

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.

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10. Hazard Mitigation

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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.

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- *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.

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.

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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.

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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.

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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.

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11. Implementation

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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. 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.

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LAND USE STRATEGIES

Land Use Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Create incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.	2018-2020		Community Development Dept.
<u>Strategy 1.2:</u> Pursue public/private partnerships on the design and construction of mixed-use development and redevelopment projects within the City Center Metropolitan Redevelopment Area and Downtown Alamogordo.	2018-2020		Community Development Dept.
<u>Strategy 1.3:</u> Develop a new mixed-use zone with permissive and conditional uses for application within the City Center and Downtown Alamogordo areas. Create context-sensitive development standards that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping appropriate for these areas.	2018-2020		Community Development Dept.
<u>Strategy 1.4:</u> Identify excess City-owned properties that would be available for sale or lease for redevelopment projects or donation for development of affordable housing projects.	2018-2020		Community Development Dept.
<u>Strategy 2.1:</u> Develop a process for evaluating proposed annexations that are based on a cost benefit analysis. The criteria should address existing infrastructure capacity, feasibility and cost of extending infrastructure, support for economic development purposes, and an assessment of the property owners' support for the annexation.	2018-2020		Community Development Dept. & Public Works
<u>Strategy 2.2:</u> Prioritize annexation areas that eliminate County islands, support new commercial and industrial growth, can be served by municipal infrastructure, or are currently served but not within the City limits.	2021-2023		Community Development Dept. & Public Works
<u>Strategy 4.1:</u> Designate a portion of the Alamogordo-White Sands Regional Airport property for the development and master planning of a business park, as illustrated on the Preferred Land Use Scenario.	2018-2020		Community Development Dept.
<u>Strategy 4.2:</u> Rezone and designate vacant properties along the UP railroad tracks for industrial and commercial development, as shown on the Preferred Land Use Scenario.	2018-2020		Community Development Dept.
<u>Strategy 4.3:</u> Create incentives for redevelopment of commercial properties located along White Sands Boulevard, including but not limited to, fee waivers, flexibility in development standards, and expedited permit process.	2018-2020		Community Development Dept.
<u>Strategy 4.1:</u> In conjunction with the White Sands Beautification Committee, create a corridor master plan for White Sands Boulevard. The master plan should include, but not be limited to, architectural style, streetscape standards, signage, sidewalks and pedestrian crossings, landscaping, building massing, walls and fencing, lighting, and remodeling.	2018-2020		Community Development Dept.
<u>Strategy 4.2:</u> Create a streetscape improvement master plan(s) for the following corridors, as shown on the Preferred Land Use Scenario: 1st Street to Scenic Drive; Indian Wells to Scenic Drive; and Scenic Drive between the Dry Canyon Ditch and NMSU-A campus. The master plan(s) should include, but not be limited to, sidewalks and pedestrian crossings, landscaping, lighting, street furniture, signage, and parking.	2021-2023		Community Development Dept.
<u>Strategy 4.3:</u> Establish a facade improvement program for Downtown Alamogordo in conjunction with Alamogordo MainStreet and with assistance from New Mexico MainStreet.	2018-2020		Community Development Dept. & Alamogordo MainStreet
<u>Strategy 4.4:</u> Design and develop gateways at the major entries to Alamogordo, as indicated on the Preferred Land Use Scenario. The gateways are an opportunity for branding and should include signage, landscaping, and lighting.	2021-2023		Community Development Dept.
<u>Strategy 4.5:</u> Develop sign regulations for on-premise and off-premise signs and billboards. The new regulations should address, but not be limited to, the location, number, size, height, and lighting of signs. The sign regulations should be content neutral (i.e., in compliance with case law determined in Reed v. Town of Gilbert).	2018-2020		Community Development Dept.
<u>Strategy 4.6:</u> Provide adequate staffing levels to enforce the City's existing regulations that address dumping, litter, weeds, and dilapidated and/or abandoned structures.		✓	Code Enforcement
<u>Strategy 4.7:</u> Develop a program for placing liens on nuisance properties that can then be land banked for future development of economic development and/or affordable housing projects.	2018-2020		Code Enforcement, Community Development Dept.

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LAND USE STRATEGIES (continued)			
Land Use Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 4.8</u> : Sponsor community organizations and volunteers to participate in clean-up activities.		✓	Community Development Dept. & Keep Alamogordo Beautiful
<u>Strategy 5.1</u> : Determine the feasibility of becoming a recognized Certified Local Government in coordination with the New Mexico State Historic Preservation Office.	2021-2023		Community Development Dept.
<u>Strategy 5.2</u> : Work with Alamogordo MainStreet, New Mexico Historic Preservation Division, and the Tularosa Basin Museum of History to develop an educational program designed to promote the benefits of being a registered historic property.	2018-2020		Community Development Dept. & Alamogordo MainStreet
<u>Strategy 5.3</u> : Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings.		✓	Community Development Dept. & Alamogordo MainStreet
<u>Strategy 5.4</u> : Develop an on-going walking tour of Historic Alamogordo in coordination with Alamogordo MainStreet, Tularosa Basin Museum of History, and the Chamber of Commerce.	2018-2020		Community Development Dept. & Alamogordo MainStreet

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ECONOMIC DEVELOPMENT STRATEGIES

Economic Development Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Develop a marketing program that provides information on available tax and job training incentives, available commercial and industrial sites (including the future business park adjacent to the Alamogordo-White Sands Regional Airport and the annexation areas along the Bypass) to companies interested in relocating to or expanding in Alamogordo.	2018-2020		City Commission & Otero County EDC
<u>Strategy 1.2:</u> Promote Alamogordo, Holloman AFB, and White Sands Missile Range nationally as a center for civilian aircraft and aerospace industries and scientific research.		✓	Otero County EDC
<u>Strategy 1.3:</u> Recruit industries that are complementary to existing business clusters in Alamogordo and Otero County, including aerospace, aviation, STEM technologies, film production, and hospitality related businesses.		✓	Otero County EDC
<u>Strategy 1.4:</u> Promote Alamogordo as a safe, business friendly community with a temperate climate, a good public school system, access to the interstate highway system, rail, and air travel, regional tourist attractions, and a moderate cost of living.		✓	Chamber of Commerce & Otero County EDC
<u>Strategy 1.5:</u> Participate with the local business community and economic development agencies, including the Otero County Economic Development Council, Alamogordo Chamber of Commerce, Alamogordo MainStreet, and New Mexico Economic Development Department, on local and regional economic development initiatives.		✓	Otero County EDC, Chamber of Commerce, Alamogordo MainStreet, NM Economic Development Dept.
<u>Strategy 1.6:</u> Create a Alamogordo/Otero County Economic Development Master Plan. The Master Plan should include, but not be limited to: Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs; Economic development profile; Retail market analysis; Industrial and manufacturing market analysis; Consideration of future annexations (as identified in the Priority Annexation map); Economic base job goal and target industries; Identification of development opportunity sites; and Implementation actions and key benchmarks.	2021-2023		Otero County EDC
<u>Strategy 1.7:</u> Provide regular updates on the City of Alamogordo's economic development efforts and accomplishments on the City's web site and through social media.		✓	Public Information Dept.
<u>Strategy 2.1:</u> Support and partner with Alamogordo Public Schools and New Mexico State University-Alamogordo (NMSU-A) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., solar energy, aerospace, aviation, film production, hospitality, etc.).		✓	Otero County EDC, Alamogordo Public Schools, NMSU-A
<u>Strategy 2.2:</u> Sponsor and participate in career expos that focus on STEM technologies, including aviation and aerospace, to encourage young adults to enter these fields.		✓	City Commission, Otero County EDC, NM Aviation Aerospace Assoc.
<u>Strategy 2.3:</u> Work with Otero County Economic Development Council and local employers on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department and other entities.	2018-2020		City Commission, Otero County EDC
<u>Strategy 3.1:</u> Work with the Alamogordo Chamber of Commerce and Otero County Economic Development Council on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.	2018-2020		Chamber of Commerce, Otero County EDC
<u>Strategy 3.2:</u> Create a Metropolitan Redevelopment Area (MRA) Master Plan for the City Center MRA as designated by the City Commission. Funding for the MRA Master Plan should be pursued through the New Mexico Finance Authority and follow the New Mexico MainStreet required format.	2018-2020		Community Development Dept.
<u>Strategy 3.3:</u> Pursue public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in the City Center MRA for new restaurants, retail, entertainment, and mixed-use development.	2018-2020		Community Development Dept.
<u>Strategy 3.4:</u> Work with local banks and economic development organizations to offer access to capital to small businesses through a revolving-loan fund.		✓	Community Development Dept.

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ECONOMIC DEVELOPMENT STRATEGIES (continued)			
Economic Development Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 3.5:</u> Promote the services offered by the Small Business Development Center to existing and potential small business owners in Alamogordo.		✓	Chamber of Commerce & Otero County EDC
<u>Strategy 4.1:</u> Identify and prioritize infrastructure improvements needed by target industries to encourage relocation or expansion in Alamogordo. Incorporate these capital improvements into the City's ICIP.	2021-2023		Community Development Dept, Public Works
<u>Strategy 4.2:</u> Create a Master Plan for the new business park at the Alamogordo-White Sands Regional Airport property, as designated on the Preferred Land Use Scenario. The Master Plan should include, but not be limited to: A lot layout plan; Backbone infrastructure plan; Desired business types; Development standards that address building heights and massing, circulation and access, setbacks, signs, landscaping, etc.; and Phasing plan.	2021-2023		Community Development Dept
<u>Strategy 4.3:</u> Target and recruit food manufacturing companies that utilize locally grown agricultural products (i.e., pistachios, pecans, cherries, apples) to expand the market share of value-added agriculture.	2021-2023		Otero County EDC
<u>Strategy 5.1:</u> Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and Otero County Economic Development Council on promoting Alamogordo's local and regional tourism destinations.		✓	Otero County EDC, NM Economic Development Dept, NM True
<u>Strategy 5.2:</u> Pursue a public/private partnership for the development of a conference center/hotel in Alamogordo.	2024-2030		City Commission, Community Development Dept, Otero County EDC
<u>Strategy 5.3:</u> Work with the Otero County Economic Development Council on promoting Alamogordo as a conference destination for conferences, expos, and workshops focused on aerospace, aviation, and STEM industries.		✓	City Commission, Otero County EDC
<u>Strategy 5.4:</u> Allocate a larger portion of the lodgers' tax revenues towards marketing for Alamogordo as a tourist destination.	2018-2020		City Commission

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HOUSING STRATEGIES

Housing Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Apply for a grant from the New Mexico Mortgage Finance Authority to create an Affordable Housing Plan and associated Affordable Housing Ordinance that complies with the New Mexico Affordable Housing Act and contains: A comprehensive community and housing profile that includes demographic characteristics, household characteristics, and housing market description; Assessment of existing and future housing needs; Determination of the regulatory and non-regulatory constraints to affordable housing in Alamogordo; and Identification of goals, policies, and quantifiable objectives to meet affordable housing needs within a planning horizon of five years.	2021-2023		Community Development Dept, City Commission
<u>Strategy 1.2:</u> Identify available City-owned resources (e.g., land, buildings) that could be donated towards the development of multi-family rental housing that is financed through programs including, but not limited to, Low Income Housing Tax Credits (LIHTC), and designed to meet the New Mexico Mortgage Finance Authority's 2016 Mandatory Design Standards for Multi-family Housing.	2021-2023		Community Development Dept, City Commission
<u>Strategy 1.3:</u> Work with regional housing providers (e.g. Tierra del Sol Housing Corporation) to apply for rehabilitation funds for single family homes from the HOME Investment Partnership Program, USDA Rural Development rural repair and rehabilitation loans, and Section 504 grants for income qualified homeowners and elderly persons (62 and older).	2018-2020		Community Development Dept, NM Mortgage Finance Authority
<u>Strategy 1.4:</u> Work with the New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.	2018-2020		Community Development Dept, Public Information Office, NM Mortgage Finance Authority
<u>Strategy 1.5:</u> Develop incentives, such as density bonuses, fee waivers, and land donations, for developers to build affordable housing for income qualified households and special populations, including single parent households, elderly, veterans, disabled, etc.	2021-2023		Community Development Dept.
<u>Strategy 1.6:</u> Pursue the development of a full range of senior housing facilities, including independent living, assisted living, memory care, and skilled nursing.	2018-2020		Community Development Dept.
<u>Strategy 2.1:</u> Develop a "Home and Yard of the Month" program that acknowledges property owners' efforts to improve their properties and contribute to the positive appearance of their neighborhood.	2018-2020		City Commission
<u>Strategy 2.2:</u> Continue to work with Keep Alamogordo Beautiful and participate in the New Mexico Clean and Beautiful grant program to improve the visual environment of the community through landscape improvements, weed and graffiti removal, painting, and repair and restoration of residential properties.		✓	Community Development Dept, City Commission
<u>Strategy 2.3:</u> Determine the feasibility of developing a City-managed land bank for vacant and abandoned residential properties that can be purchased and rehabilitated by non-profits, builders, or individuals.	2021-2023		Community Development Dept, City Commission
<u>Strategy 3.1:</u> Develop a voluntary green building ordinance that includes incentives and addresses lot selection, design, preparation, and development; recycling of construction materials; minimum energy efficiency standards; and indoor and outdoor water use.	2021-2023		Community Development Dept
<u>Strategy 3.2:</u> Pursue the development of mixed-use projects that co-locate housing and neighborhood scale commercial uses, with a particular focus on the City Center and Downtown Alamogordo area.	2018-2020		Community Development Dept
<u>Strategy 3.3:</u> Create minimum standards that address size, location, structural and electrical requirements, waste removal, egress/ingress, etc. for the construction and placement of tiny homes.	2018-2020		Community Development Dept
<u>Strategy 4.1:</u> Work with Otero County and other service providers on applying for a grant to fund the construction of an overnight homeless shelter.	2021-2023		Community Development Dept, City Commission, Otero County, Otero Hunger Coalition
<u>Strategy 4.2:</u> Distribute information on support services, temporary and transitional housing facilities, and mental health, substance abuse, and domestic violence service providers.		✓	Community Development Dept

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

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INFRASTRUCTURE STRATEGIES (continued)

Infrastructure Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 4.3:</u> Update the City's Wastewater Master Plan to reevaluate the existing wastewater collection system and current wastewater contribution rates, estimate future wastewater flow projections, provide computer models to evaluate the wastewater system with regards to the current and future capacity of the City's sanitary sewer system, and develop recommendations where expansion, upsizing, repair, or upgrading is needed. Review the Wastewater Master Plan on an annual basis as funding becomes available, projects are completed, and coordinate with the City's capital outlay program and any other available funding sources.	2018-2020		Public Works
<u>Strategy 4.4:</u> Develop an O&M Plan which details maintenance programs, emergency response plan (ERP), standard operating procedures (SOPs), employee safety program, asset management program (AMP), rehabilitation and replacement planning, and capacity assurance planning.	2021-2023		Public Works
<u>Strategy 4.5:</u> Develop a GIS-based functional database for the City's existing sanitary sewer system. The information on the sanitary sewer system needs to be updated on an on-going basis.	2018-2020		Public Works
<u>Strategy 5.1:</u> Continue to implement and secure funding for the USACE's Flood Control Project to convey the 100-year storm through the City to Red Arroyo and Dillard Draw located west of the City.	2018-2020		Public Works, City Commission
<u>Strategy 5.2:</u> Develop and implement a comprehensive Drainage Master Plan to include, but not be limited to: Evaluating existing watershed conditions; Determining all the areas at risk of flooding; Identifying methods for improving drainage in those areas; and Cost estimates for the improvements. The Drainage Master Plan should be reviewed on an annual basis as funding becomes available and projects are completed, and coordinated with the City's capital outlay program and any other available funding sources.	2021-2023		Public Works
<u>Strategy 5.3:</u> Develop a GIS based map and a functional database for the storm drainage system (e.g., drainage ponds and ditches, diversion channels, and culverts).	2018-2020		Public Works
<u>Strategy 6.1:</u> Conduct a cost feasibility analysis of providing additional recycling bins in public locations and implementing curbside recycling.	2021-2023		Public Works
<u>Strategy 6.2:</u> Develop a public educational program to explain the benefits of recycling and encourage the community to participate in the recycling program.	2018-2020		Public Works, Public Information Office

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TRANSPORTATION STRATEGIES			
Transportation Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Work with the NMDOT to establish a plan for improvements to NMDOT facilities (e.g., White Sands Boulevard) including roadways, traffic signals, and drainage structures located within the City limits.	2021-2023		Public Works, NMDOT
<u>Strategy 1.2:</u> Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility in the Downtown area and on major arterial and collector streets. Include these improvements on the City's ICIP and identify potential funding sources.	2018-2020		Public Works
<u>Strategy 1.3:</u> Pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, Transportation Enhancement Program, etc., for street, pedestrian, and bicycle improvements to meet existing and future transportation needs.	2018-2020		Public Works
<u>Strategy 1.4:</u> Determine the feasibility of expanding local transit service to serve existing City areas and future growth. In addition, determine the feasibility of expanding intercity transit service to El Paso and Albuquerque.	2021-2023		Community Services, City Commission
<u>Strategy 1.5:</u> Work with Alamogordo Public Schools, SERPTO, NMDOT, and New Mexico Department of Health on creating a Safe Routes to School program to identify safe bike/walk routes.	2018-2020		Public Works, SERPTO, NMDOT, NM Dept of Health
<u>Strategy 2.1:</u> Continue to plan for and implement the City's Five-year Street Maintenance Program. Pursue and secure funding for implementing these projects.	2018-2020		Public Works, City Commission
<u>Strategy 2.2:</u> Continue implementation of the Americans with Disabilities Act for new developments to address sidewalks, roadways, and ADA accessibility.	2018-2020		Public Works, Community Development Dept
<u>Strategy 3.1:</u> Continue to implement the airport improvement projects identified in the Alamogordo-White Sands Regional Airport Master Plan Update and the City's 2019-2023 ICIP.	2021-2023		Community Services, City Commission
<u>Strategy 3.2:</u> Provide the facilities and improvements needed to sustain existing and future air tanker operations.	2021-2023		Community Services
<u>Strategy 3.3:</u> Pursue available aviation-related funding from FAA and the NMDOT Aviation Division grant and funding programs.		✓	Community Services

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COMMUNITY SERVICES & FACILITIES STRATEGIES

Community Services & Facilities Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Support on-going training and certification for all current and future City of Alamogordo police officers, firefighters, and emergency medical technicians. Provide advanced training in mental health assessments and crisis intervention, SWAT, interviews and interrogations, field training, and school resource, and officer training.		✓	Police Dept., Fire Dept., City Commission
<u>Strategy 1.2:</u> Develop a comprehensive public safety needs assessment that identifies program and training needs, technology and equipment needs, and determines adequate staffing levels to ensure the safety of current and future residents.	2021-2023		Police Dept., Fire Dept.
<u>Strategy 1.3:</u> Based on the comprehensive needs assessment, pursue funding to purchase new equipment for the Police and Fire Departments.	2021-2023		Police Dept., Fire Dept., City Commission
<u>Strategy 2.1:</u> Complete an update to the City Park and Open Space Comprehensive Plan. The Plan should include, but not be limited to: Inventory of existing park and recreation facilities; Multi-generational recreation needs assessment determined through a public engagement process; Current and future demand for parks and recreation activities and facilities; Program for improving and maintaining existing park and recreation facilities; Program for the development of new park and recreation facilities to serve current and future residents, including a splash park; Identify future land acquisitions for the development of neighborhood parks in areas that are currently unserved or underserved; and Determination of adequate staffing levels for maintaining park and recreation facilities, and recreation programs.	2021-2023		Community Services
<u>Strategy 2.2:</u> Identify and pursue available funding for improvements to parks and recreation facilities as identified in the update to the City's Park and Open Space Comprehensive Plan.	2021-2023		Community Services
<u>Strategy 2.3:</u> Continue to work with Alamogordo Public Schools on joint use agreements for park and recreation facilities, including the City pool, tennis courts, golf course, gymnasiums, etc.	2018-2020		Community Services, Alamogordo Public Schools
<u>Strategy 3.1:</u> Create an on-going preventative maintenance and replacement program for all City-owned facilities.	2018-2020		Public Works
<u>Strategy 3.2:</u> Complete a Senior Center Needs Assessment that analyzes and determines existing and future programming needs, fitness space and equipment, and the demand for respite care and senior day care programs at the Senior Center.	2021-2023		Community Services
<u>Strategy 3.3:</u> Pursue funding to meet the facility and programming needs for the Alamogordo Senior Center, as identified in the Senior Center Needs Assessment.	2021-2023		Community Services
<u>Strategy 3.4:</u> Complete a Library Needs Assessment that evaluates existing and future programming needs, facility space and computer equipment; and a determination whether to rehabilitate the existing library or fund a new library facility.	2021-2023		Community Services
<u>Strategy 3.5:</u> Pursue funding to meet the facility and programming needs of the Alamogordo Public Library, as identified in the Library Needs Assessment.	2021-2023		Community Services
<u>Strategy 3.6:</u> Determine the feasibility of constructing a convention center facility. The analysis should include, but not be limited to: Market feasibility - ability to attract and support events; Financial feasibility - ability to "break even" or generating income to support operations; Economic spending - ability to generate new spending activity in Alamogordo (i.e., direct and indirect spending) that is attributable to out-of-town visitors; Tax generation - ability of the facility to generate new tax revenue for the local area (i.e., tax revenue resulting from direct, indirect, and induced spending that is attributable to out-of-town visitors; Costs/return on investment - ability to generate new revenues in excess of quantifiable facility related costs; Intangible benefits/public good - ability for the facility to represent an important resource for the Alamogordo community, regardless of financial or economic concerns (i.e., quality of life benefit).	2021-2023		Community Services, City Commission
<u>Strategy 4.1:</u> Initiate a town hall program that fosters dialogue between the City of Alamogordo, Alamogordo Public Schools, New Mexico State University-Alamogordo, Otero County, Holloman AFB, White Sands Missile Range, and OteroSTEM on educational initiatives, expanding opportunities for high school students and graduates, and promoting Alamogordo as a regional hub for STEM education and employment.	2018-2020		City Commission, Alamogordo Public Schools, NMSU-A, Otero County, Holloman AFB, White Sands Missile Range, OteroSTEM

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COMMUNITY SERVICES & FACILITIES STRATEGIES (continued)			
Community Services & Facilities Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 4.2:</u> Support and pursue funding for adult education programs and classes (e.g., GED preparation, ESL, computer literacy, career training, etc.) in collaboration with New Mexico State University-Alamogordo, Otero County, and New Mexico Workforce Connection.	2021-2023		Community Services Dept., NMSU-A, Otero County, NM Workforce Connection
<u>Strategy 5.1:</u> Coordinate with Gerald Champion Regional Medical Center, Ben Archer Health Center, and Alamogordo Family Health Center on developing a public service outreach program to the general public on available community health services and preventative health initiatives.	2021-2023		Public Information Office, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
<u>Strategy 5.2:</u> Collaborate with NMSU-A Allied Health Program and SUN Path, Gerald Champion Regional Medical Center, and other local health care providers on creating a strategic plan that promotes Alamogordo and identifies incentives for attracting and retaining health care professionals and students in health care education programs.	2021-2023		Community Services Dept., Otero County EDC, Gerald Champion Regional Medical Center, Ben Archer Health Center, Alamogordo Family Health Center
<u>Strategy 5.3:</u> Collaborate with local service providers on applying for community grants to expand food programs to the hungry, including the food pantry and the number of prepared meals per month provided.	2021-2023		Community Services Dept., Otero County Hunger Coalition

GREENHOUSE GAS EMISSIONS STRATEGIES			
Greenhouse Gas Emissions Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Use alternative energy technologies and energy efficient systems (e.g., lighting, heating, plumbing, building automation, etc) for all new City buildings and retrofitting of existing City buildings, where feasible.	2021-2023		Facility Maintenance Dept.
<u>Strategy 1.2:</u> Determine the feasibility of converting the City fleet to using alternative fuels and technologies, including natural gas and electric vehicles.	2021-2023		Fleet Management
<u>Strategy 1.3:</u> Provide special designated spaces for fuel efficient vehicles and carpools in all City parking lots.	2018-2020		Public Works
<u>Strategy 1.4:</u> Provide incentives for new private building construction that utilize solar systems, geothermal heat pumps, tankless water heaters, etc.	2021-2023		Community Development Dept.
<u>Strategy 1.5:</u> Work with PNM, El Paso Electric, and Otero County on planning for future solar and wind projects within the Alamogordo/Otero County region.	2021-2023		Public Works, PNM El Paso Electric, Otero County

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HAZARD MITIGATION STRATEGIES

Hazard Mitigation Implementation Strategies	Date	On-going	Responsible Entity
<u>Strategy 1.1:</u> Develop a flood insurance awareness program through public service announcements distributed in utility bills and in the media.	2021-2023		Public Works, Public Information Office
<u>Strategy 1.2:</u> Develop an early warning system (reverse 911) for hazards, including flooding.	2021-2023		Police and Fire Depts, Public Works, Otero County
<u>Strategy 1.3:</u> Continue the City's participation in and remain compliant with the National Flood Insurance Program.		✓	Public Works
<u>Strategy 1.4:</u> Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Otero County, and New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.	2018-2020		Public Works, Corp of Engineers, Otero County, NM Dept. of Homeland Safety and Emergency Management
<u>Strategy 2.1:</u> Continue the development of the desalination plant as the City's primary alternative water source.	2018-2020		Public Works
<u>Strategy 2.2:</u> Extend the water reuse system to provide irrigation at the City's public parks and recreation facilities.	2021-2023		Public Works, Community Services Dept.
<u>Strategy 2.3:</u> Continue to implement the recommendations and projects identified in the City's Water Conservation Program and evaluate its effectiveness on an annual basis.	2018-2020		Public Works
<u>Strategy 3.1:</u> Create defensible space around public structures and areas at risk for wildfires.	2021-2023		Facility Maintenance Dept, Fire Dept
<u>Strategy 3.2:</u> Coordinate with Otero County on developing a public education program on wildfire mitigation.	2021-2023		Public Information Office, Fire Dept, Otero County
<u>Strategy 3.3:</u> Continue to participate in the Otero Working Group and explore the potential to apply for grants from the Community Planning Assistance for Wildfires program.		✓	Fire Dept
<u>Strategy 4.1:</u> Continue to make improvements to critical facilities (as identified by the Hazard Mitigation Team) so that they become less susceptible to hazard events.	2018-2020		Facility Maintenance Dept, Fire Dept
<u>Strategy 4.2:</u> Provide adequate accommodations, including food and water, health care, and heating and cooling generators, at shelter facilities during hazard events. Accommodations should also be made available for pets.	2021-2023		Fire Dept

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Appendices

Appendix A: Glossary

Appendix B: Community Survey Results

Appendix C: Funding Sources

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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.

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.

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

Fire Flow: The term firefighters use to describe how much water can be delivered by a water

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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 entrance point that defines the arrival point 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.

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

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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.

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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.

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.

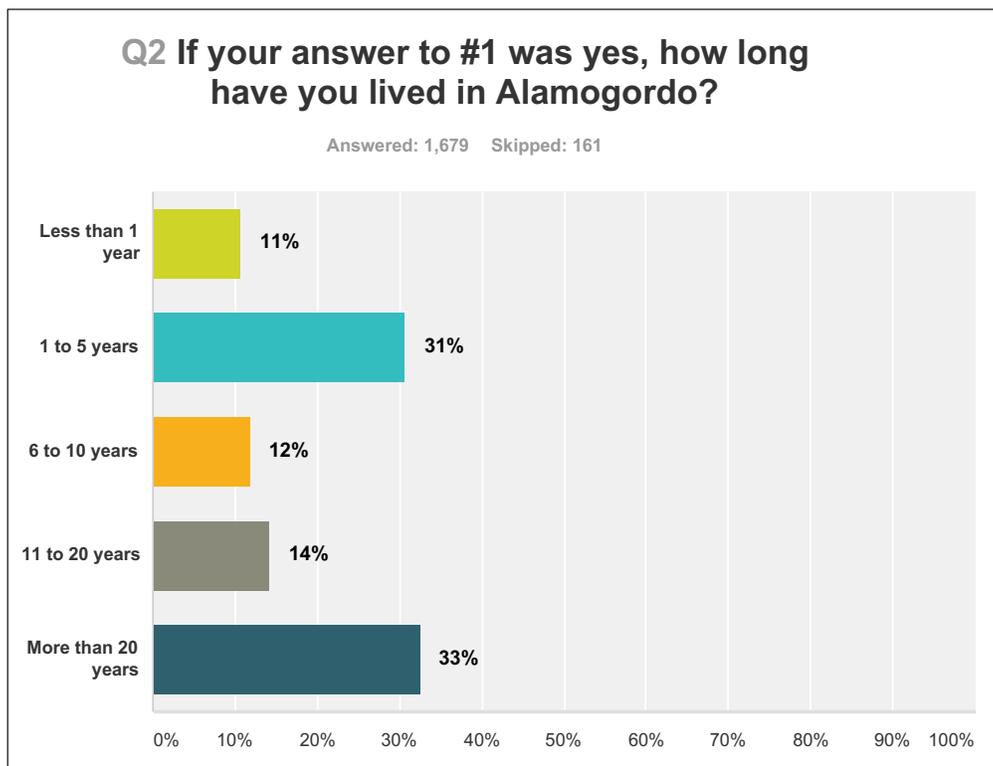
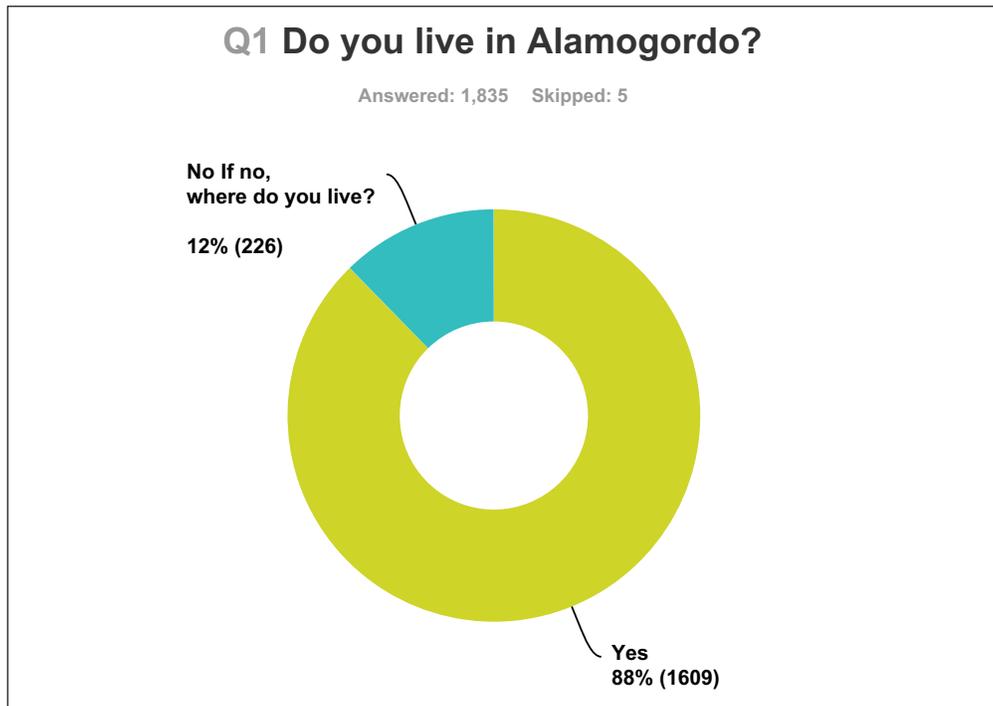
Subdivision Ordinance: A law or regulation set forth and adopted by a governmental authority, usually a city or county, to control the division of a tract of land by requiring development according to design standards and procedures.

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.

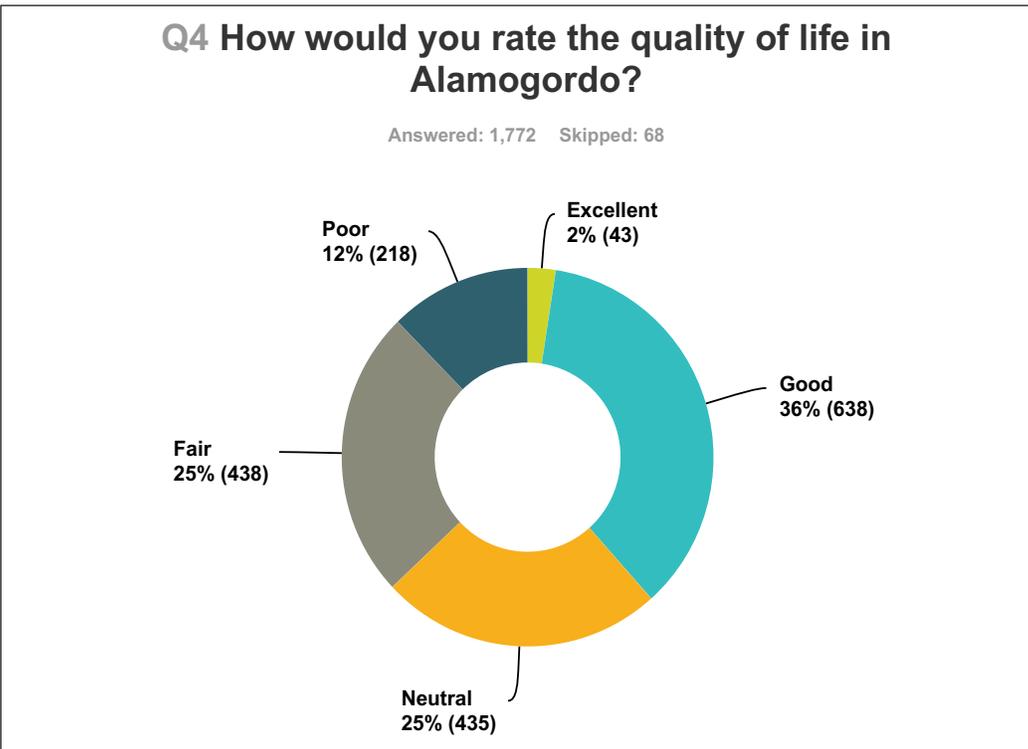
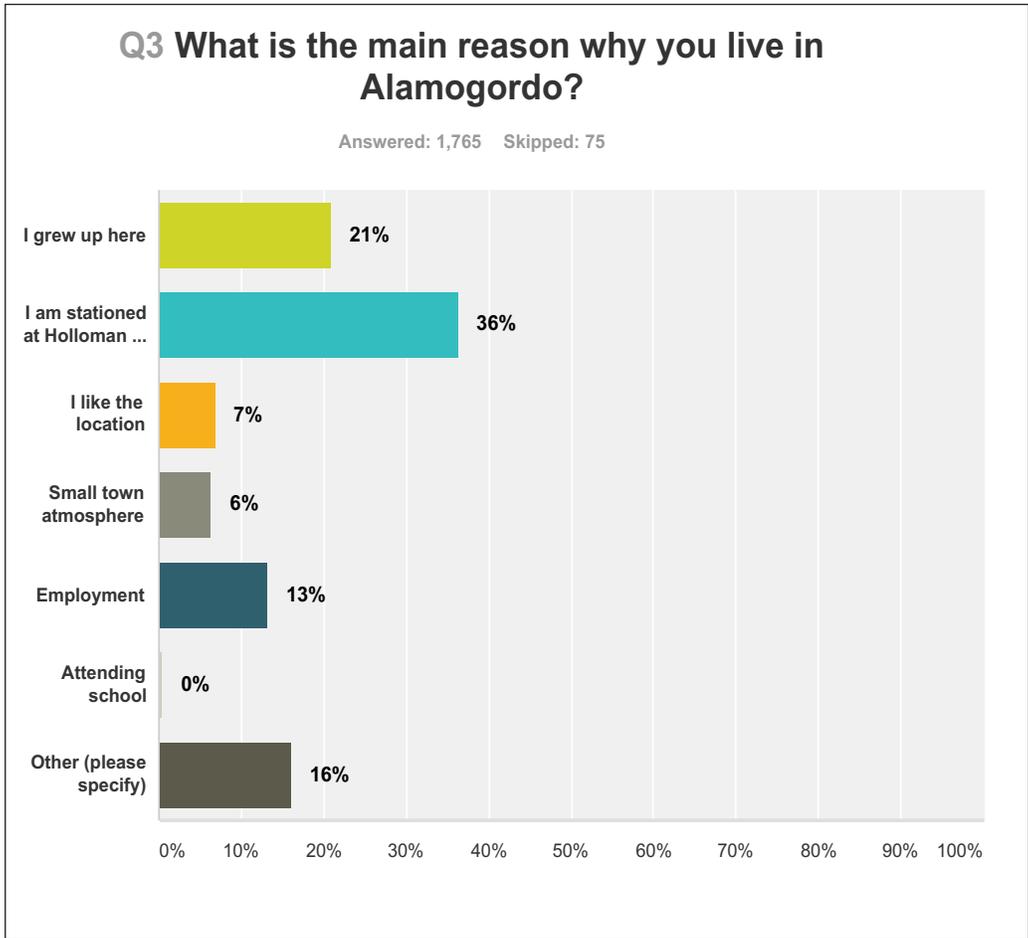
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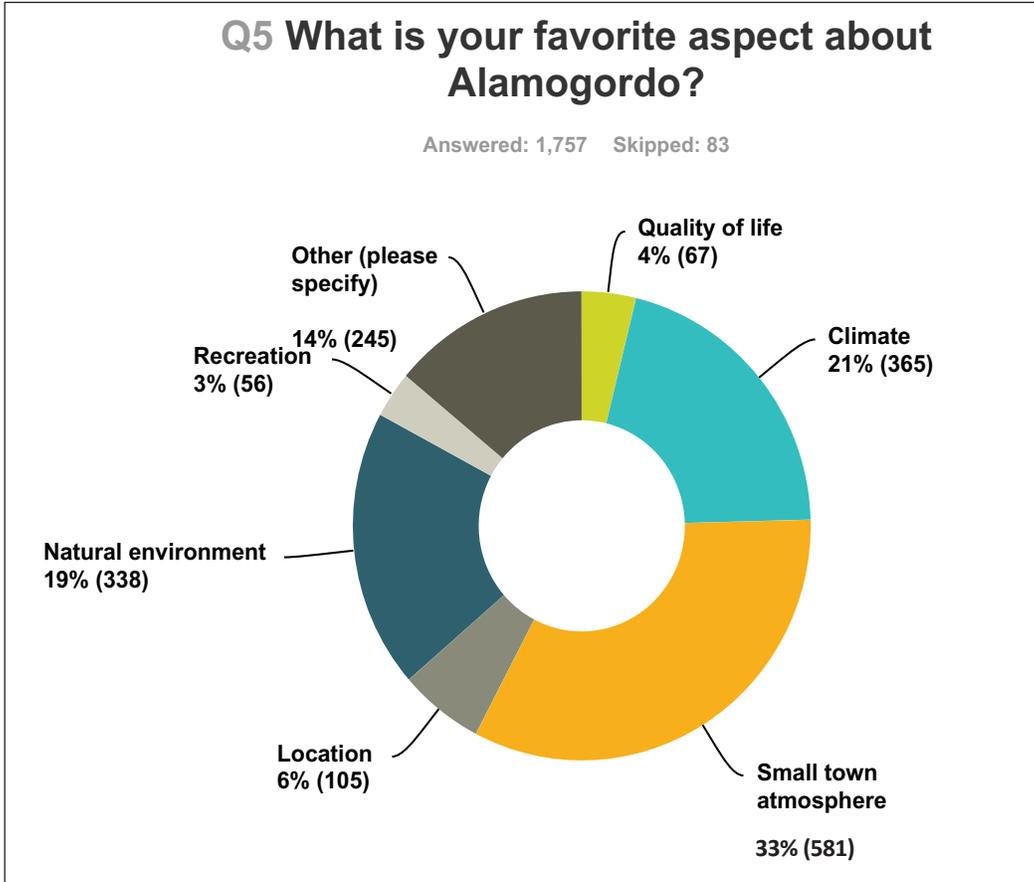
As part of the planning process to update the City of Alamogordo Comprehensive Plan, the City’s planning consultant (Consensus Planning) designed a survey to receive public input on a wide range of community issues. The survey was distributed between May 29 and July 7, 2017. The survey was conducted 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.



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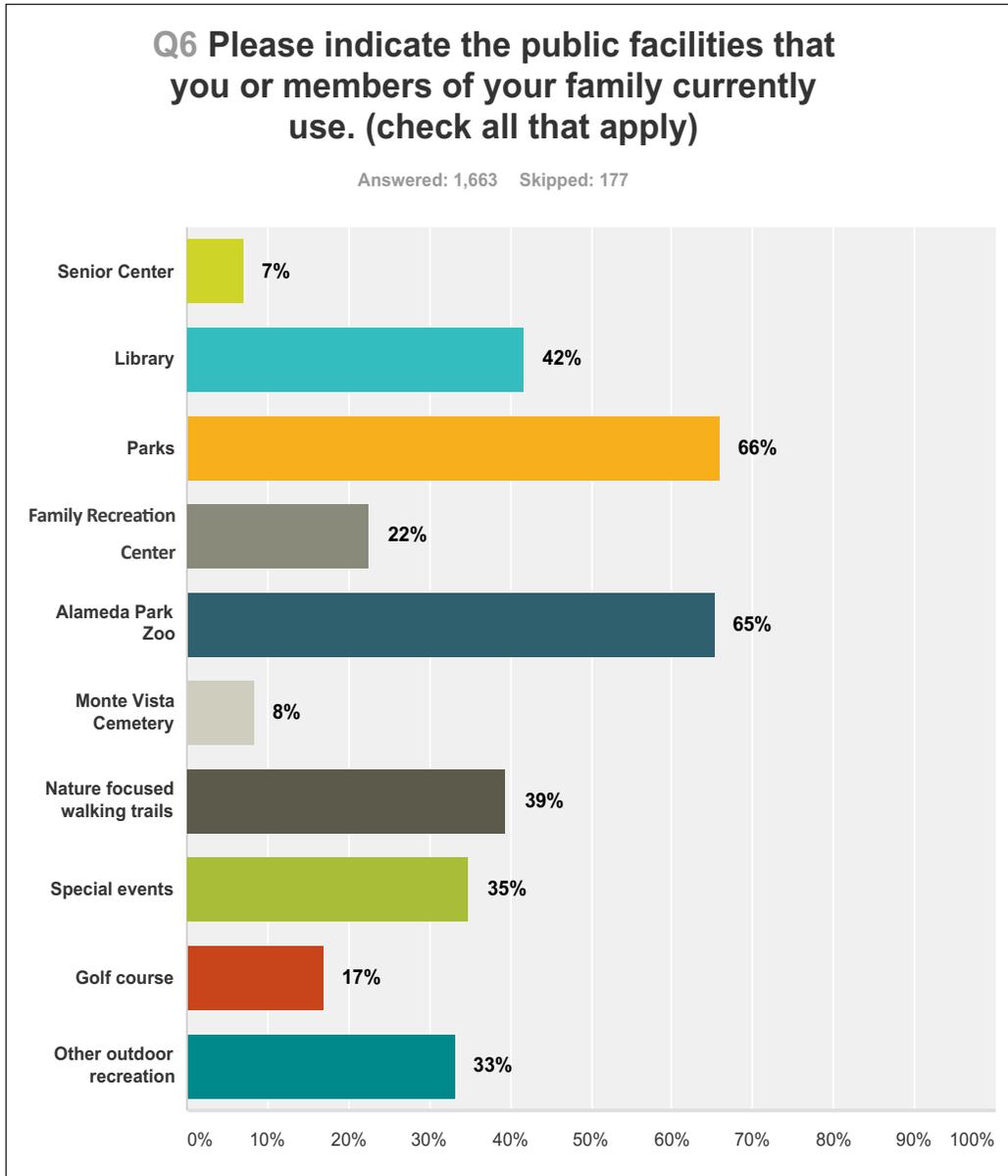
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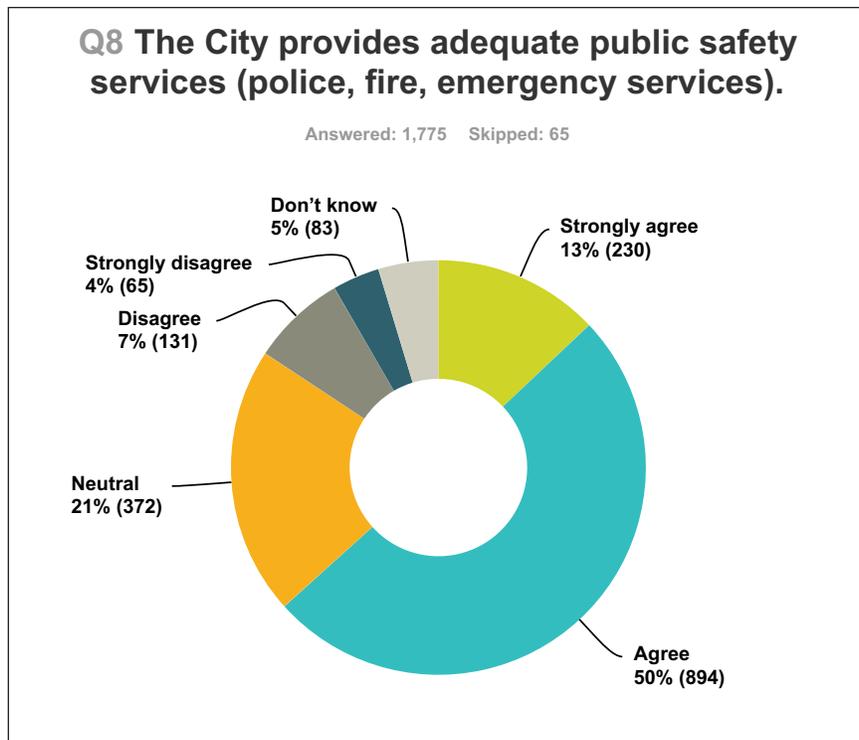
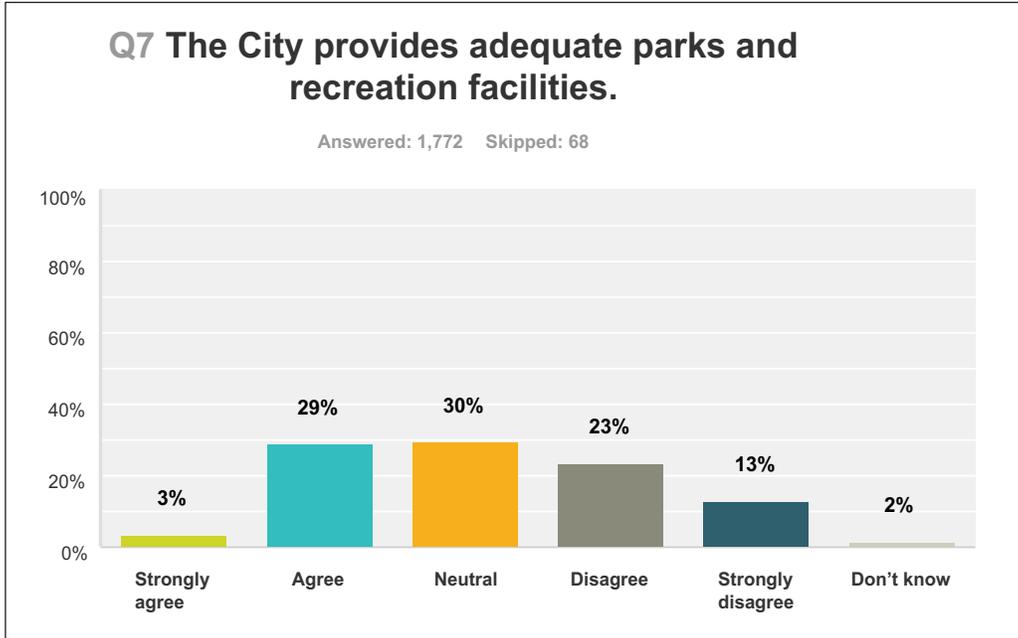




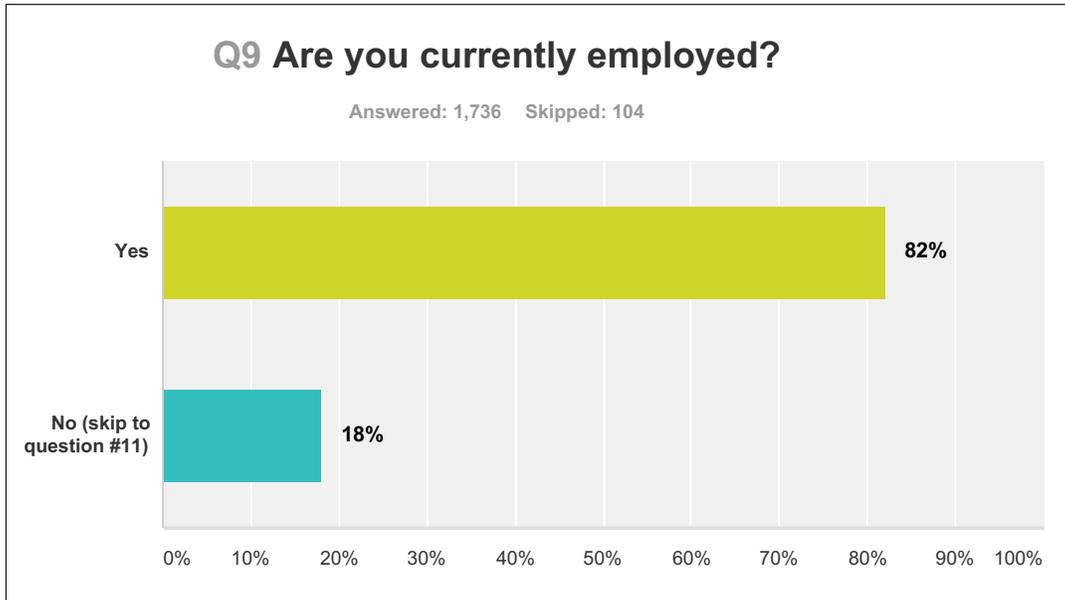
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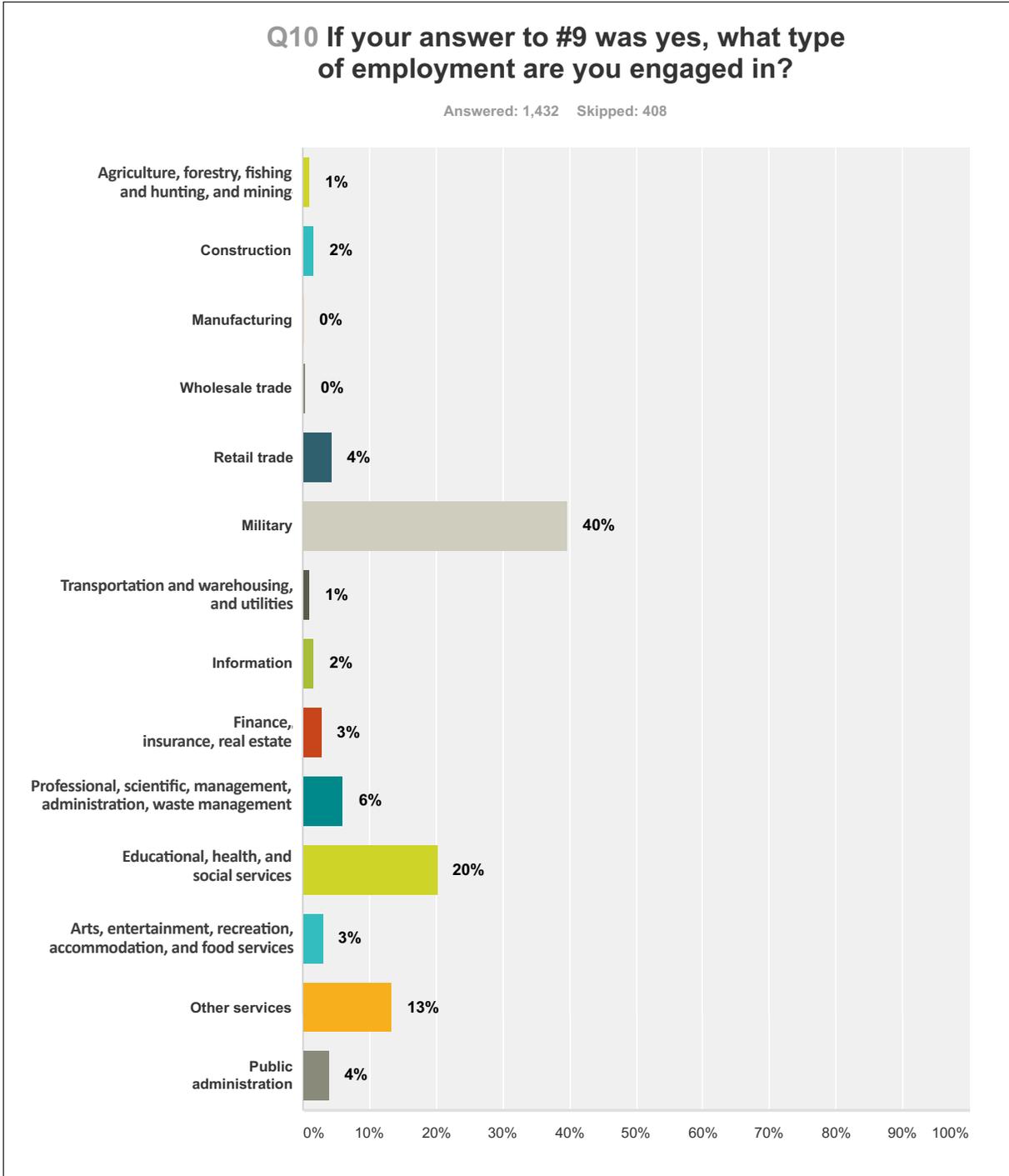




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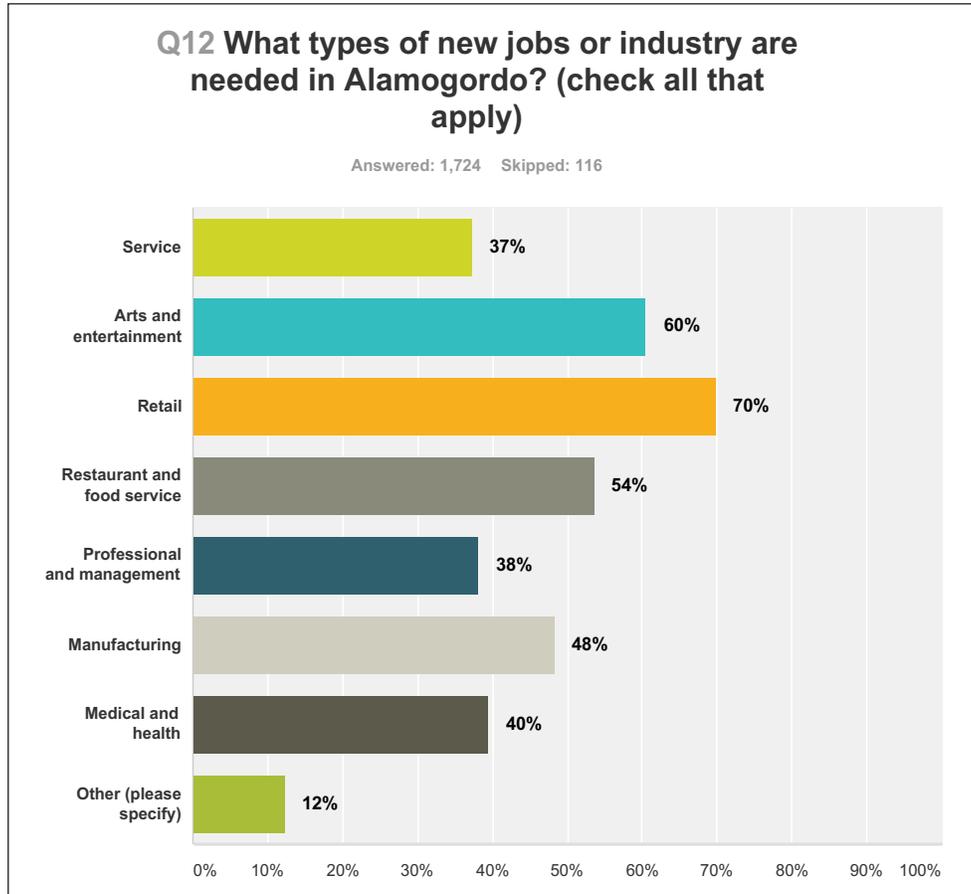
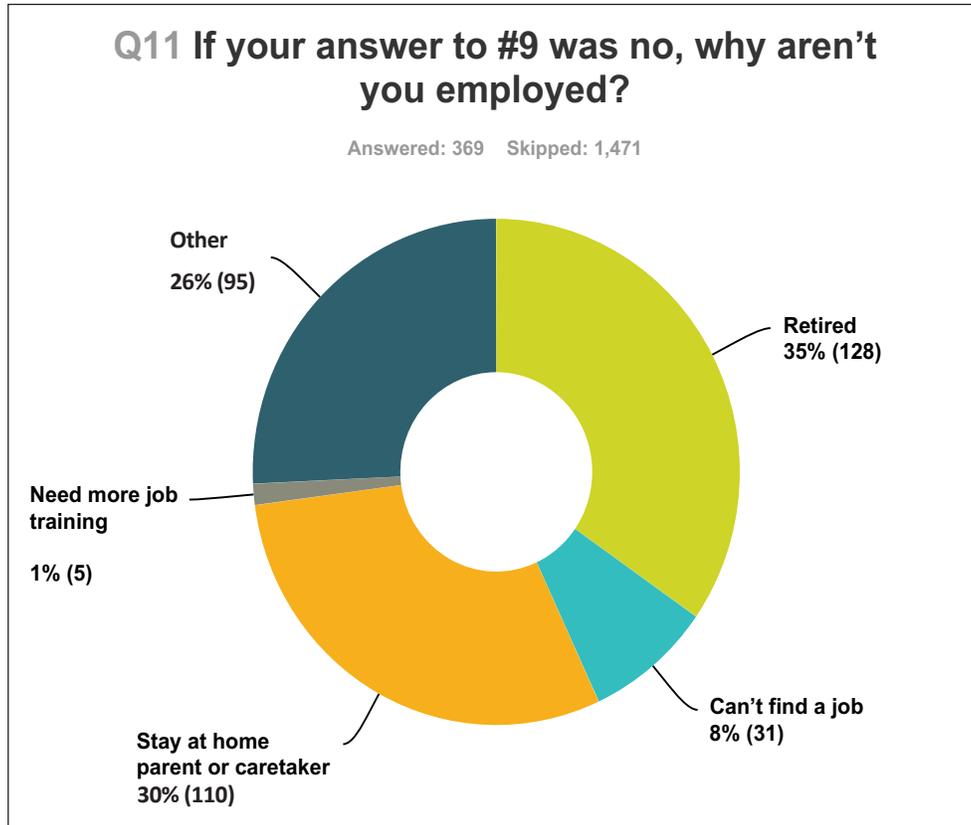


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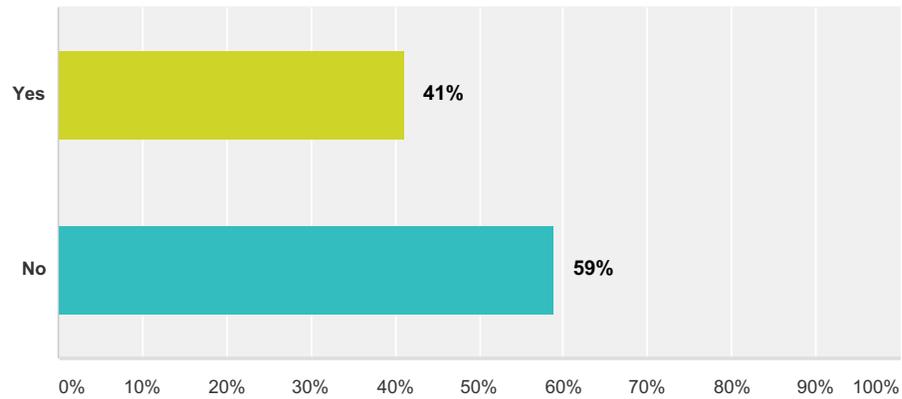
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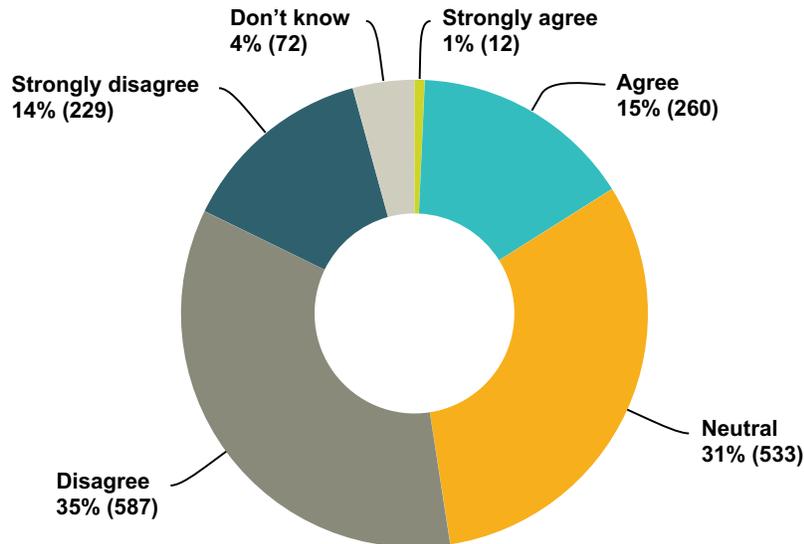
Q13 Is the current level of education of Alamogordo’s residents sufficient to meet the needs of current and potential employers?

Answered: 1,691 Skipped: 149



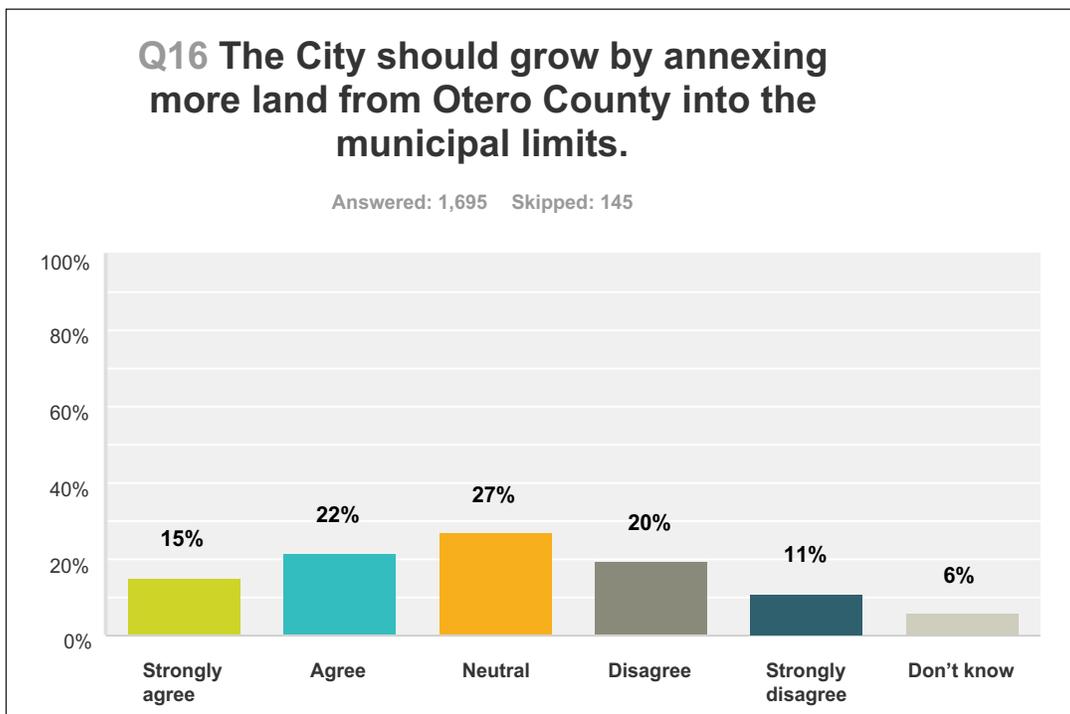
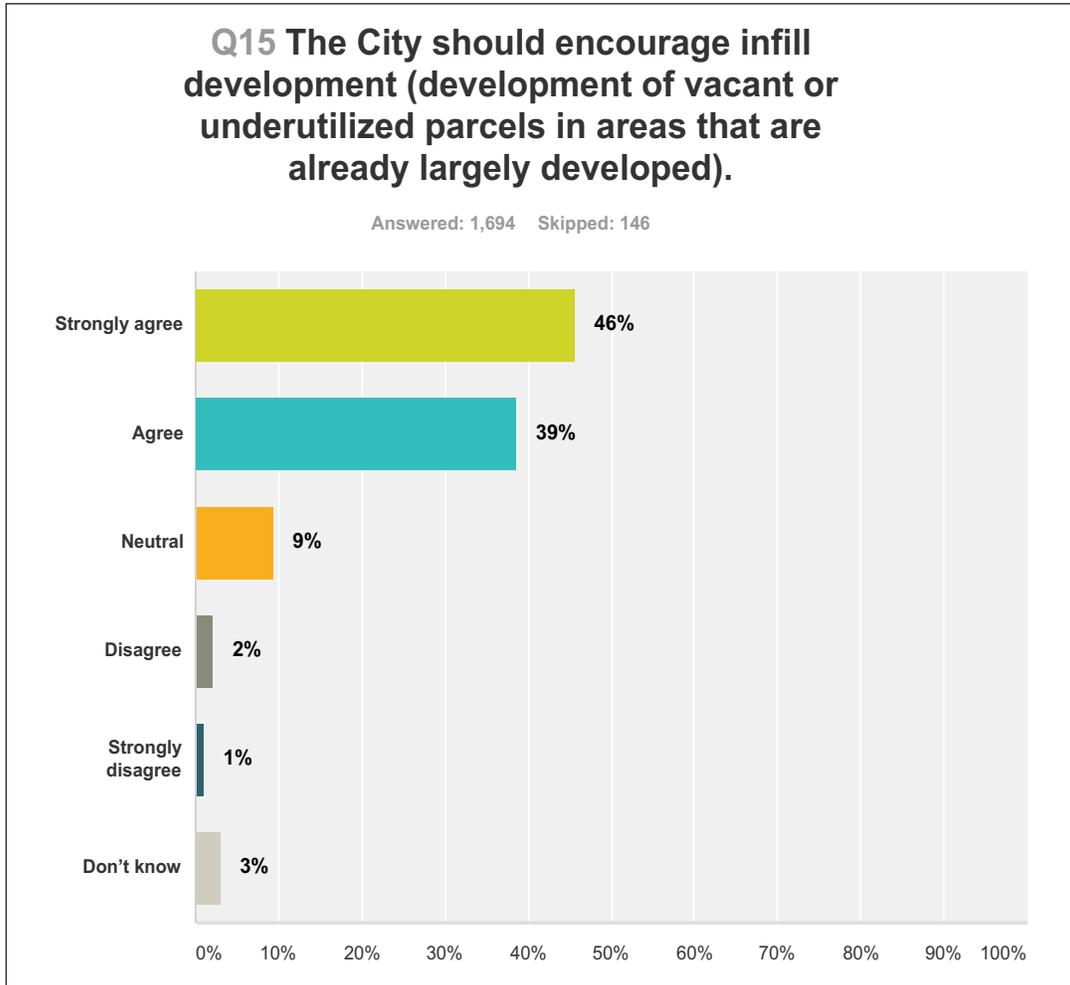
Q14 Alamogordo has adequate commercial services available to the residents.

Answered: 1,693 Skipped: 147



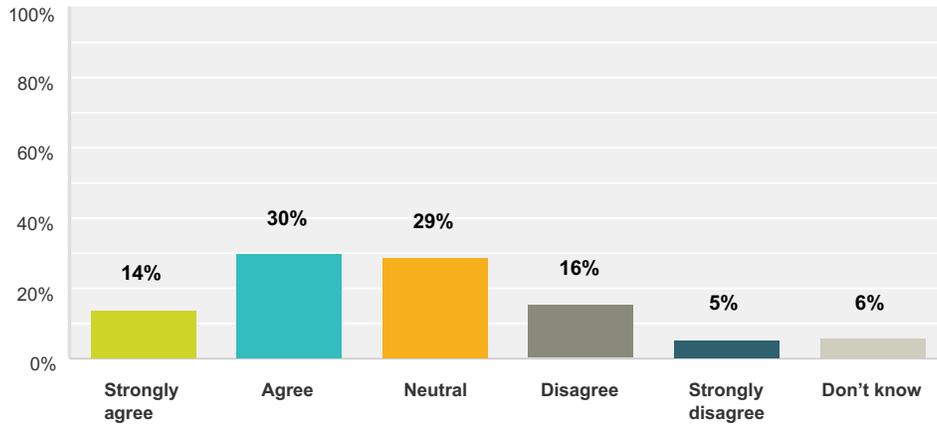
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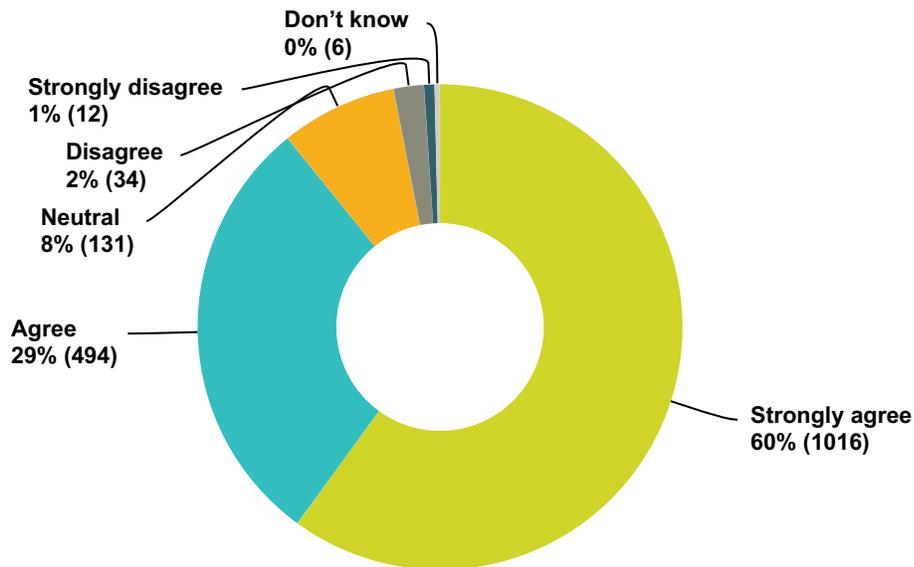
Q17 The City should encourage mixed-use development (development that includes residential and non-residential, either in the same building or on the same site).

Answered: 1,688 Skipped: 152



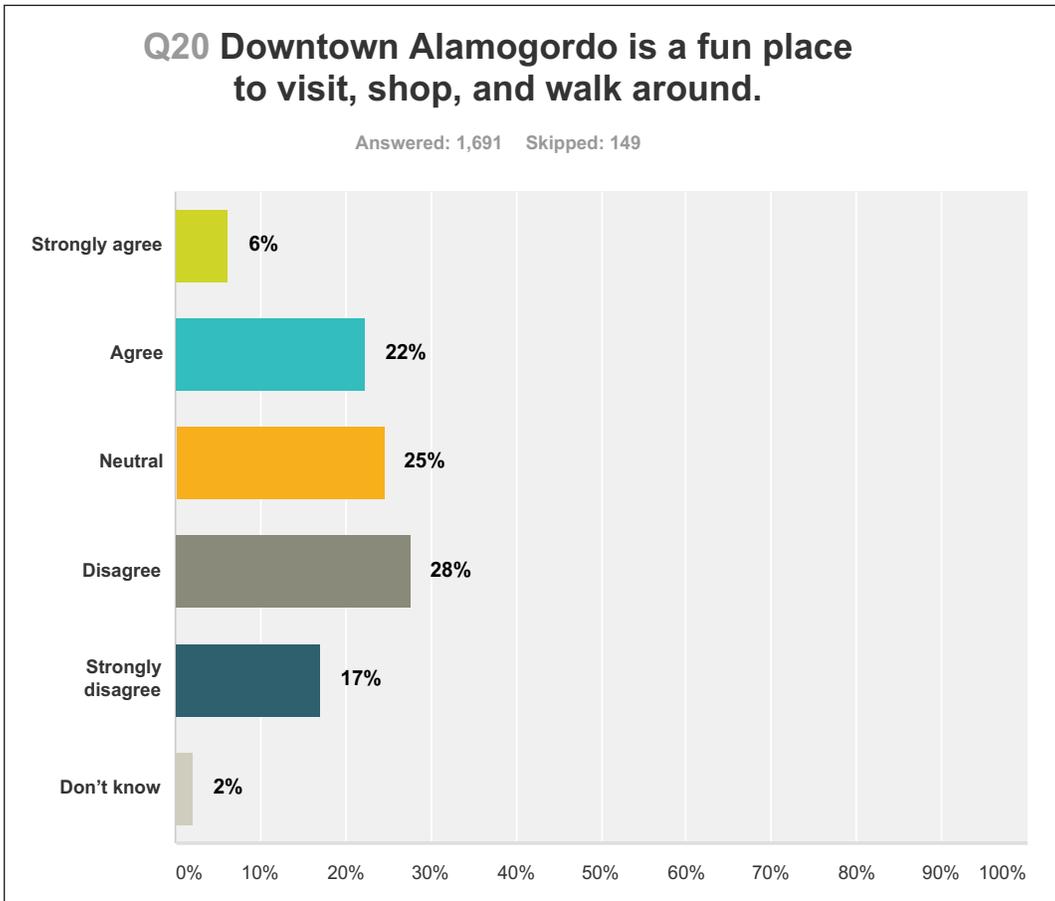
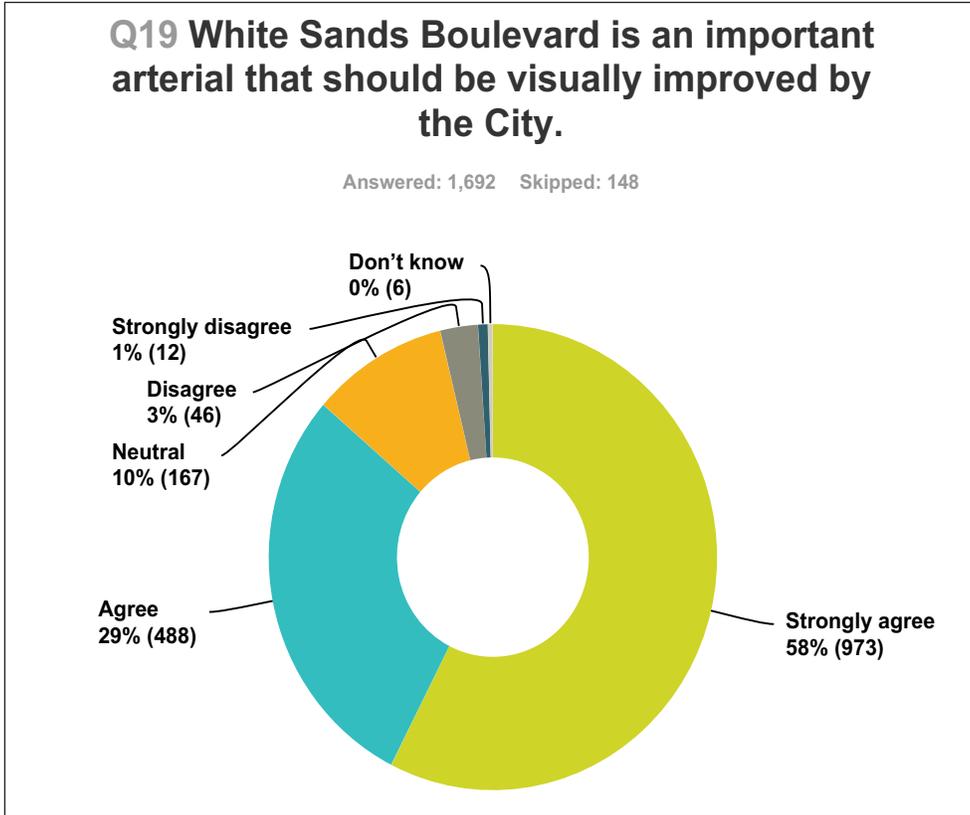
Q18 The visual appearance of the City should be improved.

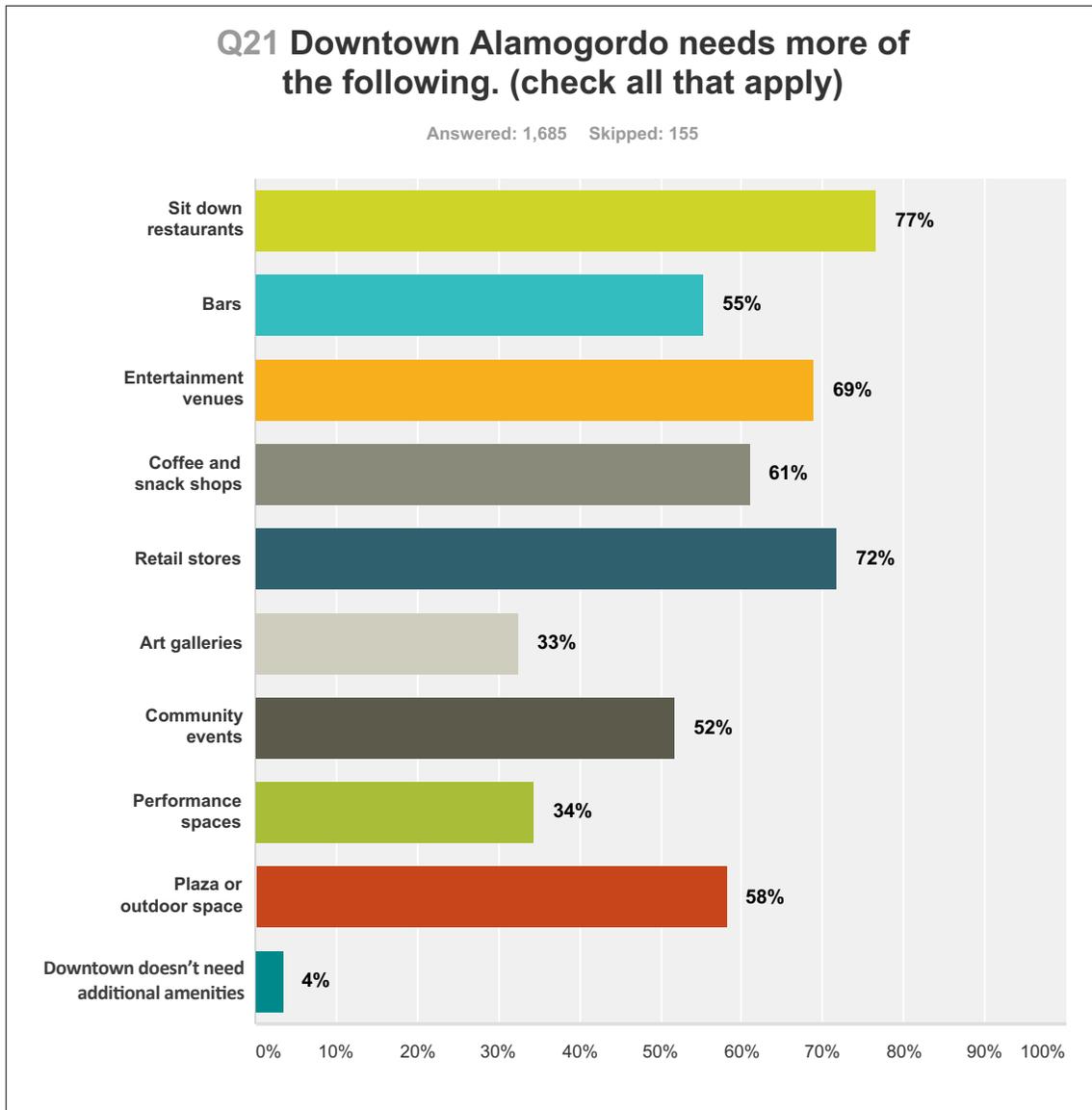
Answered: 1,693 Skipped: 147



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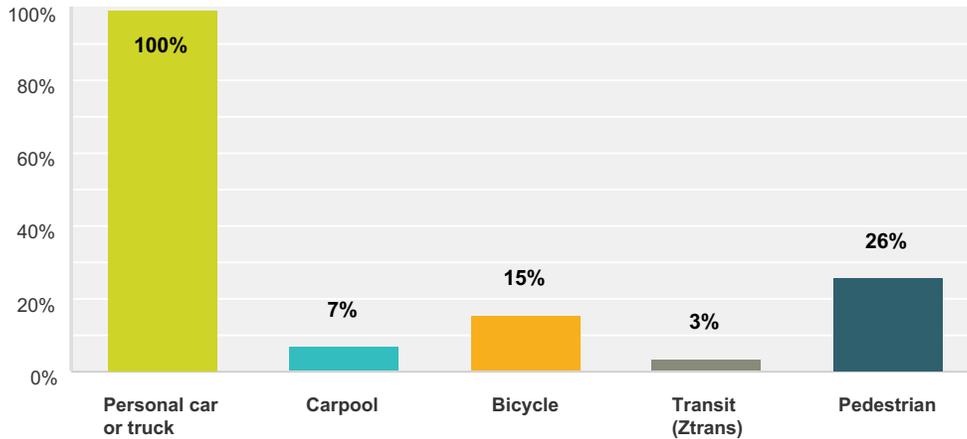




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Q22 Please indicate all of the transportation modes that you currently use. (check all that apply)

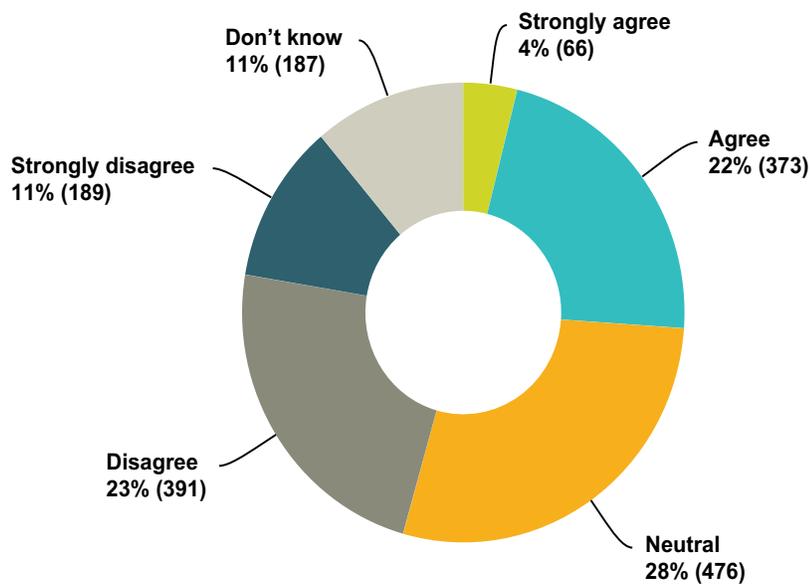
Answered: 1,684 Skipped: 156

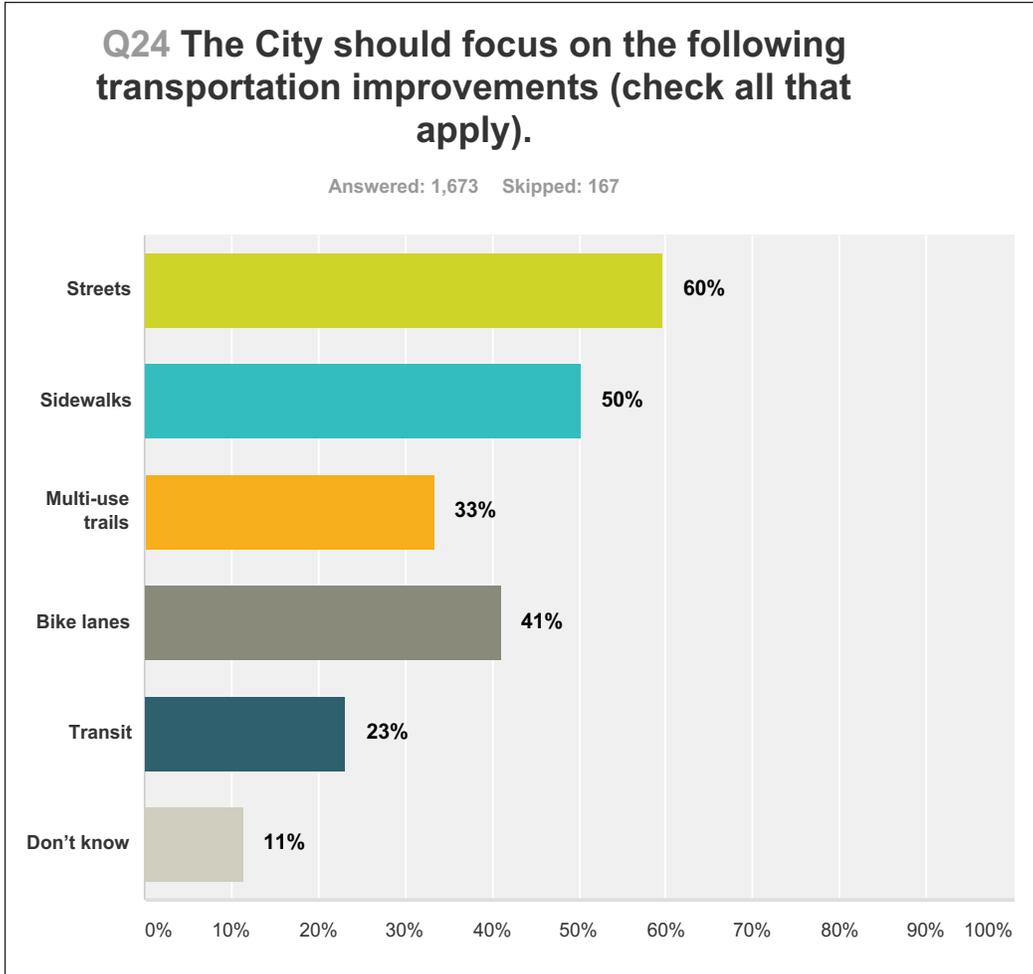


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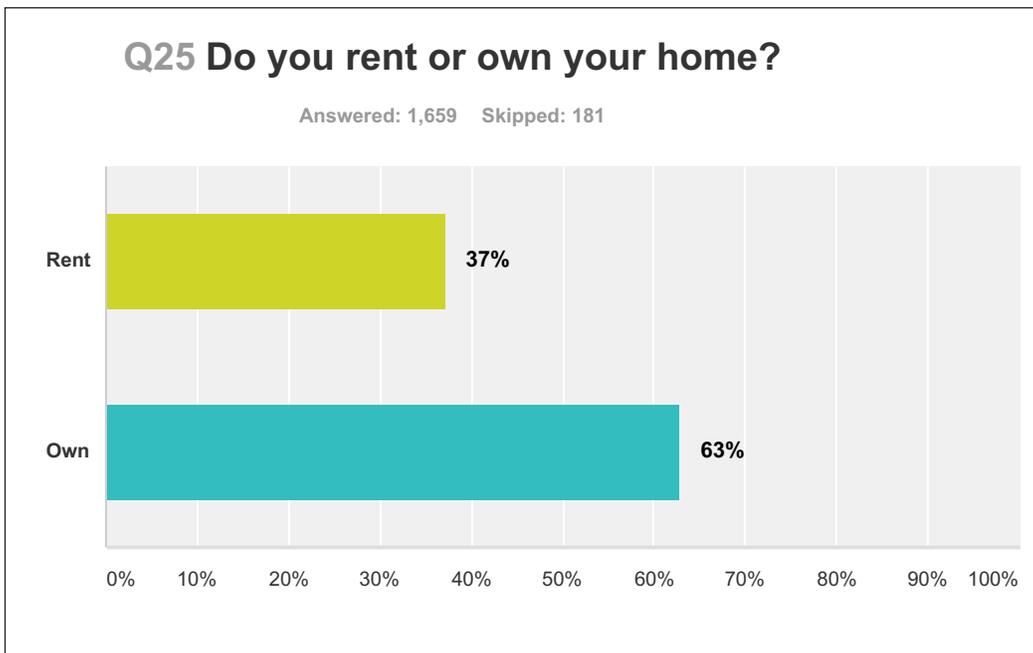
Q23 The City has an adequate multi-modal (vehicle, transit, bicycle, trails) transportation system.

Answered: 1,682 Skipped: 158

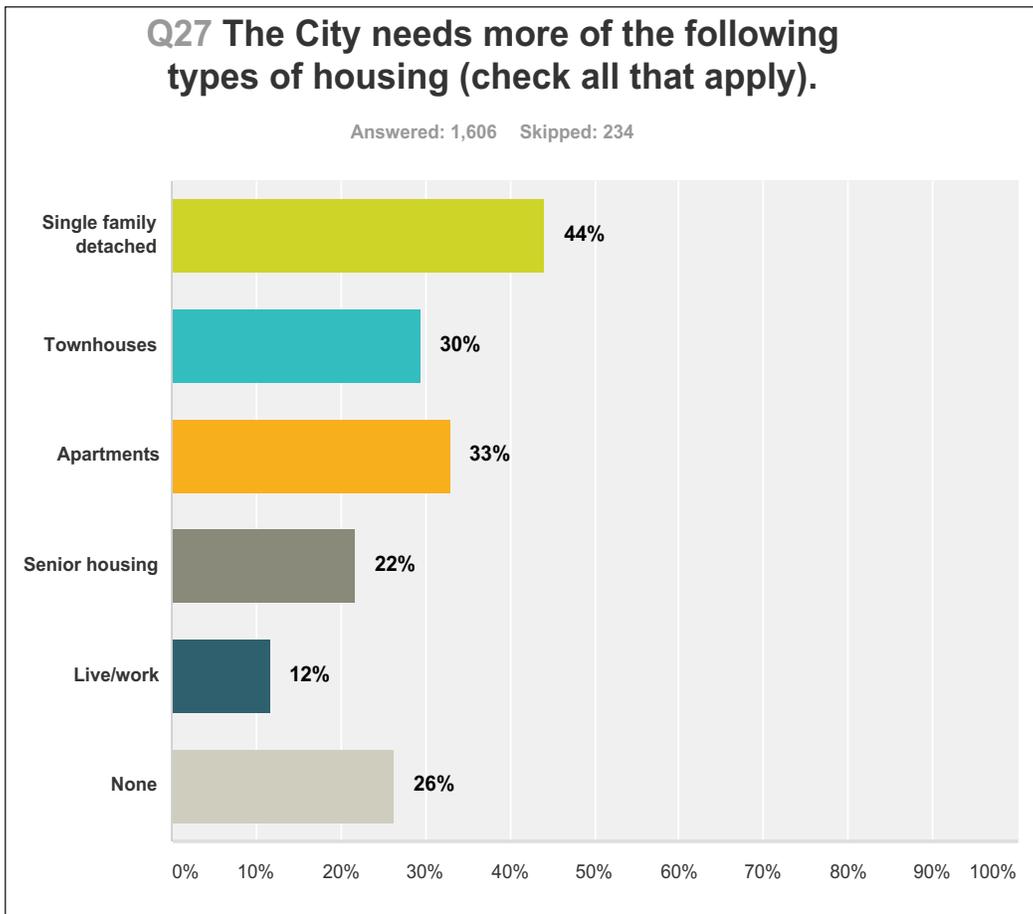
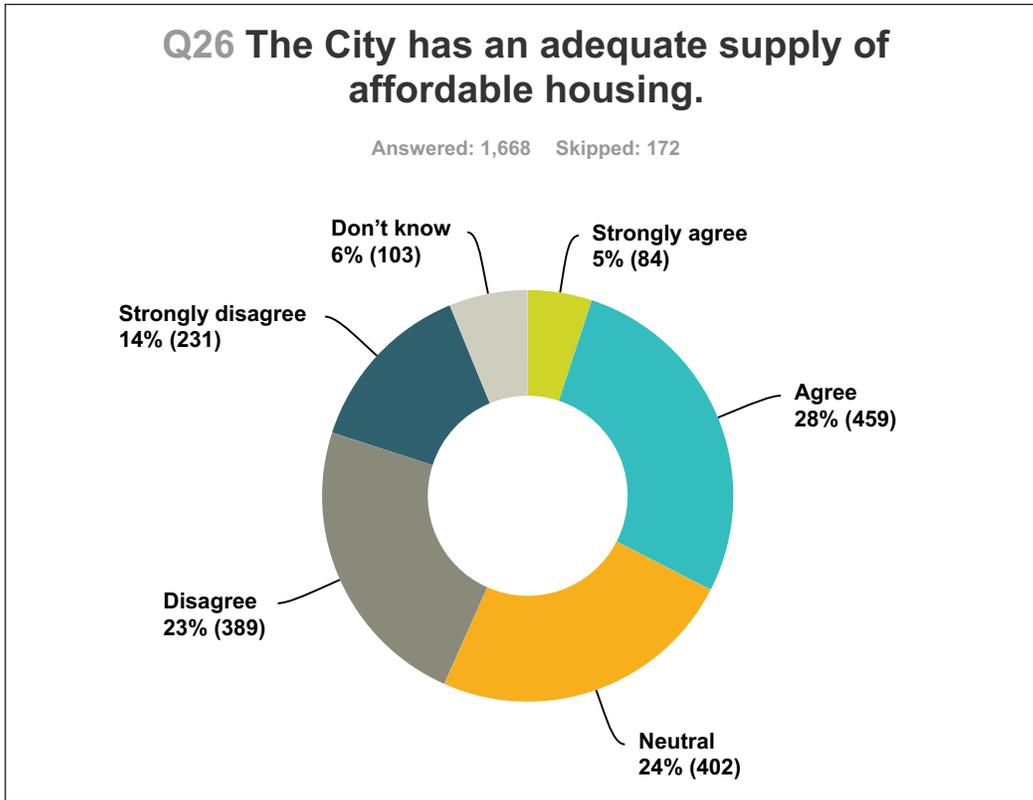


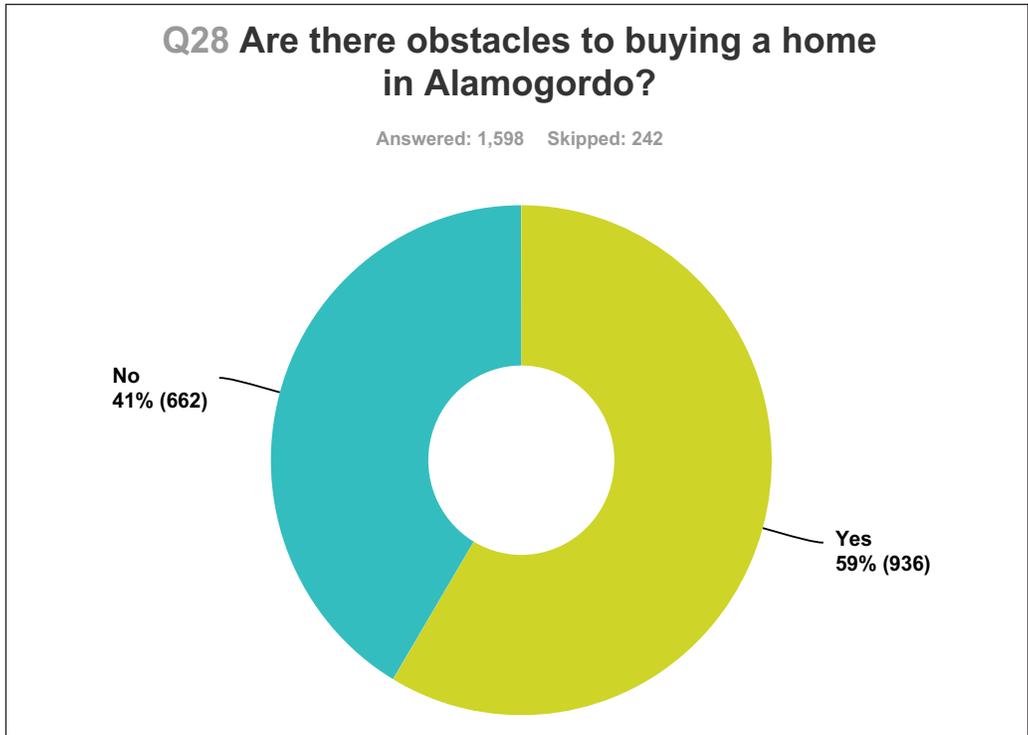


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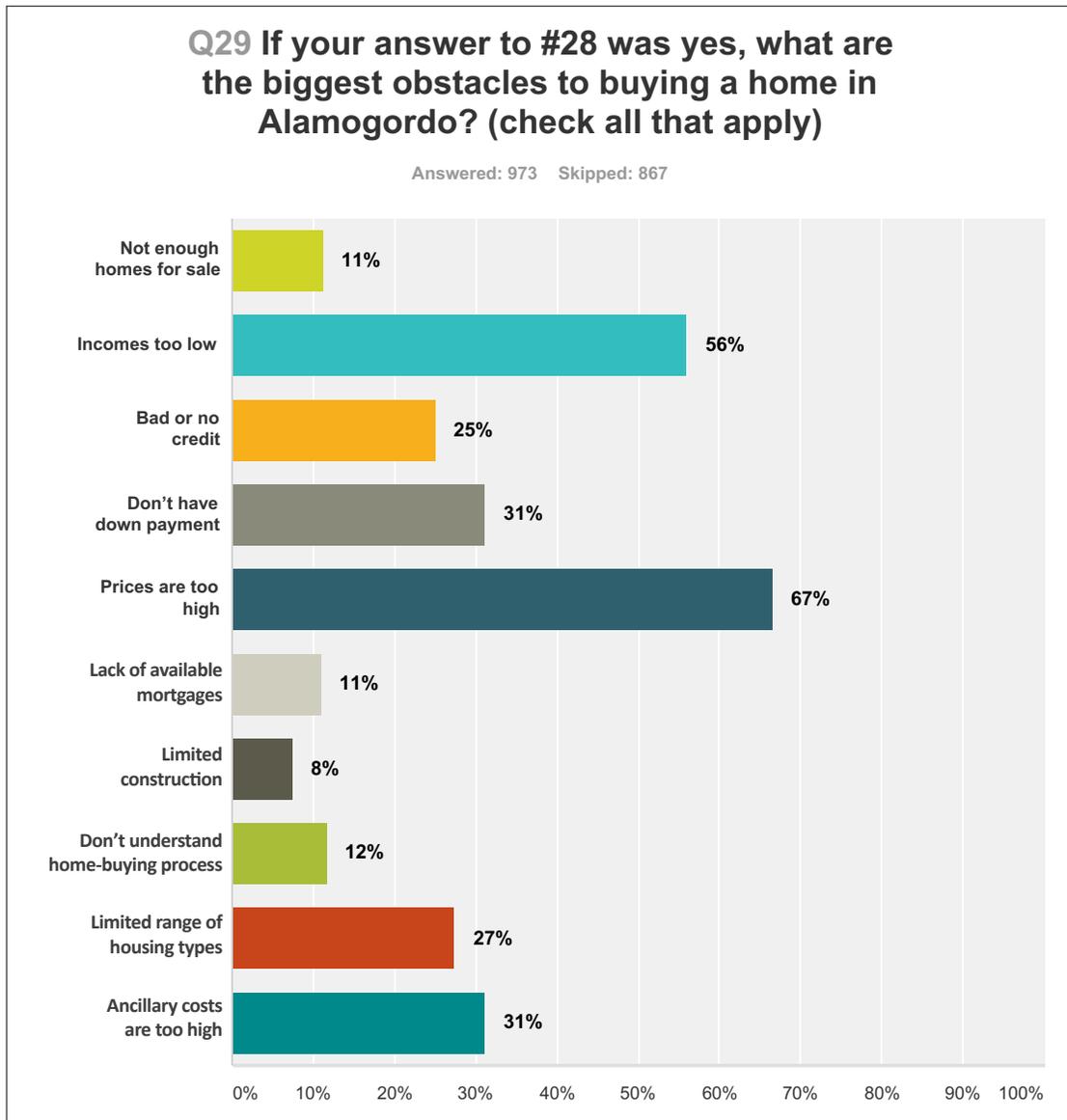
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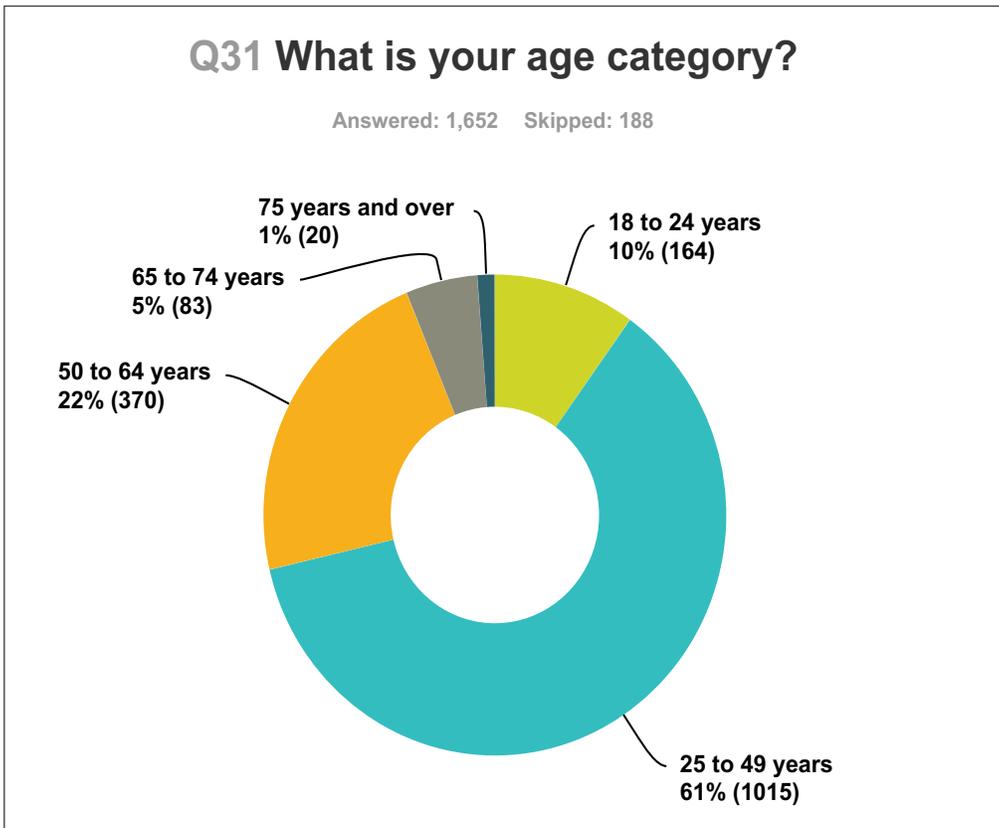
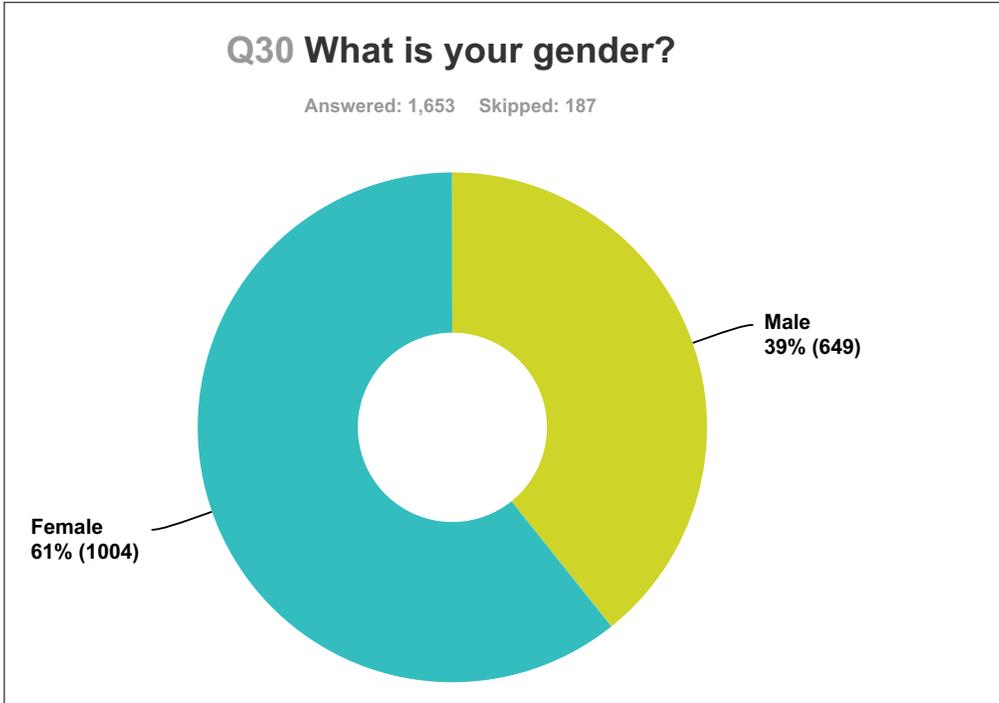




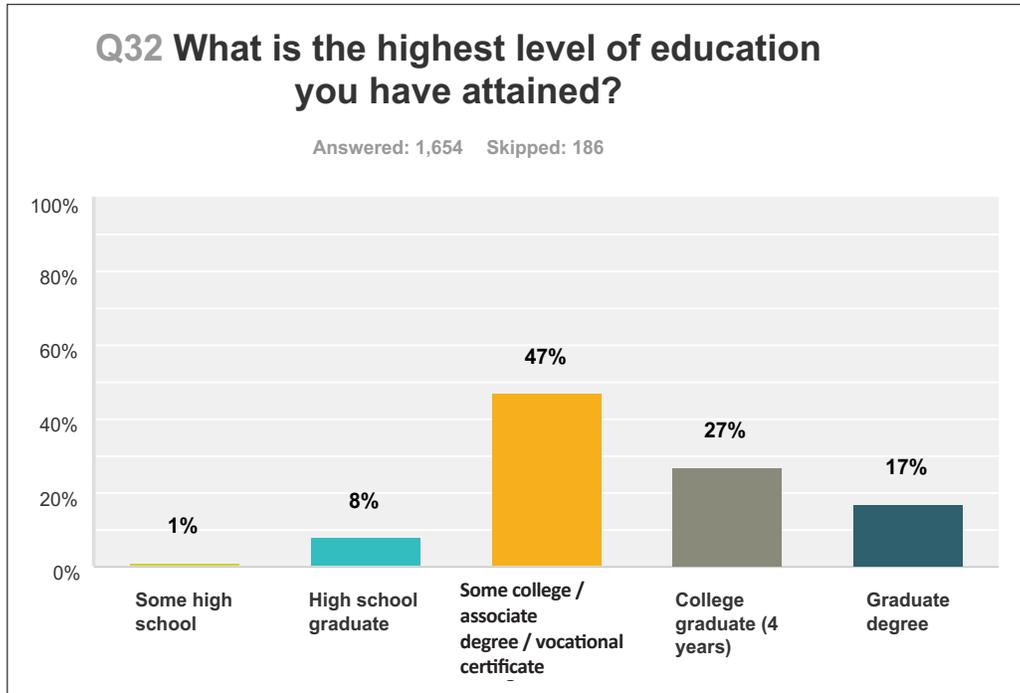
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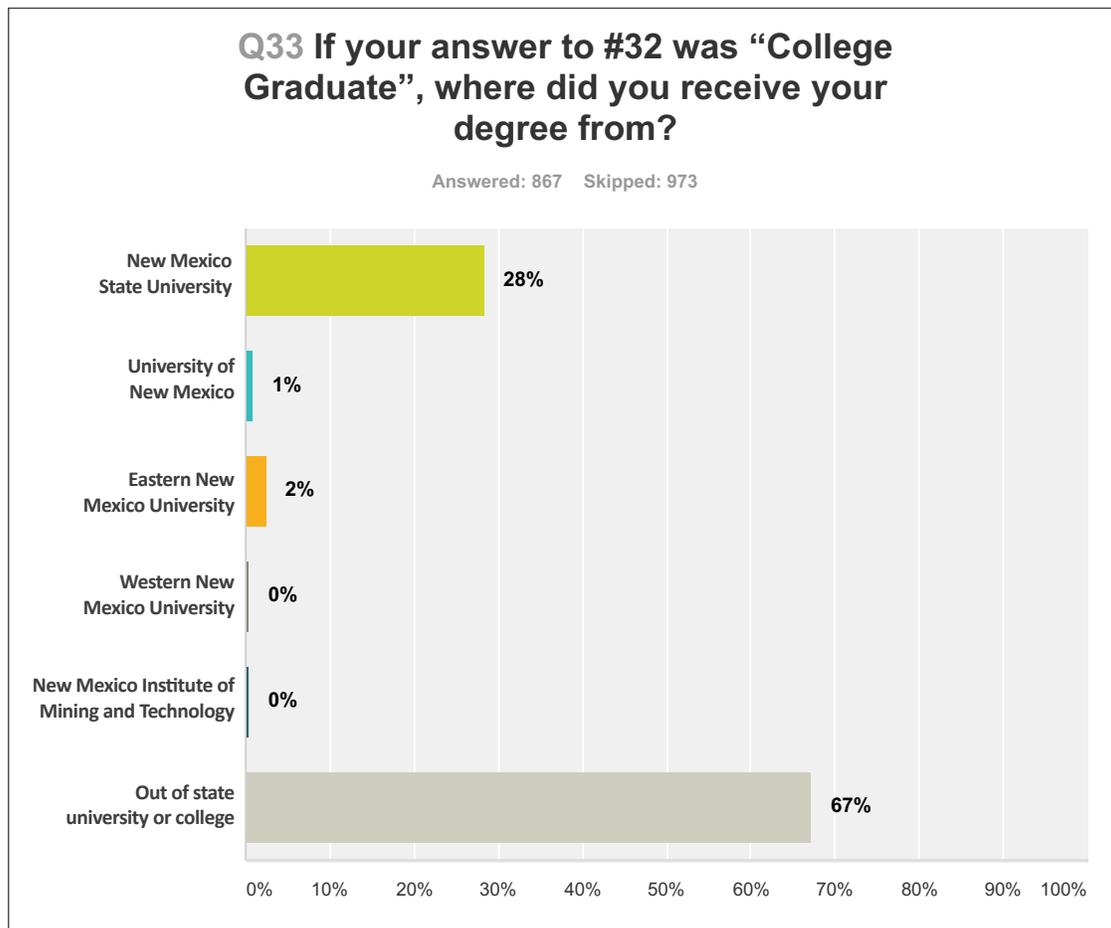


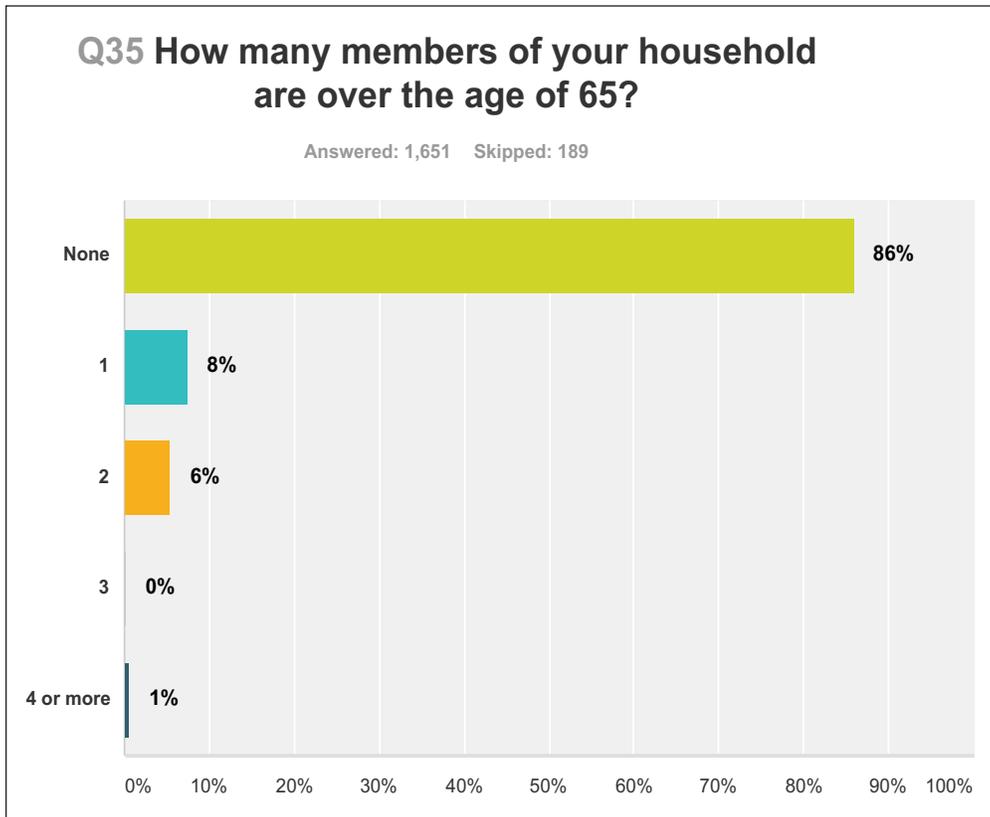
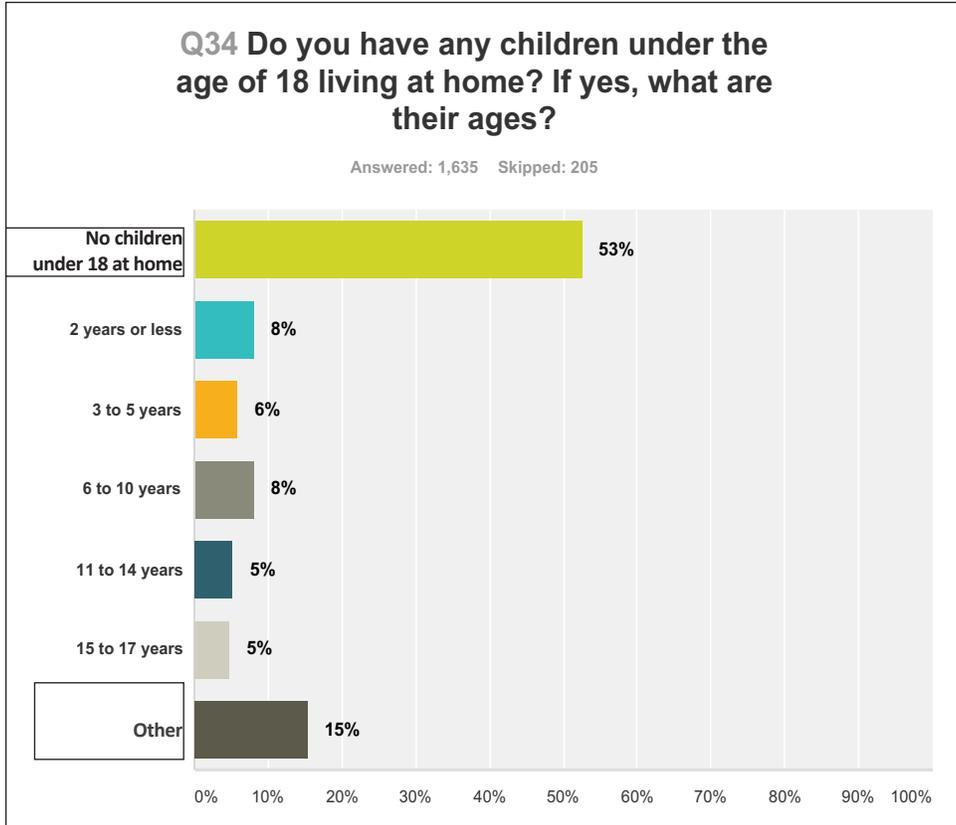


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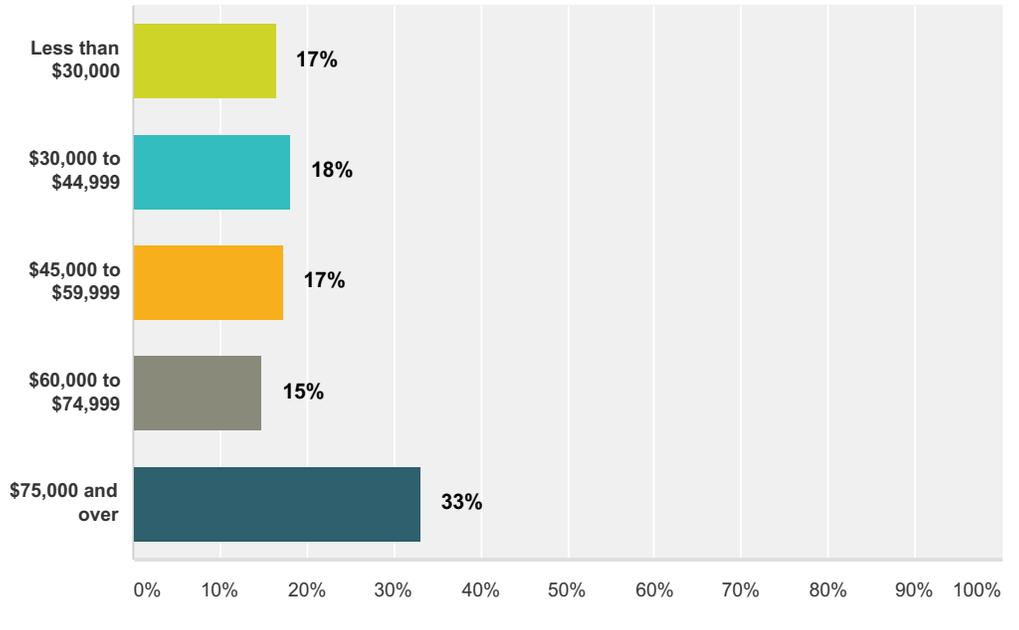




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Q36 Which of the following categories best describes your total household income?

Answered: 1,612 Skipped: 228



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INTRODUCTION

This section includes a brief list of federal and state economic, infrastructure development, housing, and rural health resources available to both local governments and people interested in redevelopment, business development, in need of a small business loan, historic preservation, housing assistance, etc. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

These funding programs and their respective web sites can change over time. To access the most current information on federal and state funding opportunities related to economic development, infrastructure, water, transportation, community development, housing, planning, and business resources, refer to <https://www.mindomo.com/mindmap/funding-map-596470a50eb04391a34fc3c080aab553>

AVIATION

New Mexico Department of Transportation - Aviation Division

The Aviation Division coordinates and administers state grants for improving the aviation infrastructure in the State of New Mexico. It also authorizes the expenditure of money from the state aviation fund for construction, development and maintenance of public use airport facilities. The Division supports and encourages air service to the smaller communities within the state through the Air Service Assistance Program. Any city or town in New Mexico can apply for a aviation-related grant through the Department of Transportation.

Aircraft Maintenance or Remodeling Tax Deduction: Receipts from maintaining, refurbishing, remodeling or otherwise modifying a commercial or military carrier (aircraft) over 10,000 pounds gross landing weight may be deducted from gross receipts.

Aircraft Manufacturing Tax Deduction: Receipts of an aircraft manufacturer or affiliate from selling aircraft or aircraft parts, or from selling services performed on aircraft or aircraft components or from selling aircraft flight support, pilot training or maintenance training services may be deducted from gross receipts.

Research and Development Tax Deduction:

Aerospace services are the research and development services sold or for resale to an organization for resale by the organization to the U.S. Air Force. When R&D services are sold to another corporation for resale to the Air Force, the seller's receipts are deductible. If the R&D services are sold to an intermediary for resale to a corporation for resale to the Air Force, those receipts are also deductible.

Contact: NMDOT - Aviation Division
P.O. Box 9830
Albuquerque, NM 87119-9830
Phone: (505) 244-1788
Website: <http://dot.state.nm.us/en/Aviation.html>

BROWNFIELDS

Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htm

EPA Brownfield Assessment Grants

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated

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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/>

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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/>

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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

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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

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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>

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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

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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

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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/>

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