City of Tucumcari Comprehensive Plan

February 2004

acknowledgements....

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City of Tucumcari Leadership/City Commission
The Honorable Calvin Litchfield, Mayor
Antonio Apodaca, Mayor Pro Tem
Mary Mayfield
Bettie Ditto
Jimmy Sandoval

City of Tucumcari Staff
Richard Primrose, City Manager
Doug Powers, Community Development Director
Lisa Andrada, Community Development
Yvette Fazekas, Community Development

City of Tucumcari Planning and Zoning Commission
George Aragon
Frank Gillard
Mike Cherry
Mike Hicklin
Warren Coughenour
Doug Beevers
Bernard Fitzner

Area Wide Stakeholders
Ben Kendrick, Executive Director, Greater Tucumcari Economic Development Corporation
Virginia Wright, Tucumcari Chamber of Commerce
Philip Barry, Mesalands Community College
Terry Turner, Quay County Manager
Paula Chacon, Quay County Manager (former capacity)
Robert Pacheco, Tucumcari Housing Authority

Consultant Team
James K. Strozier, AICP, Principal, Consensus Planning
Jackie Fishman, AICP, Senrior Planner II, Consensus Planning
John Valdez, AICP, Senior Planner I, Consensus Planning
Rob Zuccaro, Planner, Consensus Planning
Lynee Busta, Planner, Consensus Planning
Fred Curnutt, Engineers, Inc.
Kurt Okraski, Vertical Mapping, Inc.

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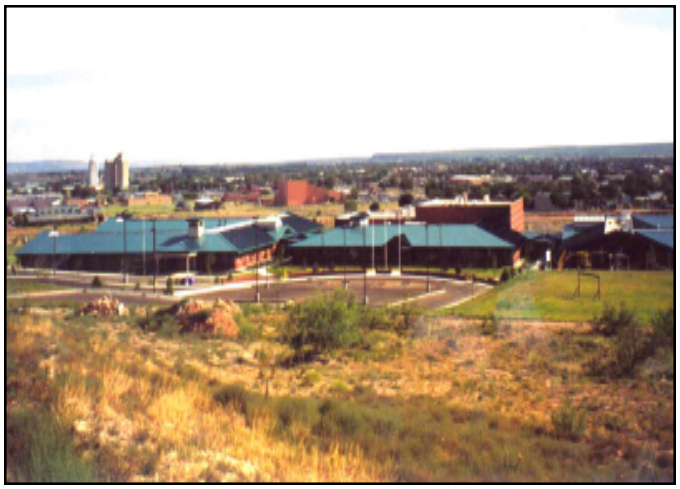
1. INTRODUCTION

TUCUMCARI, NEW MEXICO

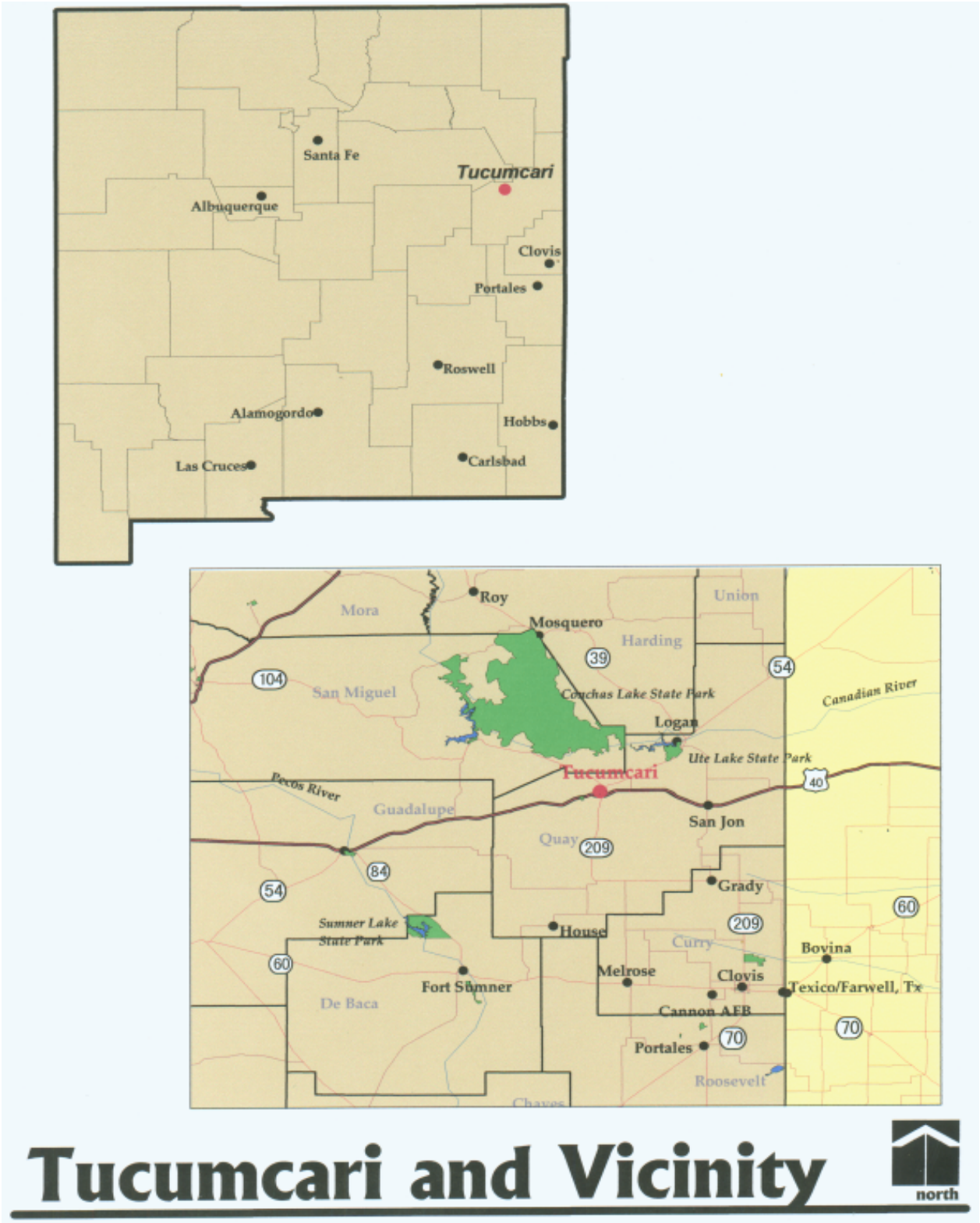
The name Tucumcari conjures up several images that are all unique, depending on who you ask. To the traveler along Interstate 40, Tucumcari might represent a gateway into New Mexico with many fine hotels in which to relax. To the outdoors enthusiast, it might represent a starting off point for exploring Ute Lake and Conchas Lake State Parks. To the historian, the name Tucumcari might bring back memories of a time gone by, when the railroad was being developed and with the construction of historic buildings. To the geologist, Tucumcari was once home to Dinosaurs that live on at the Mesalands Community College. To the Rancher, Tucumcari has been and continues to be a way of life as indicated by the fields of alfalfa, hay, wheat, and cotton. For the businessman, Tucumcari represents potential, characterized by excellent transportation access, a strong community college, and a highly skilled labor force. Finally, for the tourist, it is the neon lights along historic Route 66.

Tucumcari, New Mexico is located in eastern New Mexico at the intersection of US 54 and State Road 209. Interstate 40 provides an east-west bypass through the City on its way to either Santa Rosa or Amarillo. In fact, Tucumcari, together with San Jon, provide gateways into New Mexico and represents the first locale that the travelling public can stop to obtain goods and services. Tucumcari is also framed by the Mesalands Scenic Byway trail system and the Route 66 Historic Trail (both of which are described in the Community Character Element of this Plan).

The City sits in the Canadian River Valley in a portion of New Mexico called the Great Plains. Many of the rocks and mesas that dot the landscape around the City were formed during three epochs of prehistory, the Cretaceous, Jurassic, and Triassic periods. Salmon-colored Triassic soils are located all around Tucumcari that, when mixed with Canadian River water, contribute conditions conducive to agriculture.



The City's location, physical characteristics, and, as the following section indicates, his-


Santa Fe
Tucumcari
Albuquerque
Clovis
Portales
Roswell
Alamogordo
Hobbs
Las Cruces
Carlsbad
Roy
Mora
Mosquero
Union
Harding
39
54
104
San Miguel
Conchas Lake State Park
Canadian River
Logan
Ute Lake State Park
Tucumcari
40
Pecos River
Guadalupe
San Jon
Quay
209
84
54
Grady
60
Sumner Lake State Park
House
209
Curry
Bovina
60
Melrose
Clovis
Texico/Farwell, Tx
Fort Sumner
De Baca
Cannon AFB
70
70
Portales
Roosevelt
Chaves
Tucumcari and Vicinity
north

tory make Tucumcari a special, unique, and vital community in the State of New Mexico.

Incorporation Dates for Regional Communities

Las Vegas, NM	1888
Tucumcari, NM	*1908*
Portales, NM	1909
Clovis, NM	1909
Santa Rosa, NM	1914
Ft. Sumner, NM	1916
Grady, NM	1936
San Jon, NM	1946
Floyd, NM	1959
Logan, NM	1959

FROM ROCK ISLAND RAILROAD TO TUCUMCARI

Many of the values that have shaped the State of New Mexico are exemplified in the City of Tucumcari, a community located on the eastern part of the State. The City was founded by hard working individuals who were making their living in the ranching and railroad industry. Settlement of what is now the Tucumcari townsite first occurred thousands of years before, when Native American hunting and gathering tribes traveled throughout the region. The Apache Tribe was especially active in the Tucumcari region. Their legacy remains today as the most dominant geologic feature in the area bears an Apache name, Tucumcari Mountain.

The Spaniards came to the area next, exploring the Tucumcari area in search of treasure and places to establish missions. Few Spaniards actually settled in the Tucumcari area early on, choosing to stay closer to the river valleys of New Mexico. The arrival of the Americans formed a transition between periods of history that would soon forge the birth of Tucumcari. According to the Tucumcari Chamber of Commerce, the origins of the City of Tucumcari are found in a town that is no longer in existence. This town was called Liberty, which was home to regiments of solders stationed at Fort Bascom. These soldiers were stationed at the Fort during the Civil War and Liberty grew in large part to businesses locating there to serve the troops.

After the war, two significant events occurred. Fort Bascom was closed and the railroad laid down track. The coming of the railroad brought in other people wishing to take advantage of the numerous opportunities it provided. When the Fort closed, businesses located in Liberty suddenly saw more of a market in a small but growing concentration of tents located at the base of Tucumcari Mountain. In 1900, the Chamber of Commerce reports, that the Rock Island Pacific Railroad began to connect a line with the El Paso and Northeastern Railroad at Santa Rosa. After the line was completed, four passenger trains per day passed through the townsite, which was followed by a mail train and freight carrier. The townsite that had been established became Tucumcari in November of 1901, which was followed by the establishment of Quay County. New Mexico was still a territory when the townsite and county were founded.

Soon after its founding, Tucumcari became a magnet for business location. The town saw a mix of businesses such as hotels, saloons, furniture stores and banks. Several general merchandise stores also opened to serve the grow-

ing population. All the characteristics often romanticized in an western movie were found in frontier Tucumcari, including covered wagons, saloon brawls, horses, and cowboys.

The railroad continued to be the major industry in the City, which incorporated in 1908, making Tucumcari one of New Mexico's oldest incorporated municipalities. The driving force behind the development of Tucumcari was that it was a major switching station for the railroad, an activity that continued until the 1950s. After World War II, the railroad moved their switching station to El Paso, which signaled another chapter in the emerging history of modern day Tucumcari. Despite losing population, who left the area to follow the railroad switching station, the community survived thanks in large part to the hard working spirit of the people who settled in the area. Tucumcari compensated for the loss of the railroad jobs by becoming a major ranching and agricultural base for Eastern New Mexico. Today, Tucumcari is the County Seat for Quay County and ranching/agriculture remain important not only to the local economy but also to local values. In addition, Tucumcari has become a major hub for transportation from Interstate 40, containing at least 1,200 hotel rooms. The City serves as a gateway into New Mexico from Interstate 40 west across the Texas line and is typically the place people can obtain services upon entering or leaving the State.

THE CITY OF TUCUMCARI COMPREHENSIVE PLAN

The reason for providing a history of the Tucumcari at the beginning of this Comprehensive Plan document is that an understanding of the communities history helps shape the planning context. The history provides the very first idea of where the community has been and gives insight to where it could potentially go in the future. This Comprehensive Plan is intended to serve as a roadmap that will plot the future of the community for years to come. Tucumcari has been more pro-active than most communities in the State in terms of planning. Tucumcari has had comprehensive plans before, with the last plan being approved in 1996. The State recommends that communities update their comprehensive plans regularly in order to respond to changing conditions or to address issues that have not been implemented from the previous plan. This current planning process does not intend to discount the previous planning work that has been done in the City but compliment and build upon previous efforts. Several changes have occurred since 1996 that could potentially impact the Tucumcari area, many of which are described in greater detail within this plan.

What is the Tucumcari Comprehensive Plan?

First and foremost, a comprehensive plan is an action-oriented tool that is designed to be a living and flexible document. A plan provides guidelines as to how the community can and should grow and develop by providing implementable strategies that address change and challenges. The Plan comes in the form of a

narrative document containing graphics, maps, and data addressing all the functions that make a community function. The time frame that a plan will typically cover is a 20 year horizon but it should be reviewed yearly and updated every five years. It provides the community with strategies to address change and challenges. A comprehensive plan provides the community with the opportunity to take a pro active stand in what the community will be like for the next few years. It should serve as a guide for decision making in the area of land use, code enforcement, spending priorities, community needs, and types of economic development to consider. In essence, a Comprehensive Plan consists of the following characteristics:

- A comprehensive plan is a flexible "living" document designed to change as a community's needs change. Regular updates should occur in order to maintain the usefulness of the plan;

- A comprehensive plan is a narrative and graphic document that addresses the essential elements that make the community function;

- A long-range document typically focusing 20+ years in the future;

- An implementation-oriented document with clear goals, objectives, and policy recommendations;

- A guiding document, not regulatory under NM State Law, but possibly adopted as a local ordinance ; and

- Contains a variety of maps that are linked to goals, objectives, policies and give the community direction in growth.

Planning Authority

The City of Tucumcari receives its authority to plan from Section 3-19-10 and Section 3-19-11 NMSA, 1978 two statutes that give the governing body the ability to Plan. Section 3-19-10 provides the Tucumcari City Commission the authority to adopt the Plan, which in New Mexico, is typically done by Resolution. Adoption by Resolution allows the City to build flexibility into the document, meaning that the City can better address changing conditions that occur after the Plan is adopted. Section 3-19-11 provides authority to the Planning Commission to base land use decisions on recommendations found within the Plan. The 2003 Tucumcari Comprehensive Plan also supersedes the 1996 Tucumcari Comprehensive Plan, however, issues from the 1996 Plan that have not been addressed and are still relevant will be explored in the 2003 document.

The Planning Commission and City Commission have the authority to plan for the physical development of the community within Tucumcari's planning and platting jurisdiction, which extends three miles outside of the City's municipal boundaries. Within this jurisdiction, municipalities are empowered by State Statute (Section 3-19-5, NMSA 1978) to plan, review, and approve subdivisions within unincorporated areas of the County.

How to Use Tucumcari Comprehensive Plan

The Tucumcari Comprehensive Plan is generally organized into different sections, which can be looked upon as chapters in the document. The first section is this Introduction, which summarizes Plan recommendations. Section 2 is entitled Introduction. Section 3 is the Community Profile that sets the context for planning by identifying community demographics and socioeconomics, essentially a profile of the community. Section 4 provides an overview and analysis of the previous and relevant studies that impact current planning, including an identification of which objectives have been accomplished and which still need to be addressed. Sections 5 - 11 are the planning elements, the core of the Comprehensive Plan document. The elements contained in this Comprehensive Plan include:

- Section 5: Land Use;
- Section 6: Housing;
- Section 7: Economic Development;
- Section 8: Community Character;
- Section 9: Community Services;
- Section 10: Transportation; and
- Section 11: Infrastructure.

Section 12 is the Implementation Section, one of the most important elements in the Plan since it spells out the action agenda, those steps that are needed to carry out the plan goals, objectives, and policies.

Appendix A identifies funding programs that are available to the City that will help it carry out economic and community development. Appendix B provides economic development incentives that the City can provide to potential businesses per NM State Statutes and regulations.

Goals, Objectives, and Policies

Each planning element contains goals, objectives, and policies, a hierarchy of guiding principles which provide the overall direction for each planning element. Definitions for each include:

> A ***goal*** is a concise statement describing a condition to be achieved. It does not suggest specific actions, but describes desired outcomes. It is based upon identified issues.
>
> An ***objective*** is an achievable step toward the goal. Progress towards an objective should be measured and is generally time dependant.
>
> A ***policy*** is a specific statement to guide decision making. It is derived from the goals and objectives.

Several planning recommendations follow the goals, objectives, and policies, which are then summarized as part of the Implementation Element. These recommendations identify planning strategy, responsibility for carrying out the recommendation, time frame, and funding sources where applicable. Given the fact that this Plan is a City policy document, most of the responsibility for implementation falls to City of Tucumcari Departments and Staff. However, the Plan also identifies partnerships that can be maintained or created in implementing some of the planning policies.

Mapping

An important component of the City of Tucumcari Comprehensive Plan are the maps that are found in the document. The purpose of the maps is to reinforce plan recommendations as well as providing a visual tool that will guide land use development decisions. The maps relate to physical conditions that currently exist in the City and present future scenarios that will assist the City in prioritizing development and infrastructure extensions (if needed).

CITY OF TUCUMCARI PLANNING PROCESS

The City of Tucumcari Comprehensive Plan was developed, first and foremost, with the input of many Tucumcari residents and included analysis of the community's demographic and socioeconomic statistics.

Phase I: Data Collection and Issue Identification

In May of 2003, the City of Tucumcari secured the services of a planning consultant, which together with the community, identified preliminary issues confronting the City. In addition, demographic and socioeconomic research was conducted as well as an extensive land use analysis. The primary purpose of this phase was to take inventory of all conditions that would influence growth and development of Tucumcari. Specific meetings were held with the public in June of 2003, City Staff, and area wide stakeholders. The consultant team also met with the City of Tucumcari Planning and Zoning Commission. The issues, demographics/socioeconomics, and land uses were all analyzed and would form the basis of the work done in the next phase.

Phase II: Goal and Objectives

Analysis of the data collected in Phase I was carried out, which gave way to the development of goals and objectives, which were developed for each planning element. A public open house workshop was held with members of the public, who were asked to help rate the goals and objectives. Those, which the community did not have a favorable response to were revised or eliminated.

Phase III: Future Land Use Scenarios

Phase III of the planning process saw land use concepts developed that were consistent with the emerging vision of Tucumcari, the goals, and objectives.

Reviewing Goals and Objectives

In addition to demonstrating consistency with the goals, objectives, and policies, the Future Land Use Scenarios built upon the Existing Land Use Map developed in Phase I. The public was asked to evaluate and indicate the characteristics from each scenario that they would like to see included in the Preferred Land Use Scenario. After the public gave their input, the Steering Committee worked to refine the Scenario to create a Preferred Land Use Scenario, which is found in the Land Use Element of this document.

Phase IV: Implementation and Final Plan

The fourth and final Phase of the planning process focused on refining the Preferred Land Use Scenario, goals, objectives, and policies. This involved developing a range of implementation strategies to realize the recommendations of the Plan. Specific strategies were identified in each Plan Element section and summarized in the Implementation Section of the Plan, which also assigned time frame, responsibility, and identified available funding sources for Plan implementation. The implementation strategies will help the City make decisions for future growth and development.

2. COMMUNITY PROFILE

INTRODUCTION

The background information contained in the comprehensive plan should answer part of the following question "Why do a plan in the first place"? Background information identifies changes that have occurred in the community as the result of shifts in population demographics, and socioeconomic information. This section provides a profile that allows the reader to become familiar with the community and also establishes the context to which the community will be examined. The existing conditions section provides an initial assessment of the community by observing whether or not the community is growing, the characteristics of the population (i.e. is the community becoming a destination for retiree's), and what are some of the physical characteristics of the community (i.e. what are some major roadways, etc.).

HISTORICAL DEVELOPMENT PATTERNS

Like many eastern New Mexico towns, Tucumcari began as a railroad town. As the Rock Island Railroad was built through what was to become Tucumcari in order to connect the El Paso and Northeastern Railroads at Santa Rosa, This section of the railroad was built between 1901 and 1902 and Tucumcari was founded in November of 1901 and named after Tucumcari Mountain. Initially Tucumcari was a tent city and stayed that way through 1903. There were no streets, water or other infrastructure for the town. Lack of water threatened the future of the town. Many wells were dug but were all found to be dry. Water needed to be hauled in at what was then a high price. The town endured, however, and many businesses soon began to spring up. The first permanent building built in Tucumcari was the home of Max Goldenberg, owner of the M.B. Goldenberg's Mercantile Company. The house also contained the town's first post office.

A couple decades later a highway connecting Chicago to Los Angeles called Route 66 would be built through Tucumcari making the community much of what it is today. Tucumcari became a major stopping point for those traveling the highway. Thousands of hotel rooms were soon available and the neon signs of the many, now historic, motels were installed along Route 66 through Tucumcari became prominent.

In 1981, Interstate Highway 40 was constructed on the outskirts of the town leading to many travelers bypassing the historic Route 66 that runs through the heart of the Tucumcari. Over the last couple of decades Tucumcari has faced some formidable challenges as a community, such as population decline.

Today, however, Tucumcari is building on many old and new assets that will be discussed throughout this plan. Route 66 tourism is still an asset that can be built upon and other attractions such as the Mesalands Dinosaur Museum, nearby Ute Lake and Conchas Lake offer additional attractions for tourists and amenities for residents. The Mesalands Community College offers high quality post secondary education opportunities for the region. The community's medical facilities and school system are additional advantages that Tucumcari can capitalize on.

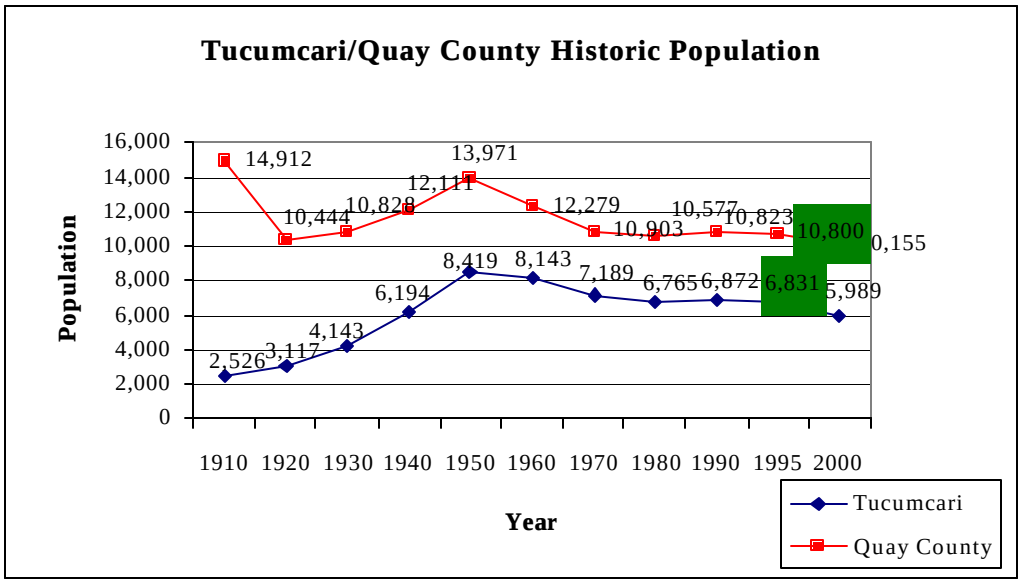
TUCUMCARI POPULATION TRENDS

Historic Population

The first census was recorded for both the City of Tucumcari and Quay County in 1910, when the population was reported as 2,526 and 14, 912 respectfully.

The chart below shows historic population trends for Tucumcari and Quay County dating back to 1910. The highlighted numbers represent the estimated population from the 1996 Plan.

Community Profile Graph 1:



Source: US Census Bureau

While the 2000 US Census reports the population of Quay County as 10,155 and Tucumcari as 5,989, the total market area population (the area that could be considered dependent on Tucumcari for goods and services) is 11,653. The market area can be considered to be made up of the following communities:

Both Tucumcari and Quay County have experienced a trend of steady population decline since the 1950s. However, given the area's potential, there is reason to believe that population growth will occure. Community Profile

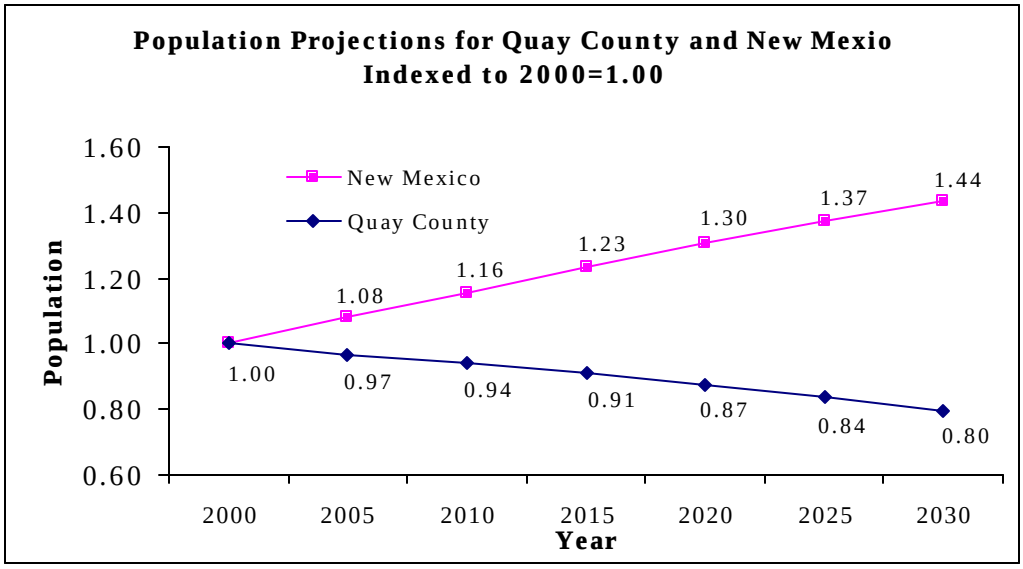
Community Profile Table 1: Market Area Population

Community	Population
Tucumcari	5,989
San Jon	306
Grady	98
Logan	1,094
Unincorporated Quay County	4,166
TOTAL MARKET AREA	**11,653**

Source: US Census Bureau

Graph 2 compares the rate of population change projected for Quay County and New Mexico based on data from the University of New Mexico's Bureau of Business and Economic Research. A challenge for Tucumcari and other jurisdictions in Eastern New Mexico will be finding new and innovative economic development options and ways to secure the water needed to attract future growth opportunities.

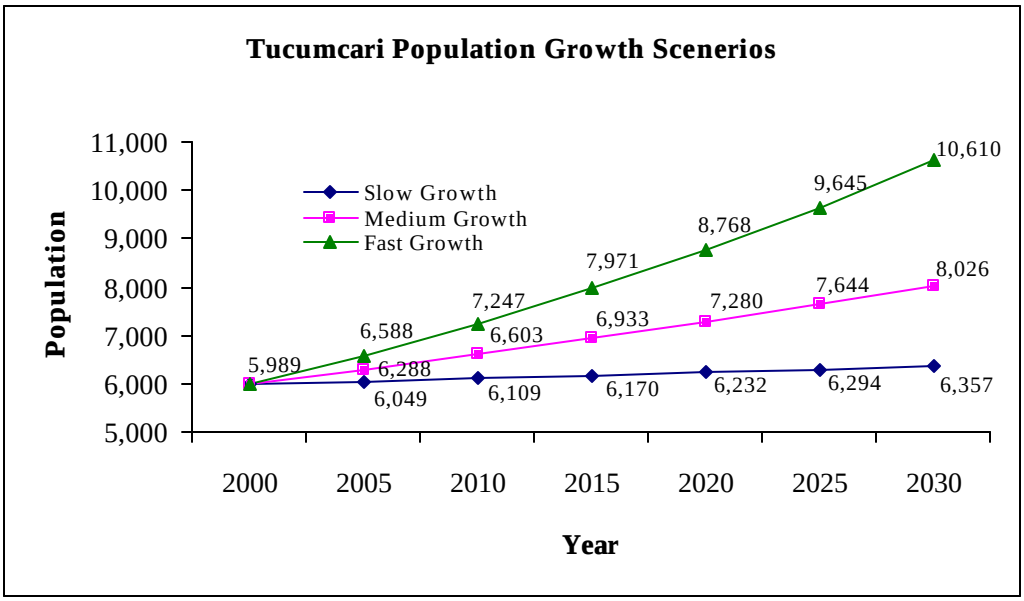
Community Profile Graph 2:



Source: University of New Mexico, BBER

As Tucumcari and the rest of Eastern New Mexico meet these economic development challenges and population begins to rebound, Tucumcari can become a center for new growth in the region. Three population growth projections have been prepared for this Comprehensive Plan,a slow-growth, medium-growth, and fast-growth scenario. The slow-growth population projection represents a growth rate of 1% each five-year period. The medium-growth rate projection is 5% and fast-fast growth rate is 10% each five-year period. Community Profile Graph 3 illustrates these three growth scenarios for Tucumcari.

Community Profile Graph 3:



The projections assume a consistent pattern of growth. The slow-growth population projection estimates a population 6,357 in 2030, an increase of 368 persons. The fast-growth population projection for the same year suggests that the population could grow by 4,621, coming close to doubling the current population of the City. It is reasonable to assume that grwoth would likely fall between the slow and medium growth figure. Population growth for any community is dependant on several different variables. In the case of Tucumcari, water availability is a critical factor. Many businesses will be looking for a guarantee of water availability and will be more likely to locate in or near Tucumcari when issues related to water availability are resolved.

Population/Socioeconomic Characteristics

The following table provides an overview of selected demographic and socioeconomic statistics for the City of Tucumcari, Quay County and New Mexico. The data is based upon numbers from the 2000 US Census. Over fifty percent of Quay County's population and housing are found in Tucumcari. This underscores the importance of the County and City working together in their planning efforts and understanding how each jurisdiction impacts the other.

The Census data indicate that housing in Tucumcari and Quay County is cheaper than in New Mexico as a whole. Additionally, housing in Tucumcari is slightly cheaper than in the County.

Community Profile Table 2: Demographic and Socioeconomic Data

Category	Tucumcari	Quay County	State of New Mexico
Median Age	39.4 Years	41.5 Years	34.6 Years
Housing Units	3,065 Units	5,664 Units	780,579 Units
Vacancy Rate (Single Family)	18.8%	25.8%	13.1%
Vacancy Rate (Rentals)	22.5%	18.9%	11.6%
Average Household Size	2.35 Persons	2.37 Persons	2.56
Labor Force	2,429 Persons	4,278 Persons	834,632
Median Household Income	$22,560	$24,894	$34,133
Poverty Status	24.8%	20.9%	18.4%
Median Value of Home	$48,900	$54,000	$108,100
Median Mortgage	$587	$602	$929
Median Rent	$294	$311	$503

Source: US Census Bureau

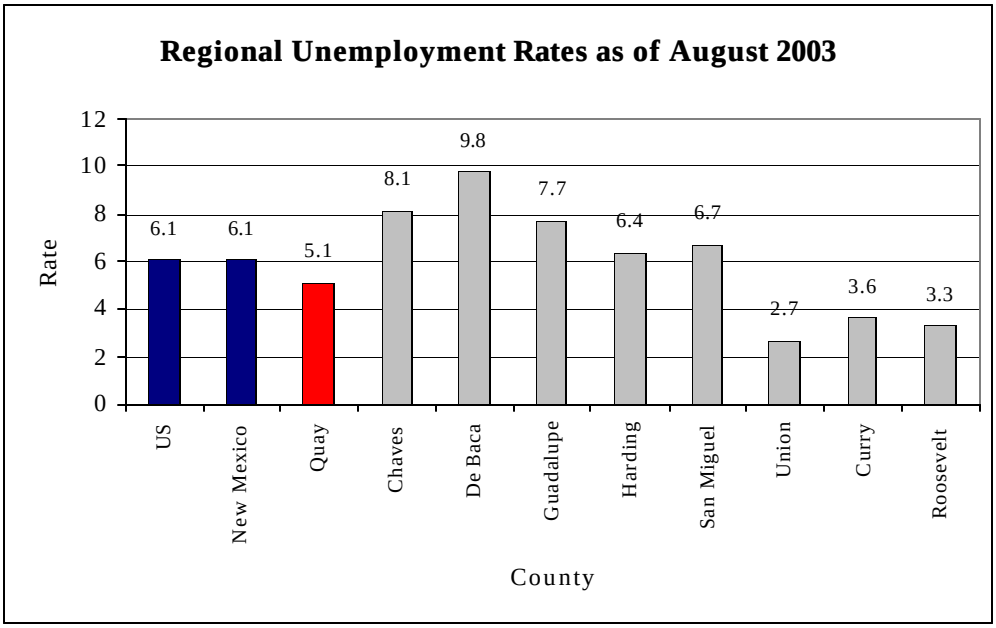
The differences in the cost of housing could be due to the age of the housing stock. According to the 2000 Census data, 5% of housing structures in Tucumcari were built after 1990. In comparison, almost 23 % of the State's housing and 11% of Quay County's housing was built after this time. Factors such as population change, cost of land, and availability of land likely play into these differences. The Housing chapter of this plan further analyzes the age of the housing stock and cost of housing in Tucumcari .

Economic indicators such as median household income and poverty status indicate that Tucumcari residents have a lower income then in Quay County or the State as a whole and a higher rate of poverty. In 2000, the poverty rate for Tucumcari was 24.8% compared to 20.9% for the County and 18.4% for New Mexico. Median household income was $22,560 for Tucumcari, around $2,000 below the median household income for the County and over $11,000 below the median household income for State. Indicators such as household income can be an important factor for retail trade and personal services within a community.

Around 68 % of Tucumcari residents derive their income from job earnings, however a significant amount, 37.8%, receive Social Security income and 15.8% receival retirement income. The Census data also indicate that 9.4% of the population receive Supplemental Security income and 5.7% receival public assistance income.

Another important economic indicator is unemployment. The 2000 Census data show that 3.6% of the labor force in Tucumcari was unemployed. *Community Profile Graph 4* on the next page shows that the 2003 unemployment rate for Quay County ranked favorably compared to other counties in the region, New Mexico, and the US.

Community Profile Graph 4:



Source: NM Department of Labor

Trends related to the educational level of a community provide an insight into the skill and ability of the labor force. The 2000 US Census indicates that 16.3% of Tucumcari residents aged 25 and older have received some sort of degree, be it associates, bachelors, or graduate level.

Community Profile Table 3: Educational Attainment

Level Attained	Number of Persons	Percentage of Population 25 Years of Age and Older
Less than 9th Grade	321	8.0
9th to 12th No Diploma	914	22.7
High School Graduate, Some College, No Degree	1,465 675	36.3 16.7
Associate Degree	135	3.3
Bachelor Degree	278	6.9
Graduate or Professional Degree	247	6.1

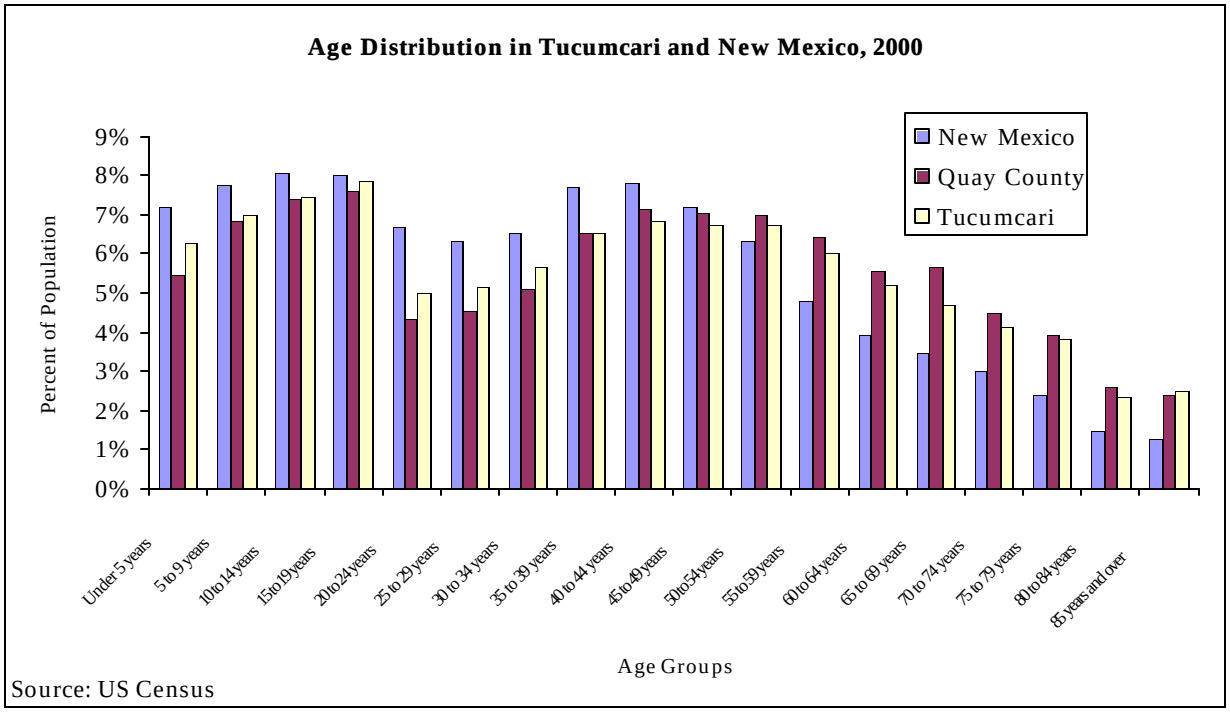
Source: US Census Bureau

Communities that demonstrate an educated and trainable workforse (those with a high number of high school and college graduates) may be able to attract businesses in need of skilled labor.

The age composition of the population within a community can provide insight into the types of facilities and services that may be needed in the future. The following two graphs address the age structure of Tucumcari residents using data from the 2000 US Census. The first graph shows that Tucumcari has a lower proportion of "working age" residents compared to New Mexico,

especially between the ages of 20 to 49. In Tucumcari, 43% of the population are between the ages of 20 to 49 compared to 49% of the population in the State. Communities that can demonstrate that they have a capable labor force are more likely to attract employers.

Community Profile Graph 5:

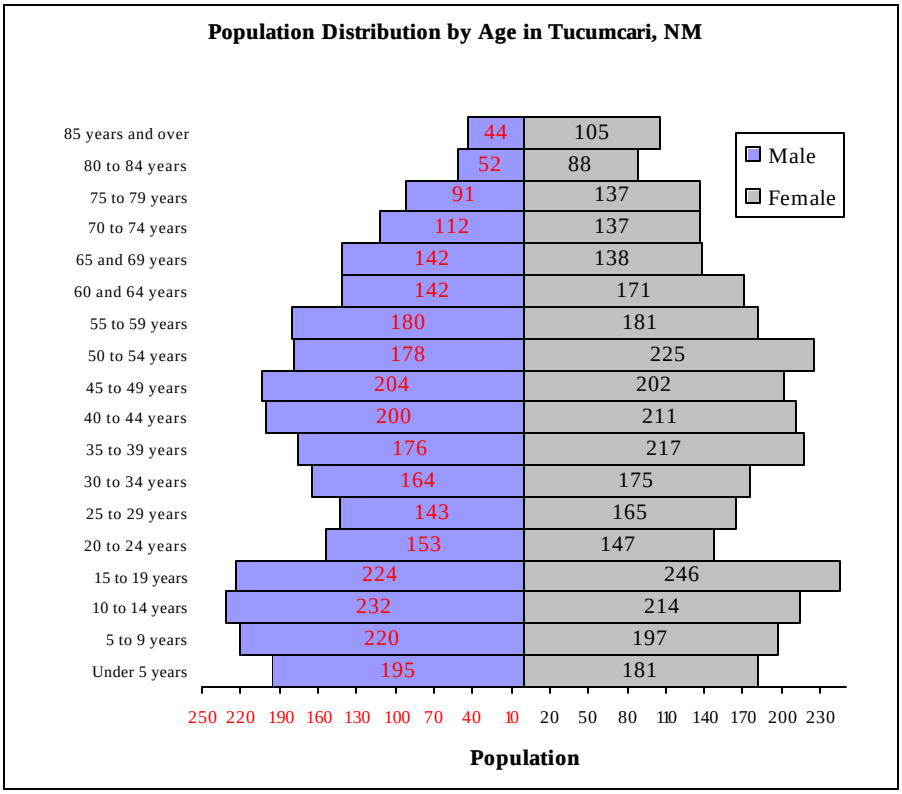


Source: US Census Bureau

Tucumcari and Quay County also have a larger proportion of retiree aged citizens when compared to the state. In Tucumcari around 17% of the population is over the age of 65 compared to 12% of the population in the state. The proportion of the population 65 years old and above in Tucumcari and throughout New Mexico will likely increase over the next several decades. It will be important to plan for the services and facilities needed to ensure a high quality of life for this segment of the population and ensure their independence and mobility.

The "population pyramid" in the next graph compares five year age cohorts by sex for Tucumcari. Again, the graph demonstrates that the young "working age" residents make up a relatively small proportion of Tucumcari's population. This demographic information is important for planning for economic development and services for the community, such as senior services.

Community Profile Graph 6:



Source: US Census Bureau

3. Land Use

LAND USE: AN INTRODUCTION

This Land Use Element represents the core of the Comprehensive Plan, since it impacts all of the other sections of the Plan. Land use decisions help guide locations for new housing, community facilities, and transportation systems. The Element contains interrelated goals, objectives, and policies intended to guide the growth and development of Tucumcari over the next 20 years. In addition to the data, analysis, and issues; the Element contains maps of the current land use pattern, City Zoning, and future land use. The future land use map provides the general guidelines for shaping Tucumcari's growth and development. Development of this Element involved analysis of the previous City of Tucumcari Comprehensive Plan (prepared in 1996), a brand new aerial photograph, a "windshield survey", and the City's planning and zoning code.

This element provides an overview of land use development issues in Tucumcari and contains goals, objectives, and policies to help guide the City of Tucumcari in its future land use decisions. Since several issues revolve around land use, the other Planning Elements should be cross referenced with this Land Use Element. The study area included within the Land Use Element focuses primarily on the land within the City's municipal boundaries, however, there are also issues identified for the land adjacent to the City's boundaries.

THE LAND: A HISTORICAL PERSPECTIVE

More than anything, four dynamics have shaped the existing land use pattern in Tucumcari, three of which are associated with changes to the transportation system in the area. These three dynamics also correspond to distinct eras in the City's history. The first dynamic was the establishment of agriculture in the area, which continued the tradition of the Hispanic population and brought in Anglo homesteaders and cattle ranchers. Ranches and farms were established in the Canadian River Valley on large lots.

The second dynamic was the coming of the railroad, which influenced the platting of the original Tucumcari townsite in 1908. The City began its development along the south side of the railroad in what is today Downtown Tucucmari. Early day Tucumcari consisted of approximately 160 acres Like other railroad towns, the street network for the original townsite was laid out as a grid. The original townsite contained a mix of commercial and residential uses and many of the buildings in Downtown still reflect the original

architectural styles of the day. The commercial core of historic Tucumcari was established between Fourth and First Street, while residential areas developed to the west and east of the commercial core.

The third dynamic that shaped the City's land use pattern was the construction of US 54 and US Route 66 (Tucumcari Boulevard) which brought additional traffic through the City and with it, more permanent residences. Route 66 formed another commercial corridor that developed with uses to serve the traveling public like motels and service stations. The railroad and Route 66 framed the rest of the City of Tucumcari. As the population grew and railroad activities increased, residential areas developed south of Route 66 and north of the railroad. The City was definitely growing to the South, closer to established services and infrastructure.

Finally, the last dynamic that shaped the land use pattern in Tucumcari was the development of Interstate 40, which also included a by-pass around the City. The by-pass included five interchanges into Tucumcari in order to provide continued access to the City, especially given the fact that the Interstate By-pass would now divert traffic around the City rather than through it, on Route 66. As a result of the by-pass, commercial uses have become clustered around the interchanges, most of which are those that cater to automobile and truck traffic.

EXISTING LAND USE PATTERN IN TUCUMCARI

The City of Tucumcari is comprised of 7.56 square miles of land, growing by 3.06 square miles since the 1980s. The City grew physically through several annexations that occurred between 1980 and 1996. Significant annexations have occurred that boosted the total number of square miles located within the City. Comparatively, Quay County contains 2,874 square miles. The population density for Tucumcari is 793 persons per square mile. The City is comprised of approximately 4,984 total acres within the municipal boundaries.

The existing land use pattern in Tucucmari today still reflects the established pattern that has existed throughout the City's history. Tucumcari has developed in an orderly, logical manner. In most cases, the City's zoning ordinance has been an effective tool in regulating the types of land uses found in the City.

The City grew south, eventually meeting the Interstate. At the same time, the location of the I-25 interchanges spurred growth on the east and west sides of the City. Recently, the City has seen growth take place on the west side, corresponding to the development of the Mesalands Community College and the opening of a new elementary school on 11th Street.

The majority of the built environment in Tucumcari lies between Tucumcari Boulevard to the North and Interstate 40 to the south. Two main corridors connect the City and provide access to the various activity centers located within the City. The primary commercial artery through the City is Route 66, which provides an east-west connection through the City. First Street provides the other primary artery through the City and provides the primary access into Downtown. Two primary activity centers are located within the City, Downtown being one and the other being Mesalands Community College area, which is also located near Tucumcari High School. Together, these two areas are major destinations and generate a great deal of traffic in the City.

Existing Land Use Classifications

The existing land use map provides an overview of the land use categories found in Tucumcari. The land uses are also described below.

Agricultural Land

Tucumcari is surrounded by a green belt on the north and east sides of the City and vacant land south of Interstate 40. The majority of this land is utilized for pasture land, however, some crops are grown particularly in the areas north of the railroad. The majority of the agricultural land exists outside the City limits, however, there is still a small amount of land within the agricultural boundaries. An estimated 716 acres of agricultural exists in Tucumcari.

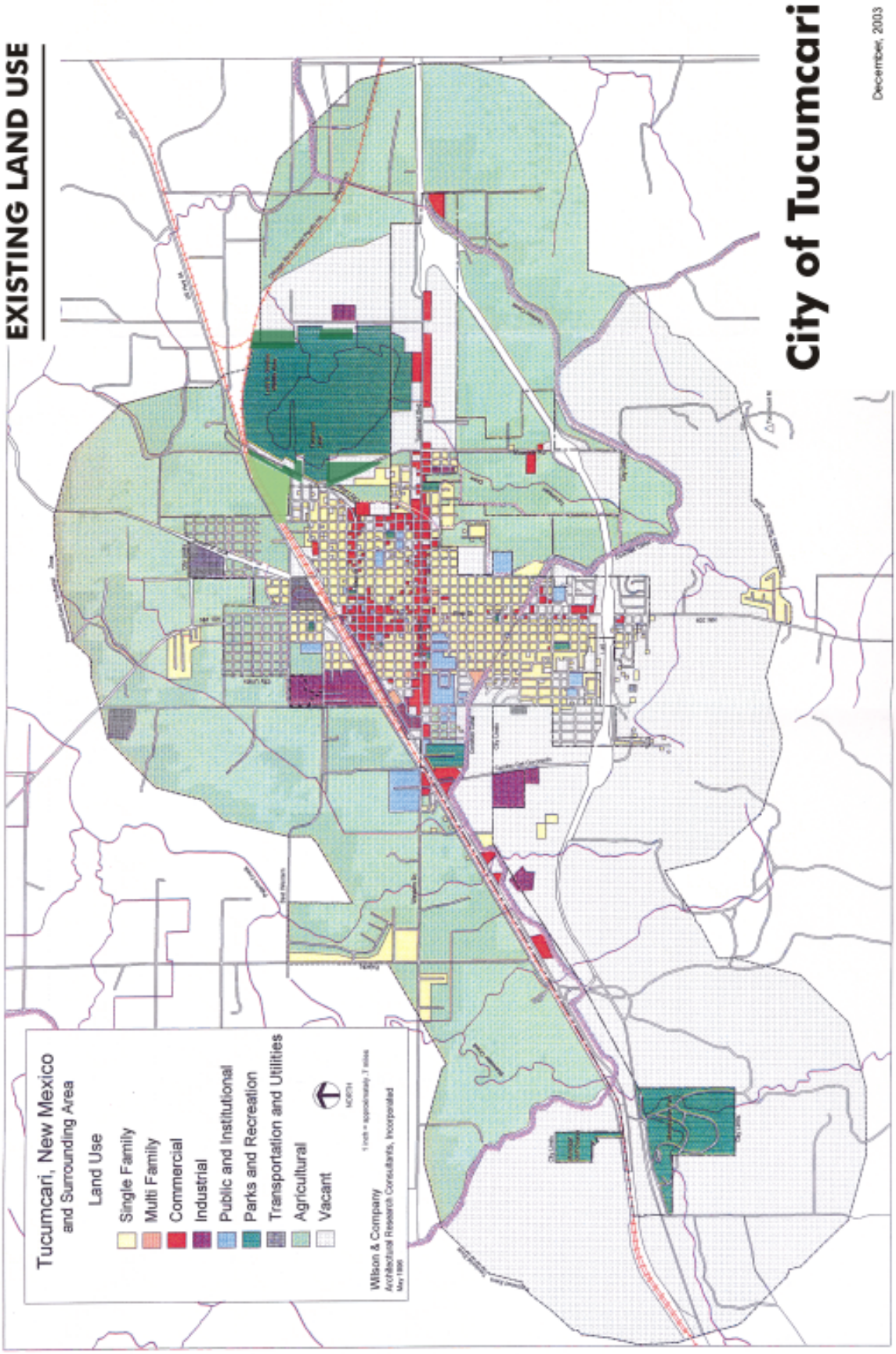
Open Space/Recreation

A significant area of open space within the City boundaries is located at the far western end of the municipal limits. One area is the golf course while the other area is the Five Mile Park (Metropolitan Park). Another significant area of open space, Tucumcari Lake, is located just outside of the municipal limits. In addition, to these areas, there are several parks in Tucumcari, which are described in greater detail in the Community Services Element.

Tucumcari Lake Open Space

Vacant Land

Vacant land is defined as land zoned for commercial, residential, or industrial use but has not been utilized for some reason. Tucumcari does have some areas within the municipal limits that are vacant, located primarily in the southwest and southeast parts of the City. In other areas, there are vacant lots located sporadically, that could accommodate infill development. Vacant land can be considered a strength of Tucumcari since it represents developable land that


EXISTING LAND USE
City of Tucumcari
December, 2003
Tucumcari, New Mexico
and Surrounding Area
Land Use
Single Family
Multi Family
Commercial
Industrial
Public and Institutional
Parks and Recreation
Transportation and Utilities
Agricultural
Vacant
NORTH
Wilson & Company
Architectural Research Consultants, Incorporated

is already served by City utilities. According to a study done in 1995, there were 1,251 acres dedicated to vacant land in Tucumcari.

Residential Land

The majority of Tucumcari's residential land is located south of Tucumcari Boulevard, and to the west and east of First Street. There are several residential neighborhoods located to the east of downtown.

Commercial Land

The primary commercial area in Tucumcari is Route 66. Commercial uses along Tucumcari Boulevard extend from the easternmost I-25 interchange to the westernmost I-40 interchange. Newer motels and retail uses are located on the eastern part of the Corridor, while the majority of commercial uses in Tucumcari are found between Mountain Road and 11th Street. Within Downtown, there are more commercial uses, some of which deal with specialty retail uses. Commercial uses have also developed at the I-40 interchanges at First Street.

Tucumcari Boulevard is a Primary Commercial Corridor

Industrial Land

Industrial land exists north of the railroad tracks (the Tucumcari Industrial Park) and located off of Camino del Coronado. Of all the land uses within the City limits, land used and zoned for industrial purposes represents only 3% of all land within the City.

Public and Institutional Land Uses

Public and Institutional land uses represent schools, public buildings, or significant facilities open to the public, such as the hospital. The majority of these type of uses are located south of Route 66 and represent schools and Dan C. Trigg Memorial Hospital. Others are located downtown representing City of Tucumcari offices.

Land Use Table 1 breaks down land use designations in the City and the percentage of the total acreage.

Land Use Table 1: Land Use by Type In Tucumcari

Land Use Category	Acres Within City Limits	Percentage of Total Acreage In Tucumcari
Vacant	1,252	25%
Agricultural	716	14%
Single Family Residential	690	14%
Multi-Family Residential	16	.3%
Commercial	293	5%
Industrial	165	3%
Public/Institutional	128	2%
Parks/Open Space	388	8%
Transportation/Utilities	69	1.3%
Streets/Road	1,267	25%
TOTAL ACREAGE	4,984	100%

Source: 1996 City of Tucumcari Comprehensive Plan Analysis

CITY OF TUCUMCARI ZONING ORDINANCE

Ordinance 917, establishes zoning districts for the City of Tucumcari. In addition to establishing zoning districts, the Ordinance also sets development standards for each district. There are seven zoning districts established by the Ordinance. They include:

A-1 Zone: This District is intended to provide for agricultural uses and related uses on parcels of land not less than 10 acres unless directed otherwise by the Planning Commission.

R-1 Single-Family (Low Density Residential District): The purpose and intent of the District is to provide for low-density single family dwellings and related uses. The minimum lot size in the R-1 zone is 9,000 square feet.

R-2 Single-Family (Medium Density Residential District): The purpose and intent of this District is to provide for medium-density single family dwellings and related uses. The minimum lot size in the R-2 zone is 7,100 square feet.

R-3 Multiple Family and Mobile Home Residential District: The purpose of this District is to provide areas suitable for multi-family dwellings, mobile homes, and mobile home parks. The minimum lot size in the R-3 zone is 7,100 square feet.

C-1 General Commercial District: The C-1 District is intended to provide opportunities for the development of commercial uses, services, and enterprises in appropriate areas.

C-2 Central Business District: The Central Business District provides an area that can accommodate a concentration of retail uses in order to contribute to the vitality of downtown Tucumcari.

I-1 Industrial District: The Industrial District provides areas for industrial uses.

In addition to these districts, there is a Special Use District and Planned Unit Development regulations within the City Zoning Code. The Special Use District is appropriate for uses that have unusual characteristics such as dimensions, sizes, effects on surrounding property, or other reasons. The Planned Unit Development provides regulations for the development of large parcels into residential, commercial, and industrial uses.

City of Tucumcari Subdivision Ordinance

The City of Tucumcari Subdivision Ordinance regulates the subdivision of property within the City. The Ordinance was adopted in 1974 and has not been revised since its adoption. As a result, the current Ordinance needs to be updated and brought up to date in terms of consistency with State Statutes. The last major amendment to the New Mexico Subdivision Act passed in 1995.

City of Tucumcari Planning and Zoning Commission

The City of Tucumcari Planning and Zoning Commission makes land use decisions in Tucumcari according to the Zoning Ordinance and Subdivision regulations. The Commission meets once a month to make decisions on cases relating to zone changes, variances, and special use permits.

SIGNIFICANT LAND USE ISSUES IN TUCUMCARI

Reuse of Vacant Buildings Downtown Could Spur Revitalization

Through the course of the public process and through analysis of existing conditions, several issues regarding the use of land in Tucucmari have come to the forefront. These issues are identified within the next section and are later tied to the goals, objectives, and policies that make up this Plan.

Downtown Revitalization

From a land use perspective, Downtown Tucumcari has long been the primary activity center in Tucumcari since its founding. The area remains a destination for government since both Quay County and the City offices are located there. There are also several commercial uses located in the down-

town area. As Route 66 developed, however, attention was refocused to the Boulevard for certain activities. Downtown also suffered when the railroad activities were curtailed, however, the area remains strong for redevelopment opportunities (more about revitalization of downtown is found in the Community Character and Economic Development Elements). Redevelopment could reestablish Downtown Tucucmari as a major regional commercial center. and provide a critical link for getting people off of the Interstate and back into shopping in the area.

County/City Interface

The City of Tucumcari is surrounded by agricultural land on the north and east, while developable vacant land is located on the south and west, all of which are located in Quay County. The primary issues related to County/City interface is that, while the City has zoning within its boundaries, Quay County does not have zoning. The implications of this are that land within the County, adjacent to the municipal boundaries could develop with a use that is incompatible to uses on the Tucumcari side. The City of Tucumcari does not have extraterritorial zoning now and only has subdivision platting authority for three miles. There has been talk of an extraterritorial zoning in the past, but it has never occurred. Extraterritorial zoning would help the City to regulate land uses that occur beyond the City's boundaries. Extraterritorial zoning could be applied that would enhance the agricultural green belt/open spaces on the outside of the City.

Infill and Utilization of Abandoned and Vacant Properties

Tucumcari already possesses an orderly and efficient land use pattern. The majority of the built environment is characterized by a compact urban form, connected by distinct roadway corridors. As is the case with all communities, there are parcels within Tucumcari that have not seen development or buildings that are no longer being utilized for some reason. Tucumcari residents expressed a strong desire that vacant land, buildings, and dilapidated properties within the existing City boundaries be developed or redeveloped, a term referred to as "infill development". Several opportunities for infill exist within Tucucmari and with these opportunities come certain advantages. The primary advantage is that vacant land within the City is typically served by existing City infrastructure, meaning that the City does not have to pay the expense for extending water and sewer lines in places where they do not already exist. Another advantage of utilizing vacant or abandoned properties is that development on these properties removes nuisances to the existing neighborhood such as trash/weed accumulation and/or vagrancy.

Need to Preserve and Enhance Property Values

Another issue to come up at public meetings was the continued desire to protect and enhance the property values of existing neighborhoods in Tucumcari. This is done through continuing zoning enforcement but also to ensure that new development represents the integrity of the existing neighborhood.

LAND USE GOALS, OBJECTIVES, AND POLICIES

In order to address these specific land use issues, the following goals, objectives, and policies have been developed.

Land Use Goal One: To promote infill development on vacant and underutilized lots in Tucumcari

Objective 1.1: Provide incentives such as fee/permit waivers to property owners who wish to develop lots located within the existing Tucumcari City limits.

Objective 1.2: Promote cooperation between neighborhoods, property owners, local businesses, and the Tucumcari Public Schools in encouraging infill development projects.

Objective 1.3: Identify priority infill areas such as the West Route 66 Corridor and ensure that infrastructure capacity is sufficient in these areas to accommodate new growth.

Policy 1A: The City of Tucumcari will prioritize infrastructure improvements to areas containing large parcels of vacant land in order to promote infill development.

Policy 1B: The City of Tucumcari will identify and implement incentives to property owners who wish to develop on vacant lots within the City of Tucumcari.

Policy 1C: The City of Tucumcari will focus all new development on infill development before initiating any significant annexation unless the annexation benefits the health, safety, and welfare of the community.

Land Use Goal Two: To develop/redevelop vacant, underutilized, and abandoned buildings wherever possible in Tucumcari.

Objective 2.1: Demolish and/or remove buildings in Tucumcari that are not historically significant or structurally viable.

Objective 2.2: Coordinate with the Eastern Plains Council of Government (EPCOG), the County and other organizations to identify funding sources and apply for grant monies for redevelopment and rehabilitation of commercial and housing structures.

Policy 2A: The City of Tucumcari will seek removal of or rehabilitation and redevelopment of dilapidated and dangerous

structures through applying for Community Development Block Grants.

Land Use Goal Three: To revitalize downtown Tucumcari as a focal point of the community that includes a mix of retail, office, residential, civic, cultural, and recreational uses.

Objective 3.1: Initiate a downtown redevelopment plan and project that targets improvements to storefronts, streetscape, and building facades.

Objective 3.2: Adopt specific design guidelines for downtown development in order to maintain and enhance its character.

Objective 3.3: Utilize the National and New Mexico MainStreet Program to develop strategies for downtown redevelopment.

Objective 3.4: Study redevelopment efforts in other New Mexico communities like Artesia for their applicability for Tucumcari.

Objective 3.5: Seek redevelopment of the train station area as a major activity center with retail and entertainment opportunities.

Policy 3A: The City of Tucumcari will put an emphasis on revitalization of its Downtown through the utilization of available funding, development, design standards, technical support, and investment.

Land Use Goal Four: To ensure that an efficient pattern of development, which enhances property values, exists in Tucumcari.

Objective 4.1: Study the feasibility of establishing an extraterritorial zoning ordinance and authority in order to guide development occurring within the County but adjacent to Tucumcari's municipal boundaries.

Objective 4.2: Develop and enforce an ordinance that regulates the siting of manufactured homes.

Objective 4.3: Designate additional land for light industrial development within Tucumcari and surrounding area, outside of the Industrial Park.

Objective 4.4: Initiate a revision to the City's zoning ordinance and subdivision ordinances to conform with State

Statutes and the recommendations of this Comprehensive Plan.

Policy 4A: The City of Tucumcari will initiate updates of all of its land use regulations to be consistent with State Statutes and the Comprehensive Plan.

Policy 4B: The City of Tucumcari will develop additional land use regulations as needed to promote quality development.

Policy 4C: The City of Tucumcari will increase the supply of industrial land within the area.

Policy 4D: The City of Tucumcari will support the establishment of an extraterritorial zone if agreement can be made with the County and with support of residents and property owners within the proposed zone.

PREFERRED LAND USE SCENARIO FOR TUCUMCARI

The Preferred Land Use Scenario was developed from two alternatives, which were both developed from the Scenario found in the 1996 Tucumcari Comprehensive Plan. Since 1996, there had only been slight changes in the City's overall development pattern. City residents were presented the Scenario from the existing Comprehensive Plan and another which used the existing Plan map as a base but contained modifications. The 1996 Plan's Map showed areas for short and long term development, however, it failed to call out specific uses by type. As a result, the Scenario did not provide adequate guidance to the City over how land should develop. Another Scenario was created for this current planning process that kept the 1996 Plan Map as a base but showed different land uses as they could potentially develop.

From the two Scenarios, Tucumcari residents provided input on a Preferred Land Use Map, which is found on the following pages. The Preferred Scenario designates specific future land uses as well as overlay zones that could be established in order to preserve certain character aspects of the community. Some of the key features of the Preferred Land Use Scenario include:

Establishment of Residential Areas: The Scenario establishes clear areas for residential development that follows the typical residential pattern already established in Tucucmari. Residential areas should develop in infill areas before expanding in other areas. If annexation is needed, logical annexations could take place to the west and east of the existing residential areas south of Route 66.

Commercial Nodes and Corridors: The Preferred Land Use Scenario would keep nodes of commercial development located at the Interstate Interchanges and linked to the rest of the City through corridors that would allow commercial development. Identified corridors include:

- Mountain Road;
- First Street; and
- Route 66.

Each corridor will allow commercial uses, however, First Street should allow a mix of uses including office, retail, public/institutional, and higher density housing such as senior villages or assisted living centers. The idea behind the mixed use designation is to create an environment where services and dwelling units are located in close proximity to each other and also to allow to provide housing opportunities on the primary entrance to downtown to create synergy with downtown redevelopment efforts. Since First Street is a gateway into the community and primary access to Downtown, design standards should be created to ensure that development is visually pleasing. Although the First Street Corridor does contain single-family homes, additional development of single-family homes on First Street should be discouraged.

Route 66 Design Overlay Corridor: The Preferred Land Use Scenario also designates the Tucumcari Boulevard Design Overlay Corridor. Designation of the Overlay Corridor recognizes the fact that Tucumcari Boulevard has national significance as a historic route (Route 66). The Tucumcari Boulevard Overlay Corridor would provide policy and guidelines for the design and development that occurs on the Boulevard between Mountain Road and 11th Street. The overall intent of the Overlay Zone is to protect the visual quality of the street by encouraging creative design of new construction that occurs in the future. This design relates to parking lot placement, landscaping, screening of trash areas, screening of mechanical equipment, and preservation of the neon signs.

Downtown District Standards: Another important aspect of the Scenario is the Downtown District. The District would function similarly to the Route 66 Design Overlay Corridor in that special development standards related to landscaping, storefronts, parking areas would be established to enhance Downtown Tucumcari and spur revitalization efforts. The District would also ensure that zoning for downtown would specifically allow specialty retail establishments (in order for uses such as bookstores, crafts shops, and coffee shops) could be located in the area.

Establishment of Industrial Areas: The Scenario designates industrial areas along Camino del Coronado and adjacent to the existing Industrial Park on the north side of the City. Industrial land is a category that is currently deficient in Tucumcari so more will be needed in order to create opportunities for economic development.

Reserve Areas: While Tucumcari should have enough land to accommodate short-term growth within its municipal boundaries, certain areas have been designated Reserve Areas. These areas are located outside of the Municipal Limits and could accommodate future residential and commercial growth.

Extraterritorial Zone: The 1996 Tucumcari Comprehensive Plan designated a proposed Extraterritorial Zone. This zone, which establishes a three-mile zoning district, measured from the Municipal Limits The Extraterritorial Zone would permit the City of Tucumcari to regulate zoning in this area in order to ensure that compatible development occurs adjacent to the Municipal Limits. The Extraterritorial Zone would have to be established with cooperation from Quay County and was not implemented. The concept remains attractive to some Tucumcari residents concerned about the County not having zoning in place. The Preferred Scenario keeps this boundary in place if it is to be explored again.

Nature of the Preferred Land Use Map

The Preferred Land Use Map is not a zoning map, nor should it be utilized as such. The City of Tucumcari already has a zoning map, something that the Preferred Land Use map is based upon. Likewise, it is not the intent of the Land Use Element of the City of Tucumcari Comprehensive Plan to be used as a zoning ordinance or zoning regulations. The detailed pattern and location of land uses on a specific property cannot be accurately predicted 20 years into the future. The Planning and Zoning Commission should continue to make small area land use decisions based on Tucumcari's land use regulations, however, the Preferred Land Use Map can play a role in guiding these decisions.

IMPLEMENTATION AND ACTION STRATEGIES

The implemtation and action strategies for Land Use will provide further assistance in guiding growth and development in Tucumcari. These strategies should compliment the Zoning Code and Subdivision regulations particularly after they are revised as recommended below.

Short-Term Strategies (2004 - 2008)

Subdivision Revision: The City of Tucumcari shall initiate a rewrite of its Subdivision Ordinance in order to update the regulations per State Statutes. The Ordinance should be made consistent with State regulations. The Ordinance rewrite should also address any changed conditions that have occurred in Tucumcari since its adoption. Consistency with state statutes should be achieved with the revision.
Timeframe: 2004 - 2005
Responsibility: City of Tucumcari

Zoning Review and Revision: The City of Tucumcari shall initiate a review of its zoning ordinance and revise sections of the regulations that need to be improved. The Ordinance should be revised to reflect the recommendations of the Comprehensive Plan including designation of the Downtown District and Route 66 Overlay Zone. Specific revisions should address:

Overall Development Standards: The City should examine and implement development standards in all zones for new construction in order to protect and enhance property values. The City should encourage buffering between residential and non-residential users, landscaping requirements for commercial uses, wall height, setback requirements, signage, and lighting standards.

Designation of the Downtown Overlay District: The aim of the Downtown District is to establish development and architectural design and development standards for all new development that occurs in the Downtown District. Development standards relating to streetscape, parking, landscaping, and signage.

Establishment of Mixed Use Zone: This zone should allow the location of higher density housing, general retail, and office/medical facilities at designated locations within the City (per the Preferred Land Use Scenario).

Use of Buffers/Transitions: Encourage the use of buffers and transitions of land uses with intermediate intensity to separate higher intensity uses from lower intensity uses.

Timeframe: 2005 - 2006
Responsibility: City of Tucumcari

Historic Route 66 Overlay Zone Document: The City of Tucumcari should seek the services of a planning or landscape professional in the development of the Tucumcari Boulevard Overlay Zone Document. The Document should include standards designed to create a visually pleasing environment along the Boulevard including signage standards, parking lot design, wall height/design, and streetscape standards. Part of the document shall address historic and neon sign preservation. The Standards should address the following components:

- *Building materials:* Including the exclusion of certain building materials such as aluminum siding, metal buildings/paneling, mirrored glass, and unstuccoed masonay units).

- *Building height:* Especially in view corridors of Tucumcari Mountain;
- *Building Size and Scale;*
- *Screening of mechanical equipment and solid waste areas;*
- *Signage standards;*
- *Parking lot orientation; and*
- *Landscaping.*

Timeframe: 2007
Responsibility: City of Tucumcari City Commission

Infill Policy: The City of Tucumcari shall develop an infill policy by ordinance or resolution that establishes the following framework:

- Development will be prioritized on vacant, underutilized, or dilapidated properties within the 2003 municipal boundaries;
- Establishes an incentive program for promoting economic development such as reduced development fees for infill areas within Tucumcari;
- The City should seek to utilize all vacant lots within the municipal boundaries before pursuing annexation unless deemed critical to the health, safety, and welfare of the community;
- Density bonuses, balanced with appropriate open space; and
- Prioritization of infill areas for infrastructure and road improvements.

The policy should also outline infill and redevelopment design guidelines and standards to ensure that the scale, massing, height, and site design of projects are compatible with and enhance the surrounding neighborhoods. During the subdivision review and revision, flexible design guidelines should be created that facilitate infill and redevelopment projects.

Examples of incentives include utility standby charges, density bonuses, allowance of site plan variances, and enforcement programs such as anti-litter charges applied to vacant land. Development on vacant land within the City service area should be as attractive and economical as possible in order to keep pace with the desire to develop outside the City. Other steps to promote infill includes prioritizing improvements to infill areas in order to make infill projects and redevelopment more enticing such as the development of area-

wide stormwater drainage systems, and the assembling of land, which can accommodate new residential development should Tucumcari grow.
Timeframe: 2007
Responsibility: City of Tucumcari City Commission

Annexation Policy: In tandem with the Infill policy, the City of Tucumcari should only consider annexation when there is opportunity for increased municipal revenues or in the event that municipal services are needed in an area to ensure the health, safety, and welfare of the entire community. As part of the infill policy or as a separate annexation policy, the City of Tucumcari should state that annexations will only be considered after a significant reduction in vacant land or in cases where the benefits outweigh the costs. When annexation is needed, the City of Tucumcari should evaluate the benefits of annexation proposals made to the City based upon the following criteria:

- A fiscal impact analysis of the area to be annexed;
- The negative impacts a development area may impose upon the City if not annexed;
- Any necessary capital improvements and anticipated revenues generated by the proposed annexation/development;
- Employment opportunities offered by the annexation;
- The ability to provide services such as land use enforcement regulations, law enforcement/public safety, development standards, and environmental regulations; and
- As needed to close gaps or islands of County land within the current City limits, thereby reducing the confusing situation that can exist in terms of service provision.

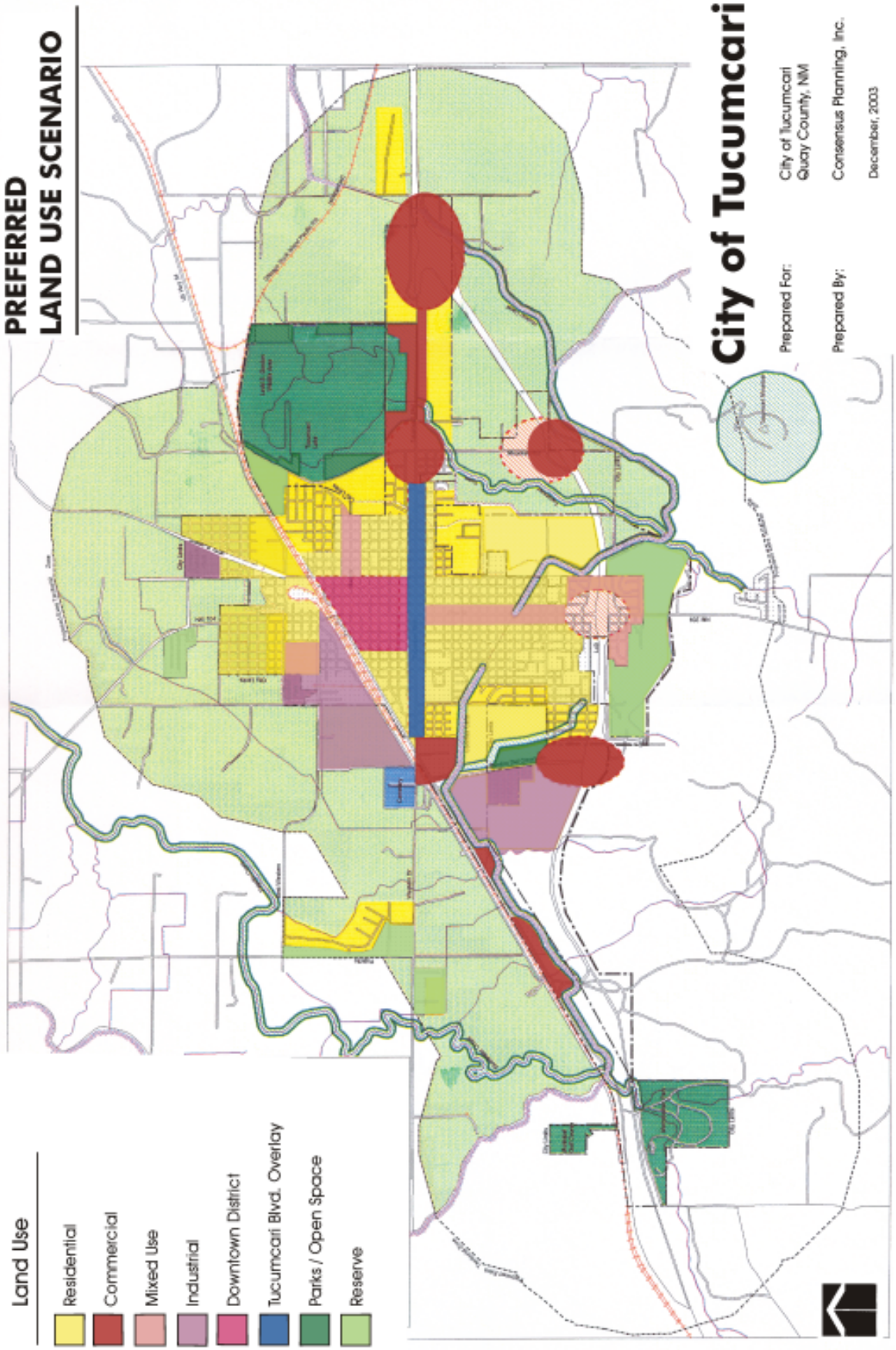
Timeframe: 2007
Responsibility: City of Tucumcari City Commission

Removal of dilapidated and abandoned property: The City of Tucumcari shall seek the removal of dilapidated and abandoned properties that pose a threat to the health, safety, and general welfare of the community. In doing so, the City should seek Community Development Block Grant Funding.
Timeframe: Ongoing
Responsibility: Community Development

Mid to Long-Range Strategies (2008 - 2020)

Extraterritorial Policy: The City of Tucumcari shall explore the feasibility of establishing an extraterritorial zoning (ETZ) within the three-mile area

outside of the municipal boundaries. The Planning and Zoning Commission shall work with the Quay County Manager to identify issues relating to establishment of the ETZ area, identify appropriate zoning and densities, and hold public meetings to identify public issues. After this is completed, the City shall put together a report to be distributed to the County Commission and City Council about the feasibility of the Zone. If found acceptable and feasible, the City shall begin drafting an ETZ Ordinance.
Timeframe: 2010
Responsibility: City of Tucumcari in conjunction with Quay County


PREFERRED
LAND USE SCENARIO
Land Use
Residential
Commercial
Mixed Use
Industrial
Downtown District
Tucumcari Blvd. Overlay
Parks / Open Space
Reserve
City of Tucumcari
Prepared For:
City of Tucumcari
Quay County, NM
Prepared By:
Consensus Planning, Inc.
December, 2003

4. economic development

A CITY OF POTENTIAL

Economic Development History In Tucumcari

During its early history, economic growth in Tucumcari was driven by its location along the railroad and distance from larger settlements of Amarillo and Albuquerque. Many of the same characteristics that made Tucumcari attractive to industries such as the railroad still exist. In recent years, Tucumcari has seen slow economic growth and as a result has lost population throughout the years. This population decline is certainly a challenge but should not be seen as a continuing trend given the community's many assets. The population decline that has occurred has been the direct result of shifts in the transportation industry. The first shift occurred when the railroad transferred its switching station to El Paso, thereby eliminating the community as a major railroad hub. The transfer took hundreds of jobs out of Tucumcari and out of the State of New Mexico. Another shift occurred with the completion of Interstate 40, which essentially followed a route that bypassed the community. Traffic no longer passed through Route 66 and downtown but skirted the City.

These two events changed economic conditions in Tucumcari, however, the community and region still have several strengths that can be marketed to potential new economic growth opportunities. In addition, Tucumcari as a community has recognized the importance of economic growth and has taken steps to provide a sound strategy for facilitating economic development.

This economic development section will build upon these strengths as well as past and existing initiatives to guide Tucumcari, Quay County, and the region in achieving new economic growth and contributing to increasing the vitality of the community. During the planning process, the City of Tucumcari achieved Certified Communities Status. This new program not only provides economic development grants to the City but gives it additional recognition as a business friendly community.

City of Tucumcari/Regional Economic Conditions

Analysis of the existing economic conditions in the community are important for providing a baseline analysis of where the community is in terms of employment, resources, and organizations.

Labor Force Characteristics

The labor force of a community is defined as the population 16 years of age

and over. In Tucumcari, the 2000 US Census identified 4,676 persons as being over the age of 16, with over half of those being in the labor force.

Employment By Industry

The Educational, Health, and Social Services Sector employs the majority of persons in the workforce in Tucumcari. Approximately 600 people are employed in this sector, accounting for 26% of the workforce. This is understandable given the fact that the Tucumcari Public Schools, Mesalands Community College, and Trigg Memorial Hospital are the largest employers in the Community. Retail trade is the second largest industrial sector. Jobs related to the hospitality industry accounts for the third largest industry. Economic Development Table 1 breaks presents a break down of all industries by the number of Tucumcari residents employed in each sector.

Economic Development Table 1: Employment by Industrial Sectors in Tucumcari

Industrial Sector	Number of Persons Employed	Percent of Labor Force (%)
Agriculture, Forestry, Fishing, Hunting, Mining	109	4.8
Construction	155	6.9
Manufacturing	19	.8
Wholesale Trade	23	1.0
Retail Trade	405	17.9
Transportation, Warehousing, and Utilities	144	6.4
Information Technology	67	3.0
Finance, Insurance, Real Estate, Property Management	72	3.2
Professional, Scientific, Management, Administrative	25	1.1
Educational, Health, Social Services	600	26.6
Arts, Entertainment, Recreation, Accommodation, and Food Service	364	16.1
Other Services	116	5.1
Public Administration	160	7.1

Source: 2000 US Census

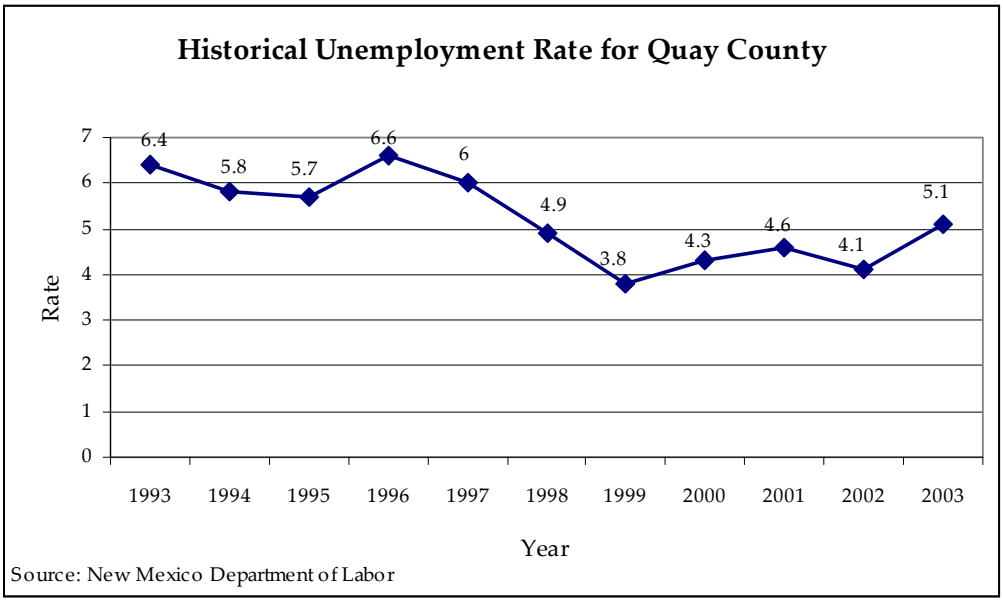
Within Quay County, the Agriculture Industry accounts for 11.7% of employment, many of which are employed on ranches throughout the area. Significant crops that are growing in the area include, alfalfa, hay, wheat, cotton, and sorghum. In addition, the dairy industry is becoming active in the area. Agricultural manufacturing is also present in the area in the form of the cheese plant, which produces several types of cheese that is then shipped nationwide.

Unemployment Rate

Unemployment is tracked by County by the State of New Mexico. Among

many of the regional, eastern New Mexico counties, Quay County has one of the lowest unemployment rates at 5.1% as of August 2003. Curry, Roosevelt, and Union Counties have lower rates than Quay. However, Quay's rate is much lower than many of its neighboring Counties such as De Baca, San Miguel, Harding, and Guadalupe. The US and State rates both register at 6.1% making Quay's rate lower than both the national and state levels. Over the past ten years, the unemployment rate has remained relatively low while showing signs of fluctuation between 6.6% in 1996 to a low of 4.1 in 2002. Economic Development Chart 1 shows the historic unemployment rate for Quay County over time.

Economic Development Chart 1: Historical Unemployment for



The unemployment numbers for Quay County reveal that the City of Tucumcari has largely been immune to existing conditions in the national economy. For instance, 2002 was a high layoff year in the United States related to the national recession, the failure of several high technology businesses, and the terrorist attacks of 2001. During this time period, the unemployment rate actually went down in Quay County. It has only been recently that the unemployment rate has been slowly increasing.

SWOT ANALYSIS

In order to develop a pro-active and effective economic development strategy, it is necessary to analyze existing conditions related to economic development, including strengths, weaknesses, opportunities, and threats. This is generally referred to as a SWOT analysis and provides a baseline analysis of the City's economic development resources and challenges. The SWOT analysis contained within the Economic Development Section was developed by the Greater Tucumcari Economic Development Corporation. The SWOT

Analysis is comprised of the following:

- Strength: A positive condition that the City can build upon in its economic development efforts. Strengths include incentive programs, community assets, and programs that currently exist within the community.

- Weakness: A weakness is a challenge that the Community should work to overcome in order to achieve economic development.

- Opportunity: An opportunity is something that the City can take advantage of in addressing the challenges it faces in economic development.

- Threat: A threat is something that may or may not be within the City's control that in turn can impact efforts at economic development.

Tucumcari/Quay County Strengths

Greater Tucumcari Economic Development Corporation (GTEDC): A major strength of Tucumcari is the GTEDC, a private, non-profit corporation that promotes economic development in the Tucumcari area. Membership is comprised of a majority of businesses in Tucumcari and Quay County. In promoting economic development in the area, the GTEDC has a four year contract with the City, creating a mutually beneficial relationship. The City makes approximately $300,000 in gross receipts on an annual basis to promote economic development. In addition, approximately $130,000 of private funding is paid by GTEDC members each year.

Economic Development Incentives: Tucumcari is one of a handful of communities in the State to enact the Local Economic Development Act of 1994. Under the Act, a community can use up to 5% of the general fund budget to impose a gross receipts tax. Tucumcari is one of the communities to pass a 1/8th economic development gross receipts tax in January 2000, and as a result has been able to spend $38,000 on five projects, including expansion of the cheese plant, which will in turn create jobs. The potential revenues that could accrue to the City is $221,000. In addition, to the tangible benefits of the incentives, by passing the Tax, Tucumcari is seeing as more of a business friendly community.

Transportation and Location: Tucumcari's location has always been a strong asset despite the fact that the presence of the Interstate on the outside of the City has been attributed for some of the decline that has taken place. The Interstate, however, brings several thousands of cars and large trucks through the City each day, many of which stop in Tucumcari for gas, food, and lodging. Tucumcari, along with San Jon is considered to be a gateway community on the east side of the State/I-40 entrance, meaning that it is one of the first locations a traveler can stop after entering the State of New Mexico from Texas.

Tucumcari is also the first major location for goods and services after Amarillo, a distance of approximately 113 miles. As a gateway community, the traveling public often stops in the City to take advantage of the many lodging opportunities that are available in the community. Tucumcari has close to 2,000 hotel rooms and an aggressive marketing campaign to inform people of their amenities. The City collects a significant amount of gross receipts and lodgers tax monies as a result of the hospitality industry. Economic Development Table 2 provides an overview of Lodger Tax monies collected by Tucumcari and other gateway communities in the State.

Economic Development Table 2: Lodgers Tax Collection by Quarter 2002

"Gateway" Community & Direction	3rd Quarter 2002 Lodgers Tax	4th Quarter 2003 Lodgers Tax
Farmington (NW)	$245,281	$193,198
Gallup (W)	$281,510	$227,560
Hobbs (SE)	$32,599	$31,806
Las Cruces (S)	$337,302	$284,732
Lordsburg (SW)	$50,385	$40,044
Raton (N)	$129,294	$58,778
Roswell (SE)	$156,403	$130,971
Tucumcari (E)	$150,749	$120,056

Source: New Mexico Department of Taxation and Revenue

The table shows that Tucumcari takes in a large amount of lodgers tax monies. When compared to other gateway communities with similar demographics, such as Raton, Tucumcari performs better.

In addition to the Interstate, US 54 also passes through Tucumcari. The significance of this corridor is that it serves as a major road that links the northern and Midwestern States to the El Paso and border areas. Making this corridor more viable is the fact that US 285 from Interstate 40 to Roswell and US 70 from Roswell to Alamogordo have recently been expanded to 4-lanes, creating a quicker and more efficient route to get to the El Paso and border area than driving all the way to Albuquerque and then south.

Tucumcari is still served by the Union Pacific Railroad line, which links the Midwestern US states to the West Coast and Mexico. Trains run through the City on a daily basis and the railroad infrastructure is still in good condition. Although trains do not stop for extended periods of time, Tucumcari is still on a major shipping route, which could be explored as an additional economic resource.

Mesalands Community College

Mesalands Community College: Mesalands Community College is a fully accredited institute of higher education located within Tucumcari. The campus is comprised of 23 acres but also has room for expansion of its facilities. The College offers several Associates Degrees and Certificates in both arts and science degree programs. In addition to offering several academic and vocational programs, there are several other ways that Mesalands plays a role in the economic development of the Tucumcari area. These include:

Mesalands Dinosaur Museum and Natural Science Lab, which is a premier facility based upon the area's fossilized mineral deposits. The Museum contains one of the largest collections of dinosaur skeletons, fossils, and replicas of prehistoric animals. This facility not only brings in tourists, but also provides an opportunity for further academic research. The Paleontology Program associated with the Museum and Lab is unique among educational institutions and is something that can continue to be promoted as a strength.

Small Business Development Center at Mesalands Community College is a program that is operated in conjunction with the New Mexico Department of Labor and offers free assistance and training for individuals wishing to start their own businesses.

Mesalands Community College Success Center

The Mesalands Success Center is another strength of the College and Community by providing outreach to minorities, economically disadvantaged students, and first generation college students. In order to administer the program, the US Department of Education awarded a grant to Mesalands College in order to provide tutoring and other strategies designed to help students be successful in their college careers.

Dan C. Trigg Memorial Hospital: Another advantage Tucumcari has is the strength of its health care system anchored by Dan Trigg Memorial Hospital, which offers excellent care for a community the size of Tucumcari. The facility boasts 39 beds as well as several other care options and programs. Other features include a full service emergency room and helicopter access for transport to regional hospitals in Amarillo and Albuquerque. An excellent health care facility is important for economic development purposes since it relates directly to quality of life.

Outdoor Recreation: Tucumcari lies in the middle of some of the best outdoor recreational amenities in the State of New Mexico. Several lakes in the area, including Ute Lake and Conchas Lake offer boating and fishing. For those who prefer river and fly fishing, the Canadian River also offers these opportunities. In addition, Tucumcari is close to mountains and National Forests, which offer camping. In addition, Tucumcari's Municipal Golf Course offers some of the best golfing in Eastern New Mexico.

Climate: Outdoor recreation opportunities are enhanced by the area's climate, which averages 60 degrees for the annual average and ranges from 48 degrees in the winter to the high 80s for the summer. With temperatures like these, Tucumcari has the ability to attract "snow birds", the term used for people who relocate from the northern parts of the Country to areas with warmer climates. Snowbirds are a primary source of gross receipts, lodgers taxes, and property tax monies for those who purchase summer homes. In addition to promoting climate as a potential lure for tourists and snow birds, Tucumcari's climate provides a strength in another way. Tucumcari's abundant sunshine and wind provide it with two potential sustainable and natural power sources - solar and wind power.

Tourism Potential: Both the outdoor recreational and climate aspects enhance Tucumcari's potential as a major tourist center. The recreation and climate, however, compliment other tourist attractions in Tucumcari. Tucumcari is located along Historic Route 66, which passes through the heart of the community. Along Route 66, are original buildings and neon signs that have made Tucumcari famous to many tourists. In addition, several other events bring tourists or visitors into Tucumcari regularly. The Tucumcari Rattler Reunion, for example, brings several past graduates from Tucumcari High School into the City on a yearly basis. Other events such as the Rotary Airshow and the Quay County fair also bring people to the community.

Convention Center: The state of the art Tucumcari Convention Center is a major strength, containing over 30,000 square feet, a 14,000 square foot convention hall, and other areas of floor space. The meeting space at the Center is more than many communities the size of Tucumcari.

Tucumcari Community Resources and Assets: There are several other resources that contribute to the economic strengths of Tucumcari. Some of the resources and assets are owned by the City of Tucumcari while others are part of the community. They are summarized below:

> *Five-Mile Park (Metropolitan Park),* is located approximately 5 miles to the west of the City. The Park and associated facilities, are listed on the National Register of Historic Places. The Park contains a adobe bath house that still stands and a swimming pool, with a 400,000 gallon capacity. The park, bath-

house, and pool are all in need of restoration, however, infrastructure is still in place . Restoration of this amenity would not only enhance Tucumcari's economic development potential but also serve as an important recreation area for the community.

Downtown Train Depot, currently stands vacant after it was closed by the Railroad and is owned by the City. The building is in excellent condition and the building and surrounding area could potentially be a redevelopment magnet for the rest of downtown Tucumcari. Many communities have restored their old railroad buildings into retail, restaurant, and office space. The Train Depot could become the anchor for a larger scale redevelopment and revitalization of Downtown Tucumcari, thus giving locals and tourists alike a reason to come to downtown, thereby spurring more business development in Tucumcari.

Tucumcari Ethanol Plant, is currently for sale. At full capacity, the plant could produce up to 8,220 gallons of ethanol per day. The plant also can produce significant amounts of DDGS, which is a by-product needed for dairy feed. Ultimately, the City would like for the plant to be brought back into production.

City of Tucumcari Industrial Park consists of approximately 22 acres of land that is served by full utilities, paved roads, and rail/freeway access.

City of Tucumcari Municipal Airport boasts four runways, Runway 03, Runway 21, Runway 08, and Runway 26. Runway 03/21 is comprised of 7,100 x 100 ft, which can support corporate jets.

Weaknesses

Leadership Challenges: Economic development leadership is one challenge that the City is working to overcome. The GTEDC has not had a director for the past few months and, as a result, there have been no clear goals or direction for the economic development of the community. Another leadership issue is the fact that consensus has not been reached on the types of industries to pursue and breakdowns in communication between the City, GTEDC, and its members. An opportunity for improved leadership will be gained when the GTEDC hires a new director in Fall of 2003.

Need for Regional Planning: Although not a weakness per se, the need for regional economic development planning is paramount. In addition to the

City of Tucumcari, there are several other entities within Quay County that all play a role in the overall development of the entire area. These entities include the following:

Quay County Government: Major source of employment for the area since all County offices and courts are located in Tucumcari.

The Village of Logan: First gateway into New Mexico from US 54. Traffic coming from Kansas, Texas, Oklahoma, and the Midwest pass through Logan on the way into Tucumcari.

The Village of San Jon: First gateway into New Mexico from Interstate 40. San Jon offers some goods and services for travelers. Travelers heading south to Portales, Clovis, Eastern New Mexico University, the Caprock Amphitheater and Cannon Air Force Base will access State Road 469 through San Jon.

The Village of House: Small community gaining more importance for its potential for wind farms. A new wind farm was recently dedicated on October 1, 2003. Wind power can provide an economic development outlet as well as help the State deal with power issues related to blackouts and dependance on foreign oil. The wind farms contain large 210 foot towers with turbines capable of generating 204 megawatts of power. Approximately 60% of the wind towers in New Mexico are located in Quay County near House.

Ute Lake State Park: Ute Lake State park offers a lake with boating and fishing opportunities. It is a major recreational area for Eastern New Mexico. More importantly, however, is that much of the water used for irrigation and domestic purposed for Easter New Mexico comes from Ute Lake and Conchas Lake (see the Infrastructure Section for additional information).

Conchas Lake State Park: Although, Conchas Lake is located in San Miguel County, it is still a big tourist draw for the area. People visiting Conchas Lake will typically start in Tucumcari, staying in Tucumcari hotels or eating at one of its restaurants.

As a result of the strengths of the region as a whole, more of an effort should be made to coordinate regional planning for the good of Tucumcari and all Quay County communities.

Economic Leakage: Another challenge the City faces is that local residents often drive to Clovis, Amarillo, or Albuquerque to shop for goods and services. This is the result of either certain goods/services not being available in Tucumcari or because of customer service issues. This is referred to as economic leakage since potential gross receipts money spent by Tucumcari residents leaves the community for other areas. Communities where Tucumcari residents spend their money receive the benefit of additional gross receipts tax monies without having to provide additional basic services. In order to stop economic leakage, consumers need to know that goods and services are available in Tucumcari and that shopping in Tucumcari benefits Tucumcari.

Lack of Economic Diversification: Although the industries currently in Tucumcari are strong, there is not a great deal of economic diversification within Tucumcari or Quay County. This means that when fluctuations in a current industry in the City is down, there is potential for loss of jobs and/or gross receipts monies. The major industries present in Tucumcari, education/healthcare/social services, agriculture, and the hospitality industries have been relatively stable, however, it is in Tucumcari's best interest to diversify its economic base.

Increased Wind Power Stations Represent an Opportunity

Size of Ethanol Plant: Although the Ethanol Plant is listed as a strength, its size presents a limitation.

Funding: Although not a true weakness, funding is always an issue for any community when it comes to economic development. Several communities compete for the same pots of State and Federal monies. The challenge for Tucumcari is to become and remain more competitive for these monies. Part of this involves the regular involvement of the GTEDC and the City as partners in promoting economic development in Tucumcari.

SWOT Analysis Table

Economic development in the greater Tucumcari area is driven by many of the issues identified as strengths and/or weaknesses. Strengths and weaknesses/challenges however are not the end of a discussion of economic development. They also lead to opportunities. Weaknesses and challenges, if not addressed, can lead to threats to economic development. Threats can also be attributed to circumstances beyond the City's control, however, identification of these threats are important in understanding how the economy can functions today and can be improved. The Economic Development Table 3 provides an overview of Tucumcari's Strengths, Weakensses, Opportunities, and Threats. This analysis, along with the input received at public and stake-

Economic Development Table 3: SWOT Analysis Table

Strengths	
• Presence of the Greater Tucumcari Economic Development Corporation • Transportation and Location (Interstate 40, US 54, regional improvements to US285 and US 70); • Gateway community in New Mexico for goods and services; • Flow of lodgers tax monies due to presence of quality lodging; • Mesalands Community College; • Mesalands Dinosaur Museum, Natural Science Lab and Tucumcari Historical Museums; • Small Business Development Center at Mesalands; • Mesalands Success Center; • Rattler Reunion brings many people to the area;	• Dan Trigg Memorial Hospital and related health care programs; • Abundance of outdoor recreational activities; • Climate; • Tucumcari Industrial Park; • Available buildings; • Ethanol Plant; • Tucumcari Municipal Airport; • Tucumcari Convention Center as premiere facility among New Mexico communities; • Economic Development tax, 1/8 cent tax provides money for projects and makes Tucumcari appear business friendly; and • Natural gas wells, pipeline, and refinery.
• Weaknesses	
• Lack of economic development leadership; • No clear goals to guide economic development; • Lack of consensus over the types of economic development to pursue in Tucumcari; • Economic leakage to cities like Amarillo, Clovis, and Albuquerque; • Perception of lack of goods and services in Tucumcari'	• Lack of economic diversification; and • Size of ethanol plant.
• Opportunities	
• Redevelopment potential of the Five Mile Park as a tourist destination; • Redevelopment of downtown train depot as retail and office center as an anchor for downtown redevelopment; • Increase of Wind farms/power in Quay County; • Potential of Rail Car repair shop per the results of recent study; • Dairies examining eastern New Mexico for expansion and relocation; • Revenue from 1/8th Economic Development Tax; • Attract retirees and snowbirds to area;	• Strong economic development leadership at the State level, with an emphasis on rural and smaller communities; • Passage of ¼ cent gross receipts tax for development of Ute Lake Water project; • Possibility of more car travel through the area, increased importance of NAFTA corridors throughout New Mexico; • Hiring of Director for the GTEDC; • Lease of Ethanol Plant by American Energy could lead to more jobs for City and area; and • Regional planning with other entities.
• Threats	
• Continued economic leakage to Clovis, Albuquerque, and Amarillo; • K-Mart's economic future still uncertain after bankruptcy; • Long-term drought could continue to impact agricultural industry; • Ute Water Project might not get fully funded	• Gas prices could remain high due to Mideast conflict and could impact car/truck travel; • Funding is limited and many communities are competing for same pots of money; • Population loss; and • Rail service might not support Rail Car Repair Shop;.

Source: GTEDC and Consensus Planning Analysis of Existing Economic Conditions

holder meetings will lead to an economic development strategy that can provide a blue print for future action.

CITY OF TUCUMCARI ECONOMIC BUSINESS PLAN

As a result of the SWOT analysis and previous planning efforts, the GTEDC will update and implement a economic business development plan when the organization hires an Executive Director in late 2003. There are some key elements that a business strategic plan should address and this section provides a general overview of issues that should be addressed.

Certified Communities Initiative (CCI) Program

The Certified Communities Initiative (CCI) Program is a new initiative started by the State of New Mexico that makes funds available to communities throughout the State. The aim of the program is to assist in the creation of economic based jobs in the communities by providing funding and other support in their efforts to retain and expand jobs. Economic based jobs are those that export a percentage of their products or services outside of New Mexico. Tucumcari was chosen and will become "Certified", which provides the following: $5,000 grants/year for two years for a Certified Community to finance economic development projects; Recognition by the State of New Mexico Economic Development Department (NMEDD) that includes a formal award, space on the NMEDD website, recruitment assistance, media exposure, and display booths at future trade shows. Some of the requirements of the program include:

- Establish local economic development organization;
- Develop a two-year community business plan;
- Develop and maintain land and building inventory annually;
- Develop a business retention/expansion program;
- Adopt a local economic development act; and
- Complete a NMEDD community profile with annual updates.

The City of Tucumcari meets the requirements and has achieved Certified Communities Initiative status. However, the information required is still included as part of the City of Tucumcari Comprehensive Plan in order to guide future economic development efforts and to provide a baseline for the future economic development strategic plan, which will be developed after the Comprehensive Plan is in place.

Foundation of the Two-Year Business and Economic Strategic Plan

Regional Opportunities

Successful economic development in the Tucumcari region should build upon regional strengths and opportunities. Transportation, agricultural/agricultural related manufacturing, education, and the hospitality industry are all strong regional industries located within 150 miles of Tucumcari. In addi-

tion, potential for expansion of industries such as the wind farms and dairies are strong.

Potential Target Industries

The following industries represent potential targets for the City to consider in preparing an economic strategic plan. The basis for choosing these industries relies in the fact that there are already similar industries in the region, they correspond to Tucumcari's strengths, and/or require certain locational characteristics already in Tucumcari.

Economic Development Table 4: Targeted Primary Industries

Primary Target Industry	Basis for Targeting	Needs Assessment Criteria
Food Processing (especially related to dairy foods)	• Existing cheese plant and recent decision for expansion; • Presence of agriculture in the eastern and southeastern part of the State; • Excellent highway and interstate access; • Growing presence of dairies; and • Proximity to multi-state population (Texas, Oklahoma, Colorado , Kansas, and New Mexico	• Inexpensive land and utilities; • Access to agricultural products; • Storage and distribution facilities near by; • High speed internet telecommunications due to automation increases in industry; and • Water.
Warehousing/Distribution	• Proximity on a major east/west Interstate and US Highway; • Location of food processing (cheese factory); • Tucumcari Industrial Park for potential location; and • Growing retail opportunities among Big Box retailers in Amarillo and Clovis.	• Ability to construct large buildings; • Inexpensive land; • Easy truck access to Interstate on-off ramps; • Utilities; • Rail access; • Trucking service centers and stops; • High speed internet and telecommunications to process shipments;
Agricultural Manufacturing (manufacturing, processing, assembling)	• Excellent access; • Within half a day drive of the US/Mexico border; • Mesalands Community College for potential workforce training; and • Excellent incentive programs for employer training; and • Tucumcari Industrial Park.	• Skilled workforce available; • Inexpensive land and utilities; • High speed internet and telecommications; • Large customer base (Eastern New Mexico, West Texas);
Senior/Retiree Services	• Aging nationwide and regional population; • Excellent health care facilities in Tucumcari and regional medical centers in Albuquerque and Amarillo; • Growing industry; • Excellent climate; and • Outdoor recreation for retirees.	• Senior friendly community (pedestrian friendly, transportation); • Presence of retailers/pharmacies; • RV Parks; • Senior health care facilities; and • Senior living options.
Tourism/Visitor Attraction	• Climate; • Outdoor recreation; • Route 66 location; • Excellent Convention Center; and • Festivals and special events.	• Strong presence of lodging facilities; • Dining establishments; • Visitor centers; • Truck service centers and stop; • Available exhibition and conference space; and • Retail space.

Source: Consensus Planning industry analysis

In addition to these primary industries, it is also important to build upon other industries and resources that currently exist within the City of Tucumcari. Mesalands Community College and associated programs can be another area upon which to build economic development. The Dinosaur and Natural Science lab offers the potential to build upon existing research being conducted in the area. Marketing the area as a research center could potentially attract others interested in doing geologic research could provide some new jobs in the community and serve to diversify the job base.

Land and Building Inventory

In order to spur economic development, there are several sites within the City of Tucumcari that could be made available for location by potential businesses and companies wanting to locate to Tucumcari and/or expand existing facilities. These sites include:

Economic Development Table 5: Site Inventory

Site (Land or Building)	Potential Users or Industry	Site Characteristics
Tucumcari Industrial Park	Food processors; Agricultural manufacturers; Warehouse/Distribution	22 Acres; Excellent interstate access;
Worley Mills	Agricultural manufacturers; Warehouse/Distribution;	35 Acres; Existing grain elevators; 25,000 square foot building;
Pueblo Mills	Agricultural manufactures; Warehouse/Distribution; Truck Stop.	5.02 Acres; 27,264 square foot building; 65,000 square foot parking lot; Rail adjacent.
Five-Mile Park	RV park; Tourist resort	Would require restoration.
Ethanol Plant	Ethanol production; Ethanol by-product production; Agricultural manufacturing;	Capacity to produce 8,200 gallons of ethanol/day; Can produce 25 tons of DDGS/day
Trailiner Building	Warehouse/Distribution; Trucking Facility;	11,200 square foot building;
Airport Land Industrial Park	Manufacturing; Truck Stop; Warehouse/Distribution	300 Acres;

Economic Development Goals, Objectives, and Policies

An essential part of this Economic Development Element is to outline goals, objectives, and policies to help guide the City of Tucumcari and the GTEDC in achieving job retention and expansion in the Tucumcari area. The goals, objectives, and policies are directly related to the 2004 Strategic Planning Session, industrial targets, and input received at public meetings.

Economic Development Goal One: To promote the coordinated planning, development, and marketing of the Tucumcari Industrial Park.

Objective 1.1. Develop an Industrial Park Master Plan for both the Tucumcari Industrial Park and Airport Industrial Park that provides for adequate infrastructure and shows lot sizes/configurations, circulation, easements, well fields, railroads, and access.

Objective 1.2. Institute a marketing campaign consisting of brochures and signage to promote the industrial parks and work with the State to assist in marketing.

Objective 1.3. To effect industry recruitment nationally, tailoring recruited organizations to the strengths of the Tucumcari Industrial Park, City resources, and community culture.

Policy 1A: The City of Tucumcari supports master planning the Tucumcari Industrial Park as a means of ensuring orderly development at the Park, identifying potential benefits and constraints, and to increase its marketing potential for prospective users.

Goal Two: To promote Tucumcari's senior citizen friendly assets and amenities as a means of increasing the community's appeal as a retirement community and senior destination.

Objective 2.1. Ensure the community's land uses and infrastructure supports and enhances mobility and independence for seniors.

Objective 2.2. Partner with the Tucumcari Parks and Recreation Department to develop senior citizen facilities.

Objective 2.3. Create incentives that all new development and redevelopment projects contain pedestrian friendly design.

Objective 2.4. Through zoning, allow for the creation of mixed-use activity center zones in Tucumcari, characterized by a mix of commercial and residential development.

Policy 2A: The City of Tucumcari will take necessary steps to make Tucumcari a senior friendly community through land use/zoning, street, sidewalk design, by increasing senior activities, and by improving senior facilities as needed.

Economic Development Goal Three: To promote the area's many strengths as a means of increasing tourism to Tucumcari and Quay County.

Objective 3.1. Study the marketing campaigns of other successful New Mexico communities and apply them to Tucumcari.

Objective 3.2. Develop a regional marketing plan promoting the strengths of Quay County, San Jon, Logan, and House.

Objective 3.3. In conjunction with the Chamber of Commerce, evaluate Tucumcari's tourist facilities including the visitor's center and signage for clarity.

Objective 3.4. Promote the development of RV parks in the Tucumcari area in appropriate locations.

Objective 3.5. Seek/acquire State and Federal grants to develop and maintain recreational trails within the 5-Mile Park.

Objective 3.6. Seek Federal and State funds to develop and enhance outdoor recreation areas and facilities in Tucumcari.

Policy 3A: The City of Tucumcari will form a marketing campaign which will emphasize area amenities.

Policy 3B: The City of Tucumcari will seek areas of regional cooperation when marketing the area for tourist attraction.

Policy 3C: The City of Tucumcari supports well planned, and maintained Recreational Vehicle Parks locating in the City at appropriate areas.

Economic Development Goal Four: To diversify the economy by growing existing businesses and attracting new industry to Tucumcari.

Objective 4.1. Pursue state and federal grants that contribute to the development of small businesses in Tucumcari.

Objective 4.2. Utilize the Certified Communities Initiative monies to recruit and expand businesses in Tucumcari.

Objective 4.3. In conjunction with Mesalands Community College and GTEDC, study the feasibility of establishing a small business incubator in Tucumcari.

Objective 4.4. On an annual basis, work with the New Mexico Economic Development Department to update and maintain a current community profile and land/building inventory on the State's website.

Objective 4.5. In conjunction with GTEDC, identify and recruit industrial manufacturers, distribution, logistics, and transportation companies to locate in Tucumcari.

Objective 4.6. Reestablish the presence of the railroad in Tucumcari, further to expan rail related industries, and build a rail spur.

Objective 4.7. Within retail sector, eliminate the monopoly business atmosphere and encourage oligopoly and hyper competitiion through recruitment of diverse retail organizations.

Policy 4A: The City of Tucumcari supports programs aimed at business retention while actively recruiting new industries to the City that are appropriate for the community in terms of scale, wages, and output.

Policy 4B: The City of Tucumcari will support the establishment of a small business incubator in Tucumcari for the purposes of growing small businesses.

Policy 4C: The City of Tucumcari will actively recruit businesses that will increase job opportunities in the City.

Economic Development Goal Five: To take a leadership role in coordinating economic development activities with other regional communities and entities

Objective 5.1. Develop an Economic Development Mission Statement that helps direct all economic development decision making in Tucumcari, Quay County, and the region.

Objective 5.2. Continue to partner with Mesalands Community College on economic development programs, training, and assistance.

Objective 5.3. Support and work cooperatively with the Chamber of Commerce and GTEDC to identify economic development projects appropriate for Tucumcari.

Objective 5.4. Appoint a City staff member to liaison with the Chamber of Commerce, GTEDC, Mesalands Community College, and the Tucumcari Public Schools.

Objective 5.5. Form a collective lobbying effort in order to promote regional projects that would increase economic development potential for all communities in the area.

Policy 5A: The City of Tucumcari will develop and maintain the necessary partnerships with other entities for the purposes of promoting economic development in Tucumcari and Quay County.

Policy 5B: The City of Tucumcari will stay actively involved in the activities of the GTEDC and will communicate regularly with other entities regarding economic development strategies.

Policy 5C: The City of Tucumcari will support, through the passage of resolutions, activities that promote economic development in Tucumcari.

IMPLEMENTATION AND ACTION STRATEGIES

The following implementation and action strategies are designed to assist the City of Tucumcari in achieving the economic development goals, objectives, and policies. Although the primary responsibility for implementing these economic development goals and objectives of this Comprehensive Plan rest with the City, because of the relationship with GTEDC a partnership between the two entities should be fostered to accomplish the goals and objectives.

Short-Term Strategies (2004 - 2008)

Economic Development Strategic Plan: The City of Tucumcari shall build upon this Economic Development Element by seeking the development of a detailed Economic Development Strategic Plan. The Plan should address the industrial targets in greater detail, plan for the use of Economic Development Tax monies, national industry recruitment, and develop a marketing campaign for Tucumcari. The Plan should also address regional opportunities with the other Quay County communities and entities of Quay County, Logan, San Jon, and House. The plan should also contain an economic mission statement that directs future economic development within the Tucumcari area. Finally, the Plan shall outline a strategy on how the City will earmark income derived from the Economic Development Tax.

Time Frame: 2004 - 2005

Responsibility: City of Tucumcari in conjunction with the GTEDC

Retention and Expansion Committee: The City of Tucumcari and the GTEDC shall establish a Retention and Expansion Committee, made up of City and area business leaders. The Committee should be made up of 8-10 leaders from the public sector and local business community. The Committee should focus on:

- Collecting and providing information to local businesses on incentives for expansion of their businesses;
- Identification of new programs designed to assist in expansion and retention activities;
- Contact local businesses regularly to discuss business expansion and retention opportunities; and
- Assist in distribution, collection, and analysis of the NMEDD questionnaire.

Timeframe: 2004 - 2005
Responsibility: City of Tucumcari in conjunction with GTEDC

Visitor Questionnaire: The development of a visitor questionnaire can yield some valuable information such as the nature of activities visitors took part in, where they shopped, what amenities are needed in the City, if they will come back to visit, and reasons why or why not they will visit again. Questionnaires can be placed in motel rooms throughout the City and at other locations. Questionnaires should include the following questions:

Visitors name and residence: This is important to pinpoint the areas which contribute a large concentration of visitors. These areas can become prime targets for promoting Tucumcari.

What brings you to Tucumcari? This question will yield responses on why people are coming to the City.

What have you noticed or liked about Tucumcari?: Answers to this question will provide an indication about amenities people liked or remembered about the City. It will provide a baseline as to how outsiders see the community.

Other questions can be added as appropriate. It is important to evaluate the questionnaires regularly. Cooperation with motel owners and management will be needed to have questionnaires placed in rooms.
Timeframe: 2005
Responsibility: City of Tucumcari in conjunction with GTEDC

Quick Response Team: Another committee that needs to be formed is a Quick Response Team that can respond to inquiries from companies looking to locate in Tucumcari. The Team should be composed of local realtors specializing in commercial and industrial land, local utility companies that speak to telecommunication and infrastructure issues, a GTEDC member that can provide information on incentives programs, and City representative that can package any requested information and forward it to the appropriate contacts. In lieu of a separate team, a quick response team could be another function of the Retention and Expansion Committee.
Timeframe: 2004
Responsibility: City of Tucumcari in conjunction with GTEDC

GTEDC Website: Developing a GTEDC website would be a major marketing tool, giving Tucucmari more of an opportunity to promote itself to national and state interests. Thus far the Chamber of Commerce and City of Tucumcari both have websites, however, a GTEDC website would be focused on economic development and provide updated statistics, building/land inventory, Website construction can be completed fairly quickly. At a minimum, the site should contain the following elements:

Community Profile: The community profile link should contain information about education, workforce demographics, socioeconomics, housing, and charts/figures that provide a visual illustration of the data. In addition, comparative information comparing Tucumcari to other regional communities should also be provided.

Industrial Profile: This link should contain information on the business activities that are currently taking place in Tucumcari. This section should also contain a list of major employers, links to their websites, and show some of Tucumari's strengths.

Land and Infrastructure: This section of the website should provide information on Tucumcari's utilities, telecommunications, transportation, access, and land/building inventory. The website should contain a map of sites available.

Quality of Life: This link should contain information about Tucucamri as a place to live, work, and play. It should contain information and photos about recreational facilities, golf, arts/entertainment/humanities, community events, and community facilities like the convention center.

News: The latest news about the City, County, and New Mexico should be contained in this link. Include hotlinks to the Quay County Sun and other regional media, Chamber of Commerce, and vice-versa.

Time Frame: 2003-2004
Responsibility: GTEDC

Business Forum: Several communities and Economic Development Corporations have used business forums as a means of strengthening business ties, exchanging ideas, and promoting retention/expansion efforts. These forums often lead to increased idea sharing and collaboration among local businesses in addressing common issues. Challenges and solutions can be discussed, potential roadblocks to business development are identified, and opportunities for increasing business in Tucumcari examined. The GTEDC in conjunction with the City of Tucumcari, and Chamber of Commerce should coordinate these forums on a montly basis. Each meeting should focus on one issue such as customer service, workforce incentives, or community business climate. The forums should involve businesses from San Jon, Logan, House, and Quay County.

Time Frame: 2004 - 2005
Responsibility: GTEDC in conjunction with the City of Tucumcari

Grants and Programs Research and Implementation: As part of an ongoing retention and expansion strategy, the Retention and Expansion Committee shall research and apply for funding for economic development uses. In addition, the Committee shall make recommendations to the GTEDC and City of Tucumcari on how grant monies and money from the Economic Development Tax shall be spent.

Timeframe: Ongoing (after Retention and Expansion Committee is formed)
Responsibility: Retention and Expansion Committee and GTEDC

Industrial Park Master Plan: Master Planning the Industrial Park would provide a tremendous marketing tool. The City should have a master plan prepared for its industrial parks that show lot configuration, lot size, access points, and identify infrastructure improvements. In addition, the Master Plan should take into consideration well fields that already exist at the Industrial Park. A color graphic should be generated showing the Industrial Park Master Plan that can in turn be sent to interested businesses and placed on the website.

Time Frame: 2006 - 2007
Responsibility: City of Tucumcari

Coordinated and Targeted Marketing Strategy: Based on the final analysis of the Economic Strategic Plan and identified industries appropriate for Tucumcari, the City in conjunction with the GTEDC should begin a marketing strategy in which businesses within the target industries are contacted. Site selection criteria should be identified and marketing should follow that identify how Tucumcari meets these attributes. In developing a marketing strategy, the GTEDC should study other successful marketing campaigns of

other communities in New Mexico and West Texas and apply some of these techniques to Tucumcari.

Time Frame: 2007 - 2008
Responsibility: GTEDC in conjunction with the City of Tucumcari

Recreational Vehicle Park Development: The GTEDC should market Tucumcari to developers of Recreational Vehicle Parks. The City's climate, location along the Interstate, and outdoor recreational opportunities should be provided as strengths. New and improved RV parks are crucial in the City'a ability to lure tourists and seniors to the area.

Time Frame: *On-going*
Responsibility: GTEDC

Mid to Long-Term Strategies (2008 - 2022)

Downtown Revitalization: Revitalizing downtown can be accomplished by the Community and contribute to increasing the overall economic health of the Community as well as creating a focal point for the community. Today, the focal point of the Community is Route 66, which can still be part of an overall downtown economic development strategy, since it would more than likely form a southern boundary of a revitalization district. In order to revitalize Downtown Tucumcari, the City needs to accomplish certain tasks, including (this section can be cross referenced with strategies found in the Community Character Section):

Definition of a Downtown Area: A recent study done by the University of Wisconsin in 1999 indicate that a downtown core should for a community the size of Tucumcari should form a radius of 3/8ths of a mile. Each community can be flexible however, but it is important that the City define its downtown in order to concentrate improvements.

Ensure a mix of uses allowable in Downtown: Zoning in downtown Tucumcari represents a mix of C-1 and C-2 uses, which both allow a range of commercial uses. Successful downtowns in other communities contain a mix of specialty retail, restaurants, entertainment, and housing. Speciatly retail often involves smaller shops that specialize in one type of product not available in other parts of the community such as an arts and crafts store.

Revitalization of the Train Depot as a retail, entertainment facility: There are several sources of funding that could potentially provide leverage in the redevelopment of the Train Depot. Revitalization of train depots have proven successful in other communities such as Las Vegas and Santa Fe, where those buildings have been used for retail and restaurants.

Signage: Signage that points out certain downtown amenities and/or services can be provided that show visitors and residents alike where to go for certain goods and services. A theme can be established for signage that point people in the direction of City Hall, Quay County Courthouse, the Train Depot, and shopping areas.

Mainstreet Program: The City should utilize the Mainstreet program in redesigning its downtown. The Program provides assistance that can help with streetscape and storefront improvements.

Pedestrian and Streetscape Improvements: Creating a pedestrian friendly environment is crucial to spuring economic revitalization of the downtown area. Installing lighting, street trees, street furniture, as well as including walkways on downtown streets could help facilitate a pedestrian friendly environment. This also fits in with the City's desire to create a senior friendly community since seniors prefer pedestrian amenities.

Time Frame: 2008 - 2015
Responsibility: City of Tucumcari

Recreational Marketing Initiative: In order to enhance tourist opportunities and attract seniors to Tucumcari, current tourist amenities need to be marketed. The City, GTEDC, and Chamber of Commerce should work together and develop activity packages that other communities have been successful in offering. Activity packages include a group of activities that is in turn marketed at RV Clubs and senior groups. Packages typically include an activity and is complemented by food and lodging. For example, given Tucumcari's climate, a package can be centered around golf, fishing, boating, swimming, and lodging.

Time Frame: 2011
Responsibility: GTEDC, City of Tucumcari, and Chamber of Commerce

Development of a Small Business Incubator: A small business incubator could help lead to new and expanded businesses locating within Tucumcari. Small business incubators can help in the retention of businesses and assist in developing the workforce. A small business incubator is generally a building and/or space that is offered to new small businesses at a nominal fee. In addition, certain technical assistance is also available to the businesses. An incubator in Tucumcari would be enhanced by the Small Business Center located at Mesalands Community College, which could provide technical assistance easily. It might also be to the City's advantage for the incubator to be located at the College. Other successful incubators that the Community might want to research exist in Taos, New Mexico and Early, Texas. These

incubators would be appropriate for Tucumcari to study since they are both smaller, rural communities. Establishment of an incubator would require a minimum of $300,000 to get started. Monies could come from Economic Development Tax monies and grants.

Time Frame: 2012
Responsibility: City of Tucumcari in conjunction with Mesalands Community College

5. Housing

BACKGROUND

Ensuring that housing exists for all residents regardless of income level is one of the primary functions of local goverment. The purpose of this housing element is to provide guidance to the City of Tucumcari in understanding its housing need and finding ways to provide for housing through both public and private means. The community's primary concern related to housing is to maintain an adequate supply of a wide range of housing choices available to all Tucumcari residents in the various stages of their lives. This housing element focuses on all types of housing, including the provision of higher end homes, entry level housing, senior housing, and low income housing.

GREAT NEIGHBORHOODS

The vast majority of Tucumcari's residential areas are located in neighborhoods located to the south of Route 66. Driving through these areas, it is easy to see that the majority of the community is made up of large, well established neighborhoods connected by a network of residential streets. The north-south streets are generally wide, while the east-west streets are narrow. The majority of Tucumcari's 3,026 housing units are located between Rock Island Street on the east and 11th street on the west and Route 66 and Interstate 40 on the north and south. In addition, however, there are other areas where residential development has taken place in Tucumcari. Another significant area is located north of Route 66. and east of Rock Island Street. The average residential lot size within the City is 7,100 square feet. Many of Tucumcari's neighborhoods are established and have mature trees lining the streets and yards, providing shade and giving the neighborhoods an inviting feel.

HOUSING INVENTORY

A primary focus of this housing element is to provide a detailed housing inventory and analysis. This section will provide an overview of housing types in the City and identify other housing characteristics that exist in Tucumcari.

Breakdown of Housing Units

As stated above, there are 3,026 total housing units in Tucumcari, with the majority being comprised of single family detached units. In fact, unlike many communities in New Mexico, Tucumcari has a smaller amount of manufactured homes. Housing Table 1 shows the total number of housing units by type within the City of Tucumcari.More than half of the housing in Quay County is located in Tucumcari. There are a total of 5,664 dwelling

units in the County, meaning that 53% of all housing in the County is located in Tucumcari.

Housing Table 1: Housing by Type in Tucumcari

Housing Type	Number of Units	Percentage of Housing Stock
Single Family Detached	2,260	74.7%
Single Family Attached (townhomes, duplex, fourplex)	58	1.0%
Multi-family Units	411	13.6%
Manufactured Homes	297	9.8%
TOTAL NUMBER OF UNITS	**3,026**	**99.9%**

Source: 2000 US Census

Of the 3,026 housing units in Tucumcari, approximately 81.2% are occupied. The vacancy rate for housing units in Tucumcari per the 2000 US Census was identified as 18.8% for all housing types and units. Approximately 1,297 of the units are considered to be occupied by their owners as opposed to renters.

Age of Housing

An analysis of housing ages indicates that the majority of homes in Tucumcari were built prior to 1969 and 1,547 units were actually built after 1959. The large number of homes built long ago may mean that some homes qualify for historical preservation status, making the owners eligible for certain tax credits. The older age of homes may also mean that some may need rehabilitation, something that can be provided for through grants for homeowners under limited and/or fixed incomes. The table below identifies the age of homes in Tucumcari, indicating when they were built or placed on the lot (in the case of manufactured homes) and the number per year.

Housing Table 2: Age of Housing In Tucumcari

Year Housing Was Built	Number of Units	Percentage of Housing Stock
1990 – 2000	151	5%
1980 – 1989	281	9.3%
1970 – 1979	437	14.4%
1960 – 1969	610	20.2%
1940 – 1959	1,173	38.8%
1939 or Earlier	374	12.4%
TOTAL	**3,026**	**100%**

Source: 2000 US Census

Median Value of Housing in Tucumcari

Housing values in Tucumcari range greatly, however the median value of housing totals $48,900. Home values indicates the appraised value. A little more than half of the owner occupied housing units in Tucumcari fit into this range. However, there are significant numbers of homes priced over $100,000. As of 2000, there were eight homes priced over $500,000 indicating that developers are willing to build higher end housing in the community. Housing Table 3 shows the range of housing values within Tucumcari. A survey conducted during the New Mexico Mortgage Finance Authority Consolidated Plan process indicated that average sales price of homes in Quay County was $77,500. The difference between the value and the average price is that the value figure represents the assessed taxable value that the County estimates, which is how property taxes are based. The sales prices is more likely based on an appraisal, which in turn provides the owner with a selling price.

Housing Table 3: Housing Value Range for Owner Occupied Housing Units

Value of Homes	Number of Homes in Value Range	Percentage of Housing Stock
Less than $50,000	668	51.5
$50,000 - $99,000	431	33.2%
$100,000 - $149,999	115	8.9%
$150,000 - $199,999	22	1.7%
$200,000 - $299,999	47	3.6%
$300,000 - $499,999	6	.5%
$500,000 - $999,999	8	.6%
$1,000,000 or more	-	

Source: 2000 US Census

Mortgages and Rents in Tucumcari

The median mortgage that home owners in Tucumcari pay, as recorded by the 2000 US Census, is approximately $587 per month. The median rent paid by renters is approximately $294 per month. The majority of people in Tucumcari with mortgages spend less than 15% of their household income on mortgage.

HOUSING PROGRAMS IN TUCUMCARI

Tucumcari Housing Authority

The Tucumcari Housing Authority oversees the City's supply of public housing and rental units. The Authority manages five public housing projects consisting of 90 units. Many of the units were constructed in the late 70s and consist of a mix of efficiency apartments, and multi-family apartments consisting of one and two bedroom duplexes. In order to qualify for a unit, an individual or family must meet certain income qualifications and be placed on a waiting list.

Residential Neighborhood In Tucumcari

In addition to managing the City's public housing units, another key responsibility of the Tucumcari Housing Authority is the administration of several subsidized housing programs that fall under the umbrella of the Housing and Urban Development Agency's Section 8 program and the US Department of Agriculture. In total, there are approximately 100 subsidized units in Tucumcari, mostly made up of 1 to 2 bedroom apartments. The Authority also assists in rehabilitation and homeownership. This year, the Authority will oversee the rehabilitation of nine homes in the Tucucumcari area.

One of the goals of the Tucumcari Housing Authority is to develop a "one-stop shop" for housing services. The One-Stop Shop would be set up to provide residents in Tucumcari with one source for all the information they would need concerning affordable and public housing assistance in the area. This would save them time from going from office to office seeking information on available programs.

Eastern Plains Community Action Agency

The Eastern Plains Community Action Agency, located in Tucumari, provides one-time assistance with rent, among other services. In addition, the organization provides assistance with utilities, food, and educational materials.

Region IV Housing Authority

The Region IV Housing Authority is managed out of the Eastern Plains Council of Governments, located in Clovis, and helps to manage public housing projects throughout the greater Tucumcari area. While the Tucumcari Housing Authority is responsible for housing projects within the Tucumcari Municipal Boundaries, the Region IV Housing Authority manages projects in some of the outlying communities and unincorporated areas within Quay County.

New Mexico Mortgage Finance Authority 2003 Action Plan

Each year, the US Department of Housing and Urban Development (HUD) requires that the State of New Mexico prepares an Action Plan for housing and community development. The purpose of the plan is to ensure the continued funding of housing and community development activity throughout the State. Part of the Action Plan identifies potential funding that the State will receive from the Federal Government and prioritizes the Counties where these funding programs will be utilized. The 2003 Action Plan also identifies the expected funding that will be provided per activity. The New

Mexico Mortgage Finance Authority has prioritized the following funding programs for Quay County:

> *Owner Occupied Housing Rehabilitation Program (HOME Program):* This program makes assistance available for homeowners earning below 80% of the area median income. The assistance can be used to aid homeowners in bringing their homes up to codes, ordinances, weatherization, ADA accessibility, utility connections, and removal of lead based paint.

Quay County was chosen for this program based on several criteria including the proportion of units constructed before 1980, the proportion of homeowners over the age of 65, and current homeownership rate. In addition to the HOME Rehabilitation Program, the City of Tucumcari also qualifies for Community Development Block Grants that it can use for housing purposes. The program is part of the Small Cities (CDBG) program, which is distributed to local goverments that meet certain thresholds through a competative application process. CDBG funds for housing activities can be specifically used for clearance of dilapidated housing, demolition of delapidated housing, repair, rehabilitation, reconstruction, modernization, code enforcement, and historic preservation.

HOUSING NEEDS AND DEMAND IN TUCUMCARI

Housing needs and demand in Tucumcari varies greatly in terms of types of housing products, maintenance, and rehabilitation. All communities need a diversity of housing products and Tucumcari is no different. There is a need and/or desire for additional public housing units, multi-family units in complexes with residential amenities, higher end subdivisions, and senior housing. In addition to the market providing additional housing units, there is a need to maintain the current housing stock that currently exists in the City. This is especially important for those residents on fixed incomes or do not have the means to maintain and weatherize their homes.

Construction of New Homes and Subdivisions

In terms of new homes being built in the City, additional growth will fuel the development of housing in Tucumcari. A challenge that the City has been facing in the past few years is a lack of significant population growth to make larger scale subdivisions profitable to develop. New homes that have been constructed in Tucumcari have typically been custom homes on individual lots indicating that there is a market for these type of homes. Tucumcari has several vacant lots that are capable of accomodating the construction of an individual home. As Tucumcari is successful in attracting a high degree of economic development, it is reasonable to assume that an increase in the development of new residential subdivisions to supplement the existing housing stock will follow. In this case, Tucumcari must demonstrate that it has sufficient residential land available in order to attract developers. The Future Land Use Map found in the Land Use Element shows areas for future resi-

dential development. Some residents expressed the need for higher end housing to be built in Tucucmari. Higher end housing is generally defined as homes typically priced above a certain amount, available to upper middle class groups. Diversification of the housing stock in this manner will help to preserve and enhance property values in Tucumcari.

Given existing conditions in Tucumcari, the City does have enough vacant land to accomodate short term housing development. As the City grows, however, it may need to look at other areas in which future housing can be developed. This may include annexation and/or changing zoning of underutilized land.

Multi-Family Housing in Tucumcari

Demand for Multi-Family Apartment Complexes with Amenities

Another type of housing product that some residents expressed a need for is apartment complexes that contain residential amenities such as pool, sauna, fitness center, laundry facilities, on-site management, and a range of floor plans. Such complexes can play a role in helping retain young professionals not quite ready to purchase a home.

Increasing Demand for Senior Housing

Demand for senior housing is growing nationwide as the population ages. This is true in Tucumcari as well and planning for providing a variety of housing types is needed. In addition, development of senior housing can also represent a significant economic development generator (please see the Economic Development Element). The national trend of many retirees is to locate in places with a mild, dry climate. Recently, New Mexico has been making inroads with Florida and Arizona as a destination for retirees, either as permanent residents or seasonal visitors. Communities that can demonstrate that they are meeting the senior housing demand will be looked upon before others as relocation destinations.

Senior housing can be comprised of several different types of categories. Often, senior housing falls into the category of multi-family housing but it needs to be treated differently since it applies to an age-specific segment of the population. The various types of senior housing can include the following examples:

Retirement Community: Retirement communities are age-restricted developments, which may include any housing type offering private and semi-private rooms, including detatched and attached dwelling units, apartments, and residences. These communities are often geared toward active retirees and often contain amenities such as health/fitness facilities, recreational ac-

tivities, golf course, club houses, and other common areas that promote social interaction.

Assisted Living Facilities: Assisted living facilities offer housing for semi-independent seniors that provide private rooms, meals, personal care, and supervision of activities and medication. Other services such as recreational activities, financial consultation, and transportation may also be provided. Assisted living facilities are sometimes combined with other types of housing, such as congregate apartment housing for the elderly and residential health care facilities.

Graduated Care Community: These facilities are age-restricted developments that provide a system of graduated care that range independent living to long-term bed care, and enters into contracts to provide lifelong care in exchange for the payment of montly fees. Health care services are provided as well as meals with common dining room facilities, physical therapy services, and recreational facilities.

Nursing Home: Nursing homes are licensed to provide health care under medical supervision for 24 hours a day and may include long-term skilled nursing facility or an immediate care facility on site.

Increasing Home Ownership

One of the major aims of housing programs in the Tucumcari area is to expand home ownership in the City over the next few years. Over the next two years, the Tucumcari Housing Authority would like to provide home ownership opportunities to 25 people. To facilitate with this goal, the Authority would like to utilize funding programs that provide homebuyer assistance. such as the Homebuyer Assistance/Payment Saver program. Working with local banks in order to leverage resources that could help qualified individuals with downpayments.

HOUSING GOALS, OBJECTIVES, AND POLICIES

The following goals, objectives, and policies will help to implement strategies designed to help address housing issues in Tucumcari. Each of the goals, objectives, and policies address the need to continue to provide affordable housing opportunities, the need for diversifying the City's housing stock, meeting the need for senior housing, and ensuring that property values in the City will be enhanced.

Housing Goal One: To provide quality affordable housing opportunities for those who qualify in Tucumcari.

> *Objective 1.1 Continue to provide rehabilitation assistance such as weatherization to people on fixed incomes in Tucumcari.*

Objective 1.2. In conjunction with the Housing Authority, create a one-stop shop for people seeking assistance from Housing Authority Programs.

Objective 1.3. Seek partnerships with local banks to provide Section 8 financing.

Objective 1.4. Continue to work with the New Mexico Mortgage Finance Authority to expand housing programs in Tucumcari.

Policy 1A: The City of Tucumcari will continue to support efforts by the Tucumcari Housing Authority to provide assistance to qualified individuals in meeting their housing needs.

Policy 1B: The City of Tucumcari will enter into partnerships with the private and public sectors in order to provide housing opportunities for every Tucumcari resident.

Housing Goal Two: To develop and expand senior housing options characterized by independent living villages, assisted living centers, nursing homes, and apartments.

Objective 2.1. Integrate appropriate types of senior housing with other housing types and in mixed-use activity center zones.

Objective 2.2. Plan the location of senior housing with easy access to services, such as grocery stores, pharmacies, and doctors offices; and with mobility and independence as primary considerations.

Policy 2A: The City of Tucumcari supports the establishment of mixed-use areas within the City appropriate for locating senior housing and support services in close proximity.

Housing Goal Three: To promote housing development in established areas of Tucumcari before expanding outside the established city boundaries

Objective 3.1.Coordinate with Eastern Plains Council of Government (EPCOG), the County and other organizations in developing incentive programs and policies that promote infill housing.

Policy 3A: The City of Tucumcari supports infill development in order to increase housing opportunities within the City by seeking incentives that promote infill development and by prioritizing infrastructure improvements in infill areas.

Housing Goal Four: To promote redevelopment of vacant lots, and underutilized and abandoned housing structures

Objective 4.1.Identify abandoned and dilapidated housing structures and abandoned lots in need of redevelopment and rehabilitation.

Policy 4A: The City of Tucumcari shall continue to seek the removal of properties that are abandoned, dilapidated, and do not adhere to building codes in order to protect the health, safety, and welfare of the Community.

Policy 4B: The City of Tucumcari will apply for grants and funds that allow it to pay for removal of unsafe structures.

Policy 4C: The City of Tucumcari will establish redevelopment areas that will prioritize redevelopment of dilapidated and abandoned structures within the municipal limits that then can be used for housing.

Housing Goal Five: To provide housing opportunities within walking distance of shopping and other services, especially for senior housing and at a cost affordable to the range of Tucumcari households.

Objective 5.1. In conjunction with efforts for redevelopment of the downtown district, identify opportunities for a mix of housing opportunities for seniors and all community members.

Objective 5.2. Create and connect the infrastructure needed to allow pedestrian connections to established and newly developed commercial centers and mixed-use activity center zones.

Objective 5.3. Require new residential development to include pedestrian access and infrastructure that connects to commercial centers.

Objective 5.4. Develop pedestrian design standards that promote safe and inviting pedestrian environments.

Objective 5.5. Ensure that all new subdivisions that get developed in Tucumcari are ADA compliant.

Policy 5A: The City of Tucumcari should adopt design standards for residential subdivisions that contain pedestrian connections and which demonstrate ADA compliance.

Housing Goal Six: To develop guidelines for maintenance of existing housing and landscape that enhances Tucumcari's community character.

Objective 6.1. In conjunction with Homeowners' Associations, developers, local contractors, the Chamber of Commerce, and others, encourage design and development guidelines for housing develop-

ments that encourage and promote Tucumcari's unique environment and sense of place.

Policy 6A: The City of Tucumcari will adopt design standards for residential areas that address landscaping (xeriscaping), wall design, setbacks, subdivision lighting, street design, and heights in order to enhance property values.

IMPLEMENTATION AND ACTION STRATEGIES

In order to guide the City of Tucumcari in reaching its housing goals, objectives, and policies, the following implementation and action strategies have been developed.

Short-Term (2003 - 2008)

Homebuilder Association Marketing: On an on-going basis, the City should contact and provide information on vacant land and community demographics to the Homebuilders Association in order to facilitate housing construction in Tucumcari. The City should be committed to working with the Homebuilders Association as a means of keeping developers informed of housing development opportunities.

Timeframe: Annually
Responsibility: City of Tucumcari

Housing Grant Application: On an on-going basis, the City should continue to apply for community development block grants, HOME funding, and other HUD monies in order to continue to provide for the housing needs of the community. Part of this process should be continued monitoring of and participation in the New Mexico Mortgage Finance Authority (NMMFA) yearly Action Plans and the Five Year Consolidated Plan for Housing and Community Development. This will be important so that the Tucumcari Housing Authority can see what types of programs the MNMFA is priortizing for Quay County and to identify other programs in which Quay County should have prioritization.

Timeframe: Annually
Responsibility: City of Tucumcari in conjunction with Tucumcari Housing Authority

Housing Authority One-Stop Shop: Development of a "One-Stop Shop" for public housing services would be helpful to residents of the City of Tucumcari and Quay County who qualify for programs. Development of a one-stop shop would allow residents to get information and apply for each program without having to go to several different offices or even as far as Clovis. It could also help the Tucumcari Housing Authority function more efficiently.

Timeframe: 2007
Responsibility: City of Tucumcari in conjunction with Tucumcari Housing Authority

Senior Housing Initiative: Providing senior housing transcends the Land Use Element, the Economic Development Element, and the Housing Element of this Comprehensive Plan. Since the Country is aging and since seniors often look to relocate in milder climates, Tucumcari is in the position of ensuring that its seniors are accomodated and in seeking opportunities for increasing the housing stock catering exclusively to seniors. In order to facilitate the development of senior housing, several steps need to be considered, including:

> Establish Mixed-Use Zones within the City of Tucumcari, where senior housing could be located along with grocery stores, pharmacies and medical offices.
>
> Adopt street standards and design that promote pedestrian activities, especially in the Downtown areas.
>
> Begin a promotional campaign to both seniors groups and developers of senior housing on the State's demographics and amenities that appeal to seniors.

Time Frame: 2008
Responsibility: City of Tucumcari Community Development

Mid-Long Term Strategies (2008 - 2020)

Manufactured Home Ordinance and Design Standards: The City of Tucucmari should adopt a manufactured home ordinance and design standards that regulate the siting of manufactured homes. The purpose of the ordinance and design standards would be to ensure quality development of manufactured homes in order to be better integrated with the existing neighborhood. The ordinance should cover manufactured homes, single wides, and double wides. Some of the elements of the ordinance could be:

- Provision of open space within manufactured home parks;
- Skirting of mobile home trailers;
- ADA compliant streets within parks;
- Set backs;
- Parking areas; and
- Landscaping.

Timeframe: 2008 - 2010
Responsibility: City of Tucumcari

6. COMMUNITY CHARACTER

INTRODUCTION

The purpose of the community character section is to describe, accentuate and maintain the unique character that makes Tucumcari a special place for residents, visitors, existing businesses, and attractive to new business opportunities. Support for community character elements such as rural/small town character, views and vistas, architectural style, and historic preservation will assist the City of Tucumcari in marketing and economic development efforts.

TUCUMCARI HISTORIC DEVELOPMENT PATTERNS

Before becoming a railroad hub and depot along the Rock Island and Southern Pacific Railroad, Tucumcari was primarily an agricultural community. With fertile valleys and open lands for grazing, the community continues its agricultural legacy with weekly summer grower's markets and an annual agricultural fair. Today, local farmers provide produce and specialty products, including goat cheese, to stores and restaurants throughout the State. The development of agricultural lands in Tucumcari is sparse and rectilinear. Buildings seem to blend into the surroundings, leaving only the area south of the railroad tracks for more intense land uses.

The heart of Tucumcari lies south of the railroad tracks . With a grid system of roadways platted at the time the railroad arrived, this Mainstreet community still possesses many of its original 2-story Italianate buildings. Even the original theater, the Odeon, still provides an entertainment venue for the community. However, the historic downtown of Tucumcari is not listed on the National or State Register's of Historic Properties.

The historic Route 66 corridor is another component to the Tucumcari community character. This route, which connected Chicago to Los Angeles, continues to attract travellers interested in the automobile history of our nation. Numerous neon signs and motorcourt lodges still stand as remnants of this historic route. The development along this corridor is linear, where each structure has parking, lighting and other amenities necessary for automobile-oriented uses.

Today, Tucumcari has five exits off of Interstate 40. These exits provide economic development opportunities, attracting travelers to the edges of the community for lodging and other services. National motel and restaurant chains locate at these hubs, and in Tucumcari, there is no shortage. Development along the highway exits is nodal, radiating only one mile or less around the exit ramps.

COMMUNITY CHARACTER STRENGTHS

Urban Design

Tucumcari possesses many urban design features typical to railroad era downtowns and automobile-oriented development. The features listed below are character defining and distinguish Tucumcari from other nearby communities, attracting economic development potential through tourism:

1. *Downtown Train Depot*, the Rock Island Southern Pacific Railroad train depot sits at the center of the Tucumcari downtown district. The building, which is listed to the State Register of Cultural Properties, is an excellent example of the Spanish Mission architectural style. Many historic depots across the nation, have rehabilitated these structures to use them as a community resource. Retail, restaurants, theaters and other uses have leased space in old railroad depots making them a catalyst for downtwon redevelopment.

Cultural amenities in Tucumcari.

2. *Route 66*, was the main thoroughfare transversing Tucumcari from north to south. The "Mother Road" as it was called, played a significant role in the history and development of Tucumcari, with neon signs, diners, and automobile related development along the roadway corridor. Today, remnants still exist. Several of the original neon signs and motorcourt motels capture the awe of passersby, especially in the evening hours, when these signs can truly be appreciated.

3. *Tucumcari Metropolitan Park* , is a historic property listed to the State and National Register's of Historic Places. The bathhouse was built by the Citizen Conservation Corps in the 1930s. The bathhouse was placed on the New Mexico Heritage Preservation Alliance most endangered places list in 2003. If and when this structure is rehabilitated, it has the potential to serve as a community gathering place for recreation and entertainment purposes.

Rural Character

Tucumcari is a community with a vital urban core, as well as thriving rural characteristics of farming and ranching. This blend and balance of rural and urban identity is unique to Tucumcari and deserves to be recognized. Through local celebrations, markets, and land preservation, this agricultural heritage can be celebrated and acknowledged as a local resource.

Railroad Era History

When the railroad first arrived in Tucumcari, the town began to grow as new technology, ideas, and interests flourished. New buildings were built, flank-

Table 1: Registered Historic Structures

Name	Address	National Register	State Register
Arch Hurley Conservancy District	101 E. High St.	X	X
Blue Swallow Motel	815 E. Tucumcari Blvd.	X	X
Metropolitan Park Bathouse and Pool, Historic District	S. Frontage Rd.	X	X
Montgomery House	401 South First St.		X
Quay County Courthouse	Third St.		X
Redwood Lodge	1502 W. Tucumcari Blvd.		X
Rock Island-Southern Pacific Passenger Depot	Second St. and Railroad Ave.		X

Source: New Mexico Historic Preservation Division, National Register of Historic Places

ing the railroad tracks, and housing followed. New products were made in local factories, which produced ropes, brooms and baskets. There was even a cigar rolling facility in Tucumcari in the mid 1900s. New building materials became available due to the railroad. Having a downtown district with existing two story, italianate-style buildings, once home to local businesses is an asset to the community.

COMMUNITY CHARACTER WEAKNESSES

Community character encompasses many qualities of a community that help distinguish it from other places and stimulate a sense of pride by residents. In a City as historically vibrant as Tucumcari, weaknesses are few and overlap as strenghts. More than anything, the opportunity exists for embracing history and using the historic structures for community benefit.

1. Downtown/Railroad District Revitalization-The railroad district is suffering with abandoned buildings and store closures, with the majority of businesses relocating to areas near the Interstate and along Route 66. Therefore, economic revitalization of the downtown could be the focus of City officials. Developing an image for the downtown area is essential. Placing higher density residential development near this area will help create a market for businesses. Encouraging new business to locate in this area of town may be a policy recommendation, whereby incentives would facilitate development

in these areas. However, the downtown district may not choose to continue as a commercial area. Instead, civic uses, cultural amenities and other non-commercial uses could be the focus of this area. When deciding on the direction for the downtown railroad district, the City should involve business owners, residents, and local officalsin a visioning process. The Las Vegas non-profit organization Reconnecting America, seeks to define a new model for economic revitalization in small cities and towns, one that avoids gentrification and displacement by building on the community's transportation, cultural and creative assets.

2. *Protections for Neon Signs*-Neon signs are an attractive addition to the City of Tucumcari's community character. These signs, each one original in design, image and color, are tourist attractions. Protecting these signs from demolition and distruction will enhance the City's character and help to further function as physical symbol's of our Nation's automobile culture.

Unique neon signs.

3. *Marketing and Promotion*-A recent article in the Quay County Sun spoke to the need for the City of Tucumcari to improve its marketing by creating more welcome signs. Community gateways are excellent locations for signage, public art, and other eye catching streetscaping to attract visitors. Existing residents appreciate streetscape and gateway treatments because they are aesthetically pleasing and can build community pride.

4. *Collaboration and Consultation*-In a state as historically significant as New Mexico, there are numerous regional and statewide resources to consult towards realizing community-based historic preservation. Many organizations strive to assist small and medium sized communities in surveying, nominating and preserving historic buildings. Other grants are available for small business owners looking to start-up new businesses and expand existing businesses. Grants for cultural appreciation projects, streetscaping and community beautification can also contribute to vibrant community character in Tucumcari.

COMMUNITY CHARACTER GOALS, OBJECTIVES, AND POLICIES

The following goals, objectives and policies will help to implement strategies designed to address community character issues in Tucumcari.

Community Character Goal One: To promote and protect historically significant resources such as buildings, signs, districts, and structures as a means of enhancing community character and promoting tourism.

Objective 1.1 Nominate the Tucumcari downtown historic district to the National and State registers of historic and cultural places.

Objective 1.2 Utilize historic district nomination as a means to leverage tax credits for rehabilitation of historic structures.

Objective 1.3 Combine history and tourism through the marketing of Tucumcari's historic Route 66 corridor and its historic downtown.

Objective 1.4 Pursue funding opportunities and planning activities for the Rock Island-Southern Pacific Passenger Depot for use as a multipurpose community and tourist destination.

Objective 1.5 Continue the preservation efforts for the Metropolitan Park Bathhouse and Pool to protect and rehabilitate the structure for community-wide benefit.

Policy 1A: The City of Tucumcari will create an economic development, tourism and historic preservation task force to begin identifying community character achievements for marketing purposes.

Policy 1B: The City of Tucumcari will pursue grants related to historic preservation and rehabilitation, especially targeting the Metropolitan Bathhouse and the Depot.

Policy 1C: The City of Tucumcari, together with the Chamber of Commerce, with produce a walking tour detailing the various historic buildings and places significant to Tucumcari's history.

Community Character Goal Two: To protect the unique neon signs along historic Route 66 as a symbol of the town's history, culture and character.

Objective 2.1 Inventory the neon signs along Route 66 and prioritize them for preservation efforts.

Objective 2.2 Consider the establishment of a Route 66 Historic Overlay zone to preserve, restore, and/or replace historic neon signs.

Policy 2A: The City of Tucumcari will adopt a Route 66 Overlay Ordinance to protect the existing historic neon signs along Route 66. These signs can be reused and adapted to meet new businesses, instead of demolition.

Policy 2B: The City of Tucumcari will partner with Historic Preservation organizations, specifically the New Mexico Heritage Preservation Alliance towards the creation of a neon sign preservation ordinance.

Community Character Goal Three: To launch a community-wide preservation awareness campaign involving state and local organizations, elected officials, business leaders and residents.

Objective 3.1 Provide the residents of Tucumcari with historic preservation related information, including the benefits of historic designation, tax credits, and conducting historic research.

Objective 3.2 Research grant-writing and funding opportunities for protection and rehabilitation of historic places.

Objective 3.3 Create a preservation outreach activity, for example a historic walking/driving tour, brochure or annual event to acknowledge the railroad and automobile related history of Tucumcari.

Policy 3A: The City of Tucumcari will collaborate with local, state and regional organizations having similar historic preservation issues, skills and resources.

Policy 3B: The City of Tucumcari will market its historic resources and seek funding whenever possible to attract new businesses and residents to the community.

Community Character Goal Four: To beautify Tucumcari as a means of generating community pride and promoting tourism

Objective 4.1 Enhance City entries and gateways through the use of signage and landscaping, while keeping these areas free of trash and weeds. Signage will direct visitors to the downtown and railroad district.

Objective 4.2 Develop design standards for all new industrial and commercial development within Tucumcari that includes landscaping, building maintenance, screening of solid waste facilities, shared parking, and appropriate signage.

Policy 4A: The City of Tucumcari will prioritize the use and placement of signage as a mechanism to generate visitors and to entice them to venture into the community's interior from the highway exitnodes.

Community Character Goal Five: To preserve and enhance Tucumcari's natural and scenic resources.

Objective 5.1 Ensure that views to Tucumcari Mountain are not obscured from within the City.

Objective 5.2 Work with the necessary entities to protect Tucumcari Mountain from the effects of development.

Policy 5A: The City of Tucumcari will establish "view corridors" especially on Mountain Road and First Street.

Policy 5B: The City of Tucumcari will create an ordinance to protect the unobstructed views of Tucumcari Mountain from locations called out as a view corridor.

IMPLEMENTATION AND ACTION STEPS

In order to guide the City of Tucumcari towards reaching its goals, objectives and policies for Community Character, the following implementation and action strategies have been development.

Short Term (2004 - 2008)

Community Character Task Force: Beginning in 2004, the City of Tucumcari will develop a Community Character Task Force charged with strategizing for the preservation of the historic resources in Tucumcari. The task force will collaborate with local, regional and statewide preservation organizations for grant-making and funding opportunities. Other initiatives for the task forces include advocating on behalf of downtown revitalization by brainstorming uses for the empty storefronts. New uses, and occupied units will bring people to this area. The group could identify community character resources and achievements to begin marketing them to the Chamber of Commerce, the New Mexico Economic Development Department, and other tourism and historic preservation-related entities.

Timeframe: Ongoing
Responsibility: The City of Tucumcari, Community Development Department, City Commission

Route 66 Neon Sign Preservation Ordinance: The City of Tucumcari shall begin developing a historic sign ordinance, which would serve to protect Route 66 neon signs from demolition and instead, encourage the preservation and adaptive reuse of these structures. The New Mexico Heritage Preservation Alliance has a model ordinance for the preservation of these signs, which can be adapted to serve the City's needs.

Timeframe: 2004
Responsibility: The City of Tucumcari, Community Development Department, City Commission

Signage and Beautification Campaign: The City of Tucumcai will develop a marketing plan for the community. The Preservation and Marketing Task Force may assist in identifying frequently traveled, gateway areas where signage and beautification would benefit. Landscaping, public art and signage could assist in attracting visitors to the City and encouraging them to travel beyond the commerical nodes at Interstate exits and experience the historic aspects of the community, especially the Route 66 corridor and the downtown/railroad district. Collaboration with the Chamber of Commerce, Streets/Sanitation Department and the State Historic Preservation Division.

Timeframe: 2004-2005
Responsibility: The City of Tucumcari, Community Development Department and the City Commission

Mid-Long Term Strategies

View Corridor Identification: Primary view corridors, which provide a vantage point towards Tucumcari mountain, should be maintained unobstructed. The Tucumcari Mountain is a local landmark, providing residents and visitors with a visual identification of place and location. Certain areas of town provide views to the mountain and should be identified. Once identified, a formal boundary should be drawn to designate view corridors. Overlay zoning could be adopted to restrict off-premise and on-premise signs to prevent the obstruction of views along the corridor. As an example, the zone code already limits the height of buildings throughout the City to 3-stories. Building height along view corridors could be restricted to 2-story.

Timefarme: 2008-2010
Responsibility: City of Tucumcari, Community Development Department

7. Community services

INTRODUCTION

The level and quality of community services delivered are an important aspect of providing and maintaining quality-of-life to local residents. Community services that the City of Tucumcari provides include parks, open spaces, recreation facilities, sanitary services, police/fire services, senior housing, senior meals programs, and libraries. Other services such as schools, hospitals, and cultural facilities are also considered community services, however, they are under the control of other public jurisdictions or are private enterprises. While this comprehensive plan will deal most directly with community services provided by the City of Tucumcari, it is important for the City to work closely with other entities and jurisdictions that provide community services to the residents of Tucumcari.

COMMUNITY SERVICES BENEFITS

Many economic, social, and environmental benefits can occur when a community develops and maintains high quality community services. Recreation and cultural activities and facilities are important to a community in many ways that go beyond giving people something to do during their free time. Health and safety services also bring direct and indirect benefits to the community members lives. Some of the many benefits from high quality community services are discussed below.

Economic Development Benefits

Economic development potential is impacted by the level and quality of services provided in a community in several ways. The following economic benefits are generally attributed to community service facilities and opportunities.

Quality of Life Magnets for Economic Development

Recreation opportunities and the quality of community services provided to town residents can affect a company's or individual's decision to relocate to an area, which in turn contributes to the community's positive economic development. Research indicates that the quality of parks, recreation and cultural amenities ranks high in decisions to relocate in an area or to a specific community. In addition, as the baby boom generation reaches retirement-age many are looking to relocate to communities that provide a full range of high quality community services and recreation opportunities.

Property Values
Recreational, cultural, safety and educational facilities and services all play a role in property values for new and existing neighborhoods. Homes and businesses in areas served by a high level of community services have a better chance of selling.

Tourist Attraction
Recreational and cultural facilities have the ability to attract tourists and/or people from outside the community. Opportunities within Tucumcari or at nearby recreation areas, such as Ute Lake and Conchas Lake, can lead to new dollars being added to the community through gross receipts and lodgers taxes.

Social Benefits
Several social benefits can also be attributed to the level and quality recreation opportunities and services provided in a community. They include:

Health
Recreation, cultural, and educational services help contribute to both the physical and mental health of the local population.

Reduction of Crime/Vandalism
Studies have shown that recreational and cultural activities can decrease the incidence of certain types of crime and vandalism, especially those associated with youth.

Environmental Benefits
Several environmental benefits also occur due to the presence of parks and recreational facilities.

Floodplain Protection
Parks and open space are cost effective ways to provide floodplain protection and can be used as an alternative to expensive flood-control measure. Development in floodplains is generally cost prohibitive or requires extensive engineering, however, parks can be built in floodplains without extraordinary design or engineering expense. Tucumcari Lake is an example of a park that provides an important recreational asset to Tucumcari and at the same time proves to be a buffer to an area in the 100 year flood plain.

Clean Air
Trees, turf, and vegetation located at parks and open space recreational areas provide a means for cleaning the air and can help mitigate air pollution problems. Vegetation and turf also helps to keep soil in place to prevent erosion and blowing dust.

Habitat
Trees and vegetation also provides habitat for a variety of species. According to the 1996 Tucumcari Comprehensive Plan, Tucumcari Lake a provides habitat for over 150 species of waterfowl and other wildlife.

COMMUNITY SERVICES INVENTORY

Tucumcari has a strong base of community services that provide a range of recreational and cultural activities and facilities, as well as health and safety services to its residents. Following is an inventory of community services for Tucumcari.

Parks, Recreation, and Open Space
The City of Tucumcari operates and maintains seven parks throughout the City. In addition, the City owns and operates a municipal pool, golf course, recreation center, fitness courseand sports fields. These parks and recreation facilities are listed in Table 1 on the next page. Parks are often categorized as Neighborhood, Community or Regional Parks depending on their size, facilities and area served. In Tucumcari there are parks that fit into each of these categories.

Neighborhood Parks
Parks containing around five acres or less and generally located in residential areas are considered neighborhood parks. They are usually expected to serve a population of around 1,000. Tucumcari has seven parks that are neighborhood parks. They include:

- Arthur Jimenez Park
- Damon Kvols Park
- Dunn Park,
- George Molinas Park
- Northside Park
- Origainal Town Park
- Wailes Park
- Fitness Course

Wailes Park

Community Parks
Community Parks are larger than neighborhood parks, generally containing more than 5 acres. Emmit Jennings Field can be considered a Community Park but also serves the larger region and could also be considered a Regional Park as described below.

Regional Parks

A Regional Park is larger than Neighborhood Parks or Community Parks. They generally contain a wide range of amenities, such as a soccer or softball complex, recreation center, or trail system. In Tucumcari two parks can be consid-

Community Services Table 1: Park and Recreation Facilities in Tucumcari

Park/Recreation Facilities	Location	Size	Facilities
Arthur Jimenez	Hancock Street, between Park and Grove Streets	2.75 acres	Playground equipment Barbeque grills Picnic shelters Basketball court Baseball/softball fields Trails
Damon Kvols Park	West Tucumcari Boulevard, between 5th and 6th Streets	2.27 acres	Barbeque grills Picnic shelters Tennis courts Swimming pool
Dunn Park	5th Street, between Washington and Amarosa Avenues	5.45 acres	Playground equipment Barbeque grills Picnic shelters Basketball court Baseball/softball fields
Emmett Jennings Field	West Tucumcari Boulevard, adjacent to the Fairgrounds	20.6 acres	Barbeque grills Picnic shelters Baseball/softball fields Concession stand Restrooms
Fairgrounds and Rodeo Arena	West Tucumcari Boulevard	15 acres	Barbeque grills Picnic tables Fishing Concession stand Restrooms
Fitness Course	600 West Gamble	8 acres	2 fitness tracks with workout stations
George Molinas Park	Main Street, between Monroe and Jackson Streets	1 acre	No facilities
Tucumcari Lake	Northeast of the City	737.3 acres	Camping
Metropolitan Park	4 miles southwest of the City	240 acres	Trails
Municipal Golf Course	3.5 miles west of City off Highway 54	73 acres	
Northside Park	Second Street, between Simmons and Douglas Avenues	2.12 acres	Playground equipment Picnic tables Basketball court Baseball/softball fields Volleyball court
Recreation Center	Park Street, between Laughlin and Hancock Avenues		Basketball court
Original Town Park	5th Street and High Street	0.5 acres	Barbeque grills Picnic shelters Basketball court
Outdoor Classroom	1500 S. 11th Street	10 acres	8 ½ acres of vegetation and wild life 1 ½ acre pond Interpretive nature trail Learning kiva
Veterans Park	200 West Main	< 1 acre	Flower memorial Picnic tables
Wailes Park	Date Street	3 acres	Playground equipment Barbeque grills Picnic shelters

ered Regional Parks due to their size. They are:

- Five Mile Park (or Metropolitan Park)
- Tucumcari Lake, located at the eastern edge of the City

Fire and Emergency Medical Services

The City of Tucumcari is served by a volunteer fire department. The Tucumcari Fire Department has 20 volunteers who are paid per call and a full time fire chief on staff. There are two fire stations in town. The main station is located downtown and there is a substation on the south-side of town. The 1996 Tucumcari Comprehensive Plan indicates that the stations were in excellent condition and that there was a need for an additional substation on the east-side of town to ensure faster response to the east side of Tucumcari.

The Fire Department serves the incorporated City and the surrounding rural area through mutual aid agreements, as well as covering 150 miles of interstate and state highway. The Fire Department maintains and operates three Class A engines, one reserve Class A engine, two brush trucks, one medium rescue unit, one hose truck, one equipment van, and one command vehicle. In addition to fire prevention and suppression services, the Fire Department has a trained hazardous materials first responder team.

Tucumcari Fire Station #1

Tucumcari currently has an Insurance Service Office (ISO) fire rating of 5. ISO ratings range from 1 to 10 with 1 being the best and 10 being unprotected. The lower the ISO rating the more favorable insurance rates are. The ISO rating is determined by several variables including training of fire fighting personnel, water availability, response times, and equipment.

Tucumcari Emergency Medical Service, a City owned and operated ambulance company, is contracted by the City and provides advanced life support (ALS) services to Tucumcari. The Fire Department provides backup emergency transport services.

Both the City and County operate enhanced 911 emergency systems that dispatch the Fire Department, emergency medical services, and police and sheriff services.

Police Services

The Tucumcari Police Department has 18 sworn officers and 5 civilian employees. The Police Department employs detectives, officers, an animal control officer, and a dispatcher. They are currently constructing a new police

station , which will be located across from the existing City Hall on Center Street . In addition, the Sheriffs Department and State Police have offices in Tucumcari and the Quay County Detention Center is located in town.

Libraries

The Tucumcari Public Library building is a former US Post Office that the City remodeled in 1972. The Library offers a full range of services and has five staff members. In 2002-2003 the Library had a total circulation of 60,103, there were 24,682 visits and 2,748 reference transactions. The Library contains 28,125 books, 1,092 audiotapes, 766 videotapes, and 55 magazine subscriptions. There are also seven computers with internet access at the library. Five of the computers are reserved for adults and have continuous internet access and two reserved for children and have restricted internet access. In addition, one computer operates in Spanish.

The Library also offers a wide range of community service and education programs for children and adults. They include an ongoing children's program that had an attendance of 1,522 in 2002-2003, literacy training, notary public services, summer reading programs, a voter registration program, and the Library proctors tests for distance learning programs.

The Tucumcari Public Library also works closely with the Tucumcari Public Schools and Mesalands Community College. Their websites and card catalogs are linked over the internet.

Attendance at library activities has reached the building's capacity in the past according to the prescribed fire regulations. Expansion of current facilities or new facilities should be considered as part of this plan.

Sanitary Services

Tucumcari provides solid waste pick up services and owns and operates the community's landfill. The remaining life of the landfill is approximately three years and the City is currently workiing to open additional landfill space. The space is there but the City needs to conduct public hearings. The City currently offers no recycling programs.

Tucumcari Elementary School

Schools

Tucumcari Municipal Schools

The Tucumcari Municipal School District covers 996 square miles, includes a new elementary school campus built in 2002, one middle school, and one high school. The buildings that make up the middle school and high school campuses were built in varying years

between 1932 and 1990. In 2002-2003 the school district had a district wide enrollment of 1,169. The schools include Tucumcari High School, Tucumcari Middle School, and Tucumcari Elementary School.

Each school's current location, current enrollment, and size are summarized in Table 2 below:

Community Services Table 2: Tucumcari Municipal Schools Enrollment and Capacity

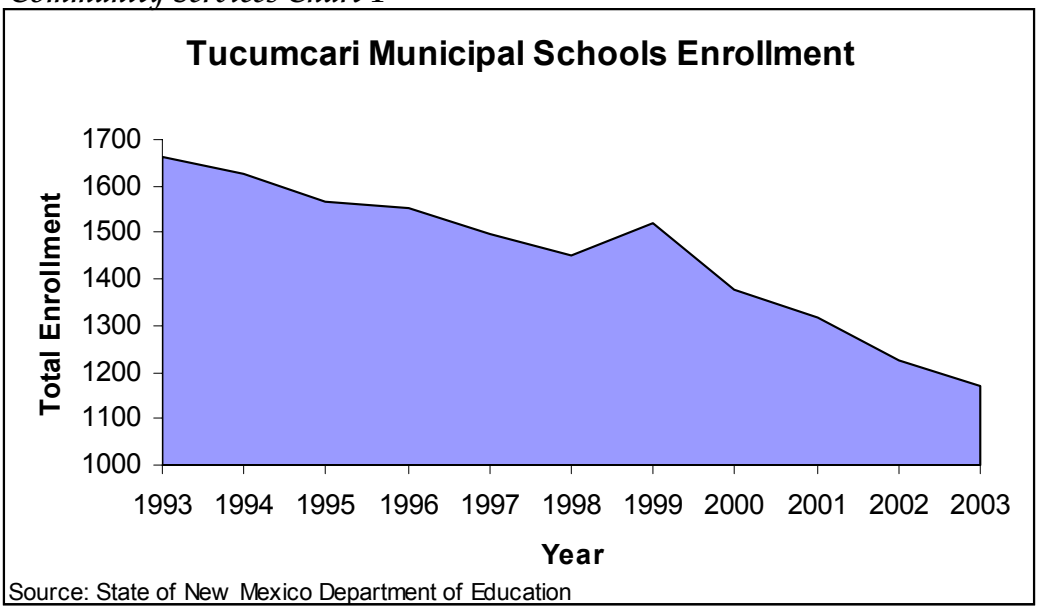
School	Location	Enrollment	Square Feet
Tucumcari Elementary	1701 South Ninth Street	520	45,025
Tucumcari Middle	914 South Fifth Street	292	41,134
Tucumcari High	1100 South Seventh Street	327	68,048

Source: Tucumcari Municipal Schools

Enrollment has decreased in the School District over the last ten years at a higher rate than population decline in Tucumcari. Between 1993 and 2002 population decreased by 13%, while school enrollment deceased by 26%. One likely factor for the large decrease in school enrollment is that Tucumcari's population is getting older along with the recent population loss. Between 1990 and 2000 there were 359 fewer Tucumcari residents less than 18 years old, a decrease of 19% over the decade. Chart 1 below shows historic School District Enrollment for Tucumcari.

Mesalands Community College

Community Services Chart 1



In 1979, the Mesalands Community College was founded as the Tucumcari Area Vocational School (TAVS), which began offering vocational certificates and diplomas. Since this time the college has expanded the scope and type of degree programs offered and today offers two-year Associates of Arts and Associates of Applied Science degrees as well as one-year Applied Science and Occupational certificates. Aside from granting degrees and certificates, the College prepares students for transfer to four-year colleges and universities. There are a total of 23 programs offered.

The campus consists of 23 acres, with five buildings on the main campus and an additional three buildings at sites off campus. The facilities include the Mesalands Dinosaur Museum and Rodeo Grounds. In 2002, the College had a total enrollment of 407. This is a slight decrease from 1994 when there where 435 students enrolled.

Medical Facilities

The major medical facility in Tucumcari is the Dr. Dan C. Trigg Memorial Hospital, which is operated by Presbyterian Health Care. This 25-bed facility is an acute care critical access hospital with inpatient and outpatient services. The hospital also provides ambulance services and has a heliport. Additional medical services are available 85 miles away in Clovis at the Plain Regional Medical Center.

There are also three medical clinics in Tucumcari, chiropractic services, and the Quay County Primary Care Clinic. The County clinic provides immunizations and family planning services to the general public. According to the New Mexico Department of Economic Development, there are seven physicians and three dentists serving Tucumcari.

Although Tucumcari has a wide range of medical services, increasing the available specialty services would benefit senior citizens in Tucumcari and increase its attractiveness as a senior friendly community.

Aging Services

The Tucumcari Senior Citizens Center building is owned by the City, however, the services are run by the County with grants from the Area Agency on Aging. The Senior Center facilities include 6,000 square feet of building space, a large meeting room with stage that holds 125 people, a kitchen, crafts room, activity room, library, and television room. Meals are served at the Center and delivered to seniors in need. Staff at the Center includes a site manager, cooks, and many volunteers. The Tucumcari Recreation Center is also used by seniors for morning walks. Tucumcari also has two assisted living facilities and one nursing home.

Other senior programs in Tucumcari include the Senior Companions and Foster Grandparents programs. The Senior Companions program works

with area seniors to arrange visits with other seniors who may not be mobile, providing companionship. The Foster Grandparents program arranges visits from seniors with school groups and children's groups and even provides teacher assistance in the classroom.

Aging services are important for the more than 1,000 people over the age of 65 in Tucumcari, and the number of seniors is rising. Additional facilities and services for this increasing population should be planned for now.

Museum

The Tucumcari Historical Museum is located in the former Central Elementary School and wasa hospital prior to becoming a school. The building was built in 1903 and in 1969 the museum was founded by the Tucumcari Historical Research Institute. The museum includes indoor and outdoor exhibits with local Tucumcari and Quay County themes.

Convention Center

The Convention Center was constructed in 1994 and includes eight meeting rooms, an exhibit hall, and convention room. The total square footage of the building is 35,000. The facilities can host over 1,200 people depending on the event.

COMMUNITY SERVICE GOALS, OBJECTIVES, AND POLICIES

The following goals, objectives, and policies are intended to assist Tucumcari in meeting its community service goals, objectives, and policies.

Goal One: To provide park facilities and recreational opportunities that enhances the quality of life and promotes fitness for all Tucumcari residents.

Objective 1.1: Assess park facilities for needed upgrades in equipment, facilities and landscaping and for Americans with Disabilities Act (ADA) compliance.

Objective 1.2: Develop minimum guidelines for park facilities, such as design guidelines for landscaping, trails, and lighting and requirements for Americans with Disabilities Act (ADA) compliance.

Objective 1.3: Continue to work with the Quay County Community Foundation and other stakeholders in securing funding for restoration efforts for Five-Mile Park.

Policy 1A: It is the policy of the City of Tucumcari to rehabilitate all City parks based on a set of design guidelines that establish minimum standards for equipment, access, facilities, and landscaping.

Policy 1B: It is the policy of the City of Tucumcari to bring all parks into compliance with the Americans with Disabilities Act (ADA).

Policy 1C: It is the policy of the City of Tucumcari to coordinate joint use opportunities of recreation facilities with the Tucumcari Municipal Schools.

Policy 1D: It is the policy of the City of Tucumcari to acquire park sites simultaneously with annexation action to ensure that park facilities are available to serve developing neighborhoods.

Goal Two: To provide necessary senior services to Tucumcari to meet the needs of current and future senior citizens of Tucumcari.

Objective 2.1: Ensure that appropriate senior services are provided that enhance quality of life and increase independence for the senior citizens of Tucumcari.

Policy 2A: It is the policy of the City of Tucumcari to identify needed improvements and expansions for the Tucumcari Senior Center and identify funding sources for these improvements.

Policy 2B: It is the policy of the City of Tucumcari to study the feasibility of building a new senior center and securing funding for this purpose.

Goal Three: To provide an adequately equipped and responsive Law Enforcement and Fire /EMS Departments to serve residents, visitors, and businesses in Tucumcari.

Objective 3.1: Maintain the current level of law enforcement and fire protection services and expand those services as needed to adequately meet the needs of all Tucumcari residents.

Objective 3.2: On a continuing basis review the needs of the Police Department and Fire/EMS Department for budget, staff, and technologies that will maintain and enhance the level of service provided to Tucumcari residents.

Objective 3.3: Identify possible improvements in Tucumcari's fire protection system that could lower ISO ratings in order to improve safety and lower insurance rates for Tucumcari residents.

Policy 3A: It is the policy of the City of Tucumcari to update and upgrade Law Enforcement and Fire/EMS facilities and equipment as needed.

Policy 3B: It is the policy of the City of Tucumcari to ensure City infrastructure adequately supports Law Enforcement and the Fire/EMS Department operations.

Policy 3C: It is the policy of the City of Tucumcari to continue to provide ambulance and paramedic services to Tucumcari residents.

Goal Four: To ensure Library facilities adequately meet the needs of all Tucumcari residents.

Objective 4.1: Plan for the construction of new library facilities or expand facilities as needed to adequately meet the needs of all Tucumcari residents.

Objective 4.2: Continue to work in Cooperation with Mesalands Community College and Tucumcari Public Schools in providing library services to students of all ages in the community.

Policy 4A: It is the policy of the City of Tucumcari to plan for new Library facilities as needed to meet the needs of the community.

Goal Five: To ensure high quality educational services and facilities for all Tucumcari residents.

Objective 5.1: On a continuing basis review the needs for new facilities, technologies, buildings, staffing, and funding necessary to adequately meet the educational needs of all Tucumcari residents.

Policy 5A: It is the policy of the City of Tucumcari to continue to work cooperatively with the Tucumcari Municipal Schools to maintain quality public educational facilities and expand such facilities as needed.

Goal Six: To ensure the safe disposal of solid waste in the existing landfill, and make provisions for future landfill as needed.

Objective 6.1: Study the feasibility of implementing a recycling program as a way of extending the life of the current landfill and conserving natural resources.

Objective 6.2: On a continuing basis review the need for new landfills or expansion of existing landfills in order to adequately meet the solid waste needs of Tucumcari residents.Finalize the current application process by holding public meetings.

Policy 6A: It is the policy of the City of Tucumcari to identify new landfill sites as needed to serve the community.

Policy 6B: It is the policy of the City of Tucumcari to explore public and private partnership opportunities to study the feasibility of implementing a recycling program.

IMPLEMENTATION AND ACTION STRATEGIES

In order to guide the City of Tucumcari in reaching its community service goals, objectives, and policies, the following implementation and action strategies have been developed.

Short-Term (2003 - 2008)

Park Facilities Guidelines: The City of Tucumcari should develop a set of guidelines for parks and recreation facilities that address minimum standards for landscaping, equipment, trails, lighting, and compliance with the Americans with Disabilities Act (ADA).

Timeframe: 2004-2006
Responsibility: City of Tucumcari

Park Facilities Inventory and Rehabilitation: The City of Tucumcari should conduct and inventory of park facilities and equipment for the purpose of rehabilitating and updating parks and recreation facilities. The inventory should lead to the prioritizing of park improvement projects, and implement requirements for landscaping, equipment, trails, lighting and compliance with the Americans with Disabilities Act (ADA).

Timeframe: 2004-2008
Responsibility: City of Tucumcari

Mid-Long Term Strategies

Five-Mile Park Restoration: The City of Tucumcari should take a leadership role in fund-raising and planning for the restoration of Five-Mile Park. This could include identifying and securing additional funding sources, appointing a Restoration Stakeholder Group/Steering Committee, and promoting the community and economic benefits of the park's restoration

Timeframe: 2004-2010
Responsibility: City of Tucumcari, Quay County, Quay County Community Foundation.

School Facility Planning: The City of Tucumcari should coordinate with Tucumcari Municipal School District to continually evaluate the need for supplies, equipment, new technologies and facilities. This should include coordination and cooperation in identification of new funding sources.

Timeframe: Ongoing
Responsibility: City of Tucumcari, Tucumcari Municipal Schools

Law Enforcement and Fire/EMS Funding Initiative: The City of Tucumcari should take a leadership role in identifying new funding sources and determine necessary budgetary appropriations to ensure that law enforcement and Fire/EMS facilities, equipment, and staffing are upgraded as necessary and meet all state and national minimum standards.

Timeframe: Ongoing
Responsibility: City of Tucumcari, City of Tucumcari Police Department, City of Tucumcari Fire/EMS Department, Quay County Sheriff's Department.

8. Infrastructure

Infrastructure covers water, wastewater, high speed communications, and drainage.

WATER

Water remains among the most important resource for every community in the State of New Mexico. The Tucumcari water system originated in the early 1900's to serve a railroad support community which in 1908 was incorporated into the town of Tucumcari. The water production, storage and distribution system has evolved with the growth of Tucumcari and now includes seven water storage tanks, fifteen water wells of varying production rates, and several miles of distribution pipeline ranging from 4-inch diameter to 12-inch diameter. Figure2 illustrates the general lay of the City's water system.

The dry conditions over the last three years has reinforced the critical nature of the water supply for the community. The irrigation water for the area around Tucumcari has not been available for the last two years. Water from the irrigation system assists in the recharge of the water basin from which the municipal water supply is obtained. The City is maintaining water level information to gain a better understanding of the affect on the aquifer. The water supply is adequate for present and future development. Additional water from Ute Lake (6,000 acre feet) will need to be utilized/committed for in the next several years which will provide a positive asset for the City's Economic Development.

The City of Tucumcari receives its water from municipal wells located in the Tucumcari Basin. All wells have been permitted with the New Mexico State Engineer. The total water produced in 2002/2003 from the well field was 433,784,000 gallons with the peak production of 69,447,000 gallons for one month. The current wells could supply approximately 2.7 million gallons per day. Four wells (wells number 12, 10, 17 and 5) were replaced in the last four years which has maintained the communities' capability to supply the communities' water demand.

The water supply and distribution system is generally in good condition except for some deteriorated/aged distribution piping and pump station, respectively, along with possibly corroded storage tanks. System components are of various materials (PVC, AC, copper and cast iron) because of changes in technology and environmental concerns over the system's hundred-year

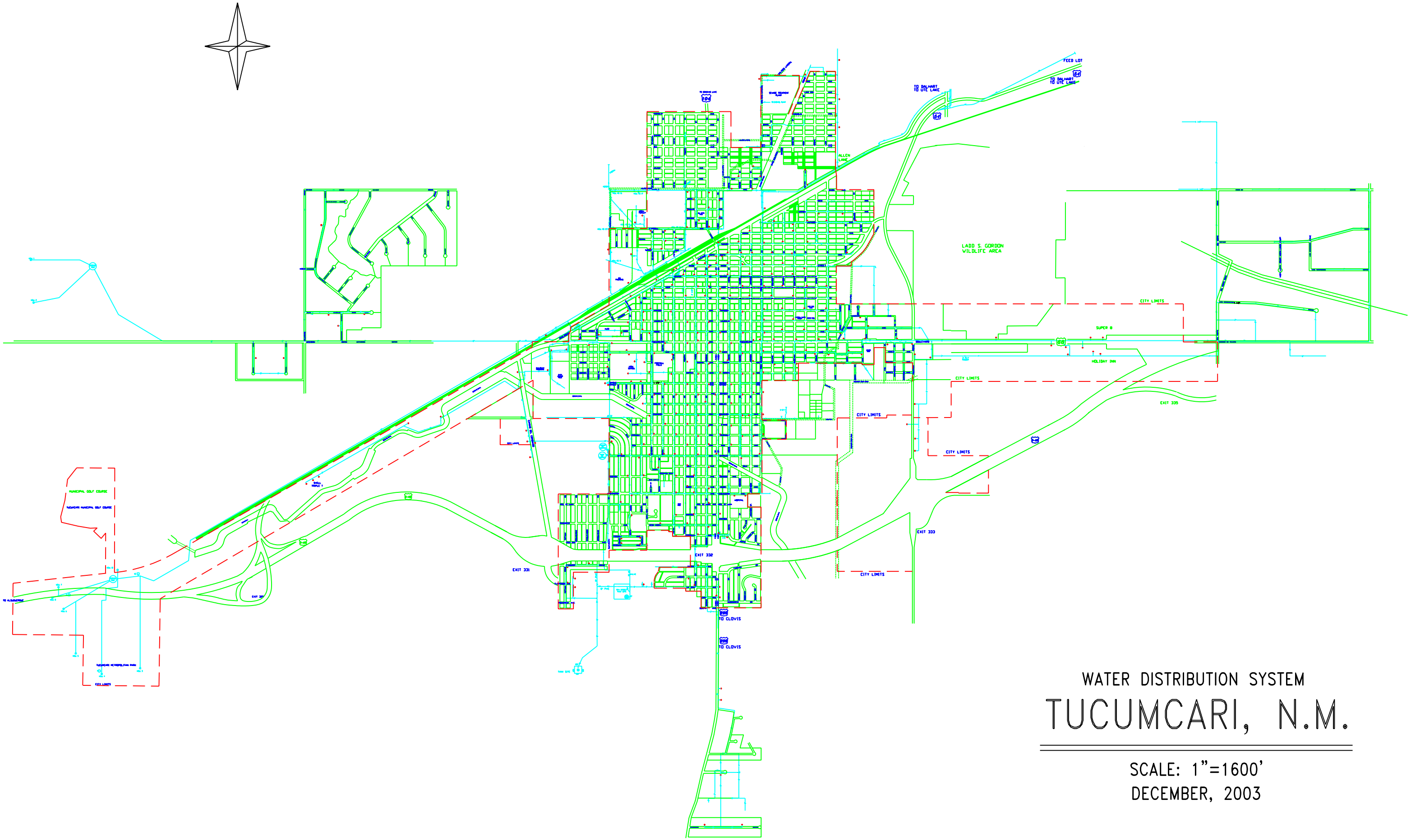
history. The older lines will need to be phased out with new replacement lines on a scheduled basis to maintain the integrity of the distribution system. The system provides metered service to 2,850 residential, commercial, industrial, and public connections on average. The infrastructure has been well maintained and is very suitable for continued use. Older lines are being replaced along with associated service lines/meters in a systematic manner. The water line from the well fields west of town to the storage tank on Railroad Avenue should have its integrity checked to ensure leaks are minimized along the route by the railroad. The following improvements have been completed (number 4 is in progress) to the distribution system:

1. Water lines, service lines and meters along Third Street through Seventh Street from McGee to High Avenue.
2. Water lines, service lines and meters along Jackson Street, Monroe Street, and Adams Street from Hines to Charles Avenue.
3. Water lines, service lines, and meters along Fourth Street and Fifth Street from Route 66 to Washington Avenue.
4. Water lines, service lines, and meters along Center Avenue from Monroe Street to Grove Street and Aber Avenue and High Avenue from Adams Street to Grove Street, in progress.
5. Russell Line Addition (along Heman, Whitmore, Smith, Turner Streets), from Rock Island Street to Lake Street.

Total system storage is four million gallons, divided between seven storage tanks. Since the topography has some outlying hills, some storage is located strategically around the community to gain hydraulic head in conjunction with storage facilities and booster pumps for maintaining system pressure. The central storage tank on Railroad Avenue needs to be refurbished in the near future to ensure the utilization of the tank in the future. This tank receives the water from the well field from which the water is then pumped into the distribution system. The pump station with this tank has provided the supply to the municipal system for over fifty years and will need to be replaced in the near future. The tank and associated pump station are being proposed for replacement in the 2004 CDBG application. The other storage tanks should also be inspected and refurbished on a regular basis to ensure their integrity. First Street is to be replaced in the near future at which time the water lines will all be replaced along the construction path.

Groundwater quality is good in the well field. "Tucumcari water" has typical total dissolved solids of about 620 mg/l.

The critical nature of potable water for all communities in the Southwest reinforces the need for long term planning concerning the water supply. The City should have a 40 year water plan prepared to cover the water supply, distribution, storage, and utilization. Additional wells should be replaced within the next five years. A concurrent increase in storage capacity is re-



WATER DISTRIBUTION SYSTEM

TUCUMCARI, N.M.

SCALE: 1"=1600'

DECEMBER, 2003

quired for growth. Additional phased storage should be considered within the next ten years along with improvements to the existing distribution system and extensions to new developments. Water from Ute Lake will be an asset available for future needs. Continued effort to ensure the water availability and accessibility will provide an essential asset in the community's economic development. The system should maintain the balance in capacity, storage and distribution for a safe effective municipal supply to the City.

Continuing Drought

For the past four years, the State of New Mexico has been in a drought that has impacted every single community. According to the National Weather Service, the 2003 climate for the State was much drier than normal and the drought conditions persisted or worsened throughout the entire west. Those worsening conditions were felt in New Mexico, although parts of the State did see minor improvements toward the end of the year. The drought was at its worse in August 2003, when the State experienced "Severe Drought" conditions according to the Palmer Drought Index, the national scale that measures the impact of drought. Starting in November 2003, the Severe Drought conditions eased around Tucumcari, leading to moderate drought conditions to close out the year.

In response to the drought conditions, the New Mexico State Legislature passed two bills during the 2003 Legislative Session, both of which require communities to adopt water conservation techniques and drought management. Each is summarized below:

Senate Bill 554: An Act Requiring Municipalities, Counties, and Other Covered Entities to Adopt Water Conservation Techniques and Drought Management Plans: The Act requires municipalities to adopt a comprehensive water conservation plan and drought management plan. Both of the Plans should be adopted by Ordinance. The Plan must include an implementation Section. In developing water conservation measures, a community needs to consider:

- Water efficient fixtures and appliances including toilets, urinals, showerheads, and faucets;
- Xeriscaping and efficient irrigation;
- Water efficient commercial and industrial water-use process;
- Water reuse systems for both potable and non-potable water;
- Distribution system leak repair;
- Dissemination of information to the public regarding water-use efficiency measures;
- Restructuring of water rates designed to encourage water-use efficiency in a fiscally responsible manner;
- Regulatory measures, including standards for the use of water-use efficiency for fixtures and landscaping, ordinances, codes, and business prac-

tices designed to encourage water use efficiency; and
- incentives to implement water use efficiency techniques, including rebates to customers or others, to encourage the installation of water use efficiency measures.

Senate Bill 128: An Act Providing an Exemption from Forfeiture for Unused Water as a Result of Putting Water-Saving Techniques into Practice: This Bill essentially protects an individual's water rights to water not used as a result of water conservation techniques.

Ute Lake Water Project (Eastern New Mexico Rural Water System)
Since New Mexico has been in the midst of a major drought for the past few years. Rain and snow have not been abundant, leading many communities throughout the State to search for alternative methods to replace and supplement existing municipal water supplies. Methods have ranged from water conservation to drilling additional wells. For the communities of eastern New Mexico, including Tucumcari, obtaining water for future use rests partly in a project commonly referred to as the Eastern New Mexico Rural Water System (ENMRWS), also known as the Ute Lake Water Project. Membership in the ENMRWS includes several communities located on the eastern part of the State of New Mexico. When fully implemented, the project will be capable of delivering 24,000 acre-feet of water per year from the Ute Reservoir, on the Canadian River, to nine eastern New Mexico municipalities and Cannon Air Force Base. The communities include:

- Tucumcari;
- Logan;
- San Jon;
- Grady;
- Melrose;
- Clovis;
- Portales;
- Quay County;
- Curry County;
- Roosevelt County;
- Texico; and
- Elida;

The project will not only guarantee a continuous supply of water for Eastern New Mexico, but also ensure that the water supply is safe. Currently, water supplies in Quay County come from shallow aquifers, which have proven to be high in fluorides and nitrates. The project also has wide spread economic impacts. Construction of the system, which involves construction of a trunk line, laterals, storage tanks, and other appurtenances will provide jobs in the area as well as drive local businesses who will provide some supplies for the project. Also, by being able to guarantee water for development, each com-

munity impacted by the project will be able to promote its water to industries wishing to relocate to the area. Tucumcari intends to use its share of water from the project as an alternative to the water it gets from the Arch Hurley Irrigation Ditch. The City has been dependent on the Ditch for municipal and industrial purposes and for aquifer recharge. The City needs a long term replenishable supply of quality potable water to meet its 40 year needs. Water from Ute Lake will help the City to diversify its supply sources.

Of the potential 24,000 acre-feet per year, an estimated 6,000 acre-feet is expected to be allocated to the City of Tucumcari. This translates into about 5.35 gallons per day. Infrastructure Table 1 summarizes the potential water that could be supplied to each Quay County community as a result of the project.

Infrastructure Table 1: Potential Water Delivered

Community	Potential Reservation (acre-feet)	Average per Day (Millions of Gallons)	Maximum Allowed per Month (Millions of Gallons)	Maximum per Day (Millions of Gallons)
Tucumcari	6,000	5.35	8.29	9.95
Logan	400	.36	.56	.67
San Jon	150	.13	.20	.24
Quay County	1,000	.89	1.38	1.66

Source: Smith Engineering

The Ute Lake Water project is divided into three phases; Phase 1 involves the construction of the Trunkline, which will be located between Logan and Clovis. Phase 2 involves the development of laterals that will distribute water to the southern end of the project. Phase 3 involves treatment, pumping , and delivery. Phase 4 involves construction of the north end of the project.

It is estimated that the project will cost $216,000,000 for construction, which will require a 10% local match from each community, which will be added to the Capital Outlay for both the State and Federal share. The Federal share of the project will be $172,800,000. The State and local share both total $21,600,000. Another $28,000,000 will be required for the non-construction cost, which includes design, public education, and permitting. The communities' share of the non-construction costs will be $2,800,000. Recurring project costs include approximately $12,978,000 per year, which include the raw water costs ($25 per acre-foot), operation and maintenance, equipment/part replacement, debt service, and fees. The Infrastructure Table 2 shows the distribution of costs for each Quay County Community.

Infrastructure Table 2: Project Costs

Community	Capital Outlay for Member Share	Annual Raw Water Cost	Total Annual Cost
Tucumcari	$4,311,390	$150,000	$2,625,527
Logan	$1,907,010	$10,000	$120,000
San Jon	$1,052,190	$3,750	$64,189
Quay County	$9,269,470	$25,000	$555,644

Source: Smith Engineering

The City of Tucumcari has been proactive in securing the funds to pay its share of project costs. In May, voters in Tucumcari approved a gross receipts tax increase to help the City fund the project. Other member communities have pursued a similar course. In addition, the Eastern New Mexico Rural Water Authority Board have been working closely with New Mexico's Congressional Delegation to keep the project moving.

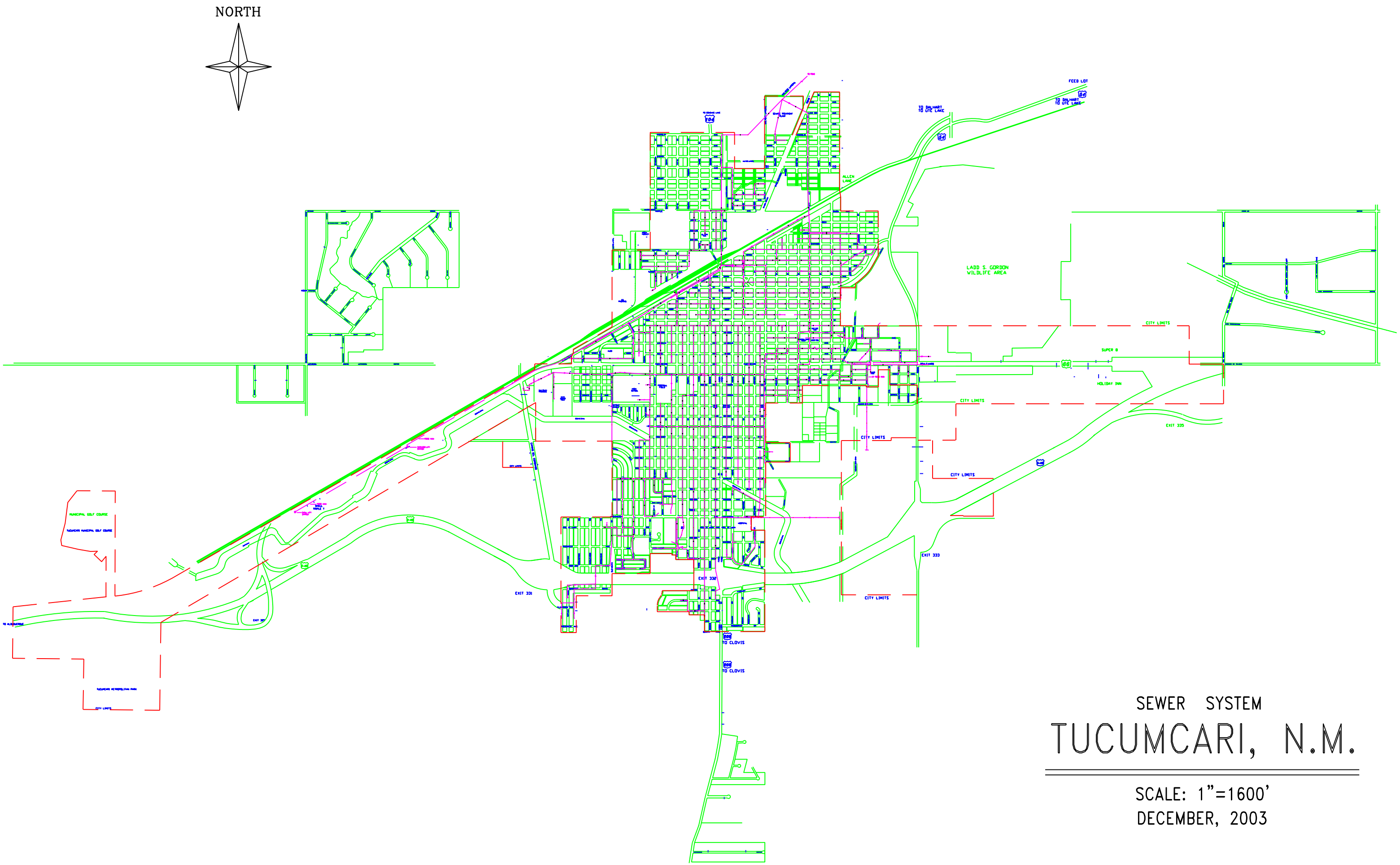
WASTEWATER

The City has provided waste water treatment to the community since 1910. Various improvements have been incorporated in the system over the last ninety years. The current wastewater treatment plant was renovated in the 1980's. The current plant has several potential problem areas which the City is actively pursuing to rectify. An engineer has been selected and work initiated to address the needed improvements at the facility. The configuration of the waste water system is illustrated on Figure 3.

Tucumcari's wastewater plant operates by trickling filters and rotating biological contactor processes in conjunction with associated equipment to provide treatment to the influent. The current system is operated on a manual basis. One of the screw pumps is out of commission (broken shaft).

Recent data, taken by the City, during 2003 show the flow being treated averages approximately 0.8 MGD, which is less than the plants design capability amount.

Wastewater from throughout Tucumcari is collected and transported by the City's waste water collection system to the plant, located northeast of the City's center. Effluent from the plant is discharged eventually into the Canadian River. The WWTP is located outside the 500-year floodplain. The plant should be able to handle 1,250 pounds of biological oxygen demand (BOD) per day and 2,670 pounds per day of suspended solids (SS). Industries which generate high loadings of BODs will require a pretreatment of the waste stream to prevent excessive loading on the treatment facility.



SEWER SYSTEM

TUCUMCARI, N.M.

SCALE: 1"=1600'

DECEMBER, 2003

The City of Tucumcari discharges effluent from its WWTP under the authorization of New Mexico State Discharge Plan to the Pajarito Creek which drains into the Canadian River north of the City.

The wastewater collection system must be maintained and expanded to new development areas to provide the service to the community of a safe and environmentally friendly collection and treatment system.

The waste water collection system extends throughout the developed area of the City. The following Sewer System Map. illustrates the wastewater collection system – piping, lift stations, and waste water treatment facility. The City is upgrading the collection system on a continuous basis to provide the service, safety and health requirements needed of this basic utility. Several improvements have been completed in the last several years:

1. Waste water lines have been replaced with associated manholes in the South east quadrant of the City - from Route 66 Boulevard south to Charles Avenue between Adams Street and Rock Island Street. A section of the main along Rock Island was too close to the surface which had to be replaced which necessitated a lift station be installed at the intersection of Rock Island Street and Hines Avenue.
2. Waste water line (force main) from the route 66 lift station by Tucumcari Lake was replaced for approximately 1,200 linear feet (to the west) with a six inch HDPE line. The waste water line (force main) was secured just east of highway 54 where it was exposed.
3. The 54 lift station was replaced with a new lift station (3-pumps, wet well and associated controls).
4. A new waste water line was installed to a new business on Mountain road.
5. A section of waste water line was replaced south of Route 66 between Second and Third Streets and approximately 300 feet of old waste water line abandoned/filled under Route 66 and north for a block.
6. Three lift stations are in the process of being renovated – Shell, Sherwood, and El Carro.
7. Waste water line, service lines installed from Third Street through Seventh Street from McGee to High Avenue.
8. Russell Addition wastewater service line installation between Rock Island and Lake on the north and south and on the east and west between Turner, Heyman, and Whitmore.

The major rework of First Street will impact the waste water lines crossing under the street. All the crossing lines will be replaced to prevent disturbance

of the highway in the future.

UTILITIES

The remaining utilities are provided for the community from private enterprises.

Power

Xcel Energy provides the power to the City and has a local service office. Farmers' Electric Cooperative Inc. provides the power for the area outside the City Limits.

Gas

PNM supplies natural gas service to the community. The gas lines are maintained on a consistent basis to keep the system in good condition. Several areas in the community were upgraded with new lines in 2002.

Telecommunications

Several telecommunication sources are available for the residents in the Tucumcari area:

- Qwest provides the telephone service in the area.
- Several companies provide cellular service in the area (Plateau, Verizon Wireless, AT & T Wireless, Sprint, Alltel, and Yucca Communications Inc.)
- Plateau provides high speed wireless internet service and Shipley Systems provides landline internet service.

Shipley Systems, the local ISP (Internet Service Provider) in Tucumcari, is the primary provider of internet service to the community offering low and limited high speed access. Readily available to anyone with a telephone line, is a low speed 56k dial-up connection.

Plateau's wireless service provides Wireless access range from 256K to 1.5M. Wireless access is subject to a line-of-sight distance restriction.

Television

Cable television is provided to the City by ComCast. Several sources of satellite systems are available in the area – Sun Comm being the largest in the area. A repeater is located on Tucumcari Mountain which provides UHF signal for local television reception from Amarillo and Albuquerque.

Solid Waste

The City of Tucumcari handles the municipal solid waste for the City from collection to disposal. Currently the City picks up the solid waste with side load solid waste trucks and dispose of the waste in their landfill northwest of the City. The existing landfill will be closed once the new landfill northeast of the City is permited and constructed. The City will be the owner and operator.

The new Landfill's permit application appears to be nearing a deemed complete status which initiates the hearing process thus the permit approval could be realized in the next seven months. This landfill will be approximately 5 miles northeast of Tucumcari along US Highway 54. It is expected to have a life of more than 60 years, and will serve the residents and businesses of Tucumcari, Logan, San Jon, Conchas, House and Quay County. Additional waste may be received from communities in a close proximity to Tucumcari – Santa Rosa, Mosquero, etc. The waste is expected to be primarily composed of residential and commercial waste with a small amount of industrial waste (including some construction and demolition debris). It is expected that between 25 and 30 tons per day of solid waste will be received on the average at the landfill. Appliances and large pieces of scrap metal will be diverted at the gatehouse to a scrap storage area for pickup by a scrap metal dealer. Batteries, tires, used oil, oil filters, paint and chemicals will be separated and held for recycling or removal by a hazardous waste hauler.

The opportunity to recycle has not been available locally. Various options should be investigated which will divert portions of the waste stream from the landfill as well as allow material to be recycled thus conserving natural resources. As mentioned above some recycling is planned to be introduced with the startup of the new landfill.

Drainage

Drainage must be planned and coordinated in and around the City because of the overall flatness of some of the area. The general slope of the City north of the Interstate is to the northeast to Tucumcari Lake. The street drainage will control the City's drainage into this area. Greater utilization of curb and gutters will assist in the drainage control providing the community's drainage is coordinated in a community drainage plan. A detention pond and drainage routing has been created west of Seventh Street just north of the new elementary school. A drainage system is planed with the renovation of First Street to drain the water collected on First Street to the east into a detention pond. As new improvements are designed/implemented to the streets, drainage issues should be addressed to ensure adequate drainage is maintained of the collection areas. To reiterate consideration should be given to developing a community drainage master plan.

Infrastructure/Utilities Issues

Tucumcari provides utilities service to both residences and businesses in the City Limits as well as in the surrounding area. Therefore the City must plan for those in the immediate area as well as in the City. The ICIP for 2003 outlines various projects in the works to improve the infrastructure/utilities of the City. Six water and wastewater projects are listed over the next five years.

The maintenance of the existing lines, necessary improvements, and expansion of the water and wastewater systems is a community issue. As indicated the ICIP illustrates the community's effort in addressing these issues. Water supply is an issue for the community. These are being addressed with current and in work projects. The emphasis will need to be continued in these areas as the community continues to provide these essential services to the community. Water conservation is a cost effective way to assist the supply issue.

Several areas can be used to assist in water conservation. The first is education, in which a community can alert its residents on the problem of water shortages and what steps can be taken to conserve water. Regulating the time of day that a homeowner can water could decrease water consumption by as much as 5 percent. Xeriscaping by the community and the residents in the landscaping can decrease the landscaping water requirements considerably. Use of low-flow fixtures in the homes and businesses can assist in the water consumption. Treated effluent from the WWTF could be used through out the community to irrigate needed areas.

The expansion of the wastewater collection system is an issue which will assist in allowing treatment of the wastewater in these areas. This will assist in preserving the groundwater quality in and around the City.

Solid waste collection and disposal is an issue of the community. Recycling of waste from the waste stream could reduce the volume of waste going to the landfill and reduce the demand on raw material. The City is working aggressively on a new landfill which will allow the closure of the existing landfill once the new landfill is permitted and constructed.

INFRASTRUCTURE/UTILITIES GOALS, OBJECTIVES, AND POLICIES

Maintenance and expansion of the municipal infrastructure and utilities are critical concerns for any municipality. Tucumcari demonstrates its commitment to provide the infrastructure to enhance the quality of life of its residents by investing in maintaining/upgrading the infrastructure in the community and planning/implementing improvements to the community's ex-

panding areas. This is demonstrated by the amount of ICIP planning and budget the City has undertaken in the infrastructure needs of the community. The following goals, objectives, and policies provide a framework and complement the ICIP in guiding the City's infrastructure/utilities improvements.

GOAL ONE: Ensure that its water and wastewater systems are expanded or improved to accommodate future growth.

Objective 1.1 Continue to rehabilitate and replace water and wastewater lines as needed to accommodate existing infrastructure and expand infrastructure to new businesses and developments.

Objective 1.2 Continue to obtain water allocation from Ute Lake and associated supply facilities to provide water for the future growth of the community.

Objective 1.3 Ensure that future development demonstrate adequate water supply and take measures to incorporate water conservation measures in the development design.

Objective 1.4 Ensure that the future wastewater lines are functional with associated water conservation measures.

Policy 1A: The City of Tucumcari will support the ENMRWS efforts to obtain water from Ute Lake, including the construction of trunk lines, laterals, and other components of the project.

Policy 1B: The City of Tucumcari will continue to contribute resources to the success of the ENMRWS project.

Policy 1C: The City of Tucumcari will continually plan for the efficient use of water through taking water conservation measures, improving water storage, and study its long term use.

Policy 1D: The City of Tucumcari is committed to maintaining and improving its water storage and delivery system through the rehabilitation of water lines and water tanks as needed.

Goal Two: Enhance the quality of life by providing safe, efficient, affordable, and responsible use of water.

Objective 2.1 Renovate/replace the water system's main pump station and associated water tank (refurbish existing tank if possible).

Objective 2.2 Coordinate with law enforcement agencies on protection of the City's drinking water.

Objective 2.3 Encourage voluntary water conservation methods like low flow fixtures, xeriscaping, and other measures designed on reducing the water use.

Objective 2.4 Evaluate the performance of voluntary water conservation methods and determine whether an ordinance requiring water conservation is needed.

Objective 2.5 Develop uses of wastewater effluent irrigation and distribution to include municipal and school outdoor recreational facilities.

Policy 2A: The City of Tucumcari will initiate water conservation measures in accordance with Senate Bill 554 in order to conserve water for future use.

Policy 2B: The City of Tucumcari will initiate the widespread use of wastewater effluent for irrigation of public areas including parks and will work with the Tucumcari Public Schools to do the same on their playing fields.

Policy 2C: The City of Tucumcari will work with local, state, and federal law enforcement officials to ensure protection of the community's drinking water.

Policy 2D: The City of Tucumcari supports the development and implementation of a Water Conservation Plan.

Policy 2E: The City of Tucumcari supports the development and implementation of a Drought Management Plan.

Goal Three: Ensure that its infrastructure and utilities' systems maintain the health, safety, and welfare of the community.

Objective 3.1 Provide the necessary infrastructure to the Tucumcari area in order to preserve and protect the ground water in this area.

Objective 3.2 Modify/renovate the City's Wastewater Treatment

Facility as needed to adequately treat wastewater to required standards.

Policy 3A: The City of Tucumcari will continually improve its wastewater treatment facility and expand as necessary.

Goal Four: Plan and work with local entities to utilize available water resources for the long term interest of the area.

Objective 4.1 Continue efforts with Ute Water Commission to secure water reserved for the community and effectively utilize.

Objective 4.2 Develop a water plan to address the water needs, supply, use, alternatives, etc. for the City in conjunction with the county and associated communities. Taking into account Ute Lake Water, Arch Hurley Irrigation Water, municipal water wells, aquifer, gray water and system integrity relative to the demand (current and future) with controls available (conservation, rates, etc.).

Policy 4A: The City of Tucumcari will initiate a long-term, regional 40 year water plan that addresses water conservation and the long-term use of water. Continue to work with the Quay Working Group, involving the San Jon, Logan, Quay, and Tucumcari communities.

Goal Five: Plan and work to provide high speed telecommunications for both commercial and residential use.

Objective 5.1 Continue to work with telecommunication companies to expand local capabilities with wireless and fiber optics to increase data transmission rates.

Policy 5A: The City of Tucumcari is committed to providing the latest high speed communications technology to commercial and residential users within the City.

Goal Six: Address solid waste issues relating to disposal and recycling.

Objective 6.1 Study the feasibility of implementing a recycling program in Tucumcari.

Objective 6.2 Coordinate solid waste issues with county and communities in the immediate area for a unified resolution to such.

Objective 6.3 Continue the development of a new landfill that can be used by all Tucumcari residents.

Objective 6.4 Continue the effort to fulfill the requirements for closing down the existing City landfill.

Policy 6A: The City of Tucumcari will work with other regional communities to address the disposal of solid waste and study the feasibility of a regional landfill.

Policy 6B: The City of Tucumcari will initiate the study of the feasibility of a curbside recycling program similar to that in other communities throughout the State.

IMPLEMENTATION

The following implementation strategies are designed to guide the City of Tucumcari in meeting its infrastructure goals and objectives. They are designed to ensure that current infrastructure systems are maintained and expanded as growth occurs. They are also intended to assist the City in ensuring that water supplies are plentiful enough for current and future generations.

Short-Term Strategies (2004 - 2010)

Forty Year Water Plan: The City of Tucumcari shall initiate a Forty Year Water Plan that provides a guideline on how the City shall identify issues related to water supply, acquiring additional water rights, addressing future water demands. The Plan should also identify the appropriate water conservation strategies for the City to undertake per Senate Bill 554. The Plan shall also address how the City will address future water storage and delivery issues.

Timeframe: 2004 - 2005
Responsibility: Quay Working Group

Water Conservation Plan/Ordinance: The City of Tucumcari shall prepare and implement a Water Conservation Plan. The Water ConservationPlan should follow up on the recommendations of the Forty Year Water Plan with a specific focus on implementing the most appropriate and efficient water conservation measures and without imposing an unfair burden on City residents or the municipal government. The Plan should be approved as an Ordinance by the City of Tucumcari Commission.

Timeframe: 2006 - 2007
Responsibility: City Commission

Drought Management Plan: The City of Tucumcari shall develop and implement a Drought Management Plan that addresses specific strategies on how the City will handle current and future droughts. The Drought Management Plan needs to be integrated with the 40-year Water Plan and Water Conservation Plan.

Timeframe: 2006-2007
Responsibility: City Commission

Eastern New Mexico Rural Water System Project (Ute Lake Water Project): The City of Tucumcari shall continue to take the necessary steps to continue to participate in the Ute Lake Water Project. Implementation actions include:

- Continued funding Tucumcari's share of the project;
- Provide in-kind support to the project;
- Participation in regional planning and discussions;

Timeframe: As Needed
Responsibility: City of Tucumcari Community Development Department

ICIP Initiative: The City of Tucumcari shall continue to plan for improvements to infrastructure through its ICIP plan. The City shall prioritize improvements to its water and wastewater systems on an annual basis. The City shall prioritize improvements to the systems based upon the following criteria:

- How the project promotes and/or enhances the health, safety, and welfare of the community;
- If the project promotes infill development;
- The cost effectiveness and cost benefit of the improvements;

Timeframe: Annually
Responsibility: City of Tucumcari Community Development Department

Provision of High Speed Communications: The City of Tucumcari will continue to provide the highest and fastest data communication lines for business and residential use. This will involve entering into franchise agreements with providers and making any necessary infrastructure improvements to support the lines. This shall be done on an as needed basis.

Timeframe: **Annually or as needed**
Responsibility: City Commission

Comprehensive Drainage Plan and Ordinance: The City of Tucumcari shall initiate a Drainage Plan and Ordinance. The Plan shall identify drainage issues within the City of Tucumcari related to areas where drainage problems persist, how they can be mitigated, and funding sources for dealing with drainage problems. The Plan shall be followed up with an ordinance

that requires all new road development and reconstruction to be designed to mitigate drainage problems.

Timeframe: 2012
Responsibility: City Commission

Regional Landfill Feasibility Study: In collaboration with Quay County and other regional entities, the City of Tucucmari shall initiate discussions and study for a potential Regional Land fill. The Study should identify potential sites, costs/benefits, transportation issues, environmental impacts, and funding sources. If found to be a feasible project, the City of Tucumcari will support establishment of a regional landfill.

Timeframe: 2015 - 2020
Responsibility: City of Tucumcari City Manager

9. TRANSPORTATION

TRANSPORTATION SYSTEMS

Tucumcari is strategically located to utilize the routing of two major interstate highways and two intrastate highways along with air and rail transportation. The following section describes the City's transportation systems and includes policies that pertain to their expansion and/or improvements.

Tucumcari's transportation system is highly influenced by Interstate 40, United States 54, State Road 104, State Road 209 and to a lesser extent by the Union Pacific Railroad. The major highways listed and the New Mexico State Roads (104 and 209) provide access to/from Tucumcari from the north, south, east and west.

Tucumcari is also accessible by plane at the local municipal airport. The airport has two asphalt runways: Runway 8-26 is 4,600 feet long. Runway 3-21 is 7,100 feet long. Both runways are in good condition. The pavement is rated at 35,000 pounds for Runway 3-21 and 12,500 pounds for Runway 8-26 for aircraft with single gear. The facility correctly accommodates airplanes up to and including those classified as approach category "C" for runway 3-21 and "A" for runway 8-26 and airplane design group II. An "Airport Master Plan" dated 1977 and revised in 1988 details some of the improvements needed at the airport. Many of these improvements are in the process of being completed.

City Street Network

The City of Tucumcari has numerous vehicular transportation facilities consisting of State highways, County roads, and City streets that either terminate within or traverse the City limits.

New Mexico State Road 104 enters the City from the North and terminates inside the City limits near the railroad overpass on First Street . NM 209 enters the City from the South and terminates near the I-40 intersection exit 331 becoming First Street . United States 54 enters the City from the North East and terminates at its junction with Interstate 40 on Mountain Road. There are two exits into the City from US 54 located at Main Street and Route 66 Boulevard (formerly Tucumcari Boulevard). Interstate 40 bypasses the City along its South side with five exits allowing access to the City. There are roads within the City limits that are shared with the County. City/County

roads such as Saxon are divided down the center line with the City maintaining their half and the County maintaining their half.

Table 1 is based on a year 1996 street inventory by traveled surface type. This list has data by the linear feet and indicates that Tucumcari had 77.4% of their streets paved with Portland Cement Concrete (PCC), Asphalt Concrete Pavement (ACP), or Bituminous Surface Treatment (BST).

Table 1 – Street Inventory by Surface Type (1996 Comp. Plan)

Surface Type	Dirt	Chip Seal	Asphalt/Concrete	Total
Linear feet	77,400	194,600	70,900	**342,900**
% of Total	22.6%	56.7%	20.7%	**100%**

City Street Conditions

The Street Assessment performed by Wilson and Co. ARC rated the streets in three categories of Good, Fair, and Poor. Table 2 is a rating of surfaced street conditions as a percentage of all streets in 1996.

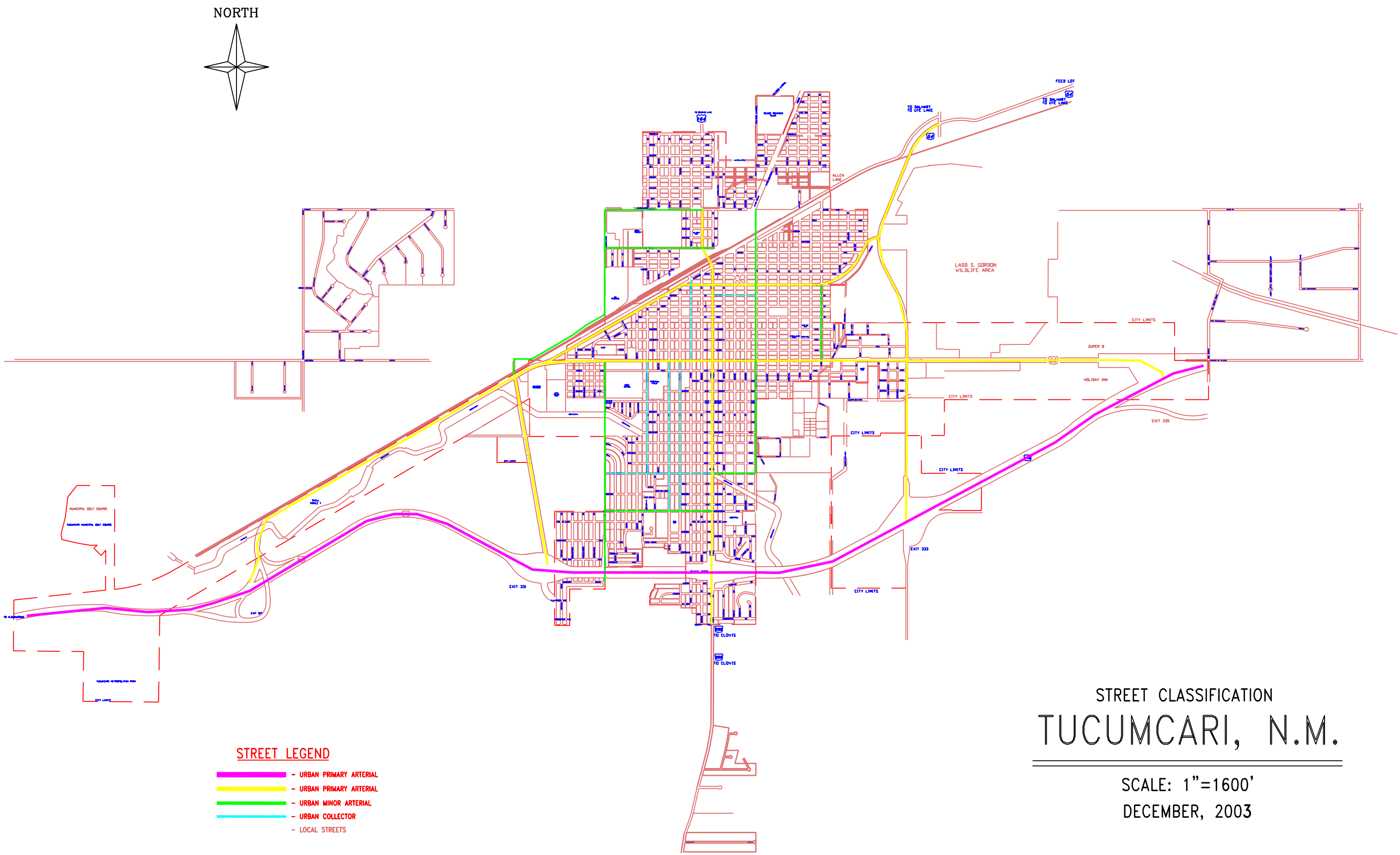
Table 2 – Surfaced Street Condition (1996 Comp. Plan)

Surfaced Street Condition	Linear feet	% of all streets
Poor	145,500	42.4%
Fair	139,800	40.8%
Good	57,600	16.8%

This table indicates that the majority of the streets were in poor condition. The City has used various State and Federal funding sources in combination with their own matching funds to improve existing streets and to reduce the amount of streets in the poor category. The City has utilized its labor and equipment to the extent possible to assist in street renovation projects thus contributing in kind match to get the maximum improvement per invested dollar. Tucumcari has their own pothole repair equipment that is used every year as needed, mostly in the fall after the rainy season in July and August and after large snow events. New Mexico Department of Transportation MAP and COOP funds have been used as well as Community Development Block Grant (CDBG) funds to replace and renovate streets.

A number of improvements to the City's streets have occurred since the 1996 Comprehensive plan. Completed paving with asphalt projects have included:

Washington Street from 11th Street to 1st Street
- 4th Street from Route 66 Blvd. to Washington Ave.
- 5th Street from Route 66 Blvd. to Washington Ave.
- Smith Ave. from Rock Island to Lake Street.
- E. Turner Avenue from Rock Island to Lake Street.
- Heman Avenue from Rock Island to Lake Street.
- Adams St. from Route 66 to Max.
- Monroe St. from Route 66 to Charles.



STREET CLASSIFICATION

TUCUMCARI, N.M.

SCALE: 1"=1600'

DECEMBER, 2003

-Jackson St. from Hines Avenue to Charles.
-Overlay of the full length of Route 66 Blvd.
-Partial overlay of 1st Street the full length of City
-10th St from Charles Avenue to Washington Avenue
- Streets around new elementary school
-3rd Street from McGee Avenue to High Avenue
-4th Street from McGee Avenue to High Avenue
-5th Street from McGee Avenue to High Avenue
-6th Street from McGee Avenue to High Avenue
-7th Street from McGee Avenue to High Avenue
-8th Street slurry seal from McGee Avenue to High Avenue
-High Avenue from 3rd Street to 8th Street

2003 – 2004 MAP and COOP completed paving projects include:

-Charles Avenue from 11th Street to 1st Street
-7th Street from Charles Avenue to Gamble Avenue
-Rock Island from Main to rail road right-of-way.

A recent year 2003 City of Tucumcari street inventory update by the City has 84 streets with a total mileage maintained by the City at approximately 61 miles. Most of this mileage is two lane miles. Curb and gutter in the City parallels the street conditions with the majority in the fair category. Much of the curb and gutter that is in the poor classification was installed in the 30's and 40's as part of the WPA projects.

Table 3 – Surfaced Street Condition (2003 Survey)

Surfaced Street Condition	Linear feet	% of all streets
Poor	135,000	39.0%
Fair	128,885	38.0%
Good	79,015	23.0%

Comparing the survey conducted for the 1996 Comprehensive plan versus the 2003 Street Survey indicates that with the above listed improvements, the percentage of poor streets has changed from 42.4 percent to 39 percent. Since 1996, the City of Tucumcari and NMDOT have renovated 94,626 feet, or 17.9 miles of City streets. This has been a tremendous effort to reverse the deterioration trend. Streets continue to deteriorate which is due to the rate of decline of the surfacing brought on by traffic loading, moisture, the freeze – thaw cycle and ultra violet sunlight. In order to slow the deterioration rate and continue to improve the poor to good ratio, a yearly maintenance plan is recommended for all streets in the good to fair category prioritized by their Street Functional Classification, i.e. loadings in conjunction with continued systematic replacement of the poor streets. This in conjunction with continued renovation of the streets will contribute to better street conditions in the community.

It has been shown in trials conducted by many States, that a yearly fog seal conducted in October and November will increase the lifespan of an asphalt street by as much as two times. Sealing the surface blocks moisture infiltration therefore negating the freeze-thaw cycle while also blocking the harmful ultra violet sunlight rays.

Estimated Street Functional Classification

Table 4 has a listing of streets that are estimated to have the greatest amount of traffic. These are separated into four main classifications based on their function. The streets shown are an example of each Street Functional Classification but are not necessarily all the streets of that type.

Table 4 – Street Functional Classification Summary
Urban Principal Arterial

First Street.	from	I-40	to	Maple Ave
Route 66 Blvd.	"	East I-40	to	West I-40
Main Street	"	W. R.66 Blvd.	to	US 5
Mountain Road	"	I-40	to	US 54
Camino Del Coronado	"	I-40	to	W. R.66 Blvd.

Urban Minor Arterial

N. 11th St.	from	W. R.66 Blvd.	to	Maple Ave
Maple Ave.	"	11th St.	to	US 54
Campbell Ave.	"	11th St.	to	1st St.
S. 11th St.	"	W. R.66 Blvd.	to	I-40
Washington Ave.	"	11th St.	to	1st St.
Charles Ave	"	1st St.	to	Rock Island
Rock Island	"	Maple Ave.	to	Charles Ave.
Lake St.	"	Main St.	to	E. R.66 Blvd.

Urban Collector

S. 4th St.	from	R.66 Blvd.	to	Washington
S. 5th St.	"	R.66 Blvd.	to	Washington
S. 7th St.	"	R.66 Blvd.	to	Charles
3rd St.	"	R.66 Blvd.	to	Railroad Ave.
Charles Ave.	"	11th St.	to	1st St.
Center St.	"	1st St.	to	Rock Island

These various streets and their tentative functional classification assignment are based on transportation engineering judgment provided by Engineers Inc. These classifications were made based on overall traffic volume level observations utilizing NMDOT annual traffic counts on those streets with counters and also on peak hour traffic flow observations within the City. The

City streets are illustrated on Figure 1 with the associated street classification color coded. A Comprehensive Traffic Study of Tucumcari has not been conducted in recent history to address all of the transportation issues and to provide the community leaders with an implementation plan for the future.

Engineers Inc recommends that a Comprehensive Traffic Study be implemented. This study would provide local and State officials with the following information:

1. A Comprehensive Program of Traffic Counts
2. A Street and Highway Plan
3. Traffic Projections for Streets and Highways
4. A Traffic Control Devices Review
5. A Project Implementation Program
6. Transportation Study Data
7. Location and Alignment Study (US 54 and Main Street)
8. Maintenance / Renovation Plan

This type of study is best provided by use of a computerized traffic model. The estimated cost of this type of study is $200,000 subject to final scope negotiations. This amount of funding could be supplemented by legislative assistance to secure funds that would be administered through the State Maintenance Bureau and the District Four Office of the NMDOT.

Railways

The Union Pacific Railroad transverses through the City generally East to West. There is an abandoned spur that originally passed through the Industrial Park. The spur could be reopened, which could contribute to economic development efforts in the City.

Air Transportation

Tucumcari is accessible by planes at the local municipal airport. The airport has two asphalt runways: Runway 8/26 is 4,600 feet long and 60 feet wide. Runway 3-21 is 7,100 feet long and 100 feet wide. Both runways are in good condition. The pavement is rated at 35,000 pounds for Runway 3-21 and 12,500 pounds for Runway 8-26 for aircraft with single gear. The facility correctly accommodates airplanes up to and including those classified as approach category "C" for runway 3-21 and "A" for runway 8-26 and airplane design group II. An "Airport Master Plan" dated 1977 and revised in 1988 identifies the following needed improvements.

- Runway 3-21 Grade Correction
- Dense course mix on taxiways 1,2,3
- Taxiway lighting
- T-hanger access taxiway
- Construct access road and parking area

- Install drainage structure
- Extend perimeter fencing
- Reconstruction work

Many of these improvements have been completed since the master plan was adopted. Major improvements beginning in 1995 have improved runway 3-21 by correcting the grade and resurfacing. A 5-strand barb wire fence was installed in 1995-96 around the entire perimeter of the airport lands. More recently, all new lighting was installed on the runways and chain link safety fence was installed on a portion of the properties, primarily around the buildings along the entrance. Federal Aviation monies are available to the airport in the form of low interest loans and grants with the City matching five percent. A 2003 to 2007 fiscal year Capitol Improvement Plan by the Federal Aviation Administration indicates that for 2004, $2,000,000 is available to widen and extend the runway 8-26, and for 2005 , $1,000,000 is available to rehabilitate taxiways A, B, and C and to construct partial parallel taxiway to runway 8. See Appendix for a complete list of the FAA CIP.

Molzen-Corbin & Associates PA is currently studying future airport needs, but the report was not finished at the time of this report.

TRANSPORTATION ISSUES

Although highway design, maintenance, and traffic are the responsibility of the New Mexico Department of Transportation (NMDOT), they impact very significantly upon the residents and City. Increased highway traffic will require major modifications to the highways in Tucumcari. Coordination with the state on the improvements and timetables are essential in satisfying the City's goals and objectives.

Most residents want the City to improve the streets and the related safety issues. The following goals will help identify hazardous areas in the City so solutions can be identified and implemented. Dangerous intersections should be identified and the problems mitigated through signalization, signage, and traffic speeds. Some streets need to have the traffic calmed by using crosswalks, signals, signs (stop and yield), and speed bumps on the residential streets. Improving the streets with curb and gutter will assist in stabilizing the edge of the street as well as assist in confining and controlling the drainage from rain events. Installation of sidewalks and handicap curb returns removes some of the City's liability by providing a safe location for pedestrian traffic and keeping pedestrians out of streets except in designated crossing areas.

Another issue, concerns the creation and use of trails for walking and cycling which could be planned and developed throughout the community. Examples include; trails around the city and Tucumcari Lake, a nature walk north of the new elementary school, and ensuring that the existing network of sidewalks are in good repair for walking.

TRANSPORTATION GOALS, OBJECTIVES, AND POLICIES

Maintenance of roadways is a critical concern for any municipality. Tucumcari demonstrates their concern and "do something about it" attitude by investing in maintaining the current roads in the community and planning/implementing improvements to the community's expanding areas. This is demonstrated by the amount of ICIP planning and budget the City has undertaken in the Transportation Area. The following goals, objectives, and policies provide a framework and complement the ICIP in guiding the City's transportations improvements.

Goal One: Effecient transportation system characterized by traffic and road management that promotes the safety of residents and community cohesiveness

Objective 1.1 Continue to rehabilitate City streets and expand the road network as needed to accommodate future growth.

Objective 1.2 Identify possible expansion of the streets within the City and future potential streets.

Objective 1.3 Identify and utilize funding sources for street improvements and maintenance to assist in meeting the existing and anticipated needs.

Policy 1A: Through the CIP process, continue to improve and rehabilitate City streets and expand with growth.

Goal Two: Transportation system will be planned around a variety of transportation modes.

Objective 2.1 Seek ways to expand the runways and taxiways at the Municipal Airport to attract a variety of air traffic – greater accessibility to air traffic.

Objective 2.2 Follow the recommendations of the Airport Master Plan.

Objective 2.3 Plan for a public transit system by identifying federal requirements for a system, sources of funding (including federal) and identifying potential routes.

Policy 2A: The City of Tucumcari will improve and expand the airport as a means of diversifying travel options to and from the City and as an economic development tool.

Policy 2B: The City of Tucumcari will study the feasibility of a mass transit system for the City and identify potential costs, routes, customers, and similar systems in other communities.

Goal Three: Transportation system will respect the integrity of existing neighborhoods and residential areas.

Objective 3.1 Identify dangerous intersections in Tucumcari and take steps to mitigate problems through signalization, signage, and traffic speeds.

Objective 3.2 Study the need for traffic calming devices such as cross

Policy 3A: The City of Tucumcari is committed to ensuring that all roadways in the City promote safety of pedestrians, motorists, and bicyclists alike.

Goal Four: Transportation system improvements will be coordinated on a regional basis as needed

Objective 4.1 Address transportation issues impacting the region as a whole through coordination with the Eastern Plains New Mexico Council of Governments.

Objective 4.2 Develop a Transportation Plan for the region to outline potential infrastructure transportation modes/routes to accommodate the City's growth in coordination with the County's.

Objective 4.3 Identify routes for walking/bike trails for residents in City and area immediately around the City to be developed.

Policy 4A: The City of Tucumcari is committed to working with appropriate entities to ensure a smooth region-wide transportation system.

IMPLEMENTATION

The following implementation actions are designed to help the City achieve its transportation needs.

ICIP Coordination: On an annual basis, the City of Tucumcari shall prioritize street improvements and expansion through its ICIP request. Prioritization

of street improvements and expansion should be based on the following criteria:

- Enhancement of the health, safety, and welfare of the community;
- Whether the improvements serve an infill development site;
- Whether the improvements enhance the City's economic development potential;
- Costs and benefits to the community.

Timeframe: On Going
Responsibility: City of Tucumcari Community Development

Airport Improvements and Expansion Initiative: In conformance with the Airport Master Plan and on-going Airport Needs report, apply for grants, loans, and additional forms of aid designed to improve existing airport facilities and plan for future growth and expansion.

Timeframe: Ongoing
Responsibility: City of Tucumcari

Airport Marketing Plan: In conjunction with the Greater Tucumcari Economic Development Corporation, the City of Tucumcari shall begin marketing the airport to air freight carriers as a distribution location. Tucumcari is ideally situated between major markets, which could make it a strong candidate for a regional distribution center.

Timeframe: 2012
Responsibility: City of Tucumcari

Transportation Partnerships: The City of Tucumcari shall establish partnerships with other public and non-profit agencies in order to establish shuttle services and transportation for seniors and qualified lower income residents. The City should seek grants and other forms of aid in order to allow it to assist in providing such a program.

Timeframe: As needed
Responsibility: City of Tucumcari in conjunction with state agencies and non-profit organizations.

Trail System Master Plan: The City of Tucumcari shall initiate a Trail System Master Plan that plans for bicycle and pedestrian modes of transportation. The Plan shall identify routes that connect various activity centers within Tucumcari such as Mesalands Community College, parks, schools, and

downtown. The Plan should identify funding for the trail system, address signage issues, and the specific actions needed for stripping and lane marking.

Timeframe: 2015 – 2016
Responsibility: City of Tucumcari

Regional Transportation Plan: In coordination with the Eastern Plains Council of Governments, Quay County, and communities located within Quay County such as San Jon and Logan, the City of Tucumcari shall initiate a Regional Transportation Plan. The Plan shall identify key roadways for improvements, expansion of roadways within the region, required infrastructure, and identification transportation needs of the public.

Timeframe: 2015 – 2018
Responsibility: City of Tucumcari

10. implementation

MAKING THE PLAN WORK

The City of Tucumcari Comprehensive Plan, once adopted is intended to become official policy of the City. Once the Plan is adopted as Resolution by the City Commission, the completed document should not be considered to be the end of the planning process. Instead, this Comprehensive Plan has outlined several strategies and recommendations that the City of Tucumcari needs to consider in improving the overall health, safety, and welfare of the community. The key to successful, on-going community development is to utilize the Comprehensive Plan and to revise the Plan to reflect changes in the community.

This implementation element is one of the most important sections of the Plan since it identifies how goals, objectives, and policies should be accomplished. It does this by carrying out who is responsible for carrying out the policies and by when implementation should occur. Specifically, the implementation section should achieve the following:

- Determine specific action steps needed to achieve the goals and carry out the objectives;
- Establish the short and long-term time frames for accomplishing the recommendations of the Plan;
- Delegating responsibilities for implementing the Plan; Most of the responsibility for plan implementation falls to the City of Tucumcari but the plan also recommends potential partnerships with other entities to carry out the planning recommendations; and
- Provide the framework for updating the Plan.

Implementation Process

Purpose and Intent of Implementation

Within each Planning Element are a series of strategies and implementation actions, all of which are summarized within this Implementation Element. The summaries of each implementation element contain specific tasks for carrying each strategy and are linked to City Departments and relevant stake-

holders with whom the City should establish partnerships. Strategies are linked to funding sources where applicable. In addition, specific mechanisms should be put in place to ensure that the Plan is being monitored for implementation. A realistic program for implementation should be put in place by the City of Tucumcari by the leadership, maintained/monitored by City Staff, and used by the entire community. The Plan should be linked to the City Zoning Ordinance and Subdivision Regulations, the ICIP, and the City of Tucumcari Budget. New ordinances and studies should be borne out of this planning effort if needed.

Physically, implementation revolves around the Preferred Land Use Scenario found in the Land Use Element. The Scenario should serve as a general guide for decision-making in zoning cases and subdivision plat review. Land use decisions should be made consistent with the policies of the City of Tucumcari Comprehensive Plan. Review, revision, and updating the City's Ordinances affecting land use should be an initial implementation strategy of the Comprehensive Plan.

How to Implement the City of Tucumcari Comprehensive Plan
Just as the other planning elements found within the Comprehensive Plan contain goals, objectives, and policies, the Implementation Element contains the following goals, objectives, and policies that provide a basis to implement and ensure that the Plan is kept current.

Annual Plan Amendments: Annual plan amendments will provide the opportunity for minor plan updates and revisions such as changes in land use designations and implementation actions, and review of Plan consistency with ordinances, regulations, and regional plans. This can be done in the form of an addemdum to the adopted Plan. Identifying potential plan amendments should be an ongoing process by the Planning Commission and City staff throughout the year.

Major Updates of the Comprehensive Plan: Major updates of the Plan should occur every five years. Goals, objectives, policies, demographics, and implementation actions should be revised accordingly.

IMPLEMENTATION GOALS AND OBJECTIVES

Like the other elements, the Implementation Section contains the following goals and objectives that help guide implementation of the Plan.

Implementation Goal One: Implement the City of Tucucmari Comprehensive Plan

> *Objective 1.1: Utilize the Preferred Land Use Scenario as a guide when making land use decisions.*

Objective 1.2: Link the ICIP to recommendations found within the Comprehensive Plan.

Objective 1.3: Base future grant applications on recommendations of the Comprehensive Plan.

Objective 1.4: Incorporate review of Comprehensive Plan periodically within the regular Planning and Zoning Commission Agenda.

Policy 1A: The City of Tucumcari shall make decisions consistent with the recommendations of the Comprehensive Plan in its day-to-day operations.

Policy 1B: The City of Tucumcari Planning and Zoning Commission should review the status of the Comprehensive Plan on a quarterly basis. The Commission should prepare a report to the City Commission on the Comprehensive Plan status including implementation steps and accomplishments.

Implementation Goal Two: Update the City of Tucucmari Comprehensive Plan as needed or every five years

Objective 2.1: Establish a review schedule for the Comprehensive Plan on an annual basis.

Policy 2A: The City of Tucumcari will ensure that its Comprehensive Plan will be reviewed regularly and updated as needed.

IMPLEMENATION AND ACTION STRATEGIES

The implementation and action strategies create the framework on how to implement the Comprehensive Plan.

Comprehensive Plan Steering Committee: The City of Tucumcari will appoint a Comprehensive Plan Committee who oversees implementation of the City Comprehensive Plan. Roles of the Committee include:

- Developing benchmark criteria for determining whether Comprehensive Plan implementation strategies are being met;
- Reviewing implementation against timeline for completing strategies;
- Regular reporting of Comprehensive Plan implementation progress reports to the Planning and Zoning Commission and the City Council;

- Monitoring funding sources and programs that could be used for implementation strategies;
- Monitor changes in State Legislation and Plans in order to ensure that the Comprehensive Plan is consistent with new State policy;
- Represent the City of Tucumcari in regional planning efforts;
- Monitoring changed conditions in the community that could impact the Plan or necessitate revision; and
- Recommend revisions and amendments to the Comprehensive Plan as needed.

Timeframe: On Going and as needed
Responsibility: City of Tucumcari City Manager, Community Development, Planning and Zoning Commission

Update the Comprehensive Plan as needed: The City of Tucumcari should adhere to the following guidelines in updating its Comprehensive Plan:
A Plan should be reviewed and/or updated every 5 years over the life of the Plan.
Goals/Objectives, policies shall not be revised without a public hearing process.
Changes should be made in the original document but could also be made as an addendum or separate report

Items to Review and Update in a Comprehensive Plan
There are several items to review and update in a comprehensive plan. These items include:

Changes to Demographics/Existing Conditions
The existing conditions section or the part of the plan containing demographics is one of the areas where change always occurs. New census figures come out every ten years and estimates are prepared regularly. Plans that get adopted prior to the release of new Census data should be reviewed after the data gets released in order to contain the most current and accurate data. Typically, plans that get prepared prior to new Census data have to rely on the previous census or on estimates. The community may want to consult the Bureau of Business and Economic Research for estimates of demographics and use those in the plan, however, sometimes those estimates can be off. A plan that is prepared in the year 2008, for example, will have to rely on 2000 US Census data or estimates that are prepared. For a rapidly changing community, the 2000 data may be outdated. Data that should be reviewed and revised includes:

- Population data;

- Unemployment data;
- Large employer data; and
- Housing data (i.e. number of units)

Review of Implementation
Another area for review and update is the action agenda/implementation strategies. As items are implemented, it is good to note those by providing some way to note what has occurred or what is planned. A regular report on implementation is a good way to discuss what has been implemented and the community should also keep a record of implementation actions that are completed. The review should also focus on those items that have not been implemented, especially those whose time frames are close to being due per the action agenda.

Review of What is Working/What is Not Working
It is also important to review what is working in the plan and what is not. A plan should not hold a community back. When implemented, if the goals, objectives, and policies are having the opposite effect, they should be reviewed and modified. Another aspect of this is if the goals, objectives, and policies need to be revised or rewritten in order to make them stronger, this should also be done at review.

Review of Maps
The maps within the Comprehensive Plan should also be reviewed and revised if necessary, particularly the preferred land use scenario. The community is strongly encouraged to follow the map as much as possible but there could be instances when the community needs to evaluate the map. For example, if a large employer has come in and established itself on an area of vacant land, that area should be evaluated in order to avoid land use conflicts with the new use. Perhaps the area should be redesignated as commercial or industrial if possible.

IMPLEMENTATION TABLES

The following tables provide an overview of each implementation strategies identifies within each Planning Element. The tables provide time frames for action and delegates responsibility to the appropriate City Departments. In some cases the implementation strategy is dependent on the City establishing partnerships with other entities. Implementation is ultimately dependent on funding, staff time, and City resources.

Land Use Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding Sources
Subdivision Revision	2004 - 2005	Community Development	Identify Issues; Review State Statutes; Draft Revisions; Review with P/Z; Bring before Council.	CDBG
Zone Code Review and Revisions	2005 - 2006	Community Development	Develop guidelines for Mixed Use Zone, Downtown District Overlay;	CDBG/General Fund
Infill Policy	2005	Community Development & Planning and Zoning Commission	Designate infill areas for infrastructure improvements ; Prioritize land use decisions; Research infill incentives available for infill development; Limit annexations until vacant land within City boundaries is reduced.	ICIP
Dilapidated and Abandoned Properties	Ongoing	Community Development; EPCOG	Pursue grants for removal of dilapidated housing or rehabilitation; Conduct community housing inventory to identify dilapidated structures;	CDBG/HUD Funding
Tucumcari Blvd. Design Overlay Zone	2007 - 2009	Community Development; EPCOG/Planning Consultant	Identify appropriate design standards for new development on the Blvd; Hold Charrette on potential development on the Blvd; Produce document with standards;	General fund/ICIP; CDBG
Extraterritorial Policy	2010	Community Development, Planning and Zoning, Quay County	Begin meetings with Quay County regarding ETZ; Hold public meetings; Identify issues and potential boundaries; Report to City Commission and decide upon ETZ.	General Fund

Economic Development Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
Economic Development Strategic Plan	2003 - 2004	City Manager, GTEDC	Secure funding for Plan; Hire Economic Development Consultant to assist in issue identification and Plan preparation;	CDBG; GTEDC
Retention and Expansion Committee	2004	City Manager, GTEDC	Establish committee; Contact businesses on regular basis to identify business issues; Research programs designed to assist in expansion and retention issues	GTEDC
Visitor Questionnaire	2004	GTEDC	Develop questionnaire for visitors; Contact local motels, restaurants, and other businesses for distribution of questionnaire	GTEDC; City of Tucumcari
Quick Response Team	2004	GTEDC, City Manager	Form Committee to respond to inquiries; Obtain incentive information to provide to companies looking to relocate.	GTEDC
GTEDC Website	2004	GTEDC, City Manager	Develop website with appropriate information;	GTEDC, City General Fund
Business Forum	Ongoing	GTEDC, City Manager	Coordinate regular meetings to identify issues impacting businesses	GTEDC, City General Fund
Grants/Programs Research	Ongoing	City of Tucumcari Grant Writer	Research and apply for appropriate grants for the City of Tucumcari to pursue	City of Tucumcari
Industrial Park Master Plan	2007	Community Development	Hire planning consultant to assist with plan preparation;	CDBG
Targeted Marketing Strategy	2008	GTEDC	Identify appropriate industries to contact; Begin contacting industries and prepare Community Marketing booklet;	GTEDC
Downtown Revitalization	2008 - 2015	City of Tucumcari, Community Development	Study revitalization efforts of other communities (Artesia); Hold community charrette; Hold public meetings to determine how revitalization efforts to proceed	CDBG; City of Tucumcari Funding
Small Business Incubator	2012	City of Tucumcari, Mesalands College	Provide space for incubator; Finance;	RUS monies;

Housing Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
Homebuilder Association Marketing	On Going	City of Tucumcari Community Development	Prepare demographic reports and vacant land analysis and maps to be sent to Home Builder Association; Contact the Home Builder Association on a regular basis to attract developers; Work with the Home Builder Association to identify incentives the City could provide to attract residential development.	General Fund
Housing Grant Application	On Going	Tucumcari Housing Authority	Continue to research and apply for grants that pertain to housing programs of which Tucumcari is eligible	Housing Grants
Housing Authority One Stop Shop	2007	Tucumcari Housing Authority	Coordinate all program materials into one central office; Provide education to clients about the use of the One-Stop Shop	Housing Grants
Senior Housing Initiative	2008	City of Tucumcari Community Development	Review zoning ordinance and establish mixed use zones; Require pedestrian friendly provisions in new development; Begin recruitment campaign targeted at senior housing providers	General Fund
Manufactured Home Ordinance and Design Standards	2010	City of Tucumcari Community Development	Develop Manufactured Homes Ordinance requiring development standards for manufactured home parks	CDBG and/or General Fund

Community Character Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
Community Character Task Force	Ongoing	Community Development, City Commission	Establish Committee; Develop strategies for historic preservation; Assist in developing guidelines for new development; Research grants and funding for historic preservation	-
Route 66 Neon Sign Ordinance	2004	Community Development, City Commission	Develop ordinance modeled after NM Heritage Preservation Alliance; Bring Ordinance before City Commission for Adoption;	CDBG
Signage and Beautification Campaign	2005	Community Development	Develop a signage standards advertising downtown businesses at strategic locations; Initiate public art program; Develop landscaped median program;	General Fund
Landscaping Ordinance	2008	Community Development	Develop landscaping ordinance for commercial areas that utilize native vegetation and xeriscaping;	General Fund
View Corridor Identification	2008 - 2010	Community Development	Establish Overlay zones that establishes design parameters designed to protect and enhance views of Tucumcari Mountain;	-

Community Services Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
Park Development Bonus (Part of Subdivision Ordinance)	2007	Parks/Recreation Dept., Community Development	Work with Community Development on the Subdivision Revisions to ensure density bonuses are included for new subdivisions;	CDBG
Park Facilities Master Plan	2008	Parks and Recreation	Hire consultant to assist with Plan development; Identify needed improvements in City parks; Incorporate park improvements in ICIP according to Plan recommendations;	CDBG
Five Mile Park Restoration	2010	Parks and Recreation, City Manager	Identify funding sources for potential restoration including CDBG, historic preservation funding; Begin fund raising initiatives; Hold public meetings to get design ideas; Prepare master plan to guide restoration and redevelopment efforts;	CDBG, Historic Preservation Funding, Fund raising,
School Facility Planning	Ongoing	City of Tucumcari in conjunction with Tucumcari Public Schools	Identify potential school sites in conjunction with growth patterns	-
Law Enforcement and Fire Initiative	Ongoing	City of Tucumcari Police/Fire Departments	Prioritize equipment purchases through ICIP; Monitor changes in technology and equipment	ICIP

Infrastructure Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
Regional 40-Year Water Plan	2004 - 2005	Quay Working Group	Continue to work with Quay Working Group on funding and preparing Study; Identify regional water issues; Hire consultant to prepare plan;	Rural Utility Grant; CDBG
Water Conservation Ordinance	2005 - 2006	City Commission	Hold public meetings on water conservation measures appropriate for Tucumcari; Study effects of water conservation measures in terms of cost to residents, businesses, and the City; Select the most appropriate conservation measures; Draft ordinance.	General Fund
Drought Management Plan	2006 –2007	City Commission	In accordance with 40-Year Water Plan and State Water Planning, develop drought management plan relating to water conservation, acquisition of additional water rights if needed and identification of new well sites.	CDBG
Ute Lake Water Project	On Going	City Development	Continue to communicate and participate in activities with the ENMRWS project	General Fund; Legislative Monies;
ICIP	On Going	City Development	Prioritize water and wastewater system improvements on annual ICIP	-
High Speed Internet Franchise Agreement	On Going	City Commission	Enter into franchise agreement with high speed internet provider	-
Drainage Plan and Ordinance	2012	City Commission	Hire engineering consultant to prepare plan; Identify issues; Prepare and adopt plan;	CDBG
Regional Landfill Study	2015 - 2020	City Manager	Identify potential sites for landfill; Identify funding; Hold public meetings' Initiate application process	CDBG

Transportation Implementation and Action Agenda

Implementation	Time Frame	Responsibility/ Partnerships	Tasks	Funding
ICIP	On Going	Community Development	Prioritize transportation improvements on annual ICIP	-
Airport Improvement and Expansion Initiative	On Going	City Manager	Continue to apply for grants pertaining to airport expansion and improvements.	-
Airport Marketing Plan	2012	City Manager	Develop brochure advertising airport amenities; Advertise improvements to freight carriers;	General Fund
Transportation Partnerships	On Going	City Manager	Continue to partner with non-profit providers to provide transportation to low income and senior residents; Identify needs of target population;	General Fund; Social Service Grants;
Trail System Master Plan	2015 - 2016	Community Development	Hire consultant or planner to develop Plan; Identify trail linkages (schools, parks, activity centers); Identify funding sources; Prepare plan;	CDBG
Regional Transportation Plan	2015 - 2020	Community Development	Work with other Quay County communities to identify transportation issues; Develop project goals and scope; Identify solutions to issues; Identify funding; Prepare plan;	CDBG

appendix a

FUNDING SOURCES AND PROGRAMS FOR COMMUNITY DEVELOPMENT ACTIVITIES

This appendix provides a compendium of Federal and State economic development and infrastructure development resources available to both local governments and people interested in starting businesses. This list is accurate as of Summer 2003.

Catalogue of Federal Domestic Assistance: Resource that includes extensive listings of federal assistance programs for municipalities, contacts, and grant application procedures. The approximate price of the catalogue is $63 for a hard copy and $54 for a CD. The catalog is also available on-line. The catalog can be obtained by contacting:

For Hard Copy or CD
US Government Printing Office
1-888-293-6498
or
On-line
www.cfda.gov

Community Development Revolving Loan Fund: The purpose of this loan program is to assist local governments in attracting industry and economic development through construction and improvement of necessary infrastructure and services needed by industry. The funds are intended to create jobs, stimulate private investment, promote community revitalization, and expand the local tax base. All incorporated municipalities and counties are eligible and loans are limited to $250,000 per applicant. There is a continuous funding cycle for this award. Local governments can obtain a request forms and technical assistance from the State Economic Development Department.

Contact: Kathy McCormick
Economic Development Department
PO Box 20003
Santa Fe, NM 87504
Phone: (505) 827-0382
kathy@edd.state.nm.us

Cooperative Advertising Program: This program promotes economic development activities throughout New Mexico by assisting local organizations with the cost of promotional activities in their regions. Regional activity is encouraged. Municipalities, local committees, tribal governments and regional/non-profit organizations are eligible. Combined efforts are encouraged. Funds can be used to attract businesses from out of state to the area, production of marketing materials, and registration fees for conference advertising. The program reimburses 50% of eligible costs up the maximum grant amount. The maximum amount that can be requested is $30,000 per applicant or $40,000 for tourism marketing partnerships. Workshops are held throughout April and applications are due in May. Applicants must provide a response to a Request for Proposal and must include a marketing plan, project description, and advertising budget.

Contact: Mona Medina
New Mexico Department of Tourism
Lamy Building
491 Old Santa Fe Trail
Santa Fe, NM 87501
Phone: (505) 827-7605

Community Services Block Grant Program (CSBG): This program is designated for non-profit organizations that provide assistnact the low-income populations in their community. The program intends to impact the causes of poverty in the community or areas of the community where poverty is an acute problem. Grants are $25,000 and is a formula grant with no competitive process

Contact: Linda A. Myers, Bureau Chief
Community Development & Commodities Bureau
Income Support Division, NM Human Services Department
P.O. Box 26507
Albuquerque, NM 87125-6507
(505) 841-2696 Fax (505) 841-2691
E-Mail: linda.myers@state.nm.us
or
Dora M. Fresquez
Community Development & Commodities Bureau
Income Support Division, NM Human Services Department
P.O. Box 26507
Albuquerque, New Mexico 87125-6507
(505)841-2693 Fax (505)841-2691
E-Mail: dora.fresquez@state.nm.us

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 park-

ing 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: Dennis Ortiz
Engineer Maintenance Section
NM Highway and Transportation Section
PO Box 1149
Santa Fe, NM 87504-1149
(505) 827-5498

County Arterial (ROAD) Program Local Government Road Fund: This program assists counties with construction, reconstruction, improvement, and maintenance of county roads. The county must provide a 25% match to the entitlement amount provided by the State. The deadline to apply is April 1 of each year.

Contact: Dennis Ortiz
Engineer Maintenance Section
NM Highway and Transportation Section
PO Box 1149
Santa Fe, NM 87504-1149
(505) 827-5498

Empowerment Zone/Enterprise Zone Community Program: The purpose of this program is to create jobs and business opportunities in the most economically distressed areas on inner cities and rural areas. A community designated as an empowerment or enterprise community gets tax incentives, grants, and loans to create jobs and expand business opportunities. The President and Congress designated 72 urban and 33 rural areas as EZs or ECs and in 1997, HUD designated 15 urban and 5 rural communities as EZs and ECs. Deming, NM is classified as an Enterprise Community.

Contact: Bill Culbertson
Rural Development
6200 Jefferson NE
Albuquerque, NM 87109
(505) 761-4973

Historic Preservation Certified Local Governments Program: The purpose of this program is to establish functional preservation programs at the local level in order to better protect historic resources within the State. The State carries out national historic preservation goals and this program extends this partnership to the local level. The program is available to munici-

palities and counties. They must adopt a historic preservation ordinance and enforce it in historic districts. Funds may be used to identify and document historic and archaeological sites, to preserve sites, to design preservation ordinances, to pay for the training of local boards and commissions, and provide material for public information.

Contact: Dorothy Victor
Historic Preservation Division
NM Office of Cultural Affairs
228 East Palace Avenue
Santa Fe, NM 87501
(505) 827-6320
historicpres.state.nm.us/hpd/

Home Investment Partnership Program (HOME): The goal of this program is to increase affordable rental and home ownership opportunities for low and very low-income New Mexico citizens. The program is designed to strengthen public and private partnerships, increase the administrative and management capacity of regional and local housing authorities and of non-profit community housing development organizations. HOME funds create investment capital to meet a variety of housing needs. Local governments are eligible for funding through a competitive RFP process. Funds can be used for rehabilitation, rental assistance, new construction of affordable rental housing, and first time buyers principal residential units. The range of funding varies and the Mortgage Finance Authority sets deadlines for RFPs.

Contact: Donna Kind Anderson
Manager, Contracts Administration
NM Mortgage Finance Authority
344 4th Street SW
Albuquerque, NM 87102
(505) 843-6880
www.nmmfa.org

Industrial Development Training Program: This program is designed to provide quick-response manpower training to new or expanding businesses in New Mexico. New or expanding companies, which produce an item or product, are eligible. Awards range from $35,000 to $2,000,000 and the contracts with the company are written for one year. Businesses must contact the Economic Development Department for an application and proposal package.

Contact: Theresa Rivera
Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive

Santa Fe, NM 87503
Phone: (505) 827-0323

Infrastructure/Equipment Finance Loan Program: The goal of the program is to identify and finance qualified local government infrastructure projects. Through the NMFA the program provides loans at below bond market rates to eligible jurisdictions. Funds are used to assist at any stage of an infrastructure project. Funding comes for Governmental Gross Receipts Tax revenue that is dedicated to the NMFA. There are no minimum or maximum loan awards and applications are accepted throughout the year.

Contact: David L. Madrid
Director of Outreach
New Mexico Finance Authority
409 St. Michaels Drive
Santa Fe, NM 87505
(505) 984-1454 Fax: (505) 984-0002
e-mail: fdesk@nmfinanceauthority.org
or
Keith Melton
Water Resource Specialist
Drinking Water and Community Services Bureau
New Mexico Environment Department
P.O. Box 26110
Santa Fe, New Mexico 87502
(505) 827-7536 Fax (505) 827-7545
E-mail: keithmelton@nmenv,state.nm.us

Liquid Waste Technical Assistance: This program is designed to protect ground and surface water and eliminate hazards to the public health caused by onsite sewage treatment and disposal of quantities of 2,000 gallons or less per day. The program offers technical assistance.

Contact: Liquid Waste Program Manager
Field Services Division
Drinking Water and Community Services Bureau
525 Camino de los Marques, Suite 4
PO Box 26110
Santa Fe, NM 87502
(505) 827-7541

Low Income Home Energy Assistance (LIHEAP): The purpose of this program is to provide assistance to persons and households whose income is at 130% or less of the federal poverty guidelines with heating and cooling costs and with energy-related equipment such as furnaces, stoves, coolers, and with services such as weatherization of their homes in an effort to reduce

energy costs. Non-profit organizations are eligible. Funds can be used to purchase services for eligible persons and households. Funding cycles are made for the federal fiscal year and awards range from $25,000 to $350,000. The New Mexico Human Services Department will issue a RFP for the application procedure.

Contact: Loretta Williams
NM Human Services Department
PO Box 26507
1425 Williams SE
Albuquerque, NM 87125-6507
(505) 841-2696

Main Street Program: This program was developed in response for the decline of central business districts. The program is designed to assist communities in revitalizing their central business districts. The program provides extensive technical assistance, project management, training, resource team visits, design assistance, marketing, and community development assistance. The goal of the program is to improve the economic base of communities by strengthening existing business and encouraging new businesses to move into MainStreet districts.

Contact: Maryellen Hennessy
Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87503
Phone: 1-800-827-0168

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 NMSHTD 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 $12,000 to $1.1 million oer project. Complete applications must be received by March 1 for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMSHTD Transportation Planning Division.

Contact: Dennis Ortiz
Engineer Maintenance Section
NM Highway and Transportation Section
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
(505) 827-5498

New Mexico Clean Water State Revolving Fund (CWSRF): This program provides financial assistance for the construction of wastewater facilities, solid waste facilities which will protect groundwater, and projects which control non-point source water pollution, such as septic tanks. Funds are available for up to 100% of the eligible cost. Cities, Counties, Water and Sanitation Districts, and Indian Tribes are all eligible for financial assistance under this program. The base interest rate is 3% with a 20-year repayment schedule and low-income communities may be eligible for lower interest rates. As of July 1, 2003 $133,000,000 was available for this program. Applications are accepted throughout the year and applicants are placed on a priority list. Application materials are available at the following website: http://www.nmenv.state.nm.us/cpb/cwsrf.html

Contact: Ramona Rael
Program Administrator for the Construction Programs Bureau
New Mexico Environment Department
Harold Runnels Building
1190 St. Francis Drive
PO Box 26110
Santa Fe, NM 87502
(505) 827-2808
ramona_rael@nmenv.state.nm.us

Rural Infrastructure Program: The purpose of this program is to provide financial assistance for construction or modification of water supply facilities, including wastewater facilities. Any incorporated municipality, county, mutual domestic association, or sanitation district are eligible. The maximum loan amount can reach $500,000 with a base interest rate of 3% and repayment period of 20 years. Grants are not currently available but may be in the future. As of June 30, 2003 over $13,000,000 were available. Applications may be submitted throughout the year to be put on a priority list and funds can be available in 4-6 weeks after application. Applications are available on the following website: http://www.nmenv.state.nm.us/cpb/rip.html

Contact: Jennifer Prada
Program Administrator for the Construction Programs Bureau
New Mexico Environment Department
Harold Runnels Building
1190 St. Francis Drive
PO Box 26110
Santa Fe, NM 87502
(505) 827-2807.
jennifer_prada@nmenv.state.nm.us

Rural Transit Assistance Program: This program is specifically for operation of rural and non-urban public transit systems. The goal is to assist in providing needed transit services for the general public in rural areas and small communities within New Mexico. The services regarded as public transportation are mass transportation by bus, rail, or any other mode of transportation publicly or privately owned and provides services on a regularly scheduled basis. Local government, counties, tribal government, public transportation authorities and other private or public operators of transit services are eligible to apply. Private for-profit operators may participate through agreements with eligible governments and organizations. Awards have ranged from $8,000 to $300,000. The funding cycle is the federal fiscal year and programs must be completed by September 30 of the grant year. Application deadline is June 1 of each year.

Contact: Kevin Olinger, Program Manager
Transportation Programs Division
NM Highway & Transportation Department
P.O. Box 1149
Santa Fe, NM 87504-1149
(505) 827-0410

Small Cities Assistance Fund: This program assists communities with a smaller share of the gross receipts tax to pay for the basic operating costs of government. Eligible municipalities must meet the following criteria: have population of less than 10,000, have a smaller than average (on a per capita basis) share of the gross receipts tax, and have imposed a municipal local option gross receipts tax. Funds may be used for general governmental operations. There is no formal application process. Distributions are based on a population and gross receipts tax formula. The average amount a municipality can receive is $15,000.

Contact: Laird Graeser
Tax Research Office
NM Taxation and Revenue Department
PO Box 630
Santa Fe NM 87504-0630
(505) 827-0690

Small Cities Community Development Block Grant Program (CDBG): This program provides assistance to counties and communities with populations less than 50,000 in their development efforts to provide a suitable living environment, decent housing, essential community facilities, and expanded economic opportunities. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, rehabilitation or repair of housing units. There is a $400,000 grant limit per applicant ($25,000 for planning efforts). Appli-

cations must be received by November after application workshops are conducted.

Contact:: David Ruiz, Director/David Hanna, Deputy Director
LGD-Community Development Bureau
NM Department of Finance and Administration
Bataan Memorial Building, Suite 201
Santa Fe, NM 87503
(505) 827-4447, Fax (505) 827-4948

Small Cities Community Development Block Grant (CDBG) Colonias Set-Aside: The purpose of this program is to provide assistance to rural communities within 150 miles of the US-Mexico border that have inadequate water and sewer facilities and inadequate and unsafe housing conditions. Communities that are designated as "colonias" by the county in which they are located are eligible to receive funds through counties and municipalities that apply on their behalf. Communities within 150 miles of the border must show that there is a lack of potable water, lack of an adequate sewer system, and lack of decent, safe, or sanitary housing within colonias areas. The grant limit is $400,000 and the application deadline is November after application workshops are conducted.

Contact:: David Ruiz, Director/David Hanna Deputy Director
LGD-Community Development Bureau
NM Department of Finance and Administration
Bataan Memorial Building, Suite 201
Santa Fe, NM 87503
(505) 827-4447, Fax (505) 827-4948

Small County Assistance Fund: This program provides funds for general county operations to small counties with limited sources of revenue. The be eligible the county must have a population of less than 45,500 where the county assessor has implemented an acceptable property valuation program and the county has been certifies by the NM Taxation and Revenue Department. The grant amounts range between $100,000 and $200,000. Eligibility conditions must be certified by September 1, and applications are due by July 1 each year.

Contact: Kim Abeyta-Martinez, Executive Budget Analyst Principal
Financial Management Bureau
Local Government Division
NM Department of Finance and Administration
Bataan Memorial Building, Suite 201
Santa Fe, NM 87503
(505) 827-8059, Fax (505) 827-4948

Solid Waste Facility Grant Fund Program: This program provides grants to counties and municipalities to individually or jointly establish or modify solid waste facilities. As of July 1, 2003 over $21,5000,000 of grant money was obligated to the program. Applicants are accepted when NMED determines funding is sufficient to support a new funding cycle. Information is available at the following website: http://www.nmenv.state.nm.us/cpb/swfgfp.html

Contact: David Wolfe
Program Administrator for the Construction Programs Bureau
New Mexico Environment Department
Harold Runnels Building
1190 St. Francis Drive
PO Box 26110
Santa Fe, NM 87502
(505) 827-2807
david_wolfe@nmenv.state.nm.us

Surface Transportation Program: This is a block grant program that assists localities with a variety of transportation projects. Funding categories include funds for areas of less than 5,000 population, transportation enhancements for historic preservation, pedestrian and bicycle facilities, landscaping, and beautification. Local and tribal governments are eligible for these funds. Each Regional Planning Organization defines the application procedures.

Contact: Jim Kozak, Acting Director
Transportation Planning Division
NM Highway & Transportation Department
P.O. Box 1149
Santa Fe, NM 87504-1149
(505) 827-5549

USDA 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. Assistance is available in the following areas.

Rural Business and Cooperative Services provides the following assistance programs

- Business and Industry Direct Loans (B&I Direct)
- Business and Industry Guaranteed Loans (B&I Guar)
- Intermediary Relending Program (IRP)
- Rural Business Enterprise Grants (RBEG)

- Rural Business Opportunity Grants (RBOG)
- Rural Economic Development Loans (REDL)
- Rural Economic Development Grants (REDG)

The Rural Housing Service/Community Services provides the following assistance programs:

- Guaranteed Home Ownership Loan
- Home Improvement Loans and Grants
- Self-Help Housing
- Rural Rental Housing Loans (RRH)
- Guaranteed Rural Rental Housing Program (538 GRRHP)
- Farm Labor Housing
- Housing Preservation Grant (HPG)
- Community Facility Loans and Grants
- Fire and Rescue Loans

The Rural Utilities Service provides the following assistance programs:

- Community Facility Program
- Telecommunications Loan Program
- Distance Learning and Telemedicine Loan and Grant Program
- Electric Loan Program
- Solid Waste Management Grants
- Technical Assistance and Training Grants

Information on these assistance programs is available through the State USDA Rural Development office:

USDA Rural Development New Mexico Office
6200 Jefferson NE
Albuquerque, NM 87109
Telephone: (505) 761-4950
TTY: (505) 761-4938
Rural Housing Services
Telephone: (505) 761-4944
Rural Business Services
Telephone: (505) 761-4953
Rural Utility Services
Telephone: (505) 761-4955
Office of Community Development
Telephone: (505) 761-4951

Appendix b

FUNDING RESOURCES FOR BUSINESS

Business Bonds

Description

Also referred to as the "BBB Bond Program." The State of New Mexico may invest up to $20 million in bonds, notes or debentures rated Baa or BBB or better of any corporation organized and operating within the U.S., excluding regulated public utility corporations.

Eligible Uses

The proceeds are used to finance plant and equipment.

Rates, Terms

Investment can't exceed 100% of the total project cost or $20 million, whichever is less; maturities can't exceed 20 years. The rate of interest to be paid on the bonds shall not be less than the equivalent yield available on U.S. treasury issues of a comparable maturity plus 100 basis points and depends on the financial condition of the borrower and the nature of the investment.

Other Conditions

Ratings are established by a national rating service. The State Investment Council may establish terms for debt retirement affecting both principal and interest to meet the needs of the borrower, and must approve the indebtedness prior to purchase.

Contact	Greg Kulka, Alternative Investments Portfolio Manager
Agency	New Mexico State Investment Council
Address	2055 S. Pacheco Street, Suite 100
	Santa Fe, NM 87505
Phone	(505) 424-2550
Fax	(505) 424-2465

Film Investment Program

Description

Up to $7,500,000 can be invested in a NM film private equity fund or NM film project. An equity investment can be up to two-thirds of estimated total

production costs; a guaranteed debt investment can be up to 100% of estimated total production costs.

Eligible Uses
Only NM film projects or NM film private equity funds that invest in film projects that:

- are filmed wholly or substantially in New Mexico
- have shown to the satisfaction of the New Mexico film division that a distribution contract is in place with a reputable distribution company
- have agreed that, while filming in New Mexico, a majority of the production crew will be New Mexico residents
- have posted a completion bond that has been approved by the New Mexico film division; provided that a completion bond shall not be required if the fund or project is guaranteed as follows: have obtained a full, unconditional and irrevocable guarantee of repayment of the invested amount in favor of the severance tax permanent fund from an entity that has a credit rating of not less than Baa or BBB by a national rating agency; or from a substantial subsidiary of an entity that has a credit rating of not less than Baa or BBB, or providing a full, unconditional and irrevocable letter of credit from a United States incorporated bank with a credit rating of not less than A or from a substantial and solvent entity as determined by the State Investment Council.

Rates, Terms
Equity participation negotiated in each project, the amount of which depends on the risks incurred by the State Investment Council. In the case of a guaranteed debt investment, the equity participation will be in lieu of interest and have a recoupment schedule and final maturity between 2 and 4 years depending on the type of project.

Contact (1)	New Mexico Film Office
	P. O. Box 2003
	Santa Fe, NM 87504-5003
Location	1100 St. Francis Drive
	Santa Fe, NM
Phone	505-827-0908
Fax	505-827-0331
Web	www.nmfilm.com
Email	film@nmfilm.com
Contact (2)	Greg Kulka, NM State Investment Council
Email	Greg.Kulka@state.nm.us
Phone	505-424-2500
Fax	505-424-2510

Job Training Incentive Program

Description

New Mexico has one of the most aggressive training incentive packages in the country. The Job Training Incentive Program provides classroom and on-the-job training, paying from 50% to 65% (depending on geographic location in the state – *Physical Location* below) of employee training costs and wages for an expanding or relocating business for up to six months. Effective July 1, 2003 companies may now request up to ten percent of their training funds be allocated to part-time employees.

Eligible Uses

Customized training is conducted at the business facility or at an educational institution in one of three ways:
(1) Classroom at public educational institutions;
(2) Training at the business facility, with hands-on skill development, customized to develop unique skills essential to the business; and
(3) On-the-job and/or classroom training.

Rates, Terms

Trainee wages are reimbursed to the company at 50% during hours of training, not to exceed 1,040 hours per trainee or 40 hours per week. Instructional cost of classroom training is reimbursed to the educational institution at 100% outlined in the training contract. Costs include instructional salaries, fringe benefits, supplies and materials, textbooks, expendable tools and other necessary and reasonable costs associated with conducting training.

Physical Location

Wages paid in rural areas are reimbursed at a higher rate (60%), as are economically distressed areas (Cibola, Mora, Guadalupe, Rio Arriba, Luna, San Miguel, McKinley and Taos Counties), at 65%.

Industry Targets

New or expanding businesses that manufacture or produce a product in New Mexico are eligible. Under some circumstances, assistance may be provided to non-retail service sector businesses if at least 60% of the company's revenues are derived from outside New Mexico.

Other Conditions

Trainees must be granted full-time employment upon successful completion of training; be of legal working status; have resided in NM for at least 1 year; shall not have terminated a public high school program within the past three months except by graduation; and must be eligible under the Fair Labor Standards Act.

Contact	Job Training Incentive Program
Office	NM Economic Development Department

Address	1100 St. Francis Drive Santa Fe, NM 87504
Phone	505-827-0323
Fax	505-827-0407
Website	http://www.edd.state.nm.us/SERVICES/TRAINING/index.html

Effective July 1, 2004 – in order to participate in the Job Training Incentive Program, companies located in communities with a population of 40,000+ must provide health coverage for its employees.

Industrial Revenue Bonds

Description

Industrial revenue bonds (IRBs) may be issued in one of two ways:

1. A municipality or county may issue an IRB to finance privately-operated development projects. The private party initiates the process by requesting that the government unit issue the bonds (a political process done in accordance with local and state laws). IRBs offer property and gross receipts tax relief to a company. The project financed is actually owned by the governmental issuer of the IRBs and leased to the private operator under a finance lease (which allows the private operator to take the depreciation on the project for tax purposes in addition to a deduction for interest paid on the IRBs). Tangible personal property (other than building materials and related construction services) purchased with IRB proceeds is deductible for gross receipts tax purposes because it is being sold to a government purchaser. IRBs of $10 million or less issued to finance manufacturing facilities may also be eligible for exclusion of interest from gross income for federal income tax purposes (effectively lowering the interest rate on the IRBs).
2. Through the Statewide Economic Development Finance Act the Economic Development Department can recommend projects to the New Mexico Finance Authority for issuance of taxable and tax-exempt IRB's.

Note: IRBs are called IDBs in other jurisdictions.

Eligible Uses

New Mexico municipalities and counties are authorized to issue IRBs to stimulate the expansion and relocation of commercial and industrial projects in the state. Receipts from sales of tangible personal property other than construction materials to a government are deductible from gross receipts. This can be a substantial benefit for some projects.

Rates, Terms

The issuance of taxable IRBs generally takes eight weeks. IRBs involving a credit enhancer or third party lender will extend the time frame several weeks. Tax-exempt IRBs require an allocation of the state's "cap" from the NM State Board of Finance on a first-come basis and subject to availability, extending

the time frame to approximately three months. IRB financing for land, buildings and equipment is available for: headquarter office buildings, warehouses, manufacturing facilities, service-oriented facilities not primarily engaged in the sale of goods and commodities at retail, health care facilities, warehouse and distribution facilities, irrigation systems, and office buildings in certain instances. Facilities primarily for the sale of goods at retail within the boundaries of a municipality are not eligible. The requesting party signs an instrument agreeing to lease the property being developed for at least the term of the bonds. The rental payments will cover the cost of the debt service. That party also agrees to act as the government's agent in developing the project. So technically, the property is developed and owned by the issuing government even though the private party has direct control over and use of the property. The government retains ownership until the bonds are paid off, when the project is sold to the requesting party for a nominal purchase price.

Other Conditions

The bonds do not constitute an indebtedness of the local government and the requesting party must arrange its own financing. The term of the bonds is limited to 30 years (shorter by local rule in some municipalities). Maximum program benefits: IRB financed projects are exempt from ad valorem tax for as long as the bonds are outstanding and title to the project is held by the issuing agency. New Mexico law exempts governmental agencies from paying property taxes. The IRB financing mechanism provides for an installment sales agreement or lease agreement whereby the issuer acquires the project and then sells or leases the project to the business. At the end of the installment sale or lease, the issuer conveys the project to the business for a nominal amount. Bonds may be issued in different series with variable principal amounts, interest rates and maturities to accommodate the acquisition of assets with different useful lives. The municipality or county must approve the project. The issuing agency is not responsible for the indebtedness; it serves only as a conduit to the financing. In addition to a property-tax abatement, tangible personal property (other than building materials and related construction services) in facilities financed with IRBs is effectively exempt from gross receipts and compensating tax. Tax- exempt IRBs are available for manufacturing facilities where total capital expenditures do not exceed $10 million, subject to cap allocation from the State Board of Finance and compliance with various other federal tax requirements.

Contact	New Mexico Economic Development Department
Address	P. O. Box 2003
	Santa Fe, NM 87504
Phone	505-827-0382
Fax	505-827-0407
Citation	*§§3-32-1 through 16 NMSA 1978;*
	§§3-59-1 through 14 NMSA 1978; 4-59-1 through 16 NMSA 1978
	§§ 58-24-1 through 24 NMSA 1978

New Mexico Private Equity Funds and Business Investments

Description

The State Investment Council may invest a portion of the Severance State Tax Permanent funds in New Mexico businesses in conjunction with other co-investors to create new job opportunities and to support new, emerging or expanding businesses.

Eligible Uses

A New Mexico business is a business with its principal office and a majority of its full-time employees located in New Mexico or for a limited partnership, a business with its principal place of business and eighty percent of its assets located in New Mexico.

Rates, Terms

The State Investment Council may make an investment in any one business that does not exceed 51% of the invested capital in a business. The investment shall not exceed ten percent of the amount allocated for such investments. This currently limits investments to $19 million in any one project.

Location Target

Statewide

Contact	Greg Kulka
Agency	State Investment Council
Address	2055 S. Pacheco Street, Suite 100 Santa Fe, NM 87505
Phone	(505) 424-2550
Fax	(505) 424-2465

Citations: §§7-27-5 through 15 NMSA 1978

Private Activity Bonds for Manufacturing Facilities

Description

Tax-exempt industrial revenue bonds for the construction, or acquisition and renovation of manufacturing facilities.

Eligible Uses

Costs that may be financed with tax exempt bond proceeds:

- Land and hard construction costs
- Purchase of equipment
- Related soft costs such as architectural, engineering, title, etc.
- Capitalized interest during construction, and
- Percentage of the bond issue toward costs of issuing the bonds

Rates, Terms

Lower than conventional interest rates, up to a 30-year term; total project

cost of $10,000,000 or less. IRBs can be issued by a municipality, a county or the New Mexico Finance Authority.

Contact	Scott Stovall
Agency	New Mexico Department of Finance
Office	NM Board of Finance
Address	180 Bataan Memorial Building
	Santa Fe, NM 87501
Phone	505-827-3930
Fax	505-827-3985

Real Property Business Loan

Description

These loans are severance tax permanent fund investments in participation of up to 80 percent of loans originated by New Mexico financial institutions.

Eligible Uses

Purchase of land and attached buildings, and refinancing existing debt if the loan is for expansion purposes.

Rates, Terms

Interest rates are fixed for five years, and maturity is not less than five years or more than 15 years. Business-size targets: $500,000 to $2,000,000.

Contact	Duane Henden
Agency	New Mexico State Investment Council
Address	2055 S. Pacheco Street, Suite 100
	Santa Fe, NM 87505
Phone	505-424-2500
Fax	505-424-2510

Severance Tax Permanent Fund/Participation Interest in Business Loan

Description

The Fund may be invested in participation interests in NM real property-related business loans if the proceeds of such loans will be or are being used by the borrower to commence or expand operations in NM. The loans purchased may be in amounts from $250,000 to $2 million. The minimum loan amount may be met by the packaging of up to 5 separate loans which otherwise would meet the requirements of the program. The State Investment Council may purchase from eligible NM financial institutions a participation interest of up to 80% in any loan secured by a first mortgage or a deed of trust on real property located in NM of an eligible business entity, or its subsidiary, which is operating or shall use the loan proceeds to commence operation within NM, plus any other guarantees or collateral that may be judged

by the eligible institution or State Investment Officer to be prudent.

Eligible Uses
In accordance with the provisions of the statute, loan proceeds shall be used exclusively for the purpose of expanding or establishing businesses in New Mexico. The use of loan proceeds may include the refinancing of a business' existing loans outstanding only if the loan is for expansion purposes.

Contact	Georgia Desjarlais, Investment Officer
Agency	NM State Investment Council
Address	2055 South Pacheco Street, Suite 100
	Santa Fe, NM 87505
Phone	505-424-2500
Fax	505-424-2510

Severance Tax Permanent Fund/Purchases of SBA/FmHA Obligations
Description
The Severance Tax Permanent Fund may be invested in notes or obligations securing loans to New Mexico businesses made by banks and savings and loan associations and mortgages approved by the Department of Housing and Urban Development to the extent that both principal and interest are guaranteed by the U.S. government.

Eligible Uses
Any small NM business whose net worth is not more than $6 million is eligible.

Rates, Terms
The net interest rate to the state is determined by using a formula that determines the market rate of comparable securities of the same maturity. The loan amortization/maturity periods shall be limited to 5, 7, 10, 20 and 25 years. A 1% commitment fee to be paid by the bank or savings and loan association to the State Investment Council shall be charges on all SBA and FmHA loans. A .875% maximum servicing fee shall be charged by the bank or savings and loan association on the unpaid balance of the loan as compensation for servicing by the financial institution. On approval of a loan by the SBA/FmHA, the originating financial institution desiring to sell the loan to the State Investment Council: contact SBA/FmHA portfolio manager to request a commitment.

Contact	Georgia Desjarlais, Investment Officer
Agency	NM State Investment Council
Address	2055 South Pacheco Street, Suite 100
	Santa Fe, NM 87505
Phone	505-424-2500

Fax 505-424-2510

Statewide Economic Development Finance Act

Description

The Economic Development Department and the New Mexico Finance Authority (NMFA) will soon be able to offer a variety of taxable and tax-exempt economic development financing alternatives to encourage and achieve job growth, economic expansion and diversification across the state. Three financing tools will be put to work for companies identified by the Economic Development Department:

1. NMFA participation in New Mexico banks' loans for small business start-up or expansion:
   The NMFA will partner with private lenders to purchase a portion (up to 50%) of a loan originated and serviced by the New Mexico bank and would share in all collateral pro-rata on a first mortgage position. The NMFA portion of the loan would be at below-market rates that would get passed along to the borrower.
2. NMFA issuance of tax-exempt Industrial Development Bonds for manufacturing facilities:
   The NMFA will issue tax-exempt economic development bonds (a.k.a. industrial revenue bonds) for new facilities on behalf of small manufacturing firms identified by the Economic Development Department as providing new jobs and economic expansion. This low cost, fixed rate, tax-exempt financing – typically 70-80% of Prime – will encourage manufacturing projects that create and retain jobs for New Mexicans. No NMFA or other public revenues will be pledged to repayment of the bonds.
3. NMFA issuance of Industrial Revenue Bonds that grant tax incentives to expanding businesses:
   The NMFA will provide issuance of taxable industrial revenue bonds on behalf of projects recommended by the Economic Development Department. These taxable economic development bonds could carry State and/or local incentives such as property tax abatements and GRT relief and could be used for a wide variety of businesses including distribution facilities and corporate headquarters as well as tourism attractions and facilities.

Other Conditions

This act becomes effective July 1, 2003; specific processes are still being formulated.

Venture Capital Investment Program

Description

The New Mexico Venture Capital Investment Program makes investments in qualified NM-based venture capital funds. Up to three percent of the Severance Tax Permanent Fund in NM-based venture capital funds can be

invested by the State Investment Council through limited partnerships with resident venture capital firms. In 2002, there were 9 venture capital firms managing 13 funds participating in the program.

Eligible Uses
Each New Mexico venture capital fund must be a limited partnership or corporation organized and operating in the U.S. and maintaining its principal active office in New Mexico.

Rates, Terms
Not more than $15 million may be invested in any one New Mexico venture capital fund, and such investments cannot exceed 50 percent of the committed capital of that fund. The funds may be invested in entrepreneurial businesses with the following conditions: the company must have an experienced management team; a rapidly growing and potentially large market; and a convincing proprietary or competitive advantage where there are barriers to entry for other businesses and opportunity for significant capital appreciation for investors over a 5-7 year period.

Other Conditions
Funds must meet certain criteria to promote investments in New Mexico companies. Funds must maintain an office in New Mexico with at least one full-time professional.

Contact	NM State Investment Council
Name	Loan Officer
Address	2055 S. Pacheco Street, Suite 100
	Santa Fe, NM 87504
Phone	505-424-2500
Fax	505-424-2510

Call Center Capital Equipment Tax Credit (Capital Equipment Tax Credit Act)

Description
Tax credit for the purchase of capital equipment provided to induce in-bound call centers to expand or relocate in rural New Mexico.

Eligible Use
The credit equals the state gross receipts rate times the value of eligible capital equipment. The equipment must be:

- Used in the call center directly in or as an integral part of taking in-bound calls or recording or processing messages
- Depreciable for federal income tax purposes by the claimant
- Purchased after July 1, 1999 and not previously used in NM

Rates, Terms
The call center itself must first locate in NM after 6/30/99 and not be related to any business performing the same functions at the same or an adjacent site. An existing call center may qualify if it expands after 6/30/99 and certifies to the Taxation and Revenue Department that its value for property tax purposes will increase by 20% over three years. The value of the eligible capital equipment purchases must equal at least $250,000 over three years. The call center must be located in a "rural area." The Capital Equipment Tax Credit Act sunsets 7/1/04.

Location Target
Rural NM. "Rural" is defined as anywhere outside

- a Class A county (Bernalillo, Dona Ana, San Juan, Santa Fe)
- Class B county with valuations over $3,000,000,000 (none)
- the Municipality of Rio Rancho and an area extending 5 miles from Rio Rancho's boundaries

Other Conditions
The business first applies for approval from the Tax and Revenue Dept. Once approved, the credit is taken against the state taxes on the CRS-1 form (state gross receipts tax, compensating tax and withholding tax) until exhausted. If, within two years of the granting of a credit, the call center closes or equipment for which a credit is granted is moved from the site, the business is liable for repaying the entire amount of the credit. If the event happens after 2 years but within 4 years of the granting of the credit, 50% of the credit must be repaid.

Contact	Gale Kessler
Agency	NM Taxation and Revenue Department
Address	Box 630, Santa Fe 87504-0630
Location	1200 St. Francis Drive, Santa Fe, NM 87505
Phone	505-827-1746
Fax	505-827-2526
Website	www.state.nm.us/tax/trd_pubs.htm
Citation	*§§7-9D-1 thru 7-9D-9 NMSA 1978*

Telemarketing Gross Receipts Tax Exemption
Description
Exempts WATS and private communication service from both the gross receipts tax and provides a deduction from the interstate telecommunications gross receipts tax on telemarketing operations that process phone orders and inquiries.

Eligible Uses
Exemptions for WATS and private communications services; deductions for certain specific services; and also to prevent double taxation, a credit is allowed against Interstate Telecommunications Gross Receipts Tax for taxes

paid other states or their political subdivisions on the same services.

Rates, Terms
Receipts from WATS (wide area telephone service) and private communications services are exempted from gross receipts tax and interstate telecommunications gross receipts tax act.

Other Conditions
Wide-area telephone service means a telephone service that entitles a subscriber to either make or receive large volumes of communications to or from persons in specified geographical areas. Subscribers pay a flat rate charge, which depends on the total duration of all such calls and the subscriber's selected geographic area. Interstate telecommunications gross receipts tax rate is 4.25%.

Contact	Tax Information and Policy Office
Agency	NM Taxation and Revenue Department
	Address Box 630
	Santa Fe New Mexico 87504-0630
Location	1200 St. Francis Drive
Phone	505-827-0980; 827-0928; 827-2523; 827-2588
Fax	505-827-0331
Website	www.state.nm.us/tax/trd_pubs.htm
Citation	*§7-9-38.1NMSA 1978; §7-9C-6 NMSA 197*

Ag Production Tax Deductions and Exemptions

Description
Gross receipts tax deductions and exemptions for NM ag-related production

Eligible Uses
Gross receipts tax deductions are available for selling to agribusinesses (1) feed for livestock, including the baling wire or twine used to contain the feed, fish raised for human consumption, poultry or animals raised for hides or pelts and seeds, roots, bulbs, plants, soil conditioners, fertilizers, insecticides, germicides, insects, fungicides, weedicides and water for irrigation; and (2) warehousing, threshing, cleaning, harvesting, growing, cultivating or processing agricultural products including ginning cotton and testing and transporting milk. Gross receipts tax exemptions are permitted for feeding, pasturing, penning, handling or training livestock and, for agribusinesses, selling livestock, live poultry and unprocessed agricultural products, hides and pelts.

Rates, Terms
Gross receipt tax rate ranges from 5% to approximately 7.2%.

Contact	Tax Information and Policy Office
Agency	NM Taxation and Revenue Department
Address	P. O. Box 630
	Santa Fe, NM 87504-0630
Location	1100 St. Francis Drive
	Santa Fe, NM 87505
Phone	505-827-0908; 827-0928; 827-2523; 827-2588
Fax	505-827-0331
Website	www.state.nm.us/tax/trd_pubs.htm

Community Development Incentive Act
Description
Municipalities and counties may exempt commercial personal property of a *new business facility* (see definitions under *Conditions*) from property tax for up to 20 years. This incentive is designed to give communities a less expensive alternative to IDBs (Industrial Development Bonds), particularly when the project is too small to warrant the expense associated with IDBs.

Conditions
A "*facility*" means any factory, mill, plant, refinery, warehouse, dairy, feedlot, building or complex or buildings located within the state, including land on which the facility is located and all machinery, equipment and other real and tangible personal property located at or within the facility and used in connection with the operation of the facility. A "*new business facility*" means a facility that is employed by the taxpayer in the operation of a revenue-producing enterprise. The facility may not be a replacement business facility (by the taxpayer or a relative). The facility must be acquired by or leased to the taxpayer on or after July 1, 2003.

Rural Job Tax Credit
Description
Eligible employers may earn the rural job tax credit for each qualifying job created after July 1, 2000, applying it to taxes due on the CRS return or to corporate or personal income tax. An "eligible employer" is one whom the Economic Development Department (505-827-0300) has approved for *Job Training Incentive Program* assistance. A qualifying job is a job filled by an eligible employee for 48 weeks in a 12-month qualifying period.

Employers receive a credit of 6.25% of the first $16,000 in wages paid for a qualifying job. If the job is located in Tier One, the employer receives credit for four consecutive years. A Tier Two employer may take it for two consecutive years. (Tiers are defined in *Eligible Uses*.)The application deadline is June 30, 2006. If the amount of credit for a qualifying

period exceeds the owner's tax liability for the period, the excess may be carried forward for up to three years.

Eligible Uses
Rural New Mexico is defined as any part of the state other than Los Alamos County, certain municipalities (Albuquerque, Rio Rancho, Las Cruces, Santa Fe) and a ten-mile zone around those select municipalities. The rural area is divided into two tiers: Tier 2—all the rural area municipalities that exceed 15,000 in population (Alamogordo, Carlsbad, Clovis, Farmington, Gallup, Hobbs, Roswell); Tier 1—everywhere else in the rural area.

Rates, Terms
For each new qualifying job created, the amount of credit that may be earned is:

- Tier 1: 25% of the first $16,000 in wages paid—to be claimed in installments of 6.25% per year (a maximum annual credit of $1,000 per job) for 4 years
- Tier 2 – 12.5% of the first $16,000 in wages paid—to be claimed in installments of 6.25% per year (a maximum annual credit of up to $1,000 per job) for 2 years

Criteria for the employer, job and employee to qualify:

- Employer must qualify for in-plant training assistance, a program administered by the Economic Development Department. Such companies are manufacturers or companies exporting goods or services from NM. The EDD will inform the Tax and Revenue Dept. which employers are eligible.
- The job has to be occupied by an eligible employee for at least 48 weeks per year
- Employee may not be an owner or close relative or dependent of an owner or the grantor or beneficiary of an estate or trust that owns the business.

Location Targets
Rural areas of the state (defined above).

Other Conditions
An eligible employer may apply to the Taxation and Revenue Department for the credit. As part of the application, the business must certify its eligibility for the credit, the amount of wages eligible for credit and whether the jobs are in Tier 1 or Tier 2. If approved, a document will be issued in the amount of the credit. The document is numbered, carries its date of issuance, and is transferable. If transferred, the parties notify the Taxation Department of the transfer within ten days of transfer. The document remains valid for three years after its date of issuance. The owner of the tax credit document may offset the approved credit against

state taxes owed on the CRSf-1 form (state gross receipts tax, compensating tax and withholding tax) or against income tax (personal or corporate, depending on how the owner is organized). Not all of the credit earned, however, may be taken at once. If the job is in Tier 2, 50% of the credit

may be taken within each qualifying period (the 12 months beginning on the anniversary date of the day an eligible employee filled a qualifying job). For Tier 1 jobs, only 25% of the credit may be taken within any qualifying period. Only jobs created within the period July 1, 2000 through June 30, 2005 are eligible. Employers have until June 30, 2006 to apply to the Tax Department for this credit.

Contact (1)	Gale Kessler
Agency	NM Taxation and Revenue Department,
Office	Revenue Processing Division
Address	P. O. Box 630, Santa Fe, NM 87504-0630
	1200 St. Francis Drive, Santa Fe, NM 87505
Phone	505-827-1746
Fax	505-827-2526
Website	www.state.nm.us/tax/trd_pubs.htm

Contact (2)	Economic Development Department
Office	Job Training Incentive Program
Address	1100 South St. Francis Drive
	Santa Fe, NM 87503
Phone	1-800-374-3061 or 505-827-0300
Fax	505-827-0407
Website	www.newmexicodevelopment.com
Citation	*§§7-2E-1 & 7-2E-2 NMSA 1978, in-plant §21-19-7*