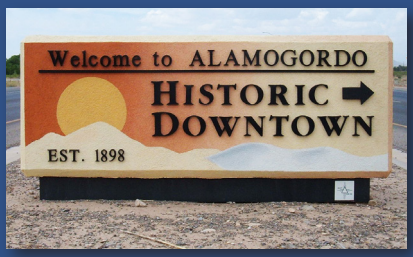
CITY OF

Alamogordo

NEW MEXICO



2018 COMPREHENSIVE PLAN

ADOPTED
4/4/2018

CONSENSUS PLANNING

Acknowledgements

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Contents

Contents

Contents

City of Alamogordo Vision:

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

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

1.1 INTRODUCTION

The 2018 City of Alamogordo Comprehensive Plan is a key policy document that establishes an overall vision for the community's future growth, development, and character with a planning horizon of 20 years. The Comprehensive Plan provides an integrative approach to all aspects of the City's physical growth and development and related economic and social issues. Goals, objectives, and implementation strategies express the community vision gleaned from a robust public engagement process and are organized under the elements of land use, economic development, housing and neighborhoods, infrastructure, transportation, community facilities and services, greenhouse gas emissions, and hazard mitigation. The Preferred Land Use Scenario provides a graphic representation of how the City of Alamogordo intends to grow in the next 20 years.

The Comprehensive Plan is intended to:

- Promote and protect the health, safety, and general welfare of the citizens of Alamogordo;
- Provide the necessary guidance to decision makers in regard to growth, development, and capital expenditures;
- Preserve the quality of life and the unique character that makes Alamogordo a special place to live;
- Allow the citizens of Alamogordo to participate in an open, flexible, and responsible planning process where everyone's opinions matter; and
- Build and foster relationships between various local and regional governmental entities to advance the public good.

Alamogordo Founders Park.

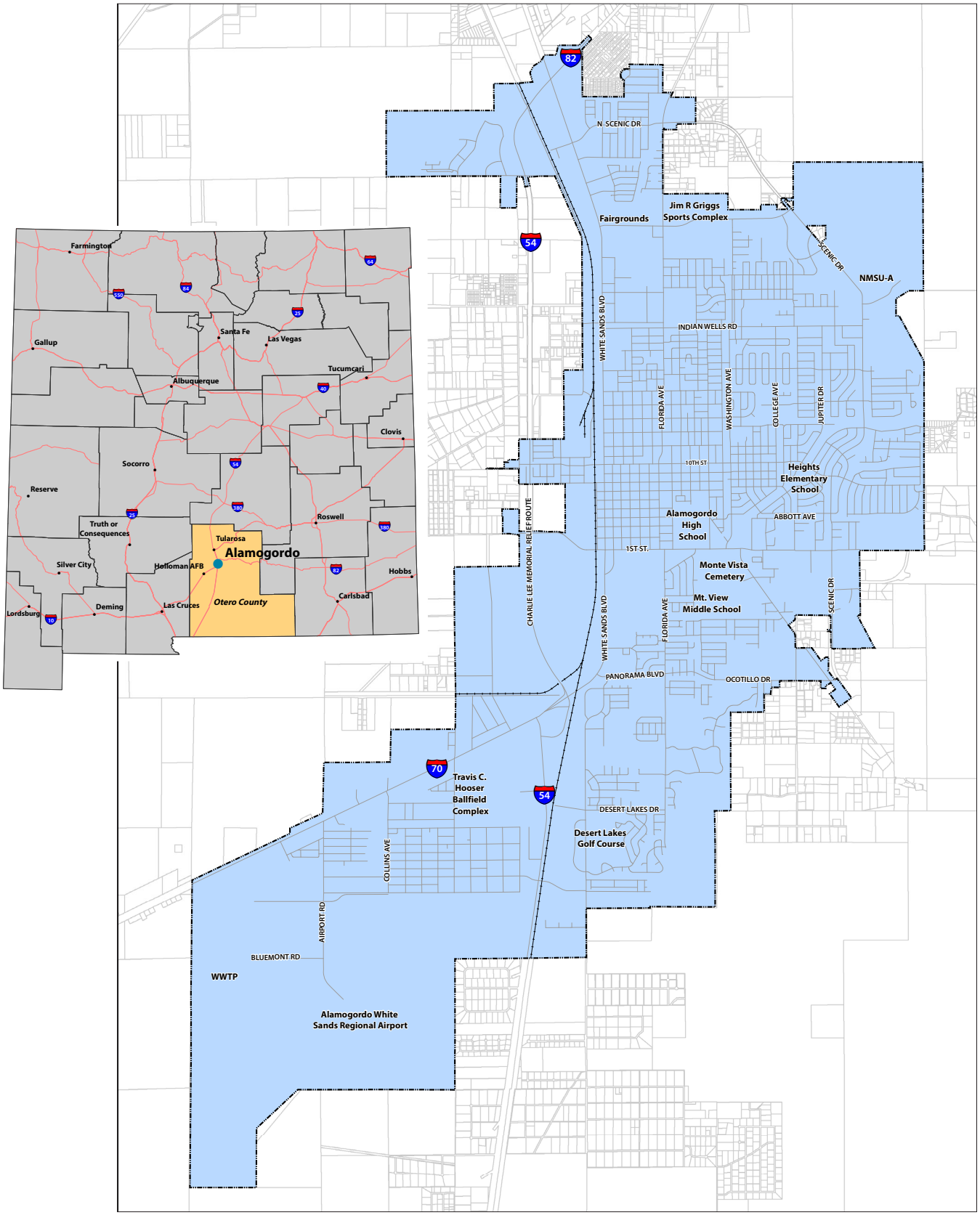
1.2 PLAN ELEMENTS

The Comprehensive Plan contains ten planning elements, in addition to the Executive Summary and Community Context. Each element describes existing conditions, issues, and opportunities, and presents goals, objectives, and strategies to support the community's vision and aspirations. A brief description of the ten planning elements follows below:

LAND USE

The Land Use element (Chapter 3) describes in words and graphics how the City should grow and develop over the next 20 years. There is a strong emphasis on infill development and redevelopment of specific areas of the City, including the City Center and Downtown Alamogordo. Specific areas are identified for annexation so the City can grow over time in a measured and methodical way. The Land Use element provides a summary of the community survey results relating to land use issues; a detailed description of existing lands uses; a summary of the White Sands Beautification District; a brief overview of the City's Zoning Ordinance and recommendations for revisions; a summary of the Southern New Mexico - El Paso Joint Land Use Study (JLUS); a summary of historic properties and the Certified Local Government program; a Preferred Land Use Scenario, which illustrates recommended land uses, corridor enhancements, redevelopment areas, annexations, gateways, roadway extensions, etc.; and Priority Annexations.

Land use goals, objectives, and strategies address infill development and redevelopment of vacant or underutilized properties that are served by infrastructure and utilities; the gradual expansion of Alamogordo through annexation of properties that can be served with City infrastructure; designation of appropriate areas for new commercial and industrial uses, including a new business park on Airport land and along the Relief Route bypass; improving the visual environment through streetscape and building improvements, regulation of on-premise and off-premise signs and billboards; code enforcement regarding nuisance properties and property maintenance; and historic preservation approaches.



VICINITY MAP (LEFT) AND CITY OF ALAMOGORDO STREET MAP (RIGHT).

ECONOMIC DEVELOPMENT

The Economic Development element (Chapter 4) provides the direction for improving, strengthening, and diversifying the City's economic base. It calls for the creation of an attractive business climate to draw new businesses and expansion of existing businesses to ensure a healthy economy. This chapter includes a SWOT analysis; economic profile that summarizes household incomes and wages, poverty status and unemployment, existing occupations and industries, major employers, tax revenues and retail gap analysis; a summary of the economic impact from government employment at Holloman AFB and White Sands Missile Range; a summary of the local and regional economic development organizations; descriptions of the Downtown Metropolitan Redevelopment Area and Alamogordo Enhancement Project; and a comprehensive description of available economic development opportunities (Local Economic Development Act "LEDA" ordinance; agriculture; tourism; Brackish Groundwater National Desalination Research Facility; renewable energy; film production; "STEM" Science, Technology, Engineering, Mathematics; etc.).

Economic Development goals, objectives, and implementation strategies address the need for a balanced and diversified economy through the recruitment of new businesses and the retention of existing local businesses, positioning the City as a leading community for aerospace, aviation, and STEM innovation and research, and becoming less reliant on federal government employment; creating a well-trained and educated workforce to ensure local residents can fill jobs and young people remain in the community; supporting small business development, retention and expansion through the development of a "Support Local Business" program, creating a MRA Master Plan for the City Center, public/private partnerships for redevelopment purposes, and working with local banks and economic development organizations; recruiting quality commercial and industrial development through infrastructure improvements, creating a new business park, and targeting food manufacturing companies that utilize locally grown products; and promoting and strengthening Alamogordo as a tourist destination through partnerships with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council, development of a conference center/hotel, and diverting more lodgers' tax revenues to marketing.

HOUSING and NEIGHBORHOODS

The Housing and Neighborhoods element (Chapter 5) provides the basis for diversifying the City's housing stock, ensuring housing remains affordable and attainable for current and future residents of Alamogordo, and neighborhoods stay safe, well-maintained, and stable. This section includes a summary of the community survey results relating to housing; a description of household characteristics, residential property values, and economic conditions impacting housing; a description of existing military housing; a summary of existing housing organizations and their various contributions and available resources; a summary of housing issues and needs related to affordable housing and special populations, including seniors, veterans, homeless, and disabled persons; and the FY 2019-2023 ICIP related to the City's Public Housing Authority.

Housing goals, objectives, and strategies promote equal access to a diverse range of housing types and costs through reducing the number of cost-burdened households and accommodating the housing needs of special populations by developing an affordable housing plan, identifying City-owned resources that can be used in the development of multi-family rental housing, working with housing providers and New Mexico Mortgage Finance Authority, creating development incentives, and provision of senior housing; ensuring neighborhoods are safe, well-maintained and stable through acknowledgment of property owners' efforts to maintain properties, determining the feasibility of creating a land bank for vacant and abandoned houses; encouraging green building techniques and sustainable housing development through creating a voluntary green building ordinance, development of mixed use projects, and creating standards for tiny homes; and provision of temporary housing for the homeless by working with service providers and distributing information on support services, temporary housing, substance abuse programs, etc.

INFRASTRUCTURE

The Infrastructure element (Chapter 6) acknowledges the critical role that infrastructure systems play in the day-to-day functions of the City and in protecting the health, safety, and welfare of the citizens. The systematic maintenance, replacement, and improvement of existing infrastructure is one of the important issues facing Alamogordo currently and in the future. This element provides summaries of all of Alamogordo's major infrastructure systems, including the existing sanitary sewer system, wastewater treatment facility, water reclamation facility, sewer collection system, and environmental regulations relating to wastewater; existing water distribution system, surface water and ground water resources, water demand and supply, and Alamogordo Regional Water Supply Project; existing storm drainage system and flood control components; the FY 2019-2023 ICIP for Public Works projects primarily related to water storage; solid waste services and facilities; electric services provided by PNM, solar facilities, and upgrades to the grid system; and gas services provided by New Mexico Gas Company.

Infrastructure goals, objectives, and strategies call for maintaining, upgrading, and optimizing water production and distribution through the creation of a Water System Master Plan, GIS database, an O&M Plan for maintenance, emergency response, and standard operating procedures, Asset Management Plan, and implementation of the Alamogordo 40-Year Water Development Plan; preserving and ensuring the City's drinking water supply through treatment and delivery of drinking water in compliance with state and federal regulations, implementation of the Water Conservation Ordinance, creation of a Water Loss Control Program, and implementation of the Reuse Water Model Report; maintaining an efficient wastewater collection and treatment system through rehabilitating, replacing, and maintaining wastewater collection lines and the Wastewater Preliminary Engineering Report, updating the Wastewater Master Plan, creating an O&M Plan for maintenance, emergency response, standard operating procedures, etc., and developing a GIS database for the sanitary sewer system; maintaining and expanding the storm drainage system through implementation of the Flood Control Project, developing a comprehensive Drainage Master Plan, and developing a GIS database for the storm drainage system; and expanding the recycling program through providing additional recycling bins and potentially implementing a curbside recycling program, and a public education program on the benefits of recycling.

TRANSPORTATION

The Transportation element (Chapter 7) describes the existing multi-modal transportation system in Alamogordo, including vehicular, pedestrian and bicycle facilities, transit, aviation, and rail, and provides background on the connection between transportation, land use and growth patterns, and economic development initiatives. The chapter provides a summary of the community survey results relating to transportation; a description of the existing street network and functional classification; alternative transportation modes, including pedestrian, bicycle, and Safe Routes to School initiatives; public transportation provided by Z-Trans; air services provided by Alamogordo-White Sands Regional Airport, Airport Master Plan, and FY 2019-2023 ICIP related to the Airport; and existing rail services provided by Union Pacific (UP).

Transportation goals, objectives, and strategies address the establishment of an balanced and coordinated transportation system of pedestrian, bicycle, vehicular, and transit facilities through coordination with NMDOT on its facilities within Alamogordo, improvements to sidewalks, trails, and bicycle facilities, traffic calming, and ADA improvements, pursuing available funding, determining the feasibility of expanding transit both within the City and to El Paso and Albuquerque, and creating a Safe Routes to School Program in partnership with Alamogordo Public Schools, NMDOT, SERPTO, and New Mexico Department of Health; maintaining clean and safe street conditions through implementation of the City's Five-Year Street Maintenance Program and ADA improvements; and improving and promoting the Alamogordo-White Sands Regional Airport through the Airport Master Plan Update and the 2019-2023 ICIP.

COMMUNITY FACILITIES and SERVICES

The Community Services and Facilities element (Chapter 8) addresses public health, safety, and quality of life services that impact all citizens of Alamogordo. This is a broad reaching element of the Comprehensive Plan in that it covers facilities and services provided by the City of Alamogordo and other community partners. The chapter includes a summary of the community survey results as it relates to community facilities and services; descriptions of facilities and services provided by the City of Alamogordo (public safety, parks and recreation, Alamogordo Public Library, Senior Center and related services, and Family Recreation Center); an overview of the FY 2019-2023 ICIP related to public safety and community services; education as provided by Alamogordo Public Schools and NMSU-A, as well as the New Mexico School for the Blind and Visually Impaired; and community health services provided by Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center, and numerous other service agencies.

Community Services and Facilities goals, objectives, and strategies address the maintenance and enhancement of public safety services through on-going training and certification, public safety needs assessment, and pursuing funding for new equipment; maintenance of a comprehensive system of parks, trails, and indoor recreational facilities through an update to the City's Park and Open Space Comprehensive Plan, pursuing available funding for park improvements, and joint use agreements between the City and Alamogordo Public Schools; expanding and maintaining a full range of community facilities and programming through on-going preventive maintenance and replacement program, completion of program needs assessments for the Senior Center and Library, and determining the feasibility of constructing a convention center facility; supporting equal access to quality education through initiating a community dialogue between the City, Alamogordo Public Schools, NMSU-A, Otero County, Holloman AFB, White Sands Missile Range, and OteroStem, and pursuing funding for adult education programs; improving and maintaining support services for the homeless through community outreach and partnerships with Gerald Champion Regional Medical Center, Ben Archer Health Center and Alamogordo Family Health Center, creating a strategic plan in collaboration with NMSU-A Allied Health Program and SUN Path, Gerald Champion Regional Medical Center, and others for attracting health care professionals and students in health care programs, and collaborating with Otero County Hunger Coalition on applying for community grants to expand food programs.

GREENHOUSE GAS EMISSIONS

The Greenhouse Gas Emissions element (Chapter 9) describes the sources of greenhouse gases in and around Alamogordo and provides the basis for reducing emissions through modifications to buildings, improvements to the City's multi-modal transportation system, reductions to solid waste generation, and alternative power generation. The chapter includes greenhouse gas definitions and sources; summaries of New Mexico greenhouse gas reports and emissions in Otero County, greenhouse gas producers, mitigation strategies, and existing green buildings in Alamogordo.

Greenhouse Gas Emissions goals, objectives, and strategies call for the reduction of greenhouse gas emissions through alternative energy technologies and energy efficient systems for new City buildings and retrofitting for existing City buildings (where feasible), converting the City's fleet to using alternative fuels and technologies, providing designated parking spaces for fuel efficient vehicles and carpools, creating incentives for new private building construction, and working with PNM, El Paso Electric, and Otero County on future solar and wind projects within the region.

HAZARD MITIGATION

The Hazard Mitigation element (Chapter 10) describes the potential natural hazards for Alamogordo, including flooding and drought. The intent is to minimize the damage to property and prevent loss of life attributed to natural hazards. The chapter provides a summary of best practices; overviews of the City of Alamogordo Hazard Mitigation Plan and Otero County All Hazard Mitigation Plan; wildfire mitigation resources including the Otero Working Group and the Community Planning Assistance for Wildfires.

Hazard Mitigation goals, objectives, and strategies address reducing the community's vulnerability to flooding through the development of a flood insurance awareness program, working with the City's Police and Fire departments and Otero County on an early warning system (reverse 911) for hazards, participating and remaining compliant with the National Flood Insurance Program, and collaborating with the U.S. Army Corp of Engineers, Otero County, and state agencies on mitigating flood hazards; reducing the impact of drought conditions through the continued development of the desalination plant, extending the water reuse system, implementing the Water Conservation Plan; reducing the impact of wildfires through continued participation with the Otero Working Group and applying for grants; and improving the capacity of critical facilities to better respond to hazards through physical improvements and providing food and water, health care,and heating/ cooling generators during hazard events.

IMPLEMENTATION

The Implementation element (Chapter 11) repeats the strategies contained in each of the Plan elements and provides a time line and responsible entity/partnership for each strategy. The time lines are categorized by short term (2018-2020), medium term (2021-2023), long term (2024-2030), and on-going. The implementation schedule is intended to provide some flexibility to respond to the City's fiscal constraints and is not meant to be rigid set of rules. It is designed to provide structure to the City in adhering to an implementation schedule.

The Comprehensive Plan also includes a Glossary (Appendix A), Community Survey Results (Appendix B), and Funding Resources (Appendix C).

1.3 PLAN OBJECTIVES

The following objectives are intended to ensure the City of Alamogordo Comprehensive Plan stays relevant and provides on-going guidance to City decision-makers and the community at large in regard to growth, development, and capital investment:

- Review the Comprehensive Plan on an annual basis and provide an update every five years. Particular attention should be given to changes in population, economic, and household characteristics and trends; land use, growth, and development issues; and capital improvements that can shift the City's priorities.
- Keep citizens engaged in the planning process so that they become advocates for good planning and stewards of the community.
- Link the City's Infrastructure Capital Improvement Plan (ICIP) to the priorities and implementation strategies identified in the Comprehensive Plan.
- Keep abreast of funding sources and programs and base future grant applications and funding requests on the implementation strategies and capital improvements identified in the Comprehensive Plan.
- Establish and maintain partnerships with other local, regional, and state entities to address community needs and implement the Comprehensive Plan.

1.4 KEY PLANNING THEMES

The Comprehensive Plan has several common planning themes that run throughout the document. These planning themes are based on issues that were identified through the planning process and have been addressed through goals, objectives, and strategies. A summary of the key planning themes is as follows:

- The economic impact of federal government employment on the City of Alamogordo cannot be understated. Not only does Holloman AFB and White Sands Missile Range bring enlisted personnel and their families to the area, the military installations also employ thousands of civilians, together having an overall economic impact of over $411 million.
- Strive for a more diversified economy. The City of Alamogordo and Otero County should coordinate on pursuing new and complementary industries that build upon existing business clusters, including aerospace and aviation, renewable energy, STEM technologies and research, value-added agriculture, film production, hospitality services, etc.

- Grow the community. There are ample opportunities for infill and redevelopment of vacant and dilapidated properties within the City Center and other areas in Alamogordo that can be served by City utility systems. The gradual expansion of the City through annexations that provide a more uniform municipal boundary, eliminate County islands, and provide opportunities for economic development projects, and that are based on the City's ability to extend services and existing infrastructure capacity should also be pursued.
- Plan for and implement improvements to municipal service systems. The City's water supply and distribution system and sanitary sewer system are in need of major public investment to ensure the City is prepared to deliver services to existing and future residents and businesses. Implementation of the brackish water desalination plant is of critical importance, particularly as restoration of Bonito Lake from the Little Bear Fire continues.
- Diversify the City's housing stock. The type and cost of housing currently available is limited and unattainable for young adults, cost-burdened households, and special populations such as seniors, disabled persons, homeless, etc. New missions at Holloman AFB and economic development initiatives are projected to bring in new residents. The City should address this issue by first developing an Affordable Housing Plan that can identify the need and demand for owner-occupied and rental housing. Rezoning vacant properties to accommodate multi-family development would also help in addressing the lack of housing options.
- Revitalize Downtown Alamogordo. This is an area that has a natural draw for visitors and residents. The City should continue working with Alamogordo MainStreet to prioritize capital improvements and pursue public/ private partnerships that bring new energy and business to the area.

1.5 COMMUNITY ENGAGEMENT PROCESS

The community engagement process provided the background and vision for the vision statement and goals, objectives, and implementation strategies for each of the Comprehensive Plan elements. A description of these various components follows below:

STEERING COMMITTEE

The City of Alamogordo established a Steering Committee at the onset of the planning process. The members included City staff, business owners, real estate professionals, and other interested parties. The planning consultant held several Steering Committee meetings during the planning process for the Comprehensive Plan. The initial Steering Committee meeting was held on May 9, 2017 to kick-off the project and get acquainted with the consultant team. The consultant presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, shared the project schedule, and discussed the roles of the Steering Committee. After the presentation, the Steering Committee was asked to brainstorm and express their goals, visions, and ideas regarding Alamogordo's future through a series of questions. The Steering Committee meeting held on July 12, 2017 focused on the results of the community survey and next steps in the planning process.

COMMUNITY SURVEY

The community survey was distributed between May 29 and July 7, 2017. It included a series of 36 questions that were designed to elicit input on a range of community issues including quality of life, land use and urban design, growth and development, employment and economic development, community facilities, transportation, housing, and demographics. A total of 1,840 responses were received in the six week period (*see Appendix B for the full community survey results)*. The following are key findings from the community survey results:

- The majority of the respondents (88%) live in Alamogordo; of that number, 33% have been in Alamogordo for more than 20 years and 31% have been in Alamogordo for 1-5 years.

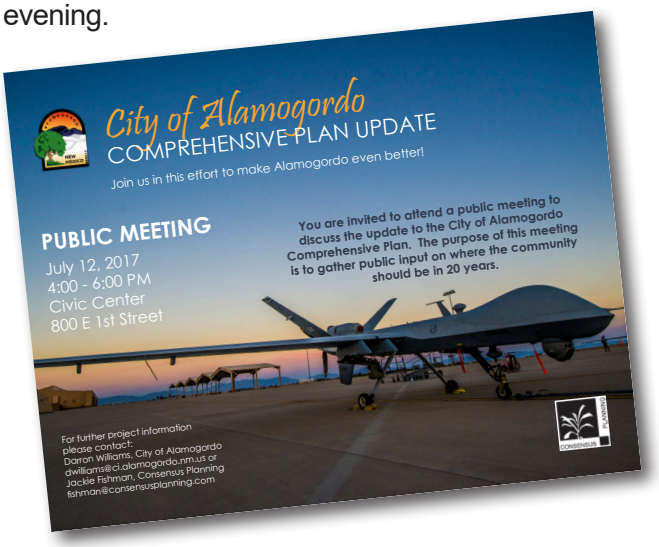
- When asked the main reason respondents live in Alamogordo, the most frequent response (36%) was because they are stationed at Holloman AFB.
- When asked to rate the quality of life in Alamogordo, the most frequent response at 36% was “good”; “fair” and “neutral” each received 25%.
- The respondents’ top three favorite aspects of Alamogordo are small town atmosphere (33%), climate (21%), and natural environment (19%).
- Respondents use many of the City facilities, with the top three being parks (66%), Alameda Park Zoo (65%), and Alamogordo Public Library (42%).
- Most respondents (63%) either agree or strongly agree that public safety services are adequate in Alamogordo.
- When asked whether they are currently employed, 82% responded yes. Of those employed, the military was the most frequent response at 40%. Education, health, and social services were a distance second at 20%. Of those that are not employed, 35% said they were retired and 30% said they were a stay at home parent or caretaker.
- When asked what types of new jobs/industry is needed in Alamogordo, the responses showed retail (70%), arts and entertainment (60%), and restaurant/food service (54%) were the top three needed.
- A majority of respondents (59%) said that the current level of education for Alamogordo residents was not sufficient to meet the needs of current and potential employers.
- Respondents either disagree or strongly disagree (49%) that Alamogordo has adequate commercial services.
- A majority of respondents (85%) strongly agree or agree that the City should encourage infill development. Relative to growing through annexation, the respondents were more split, with 37% strongly agreeing or agreeing and 31% disagreeing or strongly disagreeing.
- When asked whether the City should encourage mixed use development, 44% strongly agreed or agreed and 21% disagreed or strongly disagreed.
- The majority of respondents (89%) either strongly agreed or agreed that the overall visual appearance of the City should be improved and 87% strongly agreed or agreed that White Sands Boulevard is an important arterial that should be visually improved.
- Respondents are split on whether Downtown Alamogordo is a fun place to visit, shop, and walk around, with 28% strongly agreeing or agreeing and 45% strongly disagreeing or disagreeing. When asked what types of amenities are needed Downtown, the top three responses were more sit down restaurants (77%), more retail stores (72%), and more entertainment venues (69%).
- Virtually all of the respondents indicated that they use personal cars or trucks for transportation, but are split on whether the City has an adequate multi-modal system, with 26% agreeing or strongly agreeing and 34% disagreeing or strongly disagreeing. When asked what transportation improvements the City should focus on, the top three are streets (60%), sidewalks (50%), and bike lanes (41%).
- Most of the respondents (63%) own their own home, but are split on whether the City has an adequate supply of affordable housing, with 37% disagreeing or strongly disagreeing and 32% agreeing or strongly agreeing. Respondents believe that the City needs more single family detached housing (44%), apartments (33%), and townhouses (30%).
- When asked if there are obstacles to buying a home in Alamogordo, 59% said yes. Of those, the top three obstacles are prices are too high (67%), incomes are too low (56%), and don’t have a down payment (31%) and ancillary costs are too high (31%).

- Demographic characteristics of the respondents showed:
  - ◇ 61% were female;
  - ◇ 61% were between 25 and 49 years old;
  - ◇ 47% had some college/associate degree/ vocational certificate and 27% are college graduates with most (67%) graduating from an out of state college or university;
  - ◇ 53% have no children under the age of 18 living at home;
  - ◇ 86% have no household members of the age of 65; and
  - ◇ 33% have a household income of $75,000 and over.

PUBLIC MEETINGS

May 9, 2017

Consensus Planning and the City of Alamogordo held a series of public meetings at key milestones in the planning process. The kick-off meeting was held on May 9, 2017 at the City Library and was by invitation from the City of Alamogordo. Darron Williams (City Planner) welcomed and thanked everyone for their participation and introduced Jackie Fishman, planning consultant/Principal of Consensus Planning. Ms. Fishman presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, and shared the project schedule. After the presentation, a question and answer session was held. The consultant also provided a brief introduction to the project and the project team at the City Commission meeting that evening.



July 12 and 13, 2017

The consultants facilitated public meetings on July 12 and 13, 2017. The general public meeting was held at the Civic Center on July 12th and special meeting was held on July 13th at the Alamogordo Senior Center. The consultants presented a summary of the community survey results and facilitated an interactive, four-question visioning exercise at both meetings:

- What are some of the positive aspects of Alamogordo that should be maintained in the future?
- What are some of your concerns with Alamogordo and how would you fix them?

July public meeting at the Civic Center.

- How and where do you see Alamogordo growing in the future and what type of growth is needed?
- What is your vision of Alamogordo 20 years into the future?
- What changes would be needed to make this vision a reality?

October 17, 2017

The next public meeting was held by the consultant and the City of Alamogordo on October 17, 2017 at the Civic Center. The meeting was designed with an open house format so that participants could come at any time between 4:00 and 7:00 p.m.

After a brief presentation by the consultant, participants were asked to “vote” on their preferred goals and objectives, which were organized by plan element under Land Use, Economic Development, Housing, Infrastructure, Transportation, Community

Services and Facilities, Hazard Mitigation, and Greenhouse Gas Emissions. Out of a total of 31 goals, participants voted on their top 10 preferred goals. There was a total of 94 objectives and participants voted on their preferred objectives by plan element. A second exercise involved "voting" on preferred Future Land Use Scenarios. The consultants prepared two alternative Future Land Use Scenarios and a summary of the similarities and differences between them. The results of this meeting provided insight on the community issues the meeting participants believe are the most important for the future of Alamogordo, guide the creation of the Preferred Land Use Scenario *(see Chapter 3: Land Use),* and the creation of the implementation strategies in each of the Comprehensive Plan elements.

February 5, 2018 Public Meeting
Consensus Planning and City staff facilitated the last public meeting on the Comprehensive Plan with on February 5, 2018. The meeting was held at the Civic Center at 6:00 p.m. and was well attended. Darron Williams (City Planner) began the meeting with a general discussion about the Comprehensive Plan effort and Consensus Planning's involvement.

Jackie Fishman (Consultant) presented an overview of the Comprehensive Plan process, reviewed the activities within each of the project phases, and summarized the key strategies in each of the Plan elements. A question and answer session followed the presentation.

City Commission Approval - March 27, 2018
Following a presentation to the City's Planning and Zoning Commission by the City Planner on March 19, 2018, the Comprehensive Plan was presented to the City Commission for approval on March 27, 2018. The Comprehensive Plan was subsequently adopted and signed off by the Mayor on April 4, 2018.

2. Community Context

2.1 INTRODUCTION

The City of Alamogordo is located in south central New Mexico along U.S. Highways 54 and 70, within the Tularosa Basin of the Chihuahuan Desert. The Sacramento Mountains are located to the east and White Sands National Monument to the west. The City of Alamogordo sits at an elevation of 4,336 feet and has a total land area of 19.3 square miles. It is the county seat and main population center for Otero County, with an estimated 2016 population of 31,283.

Alamogordo enjoys a moderate high-desert climate that receives low levels of precipitation and approximately 350 days of sunshine a year. Summer temperatures range from highs in the 80-100°F and lows in the 50-60°F. Winter temperatures range from highs in the 50-60°F to lows below freezing and approaching 0°F, particularly in the mountains. Alamogordo's proximity to the Sacramento Mountains affect the amount of precipitation.

Historically, the primary water supply for Alamogordo has been surface water from the Sacramento Mountains and Bonito Lake. However, Bonito Lake has been taken off line since it was filled with sediment from the Little Bear Fire in 2012, thus reducing capacity, but is anticipated to come back on line in the future. Surface water provides approximately 70% of Alamogordo's water supply primarily from snowmelt from Three Rivers, Rio Tularosa, La Luz Creek, and Alamo Canyon streams. Highly variable and lower-than-average snowfall, as well as higher than average winter temperatures, have impacted the watersheds and led to drought in the area.

2.2 HISTORY OF ALAMOGORDO

The City of Alamogordo was founded in 1898 as a crossroads for the El Paso and Northeastern railroads. It was incorporated in 1912. Alamogordo is named after the Alamo Gordo spring in Alamo Canyon. The location was chosen based on an extension of the railroad line planned to be constructed through the Tularosa Basin and the location of a small spring that would be capable of providing enough quality water to work in the steam engines and for use in the developing city. The location also provided for a connection to an additional railroad company looking to develop in the Sacramento Mountains (Cloudcroft).

The Eddy brothers founded and planned the community based on the typical eastern grid system. However, the model for Alamogordo offset the main avenues from the central street (10th Street) to allow slower traffic through the main portion of town. The original settlement was located east of the tracks at the base of the Sacramento Mountains. The location to advantage of the available water from Alamo Canyon and the natural drainage for storm water and sewer provided by the alluvial landforms.

The town boomed from 1898 through 1905, but experienced several downfalls occurring from 1905 until 1912. The railroad company was sold and its offices relocated to El Paso by 1905. The community had to rebuild itself around the available natural resources, including timber from the Sacramento Mountains, and the stimulus from being the county seat. To avoid the town becoming an abandoned boomtown like many other railroad towns, the Alamogordo business community regrouped and initiated incorporation of the town and established a formal government.

During the World War II era, two major wartime facilities were established near Alamogordo; the Alamogordo Army Air Force Base and the White Sands Missile Range. The environment of the area contained essential assets for these developments, including good weather, gypsum desert allowing a good testing ground, and a sparse population. These assets, and the reasonable proximity to defense research laboratories in Albuquerque and Los Alamos, resulted in the world's first nuclear test held in July 1945 on the White Sands Missile Range.

After the end of the war, the Department of Defense decided to reestablish and upgrade Holloman AFB, which resulted in significant population growth between 1950 and 1960. Holloman AFB remains the predominant employer in the area, impacting the overall economy in the City of Alamogordo. Conversely, the mission of the White Sands Missile Range was being significantly downgraded and the testing activities were being moved to Cape Canaveral, Florida and development activities to Huntsville, Alabama.

In 1990 and 2000, the German Air Force in the United States established its Tactical Training Center at Holloman AFB. This included 300 permanent German Air Force members and 800 personnel for training exercises. The relationship between the City and Holloman AFB is significant and the viability of Alamogordo is extremely dependent on the United States government. *(Sources: Previous City of Alamogordo Comprehensive Plans and the Alamogordo MRA Designation Report).*

2.3 DEMOGRAPHICS

POPULATION GROWTH

In 2010, the population of Alamogordo was 30,403 people, which was a decrease from 2000 of 5,179 people. Population increased most rapidly between 1950 and 1960(72.9%) and decreased between 2000 and 2010 (-14.6%). From 1950 to 1960, Otero County experienced the same strong population growth as Alamogordo by more than doubling its population.

POPULATION CHARACTERISTICS

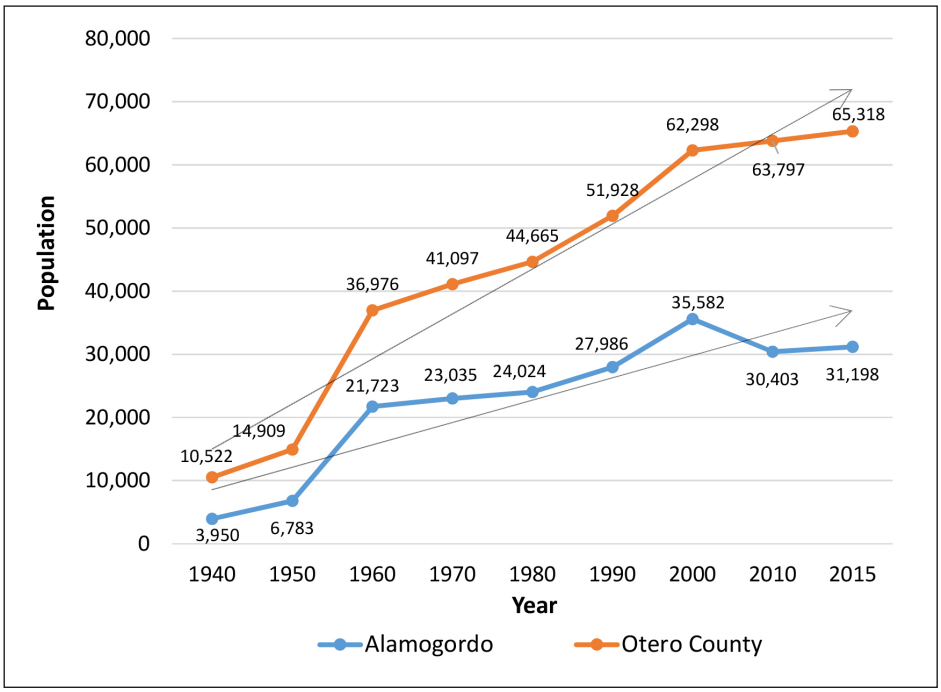
Between 2000 and 2010 the greatest shift in population growth for Alamogordo was primarily in those between the ages of 85 to 89 years old *(see Table 2.1)*. The most significant decrease in the City and County was experienced in the cohort between the ages of 35 to 39 years old. The median age increased in Alamogordo from 33.5 years to 37.4 years old in 2010, which is higher than that of the state (36.5) and Otero County (36.5) and shows an aging population.

RACE and ETHNICITY

Race and ethnicity, as defined and categorized by the U.S. Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify and indicate whether or not they are Hispanic or Latino origin (ethnicity). The Hispanic or Latino ethnic identity includes people of all races.

In 2010, 30.5% of the population (9,271) in Alamogordo identified themselves as Hispanic or Latino (of any race), which was a 18.6% decrease from 2000. Of those who identified as Not Hispanic or Latino in Alamogordo, 76.8% identified as White; 5.4% identified as Black or African American; 1.4% identified as American Indian and Alaska Native; 1.7% identified as Asian; and 4.9% identified as Two or More races.

FIGURE 2.1: HISTORICAL POPULATION CHANGE, 1940 - 2015



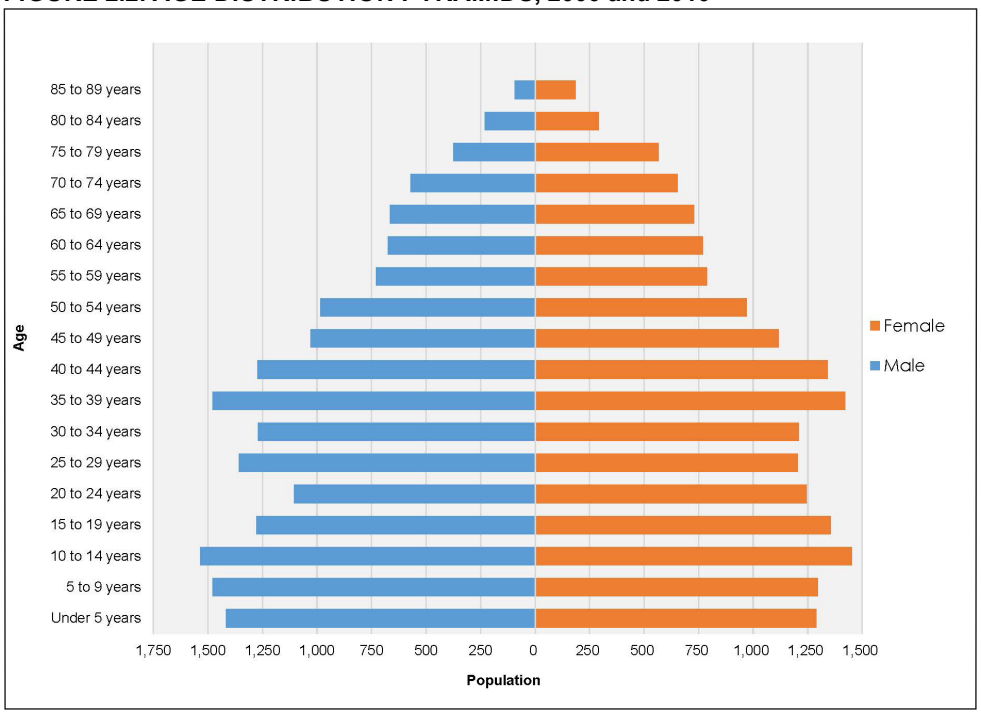
Source: U.S. Census Bureau.

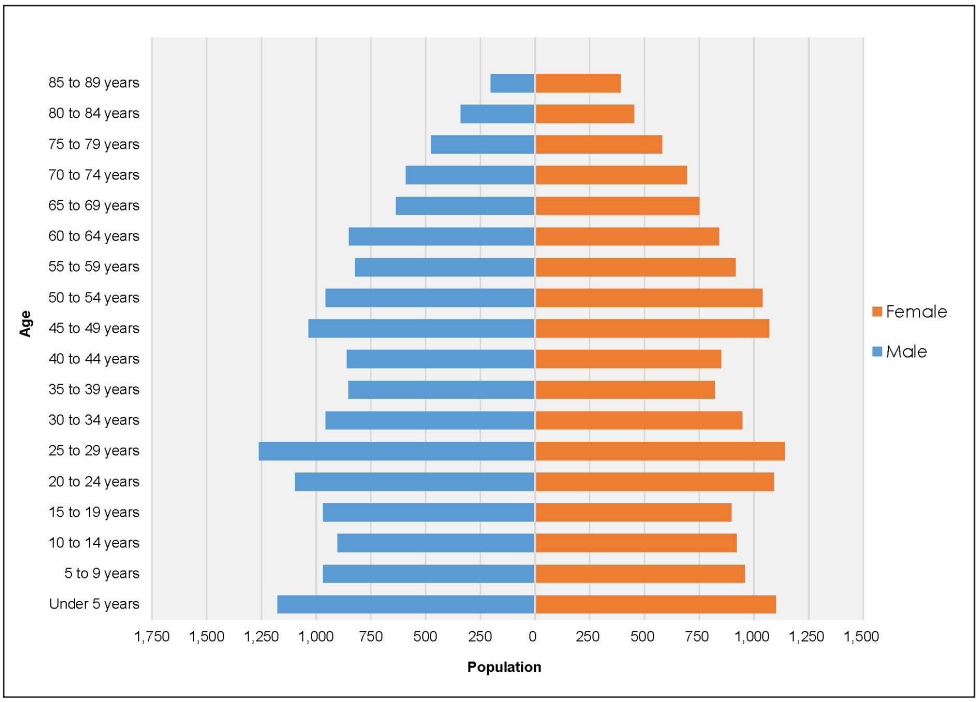
TABLE 2.1: POPULATION CHARACTERISTICS, 2000 - 2010						
	City of Alamogordo			Otero County		
Population	**2000**	**2010**	**% Change 2000-10***	**2000**	**2010**	**% Change 2000-10***
Total Population	35,582	30,403	-14.6%	62,298	63,797	2.4%
Male	49.4%	49.1%	-15.0%	49.8%	50.5%	3.9%
Female	50.6%	50.9%	-14.1%	50.2%	49.5%	1.0%
Age						
Under 5 years	7.6%	7.5%	-15.9%	7.4%	7.5%	3.4%
5 to 9 years	7.8%	6.3%	-30.6%	8.1%	6.9%	-13.1%
10 to 14 years	8.4%	6.0%	-39.0%	8.8%	6.5%	-24.0%
15 to 19 years	7.4%	6.1%	-29.2%	7.8%	6.8%	-10.9%
20 to 24 years	6.6%	7.2%	-7.0%	6.6%	7.7%	20.1%
25 to 29 years	7.2%	7.9%	-6.2%	6.4%	7.1%	14.2%
30 to 34 years	7.0%	6.3%	-23.2%	6.5%	5.8%	-8.4%
35 to 39 years	8.2%	5.5%	-42.4%	8.2%	5.5%	-31.6%
40 to 44 years	7.3%	5.6%	-34.6%	7.5%	5.7%	-22.5%
45 to 49 years	6.0%	6.9%	-2.0%	6.4%	6.9%	10.4%
50 to 54 years	5.5%	6.6%	2.1%	5.6%	6.8%	24.4%
55 to 59 years	4.3%	5.7%	14.5%	4.6%	6.0%	32.9%
60 to 64 years	4.1%	5.6%	17.0%	4.4%	5.8%	36.7%
65 to 69 years	3.9%	4.6%	-0.7%	4.0%	4.6%	18.8%
70 to 74 years	3.4%	4.2%	4.8%	3.2%	4.0%	26.8%
75 to 79 years	2.6%	3.5%	11.9%	2.3%	3.0%	33.1%
80 to 84 years	1.5%	2.6%	51.2%	1.2%	2.0%	64.6%
85 to 89 years	0.8%	2.0%	113.3%	0.7%	1.4%	115.0%
18 years and over	71.3%	76.5%	-8.4%	70.5%	75.0%	8.9%
62 years and over	15.1%	20.1%	13.6%	14.3%	18.4%	31.4%
Median age (years)	33.5	37.4	11.6%	33.8	36.5	8.0%
Race						
One race	34,070	28,903	-15.2%	60,056	61,128	1.8%
White	78.7%	80.8%	-12.9%	76.5%	75.8%	0.9%
Black or African American	5.8%	5.7%	-17.0%	4.1%	3.7%	-7.7%
American Indian and Alaska Native	1.1%	1.5%	15.2%	6.0%	7.0%	18.2%
Asian	1.6%	1.8%	-4.0%	1.2%	1.2%	2.9%
Two or More Races	1,512	1,500	-0.8%	2,242	2,669	19.0%
Ethnicity						
Hispanic or Latino	32.0%	30.5%	-18.6%	32.2%	34.5%	9.9%
Not Hispanic or Latino	68.0%	69.5%	-12.7%	67.8%	65.5%	-1.2%

*Source: U.S. Census Bureau, 2000 and 2010 SF1 100%. *Percents calculated based on raw data.*

Figure 2.2 illustrates the age demographics by gender in Alamogordo in 2000 (top) and 2010 (bottom). The largest decrease during the decade was in males and females between 35 to 39. There was a notable increase in both males and females between 85 and 89, 20 to 29, and 55 to 64. Females, in general, represent a larger population share compared to their male counterparts, with the exception of the 25 to 29 age cohort.

FIGURE 2.2: AGE DISTRIBUTION PYRAMIDS, 2000 and 2010





Source: U.S. Census Bureau, 2000 and 2010 SF1 100%.

BIRTH RATES

The New Mexico Department of Health tracks the number of live births in each county. The average number of live births per year in Otero County is 874 over the last 15 years. The highest count between 2000 and 2015 was in 2015 at 940 births, while the lowest was in 2013 at 830.

2.4 POPULATION PROJECTIONS

The University of New Mexico Geo-spatial and Population Studies (GPS) provides population projections for each county within the state. As shown in Table 2.3, GPS projects Otero County's population to slowly, but steadily, decrease in population between 2020 and 2035, an average annual growth rate of -0.46% (total decrease of 907 people). This is a slower rate than that of Lincoln County (-3.67%) and Sierra County (-5.95%). Doña Ana County is projected to grow at the highest rate in the region (4.33%).

2.5 MIGRATION

Figure 2.3 shows migration from 2000 to 2010 in Alamogordo by age cohort. The orange bars represent the expected population in each cohort and is derived by taking the 2000 U.S. Census age data and aging the numbers by ten years. Comparing the expected data (orange bars) to the actual data (blue bars) shows if the age cohort experienced an in-migration or out-migration of residents during the assumed time frame. This method does not account for deaths; therefore, the expected 75 years and over age cohorts will almost always be higher than the actual population.

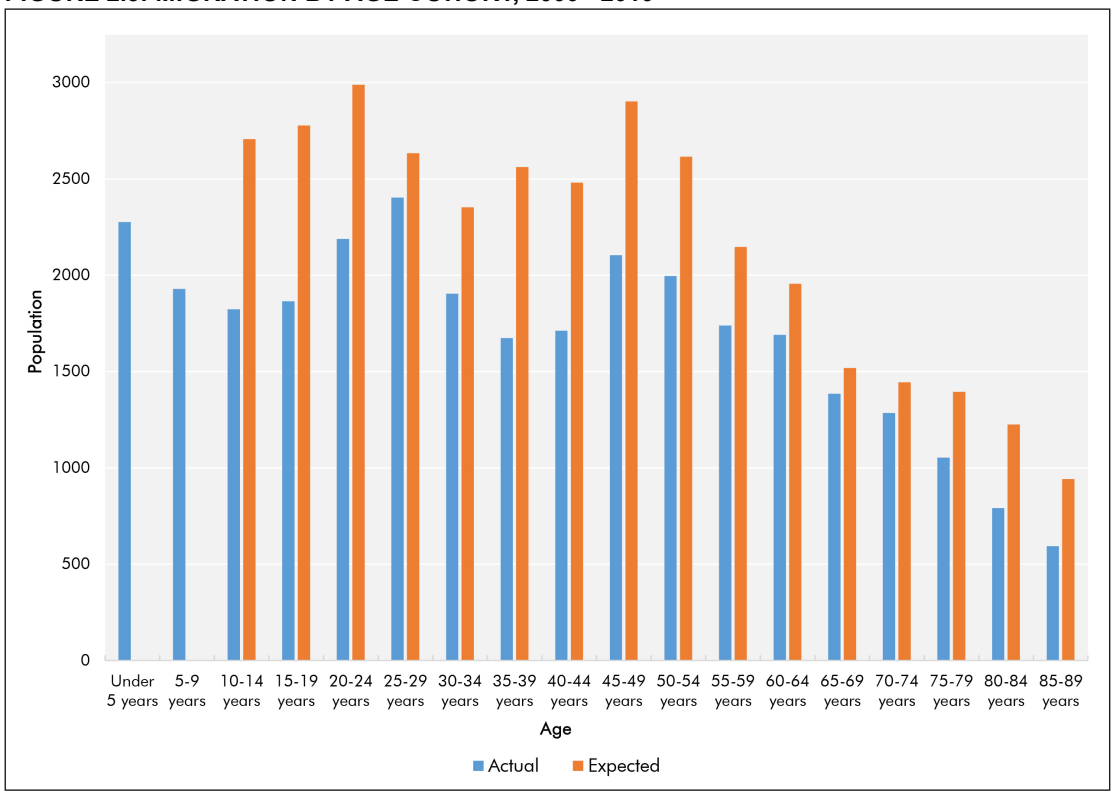
As shown by this analysis, Alamogordo has experienced out-migration amongst all age cohorts. Some experienced minimal net migration, while others such as 10 to 14, 15 to 19, 20 to 24, 35 to 39, and 45 to 49 age cohorts experienced strong out-migration with the actual population significantly lower than the expected population.

TABLE 2.3: COUNTY POPULATION PROJECTIONS

COUNTY	2020	2025	2030	2035
OTERO COUNTY	65,884	65,606	65,304	64,977
Doña Ana	232,946	244,455	255,070	264,537
Sierra	10,602	9,964	9,357	8,821
Lincoln	19,800	19,145	18,455	17,699
Chaves	68,856	70,083	71,403	72,607
Eddy	57,913	58,220	58,547	58,609

Source: UNM Geo-spatial and Population Studies.

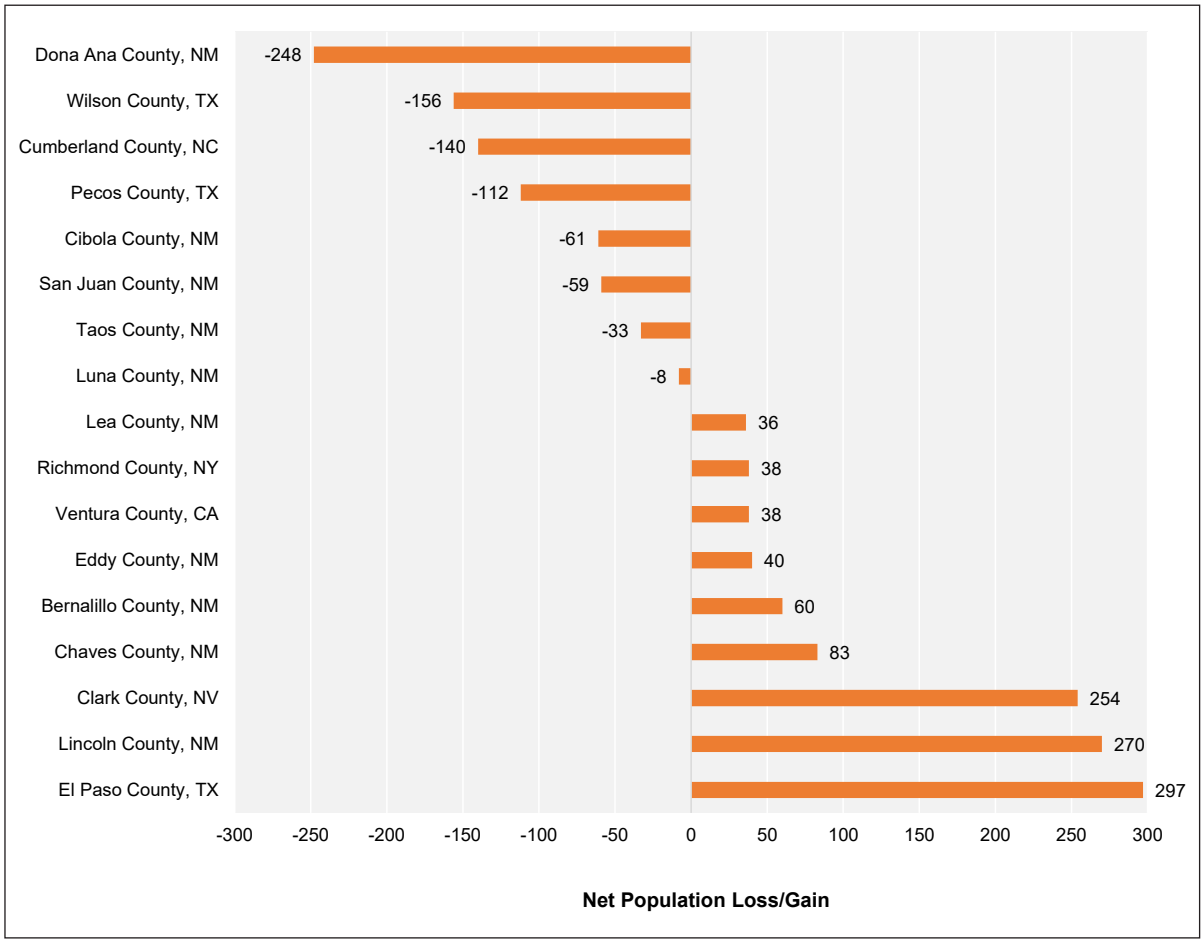
FIGURE 2.3: MIGRATION BY AGE COHORT, 2000 - 2010



Source: U.S. Census Bureau, 2000 & 2010 SF1 100%.

Figure 2.4 provides Otero County's net-migration estimates. The County experienced strong population gain from El Paso County, Texas; Lincoln County, New Mexico; and Clark County, Nevada. Otero County had some population gain from several other counties in New Mexico such as Chaves County, Bernalillo County, Eddy County, and Lea County. Conversely, Otero County lost the highest number of people to Doña Ana County, New Mexico; Wilson County, Texas; Cumberland County, North Carolina; and Pecos County, Texas. Out-migration to Doña Ana County (and Las Cruces) can be expected because it is one of the largest cities in southern New Mexico and near Alamogordo. In total, Otero County's out-migration was 2,779 people and in-migration was 3,487 people, which is a total net population gain of 708 people.

FIGURE 2.4: COUNTY-TO-COUNTY MIGRATION



Source: U.S. Census Bureau, Data Flows Mapper, 2010 - 2014.

2.6 EDUCATIONAL ATTAINMENT

Educational attainment of an area is an important indicator of the area's capacity for economic development. If an area can support specialized employment with a labor force that is trained and capable of higher education, employers have incentive to expand existing business or relocate into an area.

Table 2.4 shows that in general, educational attainment has increased in Alamogordo and Otero County. High school graduates increased in both the City and County. While the population in Alamogordo that had less than a 9th grade education was reduced nearly by half, in the County, there was an 8.7% increase in population that had less than 9th grade education. Both the City and County have had significant increases in the Graduate or professional degree category (24.7% and 29.0%, respectively).

Graduation Rates

As of 2016, Alamogordo Public Schools' graduation rate is 71%, lower than surrounding districts with the exception of Tularosa Municipal Schools, which has a graduation rate of 70%. Table 2.5 shows the graduation rates from five surrounding districts. Gadsden Independent Schools has the highest graduation rate at 86%.

TABLE 2.4: CITY OF ALAMOGORDO EDUCATIONAL ATTAINMENT

	City of Alamogordo			Otero County		
Education Level	**2000**	**2015**	**% Change 2000-15**	**2000**	**2015**	**% Change 2000-15**
Population 25 years and over	21,962	20,968	-4.8%	38,061	42,102	10.6%
Less than 9th grade	1,681	848	-48.2%	2,940	3,198	8.7%
9th to 12th grade, no diploma	2,406	1,500	-38.0%	4,282	3,964	-7.4%
High school graduate (includes equivalence)	6,217	6,479	4.2%	11,096	12,430	12.0%
Some college, no degree	6,385	6,083	-4.7%	10,634	11,671	9.8%
Associates degree	2,072	2,372	14.4%	3,229	3,941	22.0%
Bachelor's degree	1,874	2,030	8.3%	3,488	3,790	8.6%
Graduate or professional degree	1,327	1,656	24.7%	475	3,108	29.0%

Source: U.S. Census Bureau, American Community Survey 2000 - 2015 5-year estimates.

TABLE 2.5: GRADUATION RATES, 2016

District	Graduation Rate
ALAMOGORDO PUBLIC SCHOOLS	71%
Carlsbad Municipal Schools	75%
Gadsden Independent School District	86%
Las Cruces Public Schools	80%
Artesia Public Schools	77%
Tularosa Municipal Schools	70%

Source: New Mexico Public Education Department.

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3. Land Use

3.1 INTRODUCTION

The Land Use element represents a general blueprint for the future of the City of Alamogordo and is one of the primary components of the Comprehensive Plan. It provides guidance for decision-making related to the physical growth and development of the City that is achieved through a balance between infill, redevelopment, and modest approach to annexations. Coordination between the City of Alamogordo and Otero County on areas of mutual concern, particularly within the Extraterritorial Jurisdiction, is an important component related to land use, zoning, and development.

The Land Use element provides an analysis of existing land use, community character, zoning, zoning recommendations, annexation history and recommendations for future annexations, a Preferred Land Use Scenario, and goals, objectives and implementation strategies for land use and development related activities in Alamogordo. The recommendations contained in this section are based on community input received at public meetings and from the community survey; input from City staff; analysis of existing land use; and professional judgment by the consultant team.

3.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked regarding growth, development, and urban design in Alamogordo. The results provide insight to the community's view on how the City of Alamogordo should grow in the future, how it should look, and form the basis for the land use recommendations.

In response to the question whether the City should encourage infill development (development of vacant or underutilized parcels in areas that are already largely developed), 85% said they strongly agree or agree and only 3% said they strongly disagreed or disagreed. Respondents were more split in regard to the City growing through annexations; 37% strongly agreed or agreed and 31% strongly disagreed or disagreed; and 27% were neutral. When asked whether the City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site), 44% strongly agreed or agreed; 21% strongly disagreed or disagreed; and 29% were neutral. A large portion of respondents, 89%, strongly agreed or agreed that the visual appearance of the City should be improved, while only 3% strongly disagreed or disagreed. Along the same lines, 87% of respondents strongly agreed or agreed that White Sands Boulevard is an important arterial that should be visually improved by the City, while only 4% strongly disagreed or disagreed.

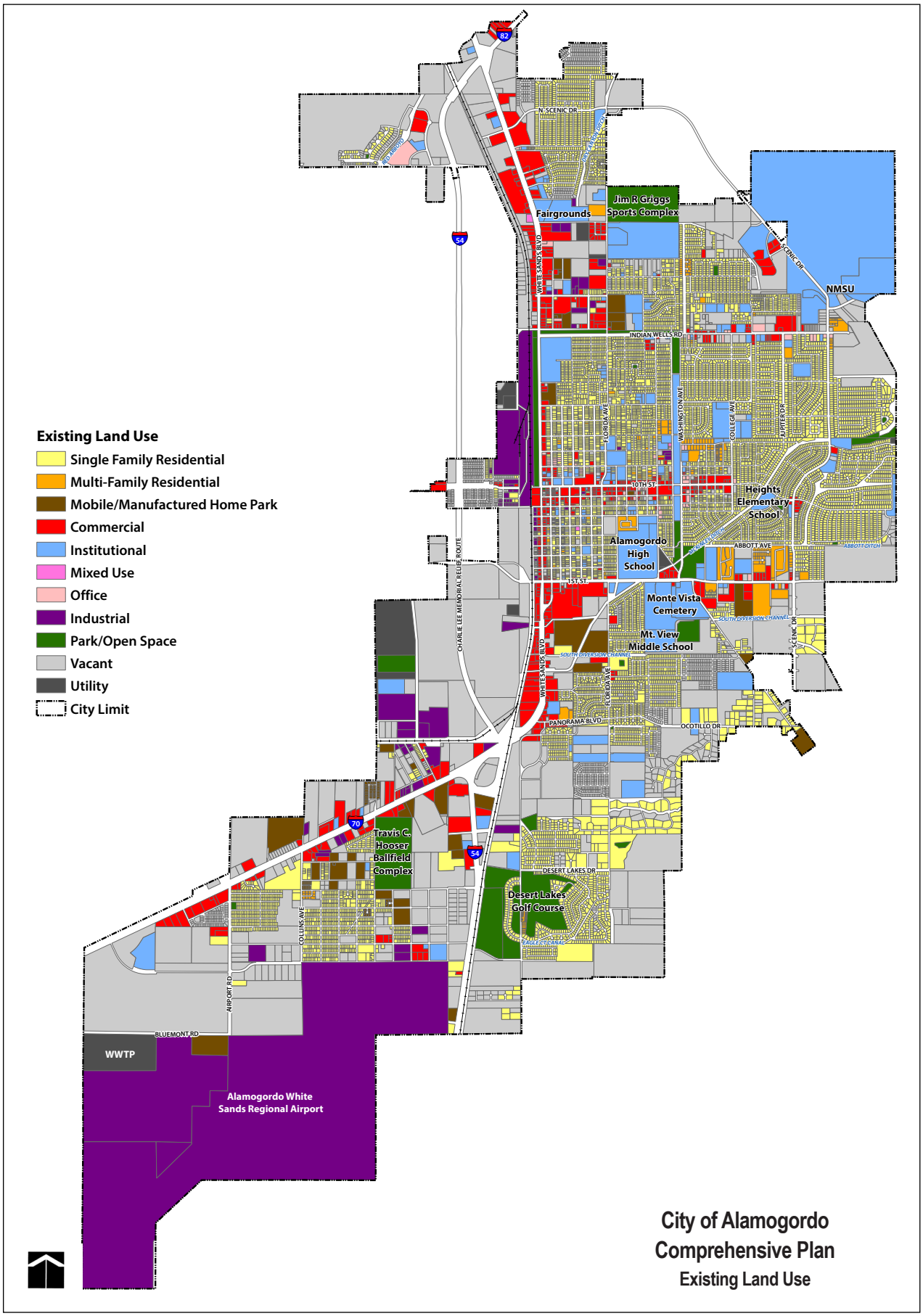
3.3 EXISTING LAND USE

A windshield survey of existing land use in Alamogordo was conducted over a two day period in May 2017 *(see Existing Land Use graphic on page 26)*. The survey results illustrate the diverse range of land uses within Alamogordo and provides a foundation for land use scenario planning.

The survey highlights key landmarks and character areas found throughout the City. Three types of character areas were evident during the survey; residential areas, non-residential areas, and corridors. Commercial uses are primarily located along the major corridors of Whites Sands Boulevard and 10th Street and in other areas throughout the City with both large and small commercial parcels. Large areas of vacant land are located along the City edges and vacant residential lots are primarily in the northern and southwestern areas. Industrial uses are clustered along the railroad tracks between Indian Wells Road and 1st Street. 10th Street is Alamogordo's commercial and institutional/governmental hub and is nearly built out with a mix of commercial, office, few vacancies, and institutional uses. The railroad area bordering Otero County features a large number of either vacant or blighted buildings and properties that are in need of rehabilitation. Residential development in the City is primarily single-family detached units with clustered areas of multi-family residential and mobile home parks dispersed throughout the City.

Alamogordo's existing land uses and their relative portion are listed below:

- Single-family residential: 17.9%
- Multi-family residential: 1.0%
- Mobile/Manufactured Home Park: 2.0%
- Commercial: 4.7%


Existing Land Use
Single Family Residential
Multi-Family Residential
Mobile/Manufactured Home Park
Commercial
Institutional
Mixed Use
Office
Industrial
Park/Open Space
Vacant
Utility
City Limit
Fairgrounds
Jim R Griggs Sports Complex
NMSU
Heights Elementary School
Alamogordo High School
Monte Vista Cemetery
Mt. View Middle School
Travis C. Hooser Ballfield Complex
Desert Lakes Golf Course
WWTP
Alamogordo White Sands Regional Airport
N SCENIC DR
WHITE SANDS BLVD
INDIAN WELLS RD
10TH ST
1ST ST
ABBOTT AVE
PANORAMA BLVD
OCOTILLO DR
DESERT LAKES DR
BLUEMONT RD
AIRPORT RD
COLLINS AVE
CHARLIE LEE MEMORIAL REUTE ROUTE
FLORIDA AVE
WASHINGTON AVE
COLLEGE AVE
DUNFORD
SOUTH DIVERSION CHANNEL
82
54
70
City of Alamogordo
Comprehensive Plan
Existing Land Use

- Institutional: 22.4%
- Mixed Use: 0.02%
- Office: 0.3%
- Industrial: 2.1%
- Parks and Open Space: 3.1%
- Vacant: 29.1%
- Utilities: 1.5%
- Right-of-way: 15.9%

LAND USE SUBAREAS

A general description of existing land use and community character by subarea follows below.

Town Center and Arterials

Downtown Area south of Tenth Street

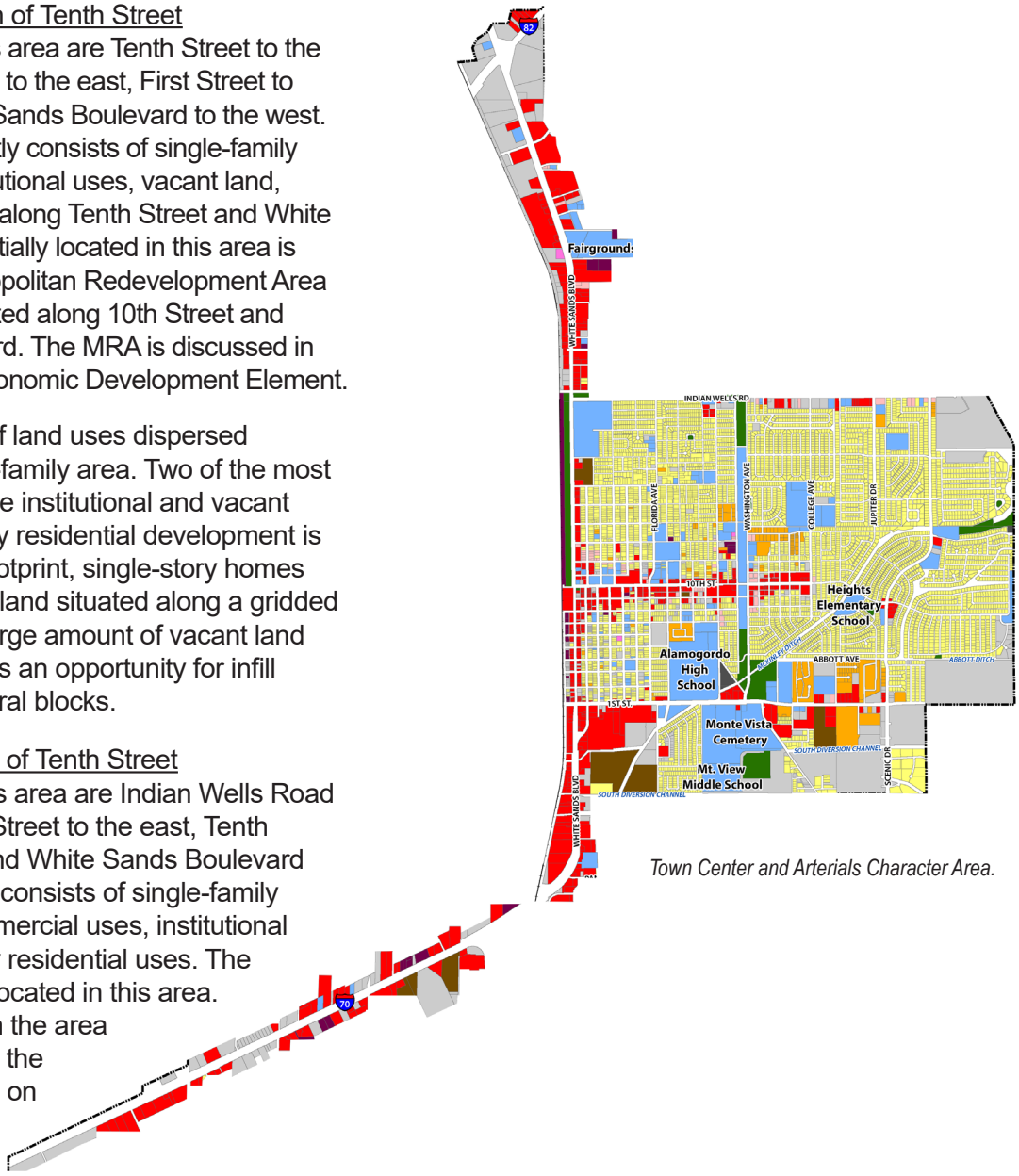
The boundaries of this area are Tenth Street to the north, Oregon Avenue to the east, First Street to the south, and White Sands Boulevard to the west. The area predominantly consists of single-family residential uses, institutional uses, vacant land, and commercial uses along Tenth Street and White Sands Boulevard. Partially located in this area is the Alamogordo Metropolitan Redevelopment Area (MRA), generally located along 10th Street and White Sands Boulevard. The MRA is discussed in further detail in the Economic Development Element.

This area has a mix of land uses dispersed throughout the single-family area. Two of the most common land uses are institutional and vacant land. The single-family residential development is comprised of small footprint, single-story homes on antiquated platted land situated along a gridded street network. The large amount of vacant land available in this area is an opportunity for infill development on several blocks.

Downtown Area north of Tenth Street

The boundaries of this area are Indian Wells Road to the north, Oregon Street to the east, Tenth Street to the south, and White Sands Boulevard to the west. The area consists of single-family residential uses, commercial uses, institutional uses, and multi-family residential uses. The MRA is also partially located in this area. Identifiable features in the area include the School for the Visually Handicapped on the northwest corner of the character area and the concentration of institutional uses that include the City and County offices.

The area is primarily single-family residential with institutional uses dispersed throughout. The main difference between this Downtown character area and the area south of Tenth Street is that the single-family residential development is well-maintained. These homes are historic, arranged on a gridded street network, and range in architectural style. The area has a few vacant parcels that may be developed, but are rare as compared to other areas of the City.



Town Center and Arterials Character Area.

Historic Victorian house on Michigan Avenue.

East of Washington Avenue
The boundaries of this area are Indian Wells Road to the north, Otero County line to the east, Fourth Street to the south, and Washington Avenue to the west. The area consists of mainly single-family residential uses, commercial uses, institutional uses, and multi-family uses along curvilinear streets.

The area has a large concentration of well-maintained, single-family residential, ranch-style homes on curvilinear streets. The area has little vacancy and is primarily built-out. Indian Wells Road from Scenic Drive to the east and Washington Avenue to the west includes a mix of office uses, commercial uses, institutional uses, and vacant land. The corridor showcases a stunning view of the Mountains and the New Mexico Museum of Space History when driving eastbound. The corridor contains new commercial and office development with opportunities for infill.

First Street Multi-Family
The boundaries of the area are the north and south sides of First Street, Otero County line to the east, and Canyon Road to the west. The area consists of a strong mix of multi-family residential uses, commercial uses, institutional uses, mobile home parks, and vacant land. A feature in the area is the Casa Arena Blanca Rehabilitation Suites.

The area has a mix of land uses with the largest concentration of multi-family residential development in the City of Alamogordo. The multi-family residential development ranges in type, architectural style, scale, and includes brick duplex courtyard housing, four-plex courtyard housing, old and new modern apartment complexes, and townhouses. Several large tracts of vacant land provide an opportunity for infill development.

South of First Street
The boundary of the area is White Sands Boulevard to the west, Otero County line to the east, First Street to the north, and the South Diversion Channel on the south. The area includes commercial, mobile home parks, single-family residential, open space, and vacant land. The identifiable features of the area are Monte Vista Cemetery and Mountain View Middle School. The large areas of vacant land provides opportunity for more single-family residential development and multi-family development adjacent to the First Street multi-family area.

Tenth Street/Downtown Corridor
Tenth Street from College Avenue to the east and White Sands Boulevard to the west consists of commercial uses, some institutional uses, and office uses. The MRA is also partially located in this area. The northwest end of the 10th Street corridor has a concentration of government institutional uses. There are very few vacancies along the corridor.

White Sands Boulevard/Highway 70
White Sands Boulevard is characterized by “big box" highway commercial businesses and some industrial development. The Alameda Zoo, School for the Blind and Visually Handicapped, County Fairgrounds, and the Train Depot Park are along the corridor. The commercial uses include old and new development with vacant land on the northern and southern ends of the corridor. The condition of the road varies, and includes bicycle lanes and pedestrian sidewalks in some areas but not others. The Downtown Metropolitan Redevelopment Area is also partially located in this area.

Oregon Street/Washington Avenue
Oregon Street and Washington Avenue run parallel to each other with a wide median of open space/parkway from Indian Wells Road on the north and First Street on the south. The parkway is an

average of 300-feet wide and includes institutional uses such as the Alamogordo Municipal Court/ City Hall, Alamogordo Public Library, Girl Scouts' facility, tennis courts, Oregon Elementary School, Washington Park, and the Alamogordo Family Recreation Center. The parkway is highly used and well-maintained.

North of Indian Wells Road

North Florida Avenue

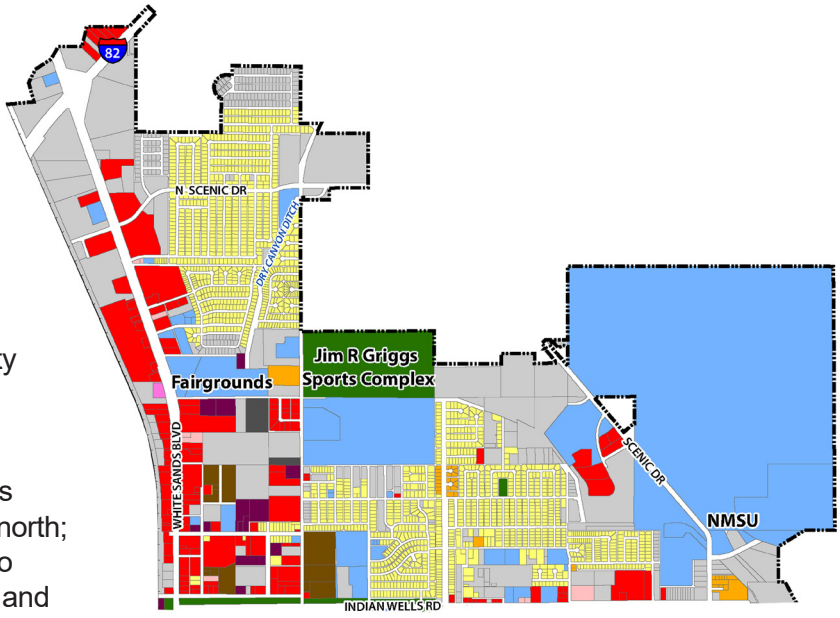
The North Florida Avenue area extends from the Jim R. Griggs Sports Complex on the north, Indian Wells Road to the south, White Sands Boulevard to the west, and the Sports Complex/Florida Avenue to the east. The area is comprised of a strong mix of uses, including parks, mobile home parks, commercial, industrial, multi-family residential, single-family residential and institutional uses, and vacant land. Between North Florida Avenue and White Sands Boulevard is a large concentration of commercial uses. A distinguishable characteristic of the area as compared to others is the large lot sizes. The large lots, vacant land, and existing land uses presents opportunities for infill in a range of uses, particularly for commercial development with its proximity and access to White Sands Boulevard.

Indian Wells Road Residential

The Indian Wells Road Residential area is bounded by the Otero County line to the north; Science, Technical, and Education area to the east; Indian Wells Road to the south; and the Jim R. Griggs Sports Complex and N. Florida Avenue to the west. The area primarily consists of single-family residential development with areas of institutional, commercial, and a few areas of multi-family development. There are significant areas of vacant land that surround the residential development that can be utilized for infill development.

Science, Technology, and Education

The boundaries of the area consist of Fairgrounds Road to the north, along both sides of Scenic Drive, and Indian Wells Road to the south. The area primarily consists of institutional uses surrounded by vacant land, and few commercial uses. Identifiable features in the area include the New Mexico Museum of Space History, New Mexico State University (NMSU-A), the NMSU Tays Center, and the Gerald Champion Regional Medical Center. The large amount of vacant land presents the opportunity for infill development of similar uses such as science, medical, and education. The area provides an opportunity for branding as a "science and technology park."



North of Indian Wells Road Character Area.

South of the South Diversion Channel

Desert Lakes Golf Course

The boundaries of the area are the properties in line with Caneadea Loop to the north, Otero County line to the east and south, and Highway 54 to the west. The area is predominantly comprised of single-family residential, open space (golf course), and vacant land uses. The most identifiable feature in the area is the Desert Lakes Golf Course located on both sides of Hamilton Road.

The area is primarily single-family residential development with a small section of townhouses east along Hamilton Road. The residential developments are comprised of large footprint, well-maintained, single-story homes on curvilinear streets with a few two-story homes intermixed. The area is largely developed, with some vacant land available for infill to the east and south of the Golf Course community.

South Florida Avenue

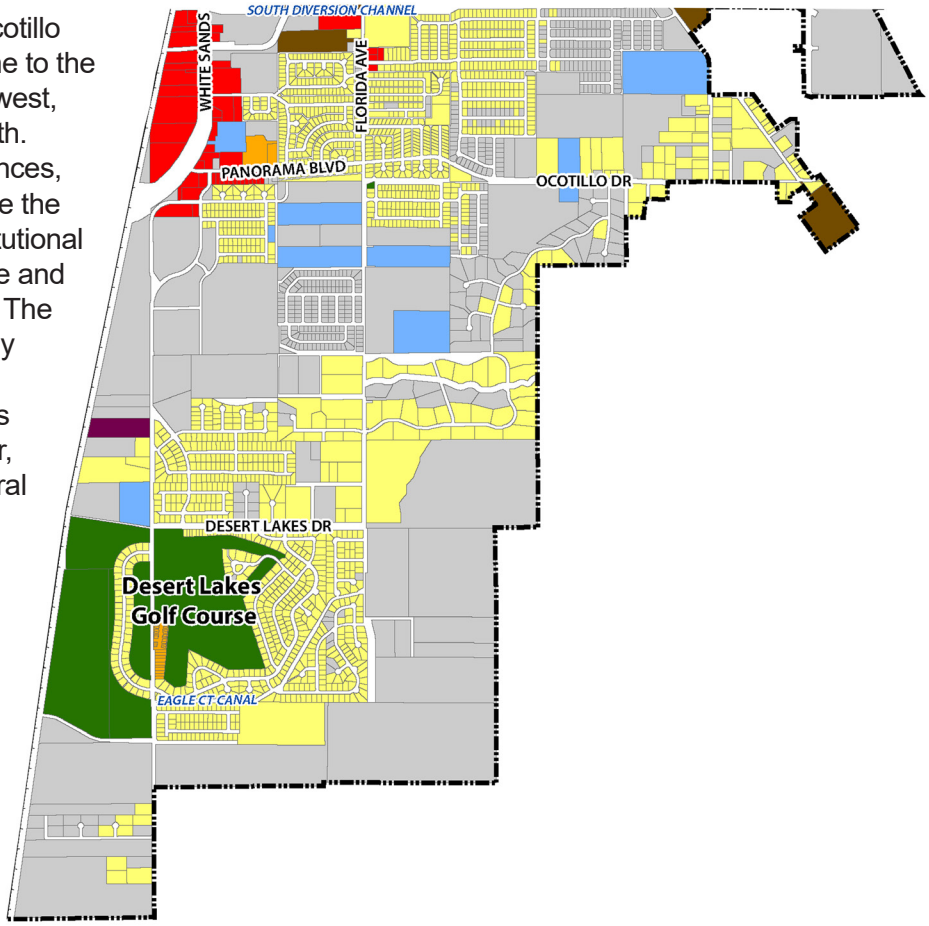
The boundaries of this area are Ocotillo Drive to the north, Otero County line to the east, South Florida Avenue to the west, and Desert Lakes Road to the south. Due to significant character differences, this character area does not include the residential subdivisions or the institutional uses southeast of the Ocotillo Drive and South Florida Avenue intersection. The area wholly consists of single-family residential uses and vacant land. An identifiable feature of the area is the long curvilinear street character, which takes advantage of the natural change in grade.

The area is comprised of primarily single-family homes dispersed with large vacant land areas along the hillside. The single-family residential development consists of large footprint custom homes on large lots that are well-maintained. The vacant land provides opportunity for similar large custom home development.

Panorama and Florida Residential

The boundaries of this area are the South Diversion Channel and Otero County Line to the north, the eastern boundary consists of S. Florida Ave, Ocotillo Drive, and the County line, properties in line with Caneadea Loop to the south, and White Sands Boulevard to the west. The area consists of single-family residential, vacant land, and a few areas of commercial, mobile home parks, and institutional areas.

The area is primarily single-family residential and vacant land. The vacant areas provide opportunities for residential infill and commercial infill along White Sands Boulevard. Hotels and chain restaurants make up the majority of the commercial in this area. Future development should be geared towards visitors to Alamogordo.



South of the South Diversion Channel Character Area.

Airport West of Highway 54

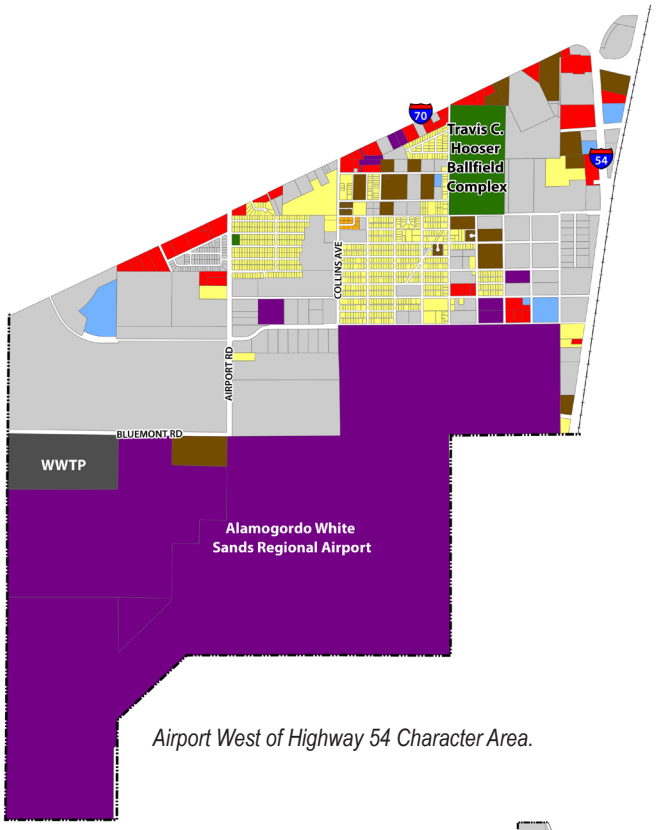
North of the Airport

The boundaries of the area are Highway 70 to the north, Highway 54 to the east, the Alamogordo-White Sands Regional Airport to the south, and the Otero County border to the west. The land uses are a mix of single-family residential, mobile home parks, commercial and industrial uses, and vacant land.

A significant amount of the area consists of single-family residential developments and large vacant parcels. The residential developments are comprised of small, single-story brick homes on a gridded street pattern. The vacant parcels provide an opportunity for commercial, industrial, and residential infill development consistent with the surrounding uses.

Alamogordo-White Sands Regional Airport

The Alamogordo-White Sands Regional Airport comprises the southernmost portion of the City. The City's Wastewater Treatment Plant and a manufactured home park are located on the north edge of the Airport property along Bluemont Road. The land area of the Airport is significant, but has little existing development. New industrial development and/or a business park would be appropriate on vacant portions of the Airport property.



Airport West of Highway 54 Character Area.

West of Railroad Avenue

Northern Railroad

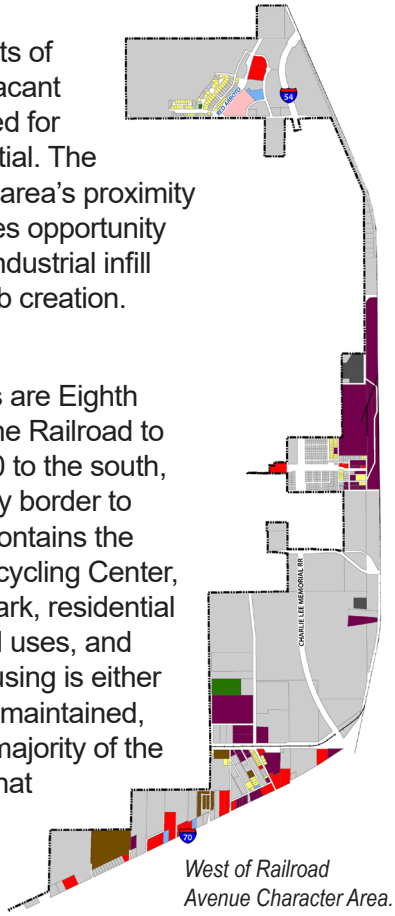
The boundaries consist of the Otero County line to the north, railroad to the east, Otero County line and Indian Wells Road to the south, and the Otero County line to the west. The area is largely vacant, but contains some residential, office, institutional, and commercial development in the Mesa Village area, which will continue to develop over time with similar uses.

Railroad Industrial

The boundaries of the area include Indian Wells Road to the north, White Sands Boulevard the east, Eighth Street to the south, and the Otero County border to the west. The area consists of industrial uses, mobile home parks, and vacant land. The MRA is also partially located in this area. Identifiable feature in this area is the railroad. The area primarily consists of industrial land and vacant land that is subdivided for single-family residential. The vacant land and this area's proximity to Downtown provides opportunity for redevelopment, industrial infill development, and job creation.

Southern Railroad

The area boundaries are Eighth Street to the north, the Railroad to the east, Highway 70 to the south, and the Otero County border to the west. The area contains the Alamogordo City Recycling Center, the Balloon Fiesta Park, residential and commercial land uses, and vacant land. The housing is either severely blighted, unmaintained, or abandoned. The majority of the area is vacant land that provides substantial opportunity for development of industrial uses.



West of Railroad Avenue Character Area.

3.4 WHITE SANDS BEAUTIFICATION DISTRICT

White Sands Boulevard is the City's primary commercial thoroughfare. Respondents to the community survey indicated their strong desire for the City to improve the aesthetics of the corridor. Most anchor retail uses are located on or adjacent to this corridor.

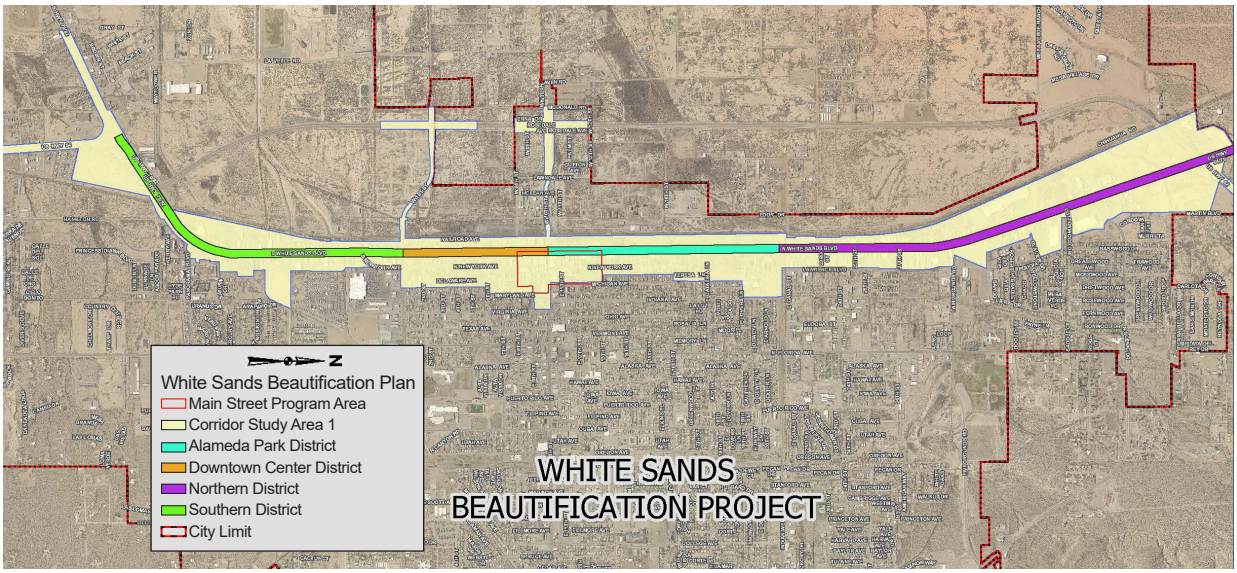
In 2016, the City Commission approved the White Sands Beautification District Ordinance #1532. The Ordinance created the White Sands Beautification District and established the White Sands Beautification Committee, which consists of eight members, including six at large, a chairman appointed by the Mayor, and the Chairman of the Planning and Zoning Commission. The Committee is responsible for reviewing and approving improvement projects within the District to ensure compliance with the adopted design standards and guidelines. This includes projects that require demolition, building and sign permits, modifications to the exterior appearance of buildings, signing, landscaping, and parking.

Section One created a Corridor Overlay District along White Sands Boulevard for the purpose of increasing the aesthetic quality of the corridor through citizen-based efforts; establishing a corridor Master Plan that will guide the economic development and beautification efforts; developing regulations consistent with the Master Plan; identifying available funding for projects; and establishing a review process for proposed projects. The Master Plan regulations will include architectural style, streetscape standards, signs, walking areas, massing, walls and fencing, and remodeling.

Section Two established the White Sands Beautification Committee for review and other duties related to proposed improvement projects on the corridor. The Committee is tasked with developing a Master Plan for the corridor; holding public hearings pertaining to the Master Plan and proposed projects; proposing amendments to regulations governing the District; advising the City Commission on decisions pertaining to the District; coordinating funding efforts for projects; and establishing sub-committees as needed.

Four sub-districts make up the White Sands District, including South District (Highway 54/70 to 1st Street); Central District (from 1st Street to 10th Street); Park District (from 10th Street to Indian Wells Road); and North District (between Indian Wells Road to Highway 82) . In July and August of 2017, the City facilitated its first series of targeted informational meetings addressing each sub-district.

Improvements to White Sands Boulevard will come from this initiative and have already begun. One effort includes Holloman's "Big Give," a decade-old community service event, where Airmen and their families give back to Otero County in the form



White Sands Beautification Districts map.

of community service projects. The 2017 event included revitalization for three of Alamogordo's dilapidated welcome signs. The signs are located on each end of White Sands Boulevard and one on Charlie Lee Memorial Relief Route.

3.5 EXISTING ZONING

The original City of Alamogordo Zoning Ordinance was adopted in 1960. Administration and enforcement of the Zoning Ordinance is the responsibility of the City Planning and Zoning staff, under the supervision of the City Manager. The Planning and Zoning Commission, which consists of five voting members and one Holloman AFB Ex-Officio member, reviews and makes recommendations to the City Commission regarding issues related to zoning, subdivisions, variances, master plans, and use of City property.

Each zoning district contained in the Zoning Ordinance includes a list of permissive uses, setback requirements, lot dimensions, and area and height dimensions. The Ordinance also contains development standards which address accessory uses, off-street parking, fences, walls, and entries in some zoning designations.

The Zoning Ordinance contains 12 zoning districts *(see Existing Zoning map, page 34).* A brief summary of each zoning district and their approximate share follow below:

Residential

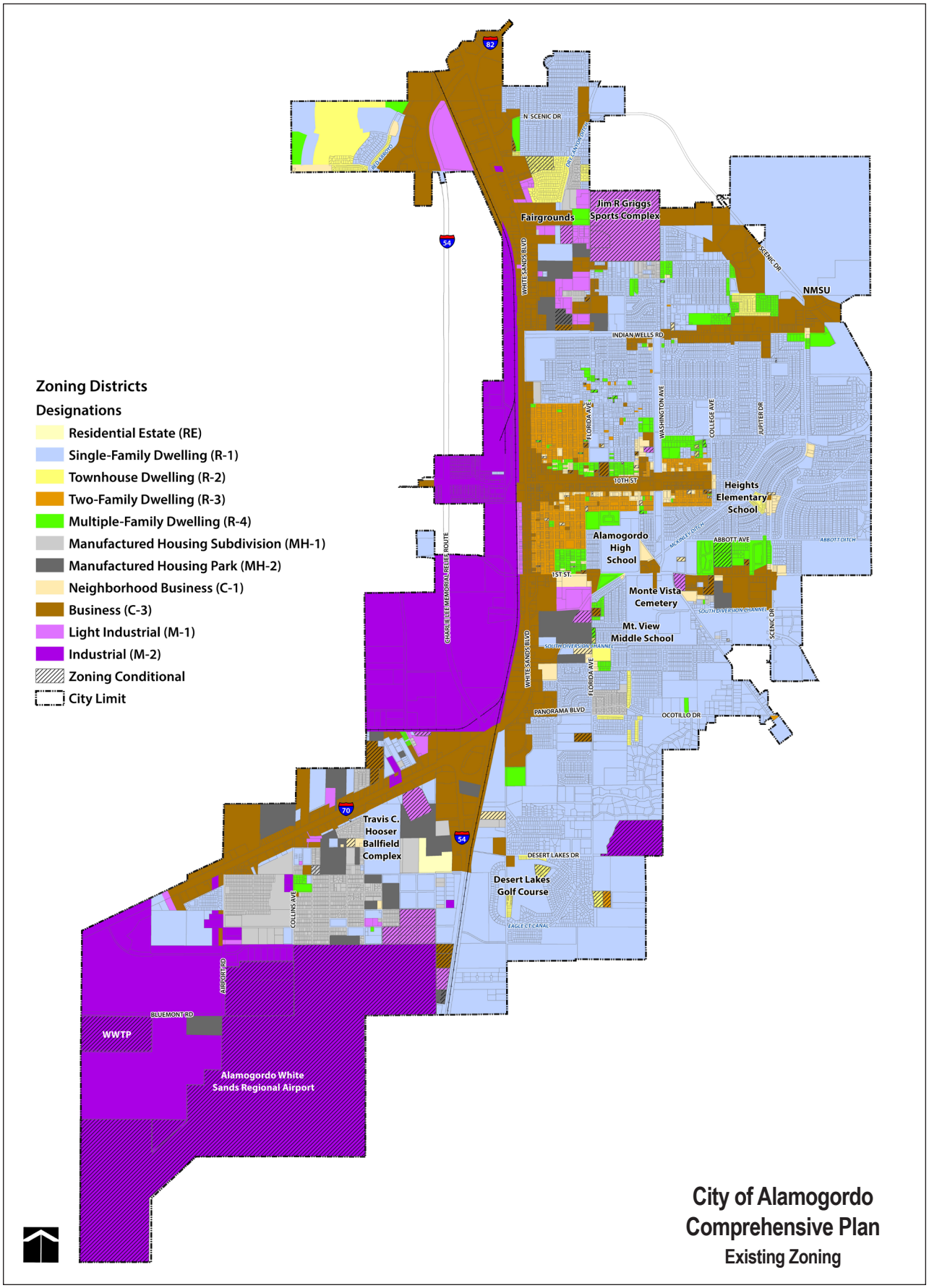
R-1 Single-Family Dwelling District (42%)
Permitted uses in the R-1 District include single-family detached dwellings and home occupations. Non-residential uses allowed in the R-1 District include publicly-owned police, fire stations, parks or playgrounds, churches, golf courses, schools, and water supply reservoirs. The R-1 District is the most common zone in the City of Alamogordo. Dimensional standards in the R-1 District include minimum lot size (6,000 square feet); minimum lot width (60 feet); and maximum building height (35 feet).

R-2 Townhouse Dwelling District (1.8%)
Permitted uses in the R-2 District include those permitted in R-1 and townhouses. The R-2 District is found in pockets throughout the City of Alamogordo. Dimensional standards in the R-2 District include minimum lot size (4,000 square feet) and minimum lot width (35 feet).

R-3 Two-Family Dwelling District (2.0%)
Permitted uses in the R-3 District include those permitted in R-1 and two-family dwellings. The R-3 District is generally located north and south of the 10th Street Business District. Dimensional standards in the R-3 District include minimum lot size (6,000 square feet or 3,000 square feet per dwelling unit, whichever is greater); minimum lot width (60 feet); and maximum building height (35 feet).

R-4 Multiple Family Dwelling District (2.4%)
Permitted uses in the R-4 zone include those permitted in R-1, two- and three-family dwellings, and boarding and lodging houses. Non-residential uses allowed in the R-4 District include several institutional uses, private clubs and fraternal organizations, offices, and accessory buildings. The R-4 District is dispersed in pockets throughout the City of Alamogordo. Dimensional standards in the R-3 District include minimum lot size (6,000 square feet or 2,000 square feet per dwelling unit, whichever is greater); minimum lot width (60 feet); and maximum building height (35 feet).

RE Residential Estate District (0.2%)
Permitted uses in the RE District include single-family dwellings, accessory uses, and community residential care facilities. Non-residential uses allowed in the RE District include publicly-owned or operated parks, playgrounds or community buildings, and family child care homes. Conditional uses in the RE District include country clubs or golf courses, and some institutional uses such as churches, utilities, and public schools. The RE District is not common and located in only a few areas throughout the City of Alamogordo. Dimensional standards in the RE District include minimum lot size (0.75 acre); minimum lot width (90 feet at the building setback line and 35 feet at the front lot line); and maximum building height (35 feet).



City of Alamogordo Comprehensive Plan
Existing Zoning

Other Residential

MH-1 Manufactured Housing Subdivision District (3.5%)

Permitted uses in the MH-1 District include those permitted in R-1 and individual manufactured housing units. The MH-1 District is, in large part, located in the southwestern area of the City bordering the Airport and in small areas throughout the northern portion of the City. Dimensional standards in the MH-1 District include minimum lot size (6,000 square feet); minimum lot width (60 feet); and maximum building height (20 feet).

MH-2 Manufactured Housing Park District (2.4%)

Permitted uses in the MH-2 District include those permitted in R-1 and parking of one or more individual manufactured housing units. The MH-2 District is located in pockets throughout the City. Dimensional standards in the MH-2 District are regulated by Chapter 25 of the Zoning Code for Trailers, Mobile Homes, and Recreational Vehicles.

PUD Planned Unit Development District (0.0%)

The Planned Unit Development District (PUD) is a floating district that may be located within any residential or commercial district. PUDs are required to be master planned in three approval stages and may be residential, commercial, or a combination of land uses. The purpose of planned unit development regulations is to primarily provide flexibility in zoning and promote infill development.

Commercial

C-1 Neighborhood Retail Business District (1.0%)

Permitted uses in the C-1 District include limited retail, service, office, institutional, and residential uses. Residential uses allowed in the C-1 District include single family dwellings, two-family dwellings, multiple dwellings, row dwellings, apartment houses, boarding and lodging houses, dwelling units attached to a commercial building. The C-1 District is not common, but located in small parcels throughout the city typically in or near residential areas. Standards in the C-1 District include requirements for living facilities, off-street parking, closed buildings, outdoor areas, noise, lighting, and signs.

C-3 Business District (14.7%)

Permitted uses in the C-3 District include retail, service, office, some light assembly, and residential uses. Residential uses allowed in the C-3 District include single family dwellings, two-family dwellings, multiple dwellings, row dwellings, apartment houses, boarding and lodging houses, dwelling units attached to a commercial building. The C-3 District is the most common commercial district and is generally located along the major corridors in the City such as White Sands Boulevard, 10th Street, and Indian Wells Road. Standards in the C-3 District include requirements for living facilities and off-street parking.

Industrial

M-1 Light Industrial District (3.4%)

Permitted uses in the M-1 District include all uses, except heavy industrial uses and residential uses (unless the residential use is accessory to a legally established light industrial use). The M-1 District is located in individual small parcels and areas throughout the City within proximity to the railroad. There are no conditional uses or dimensional standards associated with the M-1 District, except in the event that there are living facilities, in which case, every lot is required to provide 1,000 square feet per family.

M-2 Industrial District (26.6%)

Permitted uses in the M-2 District include all uses, except several heavy industrial uses that must be approved by the City Commission and residential uses (unless the residential use is accessory to a legally established light industrial use). The M-2 District is generally located west of the railroad between the Fairgrounds and Panorama Boulevard, and in the southwestern quadrant of the City consisting of the Airport property. Dimensional standards in the M-2 District include building height (150-foot maximum); and in the event that there are living facilities, every lot is required to provided 1,000 square feet per family.

Conditional Zoning (15.7%)

Conditional Zoning Permits are issued on a case-by-case basis if deemed necessary by the City Commission. Based on one of the City of Alamogordo's base zones, Conditional Zoning Permits allow the City Commission to attach conditions to the property via the rezoning ordinance and must be upheld to retain the Conditional Zoning Permit. If the City Commission

determines the conditions no longer exist during a public hearing, the zoning reverts to the parcel's prior zoning classification.

Historically Underutilized Business Zone
The intent of the Historically Underutilized Business Zone (HUB Zone) Overlay District is to promote economic development and employment through encouraging rehabilitation and reuse of existing commercial structures located within the C-3 Business District. In addition to the uses permitted in the primary zoning district, light assembly and accessory uses are allowed by right.

Airport Zoning
Chapter 4 of the Alamogordo City Code is titled "Aircraft and Airport." This chapter includes regulations for the Alamogordo-White Sands Regional Airport related to administration, general rules and regulations, business activities, vehicular traffic on landing and ramp areas, ground operation of aircraft, and zoning. The zoning article is titled the "Alamogordo Municipal Airport Hazards Zoning Ordinance" and includes the following five zones:

- Runway larger than utility with a visibility minimum as low as three-quarter-mile non-precision instrument approach zone;
- Precision instrument runway approach zone;
- Transition zones;
- Horizontal zone; and
- Conical zone.

The zones are regulated by height limitations based on a zone-specific slope calculation and by use. No use is allowed in any zone that would create electrical interference with navigational signals or radio communication between the airport and the aircraft, or that would impair visibility in the vicinity of the Airport.

Zoning Recommendations
Zoning ordinances are generally intended to follow and implement the Comprehensive Plan. As a follow-up action to adopting the Comprehensive Plan, the City of Alamogordo should update the City's Zoning Ordinance and Zone Map accordingly. The update should consider, but not be limited to, the following recommendations:

- The Zoning Ordinance should include an intent statement for all zoning districts to help ensure that the permissive and conditional land uses are consistent with the intent.
- Definitions are scattered throughout the Zoning Ordinance. There should be a definition section added to the Zoning Ordinance where readers can reference the defined terms in one location.
- In general, the Zoning Ordinance should be flexible in order to reflect the changing patterns of growth and development in Alamogordo. More flexibility in terms of permissive uses and variety in design and development that reflect a "sense of place" would allow property owners more options for the development of their property.
- There is very little multi-family zoned property in Alamogordo; currently, only 6.2% collectively between the R-2, R-3, and R-4 zones. The City should evaluate and consider rezoning some existing vacant land to allow more multi-family development.
- The commercial zones allow mixed uses, but there should be a zoning district that specifically allows mixed-use (residential and neighborhood scale commercial), particularly within the City Center and Downtown areas of Alamogordo where redevelopment is desired.
- The White Sands Boulevard Overlay District and the Downtown Metropolitan Redevelopment Area should be described in the Zoning Ordinance and illustrated on the Official Zone Map.
- The Zoning Ordinance does not include sign regulations. A sign ordinance that provides the frequency, dimensional standards, and locations of on-premise signs and regulations for off-premise signs and billboards should be added to the Zoning Ordinance.
- Consideration should be given to adding affordable housing incentives in the Zoning Ordinance. Sometimes referred to as "inclusionary zoning," these policies either require or provide incentives for new residential development to designate a certain percentage of the units for households that meet certain income requirements. Inclusionary zoning

programs typically provide cost offsets to developers, such as density bonuses, fee waivers, or expedited review process.

3.6 OTHER DEVELOPMENT ORDINANCES

SUBDIVISION REGULATIONS

The Subdivision Regulations are provided in Chapter 22 of the Alamogordo City Code and describe the City's prescribed procedures to address and resolve the sometimes conflicting needs and costs of development. The Chapter covers procedures and provisions for conditional approvals; street, utility, grading plans; plats; easements; public sites and open spaces; monuments; utility and street improvements; and subdivision exemptions.

The Subdivision Regulations often refers to the Comprehensive Plan for guidance on street classification, new school locations, and lot dimension appropriateness. Other references could include pedestrian areas, public sites and open spaces, street improvements, and utility provision.

CONCURRENT JURISDICTION

The purpose of a Concurrent Jurisdiction (CJ Ordinance), currently identified as "Extra-Territorial Jurisdiction" for the City of Alamogordo, is to promote the health, safety, and general welfare of the City by regulating and restricting a combination of land use, building height, lot coverage by structures, population density, and the location of buildings on properties near the City/County edge. The Concurrent Jurisdiction typically provides a transition between land uses in the City and County in order to minimize potential land use conflicts between the urban and rural areas and to improve the appearance at entry points to the City. Adequate staffing is key to ensuring that Concurrent Jurisdiction regulations are consistently applied and enforced. Alamogordo's Concurrent Jurisdiction Ordinance deems the City responsible for reviewing and commenting on subdivision compatibility regarding utilities and zoning only.

Although there is no zoning within Otero County, the County assigns, addresses, and reviews subdivision applications. The overlapping City and County planning and platting jurisdiction helps the City coordinate planning issues within the CJ area where development is occurring.

3.7 ANNEXATION

OVERVIEW

Annexation is a mechanism by which a municipality may expand its regulatory and taxing authority to adjacent unincorporated land. It can be used as a growth management tool to ensure that land use and development standards in adjoining areas are consistent with land use within the municipality, as well as with the goals and objectives of the community as expressed in the Comprehensive Plan. Areas to be considered for annexation must be contiguous with the municipal boundary and the municipality must be able to demonstrate the ability to provide services. This process allows the municipality to extend utilities to the development within an appropriate time frame.

There are three methods available to municipalities in New Mexico seeking to annex new lands. Each method is based upon specific goals and conditions and illustrates different degrees of legislative delegation of power to municipalities. These three methods include:

- Arbitration Method (Sections 3-7-5 through 3-7010 NMSA 1978): This method allows a municipality to annex contiguous territory if the municipality can declare that the benefits of annexation can be made within a reasonable time frame to the desired territory.
- Municipal Boundary Commission Method (Sections 3-7-11 through 3-7-16 NMSA 1978): This method establishes an independent commission to determine annexation of a territory to the municipality. The Municipal Boundary Commission will meet whenever a municipality petitions to annex a territory or if a majority of the landowners of a territory petition the Commission to annex the territory into the municipality.
- Petition Method (Section 3-7-17, NMSA 1978): This method requires a petition signed by the majority of property owners in a contiguous territory supporting annexation into a municipality.

ALAMOGORDO ANNEXATION HISTORY

The City of Alamogordo developed as a rail junction in 1898 by the Eddy brothers as a base for their El Paso and Northeastern Railroad. The original City was generally bounded by. Indian Wells to the north, Railroad Avenue to the west, Third Street to the south, and Washington Avenue to the east, comprising approximately 968 acres.

The City has experienced several periods of growth since its settlement. Between 1898 and 1905, business boomed and the City grew in a grid-like pattern. Alamogordo Bombing and Gunnery Range opened in 1942 and is known today as Holloman AFB. Alamogordo experienced another large period of growth in the 1950s due in large part to the military base.

Over the last 17 years, the City of Alamogordo has annexed approximately 2,862 acres of land. Notable annexations, totaling 2,440 acres, took place throughout 2004 and 2005:

- Mesa Verde Ranch: The 350-acre Mesa Verde Ranch was annexed in 2004 and is located north of the Otero County Fairgrounds and east of White Sands Boulevard. Mesa Verde Ranch has been developing with single family residential, commercial, and office uses, but is not yet built out. Mesa Verde continues to be an active area for development.
- 2004: Other annexations in 2004 included approximately 620 acres near the U.S. Highway 54/70/82 Relief Route, 295 acres along South Florida Avenue, and the 157-acre Palo Duro Subdivision located east of Hamilton Road.
- 2005: Annexations in 2005 included nearly 200 acres at 1st Street and the Charlie T. Lee Relief Route and the 817-acre airport area.
- 2010: Another important annexation took place in 2010, which included the 91-acre Gerald Champion Regional Medical Center.

As a result of its history and annexations, the current layout of the City extends to the north and south via White Sands Boulevard and the railroad and east toward the Sacramento Mountains. White Sands Boulevard has generally been maintained as a buffer between the City and the industrial areas east of the City.

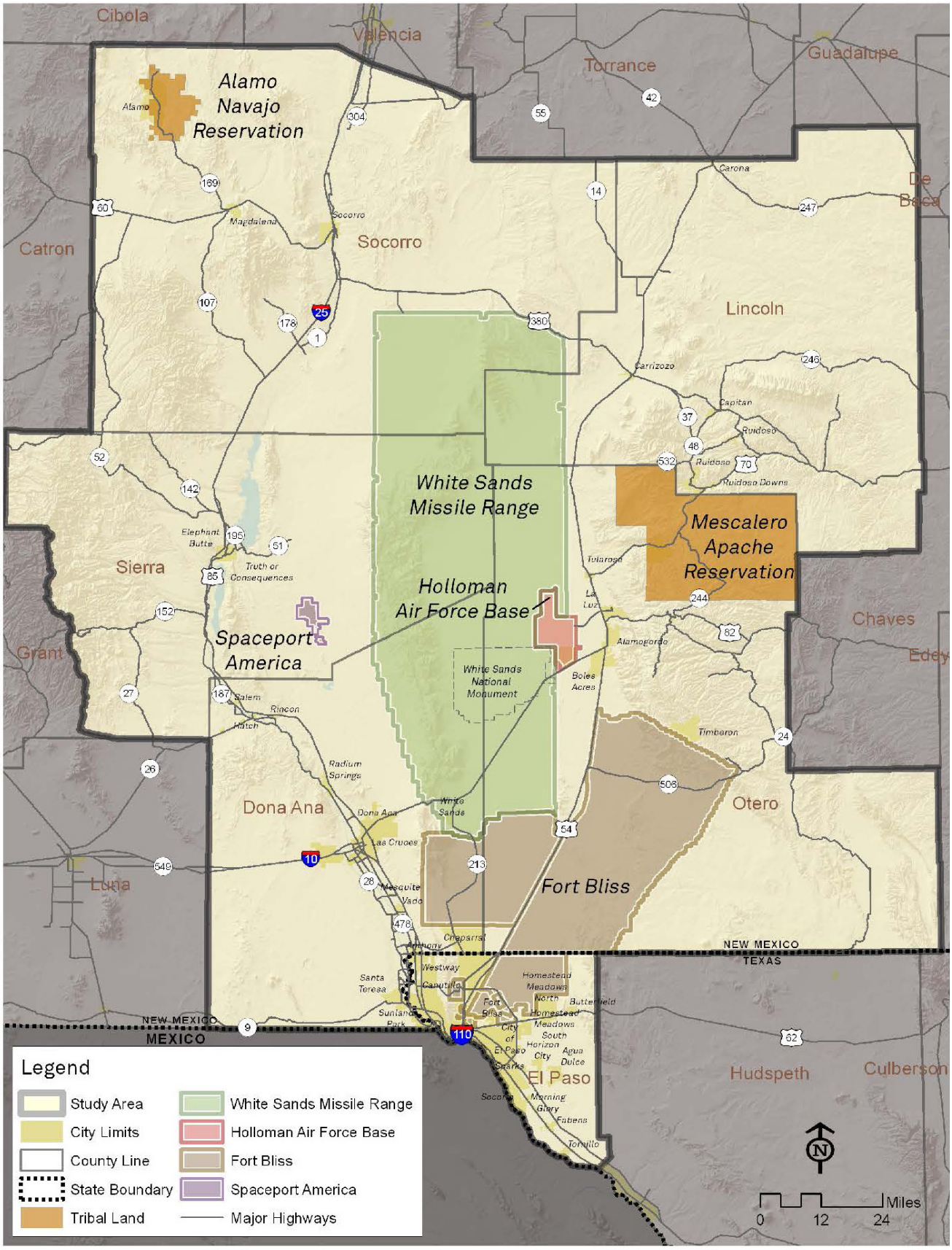
3.8 SOUTHERN NEW MEXICO - EL PASO JOINT LAND USE STUDY

The Joint Land Use Study (JLUS) is a collaborative process between local governments, state and federal agencies, tribal governments, military installations within the region, and the public. The study creates a dialogue on complex issues such as land use, economic development, infrastructure, environmental sustainability, and the operational demands and mission changes of both civilian and military entities. The central purpose of the JLUS is to minimize, or when feasible, eliminate compatibility issues between the military and surrounding civilian land uses.

The Office of Economic Adjustment (OEA) works with communities and governmental entities to develop studies like JLUS in cooperation with military installations within the region. According to the OEA, the purpose of a JLUS is:

- Cooperative land use planning effort designed to promote community growth and development that is compatible with an installation's training and operational missions;
- Initiated upon a Military Department nomination;
- Local community conducts JLUS in cooperation with local military installation; and
- Raises state and local government awareness and interest to support the long-term sustainability and operability of military installations.

Alamogordo is located within the Southern New Mexico-El Paso Texas (SNMEP) JLUS area, one of the largest JLUS areas at 27,713 square miles *(see map on page 39)*. The SNMEP area encompasses six counties (Doña Ana, Sierra, Lincoln, Otero, and Socorro counties in New Mexico and El Paso County in Texas), two states, and the three military installations (Fort Bliss, White Sands Missile Range, and Holloman AFB). Doña Ana County was awarded a grant from the Office of Economic Adjustment (OEA) to conduct the JLUS, with participating jurisdictions in the SNMEP area contributing local matches.



SOUTHERN NEW MEXICO-EL PASO JOINT LAND USE STUDY AREA

A Regional Planning Organization made up of local partners was established to direct the JLUS process, a broad, community-driven process where stakeholders are encouraged to define their issues and collaborate on potential compatibility solutions. A Technical Committee and a Policy Committee were convened at the start of process to guide planning of the JLUS process and build support for implementation of the strategies laid out in the study. Seventeen public community meetings were held across the SNMEP region. An Otero County Advisory Committee was formed to address issues specific to rural and small communities in Otero County, some of which surround Alamogordo and are an important part of Alamogordo's economy.

The SNMEP region is large, complex, and dynamic. The natural, cultural, recreational, and renewable energy resources, weather, terrain, growth opportunities, and diversity of military training and testing missions create one of the most distinctive and valuable defense communities in the United States.

The SNMEP region is a premier testing and training military environment and features opportunities for energy production, forestry, cattle grazing, wildlife management, recreation, tourism, research, and local economic development. The diversity of local, state, and federal mandates; mission needs; and community interests reinforces the value of a coordinated planning process to promote economic competitiveness and protect quality of life. Given the complexity and scale of this region, balancing growth and resource management with military mission compatibility is a difficult undertaking. The JLUS compatibility menu offers a range of strategies to reflect the resources, needs, and interests of the region's many communities. The applicable local processes for adopting ordinances or codes will govern any implementation of regulatory policies by city and county governments within the SNMEP.

The JLUS is strictly an advisory document. Each partner entity can implement the recommended strategies to its own needs, resources, and interests. Upon the completion of the JLUS, the Regional Planning Organization formed an Implementation Body to promote the continued dialogue and action on the strategies identified in the document:

- Airspace Safety and Management;
- Communications and Coordination;
- Energy Infrastructure Management;
- Local Government Plans;
- Land Use; and
- Noise Management.

The JLUS is a continuing process with regular meetings at partnership areas for communities to engage in and contribute to the dialogue.

See Chapter 4: Economic Development for a discussion on the military installations' economic impact to Alamogordo and Otero County.

3.9 HISTORIC PRESERVATION

The cultural assets of Alamogordo are primarily documented through a series of individually registered historic properties. In 2012, there were 11 individually registered properties in Alamogordo on the State Register of Cultural Properties or the National Register of Historic Places, or both. The registered properties include the following:

- Ackley, Harry Francis House, 1115 Indiana Avenue, c.1898
- Administration Building (NMSVH), 1900 North White Sands Boulevard, c.1918
- Alamogordo Women's Club, SE Corner of 12th Street and Indiana Avenue, c.1937
- Auditorium and Recreation Building (NMSVH), 1900 North White Sands Boulevard, c.1932
- Central Receiving Building (NMSVH), 1900 N. White Sands Boulevard, c.1933
- Infirmary Building (NMSVH), 1900 N. White Sands Boulevard, c. 1930
- Jackson House, 1700 Ninth Street, c.1903
- Plaza Building, 1004 White Sands Boulevard, c.1938
- Rees, E.P. House, 1225 Indiana Avenue, c.1905
- Thomas, Charlie House, 1303 Ohio Avenue, c.1889
- U.S. Post Office, 1101 New York Avenue, c.1938

Historic Jackson House at 1700 9th Street; Queen Anne style.

Alamogordo Women's Club; a WPA era building.

Previous U.S. Post Office (now Otero County Administration building) at 1101 New York Avenue; a WPA era building.

The following sites are located on federal land outside the City of Alamogordo. These nominations are archaeological sites, so the location is not available to the public, pursuant to the New Mexico Cultural Properties Act of 1978.

- Alamogordo Site, Lincoln National Forest
- Railroad Logging Sites of the Sacramento Mountains, Lincoln National Forest
- Ring, Midden Sites of the Guadalupe Mountains, Lincoln National Forest
- Parabolic Dune Hearth Mounds, White Sands National Monument
- Six Jornada Mogollon Villages - in several locations including two on White Sands National Monument; average A.D. 314 with a range from 98 B.C to A.D. 765

Jornada Mogollon Village.

White Sands National Monument Historic District, also outside of Alamogordo, is a significant cultural resource. It was listed in 1988 on both the State Register of Cultural Properties and the National Register of Historic Places.

Certified Local Government Program

The Certified Local Government (CLG) Program was mandated by Congress in 1980 as an amendment to the National Historic Preservation Act of 1966. It assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program is an important and effective way to incorporate historic preservation into local planning decisions. The CLG program extends the federal and state preservation partnership to the local level and enhances the local government's role in preservation by strengthening preservation efforts and partnerships.

The New Mexico Historic Preservation Division (NMHPD) administers the CLG program in New Mexico. Given the numerous cultural resources in Alamogordo, participation in the CLG program should be considered by the City of Alamogordo.

3.10 CITY-OWNED PROPERTY

The City of Alamogordo owns approximately 6,272 acres of land within the City and Otero County. These properties include over 1,540 acres of the Alamogordo-White Sands Regional Airport and

related facilities, approximately 660 acres of park land, various drainage and water facilities, and community facilities, such as City Hall, Civic Center, Senior Center, Library, etc.

3.11 PREFERRED LAND USE SCENARIO

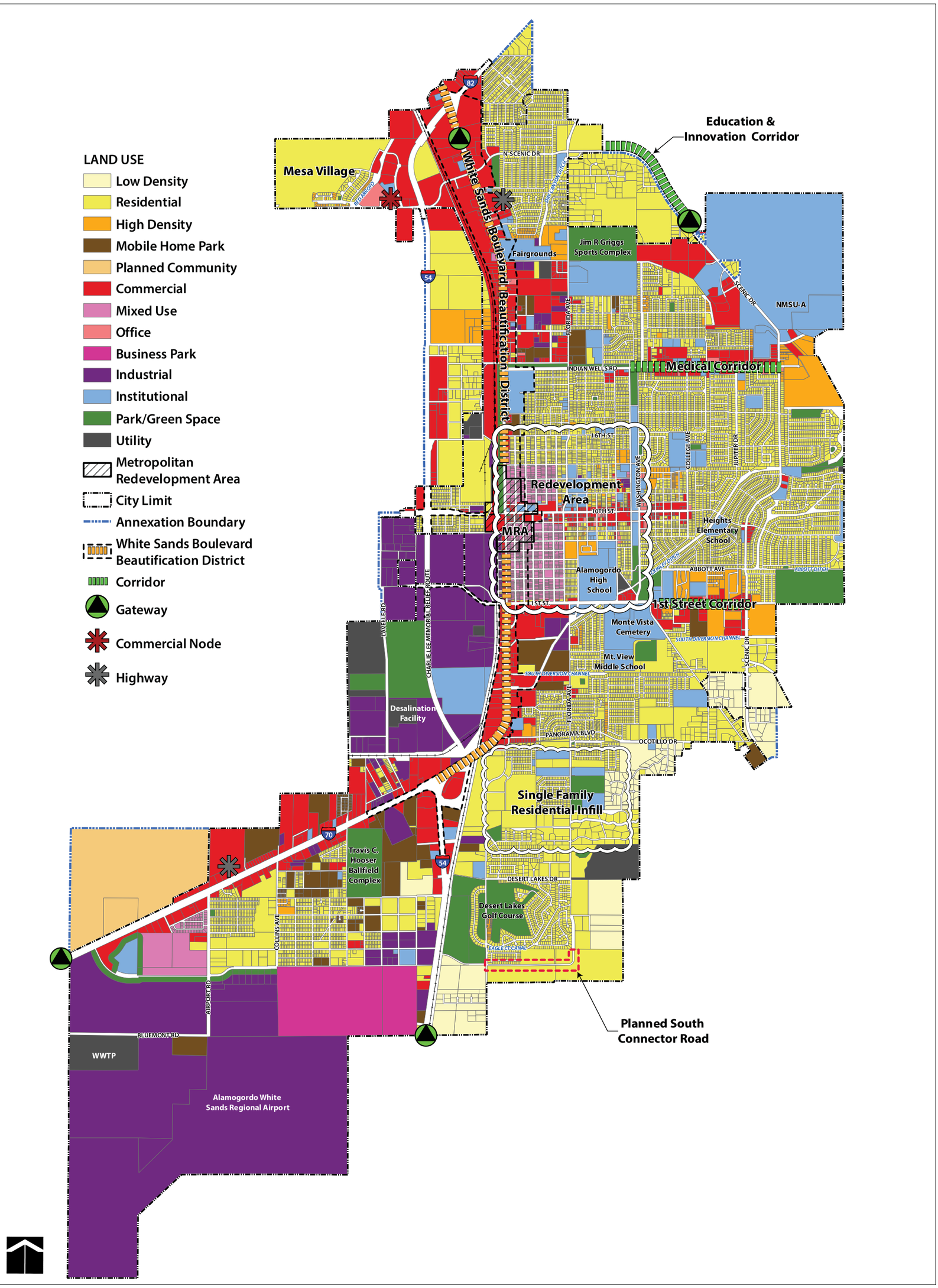
The Preferred Land Use Scenario is based on the community survey, discussion at the October 2017 Open House, and analysis of the existing development patterns and utility system capacities with City staff. The Preferred Land Use Scenario *(see page 43)* provides a vision for Alamogordo as the City develops and grows over the next 20 years. In addition to land use, the Preferred Land Use Scenario identifies infill and redevelopment areas and corridors, annexation areas, gateways, etc. The developed areas of Alamogordo are surrounded by large vacant parcels and subdivisions. These vacant areas provide a strong opportunity for infill, particularly along corridors such as Indian Wells and White Sands Boulevard, and in the designated Center City (Downtown) Metropolitan Redevelopment Area.

As previously described in the Community Character section, Alamogordo has potential for infill and redevelopment growth in the following areas:

- Downtown Area south of Tenth Street: Comprised of single-family homes, institutional uses, and a large amount of vacant land, which is prime for infill development on several blocks.
- Indian Wells Road from Scenic Drive to Washington Avenue: Contains a mix of office, commercial, institutional, and vacant land with opportunities for infill along the corridor.
- First Street Multi-family Area: Contains a mix of land uses with the largest concentration of multi-family residential development in the City and where several large tracts of vacant land provide an opportunity for similar development.
- N. Florida Avenue Area: Contains a strong mix of uses (i.e. parks, mobile home parks, commercial, industrial, multi-family residential, single-family residential and institutional uses). The large lots, vacant land, and mix of uses presents opportunities for commercial infill development with its proximity and access to White Sands Boulevard.
- Science, Technology, and Education Area: Contains the New Mexico Museum of Space History, NMSU-A, NMSU Tays Center, and the Gerald Champion Regional Medical Center. It also contains large amounts of vacant land that provide opportunities for infill development with similar uses.
- Railroad Industrial Area: Comprised of industrial uses, mobile home parks, and vacant land. Its proximity to Downtown provides opportunity for redevelopment, industrial development, and job creation opportunities.
- Desert Lakes Golf Course and Panorama and Florida Residential Areas: These are two prime locations for residential infill development.

The Preferred Land Use Scenario illustrates the following recommended land use categories and other elements:

- Residential (yellow, orange, and brown): Residential uses are categorized by density, ranging from low density to typical single-family residential to higher density areas that include apartments and townhomes.
- Planned Community (beige): This area is currently in Otero County, but would be a good location for a master planned community. The intent is to allow a variety of residential densities and non-residential uses that serve the community residents, provide flexibility in design that is not typically allowed in the Zoning and Subdivision ordinances, and designate common open space, trail corridors, etc.
- Commercial (red): Commercial uses are primarily located along White Sands Boulevard, 1st Street, 10th Street, and Indian Wells Road. These areas serve the commercial, service, and entertainment needs of the City. Commercial uses range from services in Downtown to the more suburban large retail facilities.
- Mixed-Use (dark pink): There are two large mixed-use areas identified on the Preferred Land Use Scenario. Downtown Alamogordo includes some existing horizontal mixed-use development that should function as a catalyst for similar type development. The area south of White Sands Boulevard and west of Airport Road is also identified as appropriate for future



City of Alamogordo Comprehensive Plan

Preferred Land Use Scenario

Prepared for:
City of Alamogordo
1376 East Ninth Street
Alamogordo, NM 88310

Prepared by:
Consensus Planning, Inc.
302 8th Street NW
Albuquerque, NM 87102

mixed-use development to support and catalyze redevelopment of existing commercial and residential neighborhoods in the immediate area.

- Office (coral): The office use includes general offices, financial services, and medical services. This use is dispersed throughout the Preferred Land Use Scenario and is appropriate for commercial areas as well.
- Business Park (magenta): This use is intended for offices, warehouses, and/or light industrial development. The recommended location for the business park is on a portion of the large Alamogordo-White Sands Regional Airport property, which allows for a transition between the intense use at the Airport and residential areas to the north.
- Industrial (purple): The industrial use includes existing industrial areas, such as the Alamogordo-White Sands Regional Airport and along the UP railroad tracks, and are appropriate for light or heavy industrial development. Light industrial, generally considered as activities that occur inside an enclosed building, is shown in areas that are in proximity to residential development. However, heavy industrial development should be buffered from residential development.
- Institutional (blue): This land use generally includes existing religious institutions, government and municipal agencies, and schools such as the New Mexico State University-Alamogordo campus, City and County buildings, Alamogordo Library, Senior Center, etc.
- Park/Green Space (green): This use includes existing public park facilities, such as Balloon Fiesta Park, Jim. R. Griggs Sports Complex, Travis C. Hooser Ballfield Complex, and various neighborhood parks, as well as future proposed neighborhood parks. A 200-foot green buffer is shown surrounding the Otero County Detention Center.
- Redevelopment Area: This area contains a large number of vacant and/or underutilized properties that provide the opportunity for infill development surrounding Downtown. Appropriate land uses for this area include residential development in varying densities, neighborhood-scale commercial, and institutional use.
- Metropolitan Redevelopment Area: The MRA overlaps with the larger Redevelopment Area discussed above and includes the area designated by the City Commission. The area is located just east of the UP railroad tracks and includes a portion of Downtown, 10th Street, and the surrounding residential neighborhoods.
- Corridor Enhancement: These corridors include an eastern segment of 1st Street to Scenic Drive, an eastern segment of Indian Wells Road to Scenic Drive, Scenic Drive between the Dry Canyon Ditch and NMSU-A, and White Sands Boulevard. White Sands Boulevard is designated as a Beautification District by the City Commission. The other corridors are identified as future areas for beautification, redevelopment, and infrastructure improvements, such as sidewalks, landscaping, lighting, etc.
- Major Gateways: The major gateways are shown in locations that are appropriate for entry signage that welcomes visitors to the City. The gateways would be an excellent opportunity for beautification, road improvements, and City-branded signage.

3.12 PRIORITY ANNEXATIONS

In addition to infill development, there are a number of areas where annexation could accommodate additional future growth over time. These areas are intended to be annexed over a 20-year time frame and in coordination with landowners and a cost benefit analysis that determines whether the areas can be properly served by City utilities within a reasonable time frame. These areas are relatively modest in scale and several are areas that would help create a more uniform municipal boundary.

In general, there appears to be adequate capacity for potential expansion of the water distribution and sanitary sewer collection systems to serve the annexation areas. As part of the cost benefit analysis, and prior to the City proceeding with annexation, a thorough serviceability analysis should be completed to verify assumptions and the City's ability to provide, maintain, and serve these newly developed areas. There is a potential that additional service features, such as lift stations, booster pumps, etc., would be required for future service expansion.

A description of each of the Annexation Priority Areas, along with a preliminary assessment of serviceability, is provided below. It should be noted that the order of the annexation areas is not intended to represent the City's priorities.

- Area 1: This area is approximately 124 acres and located north of Scenic Drive between North Florida Avenue and Highway 82. It includes some existing single-family residential development and commercial uses, providing an opportunity for the City to increase property and gross receipts tax revenue. The Preferred Land Use Scenario identifies this area for residential development, similar to the developing neighborhoods to the south. The location near the New Mexico State University-A campus, commercial development, and the two highways creates an attractive location for edge residential development.

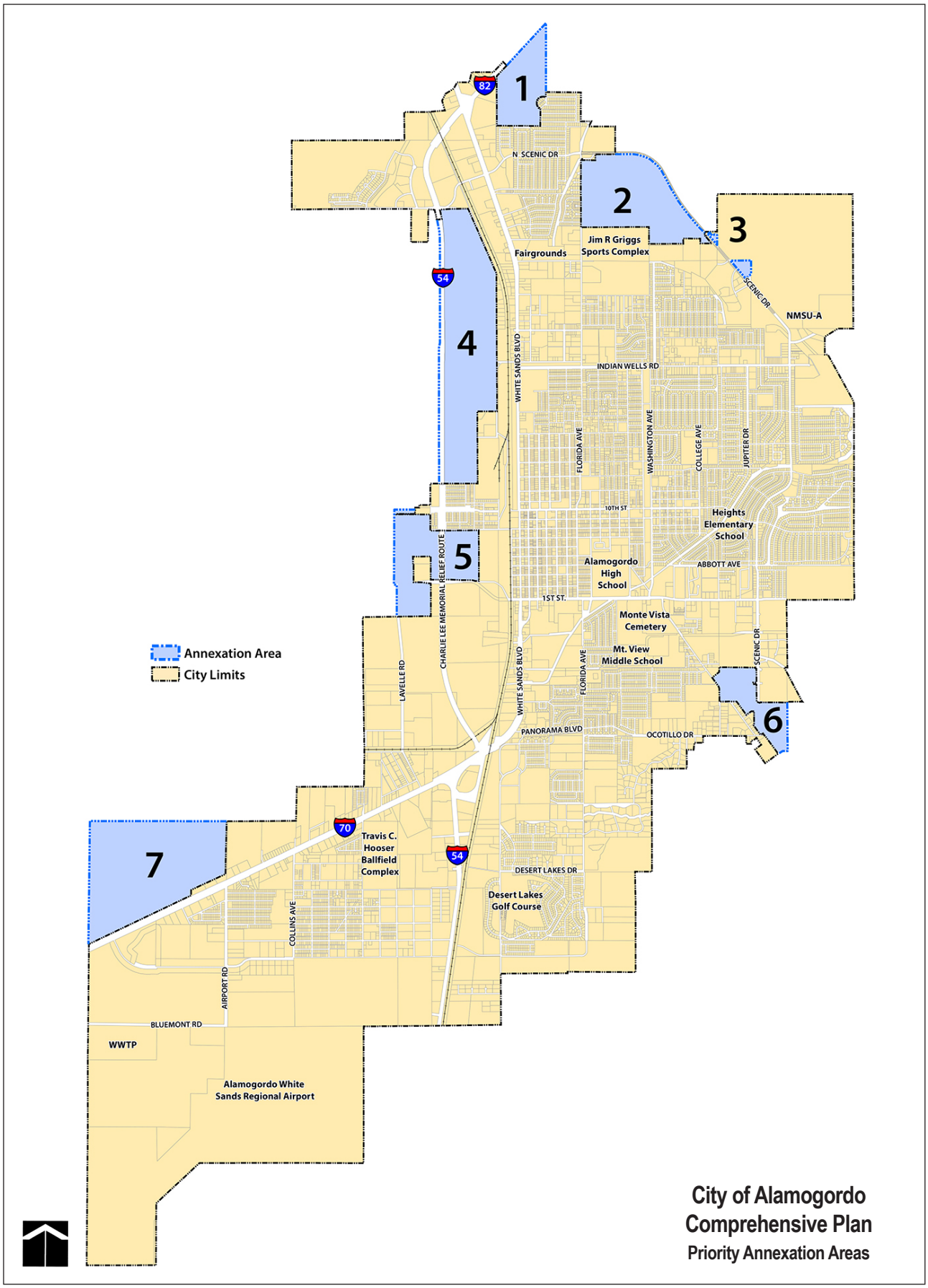
- Area 2: This area is approximately 260 acres and located south and west of Scenic Drive, east of N. Florida Avenue and north of the Gerald Champion Regional Medical Center. Approximately one-third of the area is currently developed with residential use. It provides a good opportunity for additional low- to medium-density residential development.

  Serviceability, Areas 1 and 2: Currently, residents within proposed annexation areas 1 and 2 rely solely on private domestic wells and septic systems. There is potential to serve these areas with City water as transmissions lines run adjacent to these two areas; Highway 82 and Cobblestone Road respectively. As proposed annexation nears fruition, the Water Master Plan and hydraulic models should be analyzed to verify the service potential. Much like water service, sanitary sewer lines are present near the portion of each potential annexation area and the Sanitary Sewer Master Plan and line capacity analysis should be consulted to verify sanitary sewer service potential.

- Area 3: This area includes two small Otero County islands surrounded by the City, together approximately 10 acres. Both areas are located north and east of Scenic Drive between the NMSU-A Campus and Fairgrounds Road. This annexation would essentially be a clean-up action that will help streamline the provision of utilities and services. The Future Land Use Scenario shows the smaller of the two areas as institutional, consistent with the surrounding institutional development, and the larger area as residential, which reflects the current use.

  Serviceability, Area 3: Based upon recent aerial imagery, it appears approximately seven services are possible within this area. Along the southwest side of Area 3 lies a water line (within N. Scenic Drive) and sanitary sewer collection lines slightly further away serving the Gerald Champion Medical Center. Respective master plans, hydraulic model, and line capacity analyses should be consulted when considering this area for potential annexation.

- Area 4: This area is approximately 470 acres and located between Mesa Verde Ranch Road and 10th Street, on the east side of the Relief Route bypass and west of the UP railroad tracks. The area is comprised of a mix of existing uses, including residential, industrial, commercial, and agricultural. It provides a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Fairgrounds
Jim R Griggs Sports Complex
SCENIC DR
NMSU-A
INDIAN WELLS RD
WHITE SANDS BLVD
FLORIDA AVE
WASHINGTON AVE
COLLEGE AVE
JUPITER DR
10TH ST
Heights Elementary School
ABBOTT AVE
Alamogordo High School
1ST ST.
Monte Vista Cemetery
Mt. View Middle School
CHARLIE LEE MEMORIAL RELIEF ROUTE
LAVELLE RD
PANORAMA BLVD
OCOTILLO DR
Travis C. Hooser Ballfield Complex
DESERT LAKES DR
Desert Lakes Golf Course
COLLINS AVE
AIRPORT RD
BLUEMONT RD
WWTP
Alamogordo White Sands Regional Airport
Annexation Area
City Limits
City of Alamogordo
Comprehensive Plan
Priority Annexation Areas

good opportunity for additional commercial development along the Relief Route bypass and a mix of medium- and high-density residential development to support new growth west of the City limits. Annexation would allow more efficient provision of utilities and services.

- Area 5: This area is approximately 198 acres and located south of 10th Street, north of Balloon Fiesta Park, on both sides of the Highway 54 Bypass. Annexation of this area would provide a good opportunity for additional industrial uses near the UP railroad tracks and the Relief Route bypass, and allow for more efficient provision of utilities and services.

  Serviceability, Areas 4 and 5: These two areas currently rely on septic systems. A sewer interceptor runs along the Relief Route bypass, which could potentially be utilized to convey sewer flows collected from these areas to the WWTP. The interceptor capacity should be evaluated and lift stations may be needed to pump the wastewater through the associated force mains from locations where gravity flow is not possible. Currently, water service is not provided for the area except for the houses located south of 10th Street, west of UP railroad tracks. Serving the area with water requires extending the water distribution lines connected to the water transmission line running along the Relief Route bypass.

- Area 6: This area is approximately 94 acres, and is almost completely surrounded by City limits, except for the east edge. It is located east of S. Canyon Road and on both sides of S. Scenic Drive, and is comprised of a few, large-lot, single-family homes. Annexation of this area would eliminate a County island that could be assumed will develop consistent with low density development along the southern end of Scenic Drive. The Preferred Land Use Scenario proposes the area to remain low density residential.

  Serviceability, Area 6: Water service appears to be currently provided to the residents by the City. Pending consultation of the Water Master Plan and hydraulic model, there is great potential for expansion of water service into this area. A transmission line runs adjacent to the southwest edge of this area and a ground storage tank is also within immediate vicinity. Based on GIS information, sanitary sewer collection lines are located northwest of Area 6. Line capacity of these collection lines would need to be verified and analyzed to verify expansion, but assuming capacity is available, extension of service appears feasible.

- Area 7: This area is approximately 426 acres, mostly vacant land located outside the southwest edge of the City's boundary north of Highway 70 and east of Airport Road. The Preferred Land Use Scenario identifies this area as appropriate for a planned community by a master developer.

  Serviceability, Area 7: This area is mostly vacant land without water or sewer service. A sewer interceptor runs along the Relief Route bypass, which can be utilized to convey sewer collected from these areas to the WWTP. However, the interceptor capacity needs to be evaluated. Lift stations may be needed if gravity flow is not possible. Serving the area with water requires extending the water distribution lines connected to the water transmission line running along the Relief Route.

3.13 GOALS, OBJECTIVES, and STRATEGIES

Land Use Goal 1: Promote infill development and redevelopment on vacant or underutilized properties within existing neighborhoods or areas that are currently served by City infrastructure and utility systems.

Objective 1.1: To create more walkable, mixed-use neighborhoods that integrate single-family and multi-family residential, neighborhood-scale commercial, parks, trails, and open space.

Objective 1.2: To encourage the redevelopment of the City Center area of Alamogordo (i.e., between 1st Street and 16th Street, and between White Sands Boulevard and Washington Avenue) into a mixed-use neighborhood.

Objective 1.3: To allow for a more efficient and cost effective delivery of City services.

Land Use Strategy 1.1: Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.

Land Use Strategy 1.2: Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.

Land Use Strategy 1.3: Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.

Land Use Strategy 1.4: Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.

Land Use Goal 2: Pursue the gradual expansion of the City of Alamogordo through annexation of areas that are adjacent to the municipal boundary and can be efficiently served by the City's utility systems.

Objective 2.1: To increase the City's tax base and provide consistency in the delivery of services.

Objective 2.2: To ensure the benefits outweigh the costs of annexation.

Objective 2.3: To provide for the consistent application of zoning and land use regulations in areas close to existing neighborhoods and commercial centers.

Land Use Strategy 2.1: Develop a process for evaluating proposed annexations that are based on a cost benefit analysis. The criteria should address existing infrastructure capacity, feasibility and cost of extending infrastructure, support for economic development purposes, and an assessment of the property owners' support for the annexation.

Land Use Strategy 2.2: Prioritize annexation areas that eliminate County islands, support new commercial and industrial growth, can be served by municipal infrastructure, or are currently served but not within the City limits.

Land Use Goal 3: Designate appropriate locations for new commercial and industrial uses to meet the market demand and employment needs of Alamogordo residents.

Objective 3.1: To help recruit new businesses to appropriate locations within the community.

Objective 3.2: To encourage the development of business park, industrial, and manufacturing uses at or adjacent to the Alamogordo-White Sands Regional Airport.

Objective 4.3: To encourage the redevelopment of White Sands Boulevard with new commercial retail uses.

Land Use Strategy 4.1: Designate a portion of the Alamogordo-White Sands Regional Airport property for the development and master planning of a business park, as illustrated on the Preferred Land Use Scenario.

Land Use Strategy 4.2: Rezone and designate vacant properties along the UP railroad tracks for industrial and commercial development, as shown on the Preferred Land Use Scenario.

Land Use Strategy 4.3: Create incentives for redevelopment of commercial properties located along White Sands Boulevard, including but not limited to, fee waivers, flexibility in development standards, and expedited permit process.

Land Use Goal 4: Create an attractive built environment that encourages community pride.

Objective 4.1: To improve the visual quality and aesthetics of White Sands Boulevard and other major corridors.

Objective 4.2: To provide for adequate wayfinding, communication and advertising for businesses, while preventing the visual clutter and adverse effects of signs.

Objective 4.3: To protect public health, safety, and welfare by removing inoperable vehicles, dilapidated structures, weeds and overgrown or dead plant materials, and improving nuisance properties.

Land Use Strategy 4.1: In conjunction with the White Sands Beautification Committee, create a corridor master plan for White Sands Boulevard. The master plan should include, but not be limited to, architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.

Land Use Strategy 4.2: Create a streetscape improvement master plan(s) for the following corridors, as shown on the Preferred Land Use Scenario: 1st Street to Scenic Drive; Indian Wells to Scenic Drive; and Scenic Drive between the Dry Canyon Ditch and NMSU-A campus.

The master plan(s) should include, but not be limited to, sidewalks and pedestrian crossings, landscaping, lighting, street furniture, signage, and parking.

Land Use Strategy 4.3: Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.

Land Use Strategy 4.4: Design and develop gateways at the major entries to Alamogordo, as indicated on the Preferred Land Use Scenario. The gateways are an opportunity for branding and should include signage, landscaping, and lighting.

Land Use Strategy 4.5: Develop sign regulations for on-premise and off-premise signs and billboards. The new regulations should address, but not be limited to, the location, number, size, height, and lighting of signs. The sign regulations should be content-neutral (in compliance with case law determined in Reed v. Town of Gilbert).

Land Use Strategy 4.6: Provide adequate staffing levels to enforce the City's existing regulations that address dumping, litter, weeds, and dilapidated and/or abandoned structures.

Land Use Strategy 4.7: Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.

Land Use Strategy 4.8: Sponsor community organizations and volunteers to participate in clean-up activities.

Land Use Goal 5: Preserve Alamogordo's heritage and registered historic properties.

Objective 5.1: To foster a greater understanding and appreciation of Alamogordo's heritage.

Objective 5.2: To expand access to historic preservation grant funding and technical assistance, and educate property owners on historic preservation tax programs.

Objective 5.3: To foster the community's understanding of Alamogordo's unique history of settlement, growth, and connection to the U.S. Armed Services.

Land Use Strategy 5.1: Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.

Land Use Strategy 5.2: Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program designed to promote the benefits of being a registered historic property.

Land Use Strategy 5.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.

Land Use Strategy 5.4: Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.

4. Economic Development

4.1 INTRODUCTION

The Economic Development element is intended to provide direction for improving, strengthening, and diversifying the City's economic base. Creating an attractive business climate will draw economic-base business and talented people to Alamogordo and support the growth of a long-term, healthy, and stable economy. The Economic Development element works in conjunction with the Land Use, Infrastructure, and Housing elements to ensure there is an adequate supply of developable land, an educated and skilled workforce, and an adequate supply of single-family and multi-family residential development to house existing and future residents of Alamogordo in search of well-paid and rewarding job opportunities.

4.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked regarding employment and industry in Alamogordo. There were also general questions regarding quality of life. The results provide insight to the community's views on the amenities people are attracted to in Alamogordo, which can be used for marketing purposes; what types of industries and businesses the City should work on retaining and recruiting; and the need for job training to fill current and future employment positions.

When asked to rate the quality of life in Alamogordo, the most frequent response at 36% was "good"; "fair" and "neutral" each received 25%. The top three favorite aspects of Alamogordo are small town atmosphere, climate, and natural environment. When respondents were asked to indicate the City facilities they currently use, their top three were parks, Alameda Park Zoo, and Alamogordo Public Library.

Turning to the employment questions, 82% of the respondents indicated that they are currently employed, and of those that are employed, the military was the most frequent response, followed by Education, health, and social services. Of those not employed, approximately one-third each said they were retired or they were a stay at home parent or caretaker. Respondents believe that more retail, arts and entertainment, and restaurant/food service are the top three industries that should expand in Alamogordo. Approximately half of the respondents feel that Alamogordo does not have adequate commercial services to meet the community's needs. A majority of respondents said that the current level of education for Alamogordo residents was not sufficient to meet the needs of current and potential employers.

Flickinger Center for the Performing Arts on New York Avenue.

4.3 SWOT ANALYSIS

To open this element and frame the economic conditions in Alamogordo, it is important to first identify a baseline from which to understand the situations in the City. A Strengths, Weakness, Opportunities, and Threats (SWOT) analysis is a tool that can help focus economic development strategies. A SWOT analysis identifies the internal strengths and weaknesses of the economy and enable the community to clearly seek external opportunities that will support the economy and avoid threats that could derail it.

The following SWOT Analysis was developed through information from several sources:

- Community input at public meetings and the community survey;
- Conversations with City officials;
- Market trends in Alamogordo; and
- Future trends of military and Department of Defense installations.

When considering a SWOT analysis, it is important to recognize the possibilities that exist within each category. For example, where can the City grow and push beyond its current economic situation? How can the City build on its strengths and find opportunity in weaknesses? What can residents contribute to the economy? How can the SWOT be turned into an action plan? The categories are interdependent and function symbiotically to creating a complete picture.

STRENGTHS
Stable population that includes permanent and temporary residents
Outdoor recreation in surrounding mountain areas
Excellent relationship with Holloman and White Sands Missile Range
Moderate climate
Orchards and vineyards in and around the community
NMSU-A Campus offers a variety of training classes and college credit
Largest city in Otero County is a draw for residents of rural areas
Small town atmosphere
Location near larger cities
Major transportation corridors of White Sands Boulevard and 10th Street
Holloman AFB and White Sands Missile Range are stable military installations that drive the economy
Economic organizations available for support
Arts and cultural amenities, museums
Support for economic development through Alamogordo MainStreet and LEDA
Core infrastructure such as roads, utilities, and City-owned buildings
Engaged elected officials

WEAKNESSES
Visual quality of the major arterials detracts from the community and needs beautification; City's roadways are in need of significant improvement
Large areas of vacant land across the City in need of development/ redevelopment
City is very dependent on federal government spending
Lower median income for population not employed by federal government
Population may lack financial stability, preparedness, or training to be entrepreneurs
Few high paying jobs outside of federal government
Downtown area buildings need rehab and renovation
Lack of hotel/convention center
Lack of restaurants and/or variety of restaurants
Lack of diversity in commercial retail stores
Lack of a business/office park
Alamogordo residents travel to Las Cruces, El Paso, and Ruidoso for services and retail
Lack of entertainment venues, especially for youth

OPPORTUNITIES
Vacant land available for new commercial and industrial development using LEDA and other tax incentives
Market the NMSU-A specialized Alternative Energy Program to encourage the manufacturing of Solar and Wind Technology in Alamogordo
NMSU-A / Space Museum area can become a Technology Park, with incubator space using cutting edge architecture designed for collaborative development
Capitalize on the City's position as a STEM, aerospace, and aviation hub by continuing to host STEM conferences and events that incorporate research from diverse disciplines
Desalinization plant will ensure the community has adequate water supply for existing development and future growth
Strong demand for a variety of retail and services reflects a market ready to consume, incentivize those businesses by using market analysis numbers
Micro financing lenders can provide smaller loan amounts (under $50,000) that fund businesses in smaller cities and communities
City has strong corridors that can be developed for multi-modal transportation linking economic hubs across the City
New York and 10th Streets are charming streets that provide an opportunity for redevelopment utilizing the tools and resources available through Alamogordo MainStreet and New Mexico MainStreet
Enhance tourism promoting surrounding natural environment through targeted marketing on NM True Scenic Trails and other websites
Locally-owned restaurants and breweries are popular across generations, incentivize younger entrepreneurs to develop these types of establishments
Agri-tourism and value-added agriculture will allow already successful agricultural businesses to expand
Partnerships with Holloman AFB for development near the base and military housing for restaurants and entertainment businesses
Continue to tap into the growing New Mexico film industry by advancing the established area's film festivals, scenic locations, and trained film production workforce of Alamogordo and Otero County

THREATS
Water distribution and sanitary sewer systems are constrained and in need of significant upgrades
Financial risk too great for many residents to start businesses
Economy very vulnerable to downsizing or reconfiguration of military or Department of Defense missions
Transitory military population not as invested Alamogordo for the long term and less likely to start businesses.
Younger population leaving Alamogordo for larger cities with better job opportunities

The SWOT analysis is representative of a snapshot in time for the City of Alamogordo. Economic conditions change and the SWOT will change as well. The Economic Development element provides more background, as well as goals, objectives, and implementation strategies, to address the community

challenges and support a successful and robust economy in Alamogordo for years to come.

4.4 ECONOMIC PROFILE

MEDIAN HOUSEHOLD INCOME

In 2015, the median household income in Alamogordo was $42,517, which was a 37.6% increase from 2000 and greater than Otero County (28.9%) and the state (31.7%). This is a positive trend for Alamogordo.

TABLE 4.1: MEDIAN HOUSEHOLD INCOME

Area	2000	2015	% Change 2000 - 15
ALAMOGORDO	$30,898	$42,517	37.6%
Otero County	$30,861	$39,775	28.9%
New Mexico	$34,133	$44,963	31.7%

Source: U.S. Census Bureau, 2000 and 2015.

AVERAGE WEEKLY WAGES

Average weekly wages are computed quarterly by the Bureau of Labor Statistics. In the 3rd quarter of 2016, average weekly wages were lower in Otero County ($696) as compared to the state ($830). Average weekly wages were slightly lower than Doña Ana County ($700) and significantly lower than Eddy County ($1,001), but higher than Sierra, Lincoln, and Chaves counties. Otero County ranks 12th of the 33 counties in the state ahead of Chaves, Lincoln, and Sierra counties.

TABLE 4.2: AVERAGE WEEKLY WAGES, Q3 2016

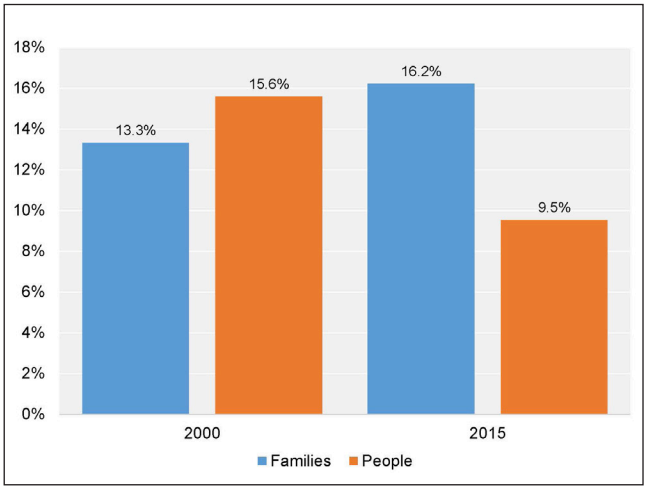
County & Rank	Wage
OTERO COUNTY (12)	$696
Doña Ana County (9)	$700
Sierra County (33)	$555
Lincoln County (27)	$582
Chaves (16)	$654
Eddy (2)	$1,001
New Mexico	$830

Source: BLS, Quarterly Census of Employment and Wages.

POVERTY STATUS

Between 2000 and 2015, the number of families in Alamogordo that were below the poverty level increased from 13.3% to 16.2%. In contrast, there was a significant decrease in the number of people below the poverty level; from 15.6% to 9.5%. For comparison, the percentage of families below the poverty line in 2015 in the state is 15.9% and in Otero County is 18.1%.

FIGURE 4.1: FAMILIES AND PEOPLE BELOW THE POVERTY LEVEL



Source: U.S. Census Bureau, 2010-2015 American Community Survey.

UNEMPLOYMENT

The New Mexico Department of Workforce Solutions calculates unemployment data by county. Otero County's unemployment rate decreased from 6.7% to 6.0%, and became the lowest unemployment rate in the region in 2015. New Mexico as a whole experienced a large increase in unemployment from 4.3% to 6.6% within the five year period, an increase of 53.5%.

TABLE 4.3 COUNTY UNEMPLOYMENT RATES

County & Rank	Dec, 2010	Dec, 2015	% Change
OTERO COUNTY (24)	6.7%	6.0%	-10.4%
Doña Ana County (12)	7.2%	7.5%	4.2%
Sierra County (2)	9.4%	9.5%	1.1%
Lincoln County (23)	6.9%	6.1%	-11.6%
Chaves County (15)	7.1%	7.0%	-1.4%
Eddy County (21)	5.5%	6.3%	14.5%
New Mexico	4.3%	6.6%	53.5%

Source: New Mexico Department of Workforce Solutions, LASER.

OCCUPATION and INDUSTRY

The U.S. Census Bureau divides occupations into five categories: Management, Business, Science and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. Table 4.4 shows the five occupation categories, their relative percentages for 2000 and 2015, and change during this time period. Service occupations (a relatively low paying industry) increased by 39.2%, the largest positive increase of all occupation categories, while Production, Transportation, and Material Moving decreased by 62.9%. In comparison, Management, Business, Science, and Arts for New Mexico as a whole represented 35.6% of occupations, significantly about Alamogordo's share at 26.6%, and Production, Transportation, and Material Moving represented 9.2% for New Mexico, while Alamogordo was at 4.6%.

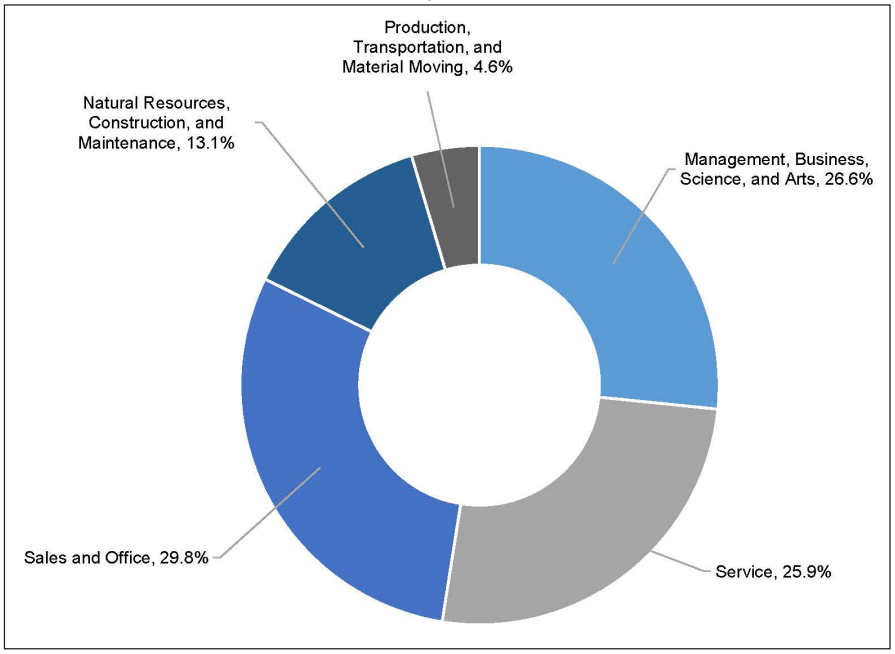
TABLE 4.4: OCCUPATION IN ALAMOGORDO, 2000 & 2015

Occupation	2000	2015	% Change
Management, Business, Science, and Arts	28.6%	26.6%	-7.0%
Service	18.6%	25.9%	39.2%
Sales and Office	24.0%	29.8%	24.2%
Natural Resources, Construction, and Maintenance	15.9%	13.1%	-17.6%
Production, Transportation, and Material Moving	12.4%	4.6%	-62.9%

Source: U.S. Census Bureau, 2000 and 2010-2015 American Community Survey.

As shown in Figure 4.1, the occupational breakdown in Alamogordo in 2015 was relatively evenly distributed between Management, Business, Science, and Arts (26.6%), Service (25.9%), and Sales and Office (29.8%). Production, Transportation, and Material Moving represented the lowest share of the occupation at 4.6%.

FIGURE 4.1: OCCUPATION IN ALAMOGORDO, 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

Relative to specific employers, the major employers in Alamogordo and Otero County are a cross section of defense, education, hospitality, medical, government, retail, and financial sectors, as shown in Table 4.5. Holloman AFB and White Sands Missile Range (defense) are the largest employers in the region.

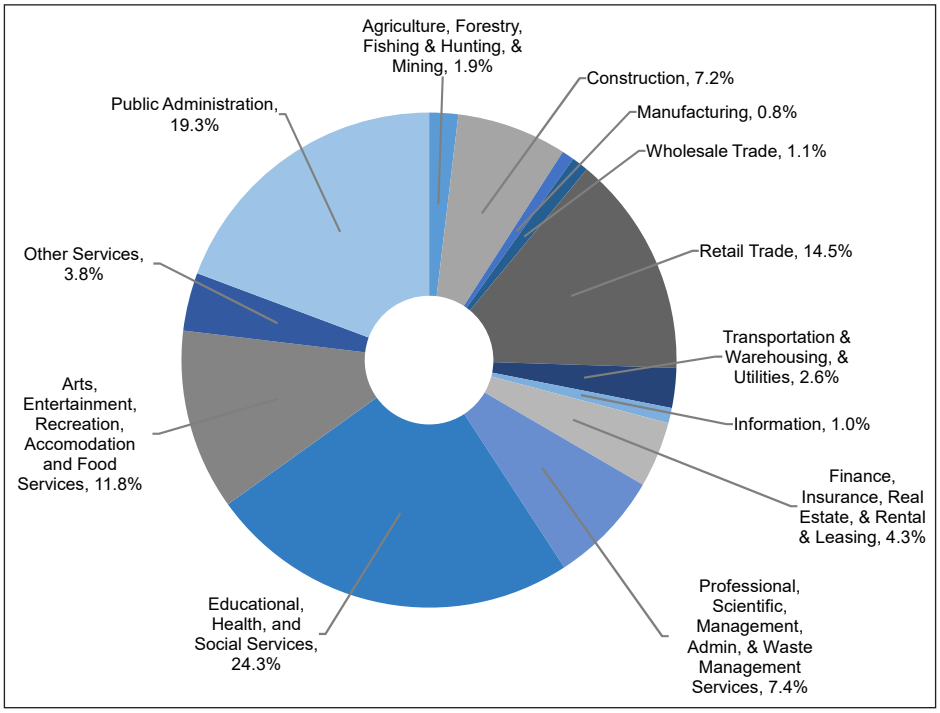
There are 13 industry sectors recognized by the U.S. Census Bureau. In 2015, Educational, Health, and Social Services covered the largest share of industry sectors in Alamogordo at 24.3%, which is typical in New Mexico. The largest industry increase for Alamogordo between 2000 and 2015 was in Public Administration, which grew from 13.5% to 19.3% and is currently the second largest industry in the City. Other large industry sectors in Alamogordo include Arts, Entertainment, Recreation, Accommodation and Food Services at 11.8%, and Retail Trade at 14.5%.

TABLE 4.5: OTERO COUNTY MAJOR EMPLOYERS

Employer (Category)	
Holloman AFB (Defense)	New Mexico School for the Blind and Visually Impaired (Education)
White Sands Missile Range (Defense)	Casa Arena Blanca (Nursing Care)
German Air Force Flying Training Center (Defense)	Zia Therapy Center, Inc. (Community Services)
Alamogordo Public Schools (Education)	Lowe's Grocery (Retail)
Inn of the Mountain Gods (Resort)	Lowe's Home Improvement Warehouse (Retail)
Wal-Mart Super Center (Retail)	Home Depot (Retail)
Gerald Champion Regional Medical Center (Medical)	The Lodge at Cloudcroft (Resort)
ACS (Direct Line)	First National Bank (Financial)
City of Alamogordo (Government)	Big K-Mart (Retail)
NMSU-Alamogordo (Education)	PreCheck (Business Assistance)
Otero County (Government)	

Source: Otero County Economic Development Council, Inc.

FIGURE 4.2: INDUSTRY SECTORS IN ALAMOGORDO, 2015



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

RETAIL OPPORTUNITY GAP ANALYSIS

An important component in analyzing Alamogordo's current retail condition is understanding the demand and supply for retail sales. Identifying the opportunity gaps and surpluses in a market analysis can help the City identify how well the retail and service needs of the population are being met, identify unmet demand and potential opportunities, and reveal the strengths and weaknesses of the economy.

The Environics Analytics database was used to provide an estimate for the retail opportunity gap for Alamogordo. Retail sales are categorized according to the North American Industrial Classification System (NAICS), which is based upon how businesses report their gross receipts. It should be noted that there are a range of retail stores that fall under each NAICS category.

The demand data (derived from the Consumer Expenditure Survey and fielded by the U.S. Bureau of Labor Statistics) represents the consumer expenditures and the supply data (derived from the Census of Retail Trade, a component of the Economic Census fielded by the U.S. Census Bureau) represents the retail sales that occurred in the area. When the demand is greater than the supply, there is an opportunity gap for the retail outlet, which means that the resident households are supplementing their additional demand potential by spending money outside of their own geographic area. Conversely, when the demand is less than the supply, there is an opportunity surplus, meaning that local retailers are capturing the local market and attracting sales from residents that live in other geographic areas. An opportunity gap can reveal retail sectors where businesses could fill the demand and have higher possibility of success.

The analysis, as shown in Table 4.6, revealed an overall gap of $62,352,220. Alamogordo's 2017 demand ($501,592,702) exceeds its supply ($439,240,482) resulting in opportunity gaps in all NAICS categories except for Furniture & Home Furnishings Stores; Electronics & Appliance Stores; Health & Personal Care Stores; and most notably, Building Material & Garden Equipment & Supply Dealers where the opportunity surplus is $70,942,990. This means that for all other retail categories, residents are traveling outside of the trade area to spend their disposal income. While this is not an ideal situation, it does present some good opportunities for Alamogordo's retail market to expand. Some notable results of this market analysis are in the NAICS categories of Food & Beverage Stores and Foodservice & Drinking Places. Both are showing an opportunity gap of over $34,000,000.

TABLE 4.6: RETAIL OPPORTUNITY GAP ANALYSIS

NAICS	2017 Demand *(Consumer Expenditures)*	2017 Supply *(Retail Sales)*	2017 Opportunity Gap/Surplus
Furniture & Home Furnishings Stores - 442	$9,811,456	$15,713,196	$5,901,740
Electronics & Appliance Stores - 443	$7,968,481	$13,192,816	$5,224,335
Building Material & Garden Equipment & Supply Dealers - 444	$54,935,259	$125,878,249	$70,942,990
Food & Beverage Stores - 445	$65,664,156	$28,772,824	-$36,891,332
Health & Personal Care Stores - 446	$26,865,703	$37,809,697	$10,943,994
Gasoline Stations - 447	$32,680,354	$19,276,007	-$13,404,347
Clothing & Clothing Accessories Stores - 448	$20,311,067	$7,923,734	-$12,387,333
Sporting Goods, Hobby, Book, & Music Stores - 448	$9,221,557	$4,921,404	-$4,300,153
General Merchandise Stores - 452	$13,623,605	$6,981,714	-$6,641,891
Miscellaneous Store Retailers - 453	$13,623,605	$6,981,714	-$6,641,891
Non-store Retailers - 454	$44,251,440	$14,821,917	-$29,429,523
Foodservice & Drinking Places - 722	$50,645,513	$15,579,232	-$35,066,281
GAFO (General Merchandise, Apparel, Furniture & Other) - (452, 448, 442, 443, 451, 4532)	$106,909,958	$68,940,413	-$37,969,545
Total Retail Sales (incl. Food /Drink)	**$501,592,702**	**$439,240,482**	**-$62,352,220**

Source: Environics Analytics Database.

TAXABLE GROSS RECEIPTS REVENUE

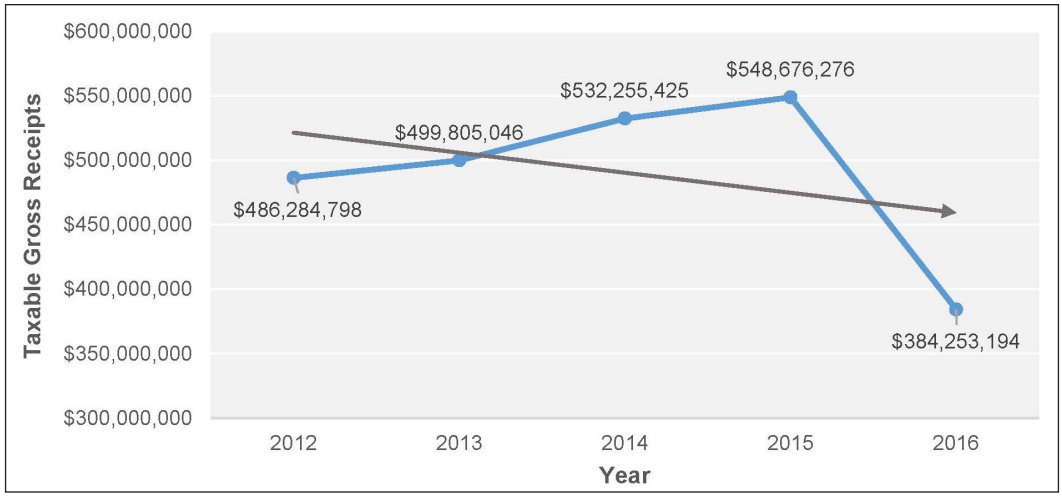
Figure 4.3 shows taxable gross receipts revenue was steadily increasing until 2016, when it dropped by nearly 29% from the previous year. Generally, taxable gross receipts revenue has been around $500,000,000 per year since 2012. Revenues for the first two quarters of 2017 indicate that the City will exceed 2016 revenues. Successful economic development initiatives can encourage spending thereby increasing to taxable gross receipts revenue.

LODGERS' TAX RECEIPTS

Local hotels and lodging facilities benefit from the City's proximity to tourist attractions and visitors to employees and families of military installations. Attracting out of town visitors is vital because the money they spend is coming from outside the local economy, thus growing the City's economic pie. Lodgers' tax is imposed on persons using commercial lodging accommodations and provides revenue for tourism-related facilities and advertising. Measuring lodgers' tax is an important way to track overnight visits in Alamogordo.

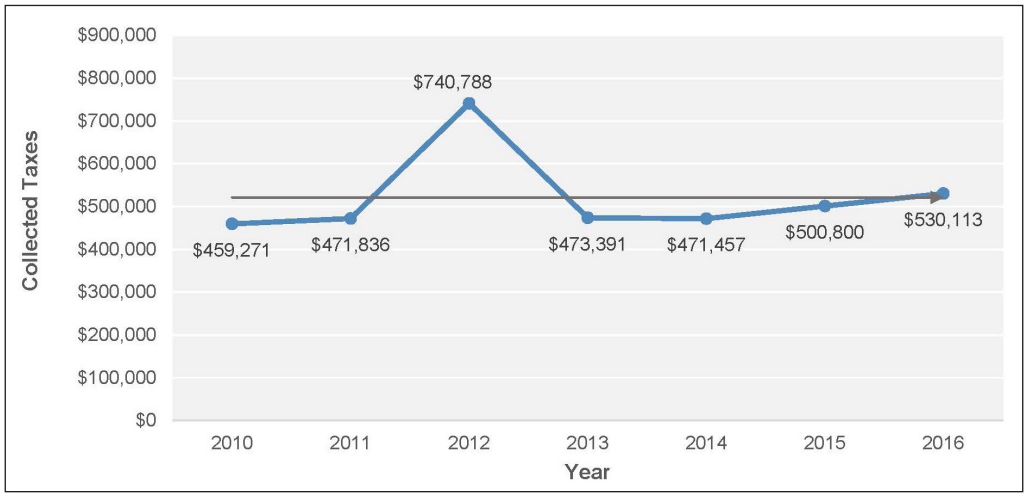
Lodgers' tax revenues have remained steady from 2010-2016, with the exception of 2012, which saw a large increase of nearly $300,000 *(see Figure 4.4)*. Compared to comparable municipalities in New Mexico, Alamogordo is collecting less taxes from lodging. For example, Clovis which has a similar population and also benefits from Cannon AFB being located nearby, collected $707,048 in lodgers' tax revenues, almost $150,000 above Alamogordo's collection. Attracting more lodging facilities and patrons is an area where the City could grow and derive more revenue.

FIGURE 4.3: ALAMOGORDO TAXABLE GROSS RECEIPTS, 2012-2016



Source: New Mexico Taxation and Revenue Department.

FIGURE 4.4: ALAMOGORDO LODGERS' TAX RECEIPTS 2010-2016



Source: New Mexico Department of Finance and Administration-Local Government Division.

4.5 ECONOMIC IMPACT OF GOVERNMENT EMPLOYMENT

The City of Alamogordo's economy is highly dependent on federal, state, and local government spending. Through government-run entities, such as the U.S. Department of Defense, U.S. Forest Service, and Alamogordo Public School District, these employers form the backbone of Alamogordo's economy by providing jobs, retail spending, and tax revenue to the City.

FEDERAL GOVERNMENT EMPLOYMENT

Alamogordo and Otero County have high percentages of civilian workers employed by the federal government. Figure 4.5 distinguishes each class of worker for the civilian workforce in Alamogordo. As it shows, the federal government employs 1,969 or 25.8% of the civilian workforce employed full time, far higher than the statewide percentage of 7.5%. Additionally, federal government employees are among the highest wage earners in the City as shown in Table 4.7. The median earnings for federal employees is $53,534 surpassing all others. Women's earnings in nearly every class of worker, are below the national average wage disparity by nearly 20% including federal government workers. The primary federal government employers are Holloman AFB, White Sands Missile Range, and White Sands National Monument.

TABLE 4.7: CLASS OF WORKER BY SEX and MEDIAN EARNINGS

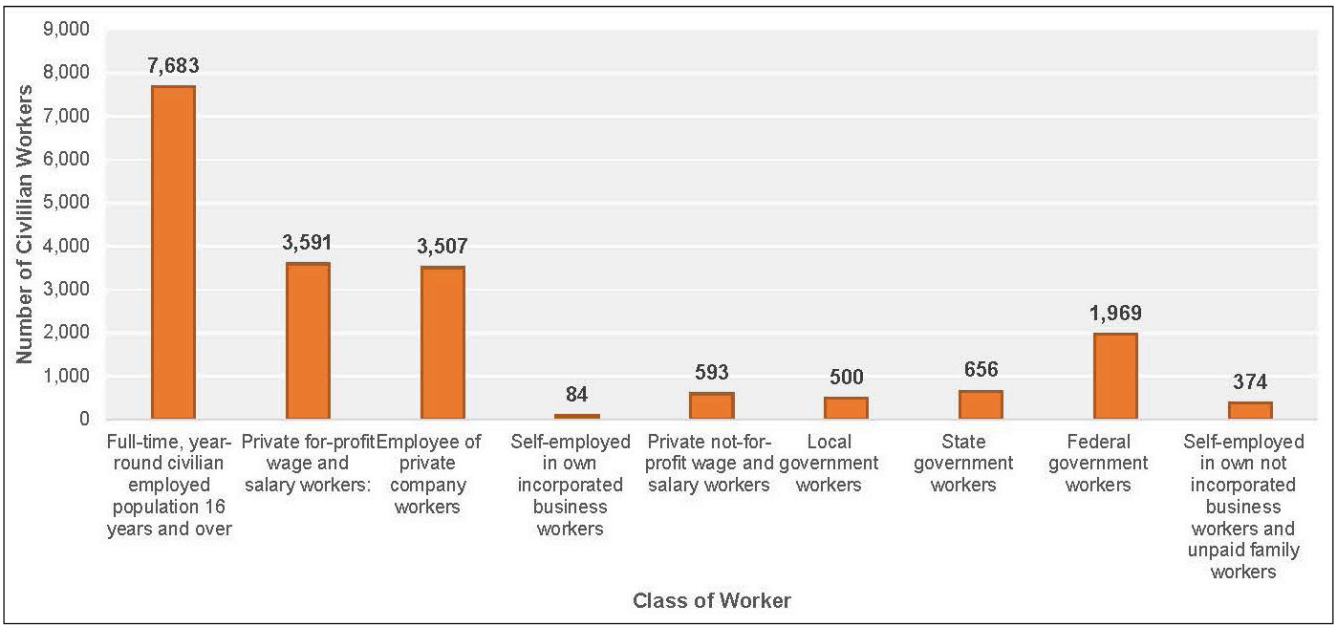
Class of Worker	Median Earnings	Women's earnings as % of males
Full time, year-round civilian employed population 16 yrs and over with earnings	$35,292	61.7%
Private for-profit wage and salary workers	$27,008	60.6%
Employee of private company workers	$26,629	60.9%
Self-employed in own incorporated business workers	$51,667	-
Private not-for-profit wage and salary workers	$26,467	119.2%
Local Government workers	$34,341	97.3%
State Government workers	$36,800	65.9%
Federal Government workers	$53,534	66.9%

HOLLOMAN AFB

The economic and cultural impact of Holloman AFB on Alamogordo and the surrounding area is massive. Holloman AFB is the largest single employer in the area. Its Economic Impact Statement estimates that the base contributes $411,743,040 to the economy through payroll, job creation, and contract expenditures.

According to Holloman AFB, in 2016, there were 3,720 military personnel stationed at the base and 1,651 civilian personnel, a total of 5,371 personnel.

FIGURE 4.5: CLASS OF CIVILIAN WORKFORCE



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

Dependents to Holloman AFB personnel were 4,826. The German Air Force recently ended its contract with Holloman AFB, representing a loss of nearly 600-800 personnel. However, Holloman AFB recently added two F-16 units, representing an increase of 200-400 employees, and had a mission change converting aircraft maintenance to contract employees, resulting in 600 additional employees. Increasing the number of civilian employees and their dependents represents an increase in spending and tax dollars for the City.

SOUTHERN NEW MEXICO - EL PASO REGION JOINT LAND USE STUDY (JLUS)

Data for this section was partially obtained from the SNMEP JLUS. The study describes in depth the economic conditions and impact of the three military installations, compatibility factors between the military and surrounding civilian land uses, as well as recommendations and strategies to further nurture the advantageous relationship between all partner entities *(see Chapter 3: Land Use for more detail on the SNMEP JLUS)*.

To emphasize the importance of government spending,Table 4.8 shows the large number of jobs at and the estimated spending by Holloman AFB and White Sands Missile Ranch in the entire SNMEP JLUS area. In 2013, the total number of jobs were 11,992 and total spending was $101,768,925.

TABLE 4.8: INPUT DATA for EMPLOYMENT and SPENDING by INSTALLATION, 2013

	Holloman AFB	White Sands Missile Range	Total
Employment			
Active Duty and Reserve	4,653	1,066	5,719
Federal Civilian Appropriated	903	1,961	2,864
Contractor and Unappropriated	455	2,954	3,409
Spending			
Construction	$13,711,247	$6,605,334	$20,316,581
General Contracting	$45,162,471	$315,995,651	$76,762,036
Local Purchasing	$2,030,561	$2,659,747	$4,690,308

Source: JLUS Input Data for Employment and Spending by Installation, 2015.

Since the JLUS was published, the missions of Holloman AFB and White Sands Missile Range have increased and are poised to continue to grow in the next few years.

Table 4.9 provides an analysis of military impact in 2013 relative to employment, labor income, and industry output in only Otero County by installation. The JLUS determined the impact each military installation had in four ways; Direct, which includes salaries, production, and expenditures; Indirect, which includes inter-industry spending traveling back through the supply chain; Induced, which includes household spending from wages and salaries paid by directly and indirectly affected industries; and Total, which is the sum of the impacts.

TABLE 4.9: JLUS IMPACTS of MILITARY EMPLOYMENT and SPENDING in OTERO COUNTY by INSTALLATION, 2013

Impact	Holloman AFB	White Sands Missile Range	Total
Employment			
Direct	5,850	520	6,370
Indirect	140	80	220
Induced	1,750	160	1,910
Total	**7,740**	**760**	**8,500**
Labor Income (000s $)			
Direct	482,454	33,857	516,311
Indirect	5,042	2,771	7,813
Induced	56,344	5,408	61,752
Total	**543,840**	**42,036**	**585,876**
Industry Output (000s $)			
Direct	1,250,695	63,250	1,313,945
Indirect	16,834	8,540	25,374
Induced	192,543	17,955	210,498
Total	**1,460,072**	**89,745**	**1,549,817**

Source: JLUS Impact of Ft. Bliss, Holloman AFB, and White Sands Missile Range on Jobs, Income, and Industry Output, 2015.

This data shows that Holloman AFB and White Sands Missile Range account for 8,500 jobs, contribute $585,876 in wages and salaries, and provide $1,549,817 in industry output to Otero County. According to the JLUS, this represents nearly 1 in 6 jobs associated with employment and spending from the two military installations. These impacts are significant and represent an economy that is dependent on government spending and military employment for higher wages and economic strength.

4.6 ECONOMIC DEVELOPMENT ORGANIZATIONS and INITIATIVES

Economic development is facilitated in Alamogordo through a number of different organizations and initiatives as described below.

OTERO COUNTY ECONOMIC DEVELOPMENT COUNCIL

The Otero County Economic Development Council, Inc. (OCEDC) serves the citizens of Otero County by recruiting, promoting, and facilitating the creation of new industries, and assisting in the retention and expansion of existing businesses within the County. The purpose of these efforts is to achieve diversified, industrial, and civic growth to the area, thereby ensuring a stable job-market for the citizens of Otero County. OCEDC strives to improve the quality of life for its citizens by facilitating job creation, and encouraging economic diversity and stability for Otero County. By achieving this goal, OCEDC draws business to the community that stimulate the local economy with new money, which allows for better infrastructure and increased community quality of life without raising taxes.

The OCEDC created the Alamogordo Economic Development Plan, which focused on five targeted industries including:

- Department of Defense/Aerospace;
- Film Production;
- Desalination and Water Treatment Technologies;
- Back Office; and
- Agriculture.

ALAMOGORDO CHAMBER OF COMMERCE

The Alamogordo Chamber of Commerce functions as a 501(c) 6 non-profit and is financed on a dues basis. The Chamber “works to improve Alamogordo’s economy, increase the buying power of its citizens, and attract more customers to improve retail sales and gross receipts tax revenues which fuel the community." The Chamber hosts several events in Alamogordo to promote community to business connections. Some of the events include the Cottonwood Festival, Frontier Village at the Otero County Fair, Annual White Sands Balloon Invitational, and several Discover and Explore Vacations.

The Business Impact Committee explores issues, events, and activities that influence and impact the Alamogordo/Holloman AFB area. These issues may have an impact on live, work, and play aspects of the community and may include economic, political, social, and educational issues. The mission of the Committee is to provide support and networking opportunities to establish new businesses in Alamogordo through promotions, seminars, and special events. Once a month, the Committee hosts guest speakers with expertise in a field related to the monthly topic.

MAIN GATE UNITED

Main Gate United promotes the expansion, development, and effectiveness of Holloman AFB and White Sands Missile Range. The goal of the Committee is to promote industrial development in Alamogordo and Otero County, and to promote and develop relationships with other governmental entities.

SMALL BUSINESS DEVELOPMENT CENTER

The Small Business Development Center (SBDC) at the NMSU-A campus assists local businesses and entrepreneurs in Otero and Lincoln counties on business plan development, access to capital, bookkeeping, taxes, marketing, etc. The SBDC offers training workshops on starting a new business, business taxes, financial strategies, etc.

ALAMOGORDO MAINSTREET

Alamogordo MainStreet is an economic development program that is focused on the revitalization of Alamogordo’s historic downtown district through historic preservation and asset-based economic development. Alamogordo MainStreet received accreditation from Main Street America in 2017, along with 20 other New Mexico communities. According to its website, within one year, Alamogordo MainStreet saw an increase of 38 jobs created, 15 new businesses, four business expansions, $133,850 in remodeling performed, and $133,432 in awarded grants.

Downtown mural on New York Avenue; Artists, Angie and Justin Nowell.

Alamogordo MainStreet holds monthly Downtown Nites with vendors, artists, crafters, food, music, and late night shopping. Alamogordo MainStreet also hosts Throwback Thursday movies Downtown and other community events throughout the year. Section 4.7 *(see below)* provides additional information regarding the recently designated Metropolitan Redevelopment Area (MRA) within the City of Alamogordo's City Center.

ALAMOGORDO PROMOTION BOARD

The Alamogordo Promotion Board consists of five members, including two lodging industry representatives, two tourist-related industry representatives, and one member at large. No more than two members may reside outside City limits, with the stipulation that these two members must own or be an employee of a tourist-related business within City limits. The Promotion Board sponsors community events, such as the annual Cottonwood Festival, and helps bring attention to the unique attributes of Alamogordo.

4.7 DOWNTOWN METROPOLITAN REDEVELOPMENT AREA (MRA)

Declining population, low income households, and numerous vacant and underutilized properties within the City Center are indicators of the slow economic decline of the City of Alamogordo as a whole and the need to improve physical and economic conditions. The first step in reversing these conditions is the designation of a Metropolitan Redevelopment Area (MRA), which must be completed pursuant to New Mexico Metropolitan Redevelopment Code (3-60A-1 to 3-60A-48 NMSA 1978). The Redevelopment Code provides New Mexico cities with the powers to correct blighted conditions in areas or neighborhoods, which "substantially inflict or arrest the sound and orderly development" within the city.

Designation of a MRA must be based on a finding of "blight" conditions, as defined in the New Mexico Metropolitan Redevelopment Code. The criteria set by the Code for a "blighted" area include both physical and economic conditions. A blighted area can include deteriorated structures, defective street layout, faulty lot layout, unsanitary or unsafe conditions, deterioration of site improvements, tax or special assessment delinquency, improper subdivision, lack of adequate housing, impractical planning and platting or low levels of commercial or industrial activity or redevelopment.

In 2017, a MRA Designation Report was prepared for the City Center by Community by Design (affiliated with New Mexico MainStreet) and adopted by the City Commission. The Designation Report documented blighted conditions, including vacant and underutilized properties, lack of pedestrian facilities, and a declining economy in the area that centers on White Sands Boulevard, E. 10th Street, and the surrounding several block area *(see Alamogordo MRA boundary map, page 64)*. The Designation Report identified the following six

ALAMOGORDO METROPOLITAN REDEVELOPMENT AREA BOUNDARY

goals for the City Center that will be addressed in the subsequent MRA Plan:

- Elimination of detrimental public health and welfare conditions;
- Conservation, improvement and expansion of commercial building stock;
- Expansion of commercial activity;
- Improvement and expansion of available housing;
- Improvement and expansion of the pedestrian environment; and
- Improvement of economic conditions through coordinated public and private investments.

The next step in addressing the redevelopment of City Center is to prepare a Downtown MRA Master Plan. The City will be issuing a Request for Proposals (RFP) from consultants to begin the MRA planning process. The Master Plan will include an intensive public engagement program, visioning, and identification of catalytic projects and phased improvements that will revitalize the City Center area. The Master Plan will also include an implementation schedule that prioritizes the projects and improvements, identifies the time line, partnerships, and potential funding sources.

4.8 ALAMOGORDO ENHANCEMENT PROJECT

The City of Alamogordo's image and brand is a large focus as it relates to economic development and growth. In 2017, the Otero County Economic Development Council (OCEDC) engaged a private consultant to develop a new community brand for Alamogordo and to market the brand to attract more residents, businesses, talent, and visitors to the region. The Alamogordo Enhancement Project includes the following four components:

- Stakeholder interviews;
- Focus groups;
- Community surveys; and
- Secondary research.

Stakeholder Interviews

The first phase of the project included 40 one-on-one interviews with Alamogordo stakeholders. On June 6-7, 2017, 29 interviews were conducted and 11 responses to the interview questions were received via hard copy. Participants were asked a series of open-ended questions and asked to provide opinions and perceptions about Alamogordo as a place to live, work, play and stay. They were also asked to share their desired future perceptions of Alamogordo and the region. Overall, the opinions of the stakeholders were consistent regarding the strengths, opportunities for enhancement and current perceptions on the community, which allows leaders in the community to honestly and realistically assess what is needed to attain Alamogordo's desired identity.

Focus Groups

The second research and assessment phase included eight focus group discussions with a total of 57 participants on July 6 and 7, 2017. The purpose of this phase was to obtain a broad look at how Alamogordo and Otero County residents view their community as a place to live, work, play, and stay. Discussion topics ranged from the community's strengths and areas for improvement, unique attributes of the region and how public perceptions can be enhanced, and participant opinions regarding how Alamogordo and Otero County should be perceived by residents and visitors as compared to how they feel it is actually perceived by those individuals today. Overall the opinions of the focus group participants were harmonious with the stakeholder interview feedback regarding the strengths, opportunities for enhancement and current perceptions on the community

Community Surveys

The Alamogordo Community Enhancement Survey featured 18 questions that were intended to provide a broad look at how Alamogordo/Otero County residents view their community as a place to live, work, play, and stay. Survey responses provided insights regarding the community's strengths and areas for improvement, unique attributes of the region, and how public perceptions can be enhanced. There was a total of 537 responses collected, of which 55% were citizen responses and 45% were military responses. Survey data confirmed many of the findings compiled from the stakeholder interviews and focus groups related to Alamogordo's strengths (weather, outdoor beauty and natural surroundings, small town atmosphere,

traffic, and friendliness/welcoming) and challenges (shopping and dining, appearance/visual appeal/ cleanliness, employment opportunities, new business development, youth/arts/culture/social activities, image/reputation, K-12 education, and childcare).

Secondary Research

The secondary research phase of the assessment included reviews of websites for military communities, job sites, websites, and blogs focused on military personnel and families, as well as military and news. The goal of this assessment was to determine how other communities reach out to their military residents and/or making their community a great place to live, work, and play specifically for military personnel and their families. The results provided insights regarding opportunities Alamogordo may leverage to improve their offerings and enhance public perceptions such as creating programs for military personnel, enhancing the City website to ensure it is informative and helpful, and more City activities.

4.9 ECONOMIC DEVELOPMENT OPPORTUNITIES

This section highlights opportunities and tools that the City of Alamogordo can utilize to develop, diversify, and enhance the economy.

LOCAL ECONOMIC DEVELOPMENT ACT (LEDA) ORDINANCE

The City of Alamogordo adopted a Local Economic Development Act Ordinance (LEDA) in August 1996 (Ordinance Number 983, 8-13-96). The Ordinance meets the requirements of the New Mexico State Constitution and allows for approval of economic development projects that would otherwise be deemed unconstitutional under the state's "Anti-donation clause." The LEDA Ordinance allows the City to use public funds for projects that "foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other resources."

A component of the LEDA Ordinance is the City of Alamogordo's Economic Strategic Plan, a product of community participation and decision making. The following is a summary of the seven economic development goals contained in the Economic Strategic Plan:

- Diversify the local economy;
- Support the development of an industrial park;
- Use public funds to assist the development of new jobs;
- Only assist business that meet all applicable environmental rules and regulations;
- Encourage cooperation between the public and private sectors to create new jobs;
- To support and encourage actions to utilize Holloman AFB and White Sands Missile Range and when possible, collaborate to create new jobs; and
- Help develop the community's resources for workforce training.

The Economic Strategic Plan also includes criteria that a qualifying project must meet to receive community assistance, the investment protection the City will provide to insure financial commitments are protected, and the types of community assistance qualified projects can receive. The Outline of Tasks in the Economic Strategic Plan clearly defines the process of application, acceptance, and project completion for all qualifying projects receiving LEDA funds.

The City of Alamogordo has successfully utilized the LEDA Ordinance on several projects to support building improvements and the creation of new jobs, including PreCheck Inc., Neptune Aviation, and Emerging Technology Ventures Inc., and First Research Science and Technology, Inc.

AGRICULTURE

The City of Alamogordo has identified agriculture as one of its long term economic focuses. The USDA Census of Agriculture tracks the agricultural market at the county level and publishes its data on five year cycle. The most current data available is 2012.

Compared to the other 33 counties in New Mexico, Otero County does not rank high in terms of overall agricultural production and sales. The Total Value of Agricultural Products Sold in 2012 was $14,635,000, placing Otero County at 23rd out of 33 counties in New Mexico. However, Otero County's primary agricultural category is Fruits,

Tree Nuts, and Berries, which ranks 3rd in the state at a value of $6,378,000.

TABLE 4.10: OTERO COUNTY AGRICULTURE MARKET, 2007 & 2012

	2007	2012	% Change
Number of Farms	493	486	-1.4%
Land in Farms (acres)	1,126,432	1,223,746	8.6%
Average Size of Farm (acres)	2,285	2,518	10.2%
Market Value of Products Sold	$15,227,000	$14,635,000	-3.9%
Average Net Farm Income	$30,887	$30,112	-2.5%

Table 4.11 shows the top six crops in Otero County by acreage and state ranking. Pistachio, sweet cherry, and apple production ranked 1st and 2nd in New Mexico, and pecans ranked 5th. There are 30 cherry farms, 18 pistachio farms, and 87 pecan farms in Otero County. These are important agricultural crops in Otero County that should continue to be cultivated and expanded.

TABLE 4.11: OTERO COUNTY TOP CROPS (ACRES), 2012

Crops	Acreage	State Rank
Forage-land used for all hay, haylage, grass silage, & greenchop	2,191	26
Pecans, all	1,448	5
Pistachios	(D)	1
Apples	289	2
Cherries, sweet	72	1
Grapes	50	4

Source: U.S. Department of Agriculture Census of Agriculture, 2012.
* (D) Withheld information to avoid disclosing data for individual operations.

Pistachios in particular are important to the local economy in Alamogordo. The City hosts the Heart of the Desert Pistachios and Wine, a popular restaurant and wine tasting event. Pistachio Land Farm Tours & Country Store has motorized outdoor tours of the pistachio orchards and vineyards after which visitors can purchase a variety of pistachio goods at the Country Store. Arena Blanca Winery and Wine Tasting is a restaurant and winery in the heart of the City. The pistachio industry in Alamogordo provides opportunities for agriculture, value-added agriculture, and tourism. Expansion of this industry could provide an interesting avenue for economic development in the area.

TOURISM

Tourism is one of the strongest and most consistent economic sectors in New Mexico. All jobs related to tourism are economic base jobs because the money being used to pay for these jobs comes from outside the local economy. Jobs at hotels, gas stations, or restaurants where the clientele are from outside the local area are considered economic base.

The tourism economic sector can provide great economic opportunities for small cities. It can be tapped through two important means; visitor-driven and destination. Both types of tourism can provide economic growth for cities because they pull in money from outside of the local community, thus growing the City's economy. Visitor-driven tourism comes from regional and local attractions or events that promote direct spending at lodging and food establishments in the City. Destination tourism comes from local food, gas, and lodging establishments which pull in drivers from US 54.

The New Mexico True Campaign does an excellent job of highlighting tourism destinations in the Tularosa Basin region through the use of billboards and commercials. This successful campaign has and will continue to draw people to the area. Year over year, visitor spending, visitor volume, and direct tourism employment in the state has increased. From 2013 to 2014, there was a $261 million increase (4.5%).

With Alamogordo's natural location along a major highway, and near one of the New Mexico's most visited tourist locations, tourism-focused businesses can capitalize on drivers passing through, and with proper tourism marketing, attract drivers to stay and spend dollars in Alamogordo.

A new hotel project planned for the Mesa Village area between the Charlie T. Lee Memorial Relief Route and Mesa Village Drive will support tourism to the area and help boost lodgers' tax revenues. This project is anticipated to break ground by the end of 2018.

White Sands National Monument

White Sands National Monument is located approximately 15 miles southwest of Alamogordo. It is one of the most unique natural wonders in the United States, encompassing 275 square miles of desert that attract visitors from across the world.

According to the National Park Service, White Sands National Monument is visited by over 500,000 people each year, the most visitors of any national park in New Mexico. In 2016, 555,794 visitors spent $29,298,600 in communities near the Monument, including Alamogordo. That spending supported 437 jobs in the local area and had a cumulative benefit to the local economy of $33,565,900. White Sands National Monument is also a popular location for the film industry.

White Sands National Monument.

The Visitor Center and seven adjacent buildings were officially designated as the White Sands National Monument Historic District in 1990. The structures are an excellent example of Spanish Pueblo-Revival architecture constructed during the years of the Great Depression. Built by the WPA (Works Progress Administration), construction began in 1936 and was completed in 1938.

Visitor Center at White Sands National Monument.

White Sands National Monument also functions as a science and research center. Universities, agencies, and non-government organizations conducting research at White Sands National Monument currently include West Virginia University, United States Geologic Survey, New Mexico State University, New Mexico Institute of Mining and Technology, New Mexico Bureau of Geology and Mineral Resources, University of California at Berkeley, University of Texas at El Paso, Texas A&M, UT Austin, Bournemouth University UK, and the University of Arizona. Study topics include:

- Adaptation of animals to living in the white sediment of the dunes, including comprehensive studies of lizards, moths, plants, and mammals;
- Wind and weather patterns within the Park and its effect on dune movement, sand transport, and dust storms;
- The formation and movement of dunes using LiDAR and other remote sensing technologies;
- Hydrology and groundwater movement within the Park and its role in the creation of gypsum and stabilization of the dunes;
- The formation of gypsum and other evaporate minerals that make up the dunes within Lake Lucero and Alkali Flats.

New Mexico Museum of Space History

The New Mexico Museum of Space History is dedicated to artifacts and displays related to space flight and the space age. The Museum highlights the role that New Mexico has had in the U.S. space program, and is one of 15 divisions administered by the New Mexico Department of Cultural Affairs. The Museum is comprised of:

- Exhibitions ranging from Robert Goddard's early rocket experiments near Roswell to a mock-up of the International Space Station;
- The International Space Hall of Fame, which commemorates the achievements of men and women who have furthered humanity's exploration of space;
- The John P. Stapp Air & Space Park, which displays larger exhibits, such as the Apollo program's Little Joe II rocket and the rocket sled that "Fastest Man Alive" Stapp rode to 632 mph;
- Daisy Track, which commemorates aeromedical and space-related tests that were crucial in developing components for

NASA's Project Mercury orbital flights and the Project Apollo moon landings;
- Clyde W. Tombaugh Education Center, home to the Museum's education programs;
- New Horizons Dome Theater and Planetarium, named for the spacecraft that flew by Pluto in 2015, is the first dome theater in the world to feature the Spitz SciDome 4k Laser fulldome planetarium system;
- Astronaut Memorial Garden;
- Hubbard Space Science Research Building; and
- Museum Support Center.

New Mexico Space History Museum.

White Sands Missile Range

White Sands Missile Range is located to the northwest of Alamogordo. This U.S. Army military testing area is home to the Trinity Site, the site of the first atomic bomb test. The area is currently used for military flight and launch testing. White Sands Missile Range is open to visitors twice a year, on the first Saturday in April and October.

Missile Park at White Sands Missile Range.

Tularosa Basin Museum of History

The Tularosa Basin Museum of History is located in a new location at 1004 N. White Sands Boulevard in a WPA building that was built in 1938. The Museum celebrates the history of the Tularosa Basin and Otero County and holds a collection of photographs, documents, and relics. Hours of operation are Monday through Saturday, from 10:00 a.m. to 4:00 p.m. The Museum is managed by a Board of Directors.

Tularosa Basin Museum of History

Toy Train Depot

The Toy Train Depot (museum), located at 1991 N. White Sands Boulevard, is dedicated to preserving the history of railroading, particularly in the local area, and displays include full-scale equipment and models of all gauges. The Toy Train Depot is also home to America's Park Ride Train Museum, which runs the Alamogordo/Alameda Park Narrow Gauge Railway, a working 16-gauge track rail line that visitors can ride for a nominal fee. Hours of operation are Wednesday through Sunday, from noon to 5:00 p.m.

Toy Train Depot Museum.

Flickinger Center for the Performing Arts

The Flickinger Center for the Performing Arts is Alamogordo's largest performance space and is home to the Alamogordo Music Theater Inc. Flickinger Center for the Performing Arts was awarded LEDA money for building and construction.

Flickinger Performing Arts Center.

Tays Center

The Tays Center is the largest facility on the NMSU-A campus, and has a 2,000 person capacity. It includes a large gymnasium, lobby, stage, and 299 parking spaces. The Alamogordo community can rent the Tays Center for concerts, ceremonies, conferences, and other such events. The Center is also used for instruction of NMSU-A performing arts. A recent addition houses technology classes, including alternative energy, automotive technology, and welding.

Tays Center NMSU-A. Photo Courtesy of NCA Architects.

Outdoors / Natural Environment

The Lincoln National Forest is located north east of Alamogordo. The forest is home to the Sacramento Mountains, Mescalero Apache Reservation, and the Town of Ruidoso. The Oliver Lee Memorial State Park, located just south of Alamogordo, is a popular campground, biking, and hiking destination. White Sands National Monument offers day hiking trails as well as overnight camping facilities. The Cloud Climbing Trestle Trails is part of the New Mexico Rails to Trails Association and is near the Town of Cloudcroft. It is a popular hiking, picnic area near abandoned railroad tracks in the Sacramento Mountains.

BRACKISH GROUNDWATER NATIONAL DESALINATION RESEARCH FACILITY

Operated by the U.S. Bureau of Reclamation, the Brackish Groundwater National Desalination Research Facility was established in Alamogordo at the site of the largest underground brackish water pond in the country. The City has invested heavily in the desalination plant and believes it can provide the community with an adequate water supply for existing development and future growth. The desalination plant is viewed by the City as an integral part of the Alamogordo economy, and is making investments in training programs for future work opportunities in the plant.

RENEWABLE ENERGY

Wind turbine technicians, photovoltaic panel installers, and inspectors are among the fastest growing jobs in the country. Alamogordo and Otero County are well positioned to take advantage of the growth of renewable energy, with energy co-ops on the rise and Public Service Company of New Mexico investing more into alternative energy in the southern grid. Holloman AFB and White Sands Missile Range have already invested in large solar panel installations that require maintenance and upkeep.

NMSU-A offers several programs in the renewable energy field, including an Associate of Applied Science degree in Renewable Energy Systems Technology for people who intend to work in the alternative energy industry; a Photo Voltaic (PV) Entry Level Grid Tie Certificate which is designed for students who intend to enter the alternative

energy workforce or for home owners desiring to install their own residential PV systems; and a Advanced Photo Voltaic Installation Certificate for students who intend to enter the alternative energy workforce, establish a commercial business in the photo voltaic field, and/or prepare for the North American Board of Certified Energy Practitioners (NABCEP) Photo Voltaic and Solar Thermal Installation Certification.

With a workforce prepared for employment in a rapidly growing industry, Alamogordo can position itself as a leader in developing and managing renewable energy technology in the state. City incentives could in turn encourage NMSU-A graduates to start their own alternative energy businesses or attract existing companies that manufacture, install, and manage alternative energy products.

AEROSPACE

The City of Alamogordo has a long history of aerospace training and research. White Sands Missile Range expects its current mission of providing training and testing to the military, NASA, and civilian entities to expand while responding to new and evolving trends. Holloman AFB's advancing mission has added two new F-16 units and an aircraft maintenance contract contributing nearly 1,000 employees, plus their dependents to the Alamogordo community. The New Mexico Aviation Aerospace Association is promoting Alamogordo as the premiere location for its Aviation Aerospace STEM Expo, which was held in Alamogordo in 2017 and is anticipated to return to the City in 2018.

New Mexico Museum of Space History.

Increases in military and Department of Defense and backing from the New Mexico Aviation and Aerospace Association provide the potential for advancing this industry in Alamogordo to reach the civilian and military population. Developing additional amenities to serve new residents, conference attendees, and tourists interested in aerospace could provide ripple effects, affecting several segments of the City's economy.

FILM PRODUCTION

Otero County and Alamogordo have been the setting for hundreds of documentaries, films, music videos, television commercials, and principal photography. The Otero County Film Office, a division of Otero County Economic Development Council, coordinates film opportunities in the City of Alamogordo and surrounding areas through Film Otero. Film Otero was involved in organizing the successful White Sands Film Festival in the past and the currently running Desert Lights Film Festival and Competition in partnership with NMSU-A. The Desert Lights Film Festival Competition began in 2004 and is held during the third week of April at the Tays Center on the NMSU-A campus and other locations around Alamogordo. Participants can attend hands-on seminars by teachers and professionals in the film industry, film screenings, and a cash prize competition that is open to all New Mexico middle and high school students. The festival brings together a diversity community entities such as TDS (a local cable, phone, and internet company), Otero Hunger Coalition, Flickinger Center for the Performing Arts, and Film Otero.

Film Otero.

Film production in the State of New Mexico experienced its most successful year in 2017, bringing in nearly $505 million into the state economy. Alamogordo is competitive advantage over many other New Mexico communities by having two established film festivals, an experienced workforce trained in film production,

and the desire to cultivate this important, and potentially lucrative, economic driver.

SCIENCE TECHNOLOGY ENGINEERING and MATHEMATICS (STEM)

Alamogordo is positioning itself as one of the leading environments for STEM innovation and education. Scientific research at the two military installations, the Brackish Water Treatment Plant, and renewable energy instruction at NMSU-A provides the City with a trained and educated workforce to diversify its economy and be a scientific hub for several STEM disciplines.

As mentioned earlier, the 2017 Aviation Aerospace STEM Expo, which attracted over 3,000 student participants from across the state, is a good example of the opportunities Alamogordo has to develop connections between the aviation, aerospace, and STEM fields through conferences and workshops. These types of events can further solidify Alamogordo's reputation as a southwest scientific center and draw additional events to the City that add to gross receipts and lodgers' taxes.

2017 Aviation and Aerospace STEM Expo. Source: Alamogordo Daily News

JOB TRAINING INCENTIVE PROGRAM

The Job Training Incentive Program (JTIP), administered through the New Mexico Economic Development Department, provides funding for classroom and on-the-job training for companies expanding or relocating in New Mexico and reimburses 50-75% of employee wages during this time. JTIP has helped several communities in the state, including the City of Alamogordo, and has supported the creation of 43,000 jobs since its inception. The City of Alamogordo can use JTIP to assist in job recruitment and expansion, thus supporting economic growth and stability.

4.10 GOALS, OBJECTIVES and STRATEGIES

Economic Development Goal 1: Pursue a balanced and diversified economy that offers a wide range of employment opportunities and well-paying jobs.

Objective 1.1: To create a more sustainable and stable economy through the recruitment of new businesses and retention of existing local businesses.

Objective 1.2: To position the City of Alamogordo as a leading community for aerospace, aviation, and STEM innovation and research.

Objective 1.3: To become less reliant on federal government employment.

Economic Development Strategy 1.1: Develop a marketing program that provides information on available tax and job training incentives, available commercial and industrial sites (including the future business park adjacent to the Alamogordo-White Sands Regional Airport and the annexation areas along the Relief Route bypass) to companies interested in relocating to or expanding in Alamogordo.

Economic Development Strategy 1.2: Promote Alamogordo, Holloman AFB, and White Sands Missile Range nationally as a center for civilian aircraft and aerospace industries and scientific research.

Economic Development Strategy 1.3: Recruit industries that are complementary to existing business clusters in Alamogordo and Otero County, including aerospace, aviation, STEM technologies, film production, and hospitality related businesses.

Economic Development Strategy 1.4: Promote Alamogordo as a safe, business friendly community with a temperate climate, a good public school system, access to the interstate highway system, rail, and air travel, regional tourist attractions, and a moderate cost of living.

Economic Development Strategy 1.5: Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico State Economic Development Department, on local and regional economic development initiatives.

Economic Development Strategy 1.6: Create a Alamogordo/Otero County Economic Development Master Plan. The Master Plan should include, but not be limited to:

- Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs;
- Economic development profile;
- Retail market analysis;
- Industrial and manufacturing market analysis;
- Consideration of future annexations (as identified in the Priority Annexation map);
- Economic base job goal and target industries;
- Identification of development opportunity sites; and
- Implementation actions and key benchmarks.

Economic Development Strategy 1.7: Provide regular updates on the City of Alamogordo's economic development efforts and accomplishments on the City's web site and through social media.

Economic Development Goal 2: Create a well-trained and educated workforce that can meet the needs of existing local employers and attract new businesses and industries.

Objective 2.1: To help raise the median household income and the quality of life for Alamogordo residents.

Objective 2.2: To ensure existing and future jobs in the civilian aircraft and aerospace industries and scientific research at Holloman AFB, White Sands Missile Range, and the Brackish Water Treatment Plant are filled by local residents trained in those industries.

Objective 2.3: To ensure young adults stay within the community and transition to well-paying jobs after completing their education.

Objective 2.4: To increase the market share for the renewable energy and film industries.

Economic Development Strategy 2.1: Support and partner with Alamogordo Public Schools and New Mexico State University-Alamogordo (NMSU-A) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., solar energy, aerospace, aviation, film production, hospitality, etc.).

Economic Development Strategy 2.2: Sponsor and participate in career expos that focus on STEM technologies, including aviation and aerospace, to encourage young adults to enter these fields.

Economic Development Strategy 2.3: Work with Otero County Economic Development Council and local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department and other entities.

Economic Development Goal 3: Support small business development, retention, and expansion.

Objective 3.1: To support business and employment opportunities for local residents.

Objective 3.2: To maintain and enhance Alamogordo's small, home grown businesses.

Objective 3.3: To encourage the redevelopment and adaptive reuse of vacant and/or underutilized buildings and properties in Downtown Alamogordo and the City Center.

Economic Development Strategy 3.1: Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.

Economic Development Strategy 3.2: Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and follow the New Mexico MainStreet required format.

Economic Development 3.3: Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.

Economic Development Strategy 3.4: Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.

Economic Development Strategy 3.5: Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.

Economic Development Goal 4: Recruit quality commercial and industrial development that will support and sustain economic growth.

Objective 4.1: To grow the local jobs base and increase tax revenues.

Objective 4.2: To encourage businesses that will benefit from rail and/or adjacency to the Alamogordo-White Sands Regional Airport.

Objective 4.3: To support the creation of a new business park.

Objective 4.4: To support local farming through value-added agriculture businesses.

Economic Development Strategy 4.1: Identify and prioritize infrastructure improvements needed by target industries to encourage relocation or expansion in Alamogordo. Incorporate these capital improvements into the City's ICIP.

Economic Development Strategy 4.2: Create a Master Plan for the new business park at the Alamogordo-White Sands Regional Airport property, as designated on the Preferred Land Use Scenario. The Master Plan should include, but not be limited to:

- A lot layout plan;
- Backbone infrastructure plan;
- Desired business types;
- Development standards that address building heights and massing, circulation and access, setbacks, signs, landscaping, etc.; and
- Phasing plan.

Economic Development Strategy 4.3: Target and recruit food manufacturing companies that utilize locally grown agricultural products (i.e., pistachios, pecans, cherries, apples) to expand the market share of value-added agriculture.

Economic Development Goal 5: Promote and strengthen Alamogordo as a tourist destination.

Objective 5.1: To capture more tourism dollars from visitors to White Sands National Monument, New Mexico Museum of Space History, Sacramento Mountains, Trinity Site, and other local and regional attractions.

Objective 5.2: To foster an increase in the number of businesses (e.g., motels, hotels, restaurants, etc.) that cater to tourists.

Objective 5.3: To market Alamogordo as an ideal location for STEM, aerospace, and aviation conferences and workshops.

Economic Development Strategy 5.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council on promoting Alamogordo's local and regional tourism destinations.

Economic Development Strategy 5.2: Pursue a public/private partnership for the development of a conference center/hotel in Alamogordo.

Economic Development Strategy 5.3: Work with the Otero County Economic Development Council on promoting Alamogordo as a conference destination for conferences, expos, and workshops focused on aerospace, aviation, and STEM industries.

Economic Development Strategy 5.4: Allocate a larger portion of the lodgers' tax revenues towards marketing for Alamogordo as a tourist destination.

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5. Housing & Neighborhoods

5.1 INTRODUCTION

Housing is foundational in the development and sustainability of a healthy community. The provision of safe and affordable housing through a wide range of housing types, including single family detached houses, townhouses, apartments, as well as owner-occupied and rental properties at a range of different costs, can create vibrant and diverse neighborhoods for current and future residents.

The Housing element provides an overview on existing housing characteristics, housing costs, and local housing organizations working to meet the affordable housing needs of Alamogordo, including those that work directly with veterans, military service members, and the homeless.

5.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to the provision of housing in Alamogordo. The results provide insight to the community's views on housing and the support for the overarching goal of addressing the demand for quality housing as the community grows and changes over time, while ensuring that neighborhoods are safe, well-maintained, and stable.

In response to the question whether the City has an adequate supply of affordable housing, 37% disagreed or strongly disagreed, while 33% agreed or strongly agreed. Respondents believe that the City needs more single family housing (44%), apartments (33%), townhouses (30%), senior housing (22%), and live/work (12%). When asked if there are obstacles to buying a home in Alamogordo, 59% said yes and 41% said no. Respondents who said "yes" felt there were a variety of obstacles, including prices are too high (67%), incomes are too low (56%), lack of a down payment (31%), ancillary costs too high (31%), and limited range of housing types (27%).

5.3 HOUSEHOLD CHARACTERISTICS

HOUSEHOLD TYPE

In 2015, there were 12,428 households in Alamogordo; 62.7% were family households and 37.3% were non-family households. Between 2000 and 2015, there was an overall decrease in total households of -9.3% in Alamogordo; family households decreased by -19.9% and non-family households increased by 16.6%. In comparison, Otero County experienced a 3.0% increase in total households; family households decreased by -7.2% and non-family households increased by 30.7%.

Between 2000 and 2015, the most notable change for Alamogordo was in households with one or more people aged 60 years and over; an increase of 48.3%. Otero County experienced an even greater increase of 84.2% in elderly

TABLE 6.1: HOUSEHOLD CHARACTERISTICS, 2000 TO 2015

	City of Alamogordo			Otero County		
Household Type	**2000**	**2015**	**% Change 2000-15***	**2000**	**2015**	**% Change 2000-15***
Total households	13,704	12,428	-9.3%	22,984	23,668	3.0%
Family households (families)	71.0%	62.7%	-19.9%	73.1%	65.9%	-7.2%
With own children under 18 years	51.1%	37.7%	-40.9%	50.8%	39.3%	-28.1%
Married-couple family	78.3%	71.8%	-26.6%	78.6%	73.9%	-12.8%
With own children under 18 years	46.3%	28.8%	-54.3%	46.2%	32.7%	-38.4%
Female householder family	16.6%	22.1%	7.1%	16.1%	19.7%	13.6%
With own children under 18 years	69.4%	65.0%	0.4%	68.9%	63.5%	4.6%
Non-family households	29.0%	37.3%	16.6%	26.9%	34.1%	30.7%
Householder living alone	86.9%	87.1%	16.8%	86.4%	87.4%	32.2%
65 years and over	30.2%	30.3%	17.0%	30.0%	35.9%	56.6%
Households with one or more people under 18 years	39.2%	25.8%	-40.3%	40.5%	29.1%	-26.0%
Households with one or more people 60 years and over	23.1%	37.7%	48.3%	22.7%	40.6%	84.2%
Average household size	2.57	2.46	-4.3%	2.66	2.63	-1.1%
Average family size	3.07	3.14	2.3%	3.14	3.31	5.4%

Source: U.S. Census Bureau, 2000 SF3, American Community Survey 2000 - 2015 5-year estimates.

households. The average household size in Alamogordo remained relatively steady between 2000 and 2015, with a decrease from 2.57 to 2.46. In comparison, average household size in Otero County remained slightly higher than that of Alamogordo, but still relatively steady.

HOUSING TENURE

Between 2000 to 2015, there was a 10.4% decrease in total housing units. Vacant housing units decreased by 16.9% during this time. There was a substantial increase (16.2%) in vacant housing units in Otero County. Only owner-occupied units decreased by a small amount *(see Figure 6.2).*

HOUSING AGE

The peak decade for housing built was 1970 to 1979, where 2,586 homes were built in Alamogordo and 6,040 were built in Otero County *(see Figure 5.1)*. Alamogordo's rate in housing structures built sharply declined by 2015 with only 352 houses built since 2010, a level not seen since pre-1950s.

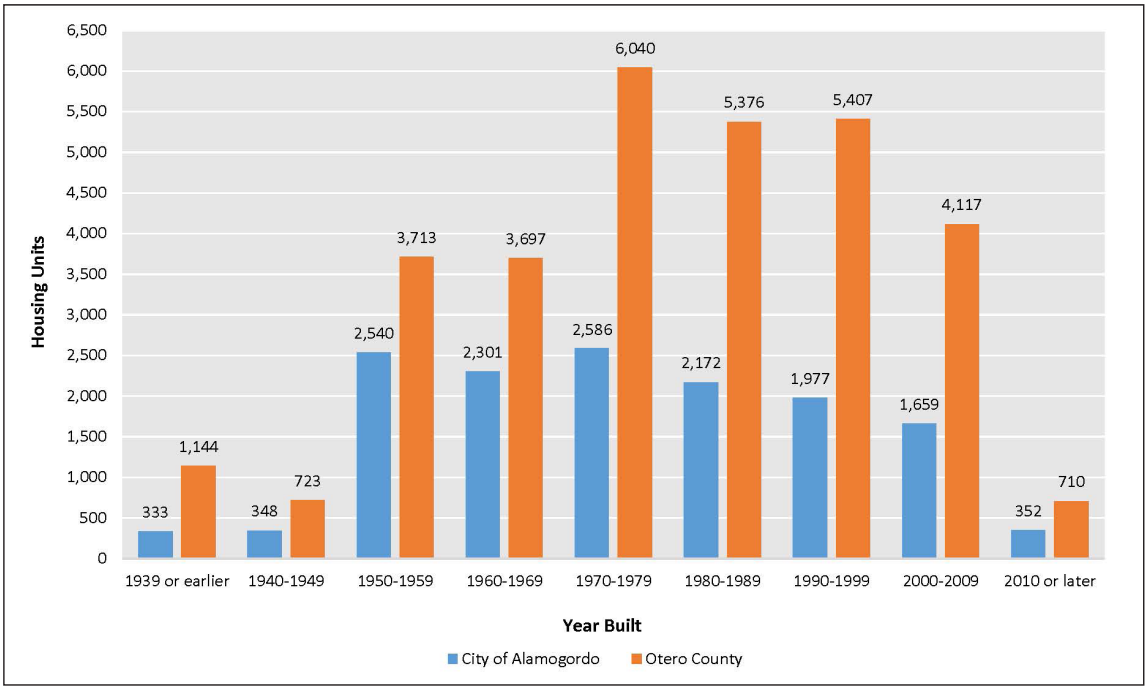
The housing stock in Alamogordo is older than that of both Otero County and New Mexico. The median year in which housing structures were built in Alamogordo was 1976. In contrast, the median year for housing structures built in Otero County was 1980 and the state was 1981.

TABLE 5.2: HOUSING TENURE, 2000 TO 2015

	City of Alamogordo			Otero County		
	2000	2015	% Change 2000-15	2000	2015	% Change 2000-15
Total housing units	15,920	14,268	-10.4%	29,272	30,967	5.8%
Occupied housing units	13,704	12,427	-9.3%	22,984	23,659	2.9%
Owner-occupied housing units	8,313	7,245	-12.8%	15,372	15,213	-1.0%
Renter-occupied housing units	5,391	5,182	-3.9%	7,612	8,446	11.0%
Vacant housing units	2,216	1,841	-16.9%	6,288	7,308	16.2%

Source: U.S. Census Bureau, 2000 SF3, American Community Survey 2000 - 2015 5-year estimates.

FIGURE 5.1: HOUSING AGE



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

UNITS IN STRUCTURE

In 2015, 70% of the housing units in Alamogordo were single family detached units *(see Table 5.3)*. This was significantly higher than in Otero County and New Mexico as a whole, where single family detached units comprised 61.7% and 64.6%, respectively. The second highest housing unit was mobile home at 15%, significantly less than Otero County (27.6%) and New Mexico (16.7%). Alamogordo has a slightly higher percentage of 2 or 4 units and 5 to 9 units per structure at 4% and 2.5% than Otero County and the state overall.

TABLE 5.3: UNITS IN STRUCTURE, 2015

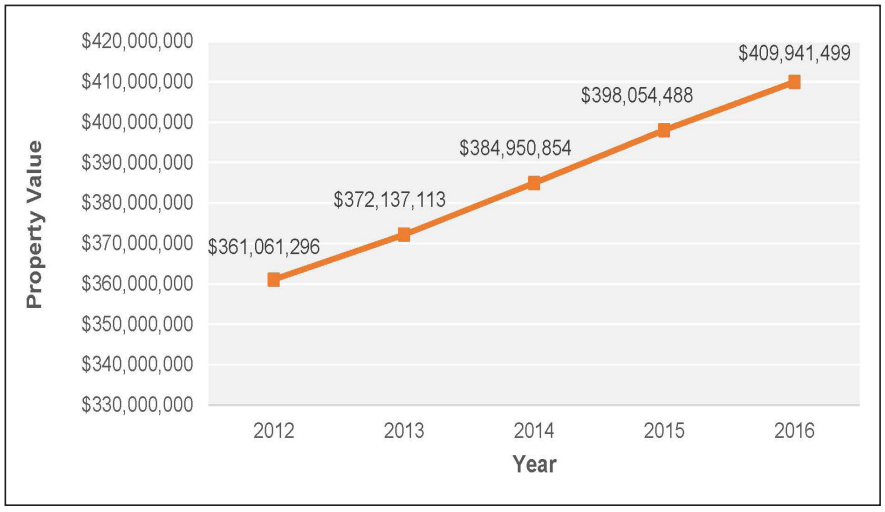
Housing Type	Number of Units	% of Housing
Single Family Detached	10,072	70%
Single Family Attached	245	1.7%
2 Units	290	2%
3 or 4 Units	575	4.0%
5 to 9 Units	367	2.5%
10 to 19 Units	326	2.3%
20 to 49 Units	114	.7%
50 or more Units	0	0%
Mobile Home	2,168	15%
Boat, RV, Van, etc.	111	.77%
Total	14,268	100%

Source: U.S. Census Bureau, American Community Survey 2011 - 2015 5-year estimates.

5.4 ASSESSED RESIDENTIAL PROPERTY VALUES

The Otero County Assessor's Office is charged with determining the fair market value of property so that the tax burden can be fairly and equitably distributed. The New Mexico Taxation and Revenue Department separates each taxable area into Property Tax Districts based on the boundaries of the Public School District serving that area. Alamogordo City Property Tax District Designation is 1-IN. Assessed valuation of property in the Alamogordo City tax designated district has been steadily increasing since 2012 *(see Figure 5.2)*. This trend is expected to continue as preliminary estimates for 2017 are showing increases over the previous year.

FIGURE 5.2: ALAMOGORDO ASSESSED PROPERTY VALUATION



Source: Otero County Assessor. Certified Total Assessed Values 2012-2016.

5.5 ECONOMIC CONDITIONS IMPACTING HOUSING

POVERTY STATUS

The poverty status of an area can have a dramatic impact on housing tenure and housing upkeep. Between 2012 and 2015, individuals living in poverty in Alamogordo increased by 4.6%. In 2012, persons living in poverty constituted approximately 15.9% of the total population, and by 2015, that percentage increased to 20.5%. This is lower than that of Otero County (23.0%) and New Mexico (30.1%).

In 2015, there were 15.6% of Alamogordo families living in poverty. The percentage rose to 34% amongst Hispanic or Latino families living below the poverty level, the highest percentage of all racial categories *(see Figure 5.3)*.

COST BURDENED HOUSEHOLDS

Households with housing costs that exceed 30% of household income are considered to be "cost-burdened." In 2015, the percentage of cost-burdened, owner-occupied households was approximately 21%. Conversely, the percentage of cost-burdened, renter-occupied households was approximately 50%. New Mexico averages 33.7% and 44.9%, respectively (see Figure 5.4). The population that is most cost burdened are those in the lower income brackets under $35,000 per year.

FIGURE 5.3 POVERTY STATISTICS

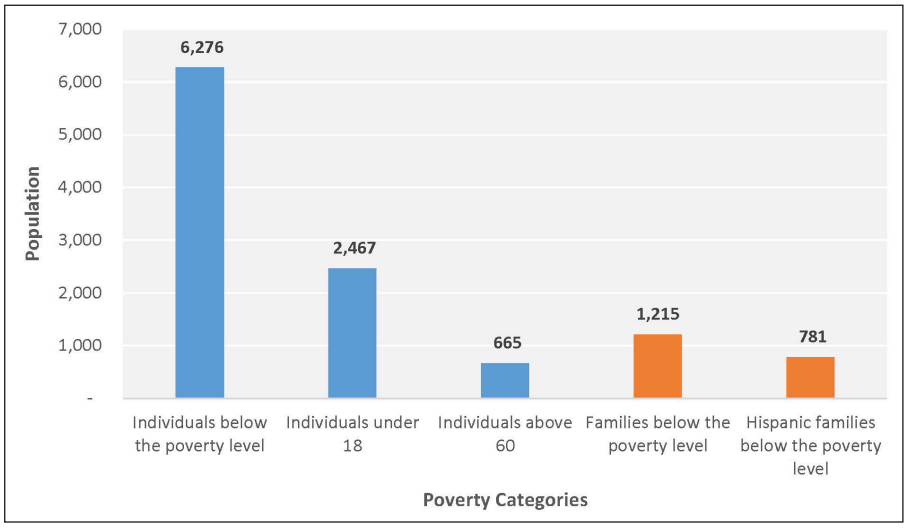
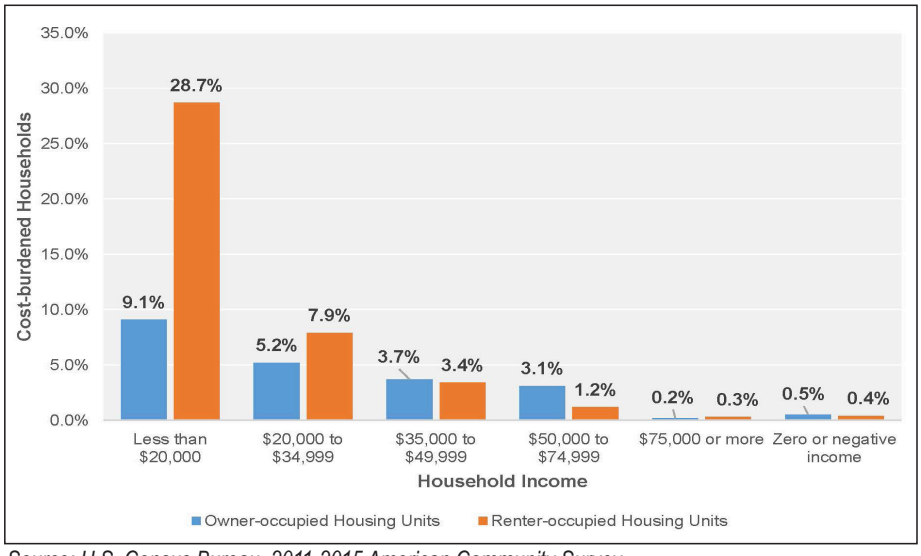


FIGURE 5.4: MONTHLY HOUSING COSTS AS A % OF HOUSEHOLD INCOME



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

5.6 MILITARY HOUSING

The Soaring Heights Community owns the privatized housing development for Holloman AFB and Department of Defense families. Houses are available for Department of Defense retirees and active duty service members. Soaring Heights is located on base and has 3- and 4-bedroom single family housing available for purchase or rent. The community has several amenities including parks, a community center, and Holloman Elementary and Middle Schools, which are part of the Alamogordo Public School District.

Holloman AFB provides Unaccompanied Housing for single airmen that are within the ranks of E-1 to E-3 and E-4 with less than three years of service. The Unaccompanied Housing dormitory has a total of 637 units with a bathroom shared by no more than two people.

Holloman AFB military members have the freedom to live off base (if they choose) in the Alamogordo community. The Holloman Housing Referral Office (HRO) assists military and Department of Defense personnel in finding a quality place to live in the City if they choose this option.

5.7 HOUSING ORGANIZATIONS

There are several programs in Alamogordo and Otero County that provide housing and/or rent assistance. These groups include:

City of Alamogordo Public Housing Authority
The City Public Housing Authority, located at 104 Avenida Amigos, manages Alta Vista and Plaza Hacienda housing projects and the Housing Choice Vouchers (Section 8) program. It also offers administrative support for affordable housing in Alamogordo. The Housing Authority would be a key stakeholder in assisting with meeting the City's affordable housing goals and objectives determined as part of creating a future Affordable Housing Plan.

Eastern New Mexico Housing Authority
The Eastern New Mexico Housing Authority provides a housing assistance to low-income families across 12 counties in eastern New Mexico. The Housing Authority's main office is located in Roswell.

Habitat for Humanity
Habitat for Humanity is a non-profit group of volunteers that builds and rehabilitates homes for low-income people and families world-wide. Recipients invest their own labor into building their homes and the homes of others. Houses are sold to partner families at no profit and financed with affordable loans. The homeowners' monthly mortgage payments are used to build new Habitat homes.

Southeast New Mexico Community Action Corporation (SNMCAC)
SNMCAC provides CSBG Rent/mortgage payments and utility assistance, FEMA Assistance, rehabilitation of homes for elderly, disabled, and low -income individuals. SNMCAC has offices in Chaves, Otero, and Eddy counties.

YES Housing, Inc.
YES Housing functions as the developer, owner, and manager of affordable housing projects for disadvantaged and income qualified families and the elderly in projects throughout New Mexico. YES Housing assembles the development team, determines the feasibility of the project, identifies financing mechanisms, and establishes partnerships. The Otero Village Apartments, a 40-unit, tax credit, affordable housing property located at 2553 E. 1st Street in Alamogordo, is managed by YES Housing.

Center of Protective Environment (COPE)
COPE provides housing services in Otero and Lincoln counties, but is limited to victims of domestic violence. COPE opened in 1980 and serves about 1,000 residents in Otero and Lincoln County yearly. COPE provides a number of services for survivors of domestic violence and their children and runs an intervention program for offenders. COPE recently renovated the Alamogordo facility to include expanded office spaces and parking lot security for the shelter. The renovations were funded through grants, private donations, and a loan from the City of Alamogordo.

5.8 HOUSING ISSUES and NEEDS

AFFORDABLE HOUSING

According to the City of Alamogordo's Public Housing Authority, Alamogordo is at 97% capacity at its affordable housing units. Combined with the higher than average percentage of households that are cost-burdened, these numbers point to the fact that Alamogordo needs more affordable housing, primarily rental units.

The City of Alamogordo adopted an Affordable Housing Ordinance in 2005 (Ord. 1246, Appendix C, 10-11-2005). With this Ordinance in place, the City is exempted from a portion of the State of New Mexico's "anti-donation" clause and can pay for or donate costs towards land for the construction of affordable housing, construction or renovation of affordable housing from existing buildings, financing or developing the infrastructure to support affordable housing, and/or operating or owning affordable housing. The Ordinance outlines the procedures by which the City will process and evaluate applicants, ensure the long-term viability of affordable housing projects, provide security for public funds or property granted to construct affordable housing projects, and guarantee that residents of affordable housing are living in safe, well-maintained facilities. The Ordinance was coordinated with and approved by New Mexico Mortgage Finance Authority (MFA) prior to adoption by the City Commission.

Cottonwood Commons affordable housing development.

It is strongly recommended that the City develop an Affordable Housing Plan, which would benefit the City's affordable housing program by providing a clear plan and road map to address the current housing needs for cost-burdened households in Alamogordo. The MFA provides grants for development of Affordable Housing Plans, which address the need for affordable rental and for sale housing by cost-burdened households over a five-year planning horizon. The Affordable Housing Plan should identify the gap between what cost-burdened households can afford and the typical costs for owning or renting a home, plus utilities, in Alamogordo. The City of Alamogordo could either create an Affordable Housing Plan by itself or the City could jointly develop an Affordable Housing Plan with Otero County. The City's current Affordable Housing Ordinance will likely be revised once the City completes the Affordable Housing Plan to ensure consistency between the two documents and adherence to the State of New Mexico's requirements.

SPECIAL NEEDS POPULATIONS

Providing adequate housing for special needs populations (i.e. seniors, disabled, veterans, and homeless, single parent households) is an important component of any comprehensive housing strategy.

Disabled, Veterans, and Homeless Populations

Providing housing for the disabled, veterans, and homeless population is another important area of focus that will be addressed in more detail in the future City of Alamogordo Affordable Housing Plan. As defined by the US Census, "Population with a Disability" refers to those with a hearing, vision, cognitive, ambulatory, self-care, or independent living difficulty. According to the 2011-2015 American Community Survey, 18.1% of the population of Alamogordo were considered disabled. This is higher than Otero County at 17.6% and New Mexico as a whole with 14.6% Among the disability types Alamogordo was in line with Otero County and New Mexico except for the categories of "with a vision difficulty" at 4.3% and those "with an ambulatory difficulty" at 11.8%. This is higher than both the Otero County and the state as whole. The higher percentage is likely connected to the New Mexico School for the Blind and Visually Impaired, which is located in Alamogordo.

The Veterans' Administration estimates that one-third of adult homeless men and nearly one-quarter of all homeless adults have served in the armed forces. This population is considered at risk due to poverty, lack of support from family and friends, and precarious living conditions in overcrowded or substandard housing. It is estimated that almost half of all homeless veterans suffer from mental illness, more than two-thirds suffer from alcohol or drug abuse, and nearly 40% have both psychiatric and substance abuse disorders. Alamogordo has nearly double the percentage of veterans, 21.9% than New Mexico as a whole. Poverty status among veterans in Alamogordo is in line with Otero County and New Mexico at approximately 9%.

Foxhole Homes is a non-profit organization dedicated to fighting veteran homelessness and providing sustainable housing and community for veterans in need. The goal is to ..."build a sustainable research community that will provide housing with little or no utility bills, and offer jobs for veterans utilizing regenerative agricultural practices that will make the land throughout the community more fertile as time goes on. The members of the community will be integral to its development and the goal, once it is completed, is to be self-sustaining." The model for Foxhole Homes will be an off-grid home built from recycled and repurposed materials, originally inspired by Earthship Biotecture. Foxhole Homes has been working with the New Mexico Construction Industries Division, City of Alamogordo, and Otero County to determine jurisdictional issues on a preferred site.

In 2017, a Point-in-Time Count Report by the New Mexico Coalition to End Homelessness found there to be nine homeless people in Otero County between January 26, 2015 and January 26, 2016 in emergency shelter. According to the report, there are only 24 emergency shelter beds in Otero County. However, it is acknowledged that there are far more homeless people that live in abandoned houses and in the desert around Alamogordo. An overnight shelter has been identified as a need by the agencies who provide services to the homeless.

Senior Housing

In 2015, the estimated population that was 60 years and over in Alamogordo was 23.6%. The senior population will continue to grow as baby boomers age and retire. These changing demographics will demand that senior housing be at the forefront of housing priorities for Alamogordo. Alamogordo may need to absorb some senior housing needs from nearby Tularosa and other rural outlying areas.

Housing specifically focused on seniors allows those member of the community to stay near their families instead of having their lives disrupted by moving away due to aging and need for higher levels of care. Ideally, there should be a range of care options including assisted living, memory care, nursing care, and some independent living.

Currently, Alamogordo has several senior living facilities, which range in size and offer a variety of living arrangements. Some of the most popular are Beehive Homes, The Aristocrat Assisted Living, Regency Retirement Community, Azotea, and Amber Skies 55+ Manufactured Homes Community.

Azotea is a 60-unit, affordable senior living community comprised of 14 one- and two-story buildings, each with one and two bedroom units. Features include passive solar orientation, active solar PV array grid-tie community building, raised garden beds, fruit tree groves, concrete massing, and recycled building materials. Azotea won the New Mexico Mortgage Finance Authority (MFA) Low Income Housing Tax Credit Design Competition and a Green Communities grant from Enterprise Social Investment Corporation in 2004.

Azotea Senior Housing Community.

5.9 FY 2019-2023 ICIP

The City of Alamogordo has identified a number of capital improvements on the FY 2019-2023 Infrastructure Capital Improvements Plan (ICIP) for the City's Public Housing Authority. Table 6.4 identifies the projects, time line, and cost for improvements to the Alta Vista and Plaza Hacienda projects.

TABLE 5.4: FY 2019-2023 ICIP - PUBLIC HOUSING AUTHORITY

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Replacement of Windows at Alta Vista and Plaza Hacienda	-	$827,000	-	-	-	-	$827,000
Upgrade Housing Unit Plumbing at Plaza Hacienda	-	$50,000	$50,000	$50,000	-	-	$150,000
Remove and Replace Sidewalks, Curbs, and Gutters at Alta Vista	-	-	$300,000	-	-	-	$300,000
Replacement of Storm Doors at Alta Vista and Plaza Hacienda	-	-	$25,000	-	-	-	$25,000
Repair Spalling at Alta Vista	-	-	$25,000	-	-	-	$25,000
Upgrade HVAC Systems at Alta Vista	-	-	-	$300,000	-	-	$300,000
Design and Remodel Kitchens at Plaza Hacienda	-	-	-	$300,000	-	-	$300,000

5.10 GOALS, OBJECTIVES, and STRATEGIES

Housing and Neighborhoods Goal 1: Promote equal access to a diverse range of housing types and costs to meet the housing needs of existing and future residents.

Objective 1.1: To ensure Alamogordo's housing stock is safe and attainable.

Objective 1.2: To decrease the number of cost-burdened households (i.e., spending more than 30% of their household income on housing and utility costs).

Objective 1.3: To accommodate the housing needs of single parent households, seniors, military veterans, people with disabilities, and other special populations.

Objective 1.4: To increase the availability of rental and ownership workforce housing for those employed in law enforcement, health care, and education.

Housing and Neighborhoods Strategy 1.1: Apply for a grant from the New Mexico Mortgage Finance Authority to create an Affordable Housing Plan and associated Affordable Housing Ordinance that complies with the New Mexico Affordable Housing Act and contains:

- A comprehensive community and housing profile that includes demographic characteristics, household characteristics, and housing market description;
- Assessment of existing and future housing needs;
- Determination of the regulatory and non-regulatory constraints to affordable housing in Alamogordo; and
- Identification of goals, policies, and quantifiable objectives to meet affordable housing needs within a planning horizon of five years.

Housing and Neighborhoods Strategy 1.2: Identify available City-owned resources (e.g., land, buildings) that could be donated towards the development of multi-family rental housing that is financed through programs including, but not limited to, Low Income Housing Tax Credits (LIHTC), and designed to meet the New Mexico Mortgage Finance Authority's 2016 Mandatory Design Standards for Multi-family Housing.

Housing and Neighborhoods Strategy 1.3: Work with regional housing providers (e.g. Tierra del Sol Housing Corporation) to apply for rehabilitation funds for single family homes from the HOME Investment Partnership Program, USDA Rural Development rural repair and rehabilitation loans, and Section 504 grants for income qualified homeowners and elderly persons (62 and older).

Housing and Neighborhoods Strategy 1.4: Work with the New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.

Housing and Neighborhoods Strategy 1.5: Develop incentives, such as density bonuses, fee waivers, and land donations, for developers to build affordable housing for income qualified households and special populations, including single parent households, elderly, veterans, disabled, etc.

Housing and Neighborhoods Strategy 1.6: Pursue the development of a full range of senior housing facilities, including independent living, assisted living, memory care, and skilled nursing.

Housing and Neighborhoods Goal 2: Ensure that Alamogordo residential neighborhoods are safe, well-maintained, and stable.

Objective 2.1: To correct blighting conditions and protect public health, safety, and welfare.

Objective 2.2: To discourage crime and vandalism in residential neighborhoods.

Objective 2.3: To encourage the rehabilitation of existing vacant and dilapidated buildings for single family and multi-family housing development.

Housing and Neighborhoods Strategy 2.1: Develop a "Home and Yard of the Month" program that acknowledges property owners' efforts to improve their properties and contribute to the positive appearance of their neighborhood.

Housing and Neighborhoods Strategy 2.2: Continue to work with Keep Alamogordo Beautiful and participate in the New Mexico Clean and Beautiful grant program to improve the visual environment of the community through landscape improvements, weed and graffiti removal, painting, and repair and restoration of residential properties.

Housing and Neighborhoods Strategy 2.3: Determine the feasibility of developing a City-managed land bank for vacant and abandoned residential properties that can be purchased and rehabilitated by non-profits, builders, or individuals.

Housing and Neighborhoods Goal 3: Encourage green building techniques and sustainable housing development.

Objective 3.1: To conserve resources and minimize impacts to the environment.

Objective 3.2: To encourage development of new and rehabilitated housing in close proximity to neighborhood commercial businesses, jobs, and support services.

Housing and Neighborhoods Strategy 3.1: Develop a voluntary green building ordinance that includes incentives and addresses lot selection, design, preparation, and development; recycling of construction materials; minimum energy efficiency standards; and indoor and outdoor water use.

Housing and Neighborhoods Strategy 3.2: Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.

Housing and Neighborhoods Strategy 3.3: Create minimum standards that address size, location, structural and electrical requirements, waste removal, egress/ingress, etc. for the construction and placement of tiny homes.

Housing and Neighborhoods Goal 4: Provide temporary housing for the homeless population in Alamogordo.

Objective 4.1: To reduce the occurrence and frequency of homelessness for individuals and families in Alamogordo.

Objective 4.2: To provide a safety net and related services for the homeless population.

Housing and Neighborhoods Strategy 4.1: Work with Otero County and local service providers on applying for a grant to fund the construction of an overnight homeless shelter.

Housing and Neighborhoods Strategy 4.2: Distribute information on support services, temporary and transitional housing facilities, and mental health, substance abuse, and domestic violence service providers.

6. Infrastructure

6.1 INTRODUCTION

Infrastructure systems are critical elements that support day-to-day functions of the City of Alamogordo and ensure the health, safety, and welfare of the citizens. The capacity for infrastructure expansion influences the future growth and development of the community. The Infrastructure element provides an overview of the existing condition of the City of Alamogordo's utility infrastructure including, but not limited to, the water distribution system, sanitary sewer system, and storm drain system; identifies issues related to the systems; and provides recommendations for future improvements and expansion. It also summarizes and/or references several infrastructure plans and studies completed for the City of Alamogordo.

Systematic maintenance, replacement, and improvement of the existing infrastructure is one of the most pressing issues facing Alamogordo. A considerable portion of the sanitary sewer, water distribution, and storm drain systems are dated and need replacement or upgrading. Development of a comprehensive approach to maintaining and improving the water, wastewater, and drainage infrastructure systems should be a priority of the City for ensuring the health, welfare, and safety of existing and future residents.

6.2 SANITARY SEWER SYSTEM

WASTEWATER TREATMENT FACILITY

The sanitary sewage within the City of Alamogordo is collected in a network of pipes that transport it to the municipal wastewater treatment plant (WWTP), owned and operated by the City. The WWTP was built in 1975 and is located at 3290 Airport Road. The components of the original WWTP were periodically upgraded and/or replaced over the years. The WWTP is capable of handling a flow of 4.0 million gallons per day (MGD) and is currently running with an actual hydraulic flow rate of approximately 2.15 MGD. The location and the service area of the WWTP is shown on the Sewer Collection System map, page 93.

A Preliminary Engineering Report (PER) completed in 2005-2006 provided a detailed evaluation of the existing treatment processes at the WWTP, analyzed several alternatives for improving and expanding these treatment processes, and made final recommendations for improvements, including project cost estimates to provide reliable wastewater service for a 20-year period (2010-2030) *(Bohannan Huston Inc., June 2010)*. The improvements to the WWTP were anticipated to cost approximately $20 million based on 2010 dollars. The design and construction of the improvements were phased to spread the City's financial commitment over several years.

In 2010, the average daily dry-weather sewage flow was approximately 2.2 MGD, accounting for approximately 55% of the original design flow of 4.0 MGD. The PER anticipates that the WWTP will receive approximately 3.72 MGD in 2030 based on population characteristics and projected wastewater generation rates. For this figure, the PER chose a wastewater generation rate of 80 gallons per capita per day (GPCD) and a growth rate of 1.2% as a reasonable estimate for projecting population growth in the WWTP service area.

The PER determined that the current design flow of 4.0 MGD will support future population growth. However, it was identified that much of the mechanical and structural components of the facility were significantly deteriorated and needed replacement or maintenance. The secondary treatment system (aeration basins) and disinfection system were identified as needing upgrading to ensure the compliance with all New Mexico Environment Department (NMED) requirements for the plant effluent parameters, including biochemical oxygen demand, total suspended solids, nitrogen, and fecal coliform, and thereby maintain health and safety of the public. The City has completed most of the upgrades to the WWTP proposed by the PER and should continue to plan and allocate funds for the remaining improvements (e.g., upgrading the primary digester, adding a secondary digester, and other proposed improvements).

In addition to WWTP improvement efforts, the City should work towards putting in place ordinances to control pollutants which interfere with sewer collection system and treatment processes. Establishing and enforcing Fats, Oils, and Grease (FOG) related policies (e.g., inspection programs, numeric pretreatment limits, and best management practices including the use of interceptor/collector

devices) can prevent FOG discharges from food service establishments from entering the sewer collection system which can block the sanitary sewer system, interfere with wastewater treatment processes, and cause public health and water quality problems.

The WWTP has an active reclaimed water reuse system running throughout the City for irrigation purposes, as well as construction and other non-potable water needs. The Water Reclamation Facility is designed for an average design flow capacity of 3.0 MGD, with peak daily and hourly design flow rates of 6.0 MGD and 7.5 MGD, respectively.

WATER REUSE

The City's Water Reclamation Facility is comprised of 26 miles of pipe consisting of 4-inch Polyvinyl Chloride pipe (PVC), 16-inch PVC Pipe and Asbestos Cement (AC) Pipe. The reuse water system has a total of five ground storage reservoirs and 11 ponds located at the Desert Golf Course. The water reuse system is divided into three pressure zones and is supported by seven booster stations. The water reuse system is permitted by the NMED to discharge 5.0 MGD of reclaimed water to various locations within the City, including roadway medians, parks, Desert Lakes Golf Course, native grassland, and a surplus discharge area.

The continued drought in New Mexico and the temporary loss of Bonito Lake as a water source prompted the City to review the water reuse system and identify the needed improvements. Subsequently, the City of Alamogordo Wastewater Reuse Master Plan Update *(Bohannan Huston, Inc., June 2015)* was completed. The update provides a technical review of the reuse system and recommendations for future improvements and expansion of supply, storage, and distribution systems.

The Plan Update identified that the system experiences pressure issues during summer when the demand for reuse water is high. However, during the fall, winter, and early spring months, there is a excess water that is not used and is either discharged into three center pivot irrigation systems located south of the Alamogordo-White Sands Regional Airport or discharged at the Section 16 land application area located southwest of the WWTP. The reclaimed water produced (over 100 MG) during these months could be stored and used during the peak season.

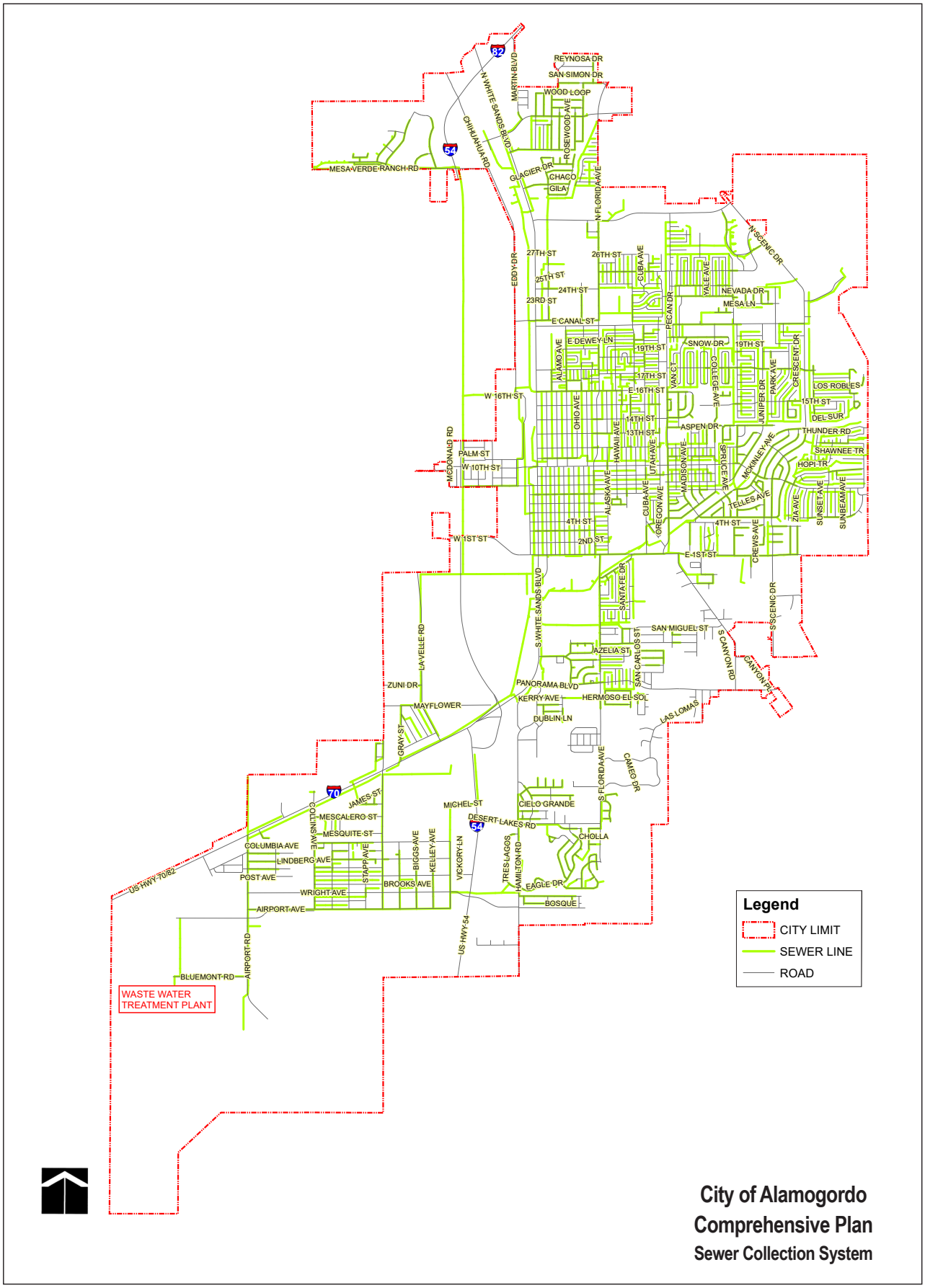
The City recently developed a water model to replicate actual field data provided by the Plan Update. An effort that helped to analyze the existing condition and provide recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the whole reuse system.

In addition, the City completed the Reclaimed Water Line Looping project. This project consists of installation of reuse water lines running down the west side of White Sands Boulevard, near the UP railroad tracks, to connect the existing 14-inch line in 1st Street to the 6-inch line which dead-ends at 10th street and serves the Alameda Park Zoo. Phase one has been constructed from the south end up to 11th Street. The second phase, which is the installation of reuse waterline from 11th Street to the existing line in Alameda Park Zoo, is currently underway. This line looping project in intended to relieve large pressure swings and improve water flow and quality throughout the reuse system.

The City is in the design stages to upgrade the pivot irrigation line located south of the Airport. The pivot line is utilized during the fall, winter, and early spring months when the demand for reuse water is low. The project's scope of work is to replace the existing 2.5 miles reclaimed transmission line from the entrance road near the WRF to the pivot sprinkler site; however, funding for the project is needed.

SEWER COLLECTION SYSTEM

The sewer collection system consists of over 2,940 gravity sewer lines, 150 sewer service lines, and 2,890 manholes. Two lift stations are currently in operation for the sanitary sewer system. The majority of the sewer lines are PVC with some Verified Clay (VC) pipes. Sewer service is available to most City residents, except for the neighborhood around West 10th Street (located west of the railroad tracks), the area east of the Gerald Champion Regional Medical Center on Scenic Drive, and the area located south of and along South Canyon Road *(see the Sewer Collection System map, page 93).*


REYNOSA DR
SAN SIMON DR
WOOD LOOP
MARTIN BLVD
N WHITE SANDS BLVD
ROSEWOOD AVE
CHIHUAHUA RD
MESA VERDE RANCH RD
GLACIER DR
CHACO
GILA
N FLORIDA AVE
N SCENIC DR
27TH ST
26TH ST
25TH ST
24TH ST
23RD ST
EDDY DR
CUBA AVE
YALE AVE
NEVADA DR
MESA LN
E CANAL ST
PECAN DR
E DEWEY LN
ALAMO AVE
19TH ST
SNOW DR
CRESCENT DR
17TH ST
E 16TH ST
W 16TH ST
VAN CT
COLLEGE AVE
PARK AVE
JUNIPER DR
LOS ROBLES
15TH ST
DEL SUR
OHIO AVE
14TH ST
13TH ST
ASPEN DR
THUNDER RD
SHAWNEE TR
HOPI TR
MCDONALD RD
PALM ST
W 10TH ST
HAWAII AVE
UTAH AVE
MADISON AVE
SPRUCE AVE
MCKINLEY AVE
TELLES AVE
ZIA AVE
SUNSET AVE
SUNBEAM AVE
ALASKA AVE
CUBA AVE
OREGON AVE
4TH ST
2ND ST
W 1ST ST
E 1ST ST
CREWS AVE
SANTA FE DR
S WHITE SANDS BLVD
S SCENIC DR
SAN MIGUEL ST
AZELIA ST
SAN CARLOS ST
S CANYON RD
CANYON TRL
LA VELLE RD
ZUNI DR
PANORAMA BLVD
KERRY AVE
HERMOSO EL SOL
MAYFLOWER
DUBLIN LN
LAS LOMAS
GRAY ST
CAMEO DR
S FLORIDA AVE
JAMES ST
MICHEL ST
CIELO GRANDE
DESERT LAKES RD
MESCALERO ST
MESQUITE ST
COLUMBIA AVE
LINDBERG AVE
POST AVE
WRIGHT AVE
AIRPORT AVE
COLLINS AVE
STAPP AVE
BIGGS AVE
KELLEY AVE
BROOKS AVE
VICKORY LN
TRES LAGOS
HAMILTON RD
CHOLLA
EAGLE DR
BOSQUE
US HWY 70/82
US HWY 54
AIRPORT RD
BLUEMONT RD
WASTE WATER
TREATMENT PLANT
Legend
CITY LIMIT
SEWER LINE
ROAD
City of Alamogordo
Comprehensive Plan
Sewer Collection System

The City's Wastewater Master Plan was completed in 2004 *(Molzen-Corbin & Associates, October 2004)*. The study identified major problems with the interceptor systems, which were collapsed due to the presence of hydrogen sulfide gas in municipal wastewater. The collapsed interceptor systems have been replaced or rehabilitated since 2004. The collection sewer lines were not part of the project scope.

The sanitary sewer system is typically extended with residential and commercial developments and street improvements. The sewer lines are being replaced prior to streets being rebuilt or reconditioned. However, a considerable portion of the sewer lines have reached their useful life and need replacement. In addition, much of the interceptor system does not have the capacity to receive and transport the peak flows to the WWTP.

The City would benefit from an Operation and Maintenance (O&M) program that provides systematic guidance for City personnel and includes the following elements:

- Properly manage, operate, and maintain all parts of the sanitary sewer system, including all sewer lines, manholes, pumping facilities, valves, etc.;
- Maintain compliance with all regulations;
- Provide a safe working environment for the employees;
- Provide adequate capacity to convey peak flows to the WWTP;
- Minimize the frequency and duration of sanitary sewer overflows (SSOs) and reduce inflow and infiltration (I/I);
- Mitigate the impact of SSOs on public health and the environment;
- Respond quickly and effectively to emergencies, operation failures, and other system problems;
- Collect complete and accurate information for reporting to the appropriate regulatory agencies;
- Provide employees with the tools and training needed to perform their work effectively; and
- Document system O&M activities using tools that support efficient utilization of staff and resources, and which provide a means for long-term assessment of trends and effectiveness.

Effective O&M programs are based on knowing what components make up the system, where they are located, and the condition of the components. With that information, maintenance can be planned and scheduled, rehabilitation needs identified, and long-term Capital Improvement (CIPs) planned and budgeted. Ideally, an O&M program is reviewed and adjusted accordingly over time, and should at minimum consist of the following elements:

- Preventative Maintenance program to determine tasks, labor, and frequency of services required to maintain the integrity and effectiveness of the program's core functions, such as valve maintenance, sewer line flushing, new service installations, and pump maintenance. Scheduled inspections and condition assessments are key components of the program.

- Emergency Response Plan to identify specific response actions to be taken during an emergency and provide details on the internal and external communication procedures, emergency equipment, employee safety protocols, and returning to normal operations. Emergencies includes routine emergencies (e.g., overflowing manholes, backups into homes, line breaks, localized electrical failure, and pump station outages) and catastrophic emergencies (e.g., floods, tornadoes, earthquakes and other natural events, or serious chemical spills).

- O&M Program Management to develop and implement Standard Operating Procedures, employee safety program, Asset Management Plan, rehabilitation and replacement planning, and capacity assurance planning. The Asset Management Plan helps to manage infrastructure capital assets to minimize the total cost of owning and operating them while delivering the service level customers desire. The focus is to provide an inventory of assets and their condition assessments to be used for project prioritization, financial analysis, and ICIP development.

- The capacity assurance component of an O&M program implies the need for master planning. The City should update the Wastewater Master Plan to evaluate the existing sewer collection infrastructure and wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed.
- Another key component of the O&M plan is employing the required staff. The City needs to review current staffing needs and meet the additional demand, as the budget allows, to support the maintenance procedures as well as normal and emergency operations of the sanitary sewer system. In addition, as the sanitary sewer system expands in the future, review of staffing needs will be required.

The City currently does not have an updated master utility map of either the domestic water lines or the sanitary sewer lines. Individual sections of the City are shown on separate maps. However, the City currently has a Geographic Information System (GIS) division to support all the City mapping functions. It should be City's priority to update the GIS data on a regular basis and maintain a functional database of infrastructure information and mapping.

ENVIRONMENTAL REGULATIONS

Environmental regulations and compliance programs are overseen by the City staff to ensure compliance with the U.S. Environmental Protection Agency (EPA) and NMED regulations. The City is responsible for planning, monitoring, regulating, and/or managing the programs including, but not limited to surface and ground water discharges, composting sewage sludge, and water/wastewater effluent analysis. Drinking water is regulated by combination of the EPA and NMED compliance programs such as NMED analytical reports, Consumer Confidence Reports, Lead-Copper Rule, and bacteriological analysis (Revised Total Coliform Rule).

6.3 WATER DISTRIBUTION SYSTEM

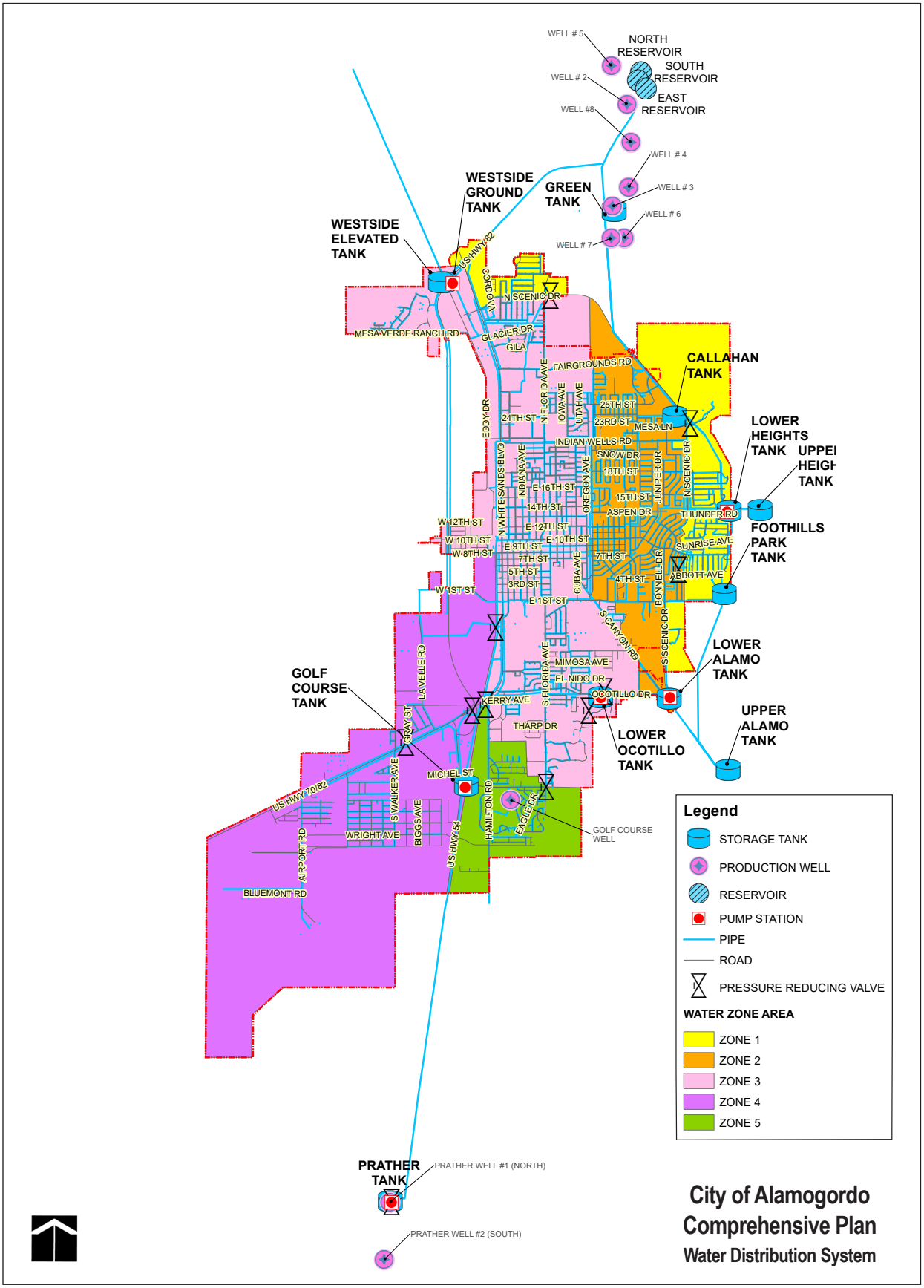
The City's domestic water system consists of more than 245 miles of water lines, ranging in size from 1-inches to 30-inches, over 1,710 fire hydrants, 12 storage tanks, 6 pump stations, 13 pressure reducing valves, 11 groundwater wells, and 3 raw water storage reservoirs. The water distribution system is split into 5 main pressure zones *(see Table 6.1 below and Water Distribution System map, page 96).*

TABLE 6.1: ALAMOGORDO WATER DISTRIBUTION SYSTEM

Storage Tanks			
Lower Alamo	Callahan	Westside Elevated	Prather
Foothills	Upper Heights	Westside Ground	Lower Ocotillo
Lower Heights	Green	Golf Course	Upper Alamo
Pump Stations			
Ocotillo	Alamo Canyon	Golf Course	Lower Heights
Prather (Booster)	Westside (Booster)		
Groundwater Wells			
Prather	La Luz Well Field (Well #2 - 8)	Mountain View*	Golf Course
Raw Water Storage Reservoirs			
North Reservoir	South Reservoir	East Reservoir	
Pressure Reducing Stations			
70 West	Callahan (2)	Golf Pressure	Hamilton
Las Lomas	North Florida (2)	Ocotillo	Prather
Presto	South Florida	Zia Pressure	

**Not currently operational.*

The City's water distribution system needs improvements or replacement. Many of the existing waterlines have reached the end of their expected operational life, causing leaks and frequent pipeline breaks. It is the City's goal to replace 1,000 feet of water distribution lines each year and repair or replace 100% of broken water main valves found in the system. However, the existing water distribution system needs to be evaluated to identify whether looping and/or properly sizing waterlines, where possible, are needed for fire protection as well as future growth and development. The City's water storage system (especially the tanks serving water zones 1 and 5) need to be expanded and upgraded to provide adequate operational storage, emergency storage, and fire suppression


WELL # 5
NORTH RESERVOIR
SOUTH RESERVOIR
WELL # 2
EAST RESERVOIR
WELL #8
WELL # 4
WELL # 3
WELL # 6
WELL # 7
WESTSIDE GROUND TANK
GREEN TANK
WESTSIDE ELEVATED TANK
US HWY 82
CORONADO
N SCENIC DR
MESA VERDE RANCH RD
GLACIER DR
GILA
FAIRGROUNDS RD
CALLAHAN TANK
N FLORIDA AVE
IOWA AVE
UTAH AVE
25TH ST
23RD ST
MESA LN
LOWER HEIGHTS TANK
UPPER HEIGHTS TANK
EDDY DR
24TH ST
INDIAN WELLS RD
SNOW DR
18TH ST
N SCENIC DR
JUNIPER DR
N WHITE SANDS BLVD
INDIANA AVE
OREGON AVE
E 16TH ST
15TH ST
14TH ST
ASPEN DR
THUNDER RD
FOOTHILLS PARK TANK
W 12TH ST
E 12TH ST
W 10TH ST
E 10TH ST
E 9TH ST
W 8TH ST
7TH ST
SUNRISE AVE
5TH ST
3RD ST
CUBA AVE
4TH ST
ABBOTT AVE
BONNELL DR
W 1ST ST
E 1ST ST
S CANYON RD
S SCENIC DR
LOWER ALAMO TANK
MIMOSA AVE
S FLORIDA AVE
EL NIDO DR
OCOTILLO DR
GOLF COURSE TANK
LAVELLE RD
KERRY AVE
UPPER ALAMO TANK
THARP DR
LOWER OCOTILLO TANK
GRAY ST
MICHEL ST
US HWY 70/82
S WALKER AVE
HAMILTON RD
EAGLE DR
GOLF COURSE WELL
WRIGHT AVE
BIGGS AVE
US HWY 54
AIRPORT RD
BLUEMONT RD
PRATHER TANK
PRATHER WELL #1 (NORTH)
PRATHER WELL #2 (SOUTH)
Legend
STORAGE TANK
PRODUCTION WELL
RESERVOIR
PUMP STATION
PIPE
ROAD
PRESSURE REDUCING VALVE
WATER ZONE AREA
ZONE 1
ZONE 2
ZONE 3
ZONE 4
ZONE 5
City of Alamogordo
Comprehensive Plan
Water Distribution System

storage for current and future needs, and ensure compliance with the applicable regulatory requirements.

The City's domestic water system includes two filter plants. The water collected from the Fresnal and La Luz Canyon system is piped to the City's 188 million-gallon raw storage (North Reservoir, South Reservoir, and East Reservoir), is filtered and disinfected in the La Luz filter plant, and then gravity flows to the system to supply water zones 2, 3, 4 and 5. Water is also pumped into zone 1 via the Lower Heights Booster Pump Station. On the southern end of the City, Alamo Canyon filter plant receives water piped from the Alamo Canyon System. This facility is not provided with raw water storage, so all water collected is immediately filtered and disinfected, then gravity flows to a Lower Alamo ground storage tank. Water from this tank gravity flows to the system and supplies water zones 3, 4 and 5. Much of the mechanical and structural components of the facility have reached the end of their expected operational life, are significantly deteriorated, and need replacement and/or upgrade. The rapid sand filter technology used in the plants is dated, causing operational problems, and does not guarantee compliance with applicable regulatory requirements.

The City would benefit from an O&M program. The primary role of the O&M program is to provide guidance on how to properly operate and maintain the municipal water system. Such program should consist of the following minimum elements:

- Preventative Maintenance (PM) program to determine tasks, labor, and frequency of service required to maintain the integrity and effectiveness of the to the program's core functions, such as hydrant maintenance, valve exercise program, pipe flushing, new service installations, and pump station, source facilities and water meter maintenance. Scheduled inspections and condition assessments are major components of a PM program.
- Emergency Response Plan (ERP) to identify specific response actions to be taken during an emergency that will maintain quantity and quality of water, protect employees, and minimize disruption to the public. The EPR includes internal and external communication procedures, contamination threat response procedures, replacement equipment and chemical supplies, personnel safety protocols, water shortage response procedures, returning to normal operations, etc.
- O&M Program Management to develop and implement Standard Operating Procedures (SOPs), employee safety program, Asset Management Program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

The capacity assurance component of an O&M program implies the need for master planning. The City should prepare a Water System Master Plan; which would provide background information on the City's water system, including the pressure zones, treatment, storage, transmission, and distribution components, develop a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission, distribution, and storage system, and provide recommendations and cost estimates for improvements to ease deficiencies and meet future demands. The O&M plan should be reviewed and updated over time, and be used in conjunction with Water Master Plan for developing and budgeting long-term CIPs.

The City is under intense pressure to provide clean safe drinking water to the residents while maintaining aging infrastructure, all without going over budget. Advanced water distribution Supervisory Control and Data Acquisition (SCADA) tools allow utilities to protect valuable drinking water resources by remotely monitoring and controlling their water distribution infrastructure. The water distribution SCADA system features like alarms help to quickly identify issues that interrupt service and increase the operational life of distributed water pipes, pumps, tanks, and valves. The City of Alamogordo needs to expand and upgrade the SCADA system for the water distribution system to better coordinate process operations, provide constant system-wide monitoring, and trigger alarms in the event of system malfunction or failure to alert operators.

The Utility Maintenance Division is responsible for the operation of the City's Water Distribution and Wastewater Collection Systems and is located at 2600 North Florida Avenue. Staff responsibilities include maintenance on over 245 miles of pipe, water valve and hydrant maintenance, emergency leak repair, responding to complaints, reviewing proposed development plans, updating water distribution maps, and providing other support for the operation of the system. A key component of a successful O&M plan is providing the required staff. The City needs to review the current staffing needs and meet the additional demand, as the budget allows, to support the maintenance procedures as well as normal and emergency operations of the municipal water system. In addition, as the municipal water system expands in the future, additional review of staffing needs will be required.

The 40-Year Water Development Plan 2015-2055 (Water Plan) was completed by Livingston Associates, P.C. Consulting Engineers in August 2014. The primary purpose of the Water Plan is to quantify current water supplies and demands, identify future water needs and future sources of water supply, and provide water supply alternatives for the 40-year planning period. The Water Plan makes recommendations for continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation. However, the focus of the Water Plan is to discuss the implementation of brackish water desalination through the Alamogordo Regional Water Supply Project (ARWSP) as an alternative water supply source to meet current and future demands.

SURFACE WATER RESOURCES

Alamogordo differs from most municipalities in New Mexico in that the majority of its potable water supply comes from surface water. Historically, approximately 70% of the City's water supply was from surface water originating from the Sacramento Mountains and Bonito Lake. The remaining 30% came from the La Luz Well Fields, Prather Well Fields, and Golf Course Well, all of which are in the basin-fill aquifer.

The Bonito Lake water also flows through a 90-mile long pipeline to the City and Holloman AFB. The City shares the Bonito Lake water rights with Holloman AFB. The pipeline was constructed in 1957 and was periodically maintained and improved by the City and Holloman AFB. The City lost the ability to draw water from Bonito Lake in 2012 due to the Little Bear Fire, which was followed by flooding. Efforts to restore Bonito Lake are in progress and the City anticipates being able to resume drawing water from Bonito Lake in the next two years. The City is currently funded by state and federal grants for restoration of the Lake.

Table 6.2 summarizes the City of Alamogordo's surface water sources, water rights, and firm yield. The Water Plan defines water-supply firm yield as "the reliable withdrawal rate of acceptable quality water that can be supplied by available flows and/or storage releases from reservoirs and/or groundwater reserves throughout a critical drought period." This term is based on the worst years in the record for water supply, which includes hydrologic and system limitations, and ultimately reflects reliability of supply. The firm yield is estimated based on historical surface-water diversion records from La Luz-Fresnal Canyon, Alamo Canyon, and Bonito Lake, from 1967 to 2010.

TABLE 6.2: SURFACE WATER SOURCES, WATER RIGHTS, and FIRM YIELDS

Surface Water	Water Right (AFY)	Firm Yield (AFY)
Bonito Lake	1,449	271
La Luz-Fresnal Canyon	891 AFY+ 16 CFS	1,653
Alamo Canyon	3,078	601
Total	**5,418 AFY + 16 CFS[1]**	**2,525**

[1] *Cubic foot per second*

The City has a minimum available supply of about 2,525 AFY. However, the surface water resources are highly variable and susceptible to drought conditions and wildfires due to their location, placing critical limitations on the long-term reliance on surface water. The Water Plan identified that Alamogordo may experience extended severe drought conditions or other circumstances in the future where there is little or no surface water supply. Therefore, water demands must be offset entirely by ground water resources.

GROUND WATER RESOURCES

Ground water is primarily used during the summer to expand the surface water supply. The City has the right to divert over 7,931 AFY of ground water. The ground water is derived from seven wells within the La Luz Well Field (Well #2 through 8) located at the northern end of the City, two wells in the Prather Well Field located south of the City, and the Golf Course Well located on the south side of the City. Well locations are shown on the Water Distribution System map *(see page 96)*. The Mountain View Well is not currently operational. The combined water rights for the City is 13,349 AFY (plus 16 CFS), which includes the ARWSP desalination facility and infrastructure. Table 6.3 presents an estimate of the firm ground water supply currently available to the City.

TABLE 6.3: GROUND WATER SOURCES, WATER RIGHTS, and FIRM YIELDS

Supply Name	Water Right (AFY)	Firm Yield (AFY)
La Luz Wells	3,000	2,979
Prather Wells	500	500
Golf Course	269.9	270
Mountain View[1]	161	160
Snake Tank Well Field	4,000	3,360
Total	**7,930.9**	**7,269**

[1] *The Mountain View Well is not yet in production.*

WATER DEMAND and SUPPLY

The City of Alamogordo's average annual water diversions were about 1.5 billion gallons per year (4,502 AFY) between 2006 and 2010. The water productions rates from surface and groundwater resources, including La Luz WTP, Alamo WTP, La Luz Well Field, Prather Wells, and Golf Course Well, for years 2010-2016 are also listed in Table 6.4. The City provides water service to 38,500 residents and has approximately14,000 service connections.

Table 6.5 provides a summary of projected water demands according to the Water Plan. This projected population data is based upon the 2010 population of 36,622 and annual growth rate of 1.2% adopted by the City. The future demand for water by the City will reach approximately 11,584 AFY by 2055. This figure is greater than the current combined firm water supply including 3,909 AFY for groundwater surface and 2,523 AFY for surface water. Therefore, the City needs to take additional measures to meet future demands.

TABLE 6.5: CITY OF ALAMOGORDO PROJECTED WATER DEMANDS, 2020-2055

Year	Total Annual Production (Million Gallons)	Total Annual Production (Acre-Foot)	Average Daily Production Rate (MGD)
2020	7,626	3,909	2,254[2]
2025	8,095	3,909	2,525[3]
2030	8,594	3,909	2,525[3]
2035	9,122	3,909	2,525[3]
2040	9,685	3,909	2,525[3]
2045	10,279	3,909	2,525[3]
2050	10,914	3,909	2,525[3]
2055	11,584	3,909	2,525[3]

[1] *Existing Ground Water Resources without ARSWP.*
[2] *Assuming Bonito Lake is out of service until 2020.*
[3] *Assuming Bonito Lake is in service.*

To reduce overall per capita water demand to meeting or exceeding the current goal of 165 GPCD, the City adopted an aggressive Water Conservation program. The City's Water

TABLE 6.4: DOMESTIC WATER SYSTEM PRODUCTION RATES - 2010-2016

Year	Total Annual Production (Million Gallons)	Total Annual Production (Acre-Foot)	Average Daily Production Rate (MGD)	Maximum Daily Production Rate (MGD)	Minimum Daily Production Rate (MGD)
2010	187.9	5,765	0.6	0.9	0.3
2011	189.3	5,807	0.6	0.9	0.3
2012	185.1	5,679	0.6	0.9	0.3
2013	159.8	4,903	0.5	0.8	0.3
2014	160.7	4,930	0.5	0.8	0.3
2015	157.0	4,817	0.5	0.8	0.2
2016	155.1	4,758	0.5	0.9	0.3

Conservation Ordinance includes inverted block water rates, odd-even day watering, plumbing fixture rebates, limitations on car washing, swimming pool filling, higher surcharge rates for excessive use, landscaping restrictions, and other strategies. As the result of aggressive and highly successful conservation measures, the City's consumption rate was steadily reduced from 261.28 GPCD in 1992 to 185.59 GPCD in 2000 followed by approximately 125 GPCD in 2008.

It is the City's plan to continue the Water Conservation Program. However, water conservation alone cannot provide an adequate, additional source of water for both present and future needs. Therefore, it is critical for the City of Alamogordo to remain active in water resource planning and development and further develop water resources under its existing water rights to meet current and future shortfalls that will occur with additional growth.

6.4 ALAMOGORDO REGIONAL WATER SUPPLY PROJECT

Of the water supply development projects studied over the past decade or more, the Alamogordo Regional Water Supply Project (ARWSP) was the only technically feasible, cost effective project that met the City's requirements in terms of water quality, quantity, and schedule. The proposed project consists of constructing and operating up to 10 brackish groundwater wells at Snake Tank Well Field, constructing booster pump stations, installing water transmission lines to Alamogordo, and constructing a desalination facility.

The Snake Tank Well Field is located 24 miles north of Alamogordo and east of U.S. Highway 54. It is sitting in an area within the Tularosa Basin with an estimated potential yield of 3.5 million gallons per day, an aquifer yield promising for municipal and industrial well development.

The desalination facility will be located on Lavelle Road and encompass 10 acres of City-owned land. The Snake Tank Well Field water will be delivered to the facility through approximately 29 miles of PVC pipe in diameters ranging from 18 to 24 inches. The desalination process will treat brackish well water using a pressure driven membrane-based technology called reverse osmosis (RO).

The treated water will then be sent into the City's municipal system by a booster pump station near the desalination plant. The City will use the existing distribution system and no new distribution system would be constructed *(see the ARWSP map, page 101).*

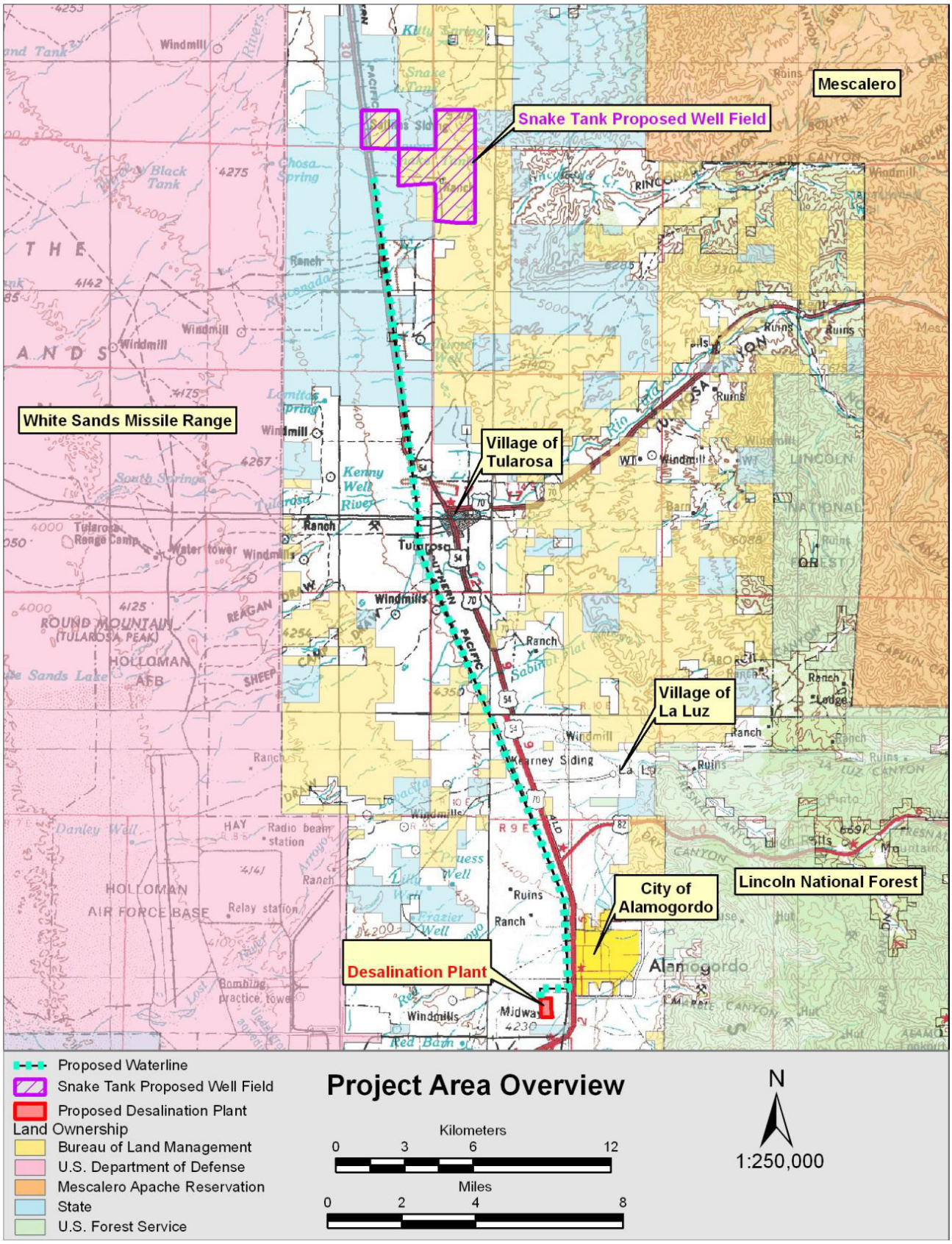
The ARWSP studies were completed in 1999-2000 to determine possible sites, followed by the National Environmental Policy Act (NEPA) studies that were funded by a federal grant. In 2010, the City secured rights to appropriate 3.5 MGD of brackish groundwater at the Snake Tank Well Field. The ARWSP Final Environmental Impact Statement was published in May 2012.

The next step would be construction of the desalination plant, wells, and transmission lines, which are anticipated to be funded by the City and the federal government. The proposed Alamogordo desalination facility has the potential to be expended to a capacity of approximately 4.0 MGD. However, it would be brought online in phases as Alamogordo grows and the need for potable water increases. The first phase consists of development of 1.0 MGD treatment plant and is estimated at a cost of $22 million. Phase 1 design was completed in March 2015 and the construction began in May 2017. The 1.0 MGD plant is expected to be completed in 2019.

6.5 STORM DRAINAGE

Alamogordo is situated at the base of the Sacramento Mountains. The major watersheds from the north to the south are the Dry, Beeman, Marble and Alamo Canyons. Alamogordo borders with Dry and Beeman Canyons to the north; Marble Canyon to the east; and the Alamo Canyon to the south-southeast part, all flowing through the City. The City relies on a system of drainage easements, numerous small drainage ditches, large flood control channels, and the street network to move storm water through the City and discharge into the desert west and south of the City.

Historically, flooding in the City of Alamogordo area is very likely during times of heavy rainfall or rapid snow melt in the Sacramento Mountains. Frequency of minor to moderate flooding is once a year to every five years. Major flooding has



OVERVIEW OF ALAMOGORDO REGIONAL WATER SUPPLY PROJECT COMPONENTS

traditionally occurred every 15 to 25 years. The primary flood threats to the City result from flows in Dry and Beeman Canyons, which flow from northeast to west, and from Marble Canyon, which flows from east to west through the center of the City. When these flows exceed the highway and railroad drainage structure capacity, the water accumulates east of the U.S. Highway 54/70 and the railroad embankment, causing local flooding. The City has constructed levees and channels to protect the developed areas against floodwaters. The protective work generally consists of the following systems:

Tays-Holcomb Ditch and Indian Wells Ditch
The Tays-Holcomb Ditch intercepts runoff from the northeast and conveys it into the Alamogordo Water Supply Reservoir Dam. This reservoir was originally built for irrigation purposes, but is now unused. In existing condition, the dam is subject to failure from major floods. The concrete on the upstream side of the spillway structure has been corroded and undercut, indicating that water has crested the spillway structure. The Indian Wells Ditch captures runoff from Dry Canyon and the area below the Tays-Holcomb Ditch and conveys it westward under the U.S. Highways 54/70 and the railroad tracks.

Mckinley Ditch and Associated Feeder Ditches
This system collects runoff from the south and southeast areas of the City. One feeder ditch located between Oregon and Washington Avenues runs south from Indian Wells Road to near 2nd Street, where it intersects McKinley Ditch. The Bellamah feeder ditch runs in an easterly direction parallel to Abbott Avenue and joins McKinley Ditch approximately 1,200 feet upstream from the Canyon Road/McKinley Ditch crossing. The other feeder ditch collects flow from the area down slope of Canyon Road and enters McKinley Ditch at the 1st Street Crossing. The McKinley Ditch runs westward, carries the flow under U.S. Highways 54/70 and the railroad, then discharges into the undeveloped area west of Alamogordo.

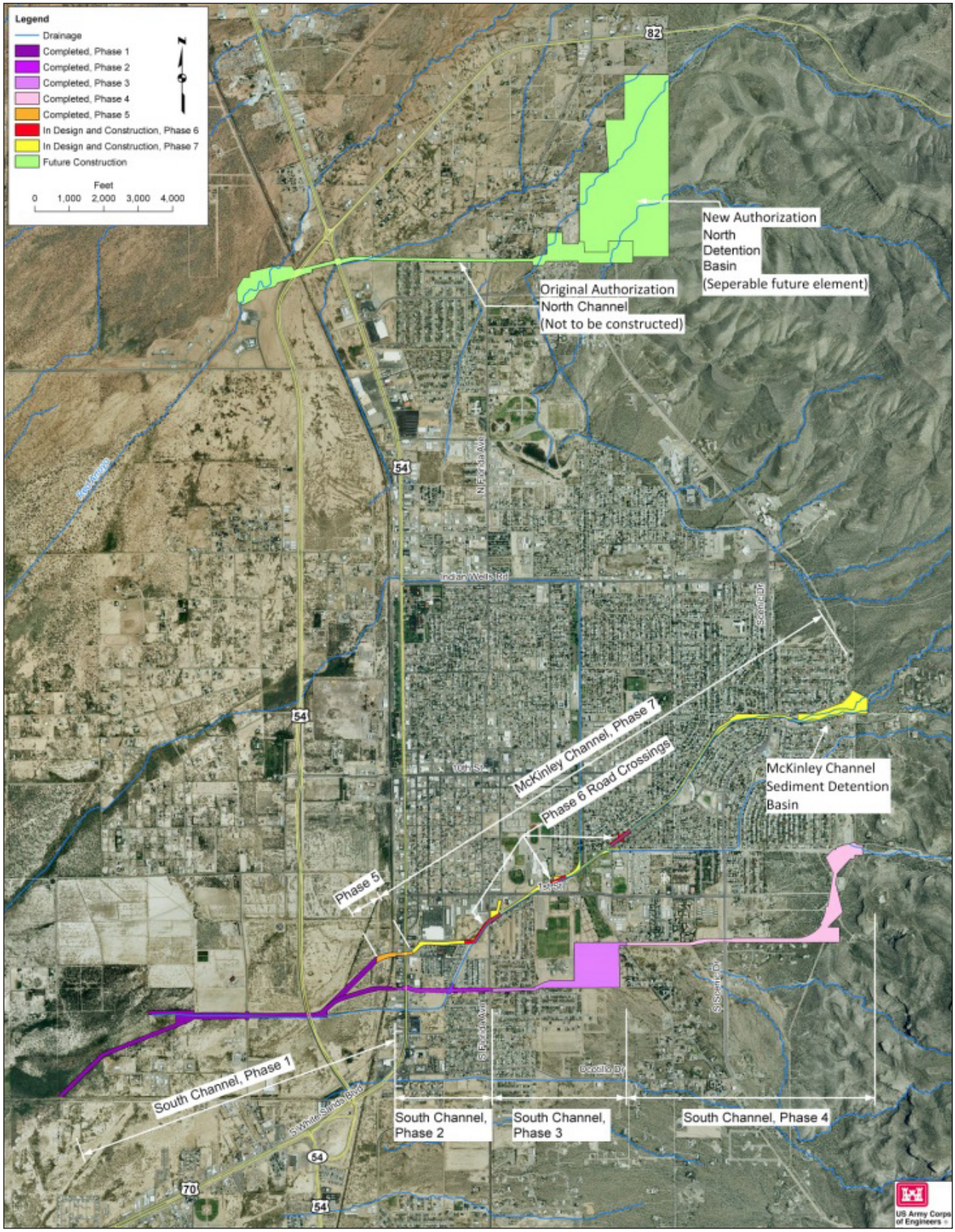
A major flood control project is currently underway to substantially increase the volume of storm water that can be handled by the ditches which already handle a significant volume of the area's water flow. This project has been ongoing for several years and seems to have at least 5 more years to go before it is fully implemented.

In 1961, the Albuquerque District of the U.S. Army Corp of Engineers prepared a survey report recommending construction of a Standard Project Flood Diversion Channel north and east of the City. In 1992, the City requested that the diversion channel be separated into several phased smaller segments to spread the financial commitment over several years. The City later completed the Final General Reevaluation Report/Environmental Assessment (GRR/EA) (USACE, October 1998) for the Flood Control Project; a project that originally consisted of the construction of three concrete lined flood control channels; the North Diversion Channel, the South Diversion Channel, and the McKinley Channel to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City. The Alamogordo Flood Control Project covers the City; the adjacent watersheds of Dry, Beeman, and Marble Canyons; and several smaller arroyos on the west slopes of the Sacramento Mountains.

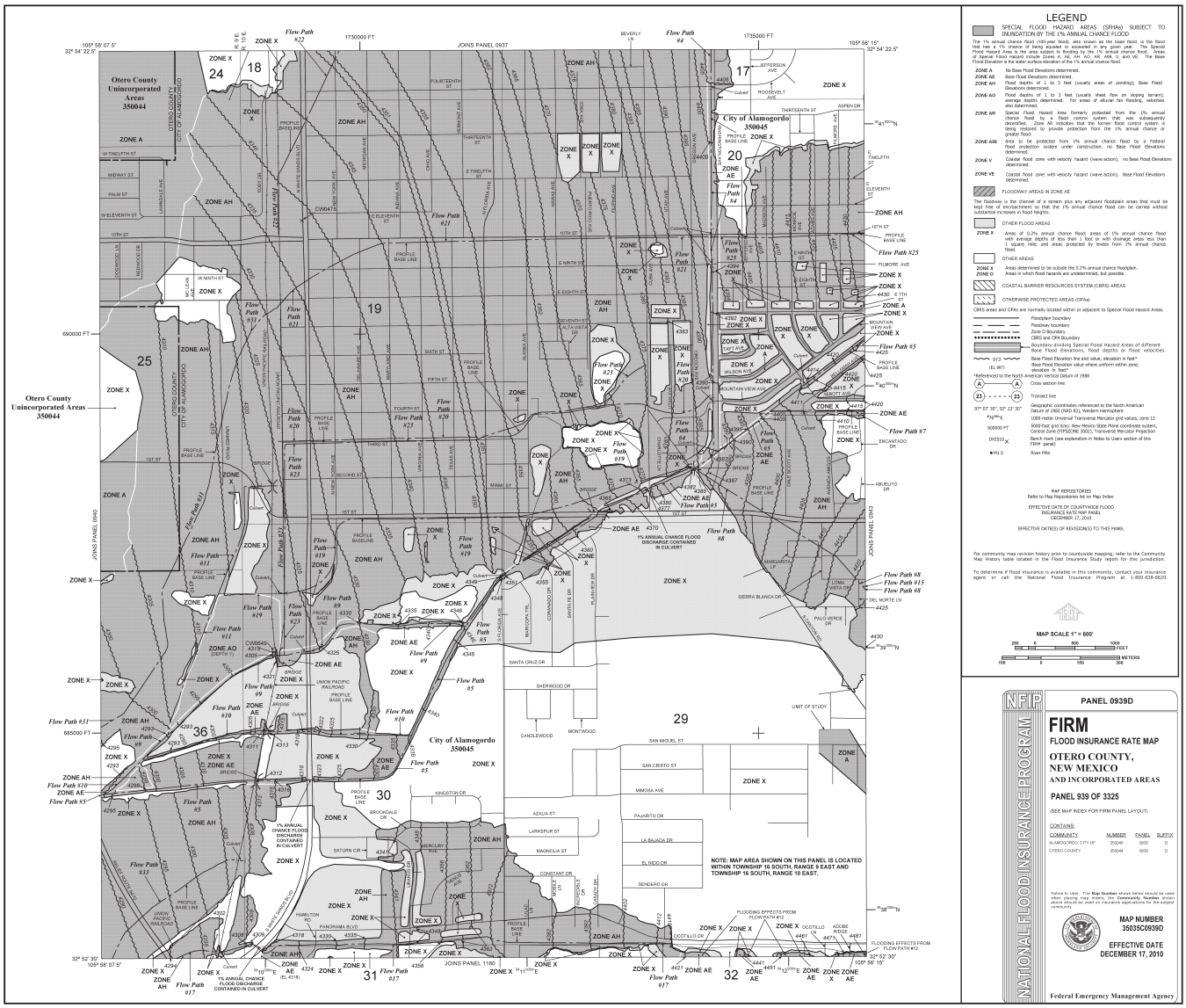
The North Diversion Channel is no longer part of the project, instead a North Detention Basin was recommended to be analyzed. North Detention Basin is located north of Scenic Drive and East of North Florida Avenue. The basin intercepts runoff from the western slopes of Dry Canyon and Breeman Canyon prior to runoff entering the City.

McKinley Diversion Channel is the improvement of the existing McKinley Ditch. This channel includes an 18,000-foot long concrete-lined channel and a sediment basin and merges into existing structures at road crossings. The McKinley Diversion Channel runs westward under the railroad and then turns slightly to the south where it intersects with the South Diversion Channel. The South Diversion Channel includes a 23,000-foot long concrete-lined channel, two sediment basins, in-line detention basin, and an energy dissipating structure. The channel runs in a southwest direction and ends with an earthen containment berm.

This project has been phased to accommodate City funding. As shown on the Flood Control Project Phases map *(see page 103)*, seven phases of the project have been completed. The South Diversion



FLOOD CONTROL PROJECT PHASES. *Source: Review Plan for Alamogordo Flood Control Project, NM Implementation Documents (Phase 7 Plans and Specifications), USACE Albuquerque District, August 2013.*



OTERO COUNTY, FEMA MAP NO. 35035C0939D, DATED DECEMBER 17, 2010

Channel was construction was completed in March 2011. The reminder of the McKinley Channel running from 1st street to the McKinley Detention Basin (Phase 8 and 9) is currently underway.

Historically, floods are and continue to be a significant hazard for the State of New Mexico. The City of Alamogordo is prone to flash flooding along mountain streams in the eastern portions. According to the Federal Emergency Management Agency (FEMA) Flood Insurance Rate Map (FIRM) No. 35035C0939D, dated December 17, 2010, a majority of the City appear to be located within a Special Flood Hazard Area, subject to the 1% annual flood chance with areas located south of the McKinley and South Diversion Channels designated as Zone X, determined to be outside the 0.2% annual flood chance.

In addition to the flood control measures, the City would benefit from a Drainage Master Plan. The Drainage Master Plan will evaluate existing watershed conditions, determine all the areas at risk of flooding, identify methods for improving drainage in those areas, and estimate the cost of the improvements.

TABLE 6.6: FY 2019-2023 ICIP - PUBLIC WORKS

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Snake Tank Transmission Line	$1,200,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$11,200,000
City Hall HVAC Replacement	-	$100,000	$100,000	$100,000	-	-	$300,000
Fresnal Canyon Pipeline Replacement, Diversion 5 to Snow Smith Springs	-	$675,000	-	-	-	-	$675,000
Foothills Water Storage Rehab	-	$1,052,300	-	-	-	-	$1,052,300
Lower Alamo Water Storage Rehab	-	$810,600	-	-	-	-	$810,600
Ocotillo Water Storage Rehab	-	$56,800	-	-	-	-	$56,800
Upper Heights Water Storage Rehab	-	$816,400	-	-	-	-	$816,400
Griggs Field Park Ground Storage Reservoir	-	$897,317	-	-	-	-	$897,317
18th Street Ground Storage Reservoir	-	$1,491,516	-	-	-	-	$1,491,516
University Park Ground Storage Reservoir	-	$839,127	-	-	-	-	$839,127
10th Street Reservoir Exterior	-	$208,600	-	-	-	-	$208,600
Facilities for ADA Compliance	-	$300,000	-	-	-	-	$300,000

6.6 FY 2019-2023 ICIP

The City of Alamogordo has identified capital improvements on the Infrastructure Capital Improvement Plan for FY 2019-2023 for the Public Works Department. Table 6.6 provides the projects, cost by year, and the grand total.

6.7 SOLID WASTE

The City of Alamogordo operates Lavelle Road Solid Waste Disposal Convenience Center, which serves the City residents and small construction contractors. The center accepts household garbage, furniture, yard waste, used motor oil, anti-freeze, household appliances and scrap metal. The City has placed multi-material recycle containers at six locations to accept plastics, cardboard, mixed paper, tin cans, aluminum can, scrap metals, auto and motorcycle batteries, and used motor oil. The City does not have curbside recycling collection.

The City has established a fee structure for the collection center. All residential and commercial water utility accounts include a collection center surcharge. Any person or entity who maintains a water utility account with the City can dispose of acceptable solid waste at this collection center at no additional charge. Non-residents are charged at a rate of $2.50 per 100 pounds of waste. Although the City operates a collection center, the main solid waste collection operation is contracted with Southwest Disposal. The City's solid waste collection system currently serves 14,321 City residents and transfers 3,256 tons of solid waste to the landfill. There are two open landfills serving the City; the Mesa Verde Construction and Demolition (C&D) Landfill and the Otero-Greentree Regional Landfill. These landfills are registered through the NMED.

Mesa Verde C&D Landfill is owned by Mesa Verde Enterprises, Inc. This landfill is approximately 5 miles west of Alamogordo on the north side of La Luz Gate Road, Otero County, New Mexico. The landfill comprises approximately 17.7 acres and currently receives an average of 50 tons or less of C&D debris per day. The C&D waste typically includes concrete, asphalt, wood, metals, gypsum wallboard and roofing, and waste from land clearing and construction projects, and comes from the projects undertaken by Mesa Verde Enterprises or by other private contractors mainly in Otero County but could come from sources outside Otero County. The C&D material is transported via U.S. Highways 54, 70 and 82 and then on to La Luz Gate Road. The 2010 per capita disposal rate for this landfill was estimated to be 0.79 tons per person per year (according to New Mexico Landfill Rate Analysis and Opportunities for Increased Diversion with PAYT and Rate Incentives, New Mexico Recycling Coalition, February 2012).

The Otero-Greentree Regional Landfill is owned by Otero County and Lincoln County Solid Waste Authority and includes the municipalities within those jurisdictions. This landfill is located 24 miles south of Alamogordo at 4258 U.S. Highway 54

South. The City of Alamogordo Public Works Department operates the landfill. The total space allocated and permitted for landfill development is 640 acres at the site. The facility currently accepts residential, commercial, construction and demolition waste, as well as special waste (e.g., petroleum contaminated soils, sludge and regulated asbestos). The Otero-Greentree Regional Landfill was incorporated in January 1994 and is designed for a life span of 99 years. The landfill receives approximately 68,000 ton per year of waste from Otero, Lincoln, Doña Ana Counties, and surrounding areas.

6.8 ELECTRIC SERVICES

The Public Service Company of New Mexico (PNM) provides electric service to the City of Alamogordo. PNM is an integrated electric utility that provides generation, transmission, and distribution service. In total, PNM owns and operates 3,189 miles of transmission lines, which carry power over long distances from power plants to areas of high electric demand, and 11,149 miles of distribution lines, which carry power from 276 substations to customers.

PNM relies on a mix of several sources, including solar, wind, geothermal, natural gas, nuclear and coal to create electricity for its customers. There are currently 107 MW of solar photovoltaics (PV) generating facilities in service. There are more than 1 million solar panels at 15 different solar sites to provide clean energy for New Mexico. The solar PV resources consist of a mix of fixed-tilt and single-axis tracking arrays located near various communities in the PNM's service area, including Alamogordo, Albuquerque, Deming, Los Lunas, Las Vegas, Rio Rancho, Bernalillo County, Cibola County, Otero County, Santa Fe County, and Valencia County. These solar centers are capable of providing power to over 40,000 homes for a year.

Approximately 90% of the power demand by PNM customers is within the northern transmission system boundary, which delivers power to customers in northern communities including the Albuquerque, Santa Fe and Las Vegas areas, as well as customers in Valencia County south of Albuquerque. The remaining 10% is within the southern transmission system, which delivers power to a combination of jurisdictional service territories including Alamogordo, Deming, Silver City, Lordsburg, and Ruidoso. The southern transmission system includes PNM's ownership share in Path 47. In addition to PNM's ownership share in Path 47, PNM purchases wheeling over El Paso Electric's system to deliver power to a portion of the load served in the Alamogordo area.

There are several solar facilities and three natural gas fired generation facilities at Afton, Luna, and Lordsburg within the southern transmission system. Alamogordo's solar facility, a 5 MW grid-connected solar center, was developed in 2011. The solar energy production at this facility supplies power for 1,700 homes for a year.

The solar facilities are integrated into the PNM's resource portfolio to effectively dispatch and serve load while minimizing overall utility costs. Afton, Luna, and Lordsburg generation resources provide a total of 495 MW of capacity, with the ability to adequately serve loads in southern New Mexico. These resources also deliver power to northern New Mexico via 285 MW of transmission rights when needed. Currently, there are ample generation resources to serve all PNM loads in the southern New Mexico system. In addition, PNM currently possesses rights to approximately 89 MW of transmission resources for delivering power from northern New Mexico to southern New Mexico across the Path 47 transmission boundary.

Projects that have been completed or are currently underway in Alamogordo are listed below. The projects primarily address capacity constraints associated with load growth and transmission service obligations.

Alamogordo Voltage Support Upgrades
This project entails installation of two switchable 16 megavar shunt capacitors at the existing Alamogordo Switching Station to address low voltage conditions under outages of the existing 115 kV source and improve contingency voltage performance. Phase 1 of the project is completed. Phase 2 is expected to be in service by 2019.

Alamogordo Replacement Capacitor Installation
The project was intended to expand the Alamogordo 115 kV bus and to install a replacement 115 kV

shunt capacitor bank after the failure and damage of an existing capacitor bank. This project was completed in March 2017.

6.9 GAS SERVICES

New Mexico Gas Company (NMGCO) provides natural gas service to Alamogordo. This natural gas distribution and transmission utility serves over 515,000 residential, commercial, and transportation customers and 1.3 million people in 23 counties of the State of New Mexico. There are 22 walk-in offices in communities across the state, including Alamogordo, that provide customer services. The local office for Alamogordo is located at 2101 Indian Wells Road.

The NMGCO owns, operates, and maintains approximately 11,800 miles of transmission and distribution pipeline. The NMGCO divides the entire service area into the northwest system, southeast system, and independent systems. The Alamogordo area transmission is an independent system which consists of two parallel pipelines each 68 miles in length and contains both 4 and 6-inch diameter pipe to serve Alamogordo, Tularosa, Chaparral, White Sands, and Holloman AFB. The NMGCO owned transmission pipeline serving Alamogordo is supplied from a direct interconnect with El Paso Natural Gas which crosses the Otero County from the south, terminates at the City limits, and enter the local distribution network. The current estimated daily design load for the Alamogordo system is 19,175 standard cubic feet. The figure is forecast to increase to 21,950 standard cubic feet in 10 years to meet the future demand.

6.10 GOALS, OBJECTIVES, and STRATEGIES

Infrastructure Goal 1: Maintain, upgrade, and optimize a water production and distribution system that is efficient, meets the current demand, and accommodates future growth of the community.

Objective 1.1: To provide for the safe and efficient delivery of water services.

Objective 1.2: To ensure there is adequate capacity to serve existing and future development.

Objective 1.3: To systematically plan for, fund, and replace aging water infrastructure components.

Infrastructure Strategy 1.1: Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023 and continue to update and include projects in future ICIPs.

Infrastructure Strategy 1.2: Prepare a Water System Master Plan that includes, but is not limited to:

- Background information on the City's water system (water pressure zones, treatment, storage, transmission, and distribution components);
- Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission;
- Distribution and storage system;
- Improvements, replacements, and expansions to correct deficiencies and meet future demands;
- Annual review as funding becomes available and projects are completed; and
- Coordination with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 1.3: Develop a GIS-based functional database for the City's water distribution system and provide updates to the database on an on-going basis.

Infrastructure Strategy 1.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

Infrastructure Strategy 1.5: Continue to implement the actions and projects identified in the 40-year Water Development Plan (2015-2055), including implementing the ARWSP as an alternative water supply source to meet current and future demands, continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation and other uses.

Infrastructure Goal 2: Preserve and maintain the safety of Alamogordo's drinking water supply.

Objective 2.1: To ensure the public health, safety, and welfare by protecting the City's water supply.

Objective 2.2: To mitigate water pollution issues caused by wastewater and stormwater and other point and non-point sources.

Infrastructure Implementation Strategy 2.1: Continue to conduct water sampling for quality analysis, track potential water system deficiencies and compliance violations, prepare compliance records, and monitor operation and maintenance activities surrounding the treatment and deliverance of drinking water to ensure compliance with drinking water regulations and other programs associated with surface and ground water as established by the EPA and NMED.

Infrastructure Implementation Strategy 2.2: Evaluate whether enough sampling stations are installed throughout the water distribution system to aid City personnel in collecting water samples to be tested.

Infrastructure Implementation Strategy 2.3: Continue to use the sampling results and compliance tracking data to determine potential contamination sources, susceptibility of the water supply to contamination sources, and potential water system deficiencies to identify measures to be taken to prevent contamination.

Infrastructure Implementation Strategy 2.4: Continue to provide water quality analysis information to the public in order to educate citizens about water quality and provide opportunities for public dialogue.

Infrastructure Goal 3: Promote the sustainable and efficient management of water resources through water conservation efforts and reuse of treated effluent.

Objective 3.1: To ensure the water supply can adequately meet the water needs of the community during drought conditions through the responsible use of water.

Objective 3.2: To conserve potable water for drinking purposes and to use reclaimed water to meet non-potable requirements (e.g., irrigation of public park facilities and construction activities).

Objective 3.3: To decrease water system loss caused by leaking water distribution lines.

Infrastructure Strategy 3.1: Continue to implement and promote water conservation programs as established in the City's Water Conservation Ordinance, including:

- Educational programs;
- Rebates for replacing existing plumbing fixtures;
- Landscaping restrictions;
- Change in water rate structure; and
- Other strategies needed in maintaining the City's per capita water use goals.

Infrastructure Strategy 3.2: Evaluate the performance of water conservation methods on a continual basis and determine whether additional measures are needed.

Infrastructure Strategy 3.3: Implement a Water Loss Control Program that consists of three major components:

- Water audit to identify and quantify water uses and losses from the existing wells, water storage tanks, and water distribution system;
- Intervention process to implement the controls to reduce the water losses, and repair and replace the leaking areas of the system; and
- Evaluation to determine the success of the intervention process.

Infrastructure Strategy 3.4: Implement the Reuse Water Model Report, which analyzed the existing reuse water system condition and provided recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the entire reuse system.

Infrastructure Goal 4: Maintain a wastewater collection and treatment system that is efficient, meets the current demand for services, and can meet the current and future needs of the community.

Objective 4.1: To provide for the safe, efficient, and sustainable collection and treatment of wastewater.

Objective 4.2: To prevent the contamination of City's water supply.

Objective 4.3: To ensure there is adequate capacity for accommodating the existing development and future growth.

Objective 4.4: To extend sanitary sewer services to currently unserved areas within the City limit that can be served at a reasonable cost.

Infrastructure Strategy 4.1: Secure funding and implement projects for rehabilitation, replacement, and/or expansion of wastewater collection lines as identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023, and continue to update and include projects in future ICIPs.

Infrastructure Strategy 4.2: Continue to implement the Wastewater Preliminary Engineering Report, which provided a detailed evaluation of the existing treatment processes at the City WWTP; identified several alternatives for improving and expanding these treatment processes; and included recommendations for WWTP improvements as needed to keep pace with existing and future needs.

Infrastructure Strategy 4.3: Update the City's Wastewater Master Plan to reevaluate the existing wastewater collection system and current wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed. Review the Wastewater Master Plan on an annual basis as funding becomes available, projects are completed, and coordinate with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 4.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.

Infrastructure Strategy 4.5: Develop a GIS-based functional database for the City's existing sanitary sewer system. The information on the sanitary sewer system needs to be updated on an on-going basis.

Infrastructure Goal 5: Maintain and expand the existing storm drainage system to ensure that the storm drainage system is adequately sized to handle major storm events.

Objective 5.1: To protect the community from flooding, preserve property values, and lower property owner's flood insurance rates.

Objective 5.2: To minimize damage to public facilities and utilities (e.g., water and gas mains, electric, telephone, sewer lines, streets, and bridges).

Infrastructure Strategy 5.1: Continue to implement and secure funding for the USACE's Flood Control Project to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City.

Infrastructure Strategy 5.2: Develop and implement a comprehensive Drainage Master Plan to include, but not be limited to:

- Evaluating existing watershed conditions;
- Determining all the areas at risk of flooding;
- Identifying methods for improving drainage in those areas; and
- Cost estimates for the improvements.

The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and any other available funding sources.

Infrastructure Strategy 5.3: Develop a GIS based map and a functional database for the storm drainage system (e.g., drainage ponds and ditches, diversion channels, and culverts).

Infrastructure Goal 6: Expand the community's participation in the recycling program.

Objective 6.1: To preserve the existing landfill space and conserve natural resources.

Objective 6.2: To encourage Alamogordo to be a more sustainable and environmentally conscious community.

Infrastructure Strategy 6.1: Conduct a cost feasibility analysis of providing additional recycling bins in public locations and implementing curbside recycling.

Infrastructure Strategy 6.2: Develop a public educational program to explain the benefits of recycling and encourage the community to participate in the recycling program.

7. Transportation

7.1 INTRODUCTION

Alamogordo was developed as a railroad town in 1898 when the El Paso and Northeastern Railway, and its various sister companies, extended service to southeastern New Mexico and southwestern Texas. The railroad shaped the City's development pattern. The townsite was established east of the tracks, at the base of the Sacramento Mountains, where water was available from Alamo Canyon. The railroad provided the transportation needed to exploit the area's natural resources such as timber and to serve the gold mines and coal fields of White Oaks.

Alamogordo was laid out in a grid system, with 10th Street as its central east-west axis. The majority of the town's original businesses and homes were located on 10th Street, with some residential development to the north. Alamogordo has grown and developed over the years through transportation connections. The City is currently served by three U.S. Highways, including 54 and 70 running north-south, and 82 running east-west across northeastern portion of the City. The Union Pacific railroad track runs northwest-south through the City. The Alamogordo-White Sands Regional Airport provides air service and Z-Trans Public Transportation provides transit services throughout the City.

This section describes the existing roadway system, pedestrian and bicycle facilities, transit, and air service. It establishes the foundation for future transportation planning studies that should address the issues related to Alamogordo's transportation system in detail.

7.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to transportation in Alamogordo. The results provide insight into the deficiencies of the City's current transportation system. Virtually all of the survey respondents indicated that they drive a personal car or truck, but are split on whether they believe the City has an adequate multi-modal transportation system, with 26% agreeing or strongly agreeing and 34% disagreeing or strongly disagreeing. When asked which transportation improvements the City should focus on, respondents indicated their top three focus areas are streets (60%), sidewalks (50%), and bike lanes (41%), followed by multi-use trails (33%) and transit (23%).

7.3 STREET NETWORK

The Street Functional Classification summary presented in this section provides a list of streets that are estimated to have the greatest amount of traffic. These are separated into five main classifications based on their function *(see page 115)*. The roadway characteristics for each of the functional classifications are briefly described below, in accordance with the U.S. Department of Transportation Federal Highway Administration Highway Functional Classification Concepts, Criteria and Procedures, 2013 Edition.

PRINCIPAL ARTERIALS

Principal arterials serve major centers of Metropolitan Areas and provides a high degree of mobility. Unlike their access-controlled counterparts, abutting land uses can be served directly. U.S. 54 and 70 running north-south, and 82 running east-west across northeastern portion of the City are classified as principal arterials. The major north-south street within the City is White Sands Boulevard, which merges into the U.S. 54/Charles T. Lee Memorial Relief Route at the south end of the City, and runs south to El Paso, Texas. These highways are under the jurisdiction of the New Mexico Department of Transportation (NMDOT). Scenic Drive running northeast-southeast of the City is also a principal arterial and is under the City's jurisdiction. All minor arterials, major and minor collectors, and local roads fall under the jurisdiction of the City.

MINOR ARTERIALS

Minor arterials are used for trips of moderate length, serve geographic areas that are smaller than their higher arterial counterparts and offer connectivity to the higher arterial system (principal arterials). These roads may carry local bus routes. Compared to principal arterials, they offer less mobility and more accessibility. In an urban context, they interconnect and augment the higher arterial system and provide intra-community continuity. The following roads in the City are classified as minor arterials:

- Indian Wells Road
- 10th Street
- First Street
- Florida Avenue
- Fairgrounds Road

MAJOR COLLECTORS

Generally, collectors gather traffic from local roads and funnel them to the arterial network. There are two collector categories: major collectors and minor collectors. The distinction between major collectors and minor collectors is subtle. Major collectors are longer in length, connect larger traffic generators to the arterial network; have lower connecting driveway densities, higher speed limits, higher vehicle miles traveled (VMT), more travel lanes, and are spaced at greater intervals. Overall, the total mileage of major collectors is typically lower than the total mileage of minor collectors. The City's major collectors are as follows:

- Washington Avenue
- Desert Lakes Road
- South Walker Avenue
- Panorama Boulevard
- Cuba Avenue
- Hamilton Road
- Ocotillo Drive
- Florida Avenue

MINOR COLLECTORS

Minor collectors have lower speed limits, offer more connecting driveways, and are in under-served and clustered residential areas. Minor collectors offer more access and less mobility than major collectors. The City's major collectors are as follows:

- Wright Avenue
- Cornell Avenue
- Mercury Avenue
- 25th Street
- Airport Road

LOCAL ROADS

Local roads account for the highest percentage of all roadways in terms of mileage. They are not intended to be used for long distance travel and provide direct access to abutting land, and are often designed to discourage through traffic. Generally, bus routes do not use local roads. The remaining City roadways fall into this category.

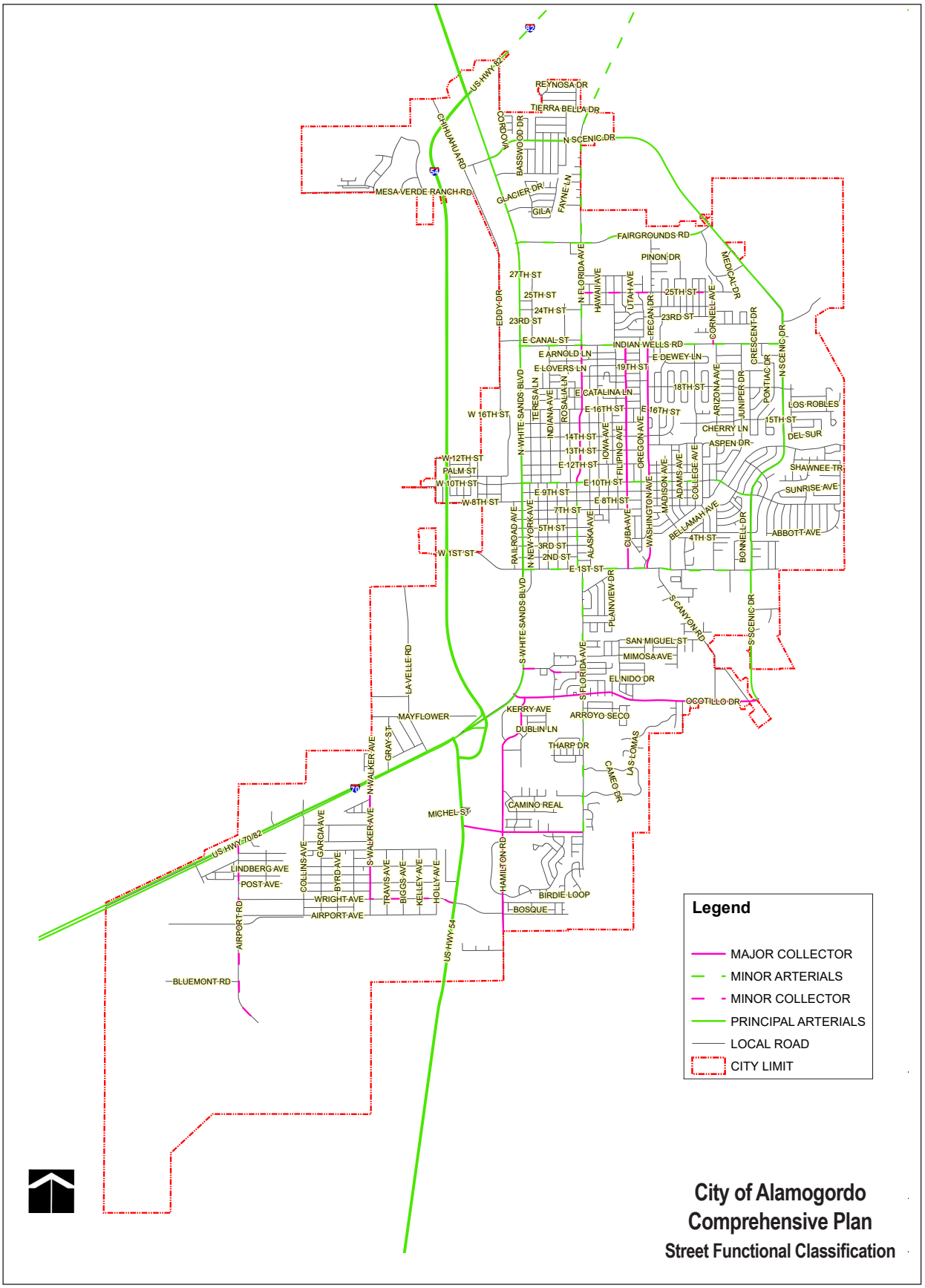
The Alamogordo Comprehensive Traffic Study *(URS-Greiner, 1998)* and Traffic & Geometric Studies Final Report *(HDR Engineering, Inc., July 2011)* identified major traffic and transportation issues to be addressed. The main issues include, but are not limited to the following:

- The City is located at the confluence of three major highways - U.S. Highways 54, 70, and 82 - which provide connections to other communities such as El Paso, Las Cruces, Tularosa, and Cloudcroft. Historically, all traffic was directed along White Sands Boulevard causing a major problem area because of high accident levels at many intersections, access conflicts, traffic congestion, and high pedestrian use. To solve the issue, the Charlie T. Lee Memorial Relief Route, a four-lane divided highway, was constructed to the west of the City. The route is five miles and spans from the U.S. 54/70 interchange to the U.S. 54/70/82 interchange.

- The Relief Route bypass provides an alternate to the White Sands Boulevard and improves emergency vehicle response to the area. With the Relief Route in place, providing additional east-west and north-south roadway connections and creating a functional street network in the area should be a priority for the City.

- The City has a history of traffic safety and/or operational issues (e.g., high traffic volumes, high traffic collision, significant peak hour delays). The Traffic & Geometric Studies Final Report *(HDR Engineering, Inc., July 2011)* studied the following locations:
  - ◇ Indian Wells Road: Puerto Rico Avenue and Pecan Drive - Corridor Operational Improvements Analysis
  - ◇ First Street and Florida Avenue - Split Intersection Analysis
  - ◇ South Florida Avenue between First Street and Desert Lakes Road - Speed Study
  - ◇ South Florida Avenue and Panorama Boulevard/Ocotillo Drive - Intersection Analysis
  - ◇ Panorama Boulevard and Hamilton Road - Intersection Analysis
  - ◇ First Street and S. Canyon Road/ Washington Avenue - Corridor Realignment Study
  - ◇ Indian Wells Road and North Scenic Drive - Intersection Analysis
  - ◇ E. 10th Street and N. Scenic Drive - Intersection Analysis

- The strip of land surrounded by Indian Wells Road, Washington Avenue,1st Street, and


US HWY-82
REYNOSA DR
TIERRA BELLA DR
N SCENIC DR
COLORADO
BASSWOOD DR
CHIHUAHUA RD
MESA VERDE RANCH RD
GLACIER DR
GILA
PAYNE LN
FAIRGROUNDS RD
PINON DR
MEXICO DR
27TH ST
25TH ST
24TH ST
23RD ST
EDDY DR
N FLORIDA AVE
HAWAII AVE
UTAH AVE
PECAN DR
25TH ST
23RD ST
CORNELL AVE
CRESCENT DR
N SCENIC DR
E CANAL ST
INDIAN WELLS RD
E ARNOLD LN
E DEWEY LN
E LOVERS LN
19TH ST
PONTIAC DR
JUNIPER DR
ARIZONA AVE
E CATALINA LN
18TH ST
W 16TH ST
N WHITE SANDS BLVD
TERESA LN
INDIANA AVE
ROSALIA LN
E 16TH ST
16TH ST
LOS ROBLES
15TH ST
CHERRY LN
DEL SUR
ASPEN DR
14TH ST
13TH ST
IOWA AVE
FILIPINO AVE
OREGON AVE
W 12TH ST
E 12TH ST
PALM ST
W 10TH ST
E 10TH ST
E 9TH ST
E 8TH ST
W 8TH ST
7TH ST
5TH ST
3RD ST
2ND ST
W 1ST ST
E 1ST ST
RAILROAD AVE
N NEW YORK AVE
ALASKA AVE
CUBA AVE
WASHINGTON AVE
MADISON AVE
ADAMS AVE
COLLEGE AVE
BELLAMAH AVE
4TH ST
BONNELL DR
SHAWNEE TR
SUNRISE AVE
ABBOTT AVE
PLAINVIEW DR
S CANYON RD
S SCENIC DR
S WHITE SANDS BLVD
SAN MIGUEL ST
MIMOSA AVE
EL NIDO DR
S FLORIDA AVE
OCOTILLO DR
LA VELLE RD
MAYFLOWER
KERRY AVE
ARROYO SECO
DUBLIN LN
THARP DR
LAS LOMAS
CAMEO DR
GRAY ST
N WALKER AVE
MICHEL ST
CAMINO REAL
US HWY-70/82
GARCIA AVE
COLLINS AVE
S WALKER AVE
LINDBERG AVE
POST AVE
BYRD AVE
TRAVIS AVE
BIGGS AVE
KELLEY AVE
HOLLY AVE
HAMILTON RD
WRIGHT AVE
AIRPORT AVE
AIRPORT RD
BIRDIE LOOP
BOSQUE
US HWY-54
BLUEMONT RD
Legend
MAJOR COLLECTOR
MINOR ARTERIALS
MINOR COLLECTOR
PRINCIPAL ARTERIALS
LOCAL ROAD
CITY LIMIT
City of Alamogordo
Comprehensive Plan
Street Functional Classification

Oregon Avenue is a popular park facility. This area is facing significant issues, including narrow lanes, traffic congestion, high bicycle and pedestrian use, and a lack of off-street parking.

Various roadways have either been reconstructed or extended by the City over the years. The City currently has a five-year Street Maintenance Program, which is overseen by the Public Works Department and with an annual budget that is based on a percent of the City's gross receipts tax and gasoline tax revenues. The Street Maintenance Program includes pothole repair, sign installation and maintenance, street striping and pavement marker installation, alley maintenance, street sweeping, and hazardous materials cleanup. The Street Maintenance Program's goal is to maintain collector and arterial streets, traffic signals, and street lights. Road reconstruction, Americans with Disabilities Act (ADA) upgrade, pavement rehabilitation and maintenance projects are also part of the SMP and are completed each year on various streets. Roadway conditions are evaluated based on the Pavement Condition Index (PCI) utilized by the USACE or the Pavement Surface Evaluation and Rating (PASER) system developed at the University of Wisconsin.

The Engineering Department also participates in street development projects through project planning, budgeting, engineering and design, and project management for the City's capital projects. The Department provides operational support and consulting to other departments. It is also responsible for maintaining the 5-year Infrastructure Capital Improvement Plan for streets and the 5-year Street Maintenance Program.

The City of Alamogordo is working towards being in compliance with ADA standards through designating accessible handicapped parking space and improving streets and sidewalks. The City requires all new residential, commercial, and industrial developments to meet ADA standards as a condition of building permit issuance. The Street Maintenance Program projects are bringing more streets and intersections into compliance with ADA requirements every year.

Scenic Drive

The City is currently in the design and permitting stages of extending N. Scenic Drive to Mesa Verde Ranch Road. As shown on the Preferred Land Use Scenario, the extension will cross the UP railroad tracks and connect the Mesa Verde Ranch Road from the Charlie Lee Memorial Relief Route to White Sands Boulevard, providing more accessibility to the region's transportation system. Design of the project is required to be in compliance with ADA standards.

7.4 ALTERNATIVE TRANSPORTATION MODES

Pedestrian and Bicycle Facilities

The City continues to make efforts to provide safe and accessible modes of transportation. The City is currently active in trail improvements, as well as new trail development. Several trails that run throughout the City have been developed, including Alameda Park Zoo, Indian Wells Road, Alamogordo High School Track, North Scenic Drive, South Scenic Drive, and Desert Foothill Park, Lavelle Road, and Washington Park trails. However, there are large parts of the City that do not include trails or trail connections. The community survey conducted as part of the planning process indicated the support for development of trails.

The City contains several bike routes; however, there are no bicycle lanes within some of the major arterials. This deficiency is an issue that was identified in the community survey. The City should also construct bicycle infrastructure and sidewalks to ensure that all residents and visitors can safely and conveniently travel through the City by these alternative transportation modes.

The Downtown area lacks adequate pedestrian facilities. Despite recent pedestrian improvements, there remains some areas with discontinuous curbs and sidewalks. There are areas with no pedestrian accommodation or have sidewalks or curb cuts which end abruptly and create hazards for users. The City should improve the pedestrian environment for the safe mobility of residents and visitors.

Safe Routes to School

Creating a Safe Routes to School program would be an excellent strategy for increasing the safe travel for Alamogordo school children through walking and bicycling. The benefits of such a program are many-fold: increased physical activity for students; less congestion in school drop-off/ pick-up zones; fewer conflicts between cars, buses, and students; safer campus for walking and bicycling; students arrive at school energized and ready to learn; and decreased demand for busing.

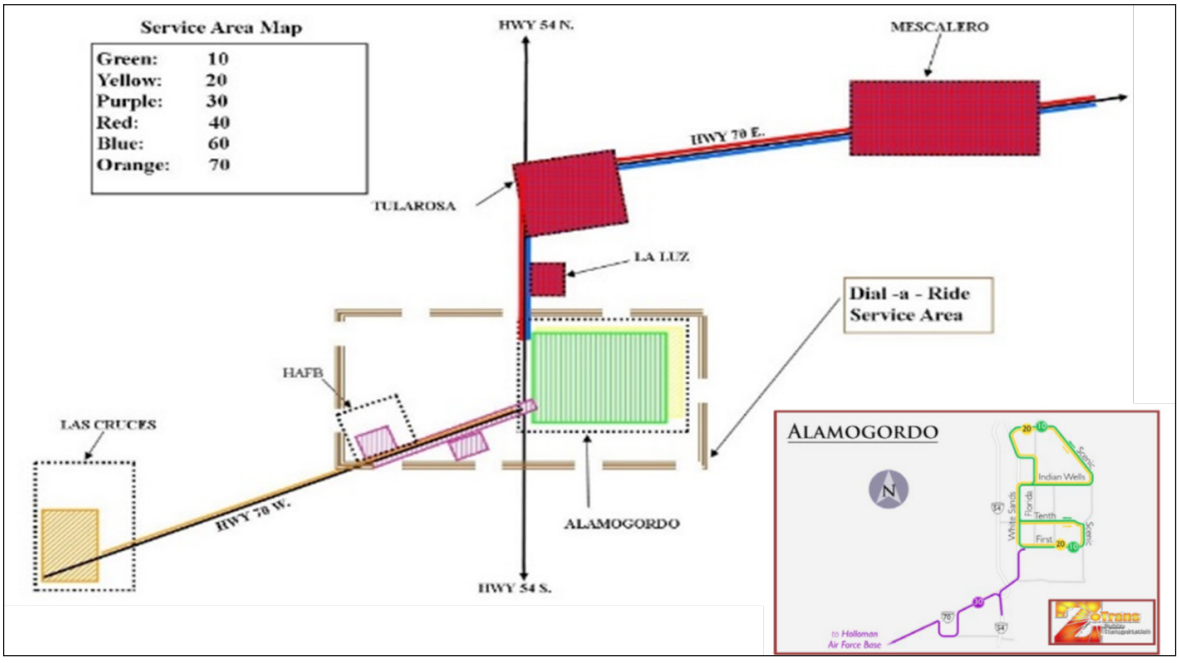
The NMDOT created a Safe Routes to School Handbook that covers the "how tos" of research and analysis, public input, and developing and writing the action plan *(for more information, see www.nmsaferoutes.com).* Each year, several New Mexico communities hold a Walk and Roll to School Day which promotes alternative forms of transportation for students going to or from school.

The grant funding available for this program is limited and requires a match from local government. Funding is provided under the Transportation Alternatives Program (TAP) through the Southeast New Mexico Transportation Planning Organization (SERTPO). According to the NMDOT Planning Bureau, most of the communities in New Mexico that have been successful in creating a Safe Routes to School Program received little grant funding. Their success was based more on having strong local champions (typically the school district) and providing the education and encouragement and incorporating the program concepts into the school culture.

In Alamogordo, creating a local Safe Routes to School Program would require a joint effort between Alamogordo Public Schools, City of Alamogordo, New Mexico Department of Health, and SERTPO.

7.5 PUBLIC TRANSPORTATION

Zia Therapy Center, Inc. provides the Z-Trans Public Transportation Service (Z-Trans) throughout the City and extending out to Holloman AFB. Z-Trans runs three bus routes per day, including the Yellow Route, Green Route, and Purple Route *(see Z-Trans Public Transportation Services Area map below)*. Each route runs several times per day at 60 minutes intervals in each direction. Services are available from 6:00 a.m. to 6:00 p.m., Monday through Saturday. Z-Trans also operates para-transit service to persons with disabilities that prevent them from riding the Z-Trans fixed routes. Para-transit is a door-to-door service in the area within 3/4 mile of Z-Trans stops and operates from 6:00 a.m. to 6:00 p.m., Monday through Saturday. The para-transit service is operated on a demand response basis to anywhere within the City.



Z-Trans Public Transportation Services Area map.

Z-Trans also operates three intercity bus routes; the Blue and Red Routes extend north from Alamogordo to Tularosa and Mescalero, and the Orange Route runs between Las Cruces and Alamogordo with an intermediate stop in Organ. The Red and Blue Routes each operate at three-hour intervals, Monday through Fridays. The Red Route operates on weekdays and Saturday.

The bus routes are updated and changed periodically, responding to the needs of the community. The service is funded by Public Transportation Programs Bureau of the New Mexico Department of Transportation (NMDOT). To supplement these transportation services, the City provides matching funds for operating and administration for the public transit service. While the service is a significant contribution to the City residents, there is a need for expansion of local bus service, as well as intercity bus service that provides connections to El Paso and Albuquerque. Citizens of Alamogordo routinely make trips to these destinations for business, medical, and leisure reasons. In 2012, service to Las Cruces was developed by Z-Trans, with support from the City.

7.6 ALAMOGORDO-WHITE SANDS REGIONAL AIRPORT

The Alamogordo-White Sands Regional Airport (AWSRA) is located approximately four miles southwest of the City of Alamogordo's central business district. The airfield lies between U.S. Highway 70 and 54 with the primary access from U.S Highway 70 and encompasses approximately 1,465 acres *(see the Alamogordo White Sands Regional Airport graphic, page 119, for the current airfield layout)*. Initial construction of the Airport began in 1954, with one 7,005 feet by 150 feet asphalt runway. The AWSRA opened for public use in 1958 with commercial passenger service initiated by Continental Airlines.

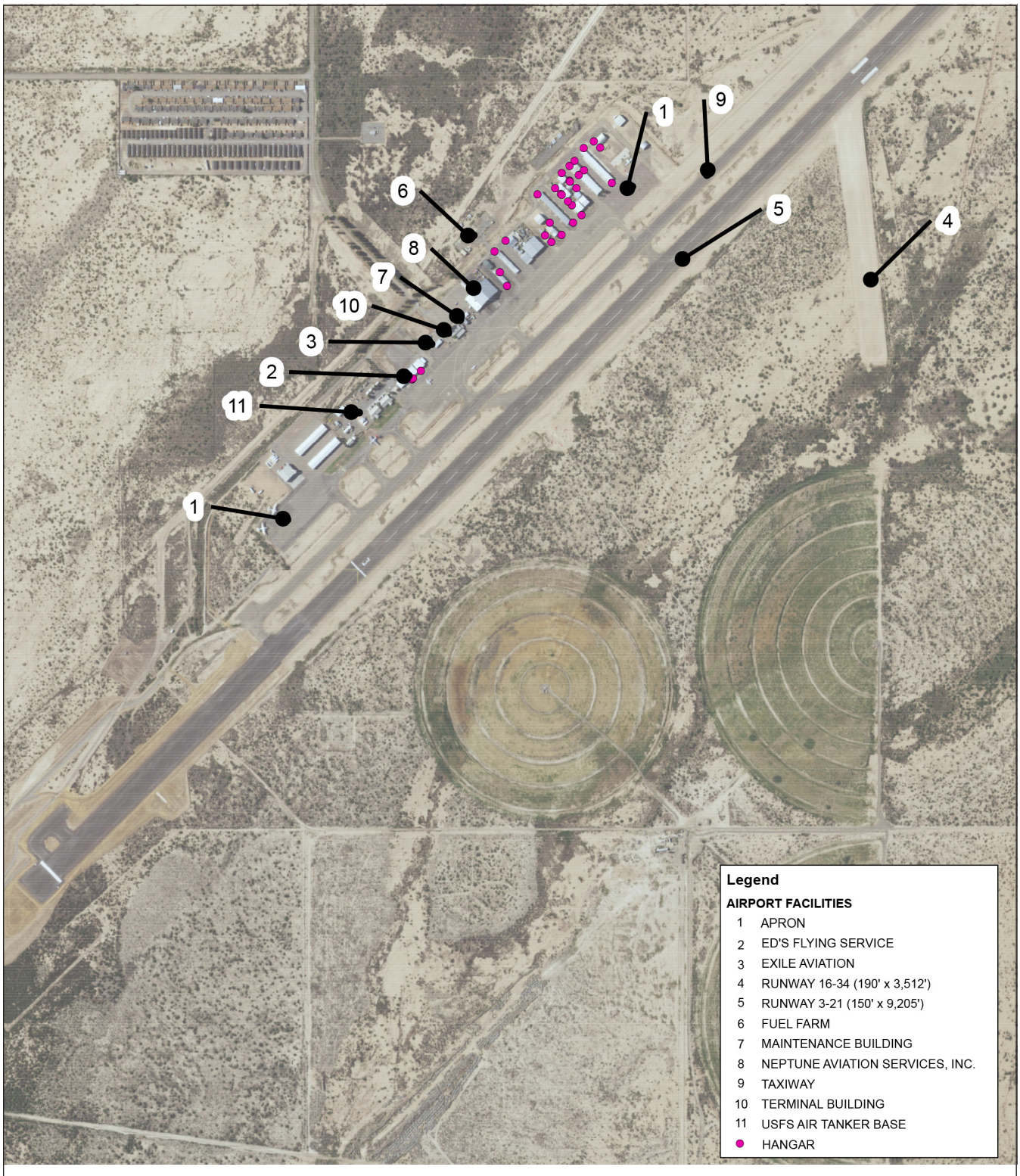
A small pocket of multi-family property is located north of the AWSRA, with additional areas of residential property located to the south and east. To the west, the land use consists of open space, with Holloman AFB located approximately five miles west of the City. The City of Alamogordo has adopted airport zoning to avoid incompatible land uses in order to protect the health, safety, and general welfare of the public residing in the AWSRA vicinity.

The AWSRA is owned and operated by the City of Alamogordo and is a public use facility. The Community Services Department is responsible for the administration of the AWSRA. Airport staff includes the Airport Coordinator and the Airport Maintenance staff members, who oversee security, administration, maintenance, operations, property management, and capital improvement administration.

The Airport Advisory Board consists of five members, two of whom are licensed pilots. The Board meets quarterly on to discuss issues related to the Airport. In addition to the Advisory Board, the FAA requires an Airport Zoning Board in order for the City to continue to receive grants in the best interest of the Airport. The Board meets as needed and consists of five members, including two Otero County members, two City members, and one member at large.

The FAA typically categorizes the airports by type of activity as Commercial Service, Cargo Service, Reliever, and General Aviation Airports. AWSRA lost its commercial service in April of 2012, and is currently classified as a General Aviation Airport. This category, as defined by the FAA, includes public use airports that do not have scheduled service or have less than 2,500 annual passengers. The AWSRA is a designated United States Forest Service (USFS) fire tanker base that supports natural resource protection for the southwestern United States (i.e., most of Arizona, all of New Mexico, western portion of Texas, and the Oklahoma panhandle).

The AWSRA contains one active paved runway, Runway 3-21; an unpaved crosswind runway, Runway 16-34; and an unpaved airstrip only used for glider operations. Runway 3-21 and the unpaved airstrip are oriented in a northeast-southwest alignment. Runway 16-34 is oriented in a generally north-south direction. The AWSRA has a full length, 75-foot-wide parallel taxiway that serves Runway 3-21. Additional access taxiways are also built to provide access between the airfield and all areas of the surrounding landside facilities. The parallel taxiway is comprised of asphalt



NTS

City of Alamogordo Comprehensive Plan

Alamogordo White Sands Regional Airport

pavement and is equipped with medium intensity taxiway lighting (MITL).

The principal terminal apron area is located adjacent to the Runway 3-21 parallel taxiway, encompassing approximately 61,000 square yards and extending along the parallel taxiway from the T-hangar area in the northeast to an area adjacent to Ed's Flying Service in the southwest. The general aviation terminal building is located in the center of the terminal area along the northwest side of the terminal apron and is directly accessible via the Airport Access Road. Exile Aviation and Ed's Flying Service are the fixed based operator facilities offering aircraft parking, passenger terminal and lounge, flight training, aircraft maintenance, aircraft rental, aircraft sales / leasing / brokerage, aircraft maintenance, pilot supplies, hangar rental, public telephone, courtesy car, and restrooms. Aircraft storage ranges from tie-down spaces through T-hangars and conventional hangars. The apron can accommodate approximately 87 based and transient aircraft. The Airport has a fuel farm operated by Exile Aviation and serves the general aviation operators as well as the USFS Air Tanker Base. The fuel farm includes two above ground fuel storage tanks with a capacity for 12,000 gallons each of Aviation Gasoline (AVGAS) and Jet-A fuel.

Alamogordo-White Sands Regional Airport Master Plan Update

The Alamogordo-White Sands Regional Airport Master Plan Update *(URS Corporation, July 2014)* identified the primary goal as adjusting the 1996 Airport Master Plan to address changes to the FAA design criteria and changes within the aviation industry and local demographics. The Airport Master Plan Update provides a staged plan for implementing recommended development, which includes the extension of existing Runway 3-21 and associated taxiway work; construction of new Runway 16-34 and associated taxiway work; 63,000 square feet of general aviation hangar storage and associated aircraft access; additional fuel storage facilities; and additional vehicular parking facilities for the following reasons:

- The level of activity for the USFS air tanker base is forecast to increase both in the number of total operations and aircrafts. Significantly larger aircraft, including the DC 10 air tanker and surplus Air Force C-130, could potentially relocate to the AWSRA. Should basing of these tankers be implemented, major facility expansion and upgrade will be required. Additional hangar storage and associated aircraft access; additional fuel storage facilities; and additional vehicular parking facilities will be needed as well.
- The primary fire suppression aircraft for the AWSRA air tanker base is the Lockheed P2V Neptune. The USFS is ultimately planning to upgrade its fire suppression fleet to include the British Aerospace Bae-146 aircraft that will provide significantly faster response and turn-around times than the P2V Neptunes. The length of runway 3-21 would not support the USFS upgrades as the BAe-146 requires a greater takeoff runway length. It should, therefore, be a priority to extend Runway 3-21 to accommodate the BAe-146.
- Runway 16-34, an unpaved crosswind runway, is currently used primarily by small general aviation aircraft during periods of high crosswinds on Runway 3-21. However, a dirt runway can be problematic during periods of heavy rain and requires additional maintenance efforts and costs to keep the runway in optimum condition throughout the year. In addition, Runway 16-34 is unlighted and its utility during periods of low visibility would be limited, if not non-existent. Given these issues and the greater safety afforded by a paved runway, it is strongly recommended that Runway 16-34 be paved and ultimately lengthened to serve the P2V and BAe-146 air tankers, since any closure of Runway 3-21 would effectively close the Airport to operations from the air tanker base. Any closure of air taker base during the fire-fighting season could have a severe effect on the communities served by the air tanker base.
- Runway 3-21 currently has a full-length parallel taxiway located 250 feet from the runway centerline. The 250-foot separation distance no longer meets the FAA recommended separation distance of 400 feet. At the time Runway 16-34 is paved and lengthened, all taxiways serving the runway should be constructed to new standards as well.

TABLE 7.1: ICIP FY 2019-2023 - ALAMOGORDO WHITE SANDS REGIONAL AIRPORT							
Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Runway Strengthening and Design	-	$8,000,000	-	-	-	-	$8,000,000
Runway 4-22 Lighting Rehabilitation	-	-	$945,000	-	-	-	$945,000
Expand Large Aircraft Parking and Taxiway Apron Construction	-	-	-	$900,000	-	-	$900,000
Construct South Side Perimeter Drainage Improvements Phase IV	-	-	-	-	$360,000	-	$360,000

In 2016, Runway 3-21 was extended to the southwest, which increased its overall length from 7,500 to 9,205 feet. The project cost totaled over $7 million and was funded by the FAA (90%), State of New Mexico (5%), and the City of Alamogordo (5%). The hangar was also modified to be able to house BAe-146 engines and C-23 Sherpa in the near future. The FAA, State of New Mexico, and the City of Alamogordo are actively engaged in airport improvement projects, which include pavement rehabilitation; marking taxiway and apron; taxiway signage and lighting; crosswind runway 16-34 improvement; large aircraft parking apron and taxiway extension; terminal and parking lot improvements, and other projects that may be required.

7.7 FY 2019-2023 ICIP

The City of Alamogordo has listed capital improvements for the Alamogordo White Sands Regional Airport for FY 2019-2023 Infrastructure Capital Improvements Plan. Table 7.1 *(above)* provides the list of projects, time line, and estimated project costs.

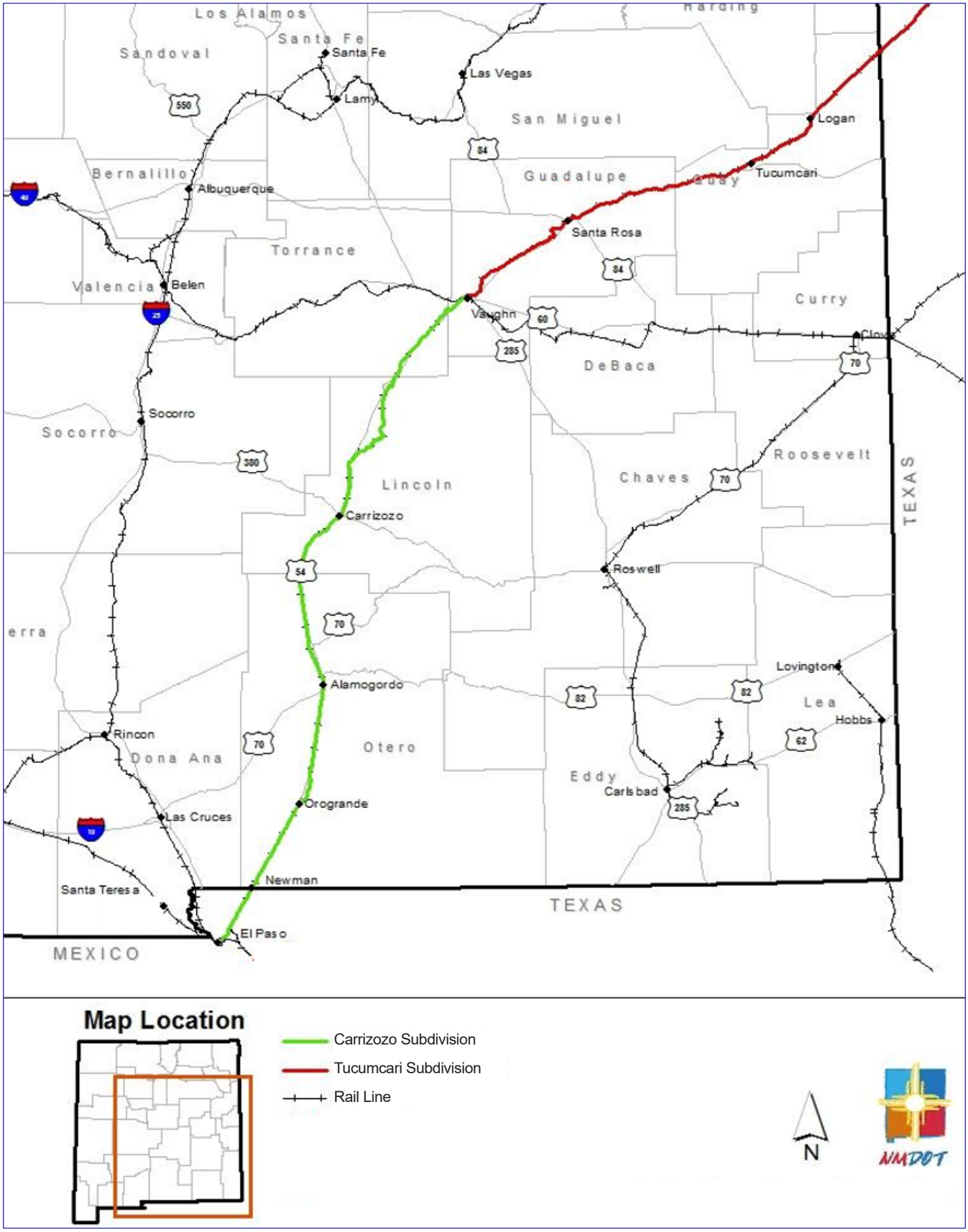
7.8 RAIL SERVICES

Railroads and New Mexico have interwoven histories, and railroads still play a key role in the economy and commerce of the state. The two largest freight railroads in the U.S., the BNSF Railway (BNSF) and the Union Pacific (UP) Railroad, operate in New Mexico, as well as five short line railroads, two long-distance Amtrak routes, the New Mexico Rail Runner Express commuter railroad, and the narrow gauge Cumbres and Toltec Scenic Railroad. This system collectively contributes to the movement of goods on the national rail system, serves the needs of local businesses and industries, and provides a passenger rail alternative as part of New Mexico's multi-modal transportation system.

The UP Railroad connects 23 states in the western two-thirds of the U.S. by rail and operates routes from all major West Coast and Gulf Coast ports to eastern gateways, connects with Canada's rail systems, and serves all six major gateways to Mexico. The UP's business mix includes agricultural products, automotive, chemicals, coal, and industrial products. The two major UP lines are Sunset Route and Tucumcari Line. The Sunset Route is a 760-mile freight route linking the Ports of Los Angeles and Long Beach with El Paso.

The Tucumcari Line, also referred to as the Golden State Route, is a major connection between Southern California and the Midwest. This line begins at its junction with the Sunset Route in El Paso and heads northeast, entering New Mexico at Newman and passing through Alamogordo, Carrizozo, Vaughn, Santa Rosa, and Tucumcari before reentering Texas northeast of Nara Visa *(see Union Pacific Tucumcari Line, page 122)*. The Tucumcari Line is single-tracked and hosts 10 to 20 trains a day. This line includes 364 miles of track within New Mexico on the Carrizozo and Tucumcari subdivisions.

The Carrizozo Subdivision is a 229-mile subdivision extending from El Paso, Texas to Vaughn, New Mexico of which 210.7 miles is within New Mexico. The UP runs south-north through Alamogordo and currently crosses several streets including Martin Luther King Jr Boulevard, 1st Street, 8th Street, 10th Street, and Canal Street. It is a general freight liner carrying cargo. Freight operators provide service on request. Despite the history of Alamogordo as a railroad town, no station or passenger service is available.



UNION PACIFIC TUCUMCARI LINE. *Source: New Mexico State Rail Plan, Cambridge Systematics, Inc., March 2014.*

Per the requirements of the Rail Safety Improvement Act (RSIA) passed in 2008, railroads are required to install Positive Train Control (PTC) technology on all lines that carry passengers and/or certain hazardous materials (toxic-by-inhalation commodities). The primary goal of implementing this technology is to enhance safety, primarily through the prevention of train-to-train collisions, over speed derailments, incursions into work zone limits, and movement of trains through improperly-positioned switches. The UP invested $2.3 billion in PTC through 2016 and planned to spend $3.1 billion in 2017. The main proposed project affecting the track passing though Alamogordo is the $14 million investment in the rail line between Carrizozo and Fort Bliss to replace 116,318 railroad ties and install 55,470 tons of rock ballast. This project benefits New Mexico's overall transportation infrastructure without taxpayer funds.

7.9 GOALS, OBJECTIVES, and STRATEGIES

Transportation Goal 1: Establish a balanced and coordinated system of pedestrian, bicycle, vehicular, and transit facilities to allow for the safe and efficient movement of people and goods through and within Alamogordo.

Objective 1.1: To address the traffic congestion and safety issues and improve the major and local street network to ensure the safe vehicle travel of residents and visitors to Alamogordo.

Objective 1.2: To reduce the community's dependence on passenger vehicles and promote a healthier, more active lifestyle.

Objective 1.3: To offer efficient and cost effective intercity and local transit services to youth, seniors, people with disabilities, and other residents who do not drive or own a passenger vehicle.

Objective 1.4: To promote the Safe Routes to School program by encouraging children to walk and bicycle to school.

Transportation Strategy 1.1: Work with the NMDOT to establish a plan for improvements to NMDOT facilities (e.g., White Sands Boulevard) including roadways, traffic signals, and drainage structures located within the City limits.

Transportation Strategy 1.2: Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City's ICIP and identify potential funding sources.

Transportation Strategy 1.3: Pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, Transportation Enhancement Program, etc., for street, pedestrian, and bicycle improvements to meet existing and future transportation needs.

Transportation Strategy 1.4: Determine the feasibility of expanding local transit service to serve existing City areas and future growth. In addition, determine the feasibility of expanding intercity transit service to El Paso and Albuquerque.

Transportation Strategy 1.5: Work with Alamogordo Public Schools, SERPTO, NMDOT, and New Mexico Department of Health on creating a Safe Routes to School program to identify safe bike/walk routes.

Transportation Goal 2: Maintain clean and safe street conditions throughout the City of Alamogordo.

Objective 2.1: To develop a revitalization and improvement plan for major corridors and local streets through an annual schedule of street resurfacing and paving.

Objective 2.2: To provide more walkable streetscapes through the installation and replacement of sidewalks, handicap ramps, lighting, and street furniture.

Transportation Strategy 2.1: Continue to plan and implement the City's Five-year Street Maintenance Program. Pursue and secure funding for implementing these projects.

Transportation Strategy 2.2: Continue implementation of the Americans with Disabilities Act for new developments to address sidewalks, roadways, and ADA accessibility.

Transportation Goal 3: Improve and promote the Alamogordo-White Sands Regional Airport.

Objective 3.1: To foster economic opportunities and growth for the City of Alamogordo and Otero County.

Objective 3.2: To expand general aviation service and support United States Forest Service operations.

Objective 3.3: To meet current FAA design criteria and respond to changes within the aviation industry.

Transportation Strategy 3.1: Continue to implement the airport improvement projects identified in the Alamogordo-White Sands Regional Airport Master Plan Update and the City's 2019-2023 ICIP.

Transportation Strategy 3.2: Provide the facilities and improvements needed to sustain existing and future air tanker operations.

Transportation Strategy 3.3: Pursue available aviation-related funding from FAA and the NMDOT Aviation Division grant and funding programs.

8. Community Services & Facilities

8.1 INTRODUCTION

The Community Services element summarizes the essential services and facilities that ensure the health, safety, welfare, and quality of life for all citizens of Alamogordo. This includes public safety, emergency services, parks and recreation, community facilities, education, and health care. The majority of these services are managed by the City of Alamogordo. Other entities, such as Alamogordo Public Schools, Gerald Champion Regional Medical Center, Ben Archer Health Center, and New Mexico School for the Blind and Visually Impaired, also provide services and facilities to meet the needs of the community.

8.2 COMMUNITY SURVEY

As part of the community survey, a series of questions was asked in regard to public services and facilities offered by the City of Alamogordo. The results show that the community feels public safety services are adequate and public facilities, such as the Alameda Park Zoo, are popular attractions that people enjoy visiting.

Survey respondents use many of the City facilities, with the top three being parks (66%), Alameda Park Zoo (65%), and Alamogordo Public Library (42%). The majority of respondents (63%) either agree or strongly agree that public safety services provided by the are adequate.

8.3 PUBLIC SAFETY

POLICE DEPARTMENT

The Alamogordo Police Department headquarters are located at 700 Virginia Avenue. The Police Department is divided into eleven divisions consisting of Patrol, K-9, School Resource Officers, Criminal Investigations (detectives), Animal Control, Evidence, Records, Administration, Dispatch, Training and Recruiting, and Community Relations divisions. The City Commission also funded a SWAT team in 2017. The Department has 59 Certified Officers and 29 support staff members assigned to the different divisions: Patrol (35 Officers) and Dispatch (12 Officers). The Department has 66 marked police vehicles and 12 unmarked police vehicles and due to the high daily use the vehicles experience, there is always a need to replace older vehicles.

A critical factor in the effectiveness of any emergency response agency is the ability to get personnel and equipment to the scene of the emergency in a timely manner. The average emergency response time for priority one calls is just over five minutes. Response times will depend on staffing and call volume. The Department primarily handles emergency response calls from within the City, but occasionally will assist with the County, if requested.

The Department's staffing, training, and equipment needs are ongoing. There are three vacant positions for Patrol Officers and one vacancy in the Dispatch division. Officers receive advanced training all over the state and often outside New Mexico. There are two required advanced officer training events. Firearms training is annual and the state mandated biennium training is held once every two years. In order to adequately serve the City, other advanced training needs include SWAT, interviews and interrogations, field training, school resource, and officer training. Furthermore, technology is in need of updating including police vehicles, recording equipment for interviews, and SWAT equipment.

FIRE DEPARTMENT

The Alamogordo Fire Department provides fire protection within the City limits unless requested by Otero County or other agencies for major emergencies. The Fire Department operates out of seven fire stations, and employs 24 fire personnel in four divisions (HazMat, command unit, rope rescue, and search and rescue). Station 1, located at 619 Texas Ave, is the primary contact for the Fire Department. In 2016, the Fire Department experienced 1,264 service calls with 105 average monthly service calls.

The Department is staffed with fourteen fire fighters, three lieutenants, and four EMTs. The administrative staff is made up of a fire chief, deputy chief, and one administrative staff member. Service vehicles include two aerials, two brush trucks, five fire engines, one HazMat vehicle, three rescue trucks, one tender, and seven command vehicles. The Department also oversees code enforcement, which has five staff members and five vehicles. The City's Insurance Service Office (ISO)

rating is 4. Increasing the Department's ISO rating would require a new fire substation on the north end of the City and approximately six additional firefighters. Mesa Village is a potential location for a new fire substation.

OTHER LAW ENFORCEMENT AGENCIES

Although not City of Alamogordo services, the New Mexico Army National Guard and U.S. Border Patrol are located in the City. The training center for the National Guard is located at 1600 S. Florida Ave. The building, originally constructed in 1978, is currently undergoing a remodel and expansion to provide a new 23,000 square foot modern facility with training classrooms and offices for the Soldiers of Delta Company.

The Alamogordo Station of the U.S. Border Patrol is located approximately 90 miles from the border at 1997 Highway 54 South and employs approximately 105 officers. The Station monitors 16,285 square miles extending north 100 miles and 30-40 miles in width, encompassing two military installations and the Tularosa Basin. Alamogordo is the first town on one of the main roads leading out of Juarez, Mexico. The Border Patrol operates several checkpoints along the major highways and provides backup for stations located along the border.

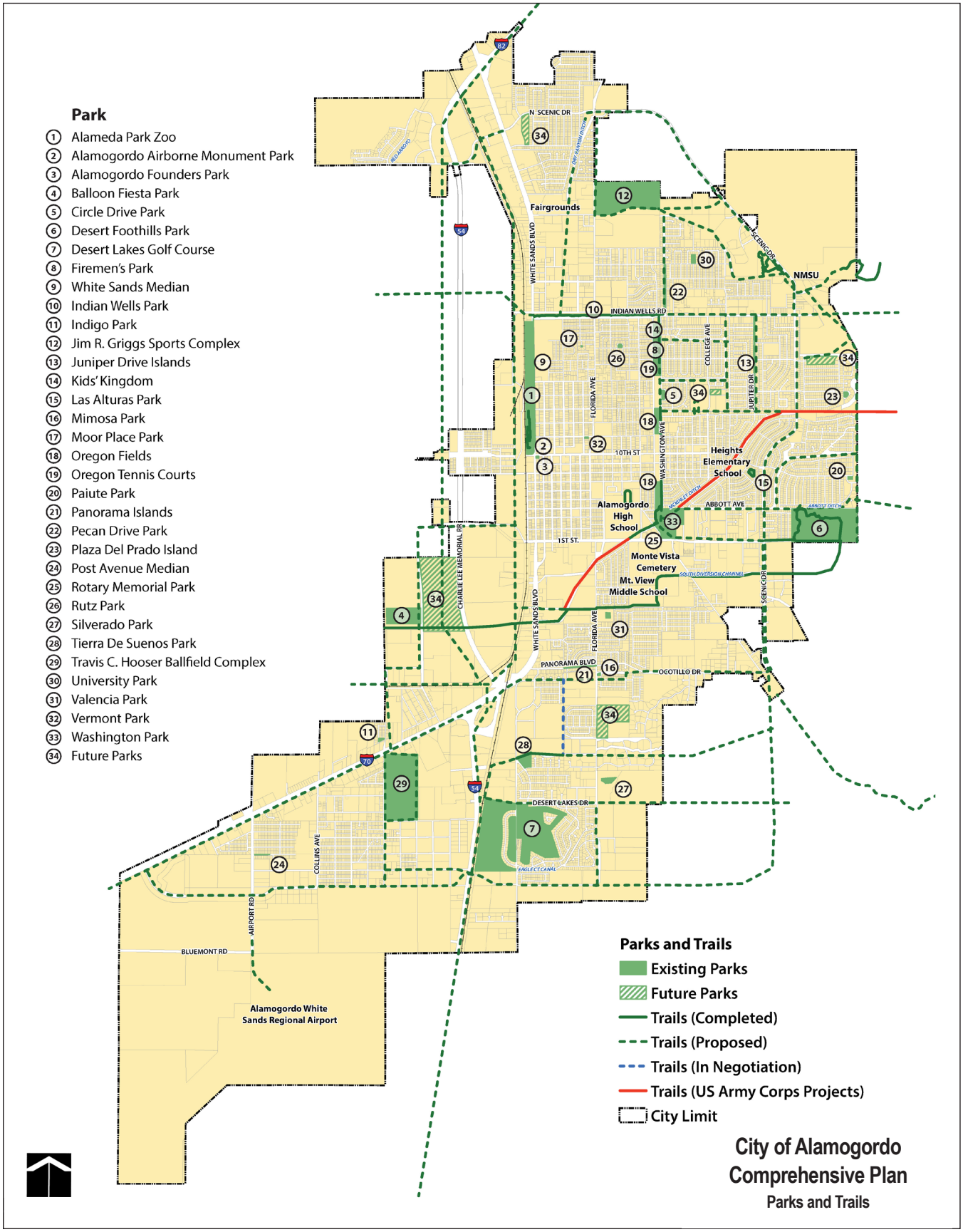
8.4 PARKS and RECREATION

The City of Alamogordo manages approximately 660 acres of park land and 63 miles of trails. This includes both developed and undeveloped park land and medians. Approximately 200 acres are developed and maintained by the Park Services. Table 8.1 provides an inventory of existing and proposed parks and trails in Alamogordo, which are illustrated on the Parks and Trails graphic, page 129.

Parks and recreation staff includes 22 full time employees and 6 seasonal employees. Park maintenance has a full service lawn, landscape, tree maintenance, and sports field maintenance capabilities. The current staffing level is considered to be adequate for basic services and minor projects.

TABLE 8.1: PARKS and RECREATION FACILITIES

	Park Name	Acreage
1*	Alameda Park Zoo	36.7
2	Alamogordo Airborne Monument Park	.5
3	Alamogordo Founders Park	.2
4	Balloon Fiesta Park	20.0
5	Circle Drive Park	1.0
6	Desert Foothills Park	80.5
7	Desert Lakes Golf Course	142.9
8	Firemen's Park	6.9
9	White Sands Median	2.6
10	Indian Wells Park	6.7
11	Indigo Park	.4
12	Jim R. Griggs Sports Complex	68.7
13	Juniper Drive Islands	2.9
14	Kid's Kingdom	1.0
15	Las Alturas Park	1.0
16	Mimosa Park	.2
17	Moor Place Park	.05
18	Oregon Fields	17.2
19	Oregon Tennis Courts	6.0
20	Paiute Park	.5
21	Panorama Islands	.8
22	Pecan Drive Park	2.6
23	Plaza Del Prado Island	.7
24	Post Avenue Median	.2
25	Rotary Memorial Park	2.1
26	Rutz Park	.4
27	Silverado Park	2.0
28	Tierra De Suenos Park	5.6
29	Travis C. Hooser Ballfield Complex	81.7
30	University Park	1.2
31	Valencia Park	1.0
32	Vermont Park	.2
33	Washington Park	19.2
34	Future Parks	146.7
	Total Acreage	**660.4**
	Trails	**Miles**
	Completed	9.2
	Proposed	50.9
	Army Corps of Engineers Project	2.4
	In Negotiation	.6
	Total Miles	**63.1**


Park
1 Alameda Park Zoo
2 Alamogordo Airborne Monument Park
3 Alamogordo Founders Park
4 Balloon Fiesta Park
5 Circle Drive Park
6 Desert Foothills Park
7 Desert Lakes Golf Course
8 Firemen's Park
9 White Sands Median
10 Indian Wells Park
11 Indigo Park
12 Jim R. Griggs Sports Complex
13 Juniper Drive Islands
14 Kids' Kingdom
15 Las Alturas Park
16 Mimosa Park
17 Moor Place Park
18 Oregon Fields
19 Oregon Tennis Courts
20 Paiute Park
21 Panorama Islands
22 Pecan Drive Park
23 Plaza Del Prado Island
24 Post Avenue Median
25 Rotary Memorial Park
26 Rutz Park
27 Silverado Park
28 Tierra De Suenos Park
29 Travis C. Hooser Ballfield Complex
30 University Park
31 Valencia Park
32 Vermont Park
33 Washington Park
34 Future Parks
N SCENIC DR
Fairgrounds
WHITE SANDS BLVD
NMSU
INDIAN WELLS RD
COLLEGE AVE
FLORIDA AVE
JUPITER DR
10TH ST
WASHINGTON AVE
Heights Elementary School
Alamogordo High School
ABBOTT AVE
1ST ST.
Monte Vista Cemetery
Mt. View Middle School
CHARLIE LEE MEMORIAL HWY
PANORAMA BLVD
OCOTILLO DR
DESERT LAKES DR
COLLINS AVE
AIRPORT RD
BLUEMONT RD
Alamogordo White Sands Regional Airport
Parks and Trails
Existing Parks
Future Parks
Trails (Completed)
Trails (Proposed)
Trails (In Negotiation)
Trails (US Army Corps Projects)
City Limit
City of Alamogordo
Comprehensive Plan
Parks and Trails

ALAMEDA PARK ZOO

The Alameda Park Zoo was founded in 1898, the same year Alamogordo was chartered, as something for train passengers to do while waiting for the train to refuel. The Zoo is located at 1321 N. White Sands Boulevard and is open to the public daily from 9:00 a.m. to 5:00 p.m. and closed only on Christmas and New Year's Day. The Toy Train Depot provides rides throughout the Park. Respondents to the 2017 community survey indicated that the Alameda Park Zoo is a very popular, well-used facility, second only to parks.

DESERT LAKES GOLF COURSE

Desert Lakes Golf Course, in operation since 1953, is located 2351 Hamilton Road. Desert Lakes is a public, 18-hole regulation course that provides rental services, practice and instruction opportunities, and the 19th Hole Grill and Bar.

SPORTS COMPLEXES

Travis C. Hooser Ballfield Complex

The Travis C. Hooser Ballfield Complex is located along Walker Road, south of Highway 70. It is open to the public year round and includes eight ballfields. Other amenities include a batting cage, bullpen, dugouts, concession stand, clubhouse, and covered stands. In 2015, the Ballfield Complex began hosting the Playing for James annual fast pitch softball tournament in honor of a former Alamogordo High School girls basketball coach and club softball coach who passed away in 2014. The tournament draws about 50-55 teams from throughout the southwest region.

Jim R. Griggs Sports Complex

The Jim R. Griggs Sports Complex is located at 3000 N. Florida Avenue. The Sports Complex is a four-plex design and is home to the White Sands Pupfish professional baseball club in the Pecos League of Professional Baseball Clubs. In 2015, the Sports Complex completed an "extreme makeover" that converted the dated ballfield into a Pro Field. The entire field was resodded, the infield was redesigned, the clubhouse, locker room, and umpires room were updated, etc.

EXISTING LEVEL OF SERVICE

A typical method for evaluating whether a municipality is providing an adequate amount of parks and recreation facilities is to do a level of service analysis based on population. The Trust for Public Land publishes city park data for communities across the United States. The 2016 City Park Facts includes a wide range of data and park land calculations for large and small cities with a range of population densities from high to low density. According to the Trust for Public Land, in 2016, the median park land per 1,000 residents for all cities studied was 13.1 acres. For low density cities, the median was 23.3 acres per 1,000 residents.

Based on Alamogordo's estimated 2015 population of 31,198 and total park land at 660 acres, the City is providing an overall level of service (LOS), including developed and undeveloped land, at 21.2 acres per 1,000 residents (1 acre/47 people). This is a relatively high LOS; however, a significant portion of this park land is in Desert Lakes Golf Course (142.9 acres), Jim Griggs Sports Complex (68.7 acres), and Travis C. Hooser Ballfield Complex (81.7 acres). If these three facilities were excluded, the remaining park land would be 366.7 acres, yielding a LOS of 11.8 acres/1,000 (1 acre/85 people). The City should work to increase the level of service by acquiring and developing land for parks, particularly neighborhood-scale parks.

Other low density cities with a similar LOS include Durham, North Carolina (10.4 acres/1,000); Witchita, Kansas (11.9 acres/1,000); and Indianapolis, Indiana (13.5 acres/1,000). In comparison, Albuquerque, categorized as a medium to low density city, provides a LOS of 49.2 acres per 1,000 residents.

The 2016 City Park Facts also tracks the amount of spending on parks and recreation per resident. The median total spending was $76 per resident, which included operating and capital expenditures. The City of Albuquerque spent $44 per resident.

FIVE YEAR PARK and OPEN SPACE COMPREHENSIVE MASTER PLAN

The City of Alamogordo adopted a Five Year Park and Open Space Comprehensive Master Plan (2008-2012) in 2008. The Master Plan includes an inventory of existing parkland and facilities, identifies potential locations for new parks, provides five year capital improvement projections, and plans for the efficient replacement of vital maintenance

equipment. A summary of the recommendations from the 2008 Master Plan are as follows:

- Continue to make improvements to existing facilities and develop new facilities to meet the growing population densities in targeted geographic locations;
- Development of a multi-purpose trail system that connects the existing City parks;
- Acquire more usable open space for park and recreation development;
- Develop the Old City Landfill into a multipurpose regional park;
- Develop a Balloon Fiesta Park off of Lavelle Road as part of the development of the Old City Landfill into a multipurpose regional park;
- Continuation of the process of bringing facilities into compliance with the Americans with Disabilities Act as funding is made available;
- Systematic schedule of program, equipment, and facility refurbishment and replacement;
- Strive to enhance ongoing programs and services and strive to develop new and innovative programs and services;
- Continuation of the process of replacing potable water irrigation to reclaimed water irrigation;
- Cooperation with other recreation providers to avoid unnecessary duplication of services; and
- Develop funding for a new tennis center complex/facility.

In addition to the facilities listed above, a new splash park was identified as a desired future park facility during the planning process for the Comprehensive Plan.

The City should plan for an update to the Park and Open Space Comprehensive Plan to determine current and future demand and identify priorities for improving and maintaining park and recreation facilities.

PARKS and RECREATION BOARD

The Parks and Recreation Board consists of seven members, including five members at large and two school representatives, who meet quarterly to consider programs, fees, and other operational issues. The Board makes recommendations regarding leisure services and recreation for the community; provides input on policy decisions; develops priorities for capital improvement projects; provides a leadership role when controversial issues arise; and attends budget hearings to advocate spending public funds for quality of life issues.

JOINT USE FACILITIES

The City and Alamogordo Public Schools share facilities and parks for recreational activities. These include the City swimming pool, tennis courts, golf course for youth golf, gyms for the City's Bitty Basketball Program, practice fields, and equipment. Shared areas vary based on the activity and the time of day. Public use of school facilities is in the evenings or weekends. The City and Alamogordo Public Schools maintain their own facilities.

8.5 COMMUNITY FACILITIES

ALAMOGORDO PUBLIC LIBRARY

The Alamogordo Public Library is located at 920 Oregon Avenue between 9th and 10th Streets. The hours of operation are Monday through Thursday from 10:00 a.m. to 8:00 p.m.; Friday from 10:00 a.m. to 5:00 p.m.; and Saturday from 11:00 a.m. to 5:00 p.m. The Library employs 18 permanent staff; ten are full-time and eight are part-time. There are also 15 to 20 volunteers throughout the year.

Alamogordo Public Library.

The Library offers reference services, a variety of print and on-line resources and collections, and children and teen programs. Programs include:

- Computer classes;
- Exam proctoring services;
- Homebound book delivery program;
- Resources on genealogy;
- Southwest and local history;
- Mango language learning online database;
- Preschool programs;
- Teen programs; and
- Summer reading programs.

The Library Board consists of seven members, five City members and two County members who provide advisory direction and input regarding the library. Recent tasks have included researching options and/or bond funding for a new library or modifications to the current library building.

The biggest challenge at the Library is a lack of meeting space and computers. The Library has a dedicated internet service that is separate from the rest of Alamogordo; however, there is a need for better service and more computers.

SENIOR SERVICES

Alamogordo Senior Center

The Alamogordo Senior Center is located at 2256 Puerto Rico Avenue, just north of Indian Wells Road. The hours of operation are from 8:00 a.m. to 5:00 p.m., Monday through Friday. The Senior Center provides services for ages 60 and over, under the administration of New Mexico Aging and Long Term Services. The Senior Center staff includes 20 full time employees, five part time employees, and volunteers. The Senior Center manages a Senior Volunteer Program that matches seniors with volunteer opportunities, including jobs at the Senior Center, City, and the County to utilize their skills and interests.

Fitness class at the Senior Center.

The Senior Center's goal is to serve and meet recreation, nutrition, wellness, and basic needs of seniors to the highest extent possible. The Senior Center provides recreation through on-site games, education, activities, and field trips. Activities and facilities include:

- Fitness center
- Yoga
- Strength training
- Quilting
- Arts and crafts
- Computers
- Health checkups
- Social service assistance

Nutritional needs are met by a congregate meal program that provides approximately 150 meals per day. In addition, the Senior Center provides a Meals on Wheels program. Homemaker services are also provided to assist seniors with basic house cleaning services such as vacuuming, mopping, making beds, preparing meals, doing laundry, running errands, and transportation to medical appointments. Transportation services are provided to the Senior Center for lunch or activities, medical appointments, and trips to the grocery store.

The Senior Center has ample space for activities, but could benefit from more fitness space and equipment. Although the Senior Center does not provide Senior Care or Respite Care services, there is a need for these types of services.

Senior Volunteer Program Advisory Council

The Senior Volunteer Program Advisory Council consists of eleven members, including nine members at large, one Foster Grandparent Program Representative, and one Senior Companion Program Representative. The Advisory Council promotes the engagement of older persons as resources for community improvement and in delivery of volunteer services in the community.

Committee on Aging

The Mayor's Committee on Aging consists of seven members who meet monthly at the Alamogordo Senior Center.

FAMILY RECREATION CENTER

The Family Recreation Center is open from 6:00 a.m. to 7:00 p.m. Monday through Thursday; 6:00 a.m. to 6:00 p.m. on Friday, and from 1:00 p.m. to 6:00 p.m. on Saturday during the fall, winter, and spring. During the summer, the Recreation Center hours are extended to include Sundays from 1:00 p.m. to 6:00 p.m. The year-round staff includes seven full time employees and four part time employees. In the summer, there are an additional 22 part time seasonal employees.

Youth programming includes day camps, after school care, sports camps and leagues, swim lessons, and special events. Teen programs include special events and aquatic programs. Adults and seniors utilize the fitness equipment, participate in sports and swim lessons, and hold special events.

Family Recreational Center.

ALAMOGORDO FAMILY ENTERTAINMENT CENTER

The City of Alamogordo is in the process of constructing the Family Entertainment Center at the Mesa Verde development on the north side of the City. The Family Entertainment Center is located to the north of Mesa Verde Ranch Road and west of the Relief Route. It will include a 24-lane, league-certified bowling alley; a restaurant and bar; kitchen area; outdoor patio; multi-purpose room; two amusement areas with laser tag and video arcade; locker facilities; and a pro-shop for the bowling alley. The project is anticipated to be completed by the end of 2017 and should open in Spring 2018. The City will retain ownership of the Family Entertainment Center, but management and operations will be provided by a private company selected by the City.

ALAMOGORDO COMMUNITY GARDEN

The Community Garden, located on Puerto Rico Avenue, was opened to the public in 2016 by a group of local business owners and community members. The Albuquerque Community Garden Committee manages the Garden under the GAP Ministry of Love INC of Otero County. The Garden provides an opportunity for people to grow their own food, contribute produce to the Shared Table program, and create a social space where neighbors can meet and build relationships. Plots are sectioned into 20 foot x 10 foot that can be rented for $20 per year by an individual, organization, or on behalf of an individual who may not be able to afford the fee.

8.6 FY 2019-2023 ICIP

The City of Alamogordo has identified capital improvements in the FY 2019-2023 Infrastructure Capital Improvement Plan for the Police Department, Fire Department, and Community Services (FY 2019-2023) as shown in Table 8.2 below.

TABLE 8.2: FY 2019 - 2023 ICIP - PUBLIC SAFETY & COMMUNITY SERVICES

Funding by Year	Funded to Date	2019	2020	2021	2022	2023	Grand Total
Police Department							
Vehicles and Equipment	$200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$700,000
Animal Control Vehicles	-	$55,000	-	-	-	-	$55,000
Fire Department							
Purchase New Firefighter Pumper Truck for Fire Station #5	-	$625,000	-	-	-	-	$625,000
Fire Station #7 Improvements	$7,319	$490,000	-	-	-	-	$497,319
ARFF Truck for Fire Station #3	-	$1,200,000	-	-	-	-	$1,200,000
Construct New Fire Station for White Sands Airport Fire District 2	-	$1,600,000	-	-	-	-	$1,600,000
Construct New Fire Station #8 for District 6 - Mesa Village Area	-	$160,000	$1,800,000	$40,000	-	-	$2,000,000
ARFF Training Facility at White Sands Airport	-	$75,000	$1,000,000	$725,000	-	-	$1,800,000
Community Services							
Playground Shade Structure	-	$240,000	-	-	-	-	$240,000
Library North Patio Renovation	-	$279,738	-	-	-	-	$279,738
Construct New Civic Center	-	-	-	-	-	$10,000,000	$10,000,000

8.7 EDUCATION

ALAMOGORDO PUBLIC SCHOOLS

Alamogordo Public Schools (APS) serves the City of Alamogordo and surrounding rural areas, including High Rolls, Holloman AFB, Boles Acres, and La Luz. The District's service area extends to the southernmost New Mexico border with Texas. The District serves approximately 6,600 Pre-K-12th grade students, and is anticipating an increase in enrollment as Holloman AFB adds squadrons and overall economic conditions in Alamogordo strengthen. Currently, there are 10 elementary schools, three middle schools, and two high schools in the APS District. Table 8.3 provides school type, number of schools, and enrollment from the 2016-2017 school year according to the New Mexico Public Education Department.

TABLE 8.3: ALAMOGORDO PUBLIC SCHOOLS

School type	Number of schools	2016-17 Enrollment
Elementary Schools - Pre-K through 5th grades	10	3,732
Middle Schools - 6th through 8th grades	3	1,314
High Schools - 9th through 12th grades	2 (1 standard, 1 alternative)	1,575
Total Schools	**16**	**6,621**

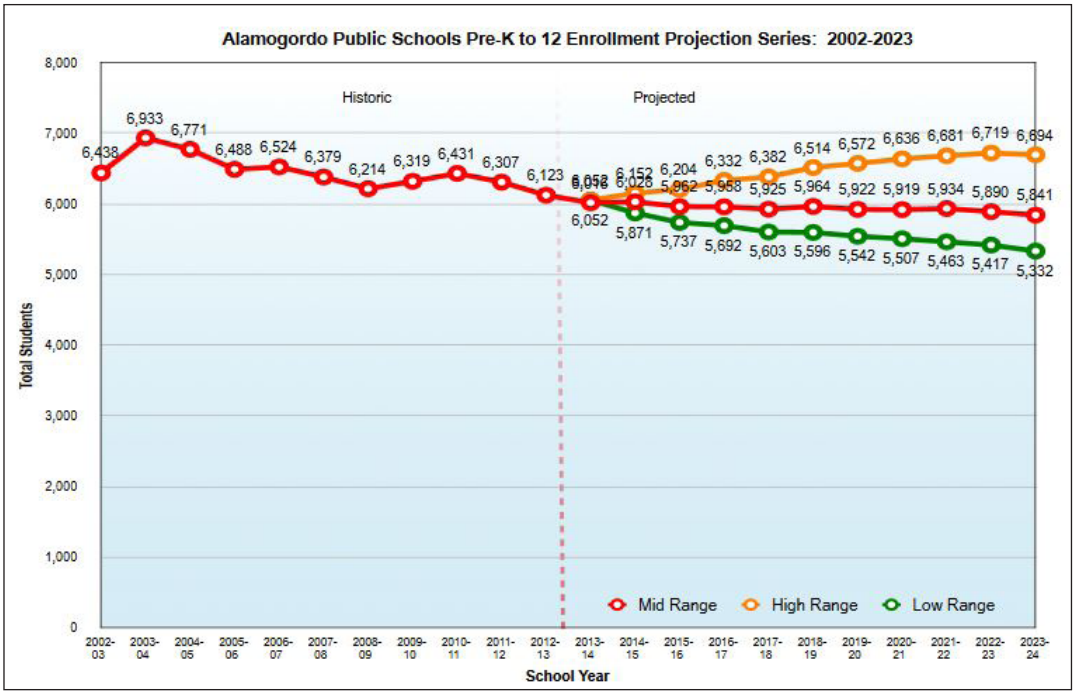
Source: NM PED 2016-17 - 10-2016 40 day count.

APS 5-Year Facility Master Plan

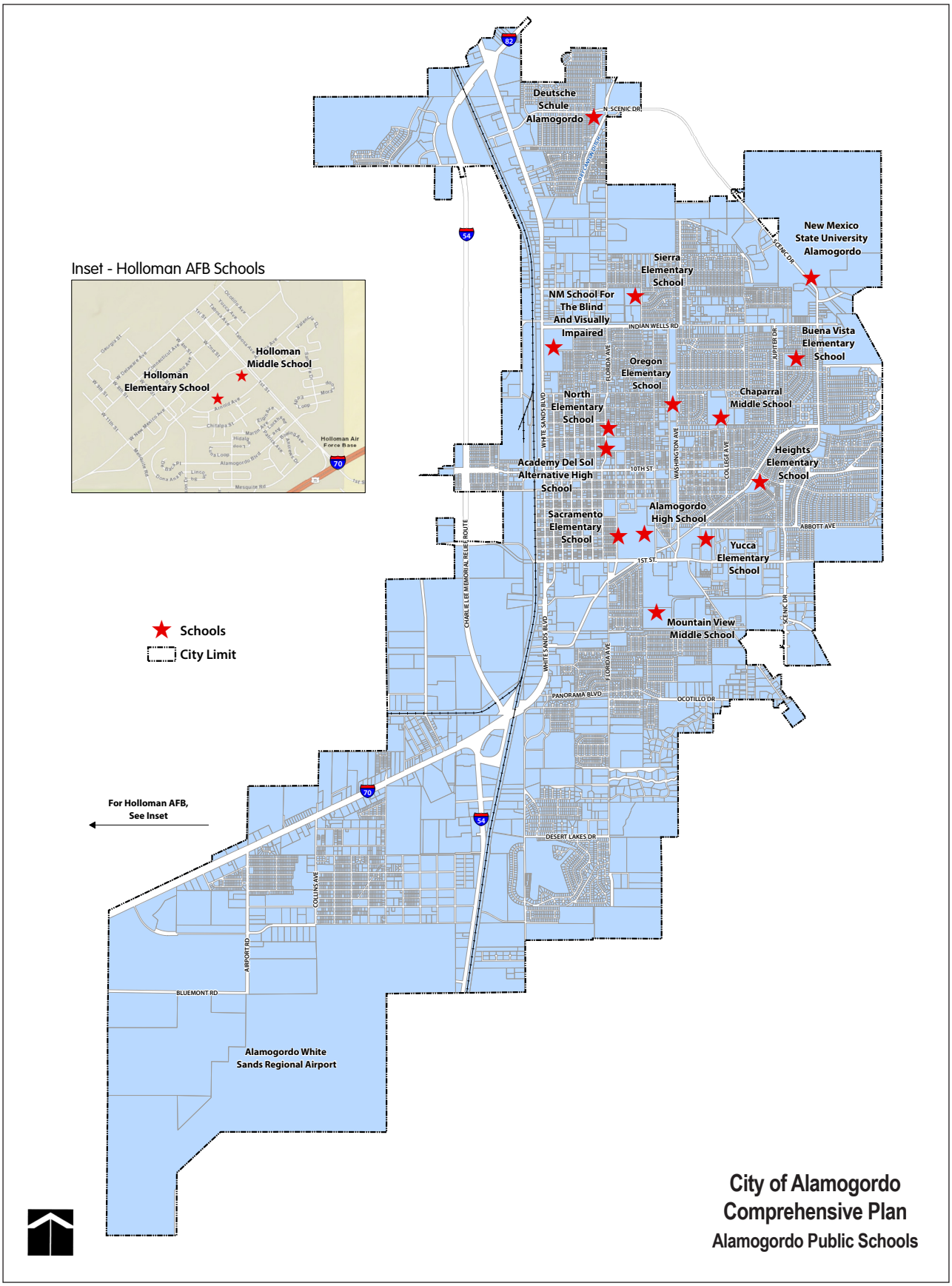
The New Mexico Public Schools Facilities Authority requires school districts to have a Facilities Master Plan as a prerequisite for eligibility to receive state capital outlay assistance. A component of the facility master plan is enrollment projections that are based on an analysis of demographic and economic conditions within the school district. The District uses these projections to ensure school facilities are meeting state requirements for student space.

Figure 8.1 shows three projected enrollment scenarios; mid, low, and high as identified in the APS Facility Master Plan, 2014-2019 *(Architectural Resource Consultants)*. Typically, the mid-range scenario is most likely to occur since it is based on moderate or no change to conditions in the District. However, as of the 2016-17 school year, enrollment was exceeding the high range scenario projection. If the District's enrollment continues to increase, it could mean that there would be a need to add classroom space. With Holloman AFB increasing its mission and possible manufacturing plants moving into Alamogordo providing new jobs and possibly drawing young families into the City, enrollment will likely continue to grow.

FIGURE 8.1: ALAMOGORDO PUBLIC SCHOOLS PRE-K TO 12 ENROLLMENT PROJECTION SERIES: 2002-2023



Source: Alamogordo Public Schools 5-Year Facility Master Plan, Architectural Research Consultants.


Inset - Holloman AFB Schools
Holloman Middle School
Holloman Elementary School
Holloman Air Force Base
Deutsche Schule Alamogordo
N. SCENIC DR
New Mexico State University Alamogordo
Sierra Elementary School
NM School For The Blind And Visually Impaired
INDIAN WELLS RD
Buena Vista Elementary School
JUPITER DR
Oregon Elementary School
FLORIDA AVE
North Elementary School
WHITE SANDS BLVD
Chaparral Middle School
WASHINGTON AVE
COLLEGE AVE
Heights Elementary School
Academy Del Sol Alternative High School
10TH ST
Alamogordo High School
ABBOTT AVE
Sacramento Elementary School
1ST ST.
Yucca Elementary School
CHARLIE LEE MEMORIAL RELIEF ROUTE
Mountain View Middle School
SCENIC DR
PANORAMA BLVD
OCOTILLO DR
DESERT LAKES DR
For Holloman AFB, See Inset
COLLINS AVE
AIRPORT RD
BLUEMONT RD
Alamogordo White Sands Regional Airport
Schools
City Limit
City of Alamogordo
Comprehensive Plan
Alamogordo Public Schools

The District is already implementing the facility priorities for elementary schools outlined in the APS Facility Master Plan. In 2014, APS demolished Sacramento Elementary School and replaced it with Desert Star Elementary School. APS is now in the design phase for Sunset Hills Elementary School, with construction to begin in 2018, which will consolidate and replace both Heights and Oregon Elementary Schools. Replacement of the aging middle school facility remains a high priority on District capital projects, but the limited availability of state funding for school district capital projects statewide will delay that project indefinitely.

The Alamogordo Community has supported the District by passing several General Obligation Bonds for the last several election cycles. The District has managed this funding well by accomplishing several of the capital projects prioritized by the Alamogordo Community without increasing property taxes.

In 2017, Alamogordo Public Schools was deemed one of the "premiere districts in the state" by the acting New Mexico Secretary of Education. District schools have made great strides in raising school grades and improving overall student performance. Two Alamogordo Public Schools, Holloman Elementary School and Holloman Middle School, are ranked among the top 10 schools in New Mexico.

PRIVATE SCHOOLS

The City of Alamogordo has three private schools operating within the City, including Legacy Christian Academy (enrollment 59); Father James B. Hay Catholic School (enrollment 80); and Teaching Our Children Early Childhood Center (enrollment 98).

INSTITUTIONS OF HIGHER EDUCATION

New Mexico State University - Alamogordo

NMSU-A is a two-year community college which offers residents of the Tularosa Basin opportunities for online, adult and continuing education, dual-credit classes for high school students, as well as degrees and certificates in career and technology the arts and sciences. NMSU-A currently enrolls approximately 1,800 students.

A unique program at NMSU-A is a four semester Applied Science Degree in Renewable Energy Systems Technology. The University has invested in state-of-the-art facilities and equipment to provide students hands on training in this fast growing industry in southern New Mexico. Courses focus on wind and solar power development, as well as administrative courses such as energy efficiency evaluations, national renewable energy standards, and licensing exams.

SPECIALIZED EDUCATION

German School Alamogordo

The largest concentration of German expatriates in the U.S. resides in Alamogordo, most of them serving in the German Air Force Flying Training Center at Holloman AFB. The German School, Deutschen Schule Alamogordo, was built by the German government to educate the children of the service members and employees stationed at Holloman AFB. Currently, the German School houses approximately 140 students. In 2016, the German Air Force announced it is terminating its contract with Holloman AFB, which could have a negative effect on the area's economy as nearly 450 military staff and their families are currently stationed there and will be relocated out of the area. The German School will close at the end of the German mission at Holloman AFB.

New Mexico School for the Blind and Visually Impaired (NMSBVI)

NMSBVI opened in Alamogordo in 1903 as a land grant school for blind and visually impaired children from communities across New Mexico. NMSBVI is a residential campus serving students from birth through high school who are blind or visually impaired. At the Alamogordo Campus, blind or visually impaired students and their parents are offered a variety of options for education including full time residential or part time residential. NMSBVI admits students at various education and age levels to provide extra attention to the specific needs of blind/visually impaired students while still providing a comprehensive education. NMSBVI also partners with organizations and schools in many New Mexico communities to develop programs that address the fluctuating needs of

students that are blind/visually impaired and their families.

The NMSBVI campus is approximately 34 acres in size and located on White Sands Boulevard. Since 2012, several aging buildings on campus have undergone extensive renovation (including the Watkins Education Center) and demolition as residential enrollment has waned and the focus on workforce training has expanded.

NMSBVI Watkins Education Center, arcLINE Architectural Design LLC.

8.8 COMMUNITY HEALTH

Population health and well-being are crucial to a city's success longevity. Residents consistently cite medical facilities and health support as important factors for their decisions to remain in a city or not. Medical care and well-being support for the most in need populations are important measures of community health.

MEDICAL CENTERS

Gerald Champion Regional Medical Center

The primary medical center and only full service hospital in Alamogordo is the Gerald Champion Regional Medical Center (GCRMC). The hospital opened in 1949 in Alamogordo and has expanded to include over 1,000 staff. It is a 99-bed acute care facility with a 17-bed Behavioral Medicine Department and a 12-bed inpatient physical rehabilitation unit. In 2010, GCRMC and Holloman AFB health services began sharing facilities allowing Holloman physicians full access to GCRMC facilities to treat Department of Defense and military patients and their dependents. GCRMC offers Otero County residents a full array of medical services including emergency care, advanced wound care, cardiopulmonary and cancer centers.

Gerald Champion Regional Medical Center.

Ben Archer Health Center

The Alamogordo Ben Archer Health Center is located at 2150 Highway 54 South. Hours of operation are Monday, Wednesday, and Friday, 8:00 a.m. to 5:00 p.m., and Tuesday and Thursday, 8:00 a.m. to 7:00 p.m. Services include medical, dental, behavioral health, and education. No patient is denied services at Ben Archer Health Center due to an inability to pay. Coordination and educational services are offered to pregnant women, new patients, and individuals diagnosed with disabilities.

Ben Archer Health Center has eleven locations and is in the communities of Alamogordo, Deming, Hatch, Truth or Consequences, Columbus, Radium Springs, Doña Ana County, and Las Cruces.

Ben Archer Health Center.

Alamogordo Family Health Center

The Alamogordo Family Health Center is a branch of Presbyterian Medical Services. The Center is located at 1501 E. 10th Street. Hours of operation are Monday through Friday, 8:00 a.m. to 5:00 p.m., and Saturday from 9:00 a.m. to 1:00 p.m. The Center provides Primary Care service through the Presbyterian System. The services include chronic illness care for illnesses like diabetes, high blood pressure and asthma, acute illness care, preventive

medicine, family planning, women's health, wellness physicals, and screenings.

Alamogordo Contract Community Based Outpatient Clinic (CBOC)
The CBOC is located in the White Sands Mall at 3199 N. White Sands Boulevard, Suite D10. It is contracted by Veterans Affairs to provide primary and preventative health care services to military veterans including:

- Blood draws (by appointment only;
- Routine lab tests;
- EKGs (Electrocardiograms);
- Social work services; and
- Evaluations by doctors.

SUN PATH at NMSU-A
SUN PATH (Skill Up Network Pathway Acceleration in Technology and Healthcare) is a U.S. Department of Labor funded grant enhancing health care education at community colleges, such as NMSU-A, to better meet local health care workforce needs. SUN PATH partners community colleges with local health care employers to get their inputs on employee skills and training they need to support their businesses/health care practices. The grant targets veterans, unemployed, underemployed, and underprepared workers.

8.9 GOALS, OBJECTIVES, and STRATEGIES

Community Services and Facilities Goal 1: Maintain and enhance public safety within the City of Alamogordo.

Objective 1.1: To protect and ensure the safety of all residents and visitors to Alamogordo.

Objective 1.2: To ensure the Police and Fire Departments are adequately staffed, equipped, and receive on-going training.

Objective 1.3: To ensure faster response times to emergency calls for service.

Objective 1.4: To improve the Insurance Services Office (ISO) rating for the Alamogordo Fire Department to lower insurance rates.

Community Services and Facilities Strategy 1.1: Support on-going training and certification for all current and future City of Alamogordo police officers, firefighters, and emergency medical technicians. Provide advanced training in mental health assessments and crisis intervention, SWAT, interviews and interrogations, field training, and school resource, and officer training.

Community Services and Facilities Strategy 1.2: Develop a comprehensive public safety needs assessment that identifies program and training needs, technology and equipment needs, and determines adequate staffing levels to ensure the safety of current and future residents.

Community Services and Facilities Strategy 1.3: Based on the comprehensive needs assessment, pursue funding to purchase new equipment for the Police and Fire Departments.

Community Services and Facilities Goal 2: Maintain a comprehensive system of parks, trails, and indoor recreational facilities.

Objective 2.1: To promote public health, wellness, and quality of life through organized and self-led recreational activities and facilities.

Objective 2.2: To meet the recreational and fitness needs of youth, teens, adults, and seniors in Alamogordo.

Objective 2.3: To ensure that existing and new residential development has reasonable proximity and access to neighborhood parks and trails.

Objective 2.4: To provide for and coordinate the shared use of City of Alamogordo and Alamogordo Public Schools recreation facilities.

Community Services and Facilities Strategy 2.1: Complete an update to the City Park and Open Space Comprehensive Plan. The Plan should include, but not be limited to:

- Inventory of existing park and recreation facilities;

- Multi-generational recreation needs assessment determined through a public engagement process;
- Current and future demand for parks and recreation activities and facilities;
- Program for improving and maintaining existing park and recreation facilities;
- Program for the development of new park and recreation facilities to serve current and future residents, including a splash park;
- Identify future land acquisitions for the development of neighborhood parks in areas that are currently unserved or underserved; and
- Determination of adequate staffing levels for maintaining park and recreation facilities, and recreation programs.

Community Services and Facilities Strategy 2.2: Identify and pursue available funding for improvements to parks and recreation facilities as identified in the update to the City's Park and Open Space Comprehensive Plan.

Community Services and Facilities Strategy 2.3: Continue to work with Alamogordo Public Schools on joint use agreements for park and recreation facilities, including the City pool, tennis courts, golf course, gymnasiums, etc.

Community Services and Facilities Goal 3: Expand and maintain a full range of community facilities and programming for Alamogordo residents of all ages and socio-economic backgrounds.

Objective 3.1: To ensure community facilities meet the multi-generational needs of current and future Alamogordo residents.

Objective 3.2: To provide access to support services and programs.

Objective 3.3: To provide adequate funding for capital improvements to community facilities.

Community Services and Facilities Strategy 3.1: Create an on-going preventative maintenance and replacement program for all City-owned facilities.

Community Services and Facilities Strategy 3.2: Complete a Senior Center Needs Assessment that analyzes and determines existing and future programming needs, fitness space and equipment, and the demand for respite care and senior day care programs at the Senior Center.

Community Services and Facilities Strategy 3.3: Pursue funding to meet the facility and programming needs for the Alamogordo Senior Center, as identified in the Senior Center Needs Assessment.

Community Services and Facilities Strategy 3.4: Complete a Library Needs Assessment that evaluates existing and future programming needs, facility space and computer equipment; and a determination whether to rehabilitate the existing library or fund a new library facility.

Community Services and Facilities Strategy 3.5: Pursue funding to meet the facility and programming needs of the Alamogordo Public Library, as identified in the Library Needs Assessment.

Community Services and Facilities Strategy 3.6: Determine the feasibility of constructing a convention center facility. The analysis should include, but not be limited to:

- Market feasibility - ability to attract and support events;
- Financial feasibility - ability to "break even" or generating income to support operations;
- Economic spending - ability to generate new spending activity in Alamogordo (i.e., direct and indirect spending) that is attributable to out-of-town visitors;
- Tax generation - ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect, and induced spending that is attributable to out-of-town visitors
- Costs/return on investment - ability to generate new revenues in excess of quantifiable facility related costs;
- Intangible benefits/public good - ability for the facility to represent an important resource for the Alamogordo community, regardless of financial or economic concerns (i.e., quality of life benefit).

Community Services and Facilities Goal 4: Support equal access to quality education and learning opportunities for all Alamogordo residents.

Objective 4.1: To promote life-long learning and higher educational attainment as a means to improve the quality of life for Alamogordo residents.

Objective 4.2: To increase educational levels in Science, Technology, Engineering, and Mathematics (STEM) fields.

Community Services and Facilities Strategy 4.1: Initiate a town hall program that fosters dialogue between the City of Alamogordo, Alamogordo Public Schools, New Mexico State University-Alamogordo, Otero County, Holloman AFB, White Sands Missile Range, and OteroStem on educational initiatives, expanding opportunities for high school students and graduates, and promoting Alamogordo as a regional hub for STEM education and employment.

Community Services and Facilities Strategy 4.2: Support and pursue funding for adult education programs and classes (e.g., GED preparation, ESL, computer literacy, career training, etc.) in collaboration with New Mexico State University-Alamogordo, Otero County, and New Mexico Workforce Connection.

Community Services and Facilities Goal 5: Improve and maintain the delivery of health care and homeless support services in Alamogordo.

Objective 5.1: To foster equal access to health care for Alamogordo residents.

Objective 5.2: To ensure there are adequate number of health care professionals available to provide medical services to the community.

Objective 5.3: To promote and support the operation of local health care facilities including the Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center, and other health care clinics.

Objective 5.4: To support community efforts to reduce the level of hunger and homelessness.

Community Services and Facilities Strategy 5.1: Coordinate with Gerald Champion Regional Medical Center, Ben Archer Health Center, and Alamogordo Family Health Center on developing a public service outreach program to the general public on available community health services and preventative health initiatives.

Community Services and Facilities Strategy 5.2: Collaborate with NMSU-A Allied Heath Program and SUN Path, Gerald Champion Regional Medical Center, and other local health care providers on creating a strategic plan that promotes Alamogordo and identifies incentives for attracting and retaining health care professionals and students in health care education programs.

Community Services and Facilities Strategy 5.3: Collaborate with local service providers on applying for community grants to expand food programs to the hungry, including the food pantry and the number of prepared meals per month provided.

9. Greenhouse Gas Emissions

9.1 INTRODUCTION

Cities across the United States are taking the initiative in developing strategies to reduce energy consumption and reduce the emissions from greenhouse gases. Local actions supporting the environment can have immediate impacts on communities. Many cities realize that curbing emissions in greenhouse gases creates a healthier, more stable environment and economy for all its residents.

The Greenhouse Gas Emissions element seeks to determine the sources of greenhouse gases in and around the City of Alamogordo and reduce emissions through modifications to buildings, improvements to multi-modal transportation systems, reduction of solid waste, and alternative power generation.

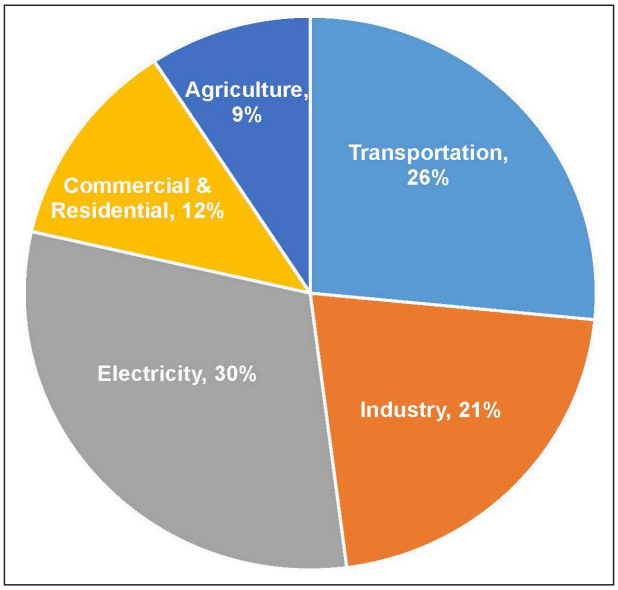
9.2 GREENHOUSE GAS DEFINITIONS and SOURCES

Greenhouse Gases (GHG) absorb and trap heat in the earth's atmosphere. Most GHG are naturally occurring and help keep the atmosphere warm enough for human habitation. When GHG are emitted at normal levels, the earth balances them out by absorbing them through natural functions. When GHG are overly abundant, the result is rising earth temperatures, which can contribute to a multitude of atmospheric and terrestrial issues. The following are the most prevalent greenhouse gas emissions and their sources:

- Carbon dioxide emissions, which can enter the atmosphere from burning fossil fuels such as coal, natural gas, and oil as well as solid waste, trees, and wood products. The most common use of the energy from burning fossil fuels is heat, electricity, and transportation. Coal is responsible for most carbon dioxide emissions followed by fuel and natural gas, respectively. Carbon dioxide is removed from the atmosphere when it is absorbed or sequestered by plants and trees.
- Methane gas emissions occur during the production and transport of coal, natural gas, and oil. Methane is also emitted from livestock and decay of organic natural waste in solid waste landfills.
- Nitrous oxide is emitted naturally through soils under vegetation and the oceans. The overproduction of nitrous oxide comes from human sources such as agriculture, primarily the production of synthetic fertilizers and releases from high volumes of livestock manure. Fossil fuel combustion and industrial processes also emit nitrous oxide. Since the industrial revolution, nitrous oxide levels have increased more rapidly than the earth can remove them.
- Fluorinated gases are synthetic gases considered High Global Warming Potential gases since the earth has no natural process to remove reduce their impact, they can stay in the atmosphere for centuries. They are emitted primarily from chemicals used in refrigeration and air-conditioners. Foams and propellants, such as aerosols, also contribute.

Figure 9.1 shows the sources of GHG emissions in the U.S. The primary source is Electricity, because most power plants in the U.S. burn fossil fuels such as coal to generate power. Transportation is the secondary source due to fossil fuel burning automobiles and trucks which release carbon dioxide into the atmosphere.

FIGURE 9.1: GHG EMISSIONS SOURCES in the U.S.



Source: U.S. EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks, 2016.

9.3 NM GREENHOUSE GAS REPORTS

In 2006, a report prepared for the New Mexico Environment Department by the Center for Climate Strategies provided estimates of historical and projected New Mexico anthropogenic greenhouse gas emissions for the period from 1990 to 2020 and offered greenhouse gas mitigation strategies. The analysis found that in 2000, New Mexico produced about 83 million metric tons of gross carbon dioxide equivalent emissions, an amount equal to 1.2% of total gross United States greenhouse gas emissions. The report found that 82% of the total emissions in New Mexico were from the combustion of fossil fuels in power plants, vehicles, buildings, and industries; 13% of emissions came from methane from oil and gas production, coal mines, agriculture, and waste management; and 5% came from other sources such as industrial processes and nitrous oxide from agricultural soils.

In the 1990's, New Mexico's greenhouse gas emissions increased by about 21%, slower than the nation as a whole. This is attributable to limited growth in power generation facilities and the decline of the mining industry. New Mexico's fastest growing greenhouse gas emissions are generated from transportation-related emissions, which rose by 29%. On a per capita basis in 2000, New Mexicans consumed more gasoline and diesel fuel, and produced more transportation related emissions than the average American.

Another report commissioned in 2008 by the Climate Change Ecology & Adaptation Program of the Nature Conservancy in New Mexico, titled *Implications of Recent Climate Change on Conservation Priorities in New Mexico*, assessed the vulnerabilities of four separate regions of New Mexico from rising temperatures and climate changes. The report found that while 95% of New Mexico had experienced temperature increases of varying magnitude, the southwestern portion of the state surrounded by the Chihuahuan Desert, had experienced more rain and fewer temperature fluctuations, which may make this area less vulnerable to climate change than other areas which are experiencing drier hotter conditions. According to the report, the Chihuahuan Desert area's landscape and wildlife are experiencing the lowest exposure to climate changes in New Mexico. If the report's findings hold true, the area may not experience the effects of rising temperatures as dramatically as other areas soon, but monitoring the environmental conditions remains of high importance for humans and wildlife.

GHG EMISSIONS FROM LARGE FACILITIES IN OTERO COUNTY

The U.S. Environmental Protection Agency (EPA) monitors greenhouse gas emissions from large facilities, both public and private, across the United States. This information is available on the EPA's website for public viewing and monitoring. According to the EPA, in 2015, the City's Otero-Greentree Landfill estimated it emitted 31,982 metric tons of methane gas and 5 metric tons of nitrous oxide for a total of 31,987 metric tons of greenhouse gases. There were no other greenhouse gas emitting large facilities reporting to the EPA in Otero County. For comparison, nearby Eddy and Lea counties had several power plants, landfills, and oil and gas refineries submitting GHG estimates of over 154,000 metric tons of greenhouse gases per facility.

9.4 GREENHOUSE GAS PRODUCERS and MITIGATION STRATEGIES

BUILDINGS

The EPA estimates that buildings account for more than 39% of total energy consumption, 38% of carbon emissions, 30% of raw materials in our landfills, and 12% of potable water consumption. Retrofitting of existing buildings with more energy efficient practices and constructing new buildings with safe, sustainable materials, environmentally friendly design practices, and awareness of sustainable building practices, can make a significant impact on the health and well-being of the environment and residents.

The International Environmental Conversation Code (IECC) is a model that helps state and municipalities establish minimum standards for design and construction for energy efficiency. In 2012, New Mexico adopted the IECC as mandatory compliance for new construction of residential, commercial, and public buildings. All new buildings in New Mexico must meet or exceed

these minimum standards and become a “Green Building."

The New Mexico Home Builders Association has established the NAHB Model Green Home Building Guidelines and in 2009, adopted the ANSI National Green Building Standard. This standard lays the foundation for builders to meet the criteria for Green Building certification. New Mexico Homebuilders Association’s Green Build NM (GBNM) is the portal to locate certified green companies and products, and green building resources. The only Green Company certified by GBNM in the Alamogordo Area is Schuller Homes based in Las Cruces.

United States Green Building Council also has established standards, certifies green buildings and has established the Leadership in Energy and Environmental Design (LEED) certification. The following buildings listed in Table 9.1 are buildings in Alamogordo that qualify as green buildings.

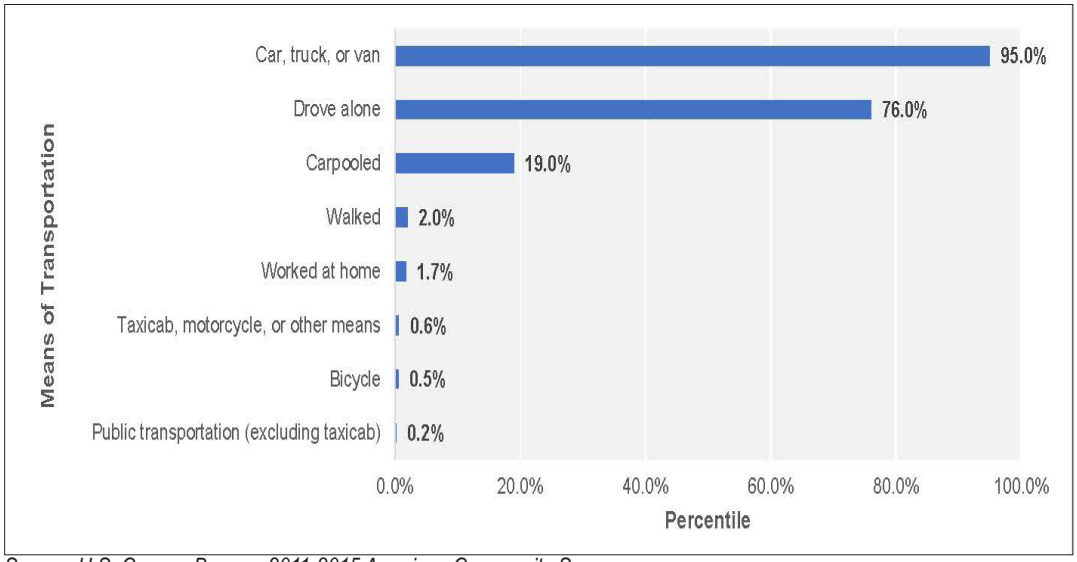
TABLE 9.1: GREEN BUILDINGS IN ALAMOGORDO

Location	Building / Year Built
NMSU-A	Advanced Tech Center - LEED Gold 2009
NMSU-A	Allied Health Building - LEED Gold 2009
NM School for the Blind and Visually Impaired (NMSBVI)	Jack Hall Renovation - LEED Gold 2010
Cottonwood Commons	Green Communities Initiative Project
Azotea Senior Housing	Green Communities Initiative Project
Holloman AFB-UAS FTU MX Complex Hellfire PGM	Certification in Progress

Residential buildings are significant contributors to GHG emissions. As shown in Chapter 5: Housing and Neighborhoods, the average age of the housing stock in the City of Alamogordo is 30 to 40 years, indicating that many Alamogordo homes would likely benefit from an energy audit to identify areas of the home that could be improved for increased energy efficiency. Energy efficient remodeling often includes insulating walls and attics; upgrading or replacing windows; planting shade trees and shrubs; replacing older furnaces, hot water systems, and appliances; replacing incandescent light bulbs with compact fluorescent lamps (CFLs); and installing on-site renewable energy systems (solar panels, small wind and/or geothermal heat pumps).

The City of Alamogordo has coordinated with the Mortgage Finance Authority (MFA) on several affordable housing projects. MFA launched a Green Housing Initiative to encourage affordable housing builders, designers, and investors to promote housing that is environmentally friendly, non-toxic, and less costly for residents to own or rent, and maintain. As previously mentioned, the MFA partnered with Tierra Realty based in Taos on the construction of the Azotea Senior Community and Cottonwood Commons in Alamogordo, which are featured MFA Green Buildings Project.

FIGURE 9.2: MEANS OF TRANSPORTATION TO WORK



Source: U.S. Census Bureau, 2011-2015 American Community Survey.

TRANSPORTATION

As mentioned earlier, New Mexico's GHG emissions are overwhelmingly linked to transportation. The state's vast landscape, dispersed rural population centers, and export-based industries translate to high vehicle fuel consumption, and GHG emissions. According to the NMDOT, New Mexico has the largest state road system of 27,346 lane miles in the southwest. New Mexico also has a much greater level of vehicle miles traveled by freight vehicles, which generate more emissions than the average car, truck, or van.

The American Community Survey estimates that 95% of Alamogordo residents drive a car, truck, or van to work daily with 76% of those driving alone and only 19% carpooling to work. Approximately 65% of Alamogordo residents worked in their place of residence. Over 81% had less than 30 minutes of travel time to work. With a high percentage of Alamogordo's population living and working in their place of residence, the City has opportunities to reduce driving time to work by offering and encouraging the use of alternatives. As mentioned in Chapter 7: Transportation, the City of Alamogordo has one public transportation system servicing the City operated by Z-Trans, which has three routes and runs several times per day in 60 minute intervals. Transit is not used often as a means of transportation to work by the City's workforce. Public transportation can help reduce GHG by transporting more people on one trip and public transport vehicles are often fueled by cleaner natural gas, thereby reducing the number of vehicles burning fossil fuels. An opportunity is available for bicycling and walking to work as well. As noted in Chapter 7: Transportation and in the community survey, bike and pedestrian trails are lacking connectivity, which results in fewer residents using bicycles or walking as a means of transportation to work.

Z-Trans Bus. Courtesy of Alamogordo Daily News.

According to commuter data from the American Community Survey, many smaller communities, such as the Village of Tularosa and Mescalero, as well as unincorporated areas such as Chaparral, High Rolls and La Luz, commute to Alamogordo for jobs, recreation, and retail. The effects are difficult to quantify, but all vehicles entering Alamogordo will contribute to GHG emissions from fossil fuels.

SOLID WASTE

As stated earlier, emissions from solid waste decomposition contributes to GHG emissions. Recycling and waste reduction are two primary options to reduce emissions from solid waste. Otero County and the City of Alamogordo own the Otero-Greentree landfill located approximately 24 miles outside Alamogordo. A private landfill is operated by Mesa Verde Enterprises and mostly accepts waste from other private contractors. The City operates seven drop-off convenience facilities that incorporate recycling for #1 and #2 plastics, corrugated cardboard, paper bags, mixed paper, white goods / scrap steel, used motor oil, and vehicle batteries. The City of Alamogordo does not have a curbside recycling program at this time.

Greenhouse gas emissions from livestock around the Alamogordo area is less of an issue with few substantial livestock yards. The area does have several large orchards of pistachios, other nuts, and vineyards.

POWER GENERATION

The power plants that provide service to the City of Alamogordo are documented in Chapter 6: Infrastructure. This element will focus on the output of renewable energy and cleaner energy sources that provide service to the area and those on the horizon.

Electrical power is supplied to the City of Alamogordo by the Public Service Company of New Mexico (PNM). PNM owns and operates several coal, geothermal, wind, and solar plants in southern New Mexico. Most of PNM's power plants are coal burning plants. PNM has in recent years implemented steps to reduce emissions by using cleaner burning natural gas and integrating more renewable energy sources into the power grids. PNM has several wind, geothermal and solar projects in their southern grid located in adjacent counties. In 2011, PNM began servicing Alamogordo with a 5 MW solar facility which is energy production equivalent for 1,700 average homes. In 2013, a solar field was developed south of Tularosa that provides Otero County with 7.5 MW which is energy production equivalent for 2,500 homes.

Alamogordo has benefited from the USDA Rural Development's Rural Energy for America Program which provides grants to farmers, ranchers, and small rural businesses to install renewable energy systems and to make energy-efficiency improvements. In 2016, Sunfair Corporation received $30,399 in grant funding to offset the cost of installing a solar panel system on a building that houses a Children, Youth, and Family office.

The State of New Mexico has a Solar Rights Act, which encourages solar research and installation of solar panels on residential, commercial, and public buildings. In 2016, solar energy usage reached a record 1 million homes in the U.S. and New Mexico ranked 8th in the nation for solar energy usage. The industry expects this trend to continue based on lower costs to install solar panels and federal tax and rebate incentives available to residential and commercial property owners.

Holloman AFB is a leader in solar energy use in the Alamogordo area. In 2013, Holloman AFB contracted with Solar City to install solar panels on 600 homes at Soaring Heights, adding 3.4 MW of energy capacity to the community. In 2016, Holloman AFB partnered with El Paso Electric to install a new 5 megawatt photovoltaic solar field that will be dedicated to Holloman AFB. The electricity generated from Holloman AFB's solar projects are enough to power approximately 1,800 homes. Holloman AFB's goal is to amass 25% of all energy from renewable sources surpassing the Department of Defense goal of military installations amassing 20%.

In 2016, the U.S. Department of Labor Statistics estimated that the fastest growing job industries in the country included those in the alternative energy fields, which require a highly skilled and qualified workforce. Wind turbine installers were the fastest growing jobs in the U.S. labor market and solar installer jobs grew by 25% between 2015 and 2016. In response to the growth of renewable energy jobs across New Mexico and the U.S., NMSU-A has developed a Renewal Energy Systems Technology Certificate and Degree Program. Students can earn an Associate Degree in Renewable Energy Systems Technology and certificates in Photo Voltaic Entry Level Grid-Tile and Advanced Photo Voltaic Installation. Both degrees and certificates are designed for students who intend to enter the alternative energy career field and prepare them for advanced practitioner certification licensing.

Wind energy is less prevalent in southern New Mexico than solar. The largest wind farm development is the Macho Springs wind farm located about 20 miles from Deming in Luna County.

9.5 GOALS, OBJECTIVES, and STRATEGIES

Greenhouse Gas Emissions Goal 1: Reduce the level of greenhouse gas emissions in Alamogordo.

Objective 1.1: To slow the impact of climate change on the environment.

Objective 1.2: To promote green building techniques and approaches for public and private construction projects.

Objective 1.3: To decrease the reliance on single occupancy vehicles.

Greenhouse Gas Emissions Strategy 1.1: Use alternative energy technologies and energy efficient systems (e.g., lighting, heating, plumbing, building automation, etc) for all new City buildings and retrofitting of existing City buildings, where feasible.

Greenhouse Gas Emissions Strategy 1.2: Determine the feasibility of converting the City fleet to using alternative fuels and technologies, including natural gas and electric vehicles.

Greenhouse Gas Emissions Strategy 1.3: Provide special designated spaces for fuel efficient vehicles and carpools in all City parking lots.

Greenhouse Gas Emissions Strategy 1.4: Provide incentives for new private building construction that utilize solar systems, geothermal heat pumps, tankless water heaters, etc.

Greenhouse Gas Emissions Strategy 1.5: Work with PNM, El Paso Electric, and Otero County on planning for future solar and wind projects within the Alamogordo/Otero County region.

10. Hazard Mitigation

10.1 INTRODUCTION

Hazard Mitigation is a key plan element that discusses the probability and impacts of natural and man-made hazards. The City of Alamogordo is primarily concerned with natural hazards. The City of Alamogordo developed the 2015 Natural Hazard Mitigation Plan to guide hazard mitigation specific to Alamogordo. The Otero County All Hazard Mitigation Plan, adopted in March 2011, was developed by Otero County to guide hazard mitigation for the entire County.

The 2015 Natural Hazard Mitigation Plan identifies hazards specific to Alamogordo and includes a list of key buildings and critical facilities that may be at risk during a hazard event. The final iteration of the 2015 Natural Hazard Mitigation Plan is available online as a valuable resource. However, it is unclear at this time if the plan has been adopted by the City of Alamogordo. The Otero County All Hazard Mitigation Plan identifies hazard mitigation measures to eliminate or reduce the effects of future hazards.

10.2 BEST PRACTICES

In 2012, the American Planning Association (APA) and the Federal Emergency Management Agency (FEMA) developed *Hazard Mitigation: Integrating Best Practices into Planning,* a Planning Advisory Service Report (PAS 560). The PAS 560 identifies effective hazard mitigation strategies based on guiding principles defined at a two-day symposium in 2007. The symposium brought nine experts in the field of hazard mitigation to Chicago along with FEMA's project team and mitigation staff. The symposium identified potential case studies which resulted in six major case studies described in the PAS 560. The case studies included large, intermediate and small towns, as well as rural jurisdictions. The studies were chosen based on communities that have gone above and beyond the federal requirements for hazard mitigation. Based on these discussions and case studies, the APA and FEMA produced the following list of best practices for hazard mitigation.

- *Act before a disaster.* Prevent damage through good planning and don't wait for Hazard Mitigation Grant Program funds.

Little Bear Fire, 2012.

- *Mitigation requires patience, monitoring, and continuing evaluation.* Develop tools to address implementation of strategies and evaluate the mitigation measures over time. The PAS 560 provides a new tool, Safe Growth Strategies, to address implementation.
- *Be strategic and opportunistic.* Planners who are ready when events or partnerships come along can accomplish more in their communities.
- *Champions are vital.* Seize opportunity for community or political advocates to move the community towards embracing hazard mitigation as a strategic objective.
- *Implementation depends on political will.* Planners can act as facilitators when decision makers encounter opposition.
- *Planners must account for stakeholder values in light of hazard mitigation.* Planners should work with local stakeholders in order to identify any opportunities or obstacles and compare priorities and conflicts.
- *Emphasize multiple-objective planning.* Determine and utilize opportunities where the same program or objective can serve multiple purposes, such as open space and bike paths in a flood plain.
- *Evaluate opportunities in the comprehensive plan for density reallocation.* Reallocate density away from high risk areas to mitigate losses in the event of a disaster.

- *Emulate the green building trend.* Develop and incorporate new programs embracing both safety and greenness. Integrate mitigation strategies into Leadership in Energy and Environmental Design (LEED) and LEED - Neighborhood Development (LEED-ND) standards.
- *Communicate risks for hazards.* Communication with planning commissions and the general public to insure everyone takes responsibility and understand the impacts of decisions.
- *Mitigation pays.* Emphasize the long term economic benefits of hazard mitigation.
- *Aim for resilience.* The long-term goal is a community with the will, the resources, and the capacity to bounce back successfully from disaster.

10.3 CITY OF ALAMOGORDO HAZARD MITIGATION PLAN

The City of Alamogordo Hazard Mitigation Plan was created by the City of Alamogordo Hazard Mitigation Team. The Hazard Mitigation Team, formed in April 2014, began the initial stages of planning with meetings that included representatives from the City of Alamogordo Fire, Police, Code Enforcement, and Planning departments and the general public. The planning process included advertisements requesting participation, public meetings, and public feedback.

RISK ASSESSMENT

The Hazard Mitigation Plan included a Risk Assessment of the natural disasters that may occur based on historical hazard events and climate. Areas that may be at risk for future loss of life, property damage, and other risk factors were identified based on previous natural disasters and critical facilities that may be at risk.

Through this risk assessment, the Hazard Mitigation Team researched and identified two high risk hazards (flood and drought) and three low risk hazards (wildfire, frost, and windstorm). These five risk hazards were identified from a list of 20 natural hazards listed in the FEMA State and Local Mitigation Planning guidelines. The remainder of the 20 hazards were deemed not to be potential hazards. The Hazard Mitigation Team ranked the hazards from one (low risk) to ten (high risk) based on past hazard events. Table 10.1 summarizes the type of hazard and the ranking as determined by the Hazard Mitigation Team.

TABLE 10.1: RISK LEVELS

Hazard	Rank
Flooding	8
Drought	8
Wildfire	4
Frost	4
Windstorm	2

Source: 2015 Natural Hazard Mitigation Plan.

Flooding

Alamogordo is situated on four alluvial fans formed by drainage from several arroyos. The arroyos are fed by four major and several smaller watersheds. The major watersheds are Dry, Beeman, Marble, and Alamo Canyons. All the canyons and arroyos originate in the Sacramento Mountains and flow into the alluvial fans where they feather out and spread over a wide area. Flood problems for Alamogordo are a result from the flash floods in these canyons. Flows are obstructed and diverted by the City's buildings, roads, walls, and the railroad.

Flooding is very likely in Alamogordo during heavy rainfall or rapid snow melt from the Sacramento Mountains. Minor to moderate flooding ranges from once a year to every five years with major flooding every 15 to 25 years. The flood paths of Alamogordo have been well-defined and are therefore easily maintained during regular shallow flood events. In cases of higher than normal flow, the debris in the area is easily cleared by heavy equipment. Issues of capacity arise when longer heavy flows occur and take unpredictable flow paths. These situations affect multiple facilities including infrastructure, populated areas, and recreational areas.

Drought

Several water systems are used in Alamogordo. This includes reservoirs that are fed from the Sacramento Mountains, eight wells, three additional reservoirs,

and seven water tanks. The annual demand for water in Alamogordo is approximately 2.4 billion gallons. The population and demand has increased since 1898. The population increase by the year 2040 is expected to increase the water demand to approximately 3.3 billion gallons, according to the 2015 Natural Hazard Mitigation Plan.

The City of Alamogordo has water rights that exceed 20,500 acre feet per year, but will likely never reach that amount of actual water. The City of Alamogordo 40-Year Water Development Plan suggests alternatives to meeting current and future demand, including desalination, conservation measures, water reuse, and water purchases. The 40-Year Water Development Plan includes strategies to meet the goals of providing water now and in the future. The 2015 Natural Hazard Mitigation Plan defers to the Water Development Plan for goals and strategies regarding water.

Wildfire

Due to Alamogordo's proximity to the Sacramento Mountains, the area is subject to the effects of numerous historical wildfires. Alamogordo is not in imminent threat of wildfire; however, it is subject to long term impacts of wildfires *(see Section 10.5 for more information about wildfire mitigation)*.

Frost

Frost is an infrequent, but severe event in Alamogordo. Frost primarily effects crops and infrastructure. The farmers in the region spend a great deal of resources to prevent it from occurring.

CRITICAL FACILITIES

The Hazard Mitigation Team inventoried and mapped critical areas affected by the various hazards. These areas were identified based on where hazards historically occurred. The inventory includes critical facilities, such as buildings and larger geographical areas. The analysis led to construction of mitigation projects to accommodate floodwater and an asset inventory that included critical facilities and their value if damaged or destroyed. These projects and facilities included drainage channels, municipal buildings, community centers (used as shelters), communication towers, medical facilities, and education facilities. Table 10.2 provides a list of the critical facilities, location, and function.

TABLE 10.2: ALAMOGORDO CRITICAL FACILITIES AT RISK, LISTED BY PRIORITY

Facility	Location	Function
Alamogordo Police Department	700 Virginia Ave.	Essential Services
Fire Station #5	1492 S. Florida	Emergency Services
Gerald Champion Regional Medical Facility	2669 N. Scenic Dr.	Emergency Services
Sheriff's Office	3208 N. White Sands Blvd.	Emergency Services
Fire Station #1	1492 S. Florida	Emergency Services
City Hall	1376 9th Street	Essential Services
County Courthouse	1000 New York St.	Essential Services
Alamogordo High School	103 Cuba	Shelter
Mt. View Middle School	500 S. Canyon	Shelter
Alamogordo Senior Center	2201 Puerto Rico Ave.	Shelter
Civic Center	800 E. 1st St.	Shelter
Oregon School	15th & Oregon	Shelter
Fire Station #2	2100 S. Walker	Emergency Services
Fire Station #6	3100 N. Florida	Emergency Services
Fire Station #4	3310 E. 10th St.	Emergency Services
Fire Station #3	Regional Airport	Emergency Services
Family Recreation Center	1376 9th St.	Shelter
Radio Towers	City Limits	Emergency Services
Wastewater Treatment Plant	City Limits	Essential Services
Alamogordo-White Sands Regional Airport	3500 Airport Rd.	Emergency Services
Public Works Yard	City Limits	Emergency Services
Water Wells	City Limits	Essential Services
Bridge	26th St. & Lawrence Blvd.	Essential Services
Open Space Storage Reservoirs	La Luz/Alamogordo	Emergency/Essential Services

Source: City of Alamogordo Natural Hazard Mitigation Plan.

10.4 OTERO COUNTY ALL HAZARD MITIGATION PLAN

The Otero County Hazard Mitigation Plan (March 2011) was primarily developed to mitigate natural disasters, hazardous materials, and transportation accidents. The County received a grant from the Hazard Mitigation Grant Program in June 2008. These funds were dispersed to help mitigate future property damage. The document was developed as a collaborative effort of local agencies who comprise the Mitigation Planning Group and followed the FEMA Local Multi-Hazard Mitigation Planning Guidance (July 1, 2008). The Mitigation Planning Group addressed specific topics related to the development of the Hazard Mitigation Plan, including a review of County-owned infrastructure, analysis of previous hazardous incidents, and evaluation of risk and vulnerabilities.

10.5 WILDFIRE MITIGATION RESOURCES

OTERO WORKING GROUP

The Otero Working Group is a collaborative organization in Otero County that brings 22 stakeholders with an interest in restoring watersheds and treating forests in the southern Sacramento Mountains. Participants in the Otero Working Group include U.S. Forest Service, New Mexico State Forestry, Bureau of Land Management, Bureau of Indian Affairs, Otero County Board of Commissioners, and the City of Alamogordo. The intent of the Otero Working Group is to develop strategies to reduce the risks associated with catastrophic wildfires.

In 2014, the Otero Working Group met on a monthly basis and coordinated state and federal agencies to identify and implement forestry and fuels reduction projects. The Otero Working Group developed a list of activities that would help identify and develop a multi-year strategic plan for prioritizing vegetation treatments across multiple land ownerships. These included:

- Create a mission statement for the Otero Working Group;
- Identify potential collaborators and create a comprehensive list;
- Prioritize future implementation areas;
- Education and outreach; and
- Economic development

The Otero Working Group developed a mission statement to address fire and fuel reduction, and to expand and include watershed health and restoration:

> *Collaborate with communities, partners, and stakeholders to strategically plan, develop, and leverage resources in order to enhance the resiliency and restoration of Otero County watersheds through sharing of responsibilities, improvement of forest health and sustainability, and promotion of economic development opportunities.*

The Otero Working Group utilizes a focus area approach in order to identify and prioritize future implementation areas. The group compiled data from various locations and participants in order to identify areas where work had been completed, was on-going, and where future work was already in the planning process. Focusing their efforts allowed the Otero Working Group to accomplish a variety of tasks regarding emergency preparedness and response, outreach education, on-the-ground practices, and economic development. The Otero Working Group identified activities through the year 2025, including landscape scale planning, collaboration, coordination, and communication.

Source: Strategic Planning: A Collaborative Process to Achieve Watershed Restoration in the Southern Sacramento Mountains, March 2017.

COMMUNITY PLANNING ASSISTANCE FOR WILDFIRES (CPAW)

The Community Planning Assistance for Wildfire program (CPAW) is a joint partnership between Headwaters Economics and Wildfire Planning International. Established in 2015, the CPAW program is funded by grants from the U.S. Forest Service, LOR Foundation, and other private foundations. The program supports communities' efforts to reduce wildfire risk through improved land use planning. Implementation of the recommendations is voluntary and under the authority of the local jurisdiction. Since 2015, CPAW has worked in 18 communities in the midwest and western United States.

The CPAW program works directly with planners, fire personnel, foresters, and other stakeholders in a community to integrate wildfire mitigation into the development process. The CPAW team provides recommendations, risk assessments, and research to communities, as well as facilitate peer-to-peer learning exchanges and capacity building, at no cost to the community. Examples of community tools recommended by CPAW include:

- Landscaping Regulations require property owners to manage hazardous vegetation and maintain their properties;
- Forest Management Projects reduce fuels within the wildland-urban interface;
- Watershed Management Plans reduce wildfire through fuel treatments, protecting vital water resources;
- Building Codes require ignition-resistant materials for new development and retrofits;
- Land Preservation Tools encourage agricultural lands to buffer development wildfires;
- Steep Slope Ordinances restrict development within high wildfire-risk areas;
- Land Use and Development Codes incentivize developers to plan open space and recreational trails, creating fuel breaks;
- Subdivision Design Standards require risk reduction features, such as minimum road widths, secondary access, and adequate water supply; and
- Local Governments support fire adapted communities through good land use planning.

(*Sources: Is Your Community at Risk from Wildfire? westernplanner.org, August 2017, and CPAW. https://planningforwildfire.org/)*.

10.6 GOALS, OBJECTIVES, & STRATEGIES

Hazard Mitigation Goal 1: Reduce the City of Alamogordo's vulnerability to and the impact of flooding in the community.

Objective 1.1: To protect the City of Alamogordo from future flooding caused by major storm events.

Objective 1.2: To develop a greater capability to mitigate flood hazards and experience a shorter recovery time after flooding has occurred.

Objective 1.3: To provide residents with adequate warning for major storm and flood events.

Hazard Mitigation Strategy 1.1: Develop a flood insurance awareness program through public service announcements distributed in utility bills and in the media.

Hazard Mitigation Strategy 1.2: Develop an early warning system (reverse 911) for hazards, including flooding.

Hazard Mitigation Strategy 1.3: Continue the City's participation in and remain compliant with the National Flood Insurance Program.

Hazard Mitigation Strategy 1.4: Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Otero County, and the New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.

Hazard Mitigation Goal 2: Reduce the impact of drought conditions in Alamogordo.

Objective 2.1: To support the development of alternative water supply sources that will help meet current and future water demand.

Objective 2.2: To educate residents on the importance of water conservation.

Hazard Mitigation Strategy 2.1: Continue the development of the desalination plant as the City's primary alternative water source.

Hazard Mitigation Strategy 2.2: Extend the water reuse system to provide irrigation at the City's public parks and recreation facilities.

Hazard Mitigation Strategy 2.3: Continue to implement the recommendations and projects identified in the City's Water Conservation Program and evaluate its effectiveness on an annual basis.

Hazard Mitigation Goal 3: Reduce the impact of wildfires to Alamogordo and regional watershed.

Objective 3.1: To support fuel reduction activities and the restoration of the regional watershed.

Objective 3.2: To foster emergency preparedness and response during wildfire events.

Objective 3.3: To continue the City's participation in the Otero Working Group.

Hazard Mitigation Strategy 3.1: Create defensible space around public structures and areas at risk for wildfires.

Hazard Mitigation Strategy 3.2: Coordinate with Otero County on developing a public education program on wildfire mitigation.

Hazard Mitigation Strategy 3.3: Continue to participate in the Otero Working Group and explore the potential to apply for grants from the Community Planning Assistance for Wildfires program.

Hazard Mitigation Goal 4: Improve the capacity of critical facilities to better respond to hazards.

Objective 4.1: To ensure essential and emergency services stay operational during hazard events.

Objective 4.2: To provide adequate shelter facilities to the community during hazard events.

Hazard Mitigation Strategy 4.1: Continue to make improvements to critical facilities (as identified by the Hazard Mitigation Team) so that they become less susceptible to hazard events.

Hazard Mitigation Strategy 4.2: Provide adequate accommodations, including food and water, health care, and heating and cooling generators, at shelter facilities during hazard events. Accommodations should also be made available for pets.

11. Implementation

11.1 OVERVIEW

The City of Alamogordo Comprehensive Plan is intended to guide decision-making by the City Commission on land use planning and growth, community investment, and capital expenditures. The Comprehensive Plan should be reviewed on an annual basis by the Planning and Zoning Commission, who should in turn, provide a status report to the City Commission. The City of Alamogordo intends to update the Comprehensive Plan on a five-year cycle in order to keep the information current and relevant. Public engagement should be part of each update to the Comprehensive Plan.

11.2 IMPLEMENTATION PROCESS

Each Comprehensive Plan element contains a series of goals, objectives, and strategies. The strategies provide the road map for realizing the community's vision as expressed in the goals and objectives, and as determined through the planning and public engagement process. The strategies from each of the Plan elements are repeated in this section and supplemented with projected time frames for completion and responsible party. The time frames for implementing the strategies include 2018-2020 (short), 2021-2023 (medium), 2024-2030 (long), and on-going (no end date). However, the time frames presented in the implementation tables are dependent on available funding, staff resources, and the ability of the City of Alamogordo to engage in meaningful partnerships, and may need to be adjusted accordingly over time. The relationship between the Comprehensive Plan and the City's ICIP is one of the critical components for ensuring that the Comprehensive Plan strategies are implemented.

11.4 IMPLEMENTATION TABLES

The implementation tables starting on page 160 provide the complete list of strategies organized by Plan element and are supplemented by projected time frames for completion. For more detail on each of the strategies, refer back to the specific Plan element.

LAND USE STRATEGIES			
Land Use Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.	2018-2020		Community Development Dept.
Strategy 1.2: Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.	2018-2020		Community Development Dept.
Strategy 1.3: Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.	2018-2020		Community Development Dept.
Strategy 1.4: Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.	2018-2020		Community Development Dept.
Strategy 2.1: Develop a process for evaluating proposed annexations that are based on a cost benefit analysis. The criteria should address existing infrastructure capacity, feasibility and cost of extending infrastructure, support for economic development purposes, and an assessment of the property owners' support for the annexation.	2018-2020		Community Development Dept. & Public Works
Strategy 2.2: Prioritize annexation areas that eliminate County islands, support new commercial and industrial growth, can be served by municipal infrastructure, or are currently served but not within the City limits.	2021-2023		Community Development Dept. & Public Works
Strategy 3.1: Designate a portion of the Alamogordo-White Sands Regional Airport property for the development and master planning of a business park, as illustrated on the Preferred Land Use Scenario.	2021-2023		Community Development Dept.
Strategy 3.2: Rezone and designate vacant properties along the UP railroad tracks for industrial and commercial development, as shown on the Preferred Land Use Scenario.	Current-2023		Community Development Dept.
Strategy 3.3: Create incentives for redevelopment of commercial properties located along White Sands Boulevard, including but not limited to, fee waivers, flexibility in development standards, and expedited permit process.	Current-2023		Community Development Dept.
Strategy 4.1: In conjunction with the White Sands Beautification Committee, create a corridor master plan for White Sands Boulevard. The master plan should include, but not be limited to, architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.	Current-2023		Community Development Dept.
Strategy 4.2: Create a streetscape improvement master plan(s) for the following corridors, as shown on the Preferred Land Use Scenario: 1st Street to Scenic Drive; Indian Wells to Scenic Drive; and Scenic Drive between the Dry Canyon Ditch and NMSU-A campus. The master plan(s) should include, but not be limited to, sidewalks and pedestrian crossings, landscaping, lighting, street furniture, signage, and parking.	2021-2023		Community Development Dept.
Strategy 4.3: Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.	2018-2020		Community Development Dept. & Alamogordo MainStreet
Strategy 4.4: Design and develop gateways at the major entries to Alamogordo, as indicated on the Preferred Land Use Scenario. The gateways are an opportunity for branding and should include signage, landscaping, and lighting.	2021-2023		Community Development Dept.
Strategy 4.5: Develop sign regulations for on-premise and off-premise signs and billboards. The new regulations should address, but not be limited to, the location, number, size, height, and lighting of signs. The sign regulations should be content neutral (i.e., in compliance with case law determined in Reed v. Town of Gilbert).	2018-2020		Community Development Dept.
Strategy 4.6: Provide adequate staffing levels to enforce the City's existing regulations that address dumping, litter, weeds, and dilapidated and/or abandoned structures.		✓	Code Enforcement
Strategy 4.7: Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.	2018-2020		Code Enforcement, Community Development Dept.

LAND USE STRATEGIES (continued)			
Land Use Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 4.8: Sponsor community organizations and volunteers to participate in clean-up activities.		✓	Community Development Dept. & Keep Alamogordo Beautiful
Strategy 5.1: Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.	2021-2023		Community Development Dept.
Strategy 5.2: Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program designed to promote the benefits of being a registered historic property.	2018-2020		Community Development Dept. & Alamogordo MainStreet
Strategy 5.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.		✓	Community Development Dept. & Alamogordo MainStreet
Strategy 5.4: Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.	2018-2020		Community Development Dept. & Alamogordo MainStreet

ECONOMIC DEVELOPMENT STRATEGIES			
Economic Development Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Develop a marketing program that provides information on available tax and job training incentives, available commercial and industrial sites (including the future business park adjacent to the Alamogordo-White Sands Regional Airport and the annexation areas along the Relief Route) to companies interested in relocating to or expanding in Alamogordo.	Current-2023		City Commission & Otero County EDC
Strategy 1.2: Promote Alamogordo, Holloman AFB, and White Sands Missile Range nationally as a center for civilian aircraft and aerospace industries and scientific research.		✓	Otero County EDC
Strategy 1.3: Recruit industries that are complementary to existing business clusters in Alamogordo and Otero County, including aerospace, aviation, STEM technologies, film production, and hospitality related businesses.		✓	Otero County EDC
Strategy 1.4: Promote Alamogordo as a safe, business friendly community with a temperate climate, a good public school system, access to the interstate highway system, rail, and air travel, regional tourist attractions, and a moderate cost of living.		✓	Chamber of Commerce & Otero County EDC
Strategy 1.5: Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico Economic Development Department, on local and regional economic development initiatives.		✓	Otero County EDC, Chamber of Commerce, Alamogordo MainStreet, NM Economic Development Dept.
Strategy 1.6: Create a Alamogordo/Otero County Economic Development Master Plan. The Master Plan should include, but not be limited to: Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs; Economic development profile; Retail market analysis; Industrial and manufacturing market analysis; Consideration of future annexations (as identified in the Priority Annexation map); Economic base job goal and target industries; Identification of development opportunity sites; and Implementation actions and key benchmarks.	2021-2023		Otero County EDC
Strategy 1.7: Provide regular updates on the City of Alamogordo's economic development efforts and accomplishments on the City's web site and through social media.		✓	Public Information Dept.
Strategy 2.1: Support and partner with Alamogordo Public Schools and New Mexico State University-Alamogordo (NMSU-A) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., solar energy, aerospace, aviation, film production, hospitality, etc.).		✓	Otero County EDC, Alamogordo Public Schools, NMSU-A
Strategy 2.2: Sponsor and participate in career expos that focus on STEM technologies, including aviation and aerospace, to encourage young adults to enter these fields.		✓	City Commission, Otero County EDC, NM Aviation Aerospace Assoc.
Strategy 2.3: Work with Otero County Economic Development Council and local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department and other entities.	Current-2023		City Commission, Otero County EDC
Strategy 3.1: Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.	Current-2023		Chamber of Commerce, Otero County EDC
Strategy 3.2: Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and follow the New Mexico MainStreet required format.	2018-2020		Community Development Dept.
Strategy 3.3: Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.	2018-2020		Community Development Dept.
Strategy 3.4: Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.		✓	Community Development Dept.

ECONOMIC DEVELOPMENT STRATEGIES (continued)			
Economic Development Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 3.5: Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.		✓	Chamber of Commerce & Otero County EDC
Strategy 4.1: Identify and prioritize infrastructure improvements needed by target industries to encourage relocation or expansion in Alamogordo. Incorporate these capital improvements into the City's ICIP.	2021-2023		Community Development Dept, Public Works
Strategy 4.2: Create a Master Plan for the new business park at the Alamogordo-White Sands Regional Airport property, as designated on the Preferred Land Use Scenario. The Master Plan should include, but not be limited to: A lot layout plan; Backbone infrastructure plan; Desired business types; Development standards that address building heights and massing, circulation and access, setbacks, signs, landscaping, etc.; and Phasing plan.	2021-2023		Community Development Dept
Strategy 4.3: Target and recruit food manufacturing companies that utilize locally grown agricultural products (i.e., pistachios, pecans, cherries, apples) to expand the market share of value-added agriculture.	2021-2023		Otero County EDC
Strategy 5.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council on promoting Alamogordo's local and regional tourism destinations.		✓	Otero County EDC, NM Economic Development Dept, NM True
Strategy 5.2: Pursue a public/private partnership for the development of a conference center/hotel in Alamogordo.	2024-2030		City Commission, Community Development Dept, Otero County EDC
Strategy 5.3: Work with the Otero County Economic Development Council on promoting Alamogordo as a conference destination for conferences, expos, and workshops focused on aerospace, aviation, and STEM industries.		✓	City Commission, Otero County EDC
Strategy 5.4: Allocate a larger portion of the lodgers' tax revenues towards marketing for Alamogordo as a tourist destination.	2018-2020		City Commission

HOUSING STRATEGIES			
Housing Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Apply for a grant from the New Mexico Mortgage Finance Authority to create an Affordable Housing Plan and associated Affordable Housing Ordinance that complies with the New Mexico Affordable Housing Act and contains: A comprehensive community and housing profile that includes demographic characteristics, household characteristics, and housing market description; Assessment of existing and future housing needs; Determination of the regulatory and non-regulatory constraints to affordable housing in Alamogordo; and Identification of goals, policies, and quantifiable objectives to meet affordable housing needs within a planning horizon of five years.	2021-2023		Community Development Dept, City Commission
Strategy 1.2: Identify available City-owned resources (e.g., land, buildings) that could be donated towards the development of multi-family rental housing that is financed through programs including, but not limited to, Low Income Housing Tax Credits (LIHTC), and designed to meet the New Mexico Mortgage Finance Authority's 2016 Mandatory Design Standards for Multi-family Housing.	2018-2023		Community Development Dept, City Commission
Strategy 1.3: Work with regional housing providers (e.g. Tierra del Sol Housing Corporation) to apply for rehabilitation funds for single family homes from the HOME Investment Partnership Program, USDA Rural Development rural repair and rehabilitation loans, and Section 504 grants for income qualified homeowners and elderly persons (62 and older).	2018-2020		Community Development Dept, NM Mortgage Finance Authority
Strategy 1.4: Work with the New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.	2018-2020		Community Development Dept, Public Information Office, NM Mortgage Finance Authority
Strategy 1.5: Develop incentives, such as density bonuses, fee waivers, and land donations, for developers to build affordable housing for income qualified households and special populations, including single parent households, elderly, veterans, disabled, etc.	2021-2023		Community Development Dept.
Strategy 1.6: Pursue the development of a full range of senior housing facilities, including independent living, assisted living, memory care, and skilled nursing.	2018-2020		Community Development Dept.
Strategy 2.1: Develop a "Home and Yard of the Month" program that acknowledges property owners' efforts to improve their properties and contribute to the positive appearance of their neighborhood.	2018-2020		Code Enforcement, Community Development Dept, City Commission
Strategy 2.2: Continue to work with Keep Alamogordo Beautiful and participate in the New Mexico Clean and Beautiful grant program to improve the visual environment of the community through landscape improvements, weed and graffiti removal, painting, and repair and restoration of residential properties.		✓	Community Development Dept, City Commission
Strategy 2.3: Determine the feasibility of developing a City-managed land bank for vacant and abandoned residential properties that can be purchased and rehabilitated by non-profits, builders, or individuals.	2021-2023		Community Development Dept, City Commission
Strategy 3.1: Develop a voluntary green building ordinance that includes incentives and addresses lot selection, design, preparation, and development; recycling of construction materials; minimum energy efficiency standards; and indoor and outdoor water use.	2021-2023		Community Development Dept
Strategy 3.2: Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.	2018-2020		Community Development Dept
Strategy 3.3: Create minimum standards that address size, location, structural and electrical requirements, waste removal, egress/ingress, etc. for the construction and placement of tiny homes.	2018-2020		Community Development Dept
Strategy 4.1: Work with Otero County and other service providers on applying for a grant to fund the construction of an overnight homeless shelter.	2021-2023		Community Development Dept, City Commission, Otero County, Private Service Providers
Strategy 4.2: Distribute information on support services, temporary and transitional housing facilities, and mental health, substance abuse, and domestic violence service providers.		✓	Community Development Dept

INFRASTRUCTURE STRATEGIES			
Infrastructure Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023 and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
Strategy 1.2: Prepare a Water System Master Plan that includes, but is not limited to: Background information on the City's water system (water pressure zones, treatment, storage, transmission, and distribution components); Development of a hydraulic model for the City's water distribution system to evaluate the water system for the current and future capacity of the transmission; Distribution and storage system; Improvements, replacements, and expansions to correct deficiencies and meet future demands; Annual review as funding becomes available and projects are completed; and Coordination with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
Strategy 1.3: Develop a GIS-based functional database for the City's water distribution system and provide updates to the database on an on-going basis.	2018-2020		Public Works
Strategy 1.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	Current-2023		Public Works
Strategy 1.5: Continue to implement the actions and projects identified in the 40-year Water Development Plan (2015-2055), including implementing the ARWSP as an alternative water supply source to meet current and future demands, continuing the well replacement program, adopting aggressive water conservation measures, and increasing the amount of reuse water used for irrigation and other uses.	Current-2023		Public Works, City Commission
Strategy 2.1: Continue to conduct water sampling for quality analysis, track potential water system deficiencies and compliance violations, prepare compliance records, and monitor operation and maintenance activities surrounding the treatment and deliverance of drinking water to ensure compliance with drinking water regulations and other programs associated with surface and ground water as established by the EPA and NMED.		✓	Public Works
Strategy 2.2: Evaluate whether enough sampling stations are installed throughout the water distribution system to aid City personnel in collecting water samples to be tested.	Current-2023		Public Works
Strategy 2.3: Continue to use the sampling results and compliance tracking data to determine potential contamination sources, susceptibility of the water supply to contamination sources, and potential water system deficiencies to identify measures to be taken to prevent contamination.		✓	Public Works
Strategy 2.4: Continue to provide water quality analysis information to the public in order to educate citizens about water quality and provide opportunities for public dialogue.		✓	Public Works
Strategy 3.1: Continue to implement and promote the water conservation program as established in the City's Water Conservation Ordinance, including: Educational programs; Rebates for replacing existing plumbing fixtures, landscaping restrictions, change in water rate structure; and Other strategies needed in maintaining the City's per capita water use goals.	Current-2023		Public Works, City Commission
Strategy 3.2: Evaluate the performance of water conservation methods on a continual basis and determine whether additional measures are needed.		✓	Public Works
Strategy 3.3: Implement a Water Loss Control Program that consists of three major components: Water audit to identify and quantify water uses and losses from the existing wells, water storage tanks, and water distribution system; Intervention process to implement the controls to reduce the water losses, and repair and replace the leaking areas of the system; and Evaluation to determine the success of the intervention process.	2021-2023		Public Works
Strategy 3.4: Implement the Reuse Water Model Report, which analyzed the existing reuse water system condition and provided recommendations and alternates for improvements to the reuse water system problem areas, including volume, demand, supply, and pressure throughout the entire reuse system.	2021-2023		Public Works
Strategy 4.1: Secure funding and implement projects for rehabilitation, replacement, and/or expansion of wastewater collection lines as identified in the Infrastructure Capital Improvement Plan (ICIP) 2019-2023, and continue to update and include projects in future ICIPs.	2018-2020		Public Works, City Commission
Strategy 4.2: Continue to implement the Wastewater Preliminary Engineering Report, which provided a detailed evaluation of the existing treatment processes at the City WWTP; identified several alternatives for improving and expanding these treatment processes; and included recommendations for WWTP improvements as needed to keep pace with existing and future needs.	Current-2023		Public Works

INFRASTRUCTURE STRATEGIES (continued)			
Infrastructure Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 4.3: Update the City's Wastewater Master Plan to reevaluate the existing wastewater collection system and current wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed. Review the Wastewater Master Plan on an annual basis as funding becomes available, projects are completed, and coordinate with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
Strategy 4.4: Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	Current-2023		Public Works
Strategy 4.5: Develop a GIS-based functional database for the City's existing sanitary sewer system. The information on the sanitary sewer system needs to be updated on an on-going basis.	2018-2020		Public Works
Strategy 5.1: Continue to implement and secure funding for the USACE's Flood Control Project to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City.	Current-2023		Public Works, City Commission
Strategy 5.2: Develop and implement a comprehensive Drainage Master Plan to include, but not be limited to: Evaluating existing watershed conditions; Determining all the areas at risk of flooding; Identifying methods for improving drainage in those areas; and Cost estimates for the improvements. The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and any other available funding sources.	2021-2023		Public Works
Strategy 5.3: Develop a GIS based map and a functional database for the storm drainage system (e.g., drainage ponds and ditches, diversion channels, and culverts).	2018-2020		Public Works
Strategy 6.1: Conduct a cost feasibility analysis of providing additional recycling bins in public locations and implementing curbside recycling.	2021-2023		Public Works
Strategy 6.2: Develop a public educational program to explain the benefits of recycling and encourage the community to participate in the recycling program.	2021-2023		Public Works, Public Information Office

TRANSPORTATION STRATEGIES			
Transportation Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Work with the NMDOT to establish a plan for improvements to NMDOT facilities (e.g., White Sands Boulevard) including roadways, traffic signals, and drainage structures located within the City limits.	2021-2023		Public Works, NMDOT
Strategy 1.2: Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City's ICIP and identify potential funding sources.	2018-2020		Public Works
Strategy 1.3: Pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, Transportation Enhancement Program, etc., for street, pedestrian, and bicycle improvements to meet existing and future transportation needs.	2018-2020		Public Works
Strategy 1.4: Determine the feasibility of expanding local transit service to serve existing City areas and future growth. In addition, determine the feasibility of expanding intercity transit service to El Paso and Albuquerque.	2021-2023		Community Services, City Commission
Strategy 1.5: Work with Alamogordo Public Schools, SERPTO, NMDOT, and New Mexico Department of Health on creating a Safe Routes to School program to identify safe bike/walk routes.	2018-2020		Public Works, SERPTO, NMDOT, NM Dept of Health
Strategy 2.1: Continue to plan for and implement the City's Five-year Street Maintenance Program. Pursue and secure funding for implementing these projects.	2018-2020		Public Works, City Commission
Strategy 2.2: Continue implementation of the Americans with Disabilities Act for new developments to address sidewalks, roadways, and ADA accessibility.	2018-2020		Public Works, Community Development Dept
Strategy 3.1: Continue to implement the airport improvement projects identified in the Alamogordo-White Sands Regional Airport Master Plan Update and the City's 2019-2023 ICIP.	2021-2023		Community Services, City Commission
Strategy 3.2: Provide the facilities and improvements needed to sustain existing and future air tanker operations.	2021-2023		Community Services
Strategy 3.3: Pursue available aviation-related funding from FAA and the NMDOT Aviation Division grant and funding programs.		✓	Community Services

COMMUNITY SERVICES & FACILITIES STRATEGIES			
Community Services & Facilities Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Support on-going training and certification for all current and future City of Alamogordo police officers, firefighters, and emergency medical technicians. Provide advanced training in mental health assessments and crisis intervention, SWAT, interviews and interrogations, field training, and school resource, and officer training.		✓	Police Dept., Fire Dept., City Commission
Strategy 1.2: Develop a comprehensive public safety needs assessment that identifies program and training needs, technology and equipment needs, and determines adequate staffing levels to ensure the safety of current and future residents.	2021-2023		Police Dept., Fire Dept.
Strategy 1.3: Based on the comprehensive needs assessment, pursue funding to purchase new equipment for the Police and Fire Departments.	2021-2023		Police Dept., Fire Dept., City Commission
Strategy 2.1: Complete an update to the City Park and Open Space Comprehensive Plan. The Plan should include, but not be limited to: Inventory of existing park and recreation facilities; Multi-generational recreation needs assessment determined through a public engagement process; Current and future demand for parks and recreation activities and facilities; Program for improving and maintaining existing park and recreation facilities; Program for the development of new park and recreation facilities to serve current and future residents, including a splash park; Identify future land acquisitions for the development of neighborhood parks in areas that are currently unserved or underserved; and Determination of adequate staffing levels for maintaining park and recreation facilities, and recreation programs.	2021-2023		Community Services
Strategy 2.2: Identify and pursue available funding for improvements to parks and recreation facilities as identified in the update to the City's Park and Open Space Comprehensive Plan.	2021-2023		Community Services
Strategy 2.3: Continue to work with Alamogordo Public Schools on joint use agreements for park and recreation facilities, including the City pool, tennis courts, golf course, gymnasiums, etc.	2018-2020		Community Services, Alamogordo Public Schools
Strategy 3.1: Create an on-going preventative maintenance and replacement program for all City-owned facilities.	2018-2020		Public Works
Strategy 3.2: Complete a Senior Center Needs Assessment that analyzes and determines existing and future programming needs, fitness space and equipment, and the demand for respite care and senior day care programs at the Senior Center.	2021-2023		Community Services
Strategy 3.3: Pursue funding to meet the facility and programming needs for the Alamogordo Senior Center, as identified in the Senior Center Needs Assessment.	2021-2023		Community Services
Strategy 3.4: Complete a Library Needs Assessment that evaluates existing and future programming needs, facility space and computer equipment; and a determination whether to rehabilitate the existing library or fund a new library facility.	2021-2023		Community Services
Strategy 3.5: Pursue funding to meet the facility and programming needs of the Alamogordo Public Library, as identified in the Library Needs Assessment.	2021-2023		Community Services
Strategy 3.6: Determine the feasibility of constructing a convention center facility. The analysis should include, but not be limited to: Market feasibility - ability to attract and support events; Financial feasibility - ability to "break even" or generating income to support operations; Economic spending - ability to generate new spending activity in Alamogordo (i.e., direct and indirect spending) that is attributable to out-of-town visitors;Tax generation - ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect, and induced spending that is attributable to out-of-town visitors; Costs/return on investment - ability to generate new revenues in excess of quantifiable facility related costs; Intangible benefits/public good - ability for the facility to represent an important resource for the Alamogordo community, regardless of financial or economic concerns (i.e., quality of life benefit).	2021-2023		Community Services, City Commission
Strategy 4.1: Initiate a town hall program that fosters dialogue between the City of Alamogordo, Alamogordo Public Schools, New Mexico State University-Alamogordo, Otero County, Holloman AFB, White Sands Missile Range, and OteroSTEM on educational initiatives, expanding opportunities for high school students and graduates, and promoting Alamogordo as a regional hub for STEM education and employment.	2018-2020		City Commission, Alamogordo Public Schools, NMSU-A, Otero County, Holloman AFB, White Sands Missile Range, OteroSTEM

COMMUNITY SERVICES & FACILITIES STRATEGIES (continued)			
Community Services & Facilities Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 4.2: Support and pursue funding for adult education programs and classes (e.g., GED preparation, ESL, computer literacy, career training, etc.) in collaboration with New Mexico State University-Alamogordo, Otero County, and New Mexico Workforce Connection.	2021-2023		Community Services Dept., NMSU-A, Otero County, NM Workforce Connection
Strategy 5.1: Coordinate with Gerald Champion Regional Medical Center, Ben Archer Health Center, and Alamogordo Family Health Center on developing a public service outreach program to the general public on available community health services and preventative health initiatives.	2021-2023		Public Information Office, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
Strategy 5.2: Collaborate with NMSU-A Allied Heath Program and SUN Path, Gerald Champion Regional Medical Center, and other local health care providers on creating a strategic plan that promotes Alamogordo and identifies incentives for attracting and retaining health care professionals and students in health care education programs.	2021-2023		Community Services Dept., Otero County EDC, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
Strategy 5.3: Collaborate with local service providers on applying for community grants to expand food programs to the hungry, including the food pantry and the number of prepared meals per month provided.	2021-2023		Community Services Dept., Otero County Hunger Coalition

GREENHOUSE GAS EMISSIONS STRATEGIES			
Greenhouse Gas Emissions Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Use alternative energy technologies and energy efficient systems (e.g., lighting, heating, plumbing, building automation, etc) for all new City buildings and retrofitting of existing City buildings, where feasible.	2021-2023		Facility Maintenance Dept.
Strategy 1.2: Determine the feasibility of converting the City fleet to using alternative fuels and technologies, including natural gas and electric vehicles.	2021-2023		Fleet Management
Strategy 1.3: Provide special designated spaces for fuel efficient vehicles and carpools in all City parking lots.	2018-2020		Public Works
Strategy 1.4: Provide incentives for new private building construction that utilize solar systems, geothermal heat pumps, tankless water heaters, etc.	2021-2023		Community Development Dept.
Strategy 1.5: Work with PNM, El Paso Electric, and Otero County on planning for future solar and wind projects within the Alamogordo/Otero County region.	2021-2023		Public Works, PNM El Paso Electric, Otero County

HAZARD MITIGATION STRATEGIES			
Hazard Mitigation Implementation Strategies	**Date**	**On-going (no end date)**	**Responsible Entity**
Strategy 1.1: Develop a flood insurance awareness program through public service announcements distributed in utility bills and in the media.	2021-2023		Public Works, Public Information Office
Strategy 1.2: Develop an early warning system (reverse 911) for hazards, including flooding.	2021-2023		Police and Fire Depts, Public Works, Otero County
Strategy 1.3: Continue the City's participation in and remain compliant with the National Flood Insurance Program.		✓	Public Works
Strategy 1.4: Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Otero County, and New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.	2018-2020		Public Works, Corp of Engineers, Otero County, NM Dept. of Homeland Safety and Emergency Management
Strategy 2.1: Continue the development of the desalination plant as the City's primary alternative water source.	2018-2020		Public Works
Strategy 2.2: Extend the water reuse system to provide irrigation at the City's public parks and recreation facilities.	2021-2023		Public Works, Community Services Dept.
Strategy 2.3: Continue to implement the recommendations and projects identified in the City's Water Conservation Program and evaluate its effectiveness on an annual basis.	2018-2020		Public Works
Strategy 3.1: Create defensible space around public structures and areas at risk for wildfires.	2021-2023		Facility Maintenance Dept, Fire Dept
Strategy 3.2: Coordinate with Otero County on developing a public education program on wildfire mitigation.	2021-2023		Public Information Office, Fire Dept, Otero County
Strategy 3.3: Continue to participate in the Otero Working Group and explore the potential to apply for grants from the Community Planning Assistance for Wildfires program.		✓	Fire Dept
Strategy 4.1: Continue to make improvements to critical facilities (as identified by the Hazard Mitigation Team) so that they become less susceptible to hazard events.	2018-2020		Facility Maintenance Dept, Fire Dept
Strategy 4.2: Provide adequate accommodations, including food and water, health care, and heating and cooling generators, at shelter facilities during hazard events. Accommodations should also be made available for pets.	2021-2023		Fire Dept

Appendices

Appendix A: Glossary
Appendix B: Community Survey Results
Appendix C: Funding Sources

GLOSSARY

Acre: A measure of land containing 43,560 square feet.

Affordable Housing: Defined by the U.S. Department of Housing and Urban Development as rental or ownership housing whose monthly cost burden represents no more than 30% of the gross income of a low to moderate income of an individual or a family and no more than 80% of the median income of an individual or a family.

Annexation: The process that a municipality undertakes to incorporate new territories into its existing boundaries, per Article 3-7-1 through 3-7-18 NMSA 1995.

Buffering: The use of walls, thick shrubbery, or similar material to minimize the potentially adverse impact of one land use on another.

Buildable area: The portion on a lot remaining after required setbacks and open spaces have been provided.

Certified Local Government (CLG): A public/private partnership program operated through the National Park Service and the Historic Preservation Divisions, whereby communities become certified by institutionalizing historic preservation through local ordinances and receive grants to support historic preservation activities.

Community Facility: A building or structure owned and operated by a governmental agency to provide service to the public.

Concurrent Jurisdiction: The area within five miles outside of the corporate limits of the City which provides the authority to the City to review and comment on subdivision compatibility regarding utilities and zoning only.

Conditional Use: A land use that is allowable in a particular base zone district subject to conditions that are meant to minimize potential negative impacts on nearby properties.

Design Standards: A set of guidelines defining parameters to be followed in a site or building design and development.

Density, Net: The number of residential dwelling units permitted per the total developable acreage of land.

Density, Gross: The number of residential dwelling units permitted per the total acreage of land, including undevelopable land such as the public right of way, easements, and open space.

Development: Substantial property improvement and, usually, a change of land use within a site. The act of using land for building, extractive, and/or agricultural purposes.

Development Standards: Standards that control the size of structures and the relationships of structures and uses to each other and to open areas and lot lines. Development standards include regulations controlling maximum height, minimum lot area, minimum lot frontage, minimum size of yards and setbacks, among others.

Easement: A non-possessing interest held by one person, party, or entity, in land of another, whereby, that person is accorded partial use of such land for a specific use and enjoyment of his/her land.

Economic Base Job: A job in which services or goods provided are exported outside of the state, region, or local economy and the money being used to pay for those goods or services comes from outside, bringing new money into the economy. Economic Base jobs are the key to a community's economic growth and support a strong retail and commercial industry.

Enterprise Fund: Enterprise funds account for operations that: a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Fire Flow: The term firefighters use to describe how much water can be delivered by a water system through one or more hydrants to fight a

fire at a specific location or to state the optimum amount (standard) of water flow firefighters require for a theoretical fire at a specific location.

Flood Zone: A special flood hazard area as defined by the Federal Emergency Management Agency.

Floor Area Ratio (FAR): The total floor area of all buildings or structures on a lot divided by the total lot area.

Gallons Per Capita Per Day (gpcd): The total production from wells, including wells that are not part of the municipal water supply, divided by the estimated population served to determine the average number of gallons used per day per person. Per capita water use includes the water used at home, at work and play plus the process water used by industries, leakage in the delivery system, and water used in schools and other public facilities.

Gateway: An monument, signage, and/or landscape feature that provides a sense of entry and arrival to a community.

Geographic Information System (GIS): A computer based system for generating maps comprised of different informational elements such as topographical maps, solid maps, subdivisions, and property lines.

Gross Floor Area: The sum of the square footage of all the floors of a structure or building.

Gross Receipts: The gross amounts realized on the sale or exchange of property, the performance of services, or the use of property or capital (including rents, royalties, interest and dividends) in a transaction which produces business income, in which income or loss is recognized under the Internal Revenue Code.

Groundwater: The supply of freshwater under the surface in an aquifer or geologic formation that forms the natural reservoir for potable water.

Historic District: An area which contains, within definable geographic boundaries, properties or buildings that may or may not be landmarks but which contribute to the overall historic character of the designated area.

Historic Context: In the National Register program, historic contexts include three elements: a historical theme, geographical area, and chronological period. Historic contexts describe the impact of various historic themes, trends, or patterns, on areas as small as part of a community or as large as the nation.

Historic Preservation: The protection, rehabilitation, and restoration of the districts, sites, buildings, structures, and artifacts, significant in history, architecture, archeology, or culture.

Home Occupation: An occupation, profession, activity, or use that is clearly a customary, secondary, and incidental use of a residential dwelling unit which does not alter the exterior of the property or affect the residential character of the neighborhood.

Infrastructure Capital Improvement Program (ICIP): The multi-year scheduling of public physical improvements for the community that is typically prepared five-years in advance with a clear priority of what is needed most by the City and includes a cost estimate.

Infill: The development of vacant or partially developed parcels which are surrounded by or in close proximity to areas that are substantially or fully developed.

Infrastructure: The underlying foundation or basic framework of a city including streets, parks, bridges, sewers, street lights, and other utilities.

Land Use: Denotes how a parcel of land is currently used, what activities are or are not permitted on a parcel of land, the requirements for future uses, and the analysis of how developable a parcel of land is.

Local Economic Development Act (LEDA): This legislation allows for the public support of economic development to foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources (i.e., Anti-Donation Clause). Public entities use LEDA to enter into a “public/private partnership” for an economic benefit.

Light Industry/Industrial: The assembly, fabrication, or processing of goods and materials, including growing food or plants in an indoor structure, using processes that ordinarily do not create noise, smoke, fumes, odors, glare, or health or safety hazards outside of the building or lot where such assembly, fabrication, or processing takes place, where such processes are housed entirely within a building.

Lot: A parcel of land occupied or intended to be occupied by a main building or group of main buildings and accessory buildings, together with such yards, open spaces, lot width and lot areas, as are required by this article and having frontage upon an easement or right-of-way either public or private and either shown on a plat of record or described by metes and bounds.

Manufactured Home: Modular or pre-manufactured homes constructed in a factory and built to Uniform Building Code standards, designed to be permanently affixed to real property, or any moveable housing structure over 12'x40' which is used for non-residential purposes, or any housing structure over 32'x8' constructed to be towed and installed with or without permanent foundation not for recreational use.

Mil: A unit of measurement. For property tax rate measurements, one mil is equal to one dollar per $1,000 of net taxable value.

Mobile Home: A dwelling unit on a chassis, not less than eight feet wide and 40 feet long, designed to be used as a dwelling, with or without a permanent foundation.

Manufactured/ Mobile Home Park (MHP): Two or more manufactured/ mobile homes located on a tract of land held under single ownership which provides permanent residential spaces for a fee.

Non-Conforming: A condition that occurs when, a previously conforming use, on the effective date of adoption of a code, ordinance, or text amendment of a code or an ordinance, an existing lot, structure, building, sign, development, or use of an existing lot or structure, building, sign, development, or use of an existing lot or structure does not conform to one or more of the regulations currently applicable to the district in which the lot, structure, building, sign, development, or use is located.

Nuisance: The use of property or land, which creates unusual, unnecessary, or undue problems or situations for persons in the vicinity that would not have normally occurred otherwise.

Open Space: Land that is essentially unimproved, set aside, dedicated, and designated, or reserved for public or private use or for the use and enjoyment of owners or occupants.

Ordinance: A municipal statute or legislative action adopted by a local government that has the force of law.

Overlay District: Supplemental regulations that have been tailored to a specific area of the City. The regulations are applied in conjunction with a general, or base zone to address specific issues.

Potable Water: Potable water is water that is considered safe to drink due to it meeting or exceeding federal and state enforceable limits of specific contaminants.

Plat. The map, chart, survey, plan or replat certified by a licensed land surveyor containing a description of the subdivided land with ties to permanent monuments.

Planned development: A development on property which is planned and built to achieve a cohesive relationship between uses and facilities; which has been platted in accordance with this article; and which either has received designation from the planning authority as a planned residential development or which is otherwise appropriately zoned.

Recreation, Active: Leisure time activities, usually of a formal nature and often performed with others, requiring equipment and taking place at prescribed places, sites, and/or fields.

Recreation, Passive: Activities that involve relatively active or less energetic activities, such as walking, sitting, picnicking, card games, chess, checkers, and similar to table games.

Recreational Facility: A permanent facility devoted to recreational purposes such as parks, play fields, or community recreational buildings.

Recreational Vehicle (RV): A motorized vehicle having 4 or more tires and designed predominately for recreational use.

Rural Historic Landscapes: A rural historic landscape is a category established by the National Trust for Historic Preservation for designating historic agricultural landscapes, among others. These landscapes, once designated by either State or Federal Historic Registers, may be eligible for tax credits for rehabilitation.

Building setback line: An imaginary line on private property established by ordinance or plat, which regulates the location of buildings or structures as they relate to the site property lines.

Special Use: A use that is special because of infrequent occurrence, effect on surrounding property, safety, hazard, or other reasons, and in which the appropriateness of the use to a specific location is partly or entirely dependent on the character of the site design.

STEM (Science, Technology, Engineering, and Math): An educational program to prepare primary and secondary students for college and graduate study in the fields of science, technology, engineering, and math.

Streetscape: A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character including building frontage, street paving, street furniture, landscaping (trees and other plantings), awnings and marquees, signs, and lighting.

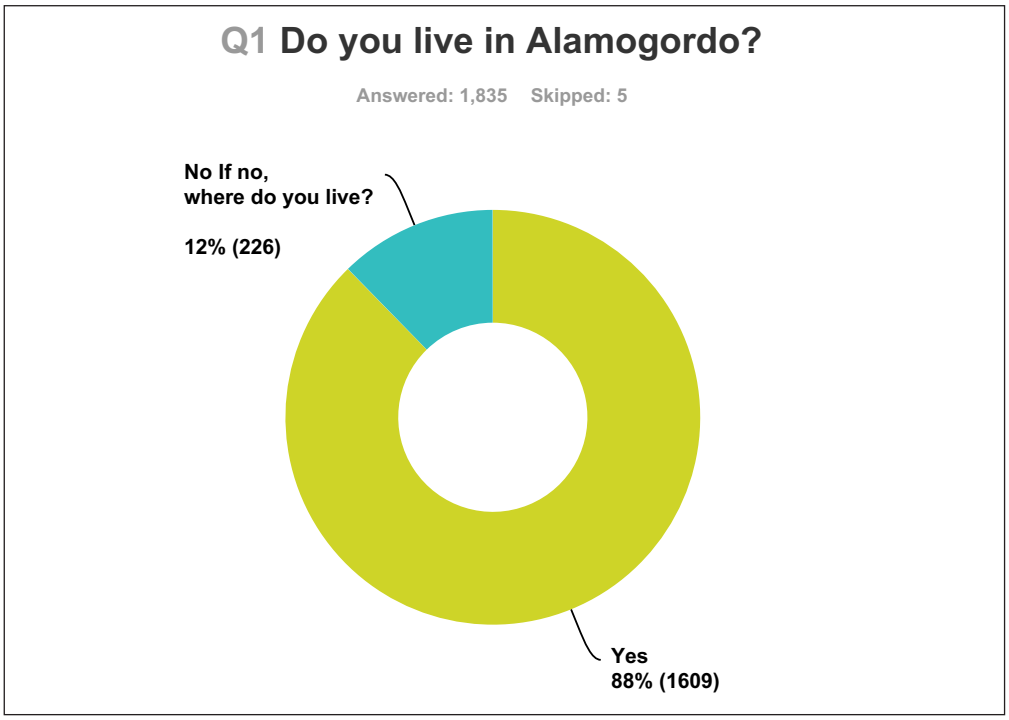
Subdivision: The division of land, lot, tract, or parcel into two or more lots, tracts, parcels, plats, or sites, or other divisions of land for the purpose of sale, lease, or development.

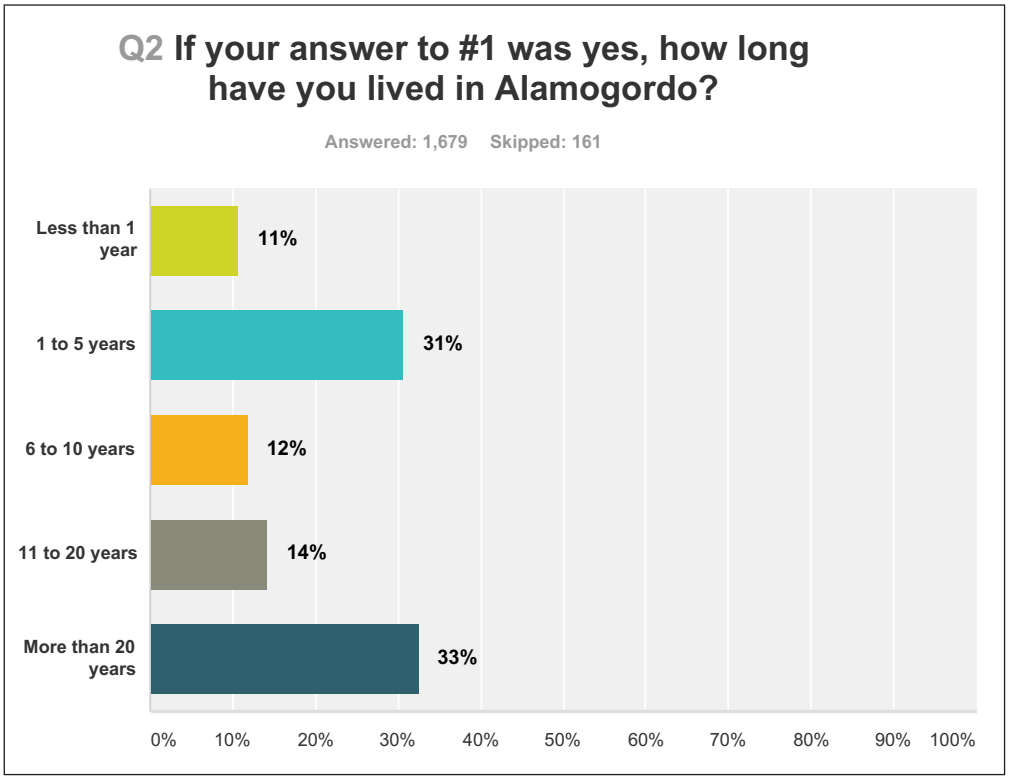
Subdivision Ordinance: A law or regulation set forth and adopted by a governmental authority, usually a city or county, to control the division of a tract of land by requiring development according to design standards and procedures.

Water Waste: The haphazard, unreasonable, or excessive running or dissipation of potable water.

Zoning: The division of a city or county by legislative regulation into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas.

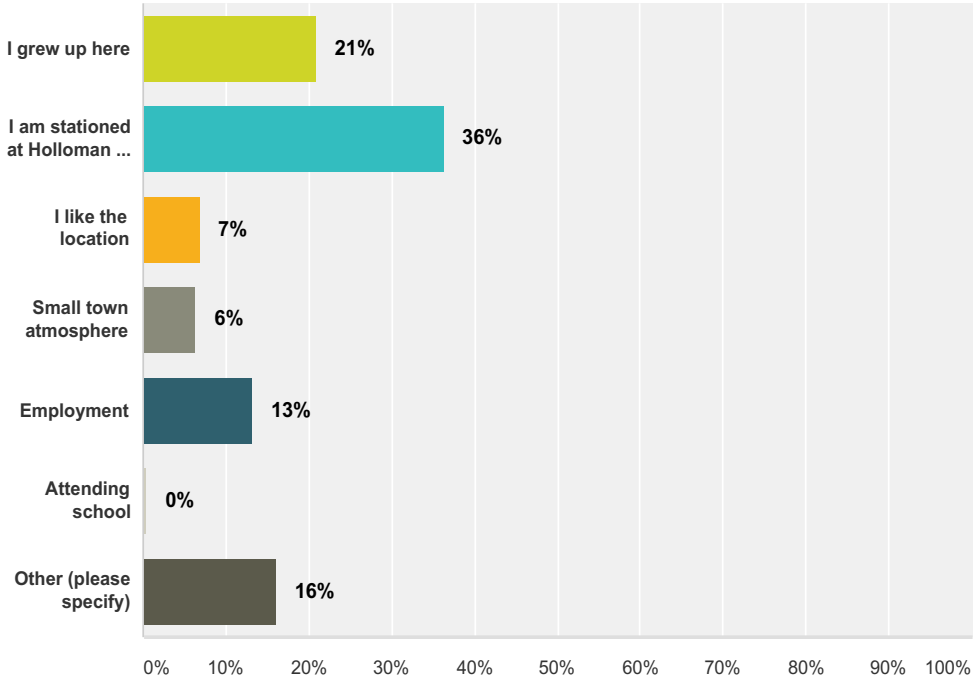
As part of the planning process to update the City of Alamogordo Comprehensive Plan, the City's planning consultant (Consensus Planning) designed a survey to receive public input on a wide range of community issues. The survey was distributed between May 29 and July 7, 2017. The survey was conducted both electronically through surveymonkey.com and as a printed survey document that was available at certain public locations in Alamogordo. A total of 1,840 people responded to the survey. The following charts provide an overview of the survey results.





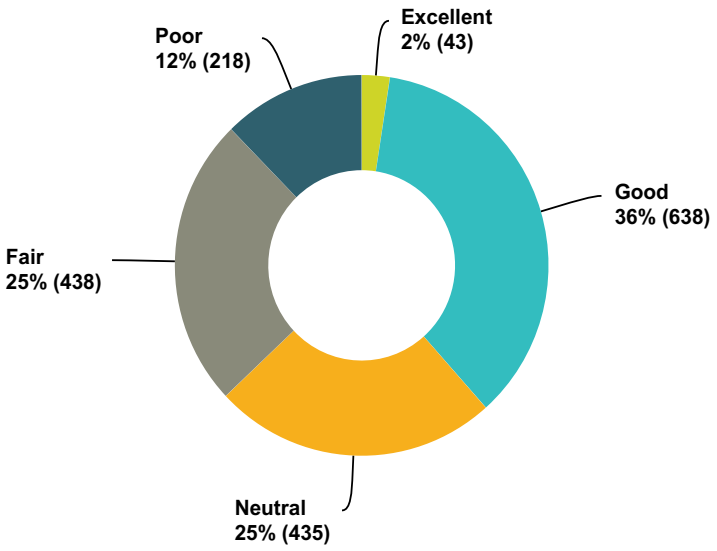
Q3 What is the main reason why you live in Alamogordo?

Answered: 1,765 Skipped: 75



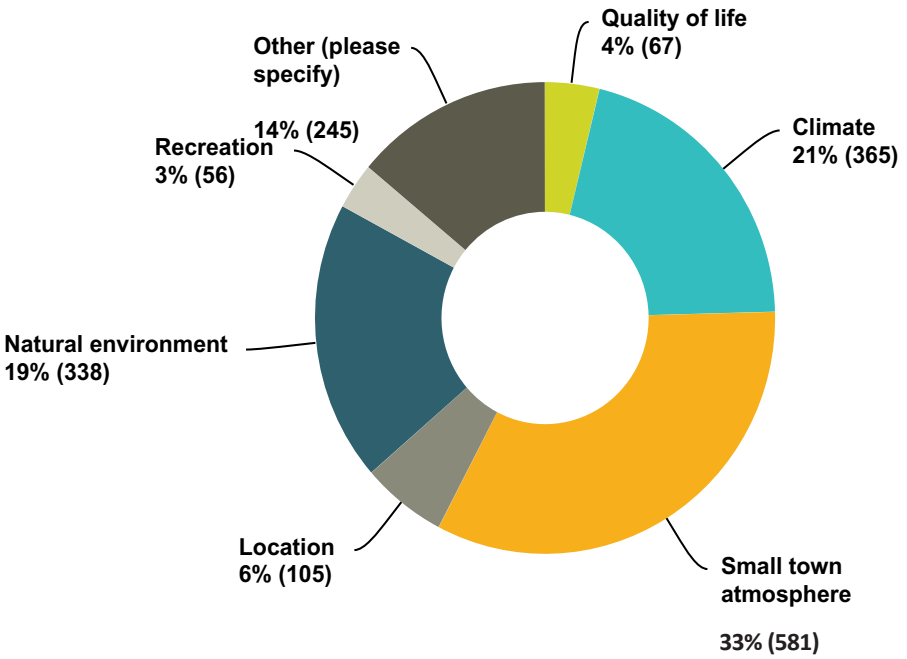
Q4 How would you rate the quality of life in Alamogordo?

Answered: 1,772 Skipped: 68



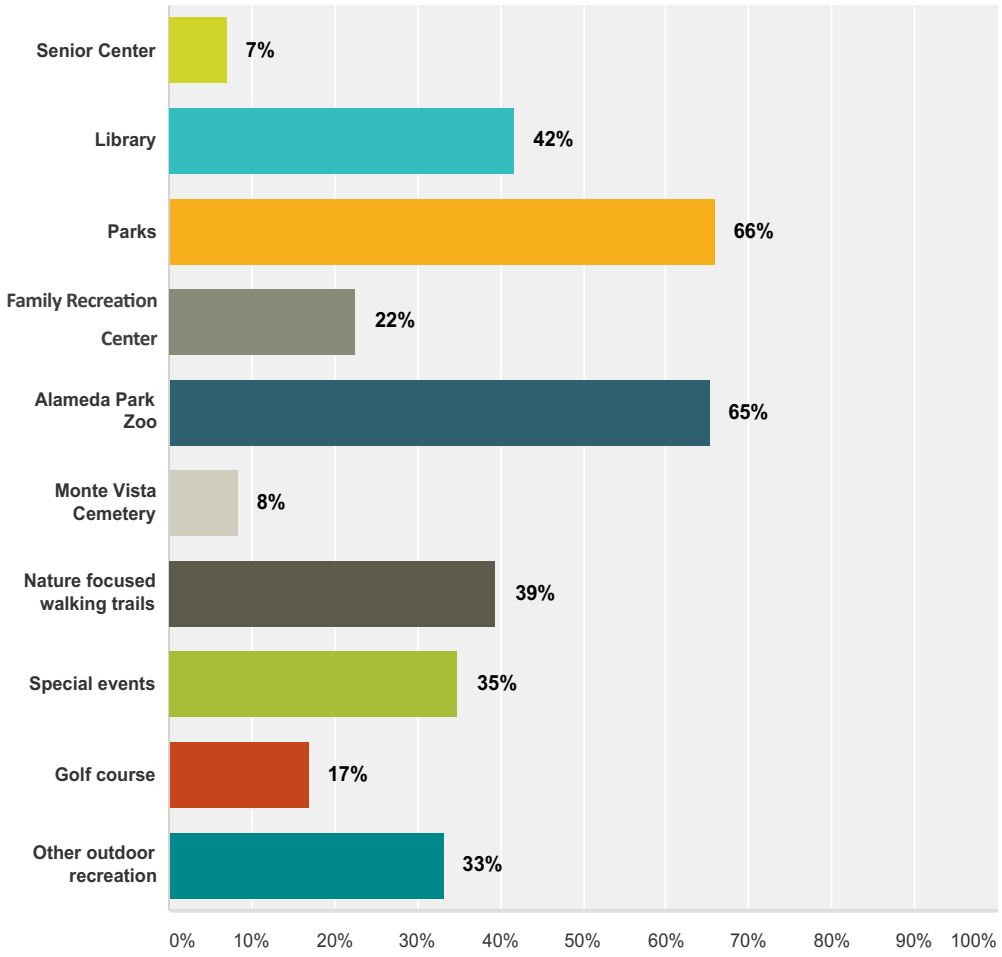
Q5 What is your favorite aspect about Alamogordo?

Answered: 1,757 Skipped: 83



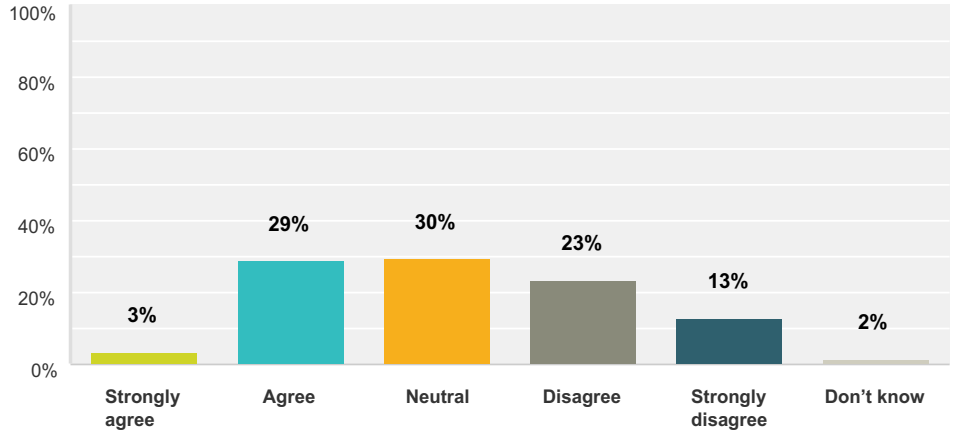
Q6 Please indicate the public facilities that you or members of your family currently use. (check all that apply)

Answered: 1,663 Skipped: 177



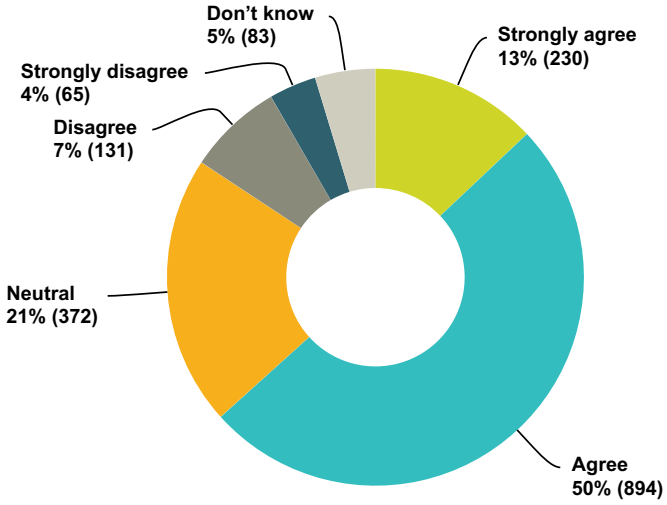
Q7 The City provides adequate parks and recreation facilities.

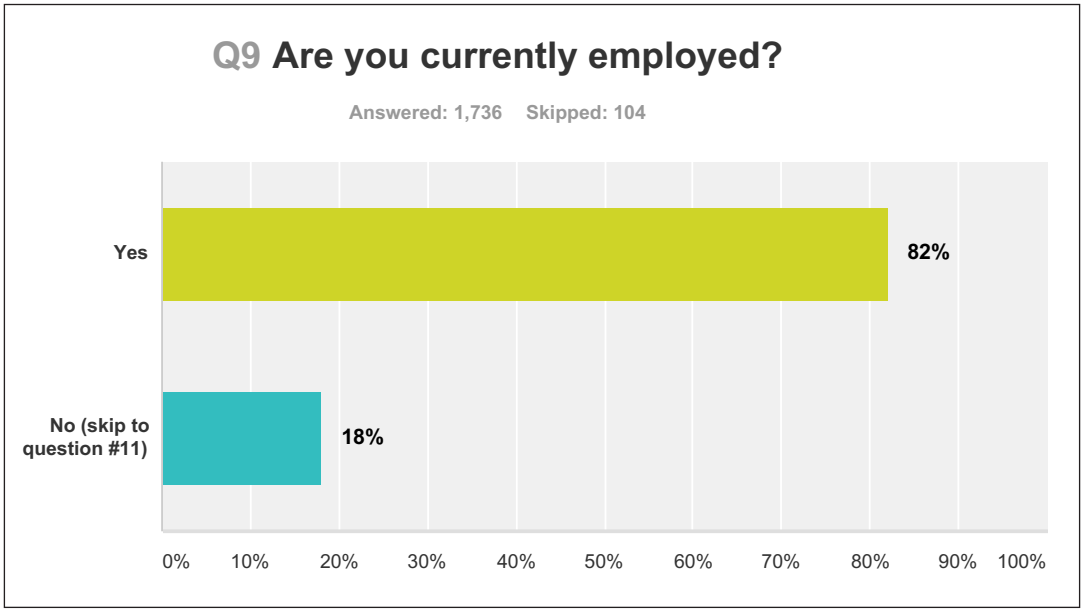
Answered: 1,772 Skipped: 68

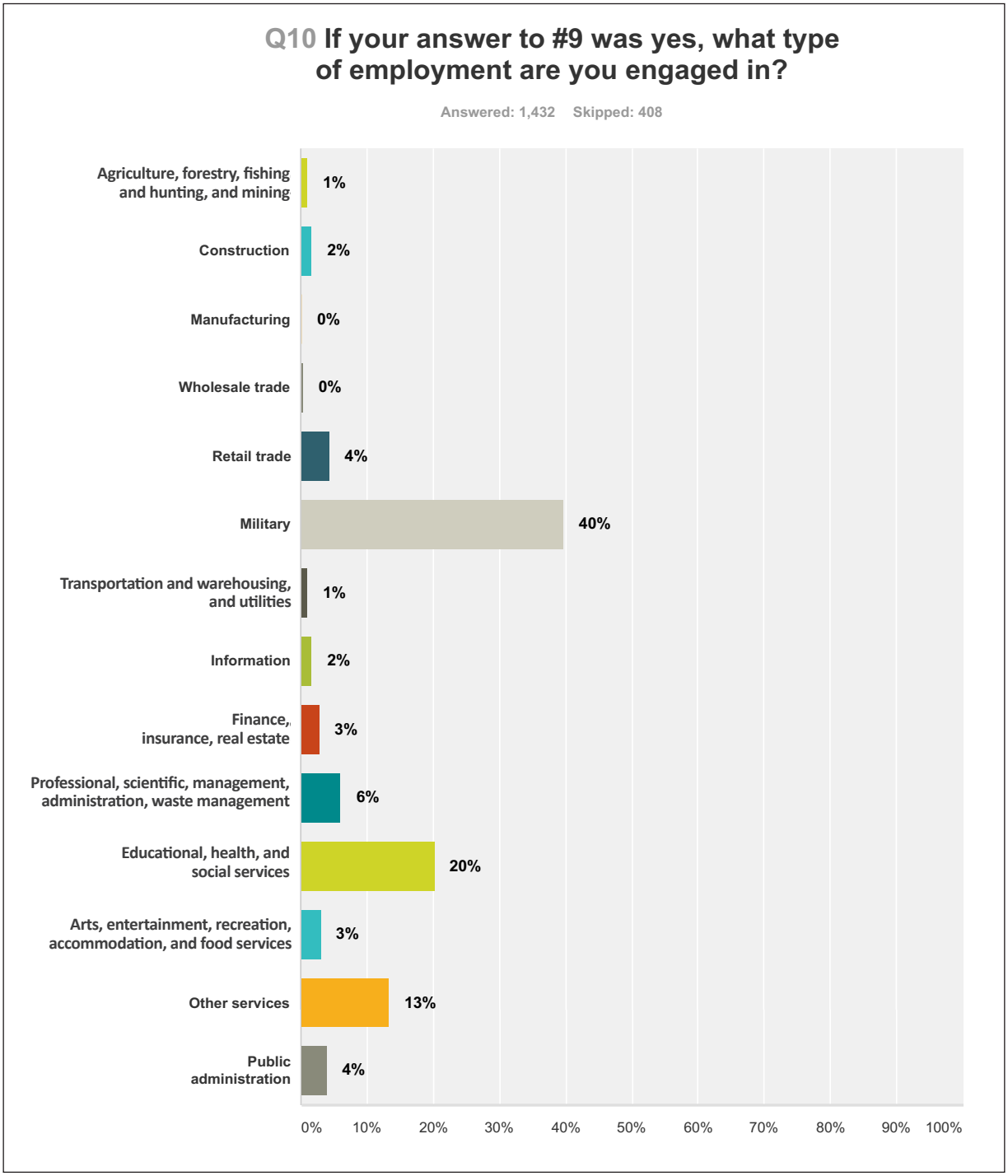


Q8 The City provides adequate public safety services (police, fire, emergency services).

Answered: 1,775 Skipped: 65

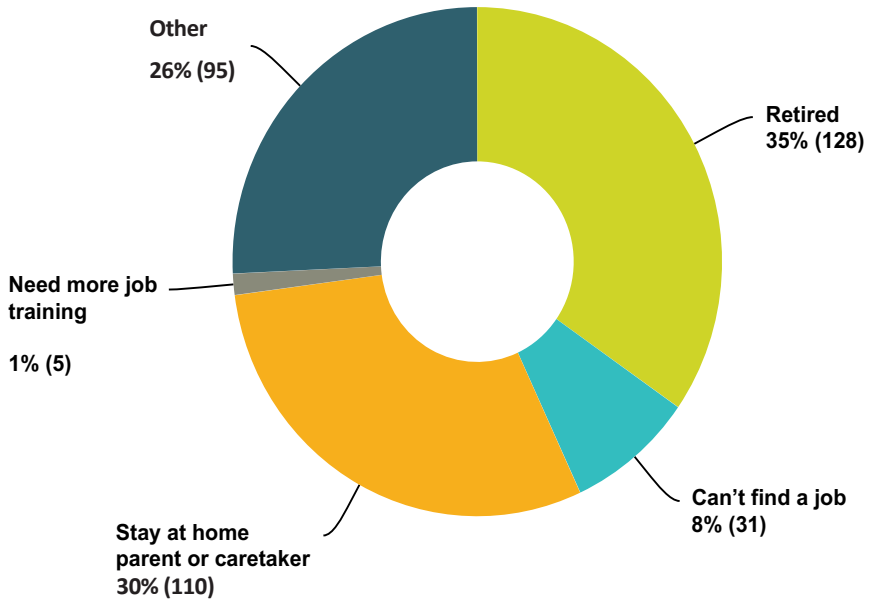



Q9 Are you currently employed?
Answered: 1,736 Skipped: 104
Yes
82%
No (skip to question #11)
18%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%


Q10 If your answer to #9 was yes, what type of employment are you engaged in?
Answered: 1,432 Skipped: 408
Agriculture, forestry, fishing and hunting, and mining
1%
Construction
2%
Manufacturing
0%
Wholesale trade
0%
Retail trade
4%
Military
40%
Transportation and warehousing, and utilities
1%
Information
2%
Finance, insurance, real estate
3%
Professional, scientific, management, administration, waste management
6%
Educational, health, and social services
20%
Arts, entertainment, recreation, accommodation, and food services
3%
Other services
13%
Public administration
4%
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

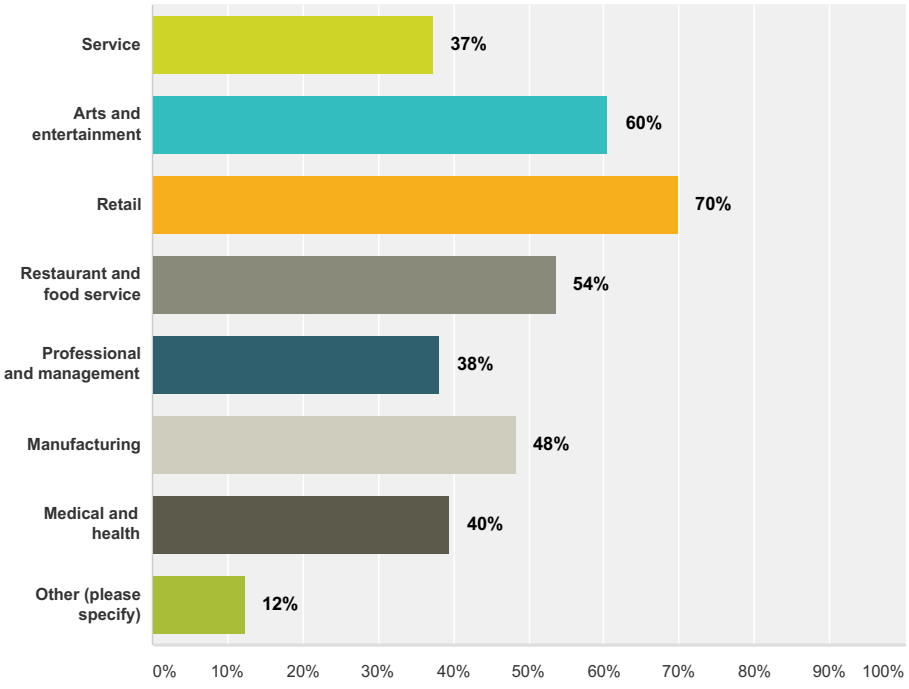
Q11 If your answer to #9 was no, why aren't you employed?

Answered: 369 Skipped: 1,471



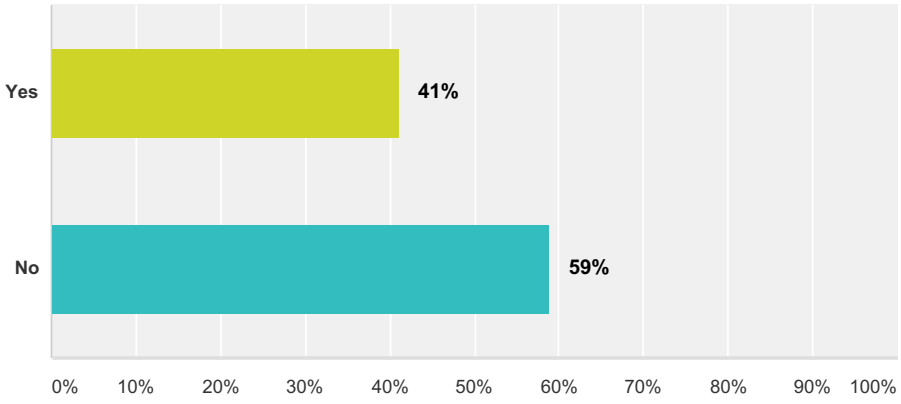
Q12 What types of new jobs or industry are needed in Alamogordo? (check all that apply)

Answered: 1,724 Skipped: 116



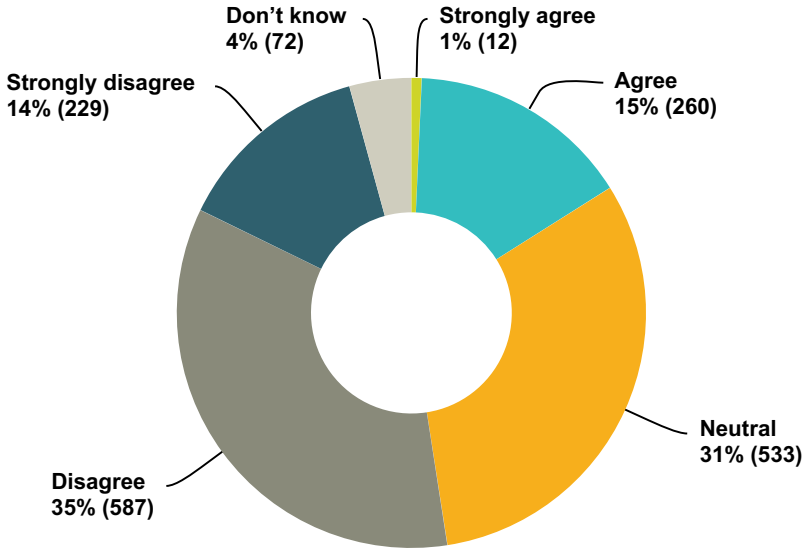
Q13 Is the current level of education of Alamogordo's residents sufficient to meet the needs of current and potential employers?

Answered: 1,691 Skipped: 149



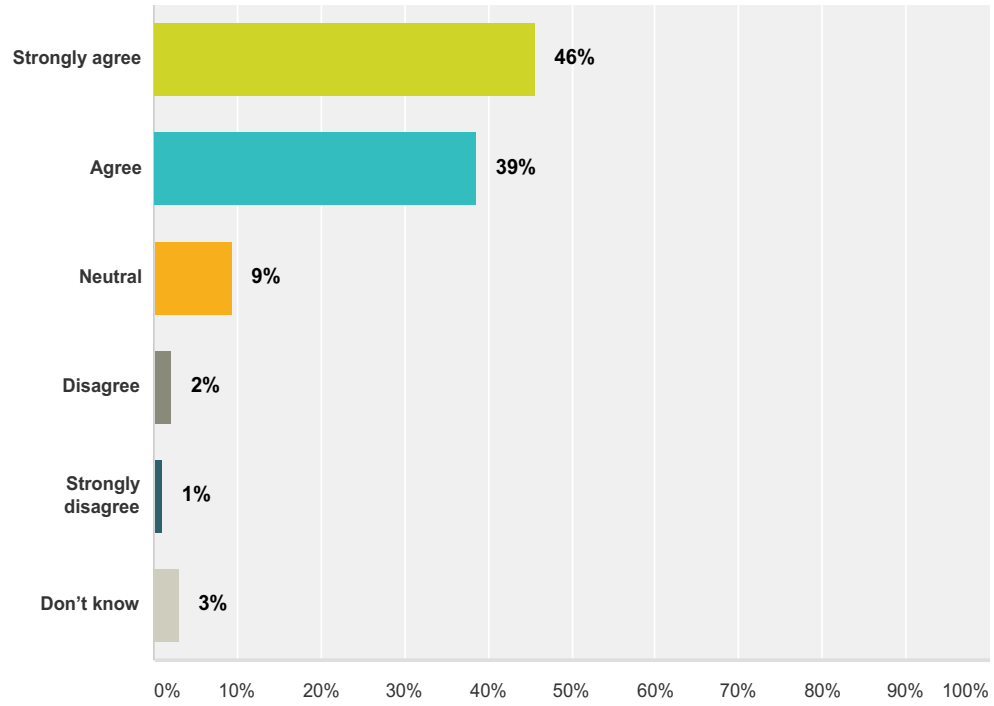
Q14 Alamogordo has adequate commercial services available to the residents.

Answered: 1,693 Skipped: 147



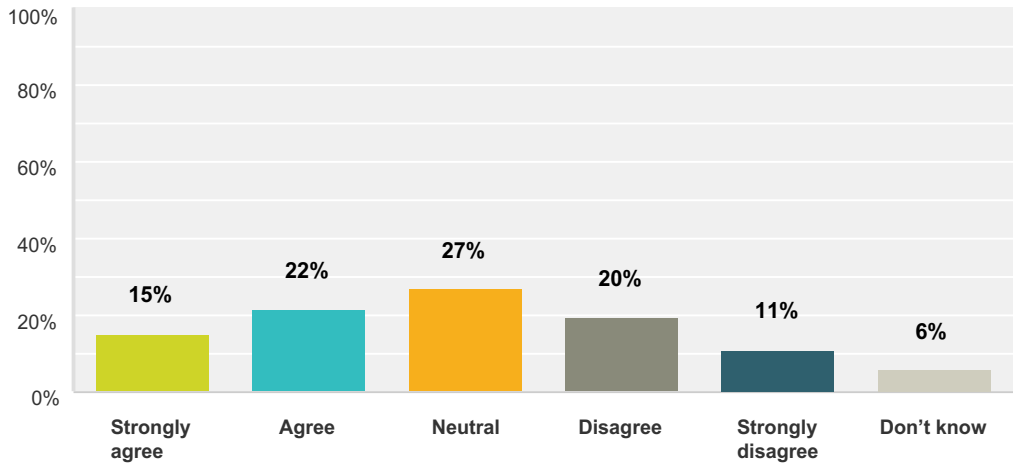
Q15 The City should encourage infill development (development of vacant or underutilized parcels in areas that are already largely developed).

Answered: 1,694 Skipped: 146



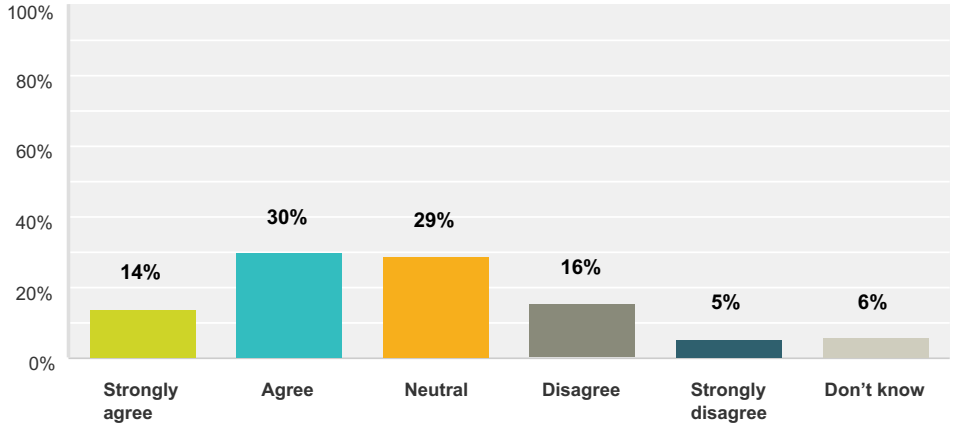
Q16 The City should grow by annexing more land from Otero County into the municipal limits.

Answered: 1,695 Skipped: 145



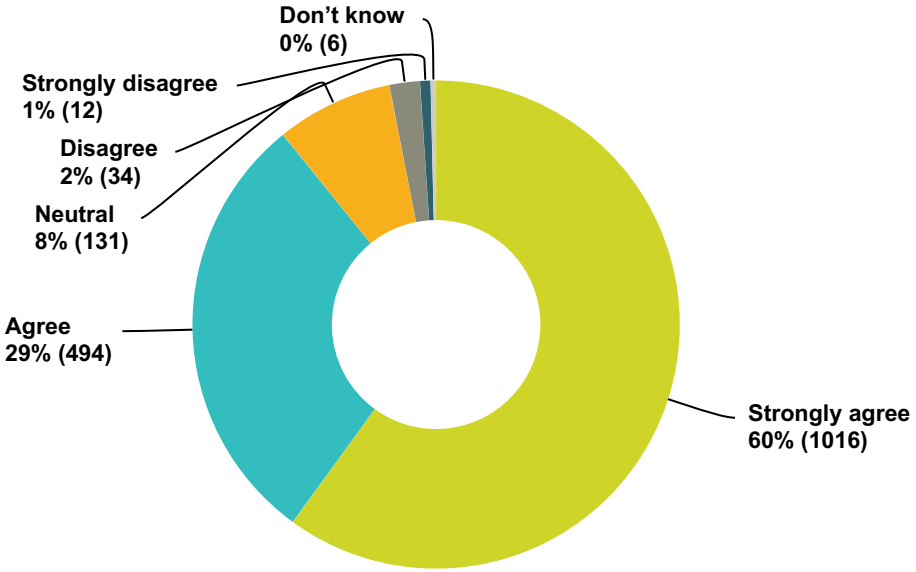
Q17 The City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site).

Answered: 1,688 Skipped: 152



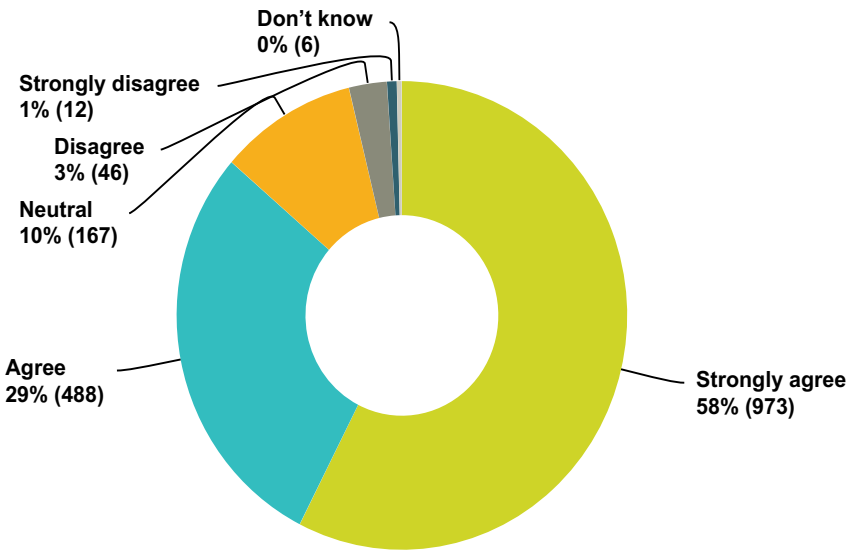
Q18 The visual appearance of the City should be improved.

Answered: 1,693 Skipped: 147



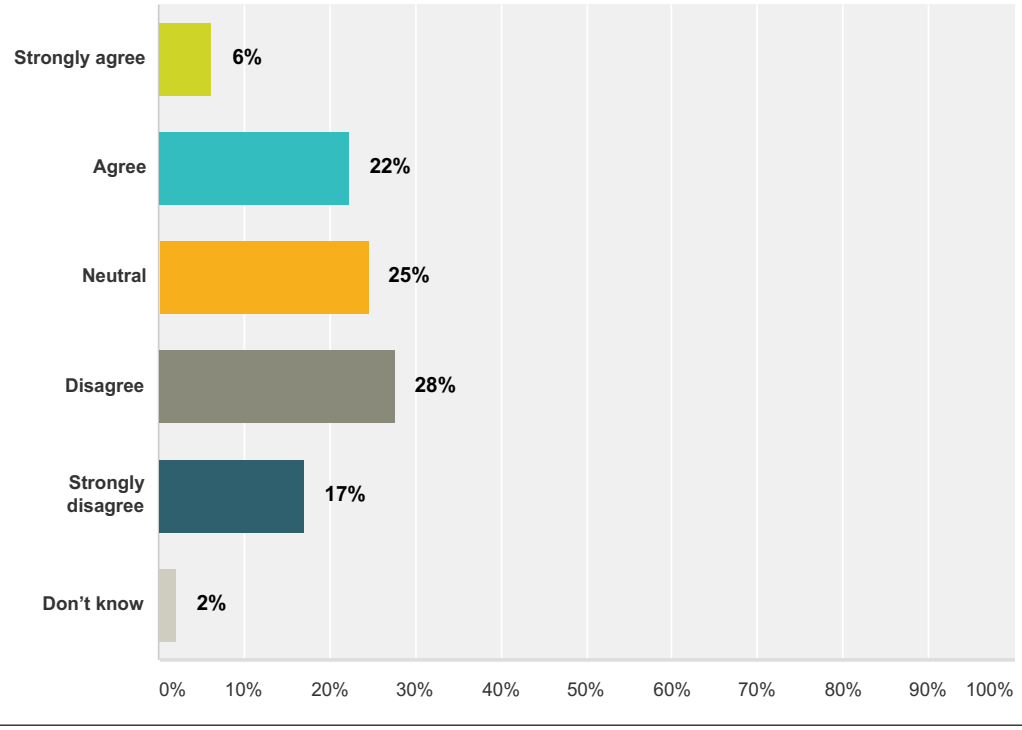
Q19 White Sands Boulevard is an important arterial that should be visually improved by the City.

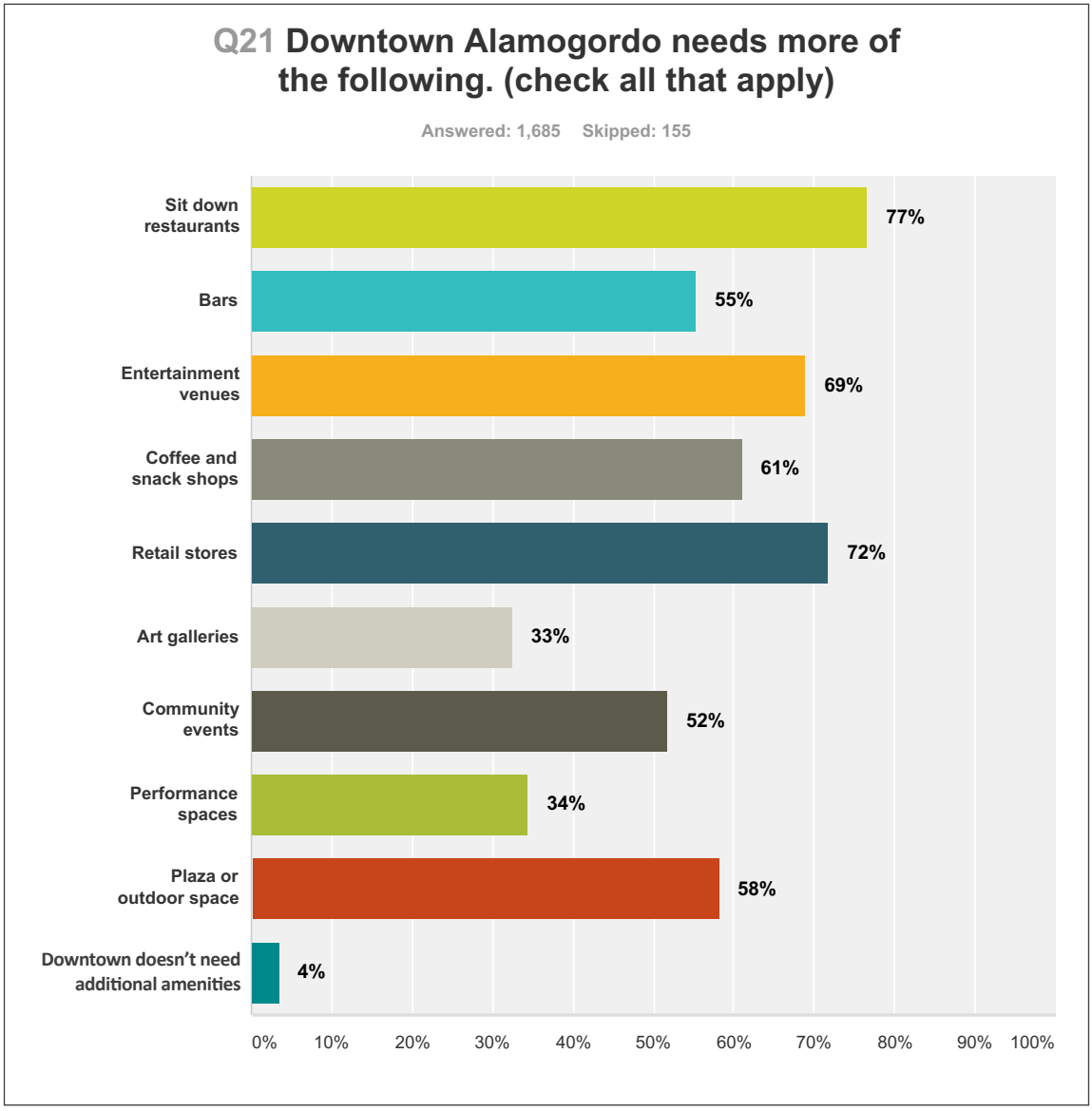
Answered: 1,692 Skipped: 148



Q20 Downtown Alamogordo is a fun place to visit, shop, and walk around.

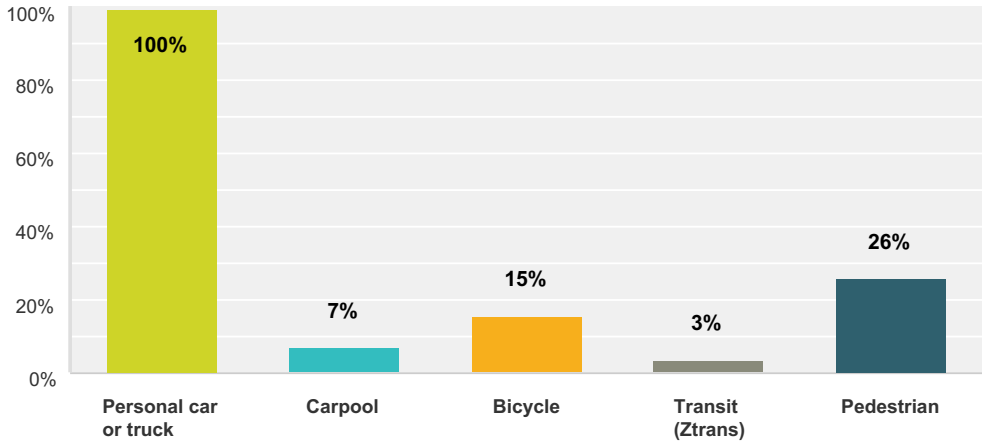
Answered: 1,691 Skipped: 149




Q21 Downtown Alamogordo needs more of the following. (check all that apply)
Answered: 1,685 Skipped: 155
Sit down restaurants
77%
Bars
55%
Entertainment venues
69%
Coffee and snack shops
61%
Retail stores
72%
Art galleries
33%
Community events
52%
Performance spaces
34%
Plaza or outdoor space
58%
Downtown doesn't need additional amenities
4%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%

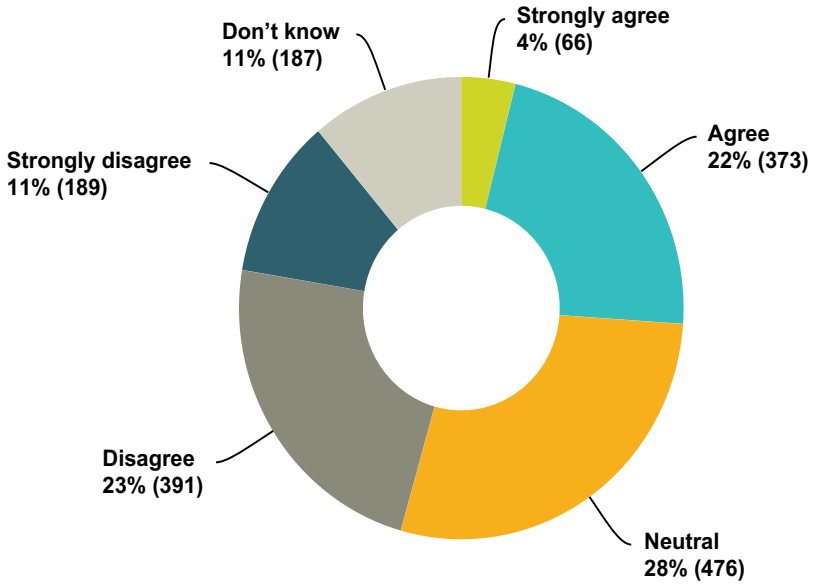
Q22 Please indicate all of the transportation modes that you currently use. (check all that apply)

Answered: 1,684 Skipped: 156



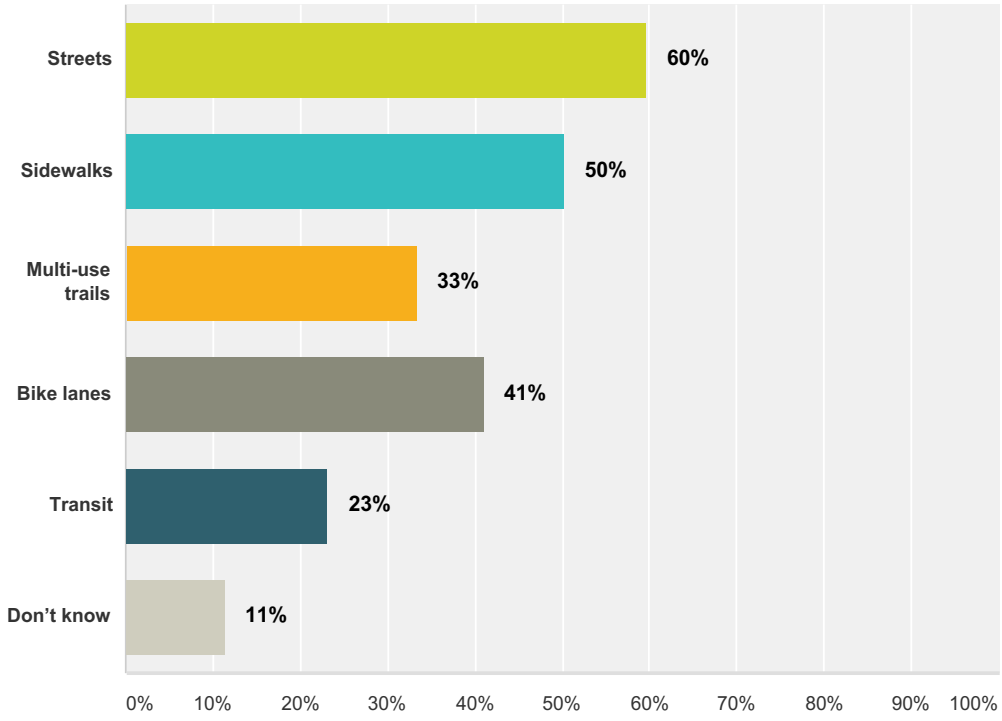
Q23 The City has an adequate multi-modal (vehicle, transit, bicycle, trails) transportation system.

Answered: 1,682 Skipped: 158



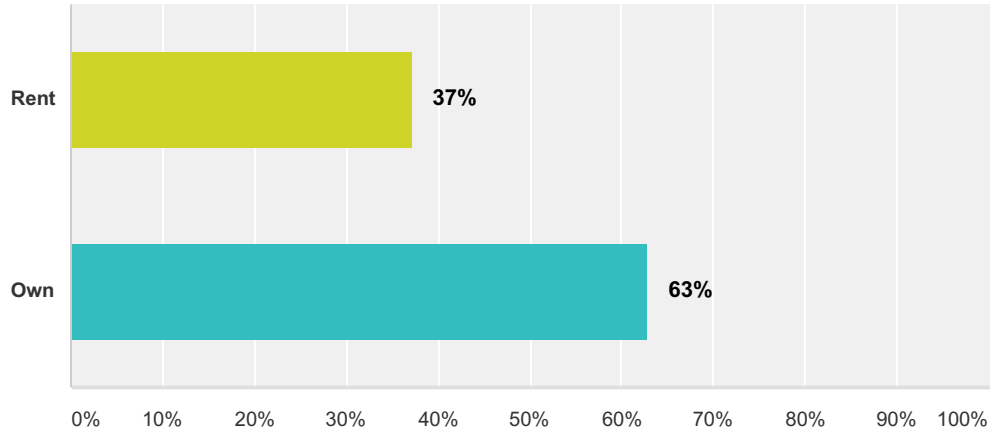
Q24 The City should focus on the following transportation improvements (check all that apply).

Answered: 1,673 Skipped: 167



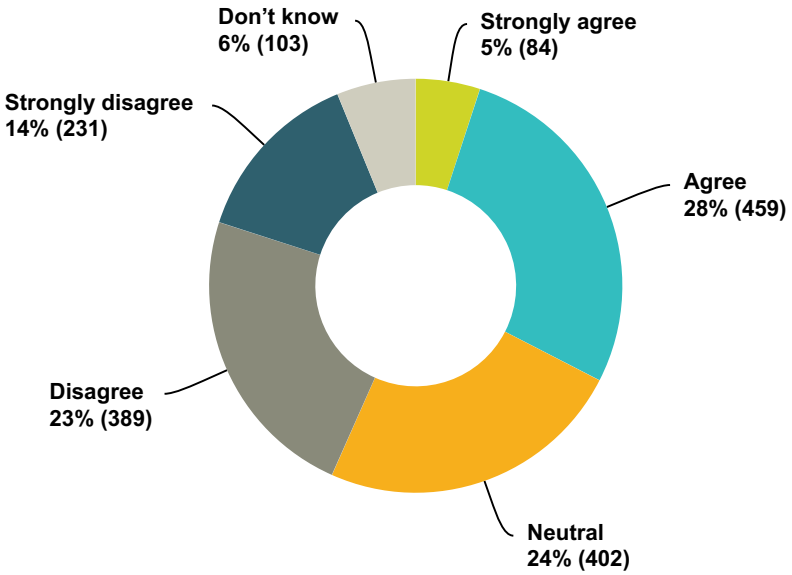
Q25 Do you rent or own your home?

Answered: 1,659 Skipped: 181



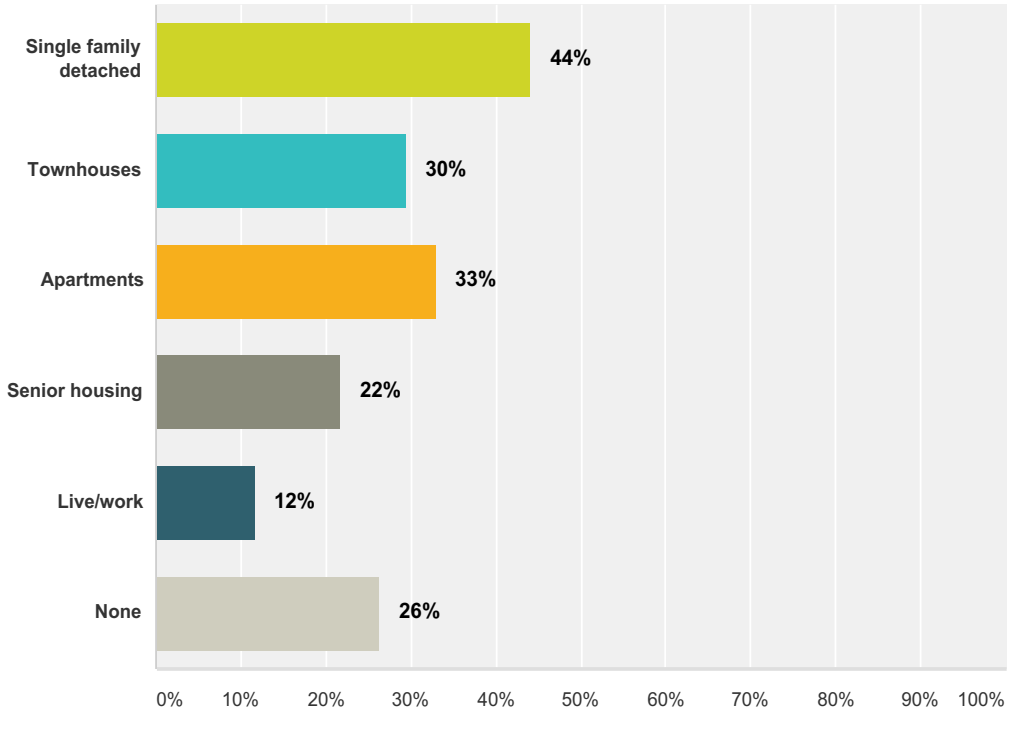
Q26 The City has an adequate supply of affordable housing.

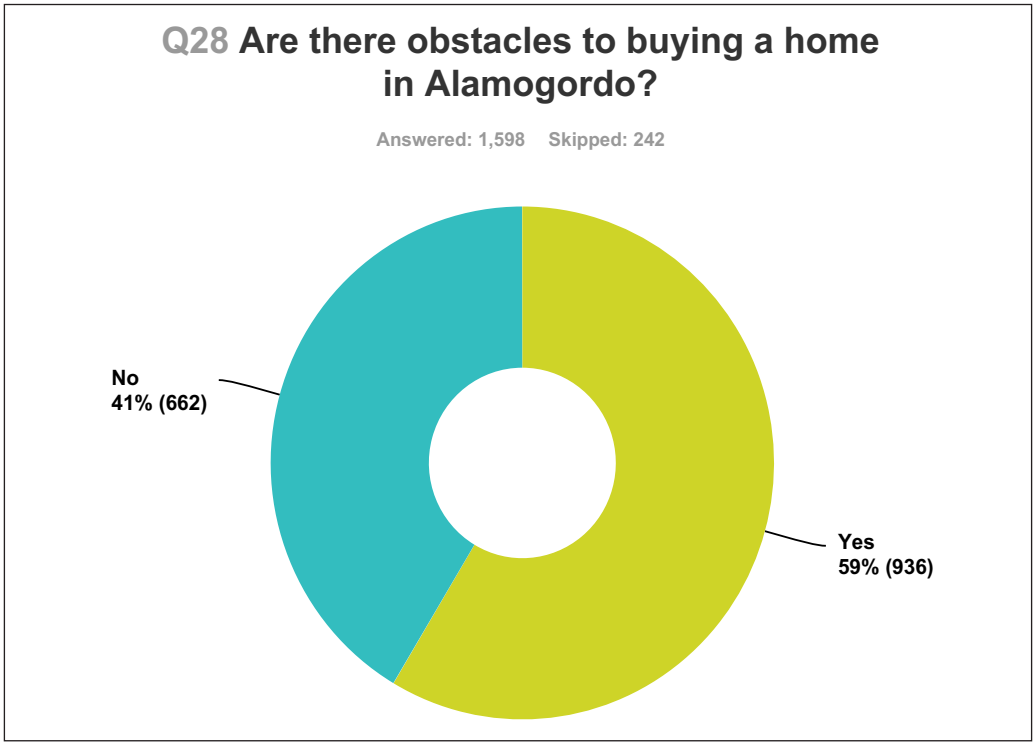
Answered: 1,668 Skipped: 172



Q27 The City needs more of the following types of housing (check all that apply).

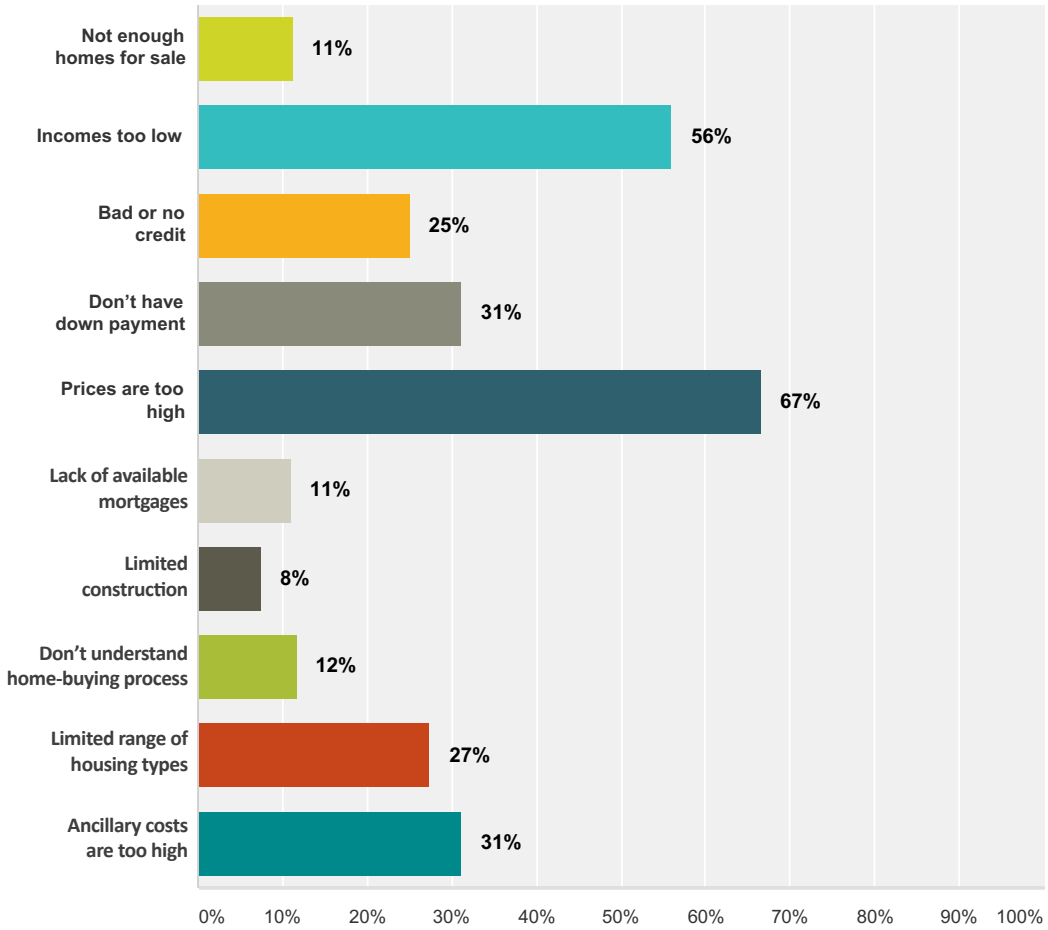
Answered: 1,606 Skipped: 234




Q28 Are there obstacles to buying a home in Alamogordo?
Answered: 1,598 Skipped: 242
No
41% (662)
Yes
59% (936)

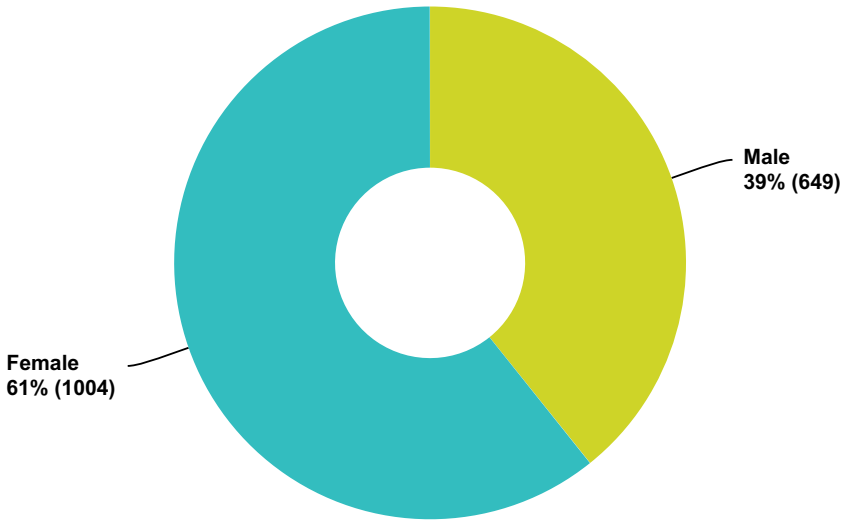
Q29 If your answer to #28 was yes, what are the biggest obstacles to buying a home in Alamogordo? (check all that apply)

Answered: 973 Skipped: 867



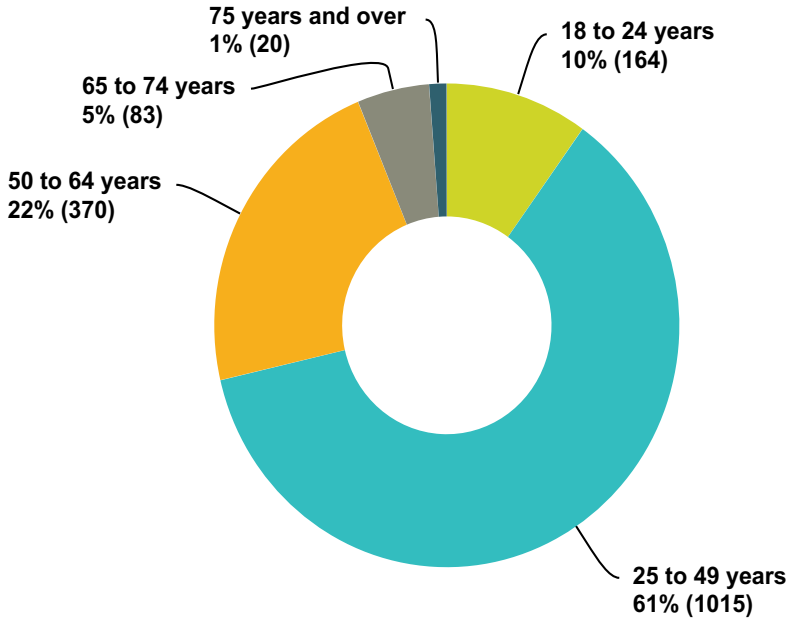
Q30 What is your gender?

Answered: 1,653 Skipped: 187



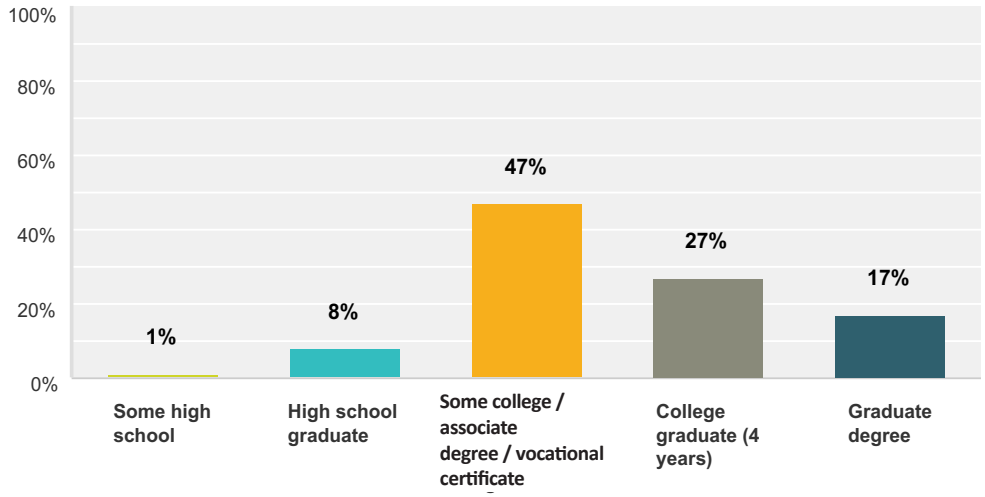
Q31 What is your age category?

Answered: 1,652 Skipped: 188



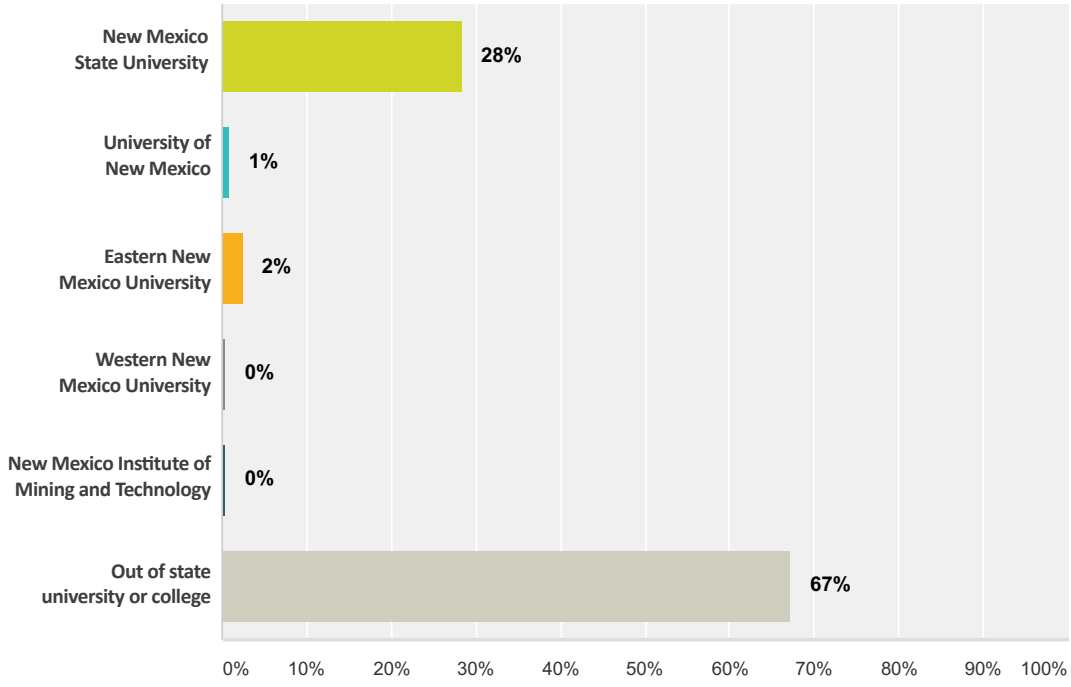
Q32 What is the highest level of education you have attained?

Answered: 1,654 Skipped: 186



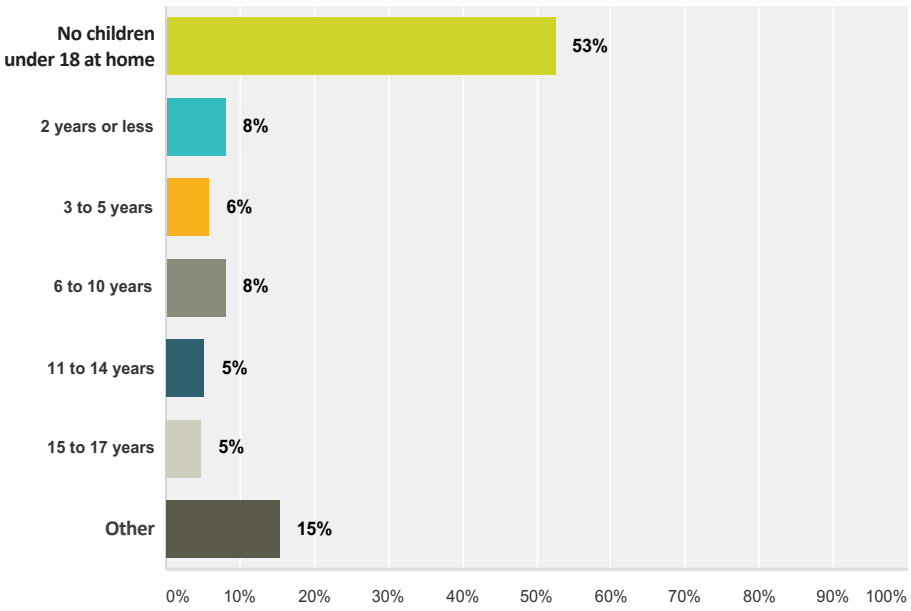
Q33 If your answer to #32 was "College Graduate", where did you receive your degree from?

Answered: 867 Skipped: 973



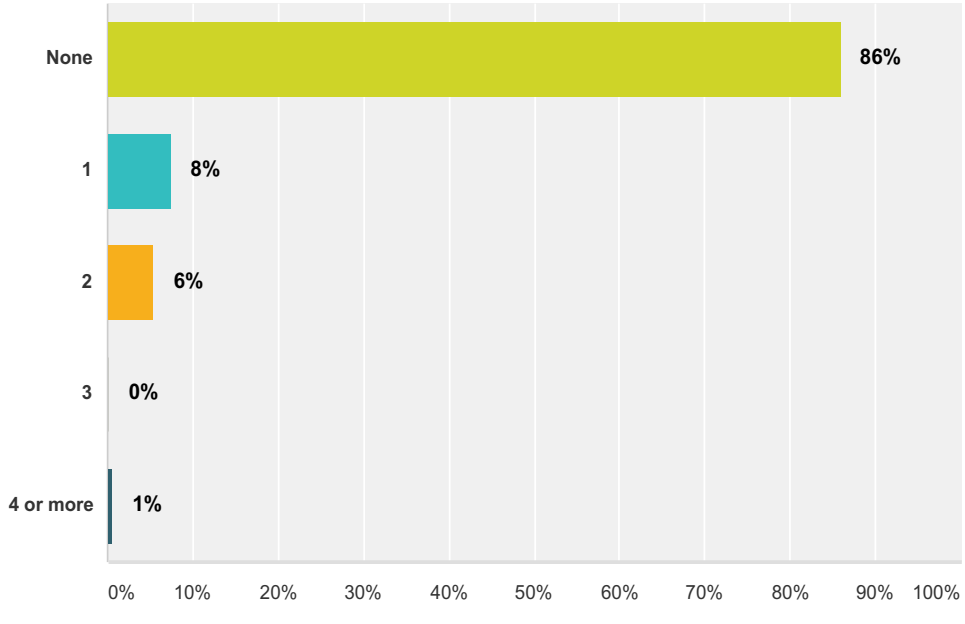
Q34 Do you have any children under the age of 18 living at home? If yes, what are their ages?

Answered: 1,635 Skipped: 205



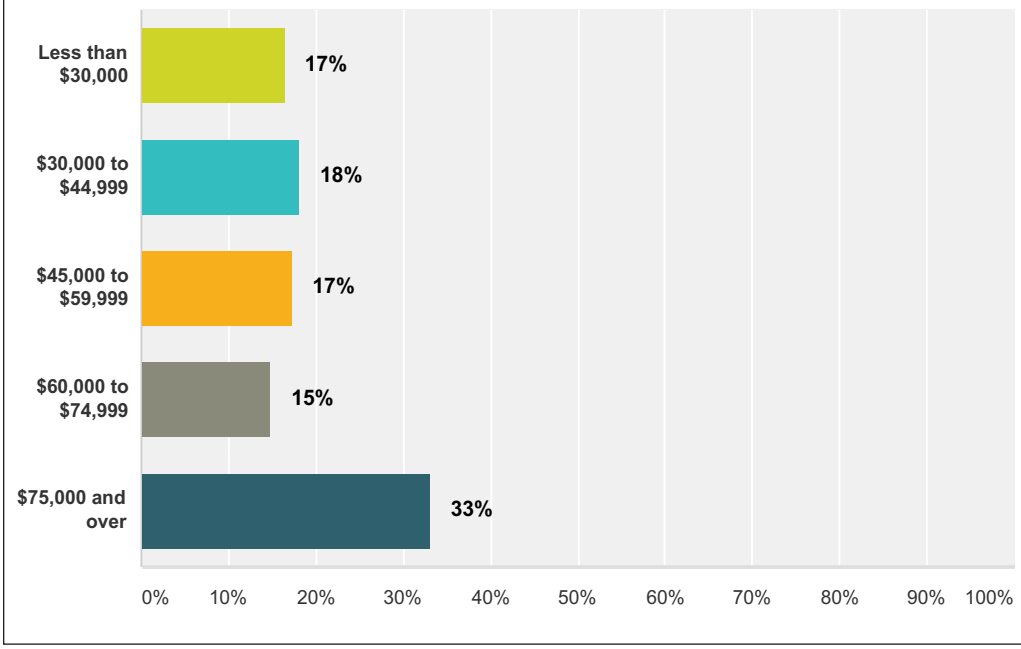
Q35 How many members of your household are over the age of 65?

Answered: 1,651 Skipped: 189



Q36 Which of the following categories best describes your total household income?

Answered: 1,612 Skipped: 228



INTRODUCTION

This section includes a brief list of federal and state economic, infrastructure development, housing, and rural health resources available to both local governments and people interested in redevelopment, business development, in need of a small business loan, historic preservation, housing assistance, etc. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

These funding programs and their respective web sites can change over time. To access the most current information on federal and state funding opportunities related to economic development, infrastructure, water, transportation, community development, housing, planning, and business resources, refer to https://www.mindomo.com/mindmap/funding-map-596470a50eb04391a34fc3c080aab553

AVIATION

New Mexico Department of Transportation - Aviation Division

The Aviation Division coordinates and administers state grants for improving the aviation infrastructure in the State of New Mexico. It also authorizes the expenditure of money from the state aviation fund for construction, development and maintenance of public use airport facilities. The Division supports and encourages air service to the smaller communities within the state through the Air Service Assistance Program. Any city or town in New Mexico can apply for a aviation-related grant through the Department of Transportation.

Aircraft Maintenance or Remodeling Tax Deduction: Receipts from maintaining, refurbishing, remodeling or otherwise modifying a commercial or military carrier (aircraft) over 10,000 pounds gross landing weight may be deducted from gross receipts.

Aircraft Manufacturing Tax Deduction: Receipts of an aircraft manufacturer or affiliate from selling aircraft or aircraft parts, or from selling services performed on aircraft or aircraft components or from selling aircraft flight support, pilot training or maintenance training services may be deducted from gross receipts.

Research and Development Tax Deduction: Aerospace services are the research and development services sold or for resale to an organization for resale by the organization to the U.S. Air Force. When R&D services are sold to another corporation for resale to the Air Force, the seller's receipts are deductible. If the R&D services are sold to an intermediary for resale to a corporation for resale to the Air Force, those receipts are also deductible.

Contact: NMDOT - Aviation Division
P.O. Box 9830
Albuquerque, NM 87119-9830
Phone: (505) 244-1788
Website: http://dot.state.nm.us/en/Aviation.html

BROWNFIELDS

Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htmv

EPA Brownfield Assessment Grants

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to $200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to $200,000 to address a site contaminated

by petroleum. Applicants may seek a waiver of the $200,000 limit and request up to $350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to $350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to $1,000,000. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: http://www.epa.gov/brownfields/grant_info/index.htm

EPA Brownfield Cleanup Grants

Cleanup grants provide funding for cleanup activities at brownfield sites. An eligible entity may apply for up to $200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs. The match must equal 20% of the amount of funding provided by EPA and cannot include administrative costs. A cleanup grant applicant may request a waiver of the 20% cost share requirement based on hardship. An applicant must own the subject site at the time of application. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: https://www.epa.gov/brownfields/types-brownfields-grant-funding

BUSINESS DEVELOPMENT RESOURCES

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

High Wage Jobs Tax Credit

A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: NM Taxation and Revenue Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: http://gonm.biz/why-new-mexico/competitive-business-climate/incentives/high-wage-jobs-tax-credit

Job Training Incentive Program (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70% of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: NM Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: https://gonm.biz/business-resource-center/edd-programs-for-business/job-training-incentive-program/

New Mexico Angel Tax Credit

This tax credit allows for an investor (who files a NM income tax return and is an accredited investor) to take a tax credit of up to $25,000 (25% of an investment up to $100,000) for an investment made in a New Mexico company that is engaging in high-technology research or manufacturing. This credit can be claimed for up to two qualified investments in a taxable year, given that each investment is in a different qualified business. Any unused portion of the credit can be rolled over and applied for three consecutive years.

Contact: New Mexico Angels, Inc.
1451 Innovation Parkway SE, Suite 600
Albuquerque, NM 87123
Website: www.nmangels.com

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified Development Company
6500 Jefferson NE, Suite 200
Albuquerque NM 87109
Phone: (505) 843-9232
Website: www.elcdc.com

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term.

Contact: U.S. Small Business Administration New Mexico District Office
625 Silver Avenue SW, Suite 320
Albuquerque, NM 87102
Phone: (505) 248-8225
Website: https://www.sba.gov/partners/lenders/7a-loan-program/types-7a-loans

Small Business Development Center
New Mexico State University-Alamogordo
2400 N. Scenic Drive
Alamogordo, NM 88310-3722
Phone: (575) 439-3660

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state's small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

New Mexico Partnership

The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

NM Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership
1720 Louisiana Blvd NE, Suite 312
Albuquerque, NM 87110
Phone: (505) 247-8500
Website: http://www.nmpartnership.com/

SMART Money Loan Participation Program
This program is administered by the New Mexico Finance Authority and intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: https://www.nmfa.net/financing/loan-participation-programs/smart-money/

The Loan Fund
The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to $200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

WESST
The WESST's Las Cruces office serves emerging and existing small business owners (men and women) in seven counties, including Doña Ana, Luna, Hidalgo, Grant, Catron, Sierra, and Otero counties. WESST Las Cruces features a computer lab available to all clients and is collaborating with the Las Cruces Green Chamber of Commerce to offer Lunch 'n Learns on a variety of topics the first Friday of each month. WESST Las Cruces is one of six WESST offices housing a Women's Business Center Program (WBC), funded in part by the U.S. Small Business Administration. The WBC Program offers a variety of training and consulting services geared to, but not limited to women. If loans are needed, WESST will assist clients with their loan packages, financial projections, and provide information about various loan sources within the community, including their loan fund.

Contact: Community Enterprise Center
125 N. Main Street
Las Cruces, NM 88001
Phone: 575-541-1583
Website: https://www.wesst.org/las-cruces/

COMMUNITY DEVELOPMENT

Cooperative Agreements Program (COOP)
Local Government Road Fund
The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from $9,000 to $192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

Land and Water Conservation Fund (LWCF)
This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals, and Natural Resources Department administers the state program. New Mexico has received $37.4 million dollars from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies, municipalities, counties, schools, and tribes have developed

and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service
1849 C Street, NW, Org-2225
Washington, D.C. 20240
Website: www.nps.gov/subjects/lwcf/index.htm

Local Government Planning Fund
Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to "forgive" the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling $737,900 and has approved an additional 14 projects totaling $304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: https://www.nmfa.net/financing/planning-grants/local-government-planning-grants/

Municipal Arterial Program (MAP) Local Government Road Fund
This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the state share typically ranges from $50,000 to $1.1 million per project. Applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section, NMDOT
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

Public Project Revolving Fund (PPRF)
The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed 'AAA' - insured interest rates.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: https://www.nmfa.net/financing/public-project-revolving-fund/information-about-pprf-bonds/

Small Cities Community Development Block Grant Program (CDBG)
This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a $500,000 grant limit per applicant ($50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: State of New Mexico Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

Sustainable Communities Initiatives Grant Program

The Sustainable Communities Regional Planning Grant Program supports locally-led collaborative efforts that bring together diverse interests from the many municipalities in a region to determine how to best target housing, economic and workforce development, and infrastructure investments to create more jobs and regional economic activity. The Community Challenge Grant Program fosters reform and reduces barriers to achieving affordable, economically vital, and sustainable communities. Community Challenge efforts include amending or replacing local master plans, zoning codes, and building codes to promote mixed-use development, affordable housing, the reuse of older buildings, and similar activities.

Contact: U.S. Department of Housing and Urban Development
P.O. Box 23268
Washington, DC 20026-3268
Phone: 1-800-245-2691
Website: https://www.hud.gov/program_offices/economic_development/sustainable_

U.S.D.A. Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. The USDA provides loan programs such as the B&I Loan and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available through the following programs:

- Business and Industry Loan Guarantees
- Single Family Housing Direct Home Loans
- Single Family Housing Guaranteed Loan Program
- Community Facilities Direct Loan and Grant Program
- Single Family Housing Repair Loans and Grants
- Water and Waste Disposal Loan and Grant Program

Contact: USDA Rural Development New Mexico Office
100 Sun Avenue NE, Suite 130
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: https://www.rd.usda.gov/nm

U.S. Department of Transportation (DOT)

The New Mexico Transportation Alternatives Program (TAP) is a Federal Aid funding program authorized through the FAST Act as part of the new Surface Transportation Block Grant (STBG) Program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities, in addition to other projects, as outlined in the NM Active Transportation and Recreational Programs Guide. Each state's department of transportation administers the program using its own competitive process, in accordance with the law. Approximately every two years, NMDOT coordinates with the state's seven RTPOs and five MPOs on soliciting TAP applications.

Contact: NMDOT District 2 Office
4505 West Second Street
Roswell, NM 88202
Phone: (575) 637-7200
Website: http://dot.state.nm.us/content/dam/nmdot/planning/FFY18-19_TAP-RTP_Guide.pdf

HEALTH CARE

Office of Rural Health Policy Grants

The Office of Rural Health Policy Grants falls under the Department of Health and Human Services (HHS). There are over 90 grant programs whose availability is contingent upon federal funding each fiscal year. For more than 20 years, HHS has had an Office of Rural Health Policy in the Health Resources and Services Administration (HRSA) to focus on key rural health policy issues and administer targeted rural grant programs. HRSA's rural health grant programs help fund rural hospitals, health centers, and local clinics.

Contact: Office of Rural Health Policy, Health Resources & Services Administration
5600 Fishers Lane, 5A-05
Rockville, MD 20857
Phone: (301) 443-0835
Website: https://www.hrsa.gov/grants/apply/index.html

HISTORIC PRESERVATION

Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: https://www.nps.gov/tps/tax-incentives.htm

National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost $17 million in financial assistance and direct investment in cities, towns, and rural areas across the United States.

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

New Mexico Historic Preservation Loan Fund

Below market rate loans are made by the NM Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of $200,000 for a term of five years or less. Borrowers must agree to repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the state sufficient collateral security interest in the property.

Contact: NM Department of Cultural Affairs - Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nmtc@nmfa.net
Website: http://www.nmhistoricpreservation.org/programs/incentives.html

State Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is $50,000 for a tax credit of $25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is $50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs - New Mexico Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236

Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

U.S. Department of Transportation (DOT)
The Transportation Enhancement (TE) activities offered funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories.

Contact: USDOT Federal Highway Administration
New Mexico Division
4001 Office Court Dr., Suite 801
Santa Fe, NM 87507
Phone: (505) 820-2021
Website: https://www.fhwa.dot.gov/Environment/transportation_enhancements/

HOUSING ASSISTANCE

New Mexico Mortgage Finance Authority (MFA)
The MFA provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing, including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects.

Some of the primary rental and homeownership programs administered by MFA include:

HOME Investment Partnerships Program: Assistance is provided to income qualified homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, including applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections. Non-profits, housing authorities, and local governments administer the homeowner rehabilitation program. Funds are awarded through a RFP/Application process. MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

New Mexico Housing Trust Fund: Provides flexible funding for affordable housing initiatives for persons or households of low or moderate income. Nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Costs of infrastructure, construction, acquisition and rehabilitation necessary to support affordable single family or rental housing. Interest rates are approximately 1 to 5% per annum. Construction is up to three years (current maximum $1,500,000). Long term amortizing up to 30 years (current maximum: $500,000). Requirements for rental households are those earning 60% or less AMI. Requirements for single family households are those earning 80% or less AMI.

Primero Investment Fund Loan Program - This is a flexible, low cost loan program created to finance the development of affordable rental or special needs residential facilities that would be considered "high risk" by traditional lenders. The purpose of the program is to leverage other public and private funds and to expand the housing development capacity of New Mexico's nonprofit, tribal, and public agency housing providers. The Primero Investment Fund has been broadened over the years to include the financing of all types of projects that cannot be accommodated by existing sources -- particularly the secondary market -- and to develop new delivery systems through nonprofit organizations and other institutions to increase affordable housing production. Public and tribal

agencies, and for-profit and nonprofit sponsors are all eligible. Rental, owner occupied and special needs projects of any size maybe financed under this program during any stage of the development process. New construction, conversion and acquisition/rehabilitation projects may be financed.

Section 515 Multifamily Housing Preservation Revolving Loan Fund: The purpose of this program is to provide loans to rehabilitate housing currently financed by Rural Development through its multifamily housing loan program under Sections 514, 515, and 516 of the Housing Act of 1949. This initiative is supported by funds provided by USDA Rural Development in the amount of $2 million. MFA is providing matching funds equal to $550,000. Eligible borrowers include nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Applicants must have ownership or site control of an eligible Section 514, 515, or 516 property.

Ventana Fund: The Ventana Fund is a Certified Development Financial Institution (CDFI) established in 2014 to meet the critical need for an increased supply of early stage financing for affordable housing construction and rehabilitation projects in New Mexico. It is a 501(c)(3) nonprofit corporation organized by private citizens and housing professionals who are dedicated to increasing the number of decent affordable homes available to New Mexico's lower-income residents. Ventana Fund is committed to financing affordable housing in low-income communities, economically distressed communities, and market niches that are underserved by traditional financial institutions. Target markets include low-income populations earning less than 80% AMI), tribal communities, rural communities, and CDFI investment areas. Ventana Fund also focuses on hard-to-finance projects, such as older rental projects needing rehabilitation.

Contact: New Mexico Mortgage Finance Authority
344 Fourth Street SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: http://www.housingnm.org/