 - c. Infants (16 children)
 - i. 4 teachers
 - d. Young Toddlers (20 children)
 - i. 4 teachers
 - e. Older Toddlers / Two's (24 children)
 - i. 4 teachers
 - f. Preschool (50 children across 3-4 rooms)
 - i. 6-7 teachers
 - g. Support staff
 - i. (2) floaters / Break Coverage Staff
 - ii. (1) full time cook
 - iii. (1) full time custodian
- b) Include any benefits
 - a. Typically \$1,000 per employee per year
- c) Payback should be in the form of job creation. However, a project could qualify if it can prove other benefits to the City of Alamogordo. The applicant must quantify and describe such benefits. These benefits may include
 - a. To help develop the best possible vocational and skill training within the community's resources to prepare the local populace to enter the workforce
 - b. Increase in the tax base
 - c. Increase in the GRT
 - d. Provide a gap or service that is not available in Alamogordo

- e. Under circumstances where the benefit to the community is not clear, an economic impact analysis may be requested by the city.

Licensing, permits, inspections \$12,000	\$	12,000.00	
Classroom furniture & equipment \$120,000	\$	120,000.00	
Playground buildout (two age zones) \$200,000	\$	200,000.00	
Security (check-in, cameras, access control) \$25,000	\$	25,000.00	
Curriculum, supplies, materials \$20,000	\$	20,000.00	
Staffing before opening (training, onboarding) \$70,000	\$	70,000.00	
Marketing and enrollment \$15,000	\$	15,000.00	
Commercial kitchen and food service equipment \$40,000	\$	40,000.00	
Misc / contingency \$40,000	\$	40,000.00	
Building renovation \$1,000,000	\$	1,000,000.00	To be funded by church fundraising
Total LEDA request	\$	542,000.00	

Number of positions	Position Title	Hourly Wage	Total per year	With benefits (typically \$1,000)
1	Center Director	\$ 24.00	\$ 49,920.00	\$ 50,920.00
1	Assistant Director	\$ 20.00	\$ 41,600.00	\$ 42,600.00
1	Enrollment / Administrative Coordinator	\$ 15.00	\$ 31,200.00	\$ 32,200.00
4	Infant Teachers	\$ 12.00	\$ 24,960.00	\$ 28,960.00
4	Young Toddler Teacher	\$ 12.00	\$ 24,960.00	\$ 28,960.00
4	Older Toddler Teacher	\$ 12.00	\$ 24,960.00	\$ 28,960.00
6	Preschool Teacher	\$ 12.00	\$ 24,960.00	\$ 30,960.00
2	Floaters	\$ 12.00	\$ 24,960.00	\$ 26,960.00
1	Cook	\$ 12.00	\$ 24,960.00	\$ 25,960.00
1	Custodian	\$ 12.00	\$ 24,960.00	\$ 25,960.00

\$ 297,440.00



Our mission is to ignite the spark within every person who steps into Xtreme Amplitude, empowering them to soar to their greatest potential. With passionate coaching, a vibrant community, and an unwavering dedication to excellence, we inspire every athlete—regardless of age or skill—to embrace resilience, chase their dreams, and become the best version of themselves.

Check List:

I have read the information page, and my business qualifies as a: (check all that apply)

- Industry for manufacturing, processing or assembling of agricultural or manufactured products
- Commercial business for storing, warehousing, distributing, or selling productions of agriculture, mining or industry
- A business (including restaurants or lodging) in which all or part includes the supplying of services to the general public
- An Indian nation, tribe, Pueblo or tribal corporation
- Telecommunication sales making most of it sales outside New Mexico
- Farmer's market
- A developer of a metropolitan redevelopment project cultural facility
- Cultural facility
- None of the above apply. (You do not qualify for LEDA funding.)

LEDA awards are for new or expanding operations.

New business X-Expanding operations

Have you applied for state LEDA? No

If so, what is the status? Not applicable.

Who is your contact at the state? Not applicable.

May the city contact this individual? Not applicable.

Please provide the contact information. Not applicable.

Applicant Information

a) Echo Johnson
P.O. Box 2637
Alamogordo NM 88311

echoxa13@gmail.com

970-381-5972 (personal cell-best way to reach me)

575-488-9267 Business phone number

- b) Xtreme Amplitude LLC
- c) 700 1st Street Suite 700
Alamogordo, NM 88310
- d) 575-488-9267
- e) info@xtremeamplitude.com
- f) EIN 82-5029283
- g) NM Tax ID: 5642680
- h) Current Business License #: 23930
- i) LLC

History and Background Information

- a) **Executive summary. Include the business description, how long it has existed, and how many employees it currently has.**

Xtreme Amplitude was founded in 2018, our facility has become a cornerstone of the community, demonstrating resilience by thriving through the challenges of the Covid-19 pandemic. We are dedicated to fostering physical and mental well-being, offering a diverse range of programs including recreational and competitive gymnastics, recreational and competitive cheer, tumbling, boys' fitness classes, dance, kinder classes, Open Gym for kids and adults, as well as specialized camps and clinics.

Our facility employs 34 part-time staff members and collaborates with local school district cheer teams to enhance their tumbling skills while also sponsoring other community teams. We provide a vital, healthy outlet for males of all ages and have made a significant social impact. Notably preventing at least four youth suicides through our supportive environment. Over 2,000 people have participated in our programs since we have opened our doors, reflecting our broad reach and commitment to youth and community development.

By offering inclusive, high-quality programs, we continue to promote physical fitness, teamwork, and personal growth, solidifying our role as a trusted community partner committed to enriching lives.

- b) **If this is a new business please describe any experience with this type of industry.**

Not applicable as Xtreme Amplitude has been in business for 7 years.

c) Have the owners filed for bankruptcy in the past ten years?

No bankruptcy has been filed.

d) Does the applicant have any loans in default? If so please describe.

No there are no loans in default

e) Does this company have an advisory or governing board?

No there is no governing or advisory board

f) If so please list current officers

Not applicable

Project Request Amount

a) Describe the proposed request and amount requested.

Xtreme Amplitude seeks \$1 million to renovate an existing building. This investment will allow us to enhance current programs and introduce additional and unique offerings to better serve our community.

Key expansions include:

- A knight training and/or ninja course to engage diverse age groups, particularly teenage boys and young men.
- Daytime fitness classes tailored for all ages from walking to our retired community
- Enhanced partnerships with homeschool groups to provide specialized programs.
- Collaboration with therapy centers to offer unique, fun therapeutic activities.
- Physical education classes for small local schools and childcare facilities.

This expansion will strengthen our role as a community hub, fostering fitness, skill development, and inclusivity; while addressing critical limitations in our current facility, which lacks sufficient height and structural integrity, compromising the safety of our athletes and families. The improved building will provide a safe, updated training environment, ensuring we can continue to promote physical fitness, mental well-being, and community engagement through innovative and engaging programs.

- b) Describe a timeline for completion of the project. Include target close date, construction begin and end dates, and new facility operational date:**

Refurbish and Build Out: B & W Transfer and Storage 1210 US HWY 70 W

- Preparation and Planning Phase: To be complete by Fall of 2026, we anticipate to have purchased a building to refurbish with build out designs completed.
- Construction commencement: Spring of 2027.
- Construction completion by Summer of 2027
- Operation launch: immediately following completion and approval construction in Summer 2027 Xtreme Amplitude to open its new doors to the public.

- c) Describe the payback period.**

The \$1 million investment for purchasing and refurbishing a new building for Xtreme Amplitude or building a new would begin as soon as the funds are issued since Xtreme Amplitude is an established and profitable business. The timeline would be dependent on what the city allows for payback opportunities. I am working with the City Manager to get some clearer guidelines on how much each employee counts for. As well as the gap service we provide, the GRT that will be generated, as well as the community impact of the suicide prevention, crime reduction, and overall financial impact of improving health and wellness.

- d) Describe infrastructure needs and detailed scope for specific to the funding requested above include such items such as building renovations, permanent fixtures, etc.**

Refurbish and Build Out Moving B & W Transfer and Storage

- Ensure the building is safe, inviting, clean and adheres to all local ordinances.
- Building renovations to include install of HVAC systems
- Updating electrical and plumbing to current building code
- Build out of kinder, dance, and cheer rooms.
- Build out office area
- Plumb and build out addition bathrooms
- Build out or create parent viewing area
- Build or create staff work/ break area

Detailed Information

a. Describe how this project is beneficial to the city of Alamogordo

•**Economic growth:** A larger facility will enable us to host sanctioned gymnastics competitions, significantly boosting local tourism. Currently, our Spring Showcase/ Gym Dandy attracts approximately 60 families from Ruidoso Mountaintop Gymnastics. Hosting sanctioned events, specifically gymnastics meets, could at least double this to 120 families, with attendance growing annually as we develop our hosting expertise.

As our other programs grow there are opportunities for them as well. Such as cheer camps where we can invite regional cheerleaders to participate. Another is Xtreme Fusion, our dance program, that is interested in hosting a Breaking Jam at XA. Our current Director has successfully hosted two jams, one in El Paso and another here in Alamogordo on Main Street. These events brought dancers not only from our region but from other states as well.

This influx of folks for these different types of events will increase revenue for local hotels, restaurants, and retail, stimulating the local economy. Increased revenue will also positively impact the GRT of Otero County as well.

-In New Mexico, gymnastics families often travel hours to attend competitions. Hosting local events will create more opportunities for gyms statewide, especially Southern New Mexico. Our most local visitors would be the three gymnastics facilities from Las Cruces, two from Roswell, one from Ruidoso, and one from Clovis. Xtreme Amplitude has a great working relationship with all of these facilities and they are excited for the opportunity to compete in Alamogordo at Xtreme Amplitude.

-A number of these gyms have also shared that they would like for their recreational gymnasts to be able to participate in our Spring Showcase/ Gym Dandy because of the flow, fun, memories made at these events. However, we do not have the space to host these additional athletes.

-In addition, XA has developed relationships with experts in each of these fields that are excited to share their knowledge and passion with athletes that are ready to learn and grow. XA is excited to facilitate these opportunities for our local community.

Hosting Sanctioned Competitions: 1 per year

-Average number of Athletes-150

-Entry Fee \$125

-Average gross from entry fees \$18,750 (150 athletes x \$125 entry fee=\$18,750)

-This is before expenses such as medals, athlete gift, paying coaches

-Average Hotel Usage- \$15,000

-Average of rooms needed-100 rooms

-Average of 1 night per family

-Rental Rate- \$150 per night

-Average impact (100 rooms x \$150 rate=\$15,000)

-Average restaurant impact- \$6,750

-Average number of guests per party-3

-Average cost per meal \$15

-Average cost per meal per family \$45

-Average influx due to event (\$45 x 150= \$6,750)

-Average increase in fuel sales-\$5,000

-\$50 per tank

-100 families in need of fuel

-Average fuel sales (\$50 x 100=\$5,000)

Spring Showcase-Gym Dandy average based on previous events, not future growth

-Average number of Athletes-150

-Around 60 families travel from Ruidoso for this.

-Entry Fee \$25

-Average gross from entry fees \$3,750(150 athletes x \$25 entry fee=\$3,750)

-This is before expenses such as medals, athlete gift, paying coaches

-Average restaurant impact- \$6,750 per meal

-Average number of guests per party-3

-Average cost per meal \$15

-Average cost per meal per family \$45

-Average influx due to event (\$45 x 150= \$6,750 per meal)

-Average increase in fuel sales-\$5,000

-\$50 per tank

-50 families in need of fuel

-Average fuel sales (\$50 x 50=\$2,500)

•Employment opportunities: The expansion will create diverse jobs, including coaches, fitness instructors, administrative staff, maintenance crew, and special events personnel. Further fostering local employment and supporting community growth.

•**Youth development and mental health:** Xtreme Amplitude has assisted in the prevention of at least four youth suicides by fostering a sense of self-worth, community, and purpose. Expanding our facility will amplify our impact, especially on children, empowering them to recognize their value, unlock their potential, and become their best selves.

-Helped prevent 4 youth suicides: \$8.4 million retained for the community based on the CDC's \$2.1 million lifetime economic cost per youth.

•**Community engagement:** We aim to strengthen ties with community partners, including local sports teams, homeschool groups, Holloman Air Force Base, therapy centers, and local schools. The expansion will also enable us to host more community events, such as Parents' Night Out, birthday parties, and special events for partner organizations, fostering greater community engagement.

-Adult Open Gym: Average Donation \$4400 per year

- \$100 each week (\$10 per visit for 10 people = \$100 week)

- \$400 a month (\$100 x 4 weeks = \$400 per month)

- \$4800 a year (\$400 a month x 11 months= \$4400 per year)

-Mountain View Middle School: Average donation \$2400

\$150 each week (\$10 per visit x 15 cheerleaders = \$150)

\$600 each Month (\$150 weekly x 4 weeks = \$600 per month)

\$2400 Semester donation (\$600 month x 4 months = \$2400)

Staff Members free tuition cost- Average Donation \$27,500

- \$2,500 per month (\$100 average class price x 25 staff kids = \$2,500 per month)

- \$2500 x 11= \$27,500 per year donated.

-Holloman Impact:

-According to DoD resources and Military Family Surveys state the benefits of off base afterschool programs

-Easy access to programs upon arrival

-Typically immediate enrollment during PCS move

-Financial Savings and programs are affordable

-Since the cost of living is lower the cost of activities is typically lower

-Emotional Resilience & Civilian Connections

- According to Perdue Military Family Research programs emphasizing teamwork and mentorship are shown to lower emotional difficulties by 30-40% during deployment
- Academic and Developmental Gains
 - Afterschool sports improve attendance and grades by 10-20%
- DoD reports there is a youth fitness gap-71% of 17-24 year olds are ineligible for service due to being unfit.
- Retention and Mission Impact for the Base
 - Surveys have shown that 70-80% of Holloman families prioritize community youth programs.
 - Strong off bases options make Holloman more appealing
 - This reduces early separation saving the DoD \$50-\$100k per retained airmen.
 - Alamogordo's military friendly culture helps facilitate this as well

-Xtreme Amplitude's Impact

- Typically XA's waitlist are shorter than on base programs
- Military families often comment on how affordable our programs are
- XA and the athletes class serves as stability during a family members deployment, TDY, or during PCS seasons into and out of Holloman.
- There are programs for all ages to help develop and nurture healthy life styles and habits.
- XA offers a military and first responder discounts
- We worked with families as they navigated the government shut down to ensure their athletes could remain in classes.
- We are able to employ military spouses by offering flexible schedules.

•Youth Development and Crime Prevention: Xtreme Amplitude's programs offer structured, positive activities that reduce youth delinquency while promoting discipline, teamwork, and leadership. Our expansion will introduce and grow specialized classes for boys and young men, celebrating their unique strengths and providing a dynamic space to channel their energy and "train the beast." These initiatives will empower Alamogordo's youth to develop essential life skills, contributing to a safer, stronger community.

-Xtreme Amplitude's/Sports Impact on reducing youth delinquency.

- According to the CDC youth in structured afterschool programs are 21-28% less likely to be arrested or engage in delinquent behavior.
- Sports teach discipline, determination, and develop problem solving skills, how to overcome fear, increase resilience and more.

- Classes occur during peak crime hours (3-6pm)
- Coaches act as mentors and help build positive adult relationships
- Projected impact- Preventing 10-15 detention saves \$192,500-\$288,750 in direct detention fees alone.

•Public Health and Wellness: Xtreme Amplitude’s expansion will address Alamogordo’s public health challenges, including obesity and mental health, by offering accessible, inclusive fitness and therapeutic programs for all ages. These initiatives will promote physical and mental well-being, strengthening our community’s overall health.

Obesity Reduction Savings:

- Data from NM DOH’s 2023/2024 Childhood Obesity Update states that 41.1% third-grade overweight/obese rate, 32.7% youth overweight/obese.
- That equates to approximately \$3,000 per year per child in additional medical costs.

Potential Obese or Overweight Athletes at XA

- 32.7% of 300= 98 students over weight/ obese estimated
- 98 x \$3000=\$294,000 estimated community cost

Xtreme Amplitude's Impact

- According to the CDC children who participate in gymnastics are have 35-45% lower odds of being obese
- 35% of \$294,000 is \$102,900 potential community savings

•Long-Term Community Hub: For seven years, Xtreme Amplitude has been a cornerstone of Alamogordo, offering programs for all ages, from walkers to adults, allowing individuals to grow with us throughout their lives. Our expanded facility will serve as a lasting community hub, hosting events like Parents’ Night Out, as well as workshops, camps, and mentorship programs, strengthening social bonds and fostering lifelong community unity.

•Inclusivity and Accessibility: Xtreme Amplitude’s expansion will ensure programs are accessible to underserved populations, including low-income families and children with disabilities, through scholarships and subsidized classes. This commitment to inclusivity will foster equitable opportunities, strengthening Alamogordo’s community.

b. Provide a market analysis summarizing the competition and effect on existing industry commerce before and after completion

- Xtreme Amplitude is the only facility in Otero County that offers gymnastics. Because of this, we have been deeply fortunate as a small business to be able to focus on delivering maximum value to our local population over the past several years and intend on magnifying this effect on the community into the future. A larger and updated facility will exponentially increase our ability to offer more class slots to more kids and families as we grow. We have also been able to integrate with families of various circumstances as their children age. We may offer our Toddler Time class to a young and new parent and then see them years later as a 9 or 10 year old who wants to take gymnastics.

- One of the greatest joys we witness is a child's journey from their first steps in our Kinder Kaleidoscope program, through the skill-building Recreational Gymnastics Program, Xtreme Spirit Recreational Cheer or Xtreme Fusion Dance Program, to the thrilling moment they join the Competitive gymnastics program and shine as a member of the Xtreme Gymnastics Team, the Xtreme Valkyries Competitive Cheer Team, or the Xtreme Fusion Competition Dance Team (coming Spring of 2026). This progression nurtures not only their athletic abilities but also their confidence, dedication, and passion for gymnastics or cheer, creating memories and achievements that last a lifetime.

c. Operational plan

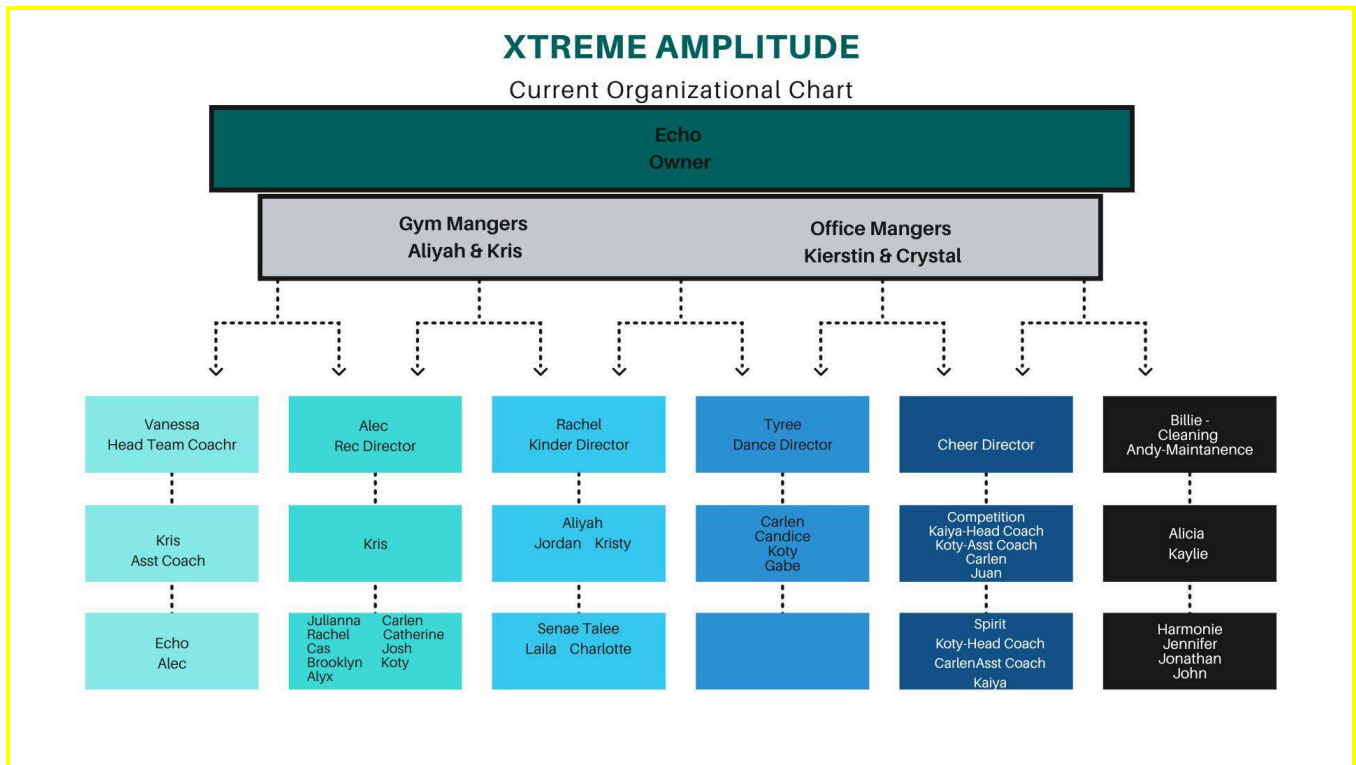
- Xtreme Amplitude proudly offers eight dynamic programs—Competitive Gymnastics, Recreational Gymnastics, Competitive Cheer, Recreational Cheer, Kinder Kaleidoscope, Wild Boyz, Tumbling, and Dance—delivering over 45 weekly classes to more than 300 children in our community. Our diverse offerings cater to youth of all ages and skill levels, fostering physical fitness, teamwork, and confidence through expert instruction and a supportive environment. With a commitment to empowering young athletes, we provide accessible, high-quality training that promotes lifelong skills and community engagement.

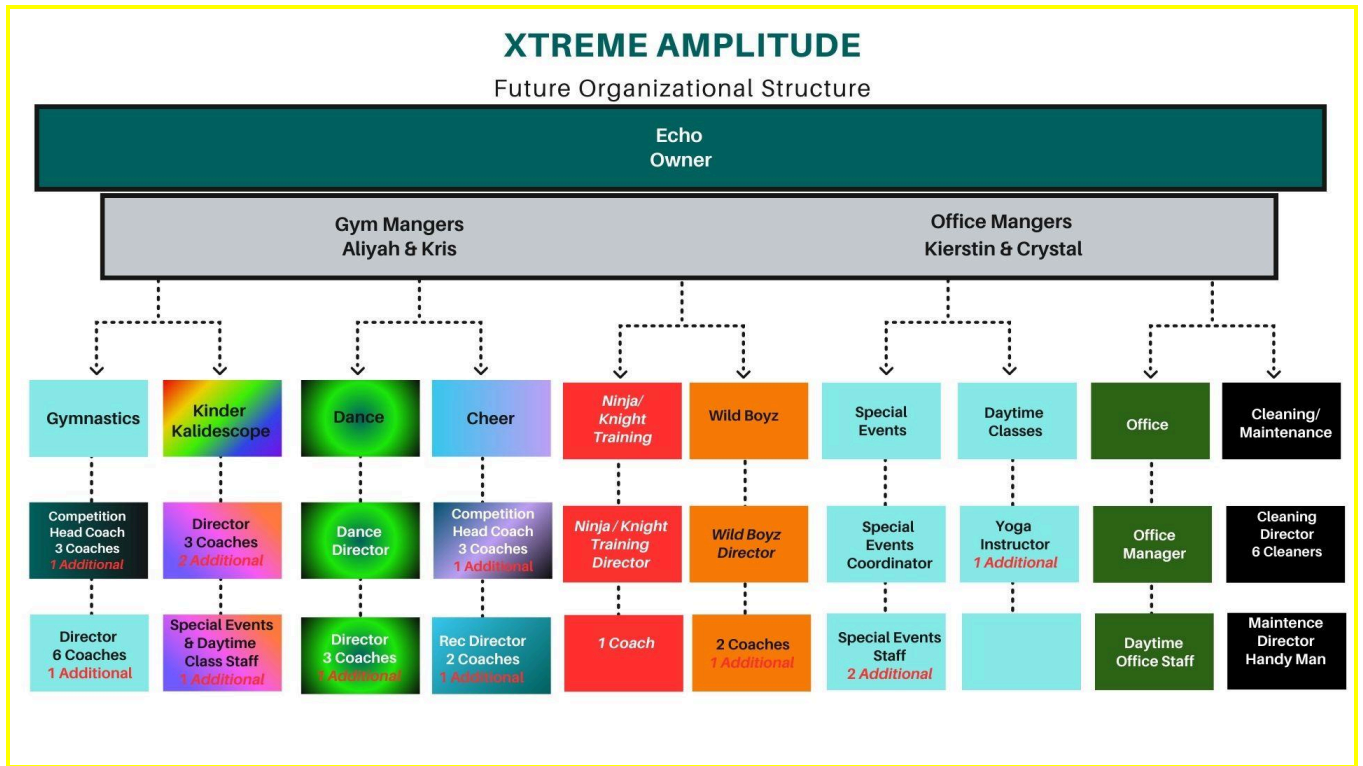
- We aim to increase enrollment within year one to 440 students by adding 140. This breaks down to a target of 35 new students per quarter, approximately 11-12 students monthly or 2-3 weekly, demonstrating our capacity to repay LEDA funds through increased revenue. We plan to achieve this by expanding class offerings including Xtreme Knights and/or Ninja across our eight programs and introducing additional special events, such as Parents Night Out and Camps. We will continue to participate in community events such as the Back to School Bash, Zoo Boo and other community events, as well as parades. These events will attract new families and enhance community engagement, further solidifying our role as a vital local resource.

d. Marketing strategy

- To drive this growth, Xtreme Amplitude will enhance its marketing by building on current word-of-mouth and social media efforts. A refurbished facility will spark community interest, amplified through an expanded social media presence with targeted paid ads and a revamped website showcasing new classes and events like Parents Night Out. A monthly newsletter will engage current and prospective families, while strategic partnerships with local therapy centers, homeschool groups, and Holloman Air Force Base will foster mutual promotion and broaden our reach. These efforts will ensure we meet our enrollment goals, strengthen community ties, and sustain economic viability to repay LEDA funds.

e. Organizational chart, current and proposed





Company Financial Information

The city of Alamogordo *must* prove financial solvency. The applicant must provide or make available the following.

- a) Three years of tax documents, audited financial statements, if requested have them audited, or other means of verifying solvency.

- Debt Management:** Xtreme Amplitude currently has no debt, loans, or financial liabilities.

- Revenue Streams:** Xtreme Amplitude generates income through a variety of classes, open gym sessions, and birthday parties.

- b) Cash flow, income and expense projections for the duration of the “ payback” period.

- This refurbishment and expansion will enable us to offer additional classes, special events, & competitive events.

- c) Provide a schedule of funding commitments. Upon request, the applicant will make available term and commitment letters.

- Xtreme Amplitude will leverage LEDA funding as the main source of funding for the refurbishment of this building. Xtreme Amplitude will be purchasing the building.

d) How will this award be secured? Please provide collateral/security to be pledged. The company may have to purchase a financial guarantee bond

- Xtreme Amplitude plans to purchase the actual building. Then the building can be used as collateral for the LEDA funds.

Payback and Job Creation

a) **Outline the number and types of jobs to be created, including titles and wage rate.**

Below is a list of new, part time jobs that we anticipate being able to create with the expansion of Xtreme Amplitude.

- Ninja or Knight Training Instructors

 - Part Time Director-\$15/ hour 20 hours per week

 - Part Time Instructor-\$13/hour 15 hours per week

- Special Events Staff

 - Part Time Coordinator- \$15/ hour 15 hours per week

 - Part Time Staff Member-\$13/hour 10 hours per week

 - Part Time Staff Member-\$13/hour 10 hours per week

- Day time instructors

 - Part Time Yoga instructor-\$15/hour 10 hours per week

- Day Time Kinder Instructors

 - Part Time Instructor- \$13/hour 10 hours per week

- Gymnastics Instructors-

 - Part Time-\$13/hour 15 hours per week

- Cheer Instructor-

 - Part Time-\$13/hour 15 hours per week

- Dance Instructor-

 - Part Time-\$13/hour 15 hours per week

Include any benefits?

- No employees are full time and thus there are no traditional benefits
- Tuition is free for the employees' children.
- There are Christmas bonuses and staff appreciation gifts that happen throughout the year

b) Payback should be in the form of job creation. However, a project could qualify if it can prove other benefits to the city of Alamogordo. The applicant must quantify and describe such benefits.

a. To help develop the best possible vocational and skill training within the communities resources to prepare the local populist to enter the workforce

•Xtreme Amplitude serves as a transformative platform for employees to build essential skills and pursue their aspirations. Through working with youth, fellow employees, and the community; employees develop perseverance, discipline, and adaptability, fostering the confidence and courage needed to achieve their goals. Xtreme Amplitude provides a structured yet flexible environment, offering robust support for personal and professional growth while encouraging creativity and innovation.

•Of the 34 employees 8 are high school students, for many this is their first job.

b. Increase the tax base

•The expansion of Xtreme Amplitude will significantly boost Alamogordo's tax base by enabling a robust calendar of special events, including competitions and specialized camps for gymnastics, cheer, dance, ninja, and knight training. These events will draw families from beyond Alamogordo, driving increased spending at local businesses, hotels, and restaurants. By fostering tourism and economic activity, Xtreme Amplitude's growth will generate substantial tax revenue, invigorating the local economy while empowering employees and youth through transformative programs.

c. Increase in GRT

•Xtreme Amplitude proposed expansion will significantly enhance Otero County's Gross Receipts Tax (GRT) revenue by expanding our offerings, including new gymnastics, tumbling, cheer, dance, & ninja and/or knight training classes. In 2025, our gross revenue of \$320,000 generated \$25,600. By year end 2027, with the new facility, we project annual revenue of \$400,000, increasing our GRT contribution to \$32,000.

d. Provide a gap or service that is not available in Alamogordo

•In Alamogordo, Xtreme Amplitude provides affordable, high-energy athletic programs for children, from pre-walkers to teens, filling a gap in after-school activities for 31,384 residents, including over 1,000 military dependents. Our specialized training builds confidence and skills in a safe and encouraging environment.

•As a community hub, Xtreme Amplitude offers a variety of skill-focused athletic programs, open gym sessions, and events like birthday parties, fostering resilience, self-esteem, and connection among families, including those from Holloman Air Force Base, while addressing post-COVID wellness needs.

•Our unique programs in gymnastics, tumbling, cheer, dance, boys' fitness, and kinder classes emphasize strength, body control, confidence, and teamwork, with tailored classes for young walkers and advanced pathways for competitive teens, distinguishing us from competitors lacking specialized facilities or coaching.

e. Under circumstances, for the benefit to the community is not clear and economic impact analysis may be requested by the city

Review & City Management Recommendation

The project will be evaluated on factors that include, but not limited to financial stability, commitment to the community cost benefit analysis and local needs. Upon completion of the application city staff will make recommendations to the city commission the applicant will be required to present before commissioning.

An ordinance will need to be approved by the city commission. This will occur at the same time as the item above.

A project participation agreement will be required upon approval.

Contact

Any questions please email shernandez@ci.alamogordo.nm.us or call 575-439-4203

If you would like to submit a proposal, you may email as shernandez@ci.alamogordo.nm.us

Or send to:

City Managers Office
1376 E. 9th St.
Alamogordo, NM 88310

Application for City of Alamogordo LEDA Funds

Golden Hearts Home Care, LLC



December, 2025

Owner: Crystal Copeland

Email: services@goldenheartshomecarellc.com

Phone: 575-440-0044

The New Mexico Small Business Development Center has prepared this business plan and the financial projections from information communicated by the Client. We are not licensed by the state of New Mexico to practice Public Accounting and can therefore give no opinion or assurance on these statements.

"Funded in part through a Cooperative Agreement with the U.S. Small Business Administration"

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CHECKLIST

<p>I have read the information page, and my business qualifies as a: (check all that apply)</p>	<p><input type="checkbox"/> Industry for the manufacturing, processing, or assembling of agricultural or manufactured products</p> <p><input type="checkbox"/> Commercial business for storing, warehousing, distributing, or selling productions of agriculture, mining, or industry</p> <p><input checked="" type="checkbox"/> A business (including restaurants or lodging) in which all or part includes the supplying of services to the general public</p> <p><input type="checkbox"/> An Indian nation, tribe, pueblo, or tribal corporation</p> <p><input type="checkbox"/> Telecommunications sales making most of its sales outside New Mexico</p> <p><input type="checkbox"/> Farmer's market</p> <p><input type="checkbox"/> A Developer of a metropolitan redevelopment project Cultural facility.</p> <p><input type="checkbox"/> Cultural facility</p> <p><input type="checkbox"/> None of the above apply (<i>you do not qualify for LEDA funding</i>)</p>
<p>Have you applied for State LEDA?</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>If yes, what is the status?</p>	<p>N/A</p>
<p>Who is your contact at the state?</p>	<p>N/A</p>
<p>May The City contact this individual? Please provide the contact information.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Click or tap here to enter text. Click or tap here to enter text.</p>

APPLICANT INFORMATION

- a) Owner Information
 - Owners Name: Crystal Copeland
 - Mailing address: 1018 E Tenth Street, Alamogordo, NM 88310
 - Email: services@goldenheartshomecarellc.com
 - Phone number: 575-40
 - 5-5195 (cell)
- b) Legal Business Name: Golden Hearts Home Care, LLC
- c) Business Location: 1018 E. Tenth Street, Alamogordo, NM 88310
- d) Phone number: 575-440-0044
- e) Email: services@goldenheartshomecarellc.com
- f) Federal tax ID: 85-2331125
- g) New Mexico Tax ID: 03-537550007-GRT
- h) Current Business License #: 1810
- i) Type of Business: LLC filing as a S-corporation

HISTORY AND BACKGROUND INFORMATION

a) Executive Summary

Golden Hearts Home Care LLC was founded in 2021 and is a non-medical home health care company that offers personal assistance, companionship, and comfort to clients while supporting their independence and dignity. We are here to make sure families feel confident that their loved ones are cared for with patience, respect, and true caring hearts. We focus on building real relationships with our clients and providing the kind of daily support that helps them stay safe and comfortable at home. Since 2021, Golden Hearts Home Care LLC has grown to 50 employees and three locations. Alamogordo is our founding and home location with 40 employees, and we have expanded into Las Cruces with 6 employees and Roswell with 4 employees to better serve families across New Mexico.

We are seeking LEDA support through the City of Alamogordo to purchase and renovate our Alamogordo facility, establishing a permanent headquarters and Caregiver and CNA Training Center that will help us grow our home care team and create new jobs locally.

Golden Hearts Home Care LLC is the LEDA applicant and will be the responsible party for the purchase and renovation of the Alamogordo facility. Two affiliated partnership LLCs, a staffing service and a diagnostic service, also operate from the same building. These entities are legally separate from Golden Hearts Home Care LLC but are co-located to support a coordinated service model for clients and families in Otero County. All financial projections, job creation estimates, and LEDA payback commitments in this application are based solely on Golden Hearts Home Care LLC operations.

Co-locating the affiliated services provides added operational and community value by allowing shared administrative functions, centralized training space, and improved coordination among related services. The staffing affiliate strengthens caregiver recruitment and retention, while the diagnostic affiliate supports timely assessments and better continuity of care, helping keep essential support services local rather than sending clients to other

cities. The affiliated entities will contribute to shared occupancy costs through internal lease or cost-sharing arrangements, which enhances the long-term sustainability of the facility. Any future job growth from the affiliated LLCs may provide additional benefit to Alamogordo; however, only Golden Hearts Home Care LLC positions are included in the LEDA job creation and payback schedule.

- b) N/A
- c) Owner has not filed for bankruptcy in the past ten years.
- d) There are no loans in default.
- e) There is a volunteer advisory board of members with experience in this field and financial management. They include: Crystal Copeland, William Copeland, Yvette Atkins, Ricardo Lopez and Raven Huckleby (financials).

PROJECT REQUEST AMOUNT

- a) Funding is requested to purchase the existing building at 1018 E. Tenth Street in Alamogordo, the current leased location of Golden Hearts Home Care. Building purchase is \$450,000 and renovation is expected to be \$200,000 for a total project cost of \$650,000. LEDA payback will be met through the creation of approximately 15 new jobs within 24 months, paying a living wage, increasing GRT and local spending, and strengthening the local workforce; these positions include approximately 15 full-time caregivers paid \$14.50 per hour (40 hours per week) with PTO and sick pay, as well as dedicated training staff to support workforce development, including one RN educator earning \$45 per hour and one phlebotomy educator earning \$17 per hour (assumed full-time). In addition to job creation, the project will establish a CNA and phlebotomy training facility in Alamogordo, which is critically needed because there are currently no comparable training programs available in Las Cruces or the surrounding areas. Alamogordo's hospital and healthcare system, Christus Health, is experiencing a significant shortage of CNAs and phlebotomists, and many employers require candidates to have 1–2 years of experience before they will hire; this creates a major barrier for local residents who want to enter the field, and Golden Hearts will help fill this gap by providing training and a pathway to employment for qualified graduates. If LEDA funds are not available for the full project cost, Golden Hearts is prepared to proceed with the project using a combination of LEDA support and owner financing, and will apply LEDA funds to the building acquisition and/or eligible renovation costs.

b) Project Timeline

Milestone 1 - Pre-closing (0–2 months)

- **Key actions:**
 - Finalize purchase agreement and due diligence (title, survey, environmental, inspections).
 - Secure financing: LEDA commitment and other funding sources.
 - Contractor bids and permits
 - Renovation Staffing Strategy

Milestone 2- Closing (Month 2–3)

- **Key actions:**
 - Close on building purchase.
 - Contractor selected; pre-construction meeting.
 - Order long-lead items (HVAC units, ADA fixtures, flooring, IT cabling).

Milestone 3- Renovations (Month 3–8)

Assume 4–5 months of renovation for an occupied healthcare-adjacent admin building.

• **Estimated Sequence of Events**

- 1) Electrical upgrades, plumbing, HVAC rough-in, fire/sprinkler updates if needed (Weeks 1 – 6)
- 2) Walls, doors, flooring, lighting, paint, restrooms (Weeks 7 to 14)
- 3) Final HVAC balancing, IT/network, security, signage (Weeks 15-18)
- 4) Inspections (Weeks 19–20)

Milestone 4 Completion (Month 8–12)

• **Key actions:**

- Gradual move-in / full utilization of renovated areas
- Workflow improvements (training room use, client intake flow)
- Measure outcomes: retention, productivity, revenue per caregiver

c) Payback period

- 1) Job retention (immediate payback)
 - a. 50 existing jobs retained by securing permanent facility and improving working conditions/training capacity.
- 2) Job creation– 15 jobs created
 - a. Year 1 (new FTEs): +1 Phlebotomy Educator and +1 Nursing Educator plus +7 Caregivers
 - b. Year 2: +8 new FTE caregivers
 - c. Total +15 FTE over 2 years
- 3) Fiscal/community return
 - a. Increase the supply of trained caregivers, phlebotomists, and CNAs in a high-shortage area.
 - b. Improve access to care by expanding the available workforce for hospitals, clinics, and home care.
 - c. Support Christus Health Hospital and Christus Health clinics with trained, reliable staff.
 - d. Create career pathways for local residents that keep wages and economic activity in the community.
 - e. Create sustainable jobs through ongoing training cohorts and expanded service capacity.
 - f. Reduce long-term recruitment and staffing costs for local healthcare providers.
 - g. Increase gross receipts tax generated from business growth.
 - h. Expand access to home care to help reduce hospital readmissions and support aging-in-place (public benefit).

- d) Infrastructure Needs and detailed scope of work. Golden Hearts Home Care is seeking support to complete critical facility renovations and expansion to better serve our staff and the community. The project includes full replacement of flooring throughout the building, repair and repainting of interior walls, and reconfiguration of existing walls to improve functionality and accommodate operational needs. Additionally, we plan to construct an expanded section of the building to create a larger, dedicated training center to support workforce development and program growth. Necessary infrastructure improvements include a comprehensive plumbing inspection and upgrades as needed, as well as rewiring and electrical system improvements to ensure safety, code compliance, and capacity for expanded services. Exterior improvements will include repainting office areas and restriping the parking lot to enhance safety and accessibility. These renovations will modernize the facility, improve safety and efficiency, and position Golden Hearts Home Care to continue delivering high-quality services and training programs.

DETAILED INFORMATION

a) Project Benefits to the City of Alamogordo

Golden Hearts Home Care LLC provides a clear benefit to the City of Alamogordo by helping residents age safely and comfortably in their own homes, reducing avoidable hospital visits and delaying or preventing the need for long-term facility care, which eases strain on local health resources and supports family stability. Founded in Alamogordo in 2021, Golden Hearts has grown into a strong local employer with 50 employees and three locations statewide; the Alamogordo office remains the founding and home location, demonstrating a long-term commitment to the community while generating steady payroll, local spending, and tax revenue. By delivering dependable, non-medical personal assistance, companionship, and daily-living support with an emphasis on dignity and independence, Golden Hearts meets a critical need for Otero County families and strengthens the city's workforce and economy as the business continues to expand.

Along with creating jobs, the project will launch a CNA and phlebotomy training facility in Alamogordo, an important need given the lack of comparable programs in Las Cruces and nearby communities. Christus Health, Alamogordo's hospital and healthcare system, is facing a substantial shortage of CNAs and phlebotomists, and many employers require applicants to have 1–2 years of experience before hiring.

b) Marketing Analysis

This market analysis examines the demand and capacity constraints for non-medical home care services in Alamogordo and Otero County, New Mexico. The Alamogordo-Otero County area has a small but active group of non-medical home care providers serving families who need assistance with daily living, companionship, and personal care. Local agencies operating in this market include Mountain Shadows Home Care, Ambercare, and Rustic Health. While these providers offer similar services, the local market is not constrained by a lack of demand. Instead, the primary limiting factor across the industry is the availability of qualified caregivers. These agencies face similar workforce limitations,

indicating that unmet demand exists across providers rather than being isolated to any single business.

Otero County has a significant and growing older-adult population, which increases demand for in-home support services. Residents age 65 and older represent a meaningful share of the county's population, approximately 17.18 percent according to Neilsberg, reflecting a local demographic profile that supports sustained demand for non-medical home care services (Neilsberg). This local trend aligns with national data indicating a strong preference for aging in place. According to AARP, 75 percent of adults age 50 and older want to remain in their homes as they age, reinforcing long-term demand for in-home caregiving services (AARP).

Despite this demand, workforce availability continues to constrain service capacity both locally and nationally. The U.S. Bureau of Labor Statistics projects an average of more than 765,000 job openings per year for home health and personal care aides over the next decade, driven by retirements, workforce turnover, and increased demand for care services (Bureau of Labor Statistics). These projections demonstrate that labor availability, not client demand or market saturation, is the primary constraint on service expansion in the home care industry. Local providers in Alamogordo and Otero County experience these same workforce constraints, with client demand consistently exceeding staffing capacity.

Golden Hearts Home Care LLC is currently experiencing these market conditions at the local level. The business receives approximately seven (7) client inquiries per month, of which three (3) cannot be immediately served due to caregiver shortages, resulting in client waitlists or referrals to other agencies. The company currently maintains 2 open caregiver positions per month, with an average time-to-fill of seven to ten days, demonstrating that workforce availability, rather than client demand, is the primary constraint on business growth.

Local healthcare system conditions further amplify the need for expanded in-home care capacity. The local hospital is also experiencing staffing shortages, increasing reliance on dependable post-discharge home support. Families often require timely in-home assistance to manage recovery, chronic conditions, and daily living needs following hospital discharge, increasing demand for reliable non-medical home care services in the community.

Before project completion, workforce shortages limit the ability of home care providers to accept new clients, expand services, and respond quickly to community needs. Even established agencies are constrained by the availability of trained caregivers, reducing overall service capacity and leaving some families without timely access to care. As the founding location for Golden Hearts Home Care, Alamogordo serves as the operational base for surrounding service areas, making workforce limitations at this location especially impactful across the broader region and limiting the area's overall care capacity.

After project completion, the purchase and renovation of Golden Hearts' Alamogordo facility and the establishment of a dedicated Caregiver and CNA Training Center will directly address these workforce challenges. The training center reduces entry barriers such as certification cost, travel distance, and scheduling conflicts, which disproportionately affect rural and low-income residents. The training center will create a stable, local entry point for individuals who may not otherwise enter the caregiving workforce, strengthening the

regional pipeline of trained care providers. Recruitment efforts will draw from multiple local sources, including existing job applicants who cannot currently be hired due to training barriers, recent high school graduates and adult learners, career changers from hospitality and retail, and individuals seeking reentry into the workforce.

Golden Hearts will coordinate recruitment and referral efforts with workforce development partners, including America's Job Center New Mexico, part of the New Mexico Department of Workforce Solutions, to support candidate outreach, training enrollment, and job placement (NMDWS). The business currently receives approximately five (5) job applications per month, indicating a consistent pool of potential trainees. To fill CNA cohorts of 15 students offered four times per year and phlebotomy cohorts of 10 students offered twice per month, Golden Hearts anticipates recruiting approximately three to five applicants per cohort, assuming a reasonable 50% conversion rate after screening, scheduling, and funding considerations.

By expanding workforce capacity, the training center will allow Golden Hearts to increase staffing levels, reduce client waitlists and referrals, and respond more quickly to community care needs. Because workforce availability constrains all local providers, expanding the pool of trained caregivers benefits the broader home care industry and the community as a whole. Training expands overall service capacity rather than increasing competition.

The project is expected to create 17 new jobs within the first two years, with continued job growth supported through ongoing caregiver training. Without capital investment to establish a dedicated training facility, workforce shortages would continue to limit job creation and service expansion despite strong market demand. By strengthening workforce development, expanding healthcare access, and supporting sustainable job creation, the project contributes to long-term economic stability and improved quality of life in Alamogordo and Otero County while strengthening the region's long-term caregiving workforce infrastructure.

c) Operational Plan

Business operations and service delivery

Golden Hearts Home Care provides in-home caregiving services with operations supported by offices in Las Cruces and Roswell and a caregiver workforce based across service areas. Services are scheduled and delivered 7 days per week as client needs require. The company maintains clear care plans for each client and coordinates caregiver assignments to support continuity of care, timeliness, and consistent service coverage.

Staffing and workforce management

Operations are led by owner/founder Crystal Copeland, with management staff supporting day-to-day operations and an office manager supporting administrative functions and inventory control. Current staffing includes 4 employees in Roswell, 6 in Las Cruces, and 41 in Alamogordo (including 5 remote/virtual assistants). As growth occurs, hiring will be phased to add 15 new caregivers (half hired in year 1 and the remaining half in year 2), along with 1 RN nursing educator and 1 phlebotomy educator to support training and curriculum expansion.

Current hourly rates include caregivers at \$14.50/hour and managers at \$15/hour. Target wage goals are to increase pay to \$23/hour for managers and \$20/hour for assistant managers. Employee benefits include PTO and sick pay.

Training and curriculum operations (LEDA-supported expansion)

If LEDA funding is awarded, Golden Hearts will expand into workforce training programs to address regional shortages. Planned tuition-based training includes:

- CNA cohorts: 4 cohorts per year at \$750 per student, 15 students per cohort.
- Phlebotomy classes: 2 classes per month at \$1,000 per student, 10 students per class.

Training will be supported by dedicated instructional staff:

- 1 RN educator (\$37/hour or \$76,960/year).
- 1 phlebotomist educator (\$17/hour or \$35,360/year).

Curriculum-related costs include curriculum development/materials (\$5,000), textbooks (\$200), gloves (\$100/month), background checks (3/month at \$88 each), and TB tests (\$25/test, estimated \$75/month). Graduates will be offered employment pathways to gain experience in a market where the hospital requires 1–2 years of experience and there is a high staffing shortage.

Quality assurance and customer service

Quality control and customer service are led by Crystal Copeland through a structured feedback and review system. Client satisfaction surveys are sent monthly to all active clients, and exit surveys are completed when services end. Management conducts monthly file and service reviews and completes one-on-one check-ins with two to three randomly selected client families each month. Results are tracked and reviewed in monthly leadership meetings to set measurable quality goals (timeliness, caregiver consistency, satisfaction scores). Issues are addressed promptly through retraining, care plan adjustments, and staff follow-up. Customer service is maintained through clear, timely communication with clients, families, and referral partners regarding concerns, schedule changes, and service requests.

Administrative systems and financial management

Administrative operations include scheduling, payroll, compliance tracking, and billing, including Medicaid billing now that the business is accepting Medicaid. Office supplies and operating costs include recurring software subscriptions such as QuickBooks and Annie Care (\$400/month). Financial projections assume revenues increased 5% from last year and will incorporate increased expenses related to payroll, payroll tax, PTO (now offered), training supplies, and operational travel/vehicle costs. Crystal will follow up with the bookkeeper regarding identified irregularities in the financial statements.

Facilities and overhead

Operations are supported by office locations with current rent of \$500/month in Las Cruces and \$1,017/month in Roswell. Vehicle costs will be monitored and adjusted, recognizing current costs include a \$3,000 car purchase and statewide travel, with an expectation that

vehicle expense can decrease after the car purchase while allowing for mileage related to High Rolls and Cloudcroft.

Inventory and procurement

Inventory control is managed by the office manager. Monthly inventory review and restocking covers office and caregiver support supplies (gloves, masks, required forms) and outreach materials (brochures, business cards, and other items). Reordering is completed as needed to avoid shortages and support uninterrupted service delivery.

Governance and advisory support

Golden Hearts has an advisory board consisting of Crystal Copeland, Yvette Atkins, Ricardo Lopez, Raven Huckleby, and William Copeland. The board currently addresses pain points without a standing meeting schedule; quarterly meetings are recommended to strengthen oversight, accountability, and strategic planning.

Nonprofit/community component (future development)

Golden Hearts plans to establish a nonprofit to educate families on caring for loved ones, provide respite care for those who cannot afford it.

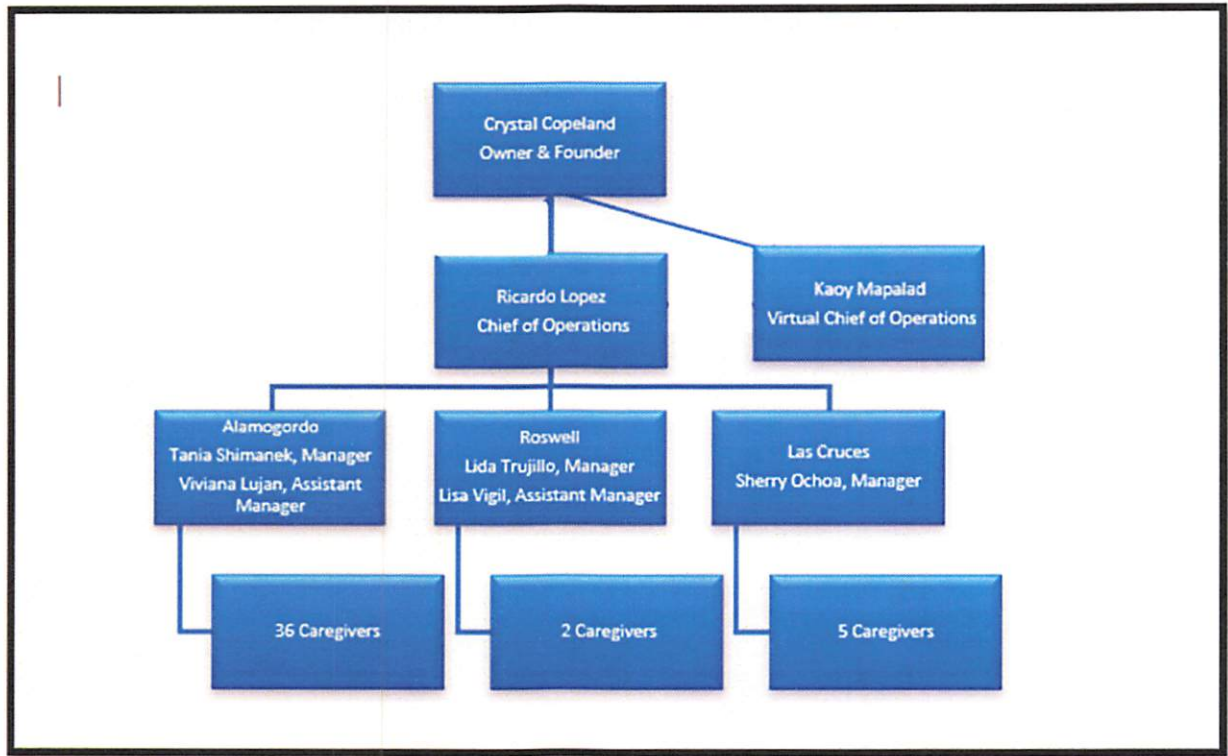
d) Marketing Strategy

Golden Hearts Home Care, LLC will use a focused, multi-channel marketing approach to strengthen local awareness and referrals in Alamogordo and Otero County. Outreach will include consistent advertising in local media (Daily News, targeted radio spots, and community bulletin outlets) paired with direct relationship-building with key referral partners such as Christus Health, physicians' offices, rehabilitation providers, hospice teams, elder-law attorneys, and case managers.

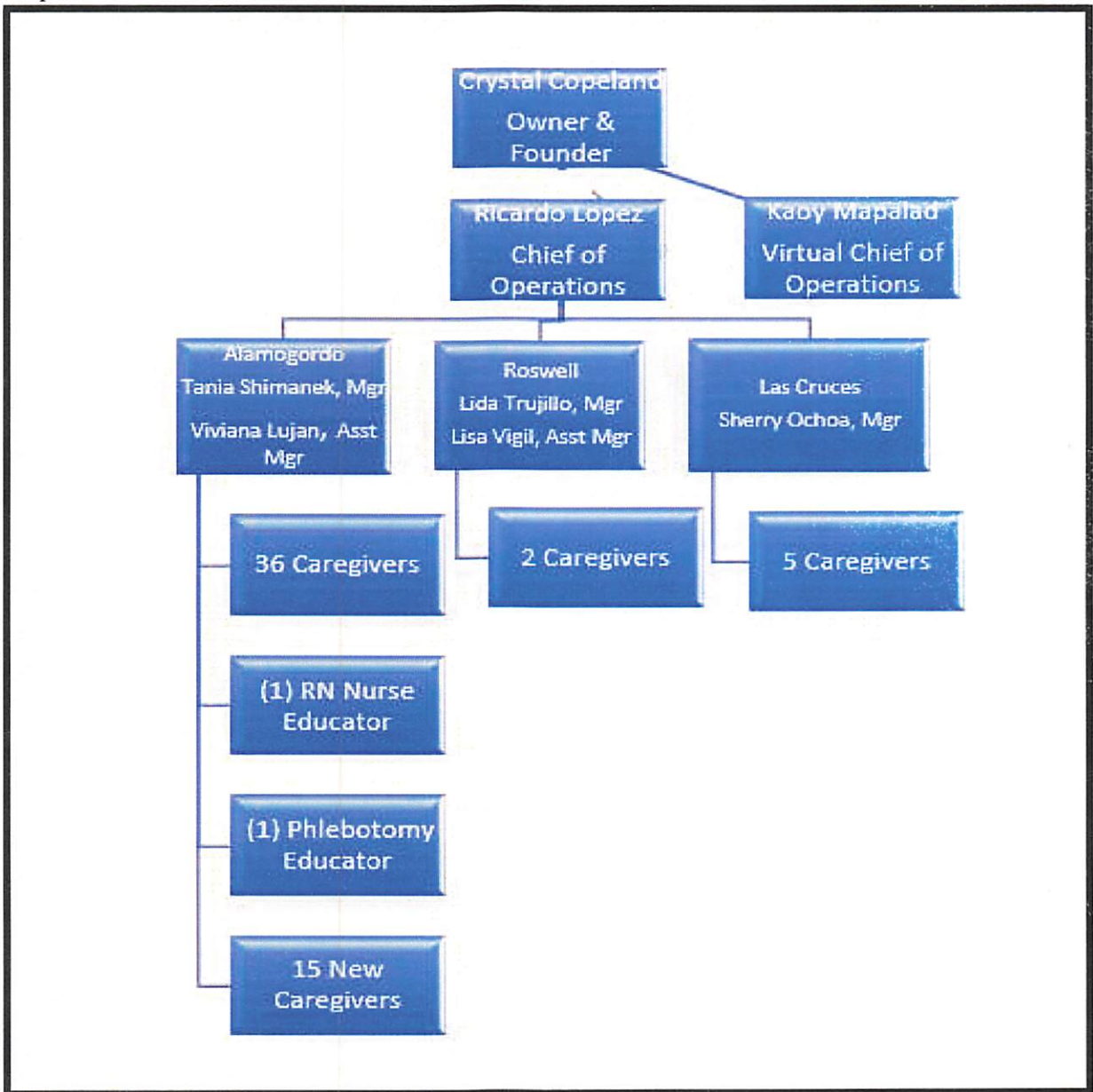
We will maintain a steady presence through in-person visits, informational drop-offs, and periodic updates to ensure partners understand our services and referral process. Community visibility will be reinforced through professionally designed brochures and business cards distributed at senior centers, churches, libraries, and high-traffic local businesses, along with participation in health fairs, caregiver events, and other community gatherings. This combined strategy prioritizes trusted referral networks while keeping Golden Hearts recognizable and accessible to families who need care.

e) Organizational chart

Current



Proposed



COMPANY FINANCIAL INFORMATION

- a) Three years of tax documents attached to appendix
- b) Projections attached
- c) Schedule of funding Commitments (n/a at this time)
- d) Loan security if we are able to purchase the building located at 1810 E 10th street Alamogordo NM 88310 it would be used to secure the loan.

PAYBACK AND JOB CREATION

- a) Outline number and types of jobs to be created including titles and wage rate.
- b) Include benefits

Job Title	Number	Hours/week	Pay/hour	Benefits? Y?N
RN Nurse Educator	1	40	\$45/hr.	PTO and sick pay
Phlebotomy Educator	1	40	\$17/hr.	PTO and sick pay
Caregiver	15	40	\$14.50/hr.	PTO and sick pay
Total	17			

- c) **Benefits to the City of Alamogordo** — Beyond the creation of 17 new jobs (15 caregivers plus 2 educator positions: 1 RN nursing educator and 1 phlebotomy educator), this project provides added value to the City of Alamogordo through wage and benefit improvements and long-term community impact. Golden Hearts offers employee benefits that include sick pay, PTO and with current wages of \$14.50/hour for caregivers and \$15/hour for managers, and wage goals to reach \$23/hour for managers and \$20/hour for assistant managers, strengthening local household income and stability.

By purchasing and renovating a permanent facility, Golden Hearts will add a higher-value, improved property to the local tax rolls, increasing the city's tax base over time. The expansion of operations in Alamogordo also increases gross receipts tax through higher local payroll spending (employees buying goods and services in town), increased business-to-business purchasing from local vendors, and growth in client activity tied to the home office.

Just as important, Golden Hearts addresses a critical and growing community need: reliable non-medical home care that supports seniors, veterans, and adults with disabilities so they can remain safely in their homes, preserving independence and easing the burden on families. This service helps close a care gap that is especially urgent in Otero County's aging population and reduces avoidable strain on local healthcare resources by preventing premature institutional care and supporting safer recoveries at home. Finally, establishing a stable, improved headquarters in Alamogordo strengthens the city's role as the founding hub for a growing New Mexico company, supporting long-term retention of existing jobs, professional training capacity, and continued regional investment anchored in Alamogordo.

APPENDIX

- i. 2024 Tax Return
- ii. 2023 Tax Return
- iii. 2022 Tax Return
- iv. Projections

City of Alamogordo
 Local Economic Development Act (LEDA) Application
White Sands WonderLab

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REQUIRED INFORMATION & FORMAT

COVER PAGE

You may include a cover page, but it is not required.

CHECKLIST

Please include this checklist at the beginning of your document.

<p>I have read the information page, and my business qualifies as a: (check all that apply)</p>	<p><input type="checkbox"/> Industry for the manufacturing, processing, or assembling of agricultural or manufactured products</p> <p><input type="checkbox"/> Commercial business for storing, warehousing, distributing, or selling productions of agriculture, mining, or industry</p> <p><input type="checkbox"/> A business (including restaurants or lodging) in which all or part includes the supplying of services to the general public</p> <p><input type="checkbox"/> An Indian nation, tribe, pueblo, or tribal corporation</p> <p><input type="checkbox"/> Telecommunications sales making most of its sales outside New Mexico</p> <p><input type="checkbox"/> Farmer's market</p> <p><input checked="" type="checkbox"/> A Developer of a metropolitan redevelopment project Cultural facility.</p> <p><input checked="" type="checkbox"/> Cultural facility</p> <p><input type="checkbox"/> None of the above apply (<i>you do not qualify for LEDA funding</i>)</p>
<p>Have you applied for State LEDA?</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>If yes, what is the status?</p>	<p>Click or tap here to enter text.</p>
<p>Who is your contact at the state?</p>	<p>Click or tap here to enter text.</p>
<p>May The City contact this individual?</p> <p>Please provide the contact information.</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Click or tap here to enter text.</p> <p>Click or tap here to enter text.</p>

APPLICANT INFORMATION

- a) **White Sands WonderLab**: a project of Shelley Dowhanik-Baron, 3300 Airport Rd G22, Alamogordo, NM, (208) 869-2668
- b) White Sands WonderLab Children's Museum
- c) TBD
- d) (208) 869-2668
- e) sheld34x@icloud.com
- f) TBD
- g) TBD
- h) n/a
- i) Non-profit

HISTORY AND BACKGROUND INFORMATION

- a) The **White Sands WonderLab** is a proposed children's museum in Alamogordo, New Mexico, designed to deliver high-quality, informal STEM learning for children and families. The project leverages the unique scientific, cultural and natural context of the Tularosa Basin to create a place-based learning environment for children ages 3-10.

The WonderLab will feature a 5,000+ square foot interactive facility with seven core exhibit zones focused on geoscience, ecology, hydrology, agriculture, and paleontology. The WonderLab is designed to serve both local residents and regional visitors, with projected annual attendance of 60,000–100,000 and targeted engagement of 20,000+ youth through school and community programs.

The **White Sands WonderLab** will deliver significant impacts across education, community engagement, and economic and workforce development. This project is intended to serve as a driving anchor for Alamogordo and regional economic development, positioning Alamogordo as a family-friendly destination and “gateway” to the natural and scientific stories of southern New Mexico.

The complete project proposal is appended to this application.

- b) At this conceptual stage, the steering and oversight team is still being assembled and currently consists of:

Nolan Ojeda, Executive Director of Alamogordo Main Street, has local experience operating a non-profit community organization. Additionally he is an experienced mechanical engineer with the Department of Defense, having previously been employed by Puget Sound Naval Shipyard and White Sands Missile Range. The mission of Alamogordo MainStreet is to preserve, enhance, beautify and economically develop Alamogordo's historic downtown district with respect to local heritage and culture. The **White Sands**

WonderLab project is consistent with that mission.

Shelley Dowhanik-Baron has led large-scale, multidisciplinary projects across public, private, and international settings; has extensive experience in project management and administration of multi-million dollar budgets; is a former STEM educator; has produced award-winning public education programs; has coached school teams in STEM competitions; has attended the Association of Children's Museums national conference, and directed multiple grant-funded public initiatives.

Discussions are underway to recruit local talent with expertise in museum management, tourism, and education. The complete steering team will be finalized shortly.

An Advisory Board for the **White Sands WonderLab** will be strategically selected from the local community and will follow best practices from the museum field in developing the WonderLab. Potential advisors will be recruited from Alamogordo Public Schools, New Mexico State University–Alamogordo, White Sands National Park, Mescalero Apache Tribe, White Sands Missile Range and/or Holloman, Local businesses, Parent/community groups, Foundation/philanthropy leaders. The Advisory Board will collaborate with the Alamogordo MainStreet Board of Directors to recruit executive talent including a curator/director who will lead operations, partnerships, and exhibit development.

- c) No
- d) No
- e) The Board is currently recruiting as the non-profit is created. Advisors for the filing of the nonprofit include assistance from the Sacramento Mountains Foundation (Sonia Hall).

PROJECT REQUEST AMOUNT

- a) **White Sands WonderLab** respectfully seeks Local Economic Development Act (LEDA) funding in the amount of \$900,000 to support the development of the White Sands WonderLab, a purpose-built children's museum and regional destination. The WonderLab is designed to drive economic growth, workforce development, and year-round tourism in southern New Mexico. This investment represents a high-leverage opportunity. LEDA participation from the City of Alamogordo will serve as a critical catalyst to secure additional funding from the State of New Mexico, philanthropic foundations, and private donors, significantly multiplying the impact of local investment.
- b) The implementation timeline for the **White Sands WonderLab** is approximately 12-18 months following funding. Key readiness elements include community and stakeholder engagement and identification of funding pathways. In 2026, activities will include building acquisition and architecture/engineering design. Construction and renovation activities will commence in 2027, as well as exhibit fabrication. An opening in early 2028 is desired.
- c) The payback period for this project was estimated by assuming a 3-year deferred payment structure (3-year interest accrual during construction and first year operations, then repayment). The annual repayment amount was calculated from expected gross receipts tax revenue resulting from visitor spending/corresponding total economic impact (\$327,000 to \$526,000 annually) plus the workforce salaries for the jobs created at the **White Sands WonderLab** (\$458,000 to \$597,000), for a total annual payback amount of \$785,000 to \$1,123,000. At this level of economic benefit, the LEDA funding will have a payback period of approximately 4.0 to 4.5 years (1.0 to 1.5 years after opening), assuming a 6% interest

rate.

- d) The requested LEDA funding will be used for the acquisition and renovation of a strategically located building—preferably in the general Alamogordo MainStreet area—positioning the WonderLab as an investment within the downtown corridor. Three viable properties have been identified and are currently under evaluation for feasibility and adaptive reuse. Scope of work includes building acquisition, architecture/engineering design, construction/renovation, and exhibit fabrication and installation. However, if a building cannot be secured within the downtown area, the **White Sands WonderLab** is prepared to look elsewhere within the City limits to find an appropriate location to support the exhibits within the museum.

DETAILED INFORMATION

- a) The **White Sands WonderLab** is a strategic investment in Alamogordo's economic future—strengthening vitality, diversifying the local economy, and enhancing the community's position as a destination for families and tourists, education and discovery. By expanding the range of activities available to visitors, the project is expected to extend visitor stays, increase overnight visitation, and boost local spending across retail, dining, and lodging sectors. In addition to tourism impacts, the WonderLab will create direct jobs within the facility, support construction-phase employment, and generate ongoing economic activity benefiting local businesses.
- b) A market survey was conducted to evaluate the feasibility, viability and sustainability of establishing the **White Sands WonderLab**. Demographics were analyzed to establish a target market profile with a focus on households with children aged 3-10. Other relevant metrics include household income and parental post-secondary education achievement, both of which are indicators of the likelihood to visit a children's museum. These data are helpful in determining audience size, daily attendance forecasting, and financial benchmarks for optimal pricing. The geographic reach of the primary service area was examined, identifying local and regional visitors. Competitive venues such as other museums, play centers, science centers, zoos, libraries and parks were identified and analyzed for potential impact. Comparative institutions in similarly-sized communities were surveyed to inform and strengthen the feasibility analysis.

As a result of this analysis, the total number of projected visitors annually for the **White Sands WonderLab** is 62,191. This is the attendance forecast used in project design.

To validate the reasonableness of projected attendance, the **White Sands WonderLab** visitation estimates were benchmarked against visitation at comparable local venues. While these facilities operate within the same local/regional market, they are not direct competitors and are unlikely to divert significant visitation from the WonderLab. Instead, their attendance patterns provide a useful reference point for assessing the plausibility of projected demand. Of significance is the Alameda Park Zoo, which has an annual visitation of approximately 60,000. Additionally, the New Mexico Museum of Space History has an annual visitation of approximately 77,000. Based on this benchmarking, the projected market capture of 62,191 visitors for **White Sands WonderLab** falls within a reasonable and supportable range.

The proposed **White Sands WonderLab** is expected to generate a net positive impact on existing industries and the local economy by attracting new visitors to Alamogordo and extending the length of stay for tourists. As a purpose-built children's museum with locally

rooted, hands-on experiences, the WonderLab fills a gap in the regional market and complements—rather than competes with—existing attractions.

Because the WonderLab does not duplicate offerings at nearby destinations, it will function as an additive amenity, increasing overall visitation to the area and driving additional spending at local hotels, restaurants, and retail businesses. This synergistic effect strengthens the local tourism system and supports broader economic development goals consistent with LEDA priorities.

The complete market survey, analysis and feasibility study is appended to this application.

- c) The **White Sands WonderLab** will operate as a year-round, family-focused children’s museum that integrates education, tourism, and workforce development. The operational model prioritizes:
- High-quality, hands-on exhibit experiences
 - Strong community partnerships
 - Financial sustainability through diversified revenue

The projected hours of operation:

- Peak Season (March–October and school breaks): 6–7 days/week, extended hours
- Off-Peak Season (November–February): 5–6 days/week
- Evenings: Reserved for events, rentals, and community programming

- d) A full-time professional marketing specialist will be employed to direct marketing operations. It is anticipated that the marketing strategy will include:

Target Markets:

Primary Market (0–60 miles)

Alamogordo, Tularosa Basin, Otero County

Repeat visitation, memberships, school groups

Secondary Market (60–120 miles)

Las Cruces, Lincoln County

Weekend family trips; Regional road-trippers and military families

Tourism Market

Visitors to White Sands National Park

Partnerships with:

Visit Alamogordo

Hotels, RV parks, and short-term rentals

Placement in: Visitor guides, Park itineraries, Hotel concierge recommendations

Convert pass-through visitors into extended stays

Digital-First Marketing:

Strong website with trip-planning integration

Google search + maps optimization

Social media campaigns (family-focused content)

Paid digital ads targeting: El Paso, Las Cruces, Military families relocating

Membership & Local Engagement:

Affordable annual memberships

“Come back again” programming model

Local family loyalty campaigns

Integration with schools and youth programs

Signature Experiences (Major Draw):

- Rotating exhibits
- Seasonal events (e.g., “Dune Discovery Days”)
- Summer camps and STEM festivals
- Special evening programs
- Create repeat visitation + regional buzz

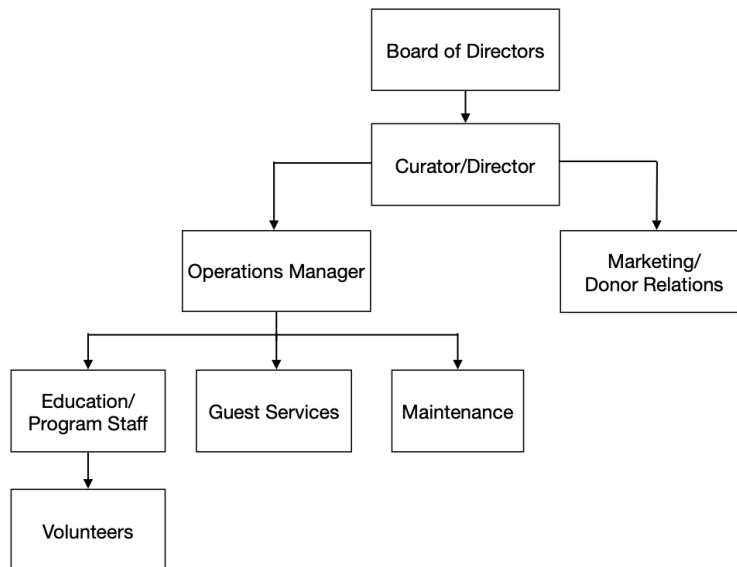
Group Sales & Education Market, direct outreach to:

- School districts
- Homeschool networks
- Youth organizations
- Field trip packages with curriculum alignment

e) Proposed Core Staffing

- Executive Director / Curator (1)
- Education & Program Staff (2)
- Marketing & Donor Relations Specialist (1)
- Operations Manager (1)
- Guest Services (2.5)
- Facilities / Maintenance (0.5)
- Part-Time / Seasonal (5+ staff): weekend & peak support, events, education facilitators
- Volunteers & Interns: Docents, STEM mentors, youth leadership

The organizational structure for personnel is shown below:



COMPANY FINANCIAL INFORMATION

- a) As a newly forming nonprofit project, the **White Sands WonderLab** does not yet have three years of operating history or tax filings. In lieu of historical financials, the project demonstrates financial solvency through detailed pro forma financial projections, prospective funding sources, strong governance and financial oversight by an experienced Board of Directors, and the support of its partner organizations.

The WonderLab's financial projections demonstrate a path to operational sustainability within the first year of operation. Revenues are diversified across admissions, memberships, programming, facility rentals, and sustained giving, reducing reliance on any single source. Conservative assumptions have been used for attendance and spending to ensure reliability of projections.

This conservative revenue approach is coupled with a phased and controlled increase in operating expenses. Salaries and benefits are scaled gradually at 5% annually from a lean startup baseline, ensuring alignment between staffing levels and operational demand. Under these assumptions, the WonderLab achieves positive operating performance from year 1 and maintains long-term financial sustainability.

The financial model has been intentionally stress-tested by reducing multiple earned revenue categories, including memberships, programs, retail, and event income. Under this highly conservative scenario, the WonderLab still demonstrates a clear path to financial sustainability. This approach reflects prudent financial planning and minimizes risk to public investment. Additionally, the project will maintain an operating reserve of approximately \$175,000 to cover initial startup deficits and ensure stable operations during the ramp-up period.

b)

White Sands WonderLab – 5-Year Financial Projections

Revenue Projections

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Attendance Revenue*	\$560,000	\$636,000	\$636,000	\$636,000	\$636,000
Memberships	\$75,000	\$80,000	\$85,000	\$85,000	\$85,000
Sponsorships/Grants	\$50,000	\$75,000	\$125,000	\$175,000	\$200,000
Total Revenue	\$685,000	\$791,000	\$846,000	\$896,000	\$921,000

*admission, gift shop, rentals, programs, events

Operating Expense Projections

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & Benefits	\$457,625	\$497,000	\$532,600	\$564,230	\$596,942
Utilities	\$25,000	\$33,990	\$35,010	\$36,060	\$37,142
Maintenance & Repairs	\$25,000	\$38,110	\$39,253	\$40,431	\$41,644
Exhibit Refresh	\$0	\$20,000	\$21,000	\$22,050	\$23,153
Marketing	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Insurance & Admin	\$22,500	\$23,175	\$23,870	\$24,586	\$25,324
Supplies & Retail	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000
Total Expenses	\$665,125	\$752,275	\$796,773	\$837,357	\$879,205

Net Operating Position

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$685,000	\$791,000	\$846,000	\$896,000	\$921,000
Total Expenses	\$655,000	\$752,000	\$797,000	\$837,000	\$879,000
Net Operating	\$20,000	\$39,000	\$49,000	\$59,000	\$42,000

- c) The **White Sands WonderLab** will be funded through a diversified capital stack that combines local public investment, state and federal grants, philanthropic contributions, and private sponsorships. This layered approach reduces risk, demonstrates broad-based support, and positions the project for successful implementation.

Capital Funding

Source	Type	Status	Amount
City of Alamogordo (LEDA)	Public	Requested	\$900,000
State of NM	New Mexico Destination Forward Grant	Targeted	\$250,000
NSF	STEM K-12 Grant	Targeted	\$600,000
Society for Science	STEM Grant	Targeted	\$100,000
State of NM	Education Grants	Targeted	\$400,000
USDA	Rural Community Development Initiative Grant	Targeted	\$75,000
Foundations	Philanthropic	In Development	\$1,400,000
Private Donors/Exhibit Sponsorships	Capital Campaign	Early Stage	\$150,000
TOTAL			\$3,875,000

The funding strategy is intentionally structured to leverage local investment into a significantly larger pool of external funding. Each dollar of LEDA funding is projected to leverage more than \$3.30 in additional investment, demonstrating strong return on public investment.

The LEDA request of \$900,000 from the City of Alamogordo serves as the foundational investment and critical local match. This commitment is essential to unlock additional funding and signals strong municipal partnership, significantly strengthening competitiveness for state, federal, and philanthropic funding sources.

- d) The LEDA award for the **White Sands WonderLab** will be secured through a combination of asset-based collateral, performance obligations, and legal protections consistent with LEDA requirements.

1. Project Asset Security

The LEDA investment will be secured by the capital improvements funded through the project, including:

- Building acquisition and renovations
- Permanent exhibit installations
- Equipment and furnishings

These assets will serve as collateral for the public investment.

2. Performance Agreement with the City

The project will enter into a formal LEDA Project Participation Agreement with the City of Alamogordo that includes:

Defined performance metrics (job creation, economic impact, operational benchmarks)

Reporting requirements, Compliance provisions

This agreement ensures accountability and alignment with LEDA objectives.

3. Reversionary Interest / Clawback Provisions

Consistent with LEDA practices, the agreement will include:

Reversionary interest provisions, allowing the City to recover assets or funds if performance requirements are not met

Clawback mechanisms tied to project milestones

These provisions provide strong protection of public funds.

4. Financial Guarantee Bond (If Required)

The project will obtain a financial guarantee bond to secure performance obligations.

This provides an additional layer of assurance for the LEDA investment.

5. Organizational Oversight and Governance

The project will be governed by a Board of Directors with financial oversight responsibilities. Annual financial reporting and audits (as applicable) will be provided.

Through a combination of asset-based collateral, enforceable performance agreements, and standard LEDA reversionary provisions, the **White Sands WonderLab** project provides a secure and responsible structure for the use of public funds while minimizing risk to the City.

PAYBACK AND JOB CREATION

The projected level of economic benefit corresponds to a LEDA funding payback period of approximately 4.0 to 4.5 years (1 to 1.5 years after opening), demonstrating a strong and timely return on public investment. In addition to direct financial return, the project will generate substantial employment opportunities. These positions offer salaries that are significantly higher than the New Mexico median personal income of \$34,544, further amplifying the project's positive economic impact through increased household earnings and local spending.

a) The **White Sands WonderLab** is expected to create a total of 8 full-time and 6 part-time positions. Job titles, responsibilities and wages are detailed in the following table. Benefits are an additional 25.5% of salaries and are included in Operating Expense Projections.

b)

Job Creation

Position	Responsibilities	Number of Positions (FTE)	Wages
Director/Curator	Lead operations, partnerships, exhibit development, admin.	1.0	\$54,700/year*
Interpreters/Educators	Deliver hands-on programming, school engagement	2.0	\$42,800/year*
Operations Coordinator	Manage daily logistics, administration	1.0	\$46,850/year*
Marketing and Donor Relations Specialist	Advertising, public relations, fundraising, communications	1.0	\$44,700/year*
Guest Services	Handle admissions, retail, visitor engagement	2.5	\$23,800/year*
Maintenance	Janitorial, facility maintenance	0.5	\$14,750/year
Part Time	Various	6	\$72,000/year

c) The **White Sands WonderLab** is projected to attract up to 100,000 visitors annually, representing the combined markets of local, regional, and extended visitor pools including a portion of the total annual visitors to White Sands National Park. This will generate economic benefits for Alamogordo and the surrounding region. Adopting a more conservative projection of 60,000 visitors (current visitation at Alameda Park Zoo), the predicted economic impact to Alamogordo remains significant.

Both scenarios (60,000 and 100,000 visitors) demonstrate strong and measurable returns for the community. These are grounded, data-driven outcomes. Even at the low end, the WonderLab delivers meaningful economic impact, and at full performance, it becomes a major driver of growth for Alamogordo.

The project will generate 14 jobs at the facility, 15–18 construction jobs and up to \$5 million in economic activity during the development phase. This level of return represents a strong

and sustainable economic development opportunity.

Beyond economic metrics, the **White Sands WonderLab** will serve as an important investment in Alamogordo’s future workforce and community vitality.

- Hands-on STEM education aligned with real-world careers
- Youth leadership and engagement opportunities as docents
- Partnerships with local businesses, schools, colleges, and organizations
- Internship and early workforce exposure opportunities
- Increased community pride and identity

Quantifiable community benefits are summarized in the following table:

Community Benefits - Economic Impact

Metric	Scenario 1 Conservative	Scenario 2 Optimized
Annual Visitors	32,800	54,700
Direct Visitor Spending*	\$6.4M	\$10.6M
Total Economic Impact (1.3x)**	\$8.3M	\$13.8 M
Taxable Spending (80%)	\$6.6M	\$11M
City GRT Revenue (3.8125%)	\$327K	\$526K
Jobs Supported (Economy-Wide)***	64 – 75	106 – 125
Onsite Jobs (Facility)	14	14
Construction Jobs****	15 - 18	15 - 18
Construction Impact	\$3 - 5M	\$3 - 5M

* Based on New Mexico Tourism Spending Averages

** Conservative economic multiplier

*** New Mexico Tourism Ratio

**** Industry Standard Ratio U.S. Bureau of Economic Analysis

White Sands WonderLab

Alamogordo Children's Museum

Explore, Play, Discover

Project Proposal

Shelley Dowhanik-Baron
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White Sands WonderLab

Children's Museum of Alamogordo

The **White Sands WonderLab** is a proposed children's museum in Alamogordo, New Mexico, designed as a hands-on discovery environment where children and families explore the science, culture, and natural wonders of the Tularosa Basin.

This project responds directly to a community and visitor need. Local residents and regional visitors—including White Sands National Park tourists—consistently express a desire for more interactive, family-oriented activities in the region.

The **WonderLab** will be a catalyst for child-powered learning and will serve as:

- A year-round indoor destination
- A STEM-focused educational hub
- A tourism driver and economic asset
- A community discovery & gathering space for families and schools

Project Vision

To create a premier children's discovery destination in southern New Mexico that inspires curiosity, creativity, and lifelong learning through immersive, place-based experiences.

Mission Statement

The **White Sands WonderLab** empowers children to explore, play, and discover through interactive exhibits rooted in the unique environment, history, and science of the Tularosa Basin. The museum will be a stand-alone facility designed for high engagement and repeat visitation.

Core Goals

1. Inspire Early STEM Learning
 - Hands-on, inquiry-based exhibits
 - Age-appropriate design (primarily ages 3–10)
2. Strengthen Community Engagement
 - Local Business and School partnerships
 - Family programming
 - Youth leadership integration (volunteer/docent)
3. Support Tourism & Economic Development
 - Complement existing area attractions (not duplicate)
 - Extend visitor stays in Alamogordo
 - Provide Inclusive Access & Affordable Entry

Target Audience

- Families with children
- Local schools and educators
- Regional visitors and tourists
- Youth organizations

Facility Overview

Size: ~5,000 sq ft, preferably located in the Alamogordo MainStreet area

White Sands WonderLab layout Includes:

- Exhibit Halls (open flow with interconnected zones)
- Orientation / Welcome Desk
- Small retail/gift area
- Snack bar
- Theater
- Community Learning Lab (programming, events, school groups, visiting exhibits)
- Desert and Dune PlayLand
- Storage / prep space
- Restrooms

Design Principles

The architectural and interior design of the **White Sands WonderLab** draw directly from the surrounding environment. Forms, colors, and materials echo the Sacramento Mountains, White Sands dunes, desert terrain, and expansive skies. Soft curves

reference wind-shaped gypsum dunes, while clean lines and warm tones reflect the desert's simplicity and clarity.

The building itself becomes part of the story—visitors don't just enter a children's museum; they step into a physical expression of the Tularosa Basin.

- Single-story, accessible
- Clear circulation and visibility
- Durable, low-maintenance materials
- Flexible for exhibit rotation and expansion

Exhibit Program (Signature Experiences)

The **White Sands WonderLab** of Alamogordo will feature seven core exhibit zones, each grounded in local identity and designed for hands-on engagement. Smaller supporting experiences will provide shorter interactions throughout the museum in connecting spaces. In all exhibits, the intent is to extend the impact of the power of play and encourage, inspire, and challenge intellectual and social development.

1. Pistachio Harvest Lab
 - Interactive harvesting simulation
 - Sorting, processing, packing, and retail activities
 - Connects to local agriculture economy
2. Dune Discovery Lab (Signature Exhibit)
 - Sand tables with airflow and dune formation modeling
 - Light + shadow play environments
 - Gypsum & crystal lab
3. Desert Animals Experience
 - Tularosa Basin/WSNP Special Species Spotlight
 - Crawl-through desert habitats
 - Track & sound identification and interactive ecology
 - Sensory-based learning; night vs day tunnel
4. Tularosa Basin Water Cycle/Monsoon Simulation (Showcase Exhibit)
 - Hands-on watershed table and interactive diorama
 - Rainfall/flood simulation of Sacramento Mountains and Tularosa Basin
 - Teaches drainage, erosion, and desert hydrology
5. Smokey Bear Forest & Fire Lab

The story of Smokey Bear began in 1950 when a black bear cub was rescued from the "Capitan Gap" wildfire in New Mexico's Lincoln National Forest near Alamogordo. He became the symbol for wildfire prevention.

 - Junior wildfire fighters (dress-up station, equipment, dispatch)
 - Fire management simulation and fire prevention education

Forest health (thinning, prescribed burns, defensible space)
Replica ranger cabin with life-sized Smokey animatronic figure

6. Gordodon: Life Before Dinosaurs

Discovered near Alamogordo in 2013, Gordodon kraineri lived about 300 million years ago—long before dinosaurs. This sail-backed, plant-eating reptile is an early relative of mammals, offering scientists new insight into how complex herbivores evolved.

Dig pit and fossil reconstruction

Life-sized structure inspired by the sail-backed reptile

Links to real local paleontology

7. Desert and Dune Adventure Climbing Structure (Central Feature)

Large-scale indoor play structure + White Sands Sandbox

Inspired by dunes + desert terrain

Serves as the visual and physical centerpiece

8. Multi-Purpose Theater

This small-format theater designed specifically for young audiences will provide short, high-impact film experiences that reinforce exhibit themes and extend learning through storytelling. It will also include an Interactive Puppet Theater where children can create and perform their own shows using puppets, costumes, and simple stage controls. At scheduled times, the theater will host professional performers and local storytellers, bringing southern New Mexico's culture, history, and environment to life. This flexible space blends play, learning, and storytelling, encouraging repeat visits. The theater will function as:

An educational anchor space

A programming and event venue

A repeat-visit driver

9. Community Learning Lab & Event Space

Flexible, multi-use room designed to connect people, ideas, and opportunities through hands-on learning, collaboration, workshops, and community engagement.

Venue for community meetings, public forums, and civic dialogue

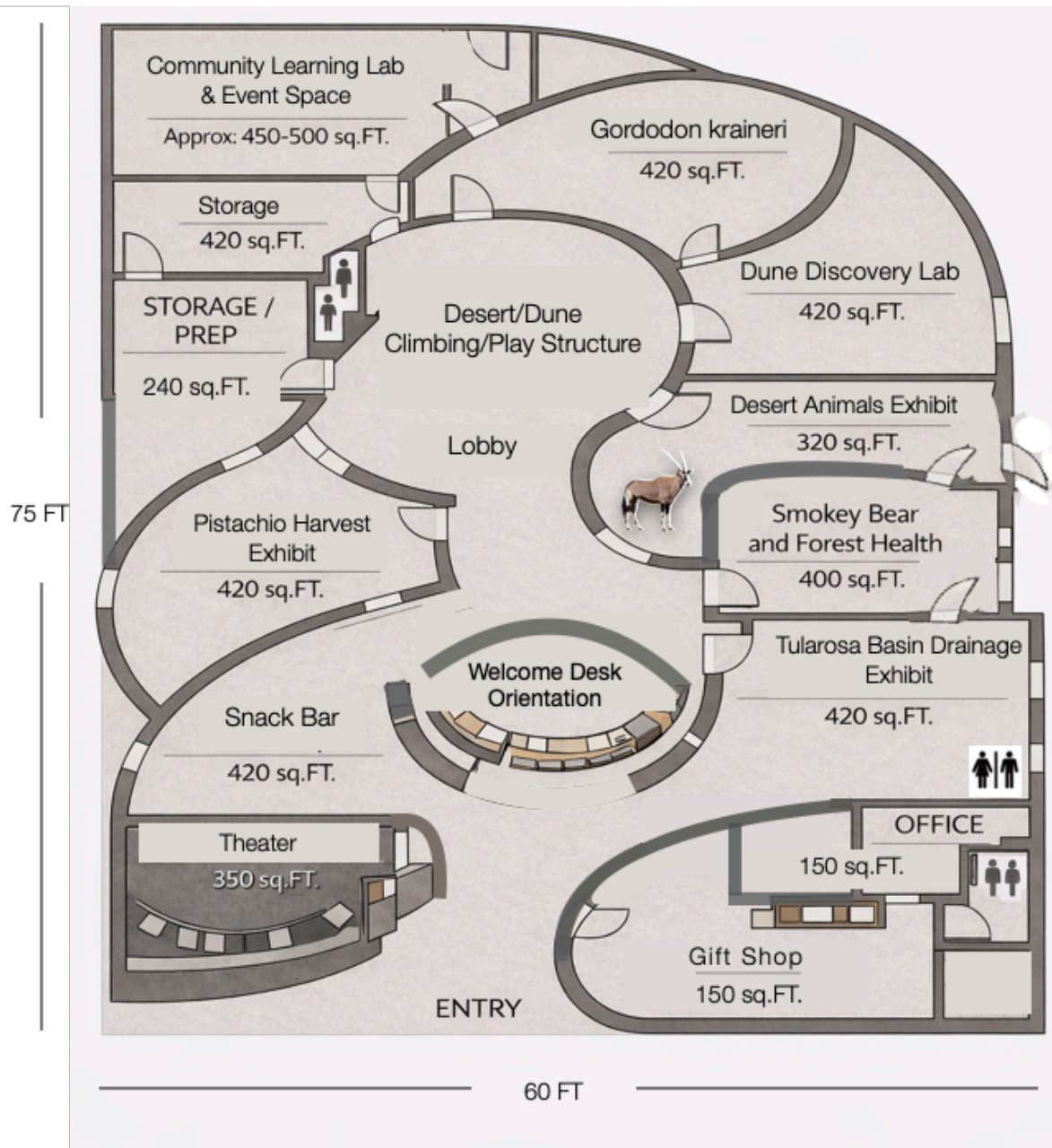
Space for local organizations, nonprofits, and city initiatives

Traveling/temporary exhibits

Each of these exhibits is aligned with New Mexico Public Education Department NM Stem Ready! Science Standards.

A conceptual layout of the **White Sands WonderLab** is provided on page 6, showing exhibit halls, operational, and administrative zones. An AI rendering of the building facade is provided on page 7, depicting architecture that reflects the natural landscape of the Tularosa Basin.

White Sands WonderLab





AI rendering of **White Sands Wonderlab** street elevation/facade



The facade interprets the White Sands dune landscape through clean, sculpted forms that establish a strong regional identity. The architecture uses a cost-efficient rectangular structure behind a signature curved facade. The entry portal creates an inviting destination for families and visitors.

Projected Impact

Visitor Estimates

- Conservative: 60,000 annually (current Alameda Park Zoo visitation)
- Target: 100,000 annually

Economic Impact

- Increased local spending (food, retail, lodging)
- New job creation (direct + indirect)
- Additional Gross Receipts Tax (GRT) revenue

Community Benefits

- Enhanced quality of life
- Educational enrichment for local youth
- Safe, year-round indoor activity space

Operations & Staffing: Core Staffing Model

- Director / Curator (1)
- Educators / Interpreters (2)
- Operations / Admin (1)
- Guest Services (2–3)
- Marketing/Donor Relations (1)
- Maintenance (0.5)
- Part-Time Staff (6): Evenings, weekends, peak
- Volunteers

Funding Strategy

A diversified funding strategy ensures that no single entity bears the full cost while maximizing return on investment for all stakeholders. The **White Sands WonderLab** will be funded through a blended strategy:

1. Grants

- Tourism development funds
- STEM education grants
- Foundation support (youth, education, rural development)

2. Private Partnerships

- Local businesses and sponsors
- Naming opportunities for exhibits
- Regional partnerships (NMSU-A, local organizations)

3. Public Funding

- Local Economic Development
- Capital outlay

- 4. Community Support
 - Donations
 - Memberships
 - Fundraising campaigns

Implementation Strategy

- Phase 1 (Launch – About \$3M)
 - Core exhibit build-out
 - Essential staffing and operations
 - Opening with flagship experiences

- Phase 2 (Expansion)
 - Rotating exhibits
 - Outdoor programming space
 - Expanded education programs and outreach

Why This Project Matters

The **White Sands WonderLab** of Alamogordo is an opportunity to create a destination where children don't just learn about their world—they experience it. Children who visit museums are more likely to have higher achievement in reading, math, and science. Alamogordo is uniquely positioned:

- Gateway to White Sands National Park
- Rich in science, history, and culture
- Demand for family-friendly attractions.

The **WonderLab** transforms that potential into a tangible, high-impact community asset. It strategically aligns with:

- City of Alamogordo economic development goals
- Tourism expansion initiatives
- STEM education priorities

Economic Impact

Key Economic Outcomes

The **White Sands WonderLab** is projected to attract up to 100,000 visitors annually, representing the combined markets of local, regional, and extended visitor pools, including a portion of the total annual visitors to White Sands National Park. This will generate economic benefits for Alamogordo and the surrounding region. Adopting a more conservative projection of 60,000 visitors (current visitation at Alameda Park Zoo), the predicted economic impact to Alamogordo remains significant.

- \$6.4 - \$10.6 million in annual direct visitor spending
- 8.3 - \$13.8 million in total economic impact
- \$327K – \$526K yearly in gross receipts tax (GRT) revenue to the City
- 64 - 125 jobs supported across the local economy

In addition, the project will generate 15–18 construction jobs and up to \$5 million in economic activity during the development phase. This level of return represents a strong and sustainable economic development opportunity, particularly given the project's relatively modest capital cost.

Both scenarios demonstrate strong and measurable returns for the community. These are grounded, data-driven outcomes. Even at the low end, the **WonderLab** delivers meaningful economic impact, and at full performance, it becomes a major driver of growth for Alamogordo.

Community and Workforce Impact

Beyond economic metrics, the **White Sands WonderLab** will serve as an important investment in Alamogordo's future workforce and community vitality.

Key Community Benefits:

- Hands-on STEM education aligned with real-world careers
- Youth leadership and engagement opportunities as docents
- Partnerships with local businesses, schools, colleges, and organizations
- Internship and early workforce exposure opportunities
- Increased community pride and identity

Economic & Community Impact

Metric	Scenario 1 Conservative	Scenario 2 Optimized
Annual Visitors	32,800	54,700
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Onsite Jobs (Facility)	14	14
Construction Jobs****	15 - 18	15 - 18
Construction Impact	\$3 - 5M	\$3 - 5M

* Based on *New Mexico Tourism Spending Averages*

** Conservative economic multiplier

*** New Mexico Tourism Ratio

**** Industry Standard Ratio U.S. Bureau of Economic Analysis

Partnerships

The **White Sands WonderLab** will be developed through a collaborative partnership model, with engagement from:

- Local educational institutions (including NMSU–Alamogordo, Alamogordo Public Schools, Sacramento School of Engineering and Science)
- City of Alamogordo - Visit Alamogordo
- New Mexico True Tourism
- Regional employers and technical organizations
- University research teams and archaeologists
- Community organizations, civic groups, Chamber of Commerce and businesses
- Local 501(c)3 such as Alamogordo MainStreet.

These partnerships will support programming, exhibit development, and long-term sustainability.

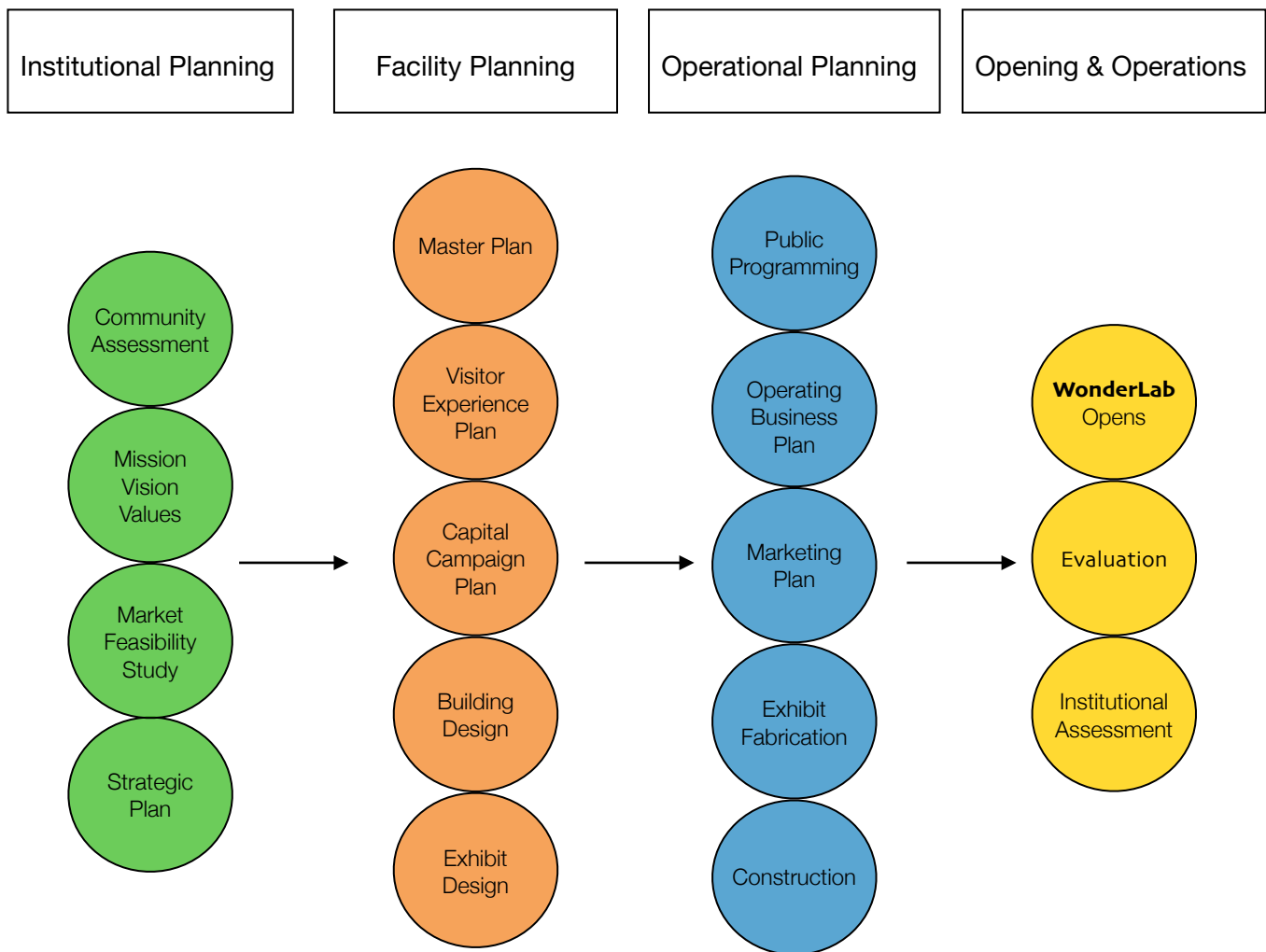
Project Readiness and Implementation

The **White Sands WonderLab** has a realistic implementation timeline of approximately 12–18 months following funding. Key readiness elements include:

- Conceptual planning and facility programming
- Community and stakeholder engagement
- Identified funding pathways (local, state, federal, and private).

<u>Year</u>	<u>Action</u>
2026	Planning & Partnerships
2027	Design & Fundraising
2028	Construction
2028(late)	Opening

A summary of the planning process is shown in the following figure:



Development Costs

This project is intentionally designed to deliver a high-quality, fully operational **White Sands WonderLab** for approximately \$3 million.

- Building Purchase
Budget: \$700K - \$1.2M
- Building Renovation
Budget: \$1.2 – \$1.4M
Architectural/Engineering Design
Structural/safety upgrades
HVAC upgrades; Electrical capacity for exhibits
ADA compliance (restrooms, entrance, paths)
Basic interior finishes (clean, durable, neutral)
- Core Exhibits & Museum Finishes
Budget: \$750K – \$1.0M

Total Cost \$2.65M - \$3.6M

Operating Costs

The **White Sands WonderLab** will operate with a lean staff of 8 FTE and 6 part-time staff. Staffing is the largest component of the facility operating cost.

A Director/Curator (1 FTE) will lead operations, partnerships, administration and exhibit development. Two Interpreters/Educators (2 FTE) will deliver hands-on programming and school engagement. An Operations Coordinator (1 FTE) will manage daily logistics and administration. A Marketing and Donor Relations Specialist (1 FTE) will be responsible for advertising, public relations, and communications and will also coordinate fundraising through grants, institutional giving and other sources.

Guest Services staff (2.5 FTE) will handle admissions, retail, and visitor engagement, and janitorial functions will be handled by Maintenance staff (0.5 FTE).

Six part-time staff will provide coverage during evenings, weekends, events, and peak seasons, allowing the **WonderLab** to scale efficiently with visitation demand. Volunteer docents will augment interpretive staff.

A summary of operating costs by category is provided in the following table:

Annual Operating Costs

Category	Cost Range
Staffing	\$458,000 - \$617,000
Utilities	\$25,000 - \$38,000
Maintenance	\$25,000 - \$41,000
Exhibits	\$20,000 - \$23,000
Programming/Marketing	\$75,000
Admin/Insurance	\$22,000 - \$25,000
Supplies/Retail	\$60,000 - \$80,000
TOTAL	\$685,000 - \$879,000

Revenue Projections

The **White Sands WonderLab** is designed to operate at or near cost-neutral through admissions, programming, and partnerships, with only nominal support in early years.

Annual Revenue

Revenue Source	Amount
Admissions (60,000/100,000 visitors x \$5)	\$300,000 - \$500,000
Memberships (750 x \$100)	\$75,000 - \$85,000
School Field Trips (5,000 to 8,000)	\$25,000 - \$40,000
Events, Rentals, Programs	\$215,000 - \$260,000
Retail (profit)	\$45,000 - \$55,000
TOTAL*	\$660,000 - \$940,000

*does not include sponsorships or grants

Conclusion

The **White Sands WonderLab** represents a strategic, forward-looking investment in the community's economic future, educational capacity, and quality of life. The most conservative economic impact analysis indicates that the facility will generate sufficient revenue to cover annual operating costs, and provide significant financial benefits to the City of Alamogordo. This is a right-sized project with outsized impact.

By creating a destination that combines tourism, education, and workforce development, this project will:

- Generate measurable and significant economic returns for the City of Alamogordo and the surrounding region
- Support and strengthen local businesses while creating and sustaining jobs
- Provide a much-needed, year-round family-friendly venue for residents and visitors alike
- Enhance quality of life by offering engaging, hands-on learning experiences for children and families
- Serve as a catalyst for downtown and regional economic activity, increasing visitor stay time and spending.

Appended Documents

Market Analysis and Feasibility Study
Economic Impact Analysis
Financial Analysis

White Sands WonderLab

Feasibility Study

Market Survey & Analysis

Executive Summary	2
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Executive Summary

The **White Sands WonderLab** is a proposed children's museum and regional destination designed to strengthen Alamogordo's economy, expand family-oriented amenities, and enhance tourism tied to White Sands National Park and regional assets.

This feasibility study evaluates:

- Market demand
- Attendance projections
- Facility capacity

The feasibility analysis demonstrates that the WonderLab is a viable and strategically aligned project that addresses a clear need for family-oriented, hands-on educational experiences in Alamogordo. Market demand, supported by regional visitation and benchmarking, indicates that projected attendance levels are reasonable and sustainable within the proposed facility size.

The WonderLab will generate measurable economic impact, strengthen Alamogordo's tourism offering, and provide lasting educational and community benefits. The **White Sands WonderLab** is a feasible, high-impact project and a sound investment in Alamogordo's economic and civic future.

White Sands WonderLab Market Survey

Introduction

A market survey was conducted to evaluate the feasibility, viability and sustainability of establishing the **White Sands WonderLab**. Demographics were analyzed to establish a target market profile with a focus on households with children aged 3-10. These data are helpful in determining audience size, daily attendance forecasting, and financial benchmarks for optimal pricing.

Other relevant metrics include household income and parental post-secondary education achievement, both of which are indicators of the likelihood to visit a children's museum.

The geographic reach of the primary service area was examined, identifying local and regional visitors. Competitive venues such as other museums, play centers, science centers, zoos, libraries and parks were identified and analyzed for potential impact. Comparative institutions in similarly-sized communities were surveyed to inform and strengthen the feasibility analysis.

Lastly, a SWOT analysis was performed to identify Strengths, Weakness, Opportunities and Threats. This will be used to build on advantages, address deficiencies and mitigate risks. A SWOT analysis is a key decision-making and strategic planning tool.

Demographics

The Association of Children's Museums represents more than 460 institutions across all 50 U.S. States. Museums in general contribute an estimated \$50B annually to the U.S. economy, while children's museums generate over \$5.5B in economic activity. Serving more than 30M visitors nationwide, the average annual attendance across all children's museums in the U.S. is 200,000 visits. Children's museums in the U.S. support approximately 60,000 jobs. It is estimated that more than 30% of children's museums are tied to downtown revitalization projects.

The **White Sands WonderLab** is projected to host approximately 60K - 100K visitors annually. The primary market area includes Alamogordo and Otero County. The Alamogordo Micropolitan Statistical Area (μ SA) is defined as the entire county of Otero and includes the City of Alamogordo. Secondary markets were identified in Lincoln and Dona Ana Counties plus White Sands National Park, all within an approximate 60 mile radius of Alamogordo. The U.S. Census Bureau and the American Community Survey were sourced for the market data reported in the following tables.

The WonderLab will be an important resource center for schools, serving as an extension of learning while partnering with area school districts. Alamogordo Public

Schools, Tularosa Municipal School District, Ruidoso Municipal Schools, Cloudcroft Municipal Schools and Las Cruces Public Schools provided data on elementary school enrollment.

Figure 1
Geographic Markets 60-Mile Radius

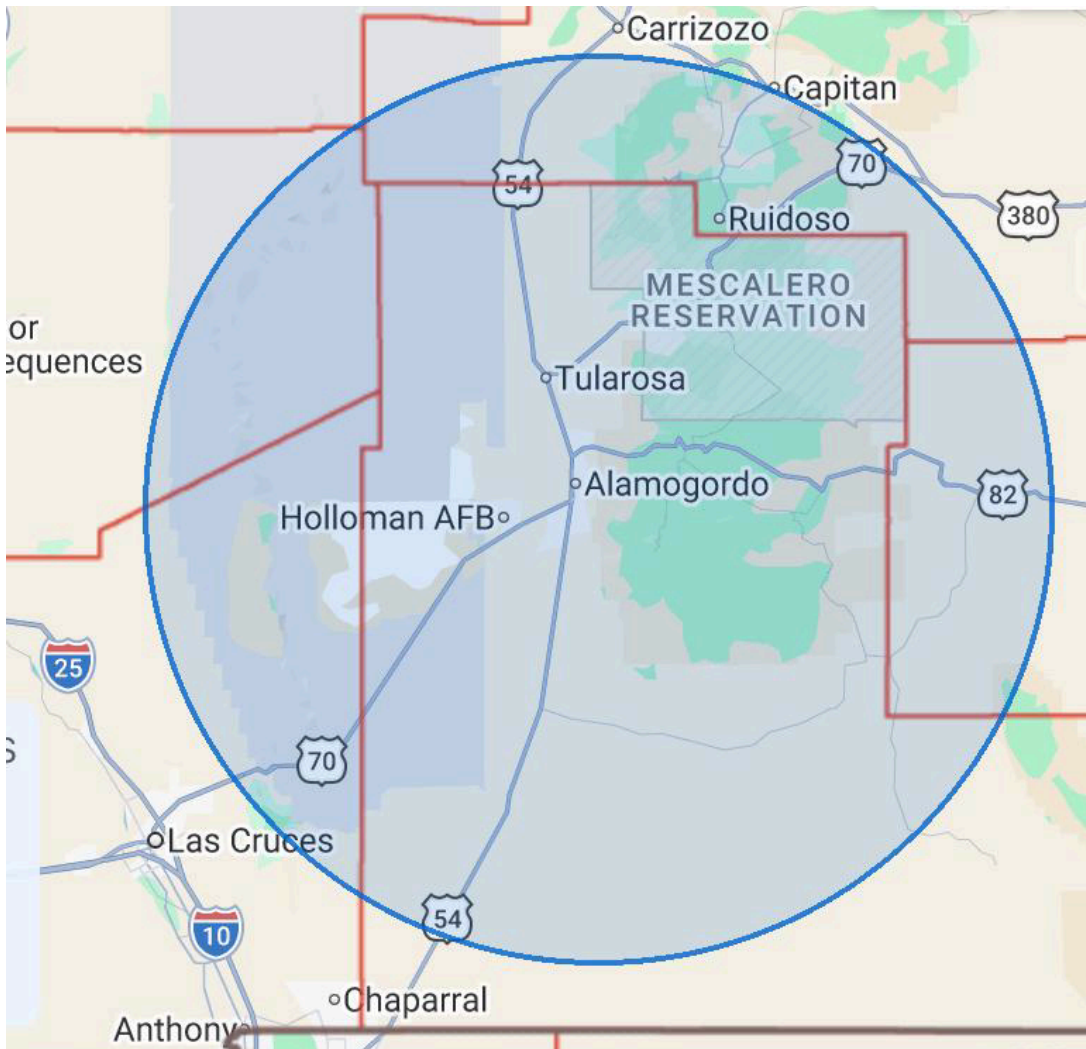


Table 1
Census & Elementary School Enrollment Market Data

	Population	Median Age	% under 18 years	PK-5 enrollment	Number of Households	Persons/ Household	Median Household Income	Bachelor's degree or higher %
Alamogordo	31,667 [^]	37.1	22.1	2,527*	13,200	2.30	\$55,952	25.5
Holloman Air Force Base	4,500	—	—	—	—	—	—	—
Alamogordo μ SA (Otero County)	68,235 ⁺	36.8	21.3	2,919	24,480	2.67	\$55,867	22.7
Lincoln County ^{***}	19,844	52.5	17.2	1,084	10,000	2.01	\$53,303	32.2
Mescalero Apache Reservation	4,022	33.2	26.2	345	700	5.75	\$36,927	13.6
Dona Ana County ^{**}	119,636	34	22.4	10,910	47,517	2.38	\$55,422	36.7
TOTAL	216,237			15,258	82,697			

[^] Alamogordo City only

⁺ primary market area includes Alamogordo City

* includes HAFB

— data not available

^{***} Ruidoso only

^{**} Las Cruces only

Table 2
Other Relevant Market Data - Tourism & Competitive Venues

Venue	Annual Visitors	Estimated # of Children Under 18 yrs
White Sands National Park	~700,000	175,000*
New Mexico Museum of Space History (Alamogordo)	~77,000	16,401**
Alameda Park Zoo (Alamogordo)	~60,000	13,860**
Alamogordo Public Library	89,418***	19,046**
Tularosa Basin Museum of History	-	-
Aubrey L. Dunn, Sr. Visitor's Center C. of C. (Alamogordo)	-	-
Alamogordo Recreation Center (Pool)	-	-
Pistachioland	~250,000	52,250**
New Mexico Farm & Ranch Museum (Las Cruces)	~39,000	8,307**
Asombro Institute for Science Education (Las Cruces)	~23,500	~22,000
Museum of Nature and Science (Las Cruces)	~85,000	19,635**

* based on 2.6 - 3.0 persons/vehicle (seasonal, NPS), and 25% of visitors are children (NPS.gov)

** based on Otero County percentage rate for number of children under 18 in total population (21.3%)

*** 2025 visitor count

- data not available at time of report

Attendance Forecast

A realistic sense of how many people will walk through the **White Sands WonderLab's** doors is critical for accurate budgeting, planning, and program prioritization. Reliable projected attendance at the WonderLab was estimated based on industry, regional and state facilities' visitation rates and by benchmarking against comparable institutions.

The Association of Children's Museums member institutions data surveys were also used to compare the projected audience census for the WonderLab with nationwide averages. Furthermore, capacity and map-checking analyses were conducted to understand the maximum capacity of the WonderLab, and this was cross-referenced against the predicted total available audience to gauge the reasonableness of the projections.

These quantifications will inform evidence-based, data-driven decisions about overall feasibility and on-going internal operations. It is important to understand that higher attendance is typical for children's museums in early years, with stabilization of the audience by year 3. Stabilized projections are the product of this modeling for **White Sands WonderLab**. The analysis process is depicted in Figure 2.

Table 3 provides attendance and market capture rates for children's and other science museums that were surveyed in the analysis. Individual facility market capture rates were calculated, and the average was applied to the primary target market profile (estimate of the total available audience) for the WonderLab. The resulting estimated attendance number will be used as the raw market capture for the WonderLab.

Table 4 provides data on municipal areas adjacent to Alamogordo, which represent extra-market potential. In this analysis, Tularosa was included in the Alamogordo (μ SA) market. For more distant municipalities, capture rates were assumed to be considerably less than the 55% utilized for Alamogordo μ SA. It was assumed that the market capture rate for these locations was 25% of the Alamogordo μ SA rate, or 14% overall. For the extra-markets of Las Cruces and White Sands National Park, an across-the-board capture rate of 5% was assumed.

Figure 2
Design Market Attendance Methodology

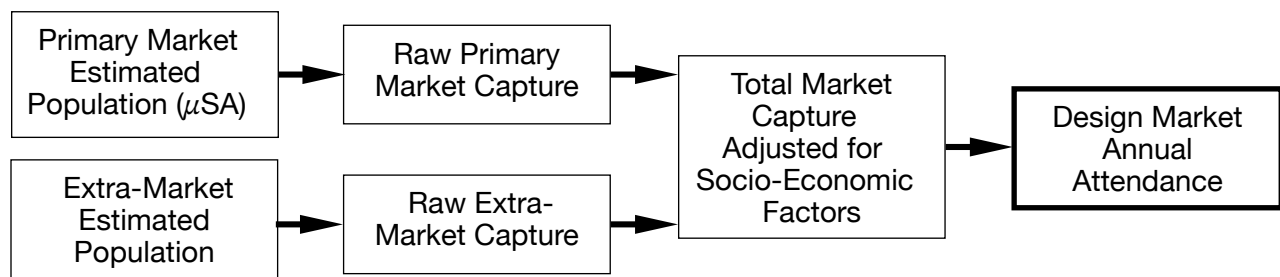


Table 3
Children’s and Other Museums
Metropolitan Statistical Area Market Capture Rates

Venue	MSA	MSA Population	Attendance	Market Capture Rate (%)
Raven Hill Discovery Center	East Jordan MI	26,054**	8060	31
North Country Children’s Museum	Potsdam NY	8,312	15,000	99
Chambers County Children’s Museum	Mont Belvieu TX	10,082	67,122	99
Children’s Museum of South Dakota	Brookings SD	25,000	105,000	99
Northwoods Children’s Museum	Iron Mountain WI	30,178	27,200	90
Otter Cove Children’s Museum	Fergus Falls MN	60,084	30,000	50
Kidscommons Community Children’s Museum	Columbus IN	82,294	44,000	53
Curious Kids Museum	St. Joseph MI	62,731*	40,278	64
Bradbury Science Museum	Los Alamos NM	13,179 1,160,000^^	67,000	99
New Mexico Museum of Natural History & Science	Albuquerque NM	925,279	256,684	28
Santa Fe Children’s Museum	Santa Fe NM	155,175	89,889	58
Museum of International Folk Art	Santa Fe NM	155,175	100,000	65
E ³ Children’s Museum and Science Center	Farmington NM	120,675	3,510	3
La Nube	El Paso TX	877,840	210,000	24
AVERAGE				55
White Sands WonderLab Primary Target Market Profile	Alamogordo NM	68,235[^]	37,530^{^^}	55

* urban area includes St. Joseph (7,862) plus Benton Harbor and Lincoln MI

** total Charlevoix County MI

[^] Alamogordo μ SA population only

^{^^} estimated White Sands WonderLab attendance based on μ SA unadjusted for demographic metrics

^{^^^} Los Alamos-Santa Fe-Albuquerque combined

Table 4
Extra-Alamogordo Market Capture

Municipality	Total Population	Capture Rate %	White Sands WonderLab extra visitation
Ruidoso NM	7,701	14*	1,078
Las Cruces NM	119,636	5***	5,982
Carizozo NM	972	14*	136
Capitan NM	1,413	14*	198
White Sands National Park Tourists	700,000	5**	35,000
White Sands WonderLab Extra Target Market Profile			42,124

* 25% of the Alamogordo capture rate

** 5% overall estimated capture rate

*** 5% overall capture rate assumed, since Las Cruces is a major metropolitan area with many competing attractions

The raw market capture is the sum of the primary (37,530) and extra-market (42,124) profiles, for a total of 79,654 visitors (unadjusted for demographic metrics of education and socio-economic status).

An alternative estimation of the number of WSNP visitors was calculated by estimating the number of WSNP visitors that are children between 3 and 10 years of age, then adjusting that quantity to include the family that would be accompanying the children to the WonderLab. The following assumptions were made in the analysis:

- % of children <18 in general population is 25%
- % of children between ages 3-10 in population of children <18 is 50%
- 15% capture rate of children between 3-10
- Children will be accompanied by their household to the WonderLab
- National average of children /household is 1.94 and average family household size is 3.13 persons/household

The analysis indicates an estimated total visitation from WSNP (children + accompanying parents) is 75,122 persons, unadjusted for socioeconomic factors. This compares closely (within 6%) with the previous estimate of 79,654.

Market Capture Adjusted for Socio-Economic Factors

Key factors in the probability of visiting a children’s museum are household income and whether the parents are university-educated. Higher educational attainment positively correlates to increased attendance, by 8.7% to 15.7%. Eighty-two percent of frequent museum visitors are estimated to hold a college degree, compared to 32% of the general public. The average market profile was therefore adjusted based on local demographic metrics.

To quantify the realistic market capture for the **White Sands WonderLab**, the raw market capture was reduced based on the college-degreed population percentage for Alamogordo of 25.5%, and compared with 87% of children’s museum attendees having college degrees. Overall, there is a gap in attendance of approximately 25% between upper and lower socio-economic groups (educational, employment, income). Alamogordo, Otero County and Lincoln County are well below the national median household income (\$55,952 vs \$83,730). Therefore, the raw market capture for these locations was reduced by 25 percent. The raw market capture for White Sands National Park visitors was adjusted by -18%, corresponding to national averages for socio-economic metrics compared to museum-visiting public.

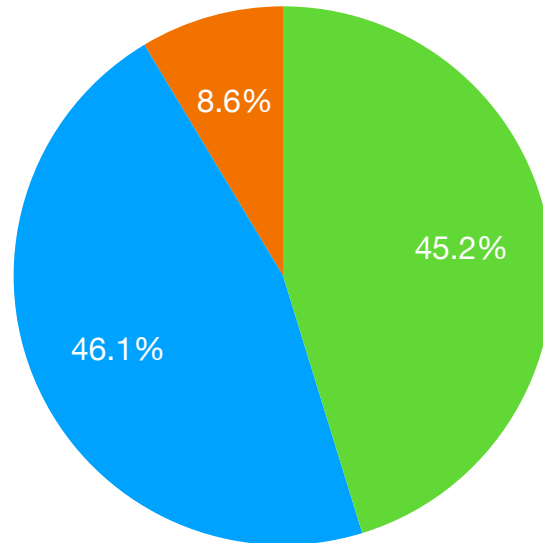
Table 5
Adjusted Market Capture: Socio-Economic Influence

Raw Market Capture	Socio-Economic Multiplier	Adjusted Market Capture
Primary Alamogordo (μ SA): 37,530	0.75	28,148
Extra-Alamogordo Municipalities: 7,124	0.75	5,343
Extra-Alamogordo WSNP: 35,000	0.82	28,700
White Sands WonderLab Design Market Annual Attendance		62,191

As a result of these adjustments, the total number of projected visitors for this project is 62,191. This is the recommended attendance forecast to be used in design of the **White Sands WonderLab**.

Figure 3
Distribution of Design Market Attendance

● Primary Alamogordo ● WSNP ● Extra-Alamogordo



Comparison with Competing Local Venues

To validate the reasonableness of projected attendance, **White Sands WonderLab** visitation estimates were benchmarked against visitation at comparable local venues. While these facilities operate within the same local/regional market, they are not direct competitors and are unlikely to divert significant visitation from WonderLab. Instead, their attendance patterns provide a useful reference point for assessing the plausibility of projected demand.

Table 2 details the annual visitation at comparable local venues. Of significance is the Alameda Park Zoo, which has an annual visitation of approximately 60,000. Additionally, the New Mexico Museum of Space History has an annual visitation of approximately 77,000. Both of these facilities are in Alamogordo. Based on this benchmarking, the projected adjusted market capture of 62,191 visitors for **White Sands WonderLab** falls within a reasonable and supportable range.

Map-Checking Analysis

A geographic “map-checking” analysis was conducted to validate the reasonableness of the **White Sands WonderLab**’s projected attendance and market reach. Using a 60-mile primary radius centered on Alamogordo, the analysis confirms that the project is

strategically positioned within a well-defined and accessible regional population base, while also capturing significant tourism flow.

The 60-mile radius encompasses the entirety of Otero County and extends into portions of Doña Ana County (including the Las Cruces metropolitan area) and Lincoln County (including Ruidoso and surrounding communities). This region represents a resident population base within a drive time of approximately one hour, supporting repeat visitation, school field trips, and community engagement. (see Figure 1)

In addition to the primary resident market, the WonderLab benefits from its proximity to White Sands National Park, a major tourism driver that brings substantial annual visitation to the area. Many of these visitors currently experience limited secondary activities in Alamogordo, creating a clear opportunity for the WonderLab to capture additional visitor time, increase length of stay, and convert pass-through traffic into local economic activity.

A secondary radius of approximately 70 miles further reinforces the project's reach, fully capturing Las Cruces and strengthening access to a larger population base and visitor pool. Importantly, this expanded market demonstrates layered demand: a strong local/regional base supplemented by high-volume tourism.

This map-based validation supports the conclusion that the WonderLab's projected attendance is reasonable and achievable. The project is not dependent solely on the local population but is instead combines regional accessibility and established tourism. This strengthens both its financial viability and long-term sustainability.

Capacity Analysis

A capacity analysis was conducted to evaluate whether projected visitation is reasonable relative to the planned facility size for the **White Sands WonderLab**. Based on a building size of 5,000 square feet and an annual attendance of 62,000 visitors, the analysis indicates that the facility will operate within a comfortable and sustainable capacity range.

At 62,000 annual visitors, the WonderLab would experience approximately 12.4 visitors per square foot per year, which reflects a moderate utilization level for a hands-on children's museum. This suggests that the facility is neither underutilized nor overly crowded, allowing for a quality visitor experience.

Assuming operations over 300 days per year, average daily attendance would be approximately 205 to 210 visitors per day. On peak days—such as weekends, holidays, and tourism surges—attendance could increase to 300 to 400 visitors per day.

With an assumed average length of stay of 1.5 hours within a 7-hour operating day, the facility would accommodate approximately 45 visitors at a time, on average, with peak occupancy in the range of 75 to 90 visitors. Assuming approximately 65% of the building (3,250 square feet) is dedicated to exhibit and public space, the resulting space allocation would be:

Average conditions: ~70–75 square feet per person

Peak conditions: ~35–45 square feet per person

These ranges fall well within accepted standards for children’s museums and interactive environments, supporting both visitor comfort and effective exhibit engagement (ACM.org, AAM-US.org).

The results of the analysis demonstrate that a 5,000-square-foot **White Sands WonderLab** is well-matched to a projected annual attendance of 62,000 visitors. The building size provides sufficient capacity to accommodate both average and peak visitation levels. This configuration supports a high-quality visitor experience.

SWOT Analysis

The following SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis evaluates the strategic position of the **White Sands WonderLab** within the Alamogordo and regional market. It identifies key internal strengths and limitations, as well as external opportunities and risks that may influence the project’s success. This analysis is intended to inform decision-making and ensure the project is positioned to maximize economic impact, community value, and long-term sustainability.

The analysis examines the WonderLab as an economic development initiative, assessing its ability to leverage regional assets, capture visitor demand, and generate sustainable community benefits. It highlights both the project’s competitive advantages and the key factors that must be managed to ensure successful delivery and operation.

The results of the SWOT analysis indicate that the **White Sands WonderLab** is well-positioned to succeed as a regional destination and community asset. Its strengths—particularly its alignment with existing tourism, its unique place-based identity, and its relevance to STEM education—provide a solid foundation for impact. The identified opportunities significantly outweigh the risks despite challenges related to market size, startup capacity, and funding. With a disciplined implementation strategy and strong partnerships, the project has the potential to deliver sustained economic, educational, and community benefits. The SWOT analysis is summarized in Figure 4.

Figure 4
SWOT Analysis

<p>STRENGTHS</p> <p>Unique Place-Based Identity Direct connection to White Sands National Park (WSNP) and regional assets. Blends science, landscape and history in a way no other children’s—or local—museum offers.</p> <p>Strong Tourism Synergy Captures existing visitation and answers a common question: “What else is there to do?”. Encourages longer stays and increases local spending.</p> <p>Year-Round Indoor Attraction Provides a much-needed indoor option in a region with extreme climate and limited family activities. Designed for repeat visitation.</p> <p>STEM + Workforce Alignment Builds interest in sciences and local agriculture, through local and regional partnerships. Aligns with local and state education standards.</p> <p>Scalable Concept Can open lean and grow over time. Modular and adaptable exhibits have growth potential.</p> <p>Strong Civic and Economic Development Advances economic development, inspire youth, and strengthens tourism. Well-aligned with LEDA goals and public investment.</p>	<p>WEAKNESSES</p> <p>Small Local Population Base Alamogordo alone cannot sustain attendance. Success depends on capturing regional and tourist markets</p> <p>Limited Existing Philanthropic Base Smaller donor pool compared to metropolitan areas. Early years will rely on grants and public funding.</p> <p>Seasonal Tourism Variability WSNP visitation fluctuates with weather, federal closures, seasons and travel patterns, creating revenue variability.</p> <p>Startup Capacity New organization must build staffing, programming, operations systems, and community awareness. Local leadership pool is limited.</p>
<p>OPPORTUNITIES</p> <p>Capture Untapped Visitor Demand WSNP visitors actively seek additional activities. Opportunity to increase length of stay and local spending.</p> <p>Strategic Partnerships With education, tribal, and military entities.</p> <p>Grant and Public Funding Alignment Strong fit for STEM education, rural economic development and tourism infrastructure funding. Aligns with LEDA, NSF, USDA, and State grants.</p> <p>Regional Hub Potential Can serve Otero, Lincoln and Dona Ana counties as the ONLY children’s museum in the region of southern New Mexico.</p> <p>Program Expansion Camps, field trips, traveling exhibits, evening events, rentals and community programming.</p> <p>Branding Opportunity Position as the “Gateway to White Sands” and a signature identity project for Alamogordo.</p>	<p>THREATS</p> <p>Economic sensitivity Tourism and discretionary spending can decline when the economy slows.</p> <p>Competing Destinations Nearby draws like Las Cruces and El Paso compete for visitors and entertainment dollars. The WonderLab must be a compelling reason to stop in Alamogordo.</p> <p>Federal Dependency Risk Closures or restrictions at White sands National Park can directly impact visitation flow.</p> <p>Operational Sustainability Risk if attendance projections are not met. Requires tight cost control, revenue diversification, and phased growth.</p> <p>Grant/Funding Timing Delays in the capital stack could stall momentum and increase costs.</p> <p>Mission Drift Must stay focused on core identity: hands-on discovery, place-based storytelling and youth inspiration. Careful implementation and management to avoid expansion of scope too broadly</p>

Conclusion

The results of this feasibility analysis indicate that the **White Sands WonderLab** is a well-conceived, strategically aligned project that responds directly to identified gaps in Alamogordo's educational, recreational, and tourism infrastructure. The combination of strong regional visitation, a growing need for high-quality family-oriented amenities, and the absence of comparable hands-on learning environments supports the conclusion that the WonderLab is both timely and necessary.

Attendance projections, grounded in market benchmarking and adjusted capture rates, demonstrate that the facility can sustain consistent visitation levels within a reasonable and defensible range. When evaluated against the proposed facility size, these projections confirm that the WonderLab will operate efficiently, with sufficient activity to create an engaging visitor experience while maintaining manageable operational demands.

The broader value of the WonderLab lies in its ability to generate measurable economic impact while strengthening the social and educational fabric of the community. The project will enhance Alamogordo's role as a regional destination, extend visitor stays, and provide meaningful learning experiences that connect children and families to the unique environmental and cultural assets of southern New Mexico.

In total, the feasibility findings support a clear conclusion: the **White Sands WonderLab** is not only feasible, but also represents a high-impact investment in Alamogordo's future. With thoughtful execution, strong partnerships, and continued alignment with community priorities, the project is well-positioned to succeed as both an economic driver and a valued civic asset.

White Sands WonderLab

Economic Impact Analysis

Direct Economic Impact	2
Total Economic Impact	2
Other Economic Effects: Community and Workforce	
Jobs Supported	3
Gross Receipts Tax Revenue	3

Economic Impact Analysis

The economic impact of the **White Sands WonderLab** was analyzed for 2 Scenarios: Conservative (60,000 visitors/year) and Optimized (100,000 visitors/year). For the purposes of this analysis, the assumption of mostly day visitors to Alamogordo was used in projecting economic impact.

New Mexico Tourism Spending Averages for visitor types were used as a realistic baseline: average domestic visitor spending of about \$194 per trip, and average international visitor spending of about \$900+ per trip. Most visitors to Alamogordo (White Sands, day trips, regional travel) are typically domestic, hence the analysis model was built only on that domestic visitation.

Direct Economic Impact Estimate/Visitors' Spending

Scenario 1: Conservative Case 60,000 visitors (54.7% of market is non-Alamogordo, or visitors)

$32,820 \text{ visitors} \times \$194 = \$6.4 \text{ million in Direct Spending}$

Scenario 2: Optimized Case 100,000 visitors (54.7% of market is non-Alamogordo, or visitors)

$54,700 \text{ visitors} \times \$194 = \$10.6 \text{ million in Direct Spending}$

Total Economic Impact (Multiplier Effect)

Tourism dollars circulate throughout the Alamogordo economy: (restaurants → wages → local spending). A regional multiplier is applied to the Direct Economic Impact to estimate the Total Economic Impact, and is typically 1.5 to 1.8. For the purposes of this economic analysis, a lower economic multiplier of 1.3 was used.

Scenario 1: Conservative:

$\$6.4\text{M} \times 1.3 = \$8.3\text{M Total Economic Impact}$

Scenario 2: Optimized:

$\$10.6\text{M} \times 1.3 = \$13.8\text{M Total Economic Impact}$

Other Economic Effects: Community and Workforce

Based on how tourism spending distributes statewide through:

- Lodging (hotels, Airbnb)
- Restaurants & bars
- Retail (shops, gas, souvenirs)
- Attractions & recreation,

tourism in New Mexico also:

- Supports jobs (~8% of statewide employment)
- Generates local tax revenue (GRT, lodging tax).

1. Jobs Supported:

Throughout the Alamogordo Economy

Using NM Tourism Ratio*:

Number of Jobs = Total Economic Impact / \$110K – \$130K* range per job

Scenario 1: \$8.3M ÷ range

64 to 75 jobs supported

Scenario 2: \$13.8M ÷ range

106 to 125 to jobs supported throughout the Alamogordo economy

Onsite Jobs

- 8 FTE (Director/Curator 1, Interpreters/Educators 2, Operations 1, Marketing 1, Guest Services 2.5, Maintenance 0.5),
- 6 PT (evening, weekends, events, peak hours/days)

Construction Jobs

Industry Standard Ratio of 5 to 6 jobs per \$1 million in construction spending (U.S. Bureau of Economic Analysis / IMPLAN-type modeling)

- \$3.0M project => 15 to 18 construction jobs
- \$3M to \$5M total impact dollars

2. City Gross Receipts Tax (GRT) Revenue:

Assumptions:

- Taxable Spending is 80% of Total Economic Impact
- Tax rate is 3.8125% (City of Alamogordo's share)

Taxable spending (Scenarios 1 & 2):

\$8.3M to \$13.8M × 0.80 = \$6.6M to \$11M

City Gross Receipts Tax: (Scenarios 1 & 2):

\$8.3M to \$13.8M × 0.038125 = \$327,000 to \$526,000 annually

The overall economic and community impact is summarized in the following table.

Metric	Scenario 1 Conservative	Scenario 2 Optimized
Annual Visitors	32,800	54,700
Direct Visitor Spending*	\$6.4M	\$10.6M
Total Economic Impact (1.3x)**	\$8.3M	\$13.8 M
Taxable Spending (80%)	\$6.6M	\$11M
City GRT Revenue (3.8125%)	\$327K	\$526K
Jobs Supported (Economy-Wide)***	64 – 75	106 – 125
Onsite Jobs (Facility)	14	14
Construction Jobs****	15 - 18	15 - 18
Construction Impact	\$3 - 5M	\$3 - 5M

White Sands WonderLab

Financial Analysis

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Summary: 5-Year Financial Projections

The financial analysis for the **White Sands WonderLab** is based on conservative revenue assumptions, moderate growth projections, and carefully controlled operating expenses. This approach ensures that the model reflects a realistic and defensible path toward long-term sustainability while acknowledging the need for structured support during initial years of operation.

The analysis indicates that while the WonderLab may require financial support in its early years, the gap narrows as attendance stabilizes and revenue streams mature. With disciplined cost management and steady visitation, the model demonstrates a clear trajectory toward operational balance.

From a capital perspective, the project is structured to leverage public investment—particularly through LEDA funding—to unlock additional state, federal, and private funding sources. This layered funding strategy reduces financial risk and aligns with best practices for similar community-based capital projects.

Overall, the financial analysis supports the conclusion that the **White Sands WonderLab** is economically viable, with a sound operating framework and a credible path to sustainability.

Revenue Projections

Revenue projections are diversified across multiple sources, including admissions, memberships, programs, events, and retail sales. Attendance levels are aligned with market analysis and remain within a reasonable range based on comparable institutions. Pricing assumptions, including a modest admission structure (\$5 admission, \$100 membership), are intentionally conservative to prioritize accessibility while still generating consistent baseline revenue.

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Attendance Revenue*	\$560,000	\$636,000	\$636,000	\$636,000	\$636,000
Memberships	\$75,000	\$80,000	\$85,000	\$85,000	\$85,000
Sponsorships/Grants	\$50,000	\$75,000	\$125,000	\$175,000	\$200,000
Total Revenue	\$685,000	\$791,000	\$846,000	\$896,000	\$921,000

*admission, gift shop, rentals, programs, event

Operating Expense Projections

Operating expenses have been developed to reflect a lean but effective staffing model, appropriate facility costs, and phased program development. Personnel costs represent the largest share of the operating budget, consistent with industry standards for museums and educational facilities. Other expense categories—including utilities, maintenance, marketing, and administrative costs—have been calibrated to reflect local conditions and scaled appropriately over time.

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries & Benefits	\$457,625	\$497,000	\$532,600	\$564,230	\$596,942
Utilities	\$25,000	\$33,990	\$35,010	\$36,060	\$37,142
Maintenance & Repairs	\$25,000	\$38,110	\$39,253	\$40,431	\$41,644
Exhibit Refresh	\$0	\$20,000	\$21,000	\$22,050	\$23,153
Marketing	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Insurance & Admin	\$22,500	\$23,175	\$23,870	\$24,586	\$25,324
Supplies & Retail	\$60,000	\$65,000	\$70,000	\$75,000	\$80,000
Total Expenses	\$665,125	\$752,275	\$796,773	\$837,357	\$879,205

Net Operating Position

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$685,000	\$791,000	\$846,000	\$896,000	\$921,000
Total Expenses	\$665,000	\$752,000	\$797,000	\$837,000	\$879,000
Net Operating	\$20,000	\$39,000	\$49,000	\$59,000	\$42,000

Capital Funding

The White Sands WonderLab will be funded through a diversified capital stack that combines local public investment, state and federal grants, philanthropic contributions, and private sponsorships. This layered approach reduces risk, demonstrates broad-based support, and positions the project for successful implementation.

The funding strategy is intentionally structured to leverage local investment into a significantly larger pool of external funding. Each dollar of LEDA funding is projected to leverage more than \$3.30 in additional investment, demonstrating strong return on public investment. The combination of secured, targeted, and in-development funding reflects both early momentum and a clear pathway to full capitalization.

Source	Type	Status	Amount
City of Alamogordo (LEDA)	Public	Requested	\$900,000
State of NM	New Mexico Destination Forward Grant	Targeted	\$250,000
NSF	STEM K-12 Grant	Targeted	\$600,000
Society for Science	STEM Grant	Targeted	\$100,000
State of NM	Education Grants	Targeted	\$400,000
USDA	Rural Community Development Initiative Grant	Targeted	\$75,000
Foundations	Philanthropic	In Development	\$1,400,000
Private Donors/Exhibit Sponsorships	Capital Campaign	Early Stage	\$150,000
TOTAL			\$3,875,000

YEAR 1 Attendance Revenue

Admission*	49,500	\$5	\$247,500
Gift shop/snack bar**	2800	\$12	\$33,600
Camps*** (60 kids, 48 days/year)	2,880	\$85	\$244,800
Birthday parties (7/mo for 6)	84	\$50	\$4,200
Event Nights (60 adults, 6/year)	360	\$50	\$18,000
Rentals/conferences	24	\$500	\$12,000
TOTAL			\$560,100

*47,000 general admission; 2,500 school field trips

**6.25% of general admission

***48 days total: 10 days federal holidays; 21 days Thanksgiving, Christmas & Spring breaks; 5 days school inservice; 12 days summer break (3 weeks, 4 days/week, 2-day (1/2 day) camp)

YEARS 2-5 Attendance Revenue

Admission*	62,500	\$5	\$312,500
Gift shop/snack bar**	3,750	\$12	\$45,000
Camps*** (60 kids, 48 days/year)	2,880	\$85	\$244,800
Birthday parties (7/mo for 6)	84	\$50	\$4,200
Event Nights (60 adults, 6/year)	360	\$50	\$18,000
Rentals/conferences	24	\$500	\$12,000
TOTAL			\$636,000

*60,000 general admission; 2,500 school field trips

**6.25% of general admission

***48 days total: 10 days federal holidays; 21 days Thanksgiving, Christmas & Spring breaks; 5 days school inservice; 12 days summer break (3 weeks, 4 days/week, 2-day (1/2 day) camp)

Salaries & Benefits

Position	Responsibilities	Number of Positions (FTE)	Wages	Benefits
Director/Curator	Lead operations, partnerships, exhibit development, admin.	1.0	\$54,700/year*	\$15,000
Interpreters/ Educators	Deliver hands-on programming, school engagement	2.0	\$42,800/year*	\$23,000
Operations Coordinator	Manage daily logistics, administration	1.0	\$46,850/year*	\$13,000
Marketing and Donor Relations Specialist	Advertising, public relations, fundraising, communications	1.0	\$44,700/year*	\$12,000
Guest Services	Handle admissions, retail, visitor engagement	2.5	\$23,800/year*	\$16,000
Maintenance	Janitorial, facility maintenance	0.5	\$14,750/year	0
Part Time	Various	6	\$72,000/year	0
SUBTOTAL			\$378,100	\$79,000
TOTAL				\$457,100

Estimate

G.W.C. Construction, Inc.
 PO Box 249
 Lovington, NM 88260
 Phone (575) 396-8492
 Fax (575) 396-0355
 Email: kmasbestos@yahoo.com

DATE	March 16, 2026
ESTIMATE #	03162026-3
License # 53212	

La Placita

PO No: / WO No:		Project	3102 N Florida	
ITEM	QTY	DESCRIPTION	COST	TOTAL
Demo&ACM		Removal of asbestos off acm report and demolition of structure	\$ 121,000.00	\$ 121,000.00
Bond		Bond x 3%	\$ 3,630.00	\$ 3,630.00

Price quote good for 30 days.		SUBTOTAL	\$ 124,630.00
Estimate approved by Lonnie Goff		SALES TAX (8.1875%)	\$ 10,204.08
		TOTAL	\$ 134,834.08

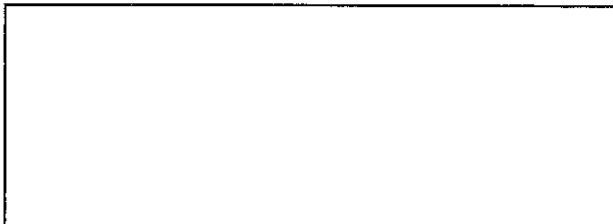
Customer signature is a notice to proceed and approval for payment upon job completion.

Customer signature agreement: _____ Date _____

Estimate

G.W.C. Construction, Inc.
 PO Box 249
 Lovington, NM 88260
 Phone (575) 396-8492
 Fax (575) 396-0355
 Email: kmasbestos@yahoo.com

DATE	December 29, 2025
ESTIMATE #	12292025-2
License # 53212	



PO No: / WO No:		Project	1500 Oregon Ave Elementary	
ITEM	QTY	DESCRIPTION	COST	TOTAL
ACM & Demo		Removal of asbestos identified in drawings and demo of the south section, leaving the north section that is currently occupied.	\$ 260,000.00	\$ 260,000.00
Bond		Bond x 3%	\$ 7,800.00	\$ 7,800.00
		Note see attachment 1 for scope of demo.		

Price quote good for 30 days.

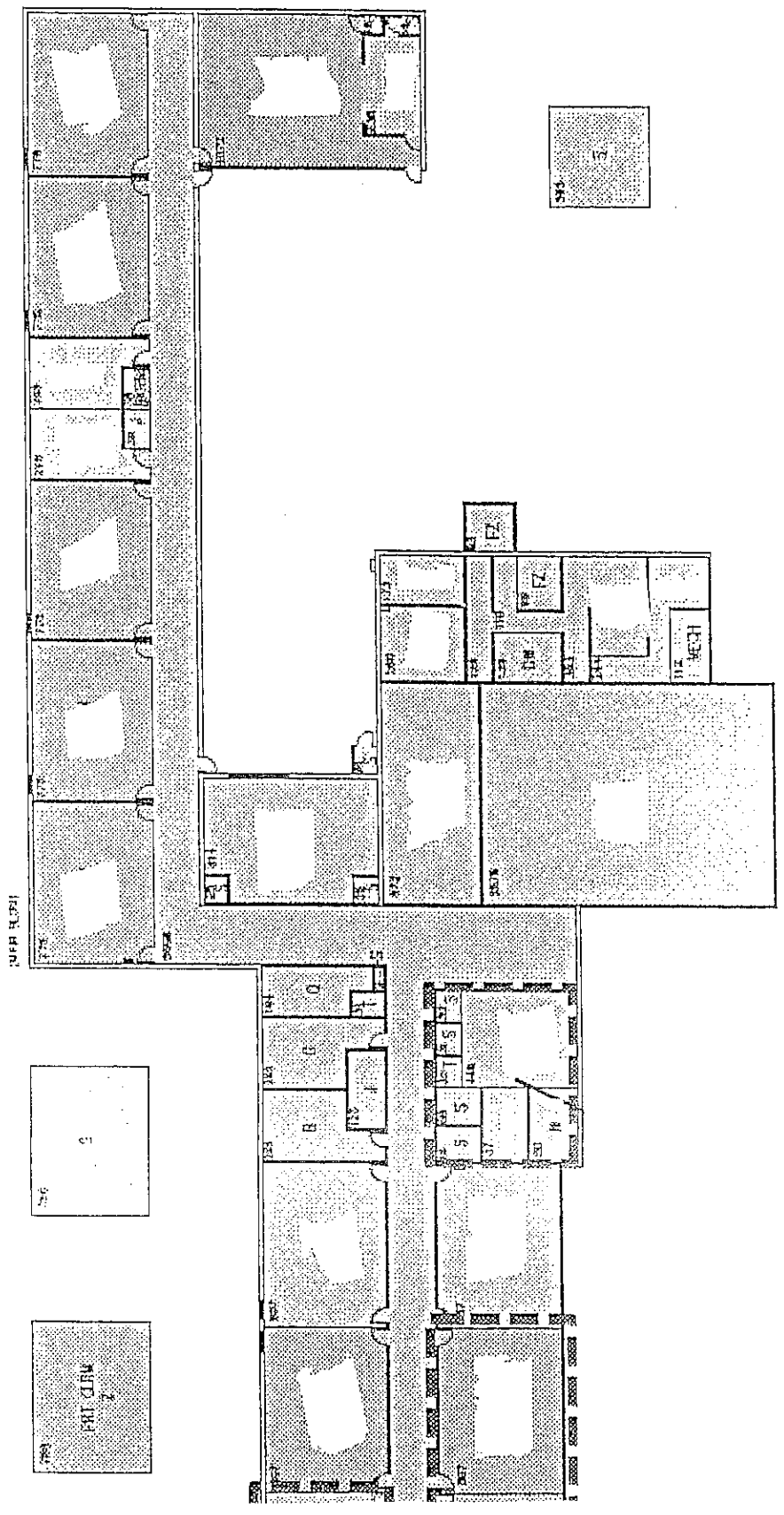
Estimate approved by **Lonnie Goff**

SUBTOTAL	\$ 267,800.00
SALES TAX (8.1875%)	\$ 21,926.13
TOTAL	\$ 289,726.13

Customer signature is a notice to proceed and approval for payment upon job completion.

Customer signature agreement: _____ Date _____

← ATTACHMENT I



Estimate

G.W.C. Construction, Inc.
 PO Box 249
 Lovington, NM 88260
 Phone (575) 396-8492
 Fax (575) 396-0355
 Email: kmasbestos@yahoo.com

DATE	December 29, 2025
ESTIMATE #	12292025-3
License # 53212	

PO No: / WO No:		Project	1500 Oregon Ave Elementary	
ITEM	QTY	DESCRIPTION	COST	TOTAL
ACM & Demo		Removal of asbestos identified in drawings and demo of the north section that is currently occupied	\$ 170,000.00	\$ 170,000.00
Bond		Bond x 3%	\$ 5,100.00	\$ 5,100.00
		Note see attachment 2 for scope of demo.		

Price quote good for 30 days.

Estimate approved by **Lonnie Goff**

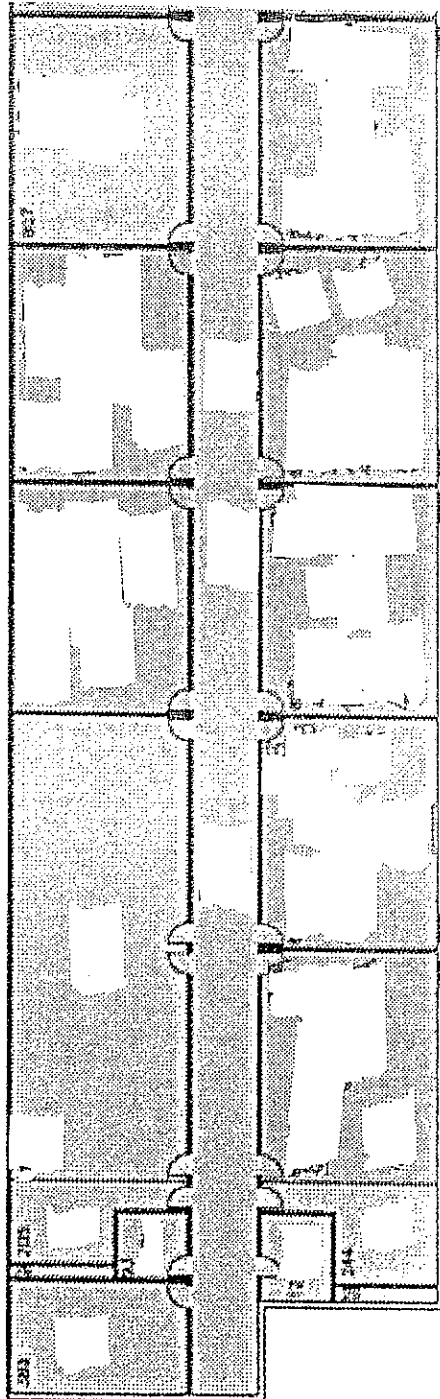
SUBTOTAL	\$ 175,100.00
SALES TAX (8.1875%)	\$ 14,336.31
TOTAL	\$ 189,436.31

Customer signature is a notice to proceed and approval for payment upon job completion.

Customer signature agreement: _____ Date _____



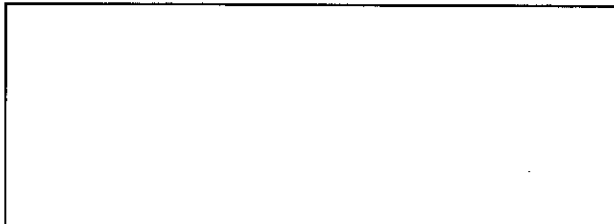
Attachment 2



Estimate

G.W.C. Construction, Inc.
 PO Box 249
 Lovington, NM 88260
 Phone (575) 396-8492
 Fax (575) 396-0355
 Email: kmasbestos@yahoo.com

DATE	December 29, 2025
ESTIMATE #	12292025-4
License # 53212	



PO No: / WO No:		Project	1500 Oregon Ave Elementary	
ITEM	QTY	DESCRIPTION	COST	TOTAL
ACM & Demo		Removal of asbestos identified in drawings and demo of entire school	\$ 390,000.00	\$ 390,000.00
Bond		Bond x 3%	\$ 11,700.00	\$ 11,700.00
		Note see attachment 3 for scope of demo.		

Price quote good for 30 days.

Estimate approved by **Lonnie Goff**

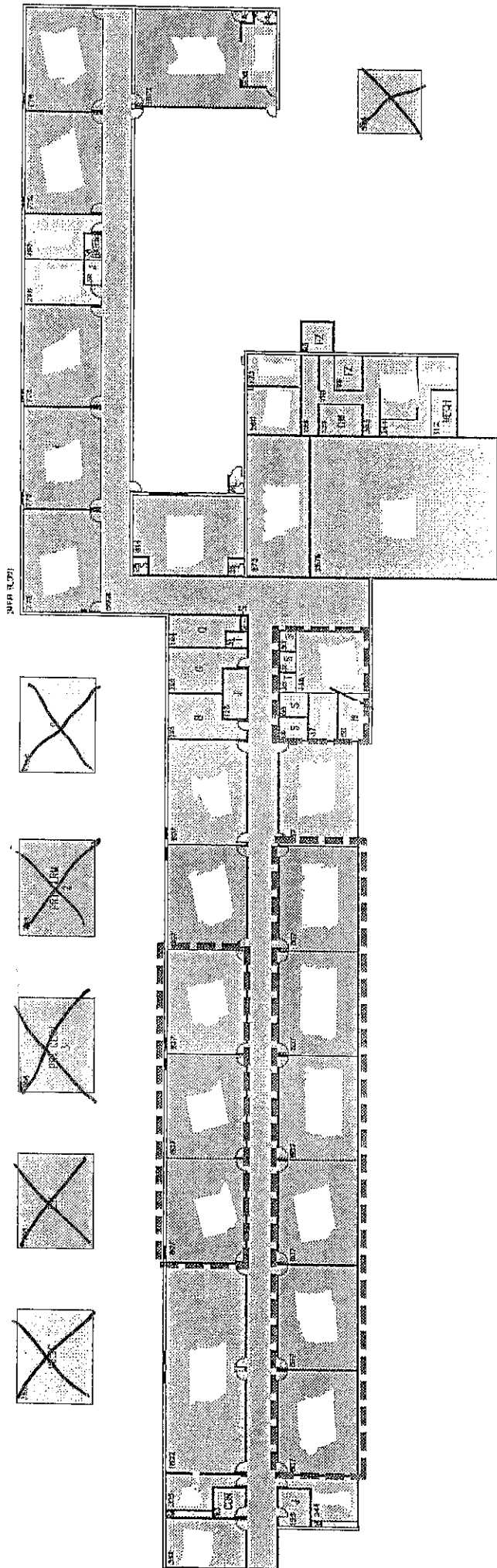
SUBTOTAL	\$ 401,700.00
SALES TAX (8.1875%)	\$ 32,889.79
TOTAL	\$ 434,589.19

Customer signature is a notice to proceed and approval for payment upon job completion.

Customer signature agreement: _____ Date _____



ATTACHMENT # 3



AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/07/2026

Report No: 11.

Submitted By: Donneen Cota

Subject: Appointments to Boards and Committees. (*Sharon McDonald, Mayor*)

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation: Staff recommends one appointment to the Airport Zoning Board.

Background:

Airport Advisory Board

No current vacancies.

Airport Zoning Board

- One upcoming vacancy for an applicant who lives in the City due to the expiring term of Billy Tucker on May 28, 2026. A new application by Billy Tucker has been received. If reappointed, this would be his 2nd term on the board.
- One current vacancy for an applicant who lives within the City limits.

Alamogordo Public Library Board

One current vacancy for a County-appointed representative.

Parks and Recreation Board

No current vacancies.

Senior Volunteer Programs Advisory Council

Five current vacancies for applicants who live within the City limits.



City of Alamogordo Application to Serve on a City Board/Committee

First Name:*

BILLY

Last Name:*

TUCKER

Phone Number:*

5754300407

Email Address:*

billywtucker@gmail.com

Physical Address:*

3202 Thunder Rd

City:*

Alamogordo

State:*

NM

Zip Code:*

88310

Is the above address within City Limits?*

- Yes
- No

Mailing Address:*

3202 Thunder Rd

City:*

Alamogordo

State:*

NM

Zip Code:*

88310

Present Employer:*

Job Title:

Self

Real Estate Broker

Board/Committee you would like to serve on:*

Airport Zoning Board



You can only serve on one Board/Committee at a time. If you want to apply for multiple Boards/Committees, you can by submitting multiple forms. If submitting multiple forms, be sure to let us know which Board/Committee you would prefer.

Are you related to anyone who is presently employed by the City of Alamogordo?*

- Yes
- No

If so, what is their relation to you?

Empty text box for relation details.

Are you related to an Elected Official of the City of Alamogordo?*

- Yes
- No

If so, what is their relation to you?

Empty text box for relation details.

Experience and education relating to the Board/Committee:*

Licensed pilot

Please indicate your interest in serving on a City Board/Committee:*

Civic duty

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/08/2026

Report No: 12.

Submitted By: City Commission

Subject: Motion to Recess into Executive Closed Session pursuant to NMSA 1978, § 10-15-1(H)(2) for the purpose of discussing limited personnel matters (hiring of the City Manager) **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background:

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/08/2026

Report No: 13.

Submitted By:

Subject: Motion to Reconvene into Open Session and read the statements related to the Executive Closed Session. **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background:

AGENDA REPORT

CITY OF ALAMOGORDO
CITY COMMISSION

Meeting Date: 5/12/2026

Report Date: 05/08/2026

Report No: 14.

Submitted By:

Subject: Action, if any, related to the Executive Closed Session. **(Roll Call Vote Required)**

Fiscal Impact:

Amount Budgeted:

Fund:

Additional Fiscal Impact:

Recommendation:

Background: