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CHAMPION COMMUNITY DEVELOPMENT IN THE LAND OF ENCHANTMENT

A Status Report and Assessment of the Strategic Plans
Developed by Eleven Rural New Mexico Champion Com-
munities in the 1994 Empowerment Zone/Enterprise
Community Initiative

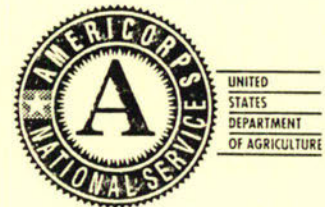
prepared for
The New Mexico State EZ/EC Coordinator
USDA - Rural Development
United States Department of Agriculture

by
Bruce D. Armstrong
AMERICORPS MEMBER



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1 Introduction

Champion Community Development in the Land of Enchantment is the result of a five-month AmeriCorps project conducted by Rural Development in the United States Department of Agriculture (USDA). The report assesses the status of the strategic plans developed by eleven rural New Mexico communities in 1994 as the principle component of their applications for a federal Empowerment Zone or Enterprise Community (EZ/EC) designation.¹ These communities were among twelve New Mexico EZ/EC applicants which did not receive the much sought designation. For their efforts they were designated as 'Champion Communities' (CC's). The intent of the CC designation was to grant the communities priority status for certain federal applications and funding requests. At the time of their application the groups expected to receive New Mexico State Enterprise Zone status regardless of whether they received a federal designation. While they have received no formal recognition by the State of New Mexico, several CC's have received federal benefits from their designation. For example, the Town of Hagerman in Chaves County received additional application points toward its eventual acquisition of a water and sewer system through USDA - Rural Development's Rural Utility Service (RUS). For its strategic planning efforts, the City of Hobbs was selected to participate in the Community Solutions for Rural Health (CSRH) Initiative through the National Rural Health Association. The Initiative promoted community-based solutions to rural health care problems. While several CC's have had to indefinitely postpone or shelve important projects listed in their strategic plans on account of inadequate funding or human resource capacity, the majority are overcoming the obstacles they confront and have made substantial progress in implementing their plans.

The principle objectives of this study were to identify successes and barriers in the implementation of the CC strategic plans, and to provide a tool which can be used by the USDA EZ/EC and CC coordinator, the New Mexico State Enterprise Zone coordinator and by the communities to monitor and evaluate the

¹ Most of the research for this report was conducted between December and March of 1996. A preliminary report which focused on three of the CC's (the Northwest New Mexico, Northern New Mexico and Clovis-Portales communities) was completed by the author in November, 1995 on behalf of the New Mexico State Economic Development Department. The University of New Mexico Technical Assistance Office, a U.S. Department of Commerce Economic Development Administration University Center, contracted the development of that report. The study addressed the potential impact of federal cutbacks and defense downscaling on the CC's. Those factors were not priorities in the preparation of the present report. Information gathered for the preliminary report was updated for all three CC's through February, 1996.

progress of the CC's, improve project coordination, and to enhance future assistance efforts to the communities.

The assessment of the eleven CC's is based on a review of their EZ/EC strategic plans and on interviews conducted with the principle contact people.² The assessment will be used to further identify and analyze:

- (1) commonalties in the reports and strategic plans;
- (2) economic resources, strengths and weaknesses in the communities;
- (3) the level of progress the communities have made in implementing their strategic plans;
- (4) what resources and materials the CC's require in order to address the top concerns identified in the plans;
- (5) how defense conversion would -or will- affect the local economy; and
- (6) the potential impact of cutbacks in federal programs and support that currently benefit the communities.

The report also draws upon discussions with William O. (Bill) Culbertson, III, EZ/EC and CC State Coordinator, Rural Development - USDA, Randall G-Scott, New Mexico Enterprise Zones Program Officer, State of New Mexico Department of Economic Development, and with numerous individuals in the CC's who participated in the EZ/EC strategic planning process. A secondary goal of this report was to develop a resource base that can be utilized by the communities to facilitate coordination and monitoring of their strategic plan projects. To that end, care has been taken to locate and include names and telephone numbers of contact people for each project. Any questions or comments regarding *Champion Community Development in the Land of Enchantment* should be directed to Bill Culbertson at (505) 473-3778.

² A list of principle interviews conducted with key CC contact people is included in Appendix A.

2 Empowerment Zones, Enterprise Communities and Strategic Planning

I. Strategic Planning for Community Development

Strategic long range planning for community development is necessary not only for communities to go forward with a clear vision of what is possible, but also for them to establish and build upon a common identity and a dynamic sense of purpose. A good strategic plan involves a broad degree of participation and personal investment by all sectors in a community. The plan should aim to share the benefits and risks of the envisioned economic growth as equitably as possible. While community members may have difficulty agreeing on how equitable their plan is, most readily accept that healthy community development depends as much -if not more- upon the identification and marshalling of internal talents and resources as it does upon tapping external sources. All developing communities need access to capital, but if the capital is not skillfully invested in and leveraged with the resources, capacities and desires of the community members and local businesses, the 'assistance' will be wasted; it will serve only to perpetuate negative cycles of dependency and social decline.

II. The Empowerment Zone/Enterprise Community Program

The Clinton/Gore Administration designed the Empowerment Zone and Enterprise Community (EZ/EC) program in 1993 to serve as a catalyst for the revitalization of economically depressed urban and rural communities. The economic renewal envisioned in the program depends on the ability of communities to find creative solutions to the most troubling problems confronting our society. Among these are crime, unraveling social programs, the downsizing of defense installations and industry, decaying infrastructure, substance abuse, juvenile problems, and declining opportunities for general social and economic advancement.

The EZ/EC program objectives are to promote long-range holistic planning, community self-sufficiency and self-reliance, innovation, and public-private partnerships, as well as to identify and remove barriers at all levels of society that hinder community development. The program hinges on four key principles: to create economic opportunity; to develop socially, environmentally and eco-

nomically sustainable communities; to promote and foster community-based partnerships; and to build a "vision for change", a strategic ten year plan for community revitalization.

Competition was intense for the 104 EZ/EC communities designated nationwide in December 1994. After meeting strict poverty and geographic Census criteria, applicants were judged on the basis of the substance of their community strategic plans and by the extent to which their plans reflected the participation of community residents, private and non-profit sector organizations, and local government entities. Applicants designated as Enterprise Communities were eligible for Tax-exempt Facility Bonds for various private business endeavors. States of designated Enterprise Communities received \$2.95 million per EC in Social Service Block Grants (EZ/EC SSBG) to fund activities in their plans. Designated Empowerment Zones received all of the benefits provided to the EC's, as well as awards of up to \$40 million in EZ/EC SSBG funds for each rural zone, and up to \$100 million per urban EZ. Empowerment Zones also can provide Employer Wage Tax Credit for zone residents and accelerated depreciation of business assets that qualify under Section 179 of the IRS Code.

The EZ/EC application process involved six steps. After a community identified whether its jurisdiction had an area, or areas that met the eligibility criteria of the EZ/EC statute, the applicant initiated the creation of a strategic plan through a collaborative process involving a wide cross-section of the community. The goal was to meaningfully involve citizens in the decisionmaking from the outset. Community meetings or Town Halls were held to "take stock" of the range of needs, resources and opportunities in the community. This gave people the opportunity to get to know one another and to learn about other communities in surrounding areas. The fourth step involved citizens and community leaders in developing common visions for what they wanted in their community in the future. Subsequently, the participants structured an overall strategic plan which established specific projects and priorities, identified the courses of action to pursue to reach their goals, and set benchmarks by which they could measure their progress. Then, each community drafted and submitted its application.

The final step, implementing the strategic plans, has presented a significant challenge to the CC's given tight budgets, shrinking funding sources and limited staff resources. Despite these obstacles, most of the interviewees found the strategic planning process to be a very valuable undertaking. With increased levels of community awareness interest and participation, several communities have found viable alternative means to develop their projects.

III. The EZ/EC Initiative in New Mexico

USDA - Rural Development State Director Steve Anaya played a critical role in launching the EZ/EC Initiative in New Mexico. Through Mr. Anaya's efforts, New Mexico hosted an extremely successful regional seminar in Las Vegas, NM in February of 1994. 400 people representing 12 states attended the seminar. New Mexico was one of a few states to hold seminars for the rural EZ/EC program. Later, in April, Governor Bruce King introduced the Tiger Team as a mechanism to provide assistance to qualified areas. Each participating community was assigned a Tiger Team member who served as a "one-stop" source for State information and assistance. The Tiger Team consisted of at least one representative from each Department (some had regional representatives) who had complete access to all divisions, bureaus and the Secretary. Bill Culbertson, EZ/EC Coordinator with USDA Rural Development also provided technical assistance. The communities were divided among five regional coordinators. Any problem the community or Tiger Team member had could be referred directly to the coordinators for a quick response, with the Governor's Office taking the lead.

Fourteen New Mexico counties and communities submitted EZ/EC applications (four EZ and ten EC applicants; 12 rural and two urban). Two applicants, the City of Albuquerque/Bernalillo County (urban), and the La Jicarita Enterprise Community in Mora, Taos and Rio Arriba Counties (rural), won federal designation as Enterprise Communities. While this report addresses only the eleven rural CC's, New Mexico's two designated EC's bear a brief mention.

The Albuquerque/Bernalillo County EC includes thirteen Census tracts in Bernalillo County. Slightly over one-eighth of Albuquerque's population lives in the portion of the Enterprise Community that lies within the city limits. At the time of the 1990 Census one-third of the EC population was living below the poverty level compared with fourteen percent for the City Of Albuquerque as a whole. The Albuquerque/Bernalillo County EC Strategic Plan focuses especially on developing a One-Stop Capital Shop, and on providing training for Community-and Neighborhood-Based Organizations. It also proposes innovative means for linking urban and rural services and resources in order to improve public access to finance and transportation.

The La Jicarita EC encompasses five census tracts in a 947 square mile area. The 1990 population in the EC was 9,591, of which 32 percent were living in poverty. The key element of the Strategic Plan involves creating a "network management firm" that will develop and coordinate a "Return On Investment" (ROI) program. Proceeds from income producing projects will capitalize a "Socio-economic Development Trust Fund", which will provide for future investment needs in income producing projects. The application stresses that theirs "is not an economic development proposal; it is a people development proposal."

The strategic plans of the other twelve EZ/EC applicants addressed needs ranging from inadequate water supply or service to crime prevention, transportation issues, housing, education and training, public health and safety, access to capital, migrant issues and colonias; in short, the range of issues that have an acute impact on New Mexico's communities and counties, and upon their prospects for future development. The table in Appendix B highlights specific priorities and commonalties the communities identified in their EZ/EC Strategic Plans.

IV. The Enterprise Zone Community Network

The two designated Enterprise Communities and the twelve Champion Communities comprise the *Enterprise Zone Community Network* (abbreviated EZ Network). The Network is a State of New Mexico initiative spearheaded by Randall G-Scott, State Enterprise Zone Coordinator, State of New Mexico Economic Development Department. Through the EZ Network the EC and CC communities have banded together to address common concerns and to explore new opportunities. The key unifying factor for the EZ Network is that all of the communities have developed comprehensive strategic plans. Strategic planning is critical for every community. The collective experience of the EZ Network is a vital asset that other New Mexican communities can utilize.

In a meeting of the initial EZ community network held in Santa Fe on August 11, 1994, communities from throughout the state identified a list of issues they commonly face. Although the participants did not rank the list, access to capital was seen as the most critical barrier to economic development. Their concerns addressed the following areas:

- **Access to capital** - Capital is required for all education efforts and other qualifying factors to succeed.
- **Transportation** - Public transportation (bus and van), roads and border crossings are important concerns to several communities and counties.
- **Cultural preservation** - Communities called for development at an appropriate pace and scale.
- **Environmental issues** - Several communities are seeking to address solid waste and recycling concerns.
- **Crime and public safety** - More police, detention centers, neighborhood safety and stronger regulation of children's behavior are all sought.

- **Education** - Increasing the number of high school graduates and raising the literacy rate are primary concerns.
- **Infrastructure & Housing** - Many communities seek to improve their water and sewerage systems. Adequate and decent housing is a nearly universal concern.
- **Employment issues** - Communities are interested in developing better quality, higher paying jobs, by improving access to education and vocational training programs, and by increasing their access to SBDC's.
- **Day Care centers** - Quality day care for children, youth and senior citizens is in short supply.
- **Water rights and quality** - The amount of water is regulated -in some cases, over-regulated. Much available water is contaminated.
- **Lost land grants** - Northern New Mexico communities, especially, have questions and issues they want to resolve with the Forest Service.
- **Empowerment** - Citizens must be granted a greater opportunity to effectively participate in planning and decisionmaking that impacts their communities
- **Community empowerment centers** - These centers can provide training and assistance in building and implementing community strategic plans. They help teach people skills and the means of working together on common causes.³

V. Strategic Planning for Federal Cutbacks and Defense Conversion

In a poor state where one quarter of the payroll is paid by the federal government, projected cutbacks in such areas as social assistance, payroll and infrastructure support can be expected to effect profound and severe repercussions throughout the economy. Local demand for social assistance is climbing rapidly at a point when counties and local governments are losing their own access to the resources and tools they need to cope with the problems. Champion Communities and local governments are especially concerned about these issues which are profoundly affected by federal budget decisions. Planning for such eventualities is problematic but should be addressed in community strategic planning efforts.

³ A table detailing additional issues and commonalities among New Mexico's EC and CC communities is in Appendix B.

The preliminary Champion Community study conducted for the State of New Mexico Economic Development assessed the impact of the defense-related industries and bases on the economies of three of the Champion Communities. The study found that with the exception of the Clovis-Portales CC, none of the CC economies depends to a significant degree on defense-related contracts and bases.⁴ This finding was found to be true regarding the eight other rural CC's, as well. Defense-related or -based communities should in any case keep abreast of developments at the national level through the Office of Economic Conversion Information in the U.S. Department of Commerce, EDA. These communities should take some comfort in an assessment in the September 1995 issue of the *Economic Development Monthly*. It states that after four Defense Base Closure and Realignment Commissions (BRAC) since 1989, the authorization expired in 1995. "There will probably not be another Commission in the near future, especially since there is little support for any more downsizing of the Defense Department in the present Congress."

⁴ For more information and resources on defense conversion in New Mexico see: Armstrong, Bruce D., *Enterprising Communities: A Preliminary Report on the Status of the Strategic Plans for Three New Mexico EZ/EC 'Champion Communities'*, Albuquerque: The Technical Assistance Office at the University of New Mexico, 1995.

3

Eleven Rural New Mexico Champion Communities:

Status Reports and Strategic Plan Assessments

I. THE SUNLAND PARK/SANTA TERESA/NMSU AREA EZ INITIATIVE

Our vision for the region is:

- *A prosperous, peaceful and safe region with a strong and diverse economic base, that is characterized by economic interaction resulting from its proximity to Mexico.*
- *A region enhanced by the public/private partnerships and resulting collaborations among local, regional, and national governments and community based action teams.*
- *A region with a safe, healthy and clean environment.*
- *A region with a strong cultural identity in which we can take pride while also preserving our unique history and culture.*

Vision statement from Sunland Park/Santa Teresa/NMSU area EZ application

A. Introduction

The strategic planning process that went into the development of Sunland Park's EZ application had precisely the type of impacts envisioned by the framers of the EZ/EC process: there was broad grassroots participation and support in and among communities that frequently had not stood together; the strategic plan was adopted and has been acted upon; and the communities have seen to it that a number of important projects identified in the plan have been developed.

B. Background of the Empowerment Zone Target Area

The EZ initiative was the first regional strategic planning effort in the area. The process revealed that the communities in the two large census tracts (including Chamberino, the Doña Ana Community College, NMSU, Santa Teresa, Sunland Park and La Union) share very similar issues and concerns. Santa Teresa and Sunland Park became the "focal areas" for development according to the strategic plan. Development in those areas was what residents of the zone desired in order to preserve the agricultural greenbelt and to minimize sprawl type development in the smaller communities.

The lead agency was an EZ Coordinating Committee made up of 17 representatives from the two census tracts. They represented all of the communities in the target zone, NMSU and Doña Ana Branch Community College, Doña Ana County, South Central Council of Governments, and private businesses. The CC

target area covers nearly 929 square miles and had a population of 17,720 with 8,395 people living in poverty.⁵ The area includes one incorporated city, four communities, two educational facilities serving the region and numerous businesses. Three of the CC area communities are designated Colonias: the City of Sunland Park, Chamberino and La Union.

C. The Planning Process

Sunland Park began developing the EZ Initiative in March of 1994. Fourteen public meetings were held in fire stations throughout the zone during April. The Strategic Plan was presented at a final public hearing held on June 22, 1994. Jesus Prieto, Economic Development and Planning Director in Sunland Park, explained how community members were engaged in the planning process. First, the activists in each community were located based on recommendations from community members and people who had worked with them. Those activists brought people in with them and encouraged them to voice their opinions and issues from the grassroots level⁶ After establishing the goals and defining the action plans, grant writers and staff from Sunland Park drafted the application.

D. The Strategic Plan

The Strategic Plan addresses five major goals. In all the public meetings, health and educational issues were predominant concerns. The goals were listed as follows in the application with the note that "the first four are barriers to achieving the last":

1) Health Welfare and Quality of Life of Residents - At the time of the application health and emergency (EMS) facilities and equipment were neither accessible nor affordable for many residents in the zone. Other issues addressed under this goal included establishing a regional transit system, increasing housing, providing education on mental health and substance abuse, developing community centers, and resolving environmental concerns.

2) Transportation - The goal was to develop affordable, accessible transit in southern Doña Ana County, as well as to open or improve transportation routes between areas currently isolated by the border or Interstate 10.

⁵ 1990 Census figures from Sunland Park EZ application. The numbers are way off the present population as the area is one of the fastest growing in the United States. The poverty level in Tract #10 was 65.5%. In Tract #17 it was 40.8%)

⁶ Quotes and information from interview with Jesus Prieto, Director of Economic Development and Planning, City of Sunland Park, on 12/13/95.

3) Education - The priority of this goal was to locate a permanent site and facilities for the Doña Ana Branch Community College. Secondary goals were to develop secondary and vocational (job training) programs and facilities in the region.

4) Infrastructure - The main objective in this goal was to assure a safe and adequate supply of water with safe, reliable waste treatment in several of the designated Colonias in the CC Zone.

5) Economic Opportunity - The CC sought to develop a business incubator under the plan in order to promote small business growth. The primary focus was on agribusiness, but the communities also sought to take advantage of NAFTA-related manufacturing opportunities.

The Plan featured 20 development strategies with 41 focused Action Plans. Of the Action Plans, 32 (78%) currently are being or have been addressed, 8 (20%) have not been addressed, and the status of 1 (2%) is undetermined at this time as the project contact could not be reached for comment.

E. Implementation Efforts and Current Planning

The Chamber of Commerce has been carrying the ball on developing the Strategic Plan since the point when the CC learned it was not designated an Empowerment Zone.⁷ Many of the activists and catalysts from the towns have continued with the process and now are working and communicating through the Chamber of Commerce. As indicated in Section D, most of the projects identified in the Plan are being addressed. Several examples include:

Health Care Development

- A private hospital out of Texas utilized the information generated from the EZ Town Hall meetings to **establish an immediate care subsidiary of a major hospital** in Santa Teresa;
- A New Mexico State Legislator, who participated in the EZ strategic planning process, **obtained funding for La Clinica de la Familia which enabled the clinic to expand health and counseling services in Sunland Park;**

Education Development

- After the communities identified the need for the permanent location of a branch community college, a legislator worked with the Dean of Doña Ana

⁷ Jesus Prieto said that the Chamber of Commerce is reluctant to 'carry the ball' on this due to staffing shortages. The Chamber and the City would like to hire a full time staff person to work on developing the Strategic Plan. The barrier is funding.

Community College and **obtained State funding to open the Doña Ana Community College - South Branch in Sunland Park.**

Development of Long-range Strategic Planning in Doña Ana County

- Doña Ana County planners are exploring innovative planning concepts, including **conservation trusts and development rights transfers in order to protect and conserve the agricultural green belt in the CC Zone.**

F. Strengths and Weaknesses in the Process and the Strategic Plan

Jesus Prieto explained that initially it was difficult to sell the EZ/EC program at the grassroots level. He said that people felt that the grassroots could not influence development; that it had to 'trickle down from the top.' But once the Town Hall meetings began to be held, the people who came were "very very very happy" to be able to have input, ask questions and feel the opportunity to make a difference. The biggest strength in the process was "the revisiting of Town Hall meetings." A second strength was that through the process of identifying community needs, a lot of people became aware both of the issues and the level of support behind them. As a result, when the time came to vote on establishing a community college, for example, people already were well aware of the issue through their participation in the EZ process. The proposal passed "with flying colors." Also, many representatives of government agencies attended meetings in Sunland Park and listened to the public speaking to the issues. A number of human service programs (including WICC, Primero Los Ninos and others) came into Sunland Park as a result.⁸

In terms of weaknesses, Mr. Prieto said that after the announcement that there would be no award, "things kind of dissolved." People in the area really had anticipated receiving some type of funding. At the end, "people felt like it was just another one of those government programs where all the communities except the poor communities get funded." The short timetable was also a significant barrier. "We had to rush it and were not able to put together an exact strategic plan [for] the actual funding for a lot of the projects that required real dollars." The process went so fast that the City of Sunland Park was unable to realize the level of staffing that would be required to carry out the targeted projects. "We've been bombarded with excellent information from Washington and the State [on available grants], and if we don't have anyone to react to it, the plan's not going to move toward what we want."

⁸ A number of the agencies and programs that came to Sunland Park seeking to 'set up shop' had to be turned away for lack of available leasable space. But then the private sector "really kicked in, according to Prieto: "It seemed like they were just waiting for the information." Examples include the health clinic and the HOMES program.

G. Needs Assessment

In spite of the high degree of success in implementing the Goals in the Sunland Park Strategic Plan, the CC communities face significant challenges in their development. These include the following:

Affordable housing continues to be a considerable concern. While the CC met its Strategic Plan goals in this area, the developed units only addressed the 'emergency need.' Low cost housing must be available for area workers in order to support the economic development initiatives cited in the plan.

Education - The Gadsden Independent School District (GISD) may require construction of additional schools in order to accommodate the large influx of students occasioned by the development of affordable housing. The School System should work with the City and CC Coordinating Committee to **develop long-range plans for accommodating area growth**. Partnership efforts between GISD and the CC area should continue in order to **promote the development of One-Stop-Shop social, human, health and recreational services, including that of Adult Education**.

Affordable transportation remains a critical concern, especially for workers, but also for individuals and parents seeking access to educational opportunities and health care.

Community Centers - Sunland Park should continue to actively seek funding to develop Community & Recreation Centers. These will provide the communities much needed space for public meetings and all types of social activities.

Economic Development - Sunland Park's best efforts to develop an Incubator to support development of local businesses was frustrated. The City should set up a Town Hall meeting with area businesses, universities and other interested parties to assess where the initiative went and what needs to be done to support the retention and development of existing businesses as well as those interested in setting up enterprises in the area.

Environment - The NuMex Landfill issue needs resolution and the CC residents need to clearly understand the environmental issues involved. Efforts to develop a **recycling center** should be sustained, even if it cannot be located on the site of the landfill.

Water and Wastewater Facilities - are needed in Chamberino and La Union, Santa Teresa and Tortugas.

EZ STRATEGIC PLAN STATUS ASSESSMENT*
**SUNLAND PARK/SANTA TERESA/
NMSU AREA**

Strategies:

I. Health & Welfare

1 - AFFORDABLE HEALTH CARE

PROVIDE AFFORDABLE, ACCESSIBLE PRIMARY HEALTH CARE, INCLUDING MENTAL HEALTH CARE TO ALL RESIDENTS.

Objectives:

1. Improve health care of residents by providing more ACCESSIBLE [HEALTH] FACILITIES & STAFF.
2. Ensure adequate regional health coverage for the South Valley area.
3. Increase the response time to patients (speed up wait time for appointments, increase ability to respond to emergencies).
4. Implement low- or no cost health care for individuals who have no insurance or cannot afford to pay normal health care bills.
5. Improve MATERNAL & PRENATAL CARE/EDUCATION by providing more staff, more staff accessibility to ensure that the child and mother get the best possible beginning.
6. Improve accessibility of health care to ensure that children get the preventative health care and the medical attention they need.

Action Plan 1:

1. Conduct a REGIONAL COMPREHENSIVE PRIMARY CARE REVIEW similar to ones recently completed in south Texas.

Status: Completed. The County conducted the review and shared its information with the City of Sunland Park.

Action Plan 2:

1. Based on comprehensive review, establish a REGIONAL HEALTH CARE FACILITY with extended hours and more staff.

Status: This was established through a private sector initiative. A Texas hospital put in a regional clinic in Santa Teresa. The enterprise utilized the EZ information to set up an immediate

*The Sunland Park/Santa Teresa Champion Community proposed Action Plans to achieve its Strategic Plan objectives. This Status Assessment primarily addresses the Action Plans. Objectives are assessed only when they are not specifically addressed by the Action Plans.

care subsidiary of a major hospital. **Contact:** Harriet Brendstedder, La Clinica de la Familia, 526-1105.

Action Plan 3:

3. Expand the existing health care facility in Sunland Park.

Status: This happened through efforts of a legislator who "became so educated on this issue that he was able to go and get \$650,000 for the expansion of La Clinica de la Familia." As a result of that they also added a larger WICC office. La Clinica only serves Sunland Park needs.

2. HEALTH EDUCATION

PROVIDE BETTER EDUCATION ON HEALTH ISSUES.

Objectives:

1. Improve EDUCATION ON SUBSTANCE ABUSE, mental health, domestic violence, immunization by counseling residents, provide bilingual educational materials.

Status: Education has been improved. Even the police have training and counseling programs. Mental health education needs are being addressed in part [See Objective 3 - Action Plan #2 on page 19].

2. Educate residents on preventive health care issues.

Status: Undetermined. The **contact**, David Steffan, in the State Department of Health (524-6199) could not be reached for comment. Mr. Steffan administers disease prevention programs.

3. Improve maternal & prenatal care through bilingual education to ensure mother/child as healthy as possible.

Status: Maternal, prenatal and infant care is being addressed by Primero los Ninos, WICC and Human Services.

4. Reduce the occurrence of TEENAGE PREGNANCIES, STD's and AIDS through increased education and bilingual educational materials.

Status: The Adolescent Family Life Program, a new program, is focusing especially on teenage pregnancies. [See Objective 3 - Action Plan #2 on page 19]

5. Educate the public to reduce the stigma of substance abuse, AIDS, mental illnesses and other health care issues.

Status: These issues are being addressed through the Promotora and Diabetes projects [See Status for Action Plan #1 on page 19].

6. Educate public on ways to support friends & relatives who suffer from health and wellness problems.

Status: These issues are being addressed through the Promotora and Diabetes projects [See Status for Action Plan #1 on page 19].

Action Plan 1:

1. Ensure that all facilities and eventually all employees have **SPANISH LANGUAGE COMMUNICATION** capacity to increase/improve communication.

Status: Done. Health facilities and employees are about 99 percent bilingual. All doctors are bilingual.

Action Plan 2:

Increase use of bilingual educational health materials, including information on mental health and substance abuse treatment.

Status: Done. All health-related and informational materials are bilingual (in fact, materials are predominantly in Spanish).

3. SUBSTANCE ABUSE REHABILITATION

ESTABLISH SUBSTANCE ABUSE REHABILITATION AND MENTAL HEALTH PROGRAMS TO BREAK THE CYCLE OF ABUSE AND DEPENDENCY AND INCREASE SELF-SUFFICIENCY.

Objectives:

1. Provide substance abuse and **MENTAL HEALTH COUNSELING AND TREATMENT** in health clinics.
2. Aid individuals to break cycle of abuse and dependency.
3. Provide opportunities for rehabilitation.

Action Plan 1:

1. Implement counseling/education program in the local health clinic(s).

Status: Addressing this area; would like to do more. Some mental health services are available through the clinic. A psychotherapist is on the staff. La Clinica de la Familia administers two community-based health outreach projects: the Promotora Project trains lay health advisors to address domestic violence issues people's homes. The Diabetes Project identifies at-risk individuals and works with the whole family to address common misunderstandings and stigmas. La Clinica also offers parenting classes and workshops. La Clinica de la Familia refers individuals who are **SUBSTANCE ABUSERS** to **COUNSELING** in local hospitals or mental health services (principally, Southwest Mental Health or Southern New Mexico Human Development). La Clinica seeks **FUNDING FOR TWO THERAPISTS** to build its own in-house counseling capacity. They would counsel not only on substance abuse, but provide other health services. For example, there is a lot of depression in the area. Mr. Prieto cited an effective local program that deals with alcohol abuse (didn't recall name). **Contact:** Harriet Brendstедder, La Clinica de la Familia, 526-1105.

Action Plan 2:

1. Include substance abuse rehabilitation and mental health education in the schools.

Status: La Clinica de la Familia is working with a Gadsden School based clinic to promote the widely recognized Adolescent Family Life Program (this may be a state-wide program). The program addresses issues of teenage pregnancy, sexually transmitted diseases, personal health, substance abuse and more. La Clinica also provides a nurse practitioner to the Gadsden schools to perform physical exams in the elementary schools and to provide nutrition education. This program is funded partly through the NM Department of Health (\$20,000), and partly through

the Primary Care Children's Fund. **Contact:** Harriet Brendstedder, La Clinica de la Familia, 526-1105.

4. COMMUNITY NUTRITION

ENSURE THAT RESIDENTS HAVE ACCESS TO REGIONAL AND COMMUNITY FOOD AND NUTRITION PROGRAMS.

Objectives:

1. Ensure that low income and poverty stricken residents get the proper nourishment.
2. Ensure children in low income families receive the proper nutrition to reduce the likelihood of sickness and disease, and to increase the children's capability in all areas, including education.

Action Plan 1:

1. Establish regional distribution point(s) for the Commodity Supplement Food Program (CSFP) in Southern Doña Ana County so that it is easier for residents to get the needed assistance. (Site owned by Archdiocese available in Anthony).

Status: "We're minimally meeting the need" in terms of the Commodities Supplementary Food Program/USDA. The objective has been partly addressed. At the time of the EC application, the goal was to obtain several small sub-warehouses to facilitate food distribution on-site in Anthony. The Community Action Coalition (CAC), which administers the program, has been unable to fund the warehouses, and so is distributing food from tailgates and through the church in Sunland Park. People who utilize the program still have to drive to distribution points to obtain commodity foods. Transportation poses a significant problem for a number of actual and would be beneficiaries of the program.

The CAC continues to seek funding for a small subsidiary warehouse in Anthony (cost is @ \$300,000). The CAC had support from the Legislature for seed money for this item, but it was vetoed in a line item by the Governor.

Contact: Bill Strouse, CAC Director, 523-1639; Sal Perez, Director of the Food Bank, 523-4390.

Action Plan 2:

1. ACQUIRE EQUIPMENT for use in distributing food.

[When the Sunland Park Strategic Plan was first developed, the CAC sought one additional forklift, three bobtail trucks, and a subsidiary warehouse in Anthony]

Status: The CAC acquired the forklift through CDBG funding and the three bobtail trucks through the USDA. The warehouse has not been funded. The barrier is the high cost (@ \$300,000). **Contact:** Bill Strouse, CAC Director, 523-1639; Sal Perez, Director of the Food Bank, 523-4390.

5 COMMUNITY CENTERS

ESTABLISH COMMUNITY CENTERS IN ALL COMMUNITIES TO PROVIDE COHESIVENESS AND INCREASE COMMUNITY SPIRIT.

Objectives:

1. Provide central location...
2. Provide supervised atmosphere for supervising children playing and doing homework after school.
3. Provide Site for senior activities and care.
4. Provide information and referral to education services & assistance.
5. Provide a common space for recreation, meetings, and social and cultural activities within community.

Action Plan 1:

1. Construct Community Centers.

Status: This was not done. Real estate was too expensive, the communities could not afford it. Tried to set up an arrangement to use the schools, but the schools required after school use of all of their facilities.

6. INCREASE POLICE, FIRE, EMS SERVICES

INCREASE EMS, FIRE AND POLICE PRESENCE & PROTECTION IN THE REGION.

Objectives:

1. Protect area residents.
2. Provide a safe environment in present; increased future economic development & growth.

Action Plan 1:

1. Work with regional and state fire and emergency agencies to EVALUATE REGIONAL FIRE & EMERGENCY PROTECTION and alleviate any problems.

Status: The evaluation was done with Doña Ana County and the State Fire Marshall. The State funded the evaluation. Mr. Prieto couldn't speak for county-wide improvements [**contact:** Nooky Gonzalez, County Commissioner], but Sunland Park, as a result of the study, increased its fire facilities and moved from a volunteer to a paid staff. It increased the quantity and quality of its fire fighting vehicles.

Action Plan 2:

2. Work with local, county, and state police agencies to EVALUATE REGIONAL POLICE PROTECTION LEVEL and alleviate any problems.

Status: Done. Sunland Park doubled its police force to 18 officers and staff.

7. AFFORDABLE HOUSING

PROVIDE ACCESS TO AFFORDABLE HOUSING TO RESIDENTS.

Action Step 1:

1. To ensure that ADEQUATE AFFORDABLE HOUSING is available to all residents, conduct HOUSING NEEDS ASSESSMENT in each community, determine costs & identify funding sources.

Status: Affordable housing issue was very successfully addressed. Housing mainly developed in Sunland Park (Santa Teresa market is too high and Sunland Park has the greater need). Sunland Park worked with Albuquerque developer Joe Roberts and FmHA 506 funds to develop Playas 1 (120 apartment units), Playas 2 (150 units of multi-family units), and Playas 3 for 40 townhouses (all Playas are low-income units). HUD worked with state agencies to get tax credits for the developer. Meadow Vista Homes for 40 townhouses is in the planning stages, but the developer requires tax incentives in order to close the deal. RECD has been unable to help him. Elderly housing was addressed in a separate program which provided 22 units. The problem with this program was that the elderly did not wish to be separated from their families; they wanted to live together in the same development. The program, however, did not allow that. Sunland Park and the CC target area continue to require affordable housing, but the emergency need at the application date was met. The Housing Needs Assessment was completed in the private sector. The information was used to support the applications for 506 housing.

8. ENVIRONMENTAL CONDITIONS

Objectives:

1. Improve existing Environmental Sites such as landfill and Superfund sites.

Action Plan 1:

1. Review existing environmental conditions of McNutt Oil and NuMex Landfill to determine environmental impact on health of Sunland Park community.

Status: The McNutt Oil environmental impact was done by a Colorado agency. The agency worked very closely with the Fortune 500 company which had contaminated the site to clean it up. The company spent over \$2 million for the environmental assessment. The study showed that the Superfund site was not as critical as people had suspected. The company wants to turn the land over to the city for a park after the contamination is removed.

The NuMex Landfill is an ongoing, very heated issue. The program and the site are very clean ("One of the State's best landfills," according to Mr. Prieto). The fact that it is a landfill is its biggest problem. Nobody wants it in their back yard. It has become an unacceptable issue to the community. The landfill tried to set up a recycling center, but the neighbors fought it. So that didn't happen. They tried also to set up an education program on recycling issues, but that was not well received and flopped as well. Finally, a state legislator proposed a bill to get funding to help educate the community and determine the environmental effect on their health, but the bill never was approved.

II. TRANSPORTATION

1. TRANSIT SYSTEM

ACHIEVE AN AFFORDABLE, ACCESSIBLE TRANSIT SYSTEM IN SOUTHERN DOÑA ANA COUNTY.

Action Plan 1:

1. Implement a transit system in Doña Ana County (includes TRANSIT FEASIBILITY STUDY, FORMATION OF REGIONAL TRANSIT AUTHORITY)

Status: This has partially been addressed. Sunland Park worked with the county on a county-funded transportation study. Affordable transportation proved to be a very expensive proposi-

tion. The issue has been "left in the county's hands." While there is no transit authority, a private shuttle service has set up routes between Sunland Park and Anthony. This company also is locally REHABBING OLD BUSSES for their use. The company is seeking some incentives and/or funding from the State. They would like to run routes to Las Cruces. Money is their barrier.

2. TRANSPORTATION INFRASTRUCTURE

IMPLEMENT NECESSARY TRANSPORTATION INFRASTRUCTURE TO ENHANCE ECONOMIC DEVELOPMENT.

Action Plan 1:

1. Install transportation routes/facilities necessary for economic development (Includes CONSTRUCT ARTCRAFT ROAD EXTENSION, ANAPRA/COLOMBUS EXTENSION, COMPLETE INTERMODAL TRANSPORTATION FACILITY at Santa Teresa).

Status: Artcraft Road Extension is under construction; An Anapra/Columbus Extension study is expected to be finalized in March, 1996; the Intermodal Transportation Facility was funded in the last legislative session.

3. I-10 PEDESTRIAN CROSSING AT TORTUGAS

PEDESTRIAN PATHWAY/OVERPASS TO NMSU

Action Plan 1:

1. Coordinate with the City of Las Cruces to put pathway on NMSH & TD's 5-year plan.

Status: Issue died. NMSU, a key player, didn't support it. This was a very expensive proposition. A partial solution to the problem was provided by Roadrunner bus service, which now serves that community.

4. MISCELLANEOUS ROAD PAVING

Objectives:

1. Make transportation routes more amenable to vehicle/passenger travel.
2. Reduce dust pollution/conform to EPA clean air regulations.

Action Plan 1:

1. Steering Committee will work with South Central Council of Governments (SCCOG) and DAC to ensure that community concerns are brought to DAC's and SCCOG's attention for inclusion in 5-year plan.

Status: Doña Ana County has done several studies on the above objectives. The county identified La Union and several other communities in its plans for paving and road improvements.
Contact: Woody Jenkins or Liz Bernal, SCCOG.

III. EDUCATION

1. ESTABLISH A SATELLITE COMMUNITY COLLEGE

ESTABLISH A PERMANENT COMMUNITY COLLEGE FACILITY IN SOUTHERN DOÑA ANA COUNTY.

Objectives:

1. Provide range of education, skills training, vocational training.
2. Ensure education/training available to residents of all ages, socioeconomic backgrounds.

Action Plan 1:

1. Establish a permanent site for Doña Ana Branch Community College (Includes site selection & acquisition, plan & design of campus, funding & construction of facility, purchase of training/educational equipment).

Status: Land was dedicated by a local developer. Funding for a feasibility study, drawings and construction came through the New Mexico Legislature. Doña Ana NMSU floated a bond for \$5.5 million for the first phase of development of the campus. Groundbreaking for the Doña Ana Branch Community College South Campus is expected in March, 1996. The institution has its own strategic plan which addresses all of the points listed in Objective 1. A Small Business Development Center (SBDC) will be part of the campus.

2. STUDY EDUCATIONAL NEEDS OF GADSDEN INDEPENDENT SCHOOL DISTRICT (GIS)

PARTNER WITH GIS TO ENSURE THAT ALL COMMUNITIES HAVE ADEQUATE FACILITIES FOR STUDENTS.

Objectives:

1. Reduce distance of travel to school for children.
2. Reduce school overcrowding.
3. Ensure that structures and equipment is safe for students.

Action Plan 1:

1. Partner with GIS and Department of Education to examine needs of the school district.

Status: Sunland Park has partnered with GIS in several areas. The city shared its growth pattern projections and information with the school board. The schools used the information in formulating their long range comprehensive plan. The successful siting of the affordable housing units created major problems for the schools because the housing developments occasioned a large influx of children into the school district. The schools had to bring in portable classrooms. The three schools are on 25 acre sites, so they have room to expand, but they lack the money to expand.

3. ONE-STOP-SHOP SERVICES WITH GISD

PARTNER WITH GADSDEN INDEPENDENT SCHOOLS TO WORK FOR USE OF SCHOOLS AS ONE-STOP-SHOPS FOR SOCIAL, HUMAN, HEALTH, AND RECREATIONAL SERVICES.

Objectives:

1. Save resources by utilizing existing buildings to provide services.
2. Provide a supervised place for students to play and to homework after school.
3. Provide a place for residents to get information and education on available services and assistance.
4. Provide a common place for recreation, meetings, and social and cultural activities within the community.

Action Plan 1:

1. Implement one-stop pilot program in Gadsden Independent Schools.

Status: This is being worked on. Sunland Park hopes to open one school site as a pilot project in 1996, contingent upon funding and resolution of liability and security issues. Willie Duran, a principal, is very supportive of the objectives in the Strategic Plan. He would like to open evening classes for parent and teacher programs

IV. INFRASTRUCTURE

1. DEVELOP COMMUNITY AND/OR REGIONAL WATER SYSTEMS.

Objectives:

1. Provide safe and adequate water systems for the residents of southern Doña Ana County.
2. Prevent the occurrence of disease transmitted by the consumption of contaminated water.
3. Provide fire protection to a region currently with inadequate protection.

Status (for Objective 3): This issue is still being looked at by the new fire station. The objective pertains mostly to Sunland Park where the river limits access to high development areas on the other side. While a new bridge is slated for installation (not as a result of the Strategic Plan), the fire station is interested in locating a substation across the river.

Action Plan 1:

1. **DEVELOP COMMUNITY WATER SYSTEMS OR UPGRADE EXISTING WATER SYSTEMS to ensure public safety and the proper infrastructure for economic development [Chamberino and La Union are in need of water systems. Sunland Park completed an upgrade to their own system. Santa Teresa's and Tortugas' systems are inadequate].**

Status: More work is needed on this Action Plan. Sunland Park received a \$300,000 loan for acquisition of water rights to help with its brand new water treatment system. Negotiations are underway with Doña Ana County and Santa Teresa to jump start the development of Santa Teresa's water system possibly by incorporating them into Sunland Park's infrastructure. The barriers are funds to transfer the system from the private sector to the public, the unavailability of government funds at every level, and the very complexity of the proposed project.

Action Plan 2:

1. **NMSU must expand utility service across I-10 to expand their services.**

Status: Issue died. Architects and engineers said No Way.

2. DEVELOP COMMUNITY AND/OR REGIONAL WASTEWATER SYSTEMS.

Objectives:

1. Provide safe and adequate sewer systems for the residents of southern DA County.
2. Prevent the occurrence of disease transmitted by wastewater contaminating the ground-water.
3. Prevent the occurrence of groundwater contamination.

Action Plan 1:

1. Conduct wastewater master plans for region and individual communities where required.

Status: A wastewater study has been conducted, but Doña Ana is not a masterplanned county. Strategy 2 was geared mostly to Santa Teresa. Addressing regional waste water needs in the area will depend on who decides to pick up the ball on this.

Action Plan 2:

1. Review current situation at the Santa Teresa Wastewater Treatment Plant, which is not in compliance with NMED regulations [seek solutions].

Status: Still seeking solutions; still not in compliance.

V. ECONOMIC OPPORTUNITY

1. PROVIDE SMALL BUSINESS TECHNICAL ASSISTANCE

INCREASE ECONOMIC DEVELOPMENT BY PROVIDING SUPPORT AND TECHNICAL ASSISTANCE SERVICES FOR NEW AND SMALL BUSINESSES.

Objectives:

1. Provide place for individuals to utilize their talents for economic gain and to train and guide other individuals, including disadvantaged youths.

Action Plan 1:

1. IMPLEMENT AN INCUBATOR PROGRAM

Status: An EDA grant-funded study was undertaken to determine appropriate uses for a 40 acre City-owned industrial park site. The study considered the possibility of establishing an incubator on site. Following the completion of a second study in December 1995 [*Feasibility Study for Proposed Business & Industrial Park in Sunland Park*, 2 vols.], the City is leaning toward selling at least the major portion of the site. The city does not have the funds it would need to set up an incubator. Moreover, with cuts in program funding and the loss of its principal contact person in EDA, the city feels that it would be extremely difficult to fund the program. The city never determined the cost of establishing the proposed incubator.

2. CAPITALIZE ON AGRICULTURAL MARKET

INCREASE ECONOMIC DEVELOPMENT THROUGHOUT REGION BY CAPITALIZING ON THE EXISTING AGRICULTURE MARKET.

Objectives:

1. **Attract new PROCESSING INDUSTRIES to region, thereby providing new jobs to the area and employing more people.**

Status: This is being done. Examples include two new companies in the Crossings (an industrial development area) one of which is using plastic injection molding; the other is a stamping company. These companies service the El Paso maquiladora corridor. They have provided about 30 new jobs, as well as construction jobs.

2. **TRAIN INDIVIDUALS for the new jobs allowing disadvantaged individuals to become self-sufficient.**
3. **DIVERSIFY THE ECONOMIC BASE throughout the region, making it less dependent on tourism and international trade.**
4. **PROTECT AND PRESERVE THE GREEN BELT, which is a vital part of the area's history and culture.**

Action Plan 1:

1. **Protect the existing farms through the purchase of development rights, conservation trusts, and transfer of development rights.**

Status: This is being looked into. Tony Shaffer, County Commissioner, and NMSU are doing another study on the issue. It would be handled by the County. **Contacts:** Tony Shaffer, County Commissioner; Judy Price, County Planner, 647-7237.

Action Plan 2:

1. **Aggressive marketing campaign, to market the area and products to agriculture related industry including advertising in trade magazines, trade fairs, marketing materials.**

Status: This plan has been funded through the NM State Economic Development program and the NM Rural Response Council.

Action Plan 3:

1. **Attract agricultural industry, food processing plants to the area.**

Status: The focus changed from an agriculture orientation toward developing small, labor intensive construction- and leather-related industries to service the El Paso maquiladora corridor.

3. INTERNATIONAL TRADE

INCREASE ECONOMIC DEVELOPMENT IN THE REGION THROUGH INTERNATIONAL TRADE.

Action Plan 1:

1. **Be an active member of Doña Ana County's economic development consortium, to be aware of and utilize the available technical assistance, and the ongoing programs.**

Status: The CC does not belong to the Mesilla Valley Economic Development Association (MVEDA) because of the \$5,000 membership fee. However, Fernando Macias, MVEDA Director does include the area in all outreach efforts and in economic development planning. **Contact:** Steve Givens, MVEDA, 525-2852.

Action Plan 2:

1. **Capitalize on existing Port of Entry at Santa Teresa [continue to market the Industrial Park at Santa Teresa locally, nationally and internationally].**

Status: See Status for Action Plan 3 below.

Action Plan 3:

1. **OPEN BORDER CROSSING at Sunland Park [acquire land for Border Crossing, provide necessary infrastructure & road improvements, draft masterplan for Border Crossing and for Commercial Park at Border Crossing].**

Status: Action Plans 2 & 3 represent either-or options. Sunland Park's preference is for Plan #2. In terms of infrastructure, the City is moving along with the items listed in Plan #3. The city funded extension of infrastructure to the site of the Crossings across the river from Mexico. The project includes paving half of the roadway to the site. The CC hopes to get a jump on the Columbus/Anapra road border crossing which is still five to seven years down the road.

Action Plan 4:

1. **Construct a commercial/business park at the Border Crossing.**

Status: This has not been done yet, but probably will be in the future. The commercial/business park would compete with El Paso industries. The crossing itself would be popular to people from Chihuahua and other Mexican nationals who would save an hour's time by not having to enter via El Paso.

II. THE CLOVIS-PORTALES EZ INITIATIVE

Our mission is to design and develop an attractive and productive community with an enhanced quality of life in which a trained work force can find employment and support to provide basic needs and to capture opportunities for economic and individual growth.

-Vision statement from Clovis-Portales EZ application

We took the information that we got from the people, and we had information from the agencies and said, 'Now how are we going to create this picture and make it better and not make any infusions of money go up there [to the wealthier sections of town]? How can we make these people be the winners so that there's less of a disparity? I know of communities where the business people sat down and wrote up the plans. That's not what happened here.

-Reta Weaver, Community Partners, Clovis, NM

A. Introduction

What immediately stands out in a review of the Clovis-Portales EZ/EC strategic planning process is the level and degree to which the communities supported and participated in the entire effort. Approximately 50 meetings were held in a period of 100 days. Over 500 area residents from a wide range of socio-economic interests took part in the strategic planning effort. The initial town hall meetings had the highest attendance levels of any public meetings in the area during 1994. These turnouts, as well as the significant contributions of space, expertise and materials from the business community and others, resulted in large part from a high profile public relations campaign which successfully brought the process to the attention of every household in the two cities. More importantly, the participation reflected the desire and willingness on the part of community members to take part in a process that they believed would significantly improve their lives and the future well-being of their communities.

B. Background of the Empowerment Zone Target Area

Although Clovis and Portales are separated by only 19 miles, the two cities have only recently begun to communicate and address planning issues in a concerted mode. While many bridges remain to be built before a true inter-community partnership can be established, the EZ/EC application process pro-

vided a very important step toward developing this goal. The planning process brought government bodies from both counties and cities together to work in a hands on process with the citizens. New networks and invaluable partnerships were developed and new lines of communication emerged.

The area selected for the Empowerment Zone consists of five census tracts -the only eligible tracts in the entire two county area (the counties were especially hampered in their efforts by eligibility criteria which capped the size of an eligible tract at 1,000 square miles. Several otherwise eligible tracts contained more than 2,000 square miles). Four tracts are in Clovis and one is in Portales. In 1990 the poverty rates for the target zone ranged from 31.8 to 43.7 percent. In 1994 Roosevelt County had an unemployment rate of 35 percent. The corresponding figure for Curry County was 27 percent. The ethnic makeup of the zone was 46.1 percent Hispanic, 43.4 percent White, 8.2 percent Black, and 2.5 percent Native Americans, Asians and all others. Many residents lived in substandard housing with leaky roofs and bad electric and heating systems. Often this population does not have the means or resources to make costly home repairs on top of the high housing costs they already pay. In terms of education, only about half of the of-age residents in the zone completed high school. Their undereducation is directly linked to low wages and the continuation of poverty. The poverty in turn is a principal contributor to the kinds of health and social problems, including substance abuse, crime and delinquency, teen pregnancies, violence and the continuation of the welfare cycle, that the EZ application specifically addresses.

C. The Planning Process

The Eastern Plains Council of Governments (EPCOG) knew about the EZ/EC program before details were released in the *Federal Register*. Several EPCOG staff members attended the regional workshop in Las Vegas on February 22, 1994. A group of women from throughout Roosevelt County who were interested in seeking an EZ/EC designation began meeting in Portales. Believing their chances of success would be greater if they applied jointly, the two groups planned the initial community meeting in Clovis on March 25. At the second joint community meeting in April the two communities decided to seek a joint EZ/EC designation. At that point the groups had less than three months to complete the application.

Three committees and a work group were organized to conduct the community planning effort and to draft the application. Following the recommendation of the State EZ advisor, the committees addressed the areas of Economic Opportunities, Sustainable Development and Infrastructure. The working group had a steering committee/advisory role. The meeting process they undertook was effective. Each meeting involved breakout groups of about six people. The facili-

tators reported results back to the coordinators who eventually drafted the application. Eva Woods, housing director for Region IV Housing, emphasized the level of grassroots involvement in the project. "It may have only been a few that actually sat down and compiled the information and produced the application, but the ideas came from the community members. ...Probably our plan did have more involvement at the community level, grassroots level, than the others because we held so many public and special interest meetings."⁹

D. The Strategic Plan

The Clovis-Portales Enterprise Zone application addresses three principle areas in its Strategic Vision for Change: Economic Opportunity, Community Needs & Partnerships, and Sustainable Community Development. The application aimed to promote five values:

- Encourage individual, family and community responsibilities as the means of acquiring freedom and opportunity;
- The development of human resources is the standard for measuring progress of the plan within the zones;
- Formulate and implement plan to focus on total community awareness, support, participation and cooperation;
- Create a climate that fosters expansion of existing and development of new businesses in the zone;
- Utilize, strengthen and expand proven social and educational programs that focus upon empowerment of people within the zones.

The application details 17 general strategies with 58 Action Plans to provide for economic development, affordable housing, water conservation and much more. Since submitting their EZ/EC application, Clovis and Portales have made significant strides in implementing many of the Action Plans, most notably in the area of housing. *Table 2* below details how the 17 strategies address the three major areas of the plan.

⁹ Interview with principle EZ/EC contact people, EPCOG, 9/25/95

Table 2: Clovis Portales EC Strategic Plan Strategies

<i>Economic Opportunity</i>	<i>Community Needs & Concerns/Partnerships</i>	<i>Sustainable Community Development</i>
Strategies	Strategies	Strategies
1. Educate & assist Small Business through short-term financing & entrepreneurial training.	5. Expand existing educational programs.	14. Encourage water conservation.
2. Expand micro businesses through micro lending and education.	6. Support development of comprehensive physical & mental health program.	15. Examine the feasibility of inter & intra city public transit systems.
3. Attract business that complements existing industry (Agriculture, Railroad, & Military).	7. Provide area with affordable activities in a safe, turf-free environment.	16. Expand sewer lines & treatment capacity to support industrial development.
4. Establish a University Center at Eastern New Mexico University.	8. Develop program to focus on active learning of healthy life-style attitudes.	17. Continue participation in the Ute Water Development Project.
	9. Design/Expand services to foster/nurture the growth of effective family unit.	
	10. Enhance & expand services to the growing aging population.	
	11. Encourage the development of safe, affordable, attractive housing.	
	12. Promote culture & diversity of the communities.	
	13. Enhance public safety in the communities.	

E. Implementation Efforts and Current Planning

Despite not receiving a EC designation, the Clovis and Portales communities are significantly on their way to realizing their strategic plans. Of the 61 objectives in the Plan, 34 (52%) have been or are being addressed, 24 (39%) have not been, and the status of 3 (5%) could not be ascertained. The two communities demonstrated especially high levels of project implementation in the following areas: economic development, health, youth, child and infant care (specifically the nutrition assistance and new mothers programs), housing (especially the emergency shelter and assisted living facility programs), and public safety. Highlights of project implementation include the following:

- Expanding business retention and expansion program from Portales to Clovis.
- Developing a low-interest, revolving loan fund to allow small and microbusinesses to obtain capital for start-up and expansion.
- Establishing a cooperative for home-based business owners.
- Recruiting additional health care providers.
- Establishing a recreational center.
- Developing several youth, DWI, and childcare programs.
- Providing an assisted living facility for elderly and staff training.
- Providing education on housing, loan funds, and rehab loan for landlords.
- Expanding sewer line and treatment capacities in both cities.

F. Strengths and Weaknesses in the Process and the Strategic Plan

One of the major strengths in the Clovis-Portales EC Initiative was the process itself. "We had about fifty meetings in a hundred days. It was just crazy. It was fun. It was frustrating that after all that we didn't get a designation" (Lisa Noble, Director of Economic Development, Clovis Curry County Chamber, and principle CC contact person). Another strength was the organization. The communities drafted a comprehensive strategic plan that sought to link strategies in one area to another. A social service program would be linked, for example to a housing plan. The organization and layout of the Strategic Plan was clear, uncomplicated and highly readable. A series of one-page Action Plans accompanied each strategy in the plan. The action plans specified the justification for the

action, barriers, action steps, timeline, responsible party, current services and resource levels, and costs. Finally, this plan offered creative approaches to problem solving. Two examples are the home-based business cooperative (in Strategy 2) and the proposed "Aging Resource Center" (in Strategy 10) that would coordinate and centralize most services to the elderly.

Given the short time period and the eligibility restrictions confronted by the drafters of this EC initiative, it is difficult to pinpoint specific weaknesses. One problem in terms of plan followup (without the EC designation), was that so many areas were addressed in the plan that occasionally it was difficult to know who to contact for an update. There appeared to be little or no coordination or communication between the champions of the various projects. Finally, the plan could have done more to address how it would affect the specific target area and build bridges between the two communities.

G. Needs Assessment

Despite an apparent high level of success in implementing the Clovis-Portales Strategic Plan, the communities continue to face significant challenges in their economic development. The recent cutbacks both by the Department of Defense at Cannon Air Force Base as well as closures and downscaling by several prominent local employers (e.g. Giant refinery and Furr's supermarket) underscore the need to promote smaller-scale, more diversified and community-based economies. The efforts to provide technical assistance and office support and training to home-based (micro-) businesses is an important step in this direction. The communities also need help in retaining businesses. An incidental plus to defense cutbacks might be more available and affordable housing.¹⁰

Also, a greater emphasis needs to be placed on developing appropriate training programs at the local college & university, getting people into the programs and developing/locating facilities where students can practice hands-on skills they acquire. Also, the homeless shelter in Clovis is currently serving seven counties with inadequate facilities and resources. R-IV Housing operates a three-bedroom house with a basement to shelter 25+/day. They would like to acquire a van to transport clients to and from the shelter. Ideally, facilities could be opened in other communities to relieve the acute demand in Clovis.

¹⁰ The Airforce developed a substantial number of housing units in Clovis and Portales. Most of these are --or could be made-- available to the general public.

EZ STRATEGIC PLAN STATUS ASSESSMENT

CLOVIS-PORTALES

Strategies:

I. Economic Development Strategies

1. **EDUCATE AND ASSIST SMALL BUSINESS OWNERS, ENTREPRENEURS AND EMPLOYERS TO ATTRACT CAPITAL, OBTAIN SHORT-TERM FINANCING, AND DEVELOP AND IMPLEMENT BUSINESS PLAN AND MARKETING STRATEGY.**

Objectives:

- A. **Expand business retention and expansion program which is in its second year from Portales to Clovis.**

Status: A local task force was formed in July, 1995. A program set up according to the State plan. Local funds for a half-time coordinator position were raised. A State partnership pays the other costs. **Contact:** Roy Miller, Director, SBDC, Clovis, 769-4136.

- B. **Develop a low-interest, revolving loan fund to allow small and micro businesses to obtain capital for start-up and expansion.**

Status: An AmeriCorps member has been administrating this position since November, 1995. AmeriCorps will pay a stipend to the administrator who will seek additional funding according to the plan. **Contact:** Lisa Noble, Director of Economic Development, Clovis Curry County Chamber (CCCC), 763-3435.

2. **EXPAND MICRO BUSINESS BASE THROUGH MICRO LENDING, NETWORKS, COOPERATIVES AND ENTREPRENEURIAL TRAINING.**

Objectives:

- A. **Establish a cooperative for home-based business owners which will provide entrepreneurial training, business counseling, networking, information, and marketing and/or distribution of products and services**

Activities include assisting in start-up or expansion through revolving loan fund, developing a catalogue for cooperative advertising, establishing a mail order center for distribution of products, continued training and reassessment of co-op, and expanding the local network via electronic mail.

Status: Same as 1-B. It is hoped that the project will evolve from AmeriCorps member initiative.

- B. **Establish a mail order and distribution center for products and services of home-based businesses**

Activities include: formulating a business plan for a catalogue and distribution center; developing and publishing a catalogue; acquiring a building for catalogue and distribution center; purchasing a computer system for accounting, inventory, and electronic mail; and hiring a full-time manager.

Status: Same as 1-B.

3. ATTRACT PROSPECTIVE NEW BUSINESS TO COMPLEMENT EXISTING AGRICULTURE, RAILROAD AND MILITARY INDUSTRIES.

Objectives:

- A. Establish and develop an industrial park in the zone for a wide variety of light to moderately heavy manufacturing industries, including food processing and industries to supply goods to local rail and military industries.**

Activities include: creating a Task Force of local and State authorities, representatives of the Santa Fe R.R. and Cannon AFB and other interested parties to locate potential site for park; conducting environmental assessments; developing environmental criteria for park clients; conducting public hearings; installing utilities; installing waste water pre-treatment plant to service firms in park.

Status: This has not happened. Clovis-Portales hopes to move on this at a later date. Clovis has developed land at the airport. Portales has new Chamber of Commerce director and new Economic Development Director.

- B. Establish and develop a business incubator in the EZ.**

Activities include: acquiring building, setting up office space and hiring staff; and establishing interview team to select appropriate participants.

Status: Undetermined. Roy Miller, Clovis SBDC, is interested in the project and may develop a feasibility study with an AmeriCorps member.

- C. Actively recruit new businesses**

Activities include identifying and recruiting businesses that enhance existing agriculture, railroad and military installation industries.

Status: This project is being addressed by Clovis and Portales economic development groups who are working separately (not in partnership, though communication has improved). **Contacts:** The Business Quarter and the Southwest Public Service Company

4. ESTABLISH A UNIVERSITY CENTER AT EASTERN NEW MEXICO UNIVERSITY IN COOPERATION WITH NEW MEXICO STATE UNIVERSITY AND THE ECONOMIC DEVELOPMENT ADMINISTRATION.

Objectives:

- A. Establish a University Center to help public bodies, non-profit organizations, businesses and entrepreneurs plan and implement activities designed to generate jobs and income**

Activities involve establishing working relationship with university and hiring a full- or part-time coordinator.

Status: A. University Center would be funded by the Economic Development Administration (EDA) in the Department of Commerce. The Future of the agency is uncertain and the University showed no interest in the strategy.

II. COMMUNITY NEEDS STRATEGIES (CNS)

CNS-1: EDUCATION

5. EXPAND EXISTING EDUCATIONAL PROGRAMS BY PROVIDING COMPREHENSIVE EDUCATIONAL SERVICES THROUGHOUT BOTH COMMUNITIES.

A. Expand the highly successful JOBS/E&T training in the two counties.

Activities include requesting funding from NM Legislature for money to match Federal funds.

Status: Undetermined. The point person, Mark Gray moved to Tucumcari. [EPCOG Ameri-Corps member may revamp the Family Self-Sufficiency Program, a related program that is similar to Project Forward].

B. Increase responsiveness of vocational training programs to match needs of employers in the targeted zone. Base approach on the Tech Prep concept of 2+2 education.

Activities include: continued implementation of Applied Curricular Materials; and determining specific programs necessary for job placement.

Status: The Broad Horizons Educational Center (BHEC) has a 'school to work' orientation and offers a broad range of training and basic job skills and career development opportunities. BHEC currently has a proposal before the US Department of Education to develop an Urban-Rural Initiative. Under the proposal, 28 business people in Portales will partner with BHEC to develop a services training program which eventually will integrate employment opportunities through businesses, the community and the public schools. **Contact** Jim Lyon, Job Developer, Broad Horizons, 356-4254.

C. Develop a transitional Education Center to serve at-risk secondary students.

Activities include: developing a master plan to be included in Clovis Board of Education Strategic Plan; involving the community in plans for final draft; remodeling existing structure for site of new school; consolidating all at-risk programs at the new futures school; and developing educational partnerships and funding to implement first three years of funding for the school.

Status: This has not happened. There is no funding for construction and equipment. Traditional State sources cannot cover the intensive management of students required. No grants are available for this kind of activity. Clovis-Portales still is searching for funds. **Contact:** Community Partners (762-4919), Clovis School District.

D. Develop Early Childhood-Family Center to serve four-year-old children, kindergarten children and families of children bused to the center.

Status: This has not happened. There is no funding for kind of thing. The communities are searching for funds. There is no contact person.

- E. Enhance the current Broad Horizons Educational Center programs by enhancing the vocational components of their program.**

Status: [See 5-B] Broad Horizons runs a very active Tech-prep program in conjunction with the Clovis Community College and Concurrent Enrollment program. **Contact:** T.L. Holden, Director of Tech-Prep, 356-6641, and Jim Lyon, Job Developer, Broad Horizons, 356-4254.

- F. Support each community's local School Board strategic plans**

Activities include encouraging and empowering community participation in developing Strategic Plans.

Status: This is getting done. "Don't know if there's community effort behind it or if it needs funding. The School Board is working hard for more parental involvement."

- G. Provide family literacy and English as a Second Language programs in both communities.**

Status: There's a very hard barrier: the funding is very low, "lower than the literacy rate." The Roosevelt Literacy Council and the Clovis Literacy Program are both looking for funding to increase programs. They both need a paid staff member. **Contact:** Reta Weaver, 762-4919.

- H. Improve the effectiveness and accessibility of GED programs by conducting classes in the Adult Detention Facility in Curry and Roosevelt Counties and in neighborhood schools.**

Status: This objective is not being pursued. It was a church-based initiative. Presently there is no champion for the project.

- I. Provide bilingual programs to all citizens.**

Status: This is not happening. It was an unrealistic strategy.

CNS-2: HEALTH

- 6. SUPPORT THE DEVELOPMENT OF A COMPREHENSIVE PHYSICAL AND MENTAL HEALTH PROGRAM WHICH PROVIDES EFFECTIVE DELIVERY OF SERVICES THROUGH A NETWORK OF INTEGRATED PUBLIC AND PRIVATE HEALTH RESOURCES.**

Objectives:

- A. Fully staff the Public Health Offices in both counties.**

Activities include recommending additional staff authorizations for additional public health nurses.

Status: No new positions were added. There was a vacancy in a nursing position, but currently (4/96) the Public Health offices are fully staffed

B. Recruit primary care physicians, dentists, nurses, and home health providers

Activities include developing and recruiting committee and strategy

Status: This is being addressed. The CC is working with Presbyterian Hospital on the process.
Contact: Dallan Sanders, 356-5631.

C. Recruit Health Maintenance Organization to area to provide wellness services to citizens.

Activity: 1998 Feasibility study.

Status: Phil Teakel, Director of the Public Health Program, does not think it will be feasible to recruit an HMO to the area. The community lobbied and obtained a primary care facility in Clovis that operates on a sliding fee basis. **Contact:** Phil Teakel, Director of the Public Health Program, 763-5583.

D. Request funding for Community Integrated Health Service System (CISS) Pilot project designed for Roosevelt County. Funding and implementation of plan for Curry County.

Status: Nothing has been done on this. However, there currently is a strong degree of coordination between various health and home health care providers in Clovis and Portales. The \$750,000 Casa de Buena Salud clinic is part and parcel of the improved health focus. **Contact:** Dallan Sanders, 356-5631.

E. Continue to support new facility construction and expansion to current facilities which provide comprehensive primary health services to target population through private and public facilities located within the zone.

Status: This project has been completed. La Casa de Buena Salud, an outgrowth of the EZ/EC process, manages the facility. **Contact:** Seferino Montaña, administrator, 356-6695.

F. Support assisted living facility for handicapped and mentally disabled.

Status: While no such facility is being developed for handicapped and mentally disabled, an assisted living facility is being developed with the Community Services Program on five acres in Portales for single parent students at Broad Horizons in order to break the cycle of dependency. The \$440,000 facility will be full shortly. It was funded by HOME, NMMFA, low income tax credits and the Western Bank of Clovis. The project is not for poor people, but for those who can pay for it. **Contact:** Delores Penrod, 356-8576

CNS-3: YOUTH & FAMILIES

7. PROVIDE AREA YOUTH WITH AFFORDABLE ACTIVITIES, A SAFE TURF-FREE ENVIRONMENT WHICH WILL PROMOTE RESPONSIBILITY, BUILD SELF-ESTEEM AND FACILITATE INTERGENERATIONAL MENTORING IN A SUPPORTIVE ATMOSPHERE.

Objectives:

A. Develop leadership through Community Action [based on the State Community Action Team program developed by New Mexico advocates for Children and Families], Teams

and Regional Action Council which will co-design programs and co-manage facility with adults.

Status: This project is not happening. It was tied in with Kellogg Foundation Funding that both communities were applying for at time of EZ application. The program came with too many restrictions and too little funds (e.g. \$1,000 for \$5,000 worth of work).

However, Broad Horizons recently submitted a proposal for a Youth Build grant through HUD. The proposal seeks to provide an educational component in on site construction for 50 high school drop outs. All of the participants will be enrolled at Clovis Community College, will live on the campus and be treated like college students during their nine month training period. The applicant used its CC status for additional application points. A Youth Build grant award "will have far-reaching consequences including opening the door for city and county governments to promoting economic development for counties through providing opportunities for isolated youth to be included in the development efforts." (Jim Lyon). "It is a unique step forward directly out of the EZ/EC Initiative." The \$700,000 grant would allow Broad Horizons to do outreach and recruitment for four months and would fulfill some of the criteria identified above in *Objective A*. **Contact:** Jim Lyon, Job Developer, Broad Horizons Educational Center.

B. Establish RECREATIONAL CENTER to instill leadership and responsibility and preserve family and community values through positive social interaction.

Activities include securing financing, designing building and program, acquiring a site and construction.

Status: This project is being pursued. There's no new recreation center in either community. The barrier is money and adult volunteer time. **Contact:** Fred Arnold, retired, in Portales and Barry Jolly, City Hall, Clovis.

C. Instill responsibility by hiring and training youth staff members for the facility.

Status: Nothing is happening on this pending the development of a recreation center [see 7-B].

D. Establish regional recreational facilities which complement (rather than duplicate) services for youth and their families.

Status: "We really want this, but it's not happening because of the high cost." (\$5,000,000).

E. Provide Friday Night Live (Teens Need Teens) activities to all youth from grade 4-6 (early evening), 7-8 (later evening), and 9-12 (late night and lock in).

Status: Several of these activities are underway. **Contact:** Karen Lard, Curry County; Barry Jolly, Roosevelt Co.

F. Develop tragedy intervention/suicide prevention program.

Activities include: promoting public awareness and support for need; contracting services of local counselor with training to coordinate services to students.

Status: This is not happening. Barriers are funds for training and getting a professional cadre of people to provide it. "You can't ask overworked professionals to volunteer for something like this."

8. **DEVELOP A COMPREHENSIVE PREVENTION-ORIENTED PROGRAM FOR DELIVERY THROUGH THE SCHOOLS AND THROUGH YOUTH ACTIVITIES. THIS PROGRAM WILL FOCUS ON ACTIVE LEARNING OF HEALTHY LIFESTYLE ATTITUDES.**

Objectives:

A. Provide after-school activities for older students.

Activities include: recruiting, interviewing, selecting and training staff to work with at-risk youth; assessing and placing students in appropriate activities.

Status: Progress is being made on this objective. A very limited amount of activities are taking place in both counties. For example, YOU (Youth Opportunities Unlimited) is in Clovis and there is a Community Services Center in Portales. "They're probably not making a dent in the problem."

B. Develop Postponing Sexual Involvement (PSI) program for teens.

Status: This is happening. PSI is part of the curriculum in the school, though it's not called that. Schools tap into Public Health for resources (materials & instruction). Schools coordinate program.

C. Expand/Develop Big Sisters/Big Brothers program.

Activities include: expanding the program in Clovis and duplicating the program in Portales.

Status: This program has not increased in Clovis nor been duplicated in Portales. The CC hopes to accomplish this goal in FY 96.

D. Support adoption of DWI plan for both counties.

Activities include developing public awareness and hiring appropriate staff.

Status: A DWI Plan has been adopted by both counties; Curry County 2 years ago and a Portales program was funded in August, 95 through the New Mexico state Department of Finance and Administration, the Local Governments Division, and County and City Grants.

E. Continue to support current MADD, DARE, SADD, BABES and other prevention initiatives.

Status: These programs are established and "are hanging on." MADD and SADD chapters are in both counties now, though BABES, a federal program probably is lost. DARE has been replaced by Adopt-a-Cop.

F. Develop Teen Court program to allow students to develop an active understanding of our community, state and national codes.

Status: The program is being done in both counties "with phenomenal success." **Contact:** Karen Lard in Curry County; Barry Jolly in Roosevelt Co. Funded by DWI grant from DFA Local Governments Division.

9. **PROVIDE ACTIVITIES WHICH WILL SUPPORT PARENTS' NEED TO PROVIDE SAFE AND DEVELOPMENTALLY APPROPRIATE ENVIRONMENT FOR CHILDREN.**

Objectives:

A. Seek additional infant and child care facilities & capacities.

Activities include setting up loan for expansion and development; locating available buildings or building sites for new construction.

Status: This program is "going backwards." Child care is "not something people are willing to pay for." The State pay rates are too low. Lost one child care center in Portales and at least one in Clovis. The slack is being picked up by non-licensed facilities.

B. Support development of educational programs supporting child care providers and professionals.

Status: Some support through ABC's working to get Continuing Education Unit. They are holding workshops which are being attended by child care providers and professionals. This is not increasing the payscale for the attendees. No education programs available yet in colleges.
Contact: Joy Best, 356-4417

C. Provide supervised, age appropriate after-school and summer activities to all students.

Activities include: developing programs which link local agencies to provide ongoing services through schools and other facilities.

Status: This is being worked on everywhere by everyone (Schools, non-profits, recreation) that serves children with very slow progress. "We're making baby steps."

D. Pursue funding for the Regional Nutritional Education Plan developed by a consortium of Extension Home Economists, NM Department of Health, Region VI; and Income Support Division, Project Forward

Status: This program recently was funded through the Food Stamp Division of USDA. Funding is for the "Southeast New Mexico Nutrition Education Demonstration Project," a one year, \$130,000 grant subject to renewal. The lead agency, the NMSU Cooperative Extension, will work in collaboration with the NM Dept. of Health. **Contact:** Martha Archuleta, 646-3516.

E. Implement Home Visiting Program for new mothers in Curry County. Continue to expand the Home Visiting Program (Mommy's Friends) to new mothers in Roosevelt County.

Status: This is ongoing in Curry County. Undetermined for Roosevelt County. Hand-in-Hand, a member of Community Partners, is the lead agency in its second year of funding through the NM Department of Health. **Contact:** Tracy Harris, Hand-in-Hand in Curry County; and Community Services Centers in Roosevelt County.

10. **ENHANCE AND EXPAND SERVICES TO OUR GROWING AGING POPULATION WHO CHOOSE TO REMAIN HERE FOR MANY REASONS.**

PROVIDE THESE SERVICES SO THOSE WHO HAVE RAISED US CAN MAINTAIN INDEPENDENT AND DIGNIFIED LIVES, TO THE EXTENT THAT THEIR HEALTH PERMITS.

Objectives:

- A. **Provide an assisted living facility for the elderly who are unable to remain in their homes but who are not candidates for Nursing Home Facility.**

Activities include submitting completed needs assessment to potential contractors, and working with them to finance and build the facility.

Status: This project has been worked on. The Roosevelt County Board of Economic Development is working with a developer on an assisted living facility. **Contact:** Delores Penrod, Community Services in Portales, 356-8576.

- B. **Continue seeking funding for Portales Adult Day Care. Seek funding for similar program in Clovis.**

Status: Funding was increased in Portales through Title 20 in the Department of Children, Youth and Families combined with private Donations. Nothing has been organized in Clovis. **Contact:** Delores Penrod, Community Services, 356-8576.

- C. **Explore the feasibility of establishing an Aging Resource Center which will facilitate the flow of services (in home care through nursing home residency) to individuals.**

Activities include developing network of providers, developing directory of services; coordinating transportation efforts, activities and other services for elderly; and seeking funding for position to develop/continue directory.

Status: Undetermined. Ruby Goforth, Director of the Clovis Office of Aging, was unaware who had initiated the networking proposal in the strategic plan. She said she would look into it and try to find out. COA does coordinate transportation for elderly. "It's the only public transportation in town." **Contact:** Ruby Goforth, Clovis Office of the Aging, 769-7908.

- D. **Provide additional nursing home facilities in both communities.**

Activities include recruiting university students to do a feasibility, financial, and site study project; interesting developers in project.

Status: Nothing is happening in nursing the home business throughout the US pending the outcome of Medicaid/health care debate. After a new hospital is constructed in Portales, the old hospital will be available for nursing home operations. **Contact:** Dallon Sanders, 356-8036.

- E. **Provide appropriate training for staff for geriatric programs and facilities.**

Status: This objective is being addressed. Roosevelt County is getting an assisted living facility. There is no training program available through Clovis Community College. A lower level nursing class is offered at Clovis Community College every other year; upper level courses are offered at ENMU.

CNS-4: HOUSING

11. ENCOURAGE THE DEVELOPMENT OF SAFE, AFFORDABLE AND ATTRACTIVE HOUSING FOR LOW TO MODERATE INCOME, ELDERLY, SINGLE AND DISABLED RESIDENTS AND FAMILIES WITH YOUNG CHILDREN.

Objectives:

- A. Educate families and investors in Portales and Clovis on different funding sources availability, tax laws, laws governing ownership and renting and landlord/tenant rights and responsibilities, loan processing, et cetera. Provide a one-stop shop for obtaining information**

Status: This is being addressed. EPCOG is the lead agency. Project will be undertaken by an AmeriCorps member beginning in November, 1995. Position funded by USDA **Contact:** Eva Woods, Housing Director, R-IV Housing, 762-4505.

- B. Provide opportunities for low income families to own their own homes by establishing a loan fund to carry a soft second or pay down the principal with a grant. Provide grant or loan funds for down payments.**

Activities include setting up a loan/grant advisory committee, developing a partnership with a local bank, developing program guidelines, establishing a revolving loan fund, conducting outreach.

Status: This project was set to begin in November, 1995. Funded through \$175,000 HUD Home Funds and Administrated by an AmeriCorps member. **Contact:** Eva Woods, 762-4505.

- C. Provide education on the importance of home maintenance and training on minor repairs and routine maintenance.**

Status: This may be addressed as an AmeriCorps project in 1996. **Contact** Eva Woods, 762-4505.

- D. Increase current funding resources for very low to moderate income homeowners to rehabilitate their homes by establishing a low interest loan fund.**

Activities are similar to those in 11-C.

Status: This is on line as an Eastern Plains R-IV Housing Authority project with HUD Home Funds. It will be a revolving loan unless the family doesn't have enough capacity to finance the loan, in which case it may be a grant. **Contact:** Eva Woods, 762-4505.

- E. Establish a low interest loan fund for landlords to rehabilitate their rental property**

Activities are similar to those in 11-C.

Status: This was slated to come on-line in December, 1995 as an Eastern Plains R-IV Housing Authority project with HUD Home Funds for low interest loans to landlords. **Contact:** Eva Woods, 762-4505.

- F. Establish a grant or affordable loan fund to moderate income homeowners for emergency repairs on their homes**

(Activities are similar to those in 11-C).

Status: No funds have been identified to address this objective.

- G. Provide emergency shelters and housing opportunities for the special needs groups of the zone area. Coordinate services and facilities between the communities of Portales and Clovis to meet the needs of victims of domestic violence, the homeless, and substance abusers.**

Activities include expanding the domestic violence shelter, rehabilitating a substandard apartment complex in Portales to use as a homeless shelter, building a residential treatment/rehab center in the EZ, creating transportation service to serve facilities.

Status: This project is being addressed. EPCOG R-IV Housing has funds to help homeless individuals. R-IV Housing is working with other areas, as well (e.g. rental assistance) through HUD Home funds. However, there are significant problems in trying to address several of the activities listed above. R-IV is investigating funding possibilities to expand the Domestic Violence Shelter. They sought McKinney funds for this objective, but the match requirement was so high that the local community couldn't match it. Currently, one shelter is serving seven counties and one 3,500 sq. ft. three bedroom house with a basement is sheltering 25 people per month. Ideally the program could be expanded to provide facilities in each county and/or a van to transport individuals to the shelter. **Contact:** Eva Woods, 762-4505.

- H. Establish two assisted living facilities for disabled and elderly residents in the zone area. Construct two apartment complexes, one in north Portales, one in Clovis for the elderly and disabled and provide daily assistance with medication and other personal needs.**

Status: The Eastern Plains Housing Development Corporation (EPHDC, a non-profit) is acquiring two facilities previously used by disabled clients. The one in Portales -possibly not in the CC zone area, but available to those in the zone- will house eight elderly. The one in Clovis will be multi-generational with four mothers and a baby and four elderly. It is expected to be operational within two months. The EPHDC also has been funded to construct a HUD 202-Elderly apartment complex in Clovis. Construction should begin by January, 1997. **Contact:** Eva Woods, 762-4505.

CNS-5: CULTURE & DIVERSITY

12. PROMOTE THE CULTURE AND DIVERSITY OF OUR COMMUNITY

Objectives:

- A. Refurbish County Fairgrounds providing an exhibit center for cultural events.**

Activities include paving walkways, repairing roofs and building multi-purpose buildings in both counties.

Status: No progress has been made. According to one interviewee, the Fairgrounds need to be developed as a convention area with a multi-use complex for the community.

- B. Beautify and rehabilitate neighborhoods and districts in the zone.**

Activities include volunteer trash walks and landscaping.

Status: This objective is being addressed through Volunteer trash walks. The city beautification program was being done by service clubs before the EZ/EC application. Nothing has changed.

CNS-6: PUBLIC SAFETY

13. ENHANCE CITIZEN'S LIVES BY PROVIDING PUBLIC SAFETY THROUGHOUT OUR COMMUNITY.

Objectives:

A. Insure police and fire protection throughout our communities.

Activities include: procuring land, permits and design for building new fire and law enforcement facilities in Clovis and Portales.

Status: Clovis fire substation building underway. Nothing new for Clovis. **Contact:** Sandy Chancey, member of working group, 762-1921 ext. 422.

B. Insure compliance with the Americans with Disabilities Act (ADA) for those not covered under compliance legislation

Status: Local businesses are trying to do it on their own. Clovis City applied for a CDBG for curb cuts, etc., but didn't receive it.

CNS-7: CONSERVATION

14. ENCOURAGE WATER CONSERVATION.

Objectives:

A. Broaden the recently established Clovis Water Conservation Committee to encompass the four partner areas, retrofit homes with water conserving devices, educate all water users about the importance of conserving water, bring in a technology transfer team from Los Alamos Laboratory in Los Alamos, NM to seek input on developing water conserving technology for agricultural purposes.

Activities include seeking input from Los Alamos Laboratory on developing water conservation technologies for agriculture; launching a water conservation education campaign; setting up a demonstration project to demonstrate alternative water conserving irrigation technologies

Status: Undetermined. Sandy Chancey, the contact person, could not be reached for comment. **Contact:** Sandy Chancey in Clovis, 762-1921 ext. 422.

CNS-8: TRANSPORTATION

15. EXAMINE THE FEASIBILITY OF EXPANDING INTER- AND INTRA-CITY PUBLIC TRANSPORTATION SYSTEMS.

Status: Public transportation is available in Clovis but permission is needed to extend it beyond the city limits. The CC had a bill pass the Legislature to fund an extension of service to Cannon Air Force Base, but the Governor vetoed it. The money is tight and there appears little likelihood the program will be developed. There is no public transportation service in Portales. **Contact:** Ruby Goforth, New Mexico Department of Transportation, 769-7908.

CNS-9: SEWER

16. EXPAND SEWER LINE AND TREATMENT CAPACITIES IN BOTH CITIES TO SUPPORT INDUSTRIAL DEVELOPMENT.

Status: The City of Portales is expanding its sewer lines with a \$750,000 RECD grant. **Contact:** Dallan Sanders, 356-5631. Nothing is happening in Clovis on account of the high cost of extending services to the airport industrial park. **Contact:** Terry Martin, City of Clovis, 769-7829.

CNS-10: WATER

17. CONTINUE TO PARTICIPATE IN THE UTE WATER PROJECT TO BRING MUNICIPAL WATER FROM UTE DAM.

Status: No progress has been made on this initiative. Local governments hold reservation of Ute Lake, but the project is on hold and not moving forward. EPCOG is reviewing the 1989 Water Plan with the Inter-State Stream Commission which will show projected need.

III. THE CHAVES COUNTY; ROSWELL, DEXTER, HAGERMAN & LAKE ARTHUR EC INITIATIVE

"We try to do everything we do through a community based strategic plan."

-Don Cox, Chief Executive Officer, Roswell Chamber of Commerce

A. Introduction

Roswell and Chaves County have made a substantial degree of progress in implementing their CC Strategic Plan. The community's gains in education, health care have been especially significant. Chaves County recently adopted a five-year Strategic Plan,¹¹ which includes and builds upon many of the CC Strategic Plan goals and objectives.

B. Background of the CC Target Area

The targeted area in the EC application included seven census tracts with a population of 25,051 persons with 7,992 living in poverty. The area covers 831.6 square miles. Five tracts, representing an area of 19.6 square miles with a population of 18,837 people, are in the City of Roswell. Poverty levels ranged from a low of 30.6 percent in tract #1300 which contains Dexter to a high of 62.8 percent in tract #100 in the center of Roswell.

C. The Planning Process

The community first learned of the EZ/EC Initiative through Randall G-Scott in the New Mexico State Economic Development Department. There was a "very short fuse" of 60-90 days to complete the application. Joint City Council and community meetings were held to develop the issues and strategies. The community held additional meetings at the Roswell Chamber of Commerce and at Eastern New Mexico University-Roswell Branch (ENMU-R). A number of 'new faces' attended the meetings. They brought welcome "new ideas, participation

¹¹ The plan is called the *Chaves County Economic Development Strategic Plan, 1995-2000*. It was adopted in October, 1995.

and perspectives we didn't have previously."¹² The applicant closely followed the EC application format and the recommended strategic planning process.

D. The Strategic Plan

The Chaves County CC Strategic Plan has 13 goals. Seven are geared to enhancing education, job training and literacy programs. The remaining goals seek to: increase/promote home ownership; provide leadership training; expand primary health care access to low income; improve small town water infrastructure; reduce crime; and to create jobs. Of the 13 detailed goals, ten (77%) have been or are being achieved. Three (23%) have not been met.

E. Implementation Efforts and Current Planning

While ENMU-R is outside of the targeted CC area, a special effort has been made to make its technical training programs available to students in the zone. This service takes various forms. Their Tech-Prep program, which provides college credit to high school students has recently been expanded from six to 19 school districts, including the Lake Arthur area and several other communities within the target area. The Inmate Training program is allowing nearly 100 inmates in two correctional facilities to acquire marketable skills. And ENMU-R is running well-attended full-time and part-time Retraining programs.

Other areas of successful Plan implementation include the following:

Literacy Training

- The Roswell Literacy program has been expanding by over 70 students per semester (the plan goal was 50)

Multicultural Leadership

- Reach 2000, a multicultural organization, very recently **established a multicultural leadership development program** based on transformational leadership theory to 'foster cultural understanding and good will among all citizens of Roswell and Chaves County, and to overcome the pervasive racism that has been experienced there.'

Health Care [All items listed apply to Plan goal #10]

¹² Unless noted otherwise, all quotations and information is from an interview with Don Cox, Chief Executive Officer, The Roswell Chamber of Commerce, 11/28/95.

- **The Chaves County Community Health Clinic**, which opened in February, 1995, is believed to be located in Tract #1 of the CC target area. The clinic has exceeded the Strategic Plan goal of expanding low-income residents' access to health care.
- **The Chaves County Indigent Fund** was expanded to cover indigent patients for up to 100% of the cost of treatment
- **A Comprehensive School Health Program** was begun by the County in September, 1995. It is being run in conjunction with a Levi Strauss grant-funded county-wide prevention program. The program is serving all of the schools in Roswell, as well as schools in Dexter, Hagerman and Lake Arthur.

F. Strengths and Weaknesses in the EC Process and the Strategic Plan

Strengths:

- The process "Brought together people in the community from a lot of different backgrounds and perspectives on issues they consider critical to this community."
- "The realization that identifying the problems also can lead to some solutions."

Weaknesses:

- Not enough people would be impacted by the proposals (only the 25,000-30,000 people who live in the zone)
- The time frame was a real barrier in the effort to get people involved in the process and to be able to schedule the time to meet together.

G. Needs Assessment

The major area of need in the CC Strategic Plan is in youth development. The alarmingly high school dropout rate is increasing in Roswell. At the same time, the At-Risk Student program, designed to encourage students to stay in school by attending college classes, is desperately in need of funding. The Roswell and Chaves County CC needs to direct a substantial amount of attention and energy toward addressing this problem because it is a direct root of the future problems in the area. The CC is doing admirably in its other Plan implementation efforts.

EC STRATEGIC PLAN STATUS ASSESSMENT

ROSWELL/CHAVES COUNTY

Goals:

1. ACHIEVE HIGH SCHOOL GRADUATION RATE OF 90%

[THE DROPOUT RATE IN 1993 WAS 39.8%]

MULTICULTURAL ALLIANCE PROJECT - 3 PHASE STRATEGIC PLAN/12 YEARS.

Status: The problem is worse. The dropout rate now exceeds 40% **Contact:** Don Cox, Roswell Chamber of Commerce, 623-5695

2. INCREASE TECH-PREP ENROLLMENT TO 885 STUDENTS

PROVIDE COLLEGE CREDIT FOR HIGH SCHOOL CLASSES

Status: Progress is being made on this goal. The current enrollment is at nearly 600 students in the Roswell/Chaves district. The program has expanded to Lake Arthur where it is offering several courses and has provided a computer lab. Moreover, the State Department of Vocational Education has mandated that ENMU-R expand the program to 13 additional school districts. Now the program area extends from Roswell to Carizoso and from Vaughn to Truth or Consequences. The goal of the program is to try to create options for young people, especially those in the newly addressed area who currently "have no opportunities." (Bob Cates) **Contact:** Bob Cates - ENMU-R Oil Field Training Center 624-7337 or 624-7000. **Funding:** (\$50,000*) Funding provided through NM State FTE grants, Carl Perkins funding (which is being phased out), and some private support.

3. INCREASE CONCURRENT ENROLLMENT TO 625 STUDENTS.

[HIGH SCHOOL STUDENTS ENROLL CONCURRENTLY IN COLLEGE CLASSES FUNDS ARE SOUGHT FOR TUITION SUPPORT & BOOKS]

Status: This program is growing, but not nearly as fast as Tech-Prep. The program had 180 students in the 1994/95 school year. The main barrier is tuition costs which 'someone must pay.' ENMU-R sought a tuition waiver from the Commission on Higher Education (CHE) but was turned down. While scholarships allow some students to participate in the program, many other interested kids cannot attend because of the cost. Cates asserts that there is a lot of potential for this program ("it would take off provided the money to pay it" but that it is suffering from "tough economics and tough rules"). **Contact:** Bob Cates, ENMU-R Oil Field Training Center, 624-7337 or 624-7000. **Funding:** (\$30,000*) Funding provided by parents, students and private businesses.

4. EXPAND THE AT-RISK STUDENT PROGRAM 10%/YEAR

* Funding amount sought for project in EC application

[AT-RISK HIGH SCHOOL STUDENTS ATTEND COLLEGE CLASSES. THEY STUDY MATH & SHOP AND ARE ENCOURAGED TO STAY IN SCHOOL]

Status: "Right now our contribution to AT-RISK is not as big as last year. Counseling Associates did not receive a grant they applied for to provide help in career searching." (Bob Cates)

Contacts: Bob Cates - ENMU-R Oil Field Training Center 624-7337, Jane Anglin - Roswell School District 625-8100, Marty Everett - Counseling Associates 623-1480. **Funding:** (\$15,000*)

5. INCREASE ASSISTANCE FOR RETRAINING

ENMU-R/DEPARTMENT OF LABOR - MANY WORKERS USE UP BENEFITS BEFORE COMPLETING COURSE OF STUDY.

Status: A full time and a part-time retraining program are operating and are expected to continue. ENMU provides office space for NM-HRDI, which runs the part-time program. The Roswell Department of Labor administers the full-time program. Roswell's programs have been effective in tailoring training to meet business needs. Part-time training is mostly in basic computer skills. A "vast number of layed off workers do take advantage of training if jobs aren't available", stated Benny Sanchez. Student retention in training programs is unstable, mostly because as soon as workers find jobs they quit the programs, Sanchez said. He does not consider this a problem or barrier. However, those who opt for long-term training must have an alternative income support. Sole breadwinners for families cannot afford to do the long-term training to obtain an Associates degree. **Contacts:** Bob Cates, ENMU-R, 624-7337 or 624-7000; Benny Sanchez, New Mexico Human Resources Development Institute (NM-HRDI), 1-800-637-1242; Garry Enox, NM Department of Labor, Roswell, 624-6040. **Funding:** (\$50,000*) Funded by NM State Vocational Education through normal channels. Also funded in part by ITPA and NM-HRDI.

6. ASSIST RELEASED INMATES TO ACQUIRE MARKETABLE SKILLS

ENMU-R - TRAIN INMATES IN TWO LOCAL CORRECTIONAL FACILITIES.

Status: Three classes have been offered at Roswell Community College for over seven months on a regular basis. The classes are Auto Mechanics (2-3 different courses), Computer Applications and Airbrush Painting & Design. There is INTEREST IN EXPANDING THE PROGRAM to offer a course in building and grounds maintenance and design. The program is expected to continue. Some classes are taught on site in the correction facilities; some inmates are brought into the college. About 100 students per year are served by this program. **Contact:** Bob Cates - ENMU-R Oil Field Training Center 624-7337 or 624-7000. **Funding:** (\$250,000*) Department of Corrections signs up on contracts of \$25,000/year.

7. EXPAND LITERACY PROGRAM BY 50 STUDENTS/YEAR

ROSWELL LITERACY COUNCIL:

- Grant for acquisition/renovation of 3,600 SF building
- Family Literacy Program
- Conversation classes
- Life skills classes

Status: This goal is being met and exceeded. The program in November alone was expanded by 70 students. CCULAC obtained and renovated a 3,900 SF building. This was grant-funded. All the programs listed in the EZ/EC application are in place, as well as a program which teaches basic reading English as a Second Language to adults and children. The ESL program is the biggest. In 1995, 219 more students participated in the program than did in 1994. The programs are supported by contributions from United Way, the New Mexico Coalition for Literacy, and from small private Donations. **Contact:** Don Cox or Julie Wilcox, Director, the Chaves County United Literacy Action Council (CCULAC). **Funding:** (\$294,000*) CCULAC's budget is \$24,000. They had sought an additional \$21,000 in the EC program to expand their program. The need for the program is demonstrably increasing.

8. ASSIST 1,000 FAMILIES WITH HOME OWNERSHIP

SUNWEST BANK OF ROSWELL PROPOSED A FINANCING PLAN FOR LOW TO MODERATE INCOME FAMILIES TO PURCHASE HOMES WITH A 3-5% DOWNPAYMENT OF THE PURCHASE PRICE.

Status: The program is ongoing. Sunwest has provided 10 to 12 loans through the Sunwest Community Mortgage Program (CMP) -approximately one per quarter (the mortgage program preceded the EC application by one year). The program is available to 80% of median income home buyers in the EC target zone. As a result of strong advertising and public meetings about the CMP, Sunwest became known, according to Jerry Stagner of Sunwest Bank, as "the bank that was trying to help people in these [targeted] areas." Many people came to the bank expressing an interest in the CMP. However, most were better suited for the First Time Home buyer (FTH) program. Thirty to forty participants in the FTH program first approached the bank with an interest in the Community Mortgage program. Other services Sunwest has been offering in the target zone include lending for housing rehabilitation and providing mandatory counseling classes for the first time home buyers. **Contact:** Jerry Stagner, Sunwest Bank, 624-5000. **Funding:** (\$500,000*) Stagner estimated that Sunwest has loaned \$200,000 through the Community Mortgage Program, and \$1 - \$1.25 million in the First Time Home buyer Program.

9. ESTABLISH A MULTICULTURAL LEADERSHIP DEVELOPMENT PROGRAM

REACH 2000 (A MULTICULTURAL ORGANIZATION) IS ESTABLISHING A PROGRAM BASED ON TRANSFORMATIONAL LEADERSHIP THEORY TO GUIDE COMMUNITY LEADERS TO CELEBRATE DIVERSITY.

Status: The Chaves County Institute for Cultural Unity, a project of Reach 2000, is addressing this goal with a program set to begin in January, 1996. The goals of the program are: "(1) to foster cultural understanding and good will among all citizens of Roswell and Chaves County (R/CC); (2) to promote the sharing of the decision-making process among all citizens of R/CC; (3) to enhance perceptions of self-worth and the right to belong among members of cultural minorities; and (4) to develop leadership skills that empower Institute participants to gain access to opportunities for public service and community leadership positions." Classes will run for 15 weeks with 20 participants. The target group is "younger working adults." **Contact:** Adrian Martinez, City Councilor, 622-2360. **Funding:** (\$250,000*) There is no funding source other than the \$200 tuition paid by the students. That amount will not be enough to offset the costs of the program. Additional -preferably grant- funding is being sought.

* Funding amount sought for project in EC application

10. **EXPAND LOW-INCOME RESIDENTS ACCESS TO PRIMARY HEALTH CARE**

\$50,000/YR REQUESTED IN STRATEGIC PLAN TO HELP PROVIDE OPERATING FUNDS FOR MEDICAL SERVICES OR PRESCRIPTIONS.

Status: The CCCHC opened in February, 1995 and is operated by La Casa de Buena Salud, a private nonprofit organization. The clinic is now serving 2,000 patients. Seventy percent are over age 65. The majority have Medicare and 50 percent have Medicaid picking up expenses not covered under Medicare. CCCHC offers a sliding scale for purchase of prescriptions. The County's recent Indigent Act amends regulations on the **Chaves County Indigent Fund**. The Act is making the fund more accessible to patients, as well as more efficient and effective. The Act relaxes income guidelines, reduces paperwork and provides up to 100 percent reimbursement for medical treatment for individuals who are not covered sufficiently -or at all- under Medicaid. Chaves County also has expanded its Hospice and home health care capacity and operations.

A **Comprehensive School Health Program** was begun by the county on September 1, 1995. Initially the program was set up in 5 schools, where most of the children had not seen a doctor in two years. ¹³The program makes a health care provider available to the schools on a regular basis. The program was initiated with no funding. A subsequent small two-year grant from the New Mexico Health Department is funding the expansion of the program to the remaining Roswell schools, as well as to Hagerman and Lake Arthur (the Town of Dexter was one of the five schools in the pilot project). Chaves County also received a \$100,000 grant from Levi Strauss to initiate a **county-wide prevention program**.

Remaining needs: (1) CCCHC is seeking a CAPITAL OUTLAY of \$400,000 to build an addition on the clinic in order to double its capacity and service. In conjunction with the expansion, the clinic is seeking \$250- to \$300,000 in OPERATIONS FUNDING in order to increase its staff; (2) CCCHC has no statistics on the number of elderly, low income and indigent patients it serves. This area requires follow up study.

Contact: Jane Babson, District Director of Public Health, District IV, 624-6050. **Funding:** The total budget for CCCHC was \$1.4 million. \$500,000 came from the Chaves County Indigent Fund and the remainder came from Federal funding from the U.S. Department of Health and Rural Primary Health Care.

11. **IMPROVE INFRASTRUCTURE/WATER FOR SMALLER COMMUNITIES.**

TOWNS HAVE DIFFICULTY ATTRACTING NEW BUSINESSES DUE TO POOR WATER, FEW PAVED STREETS, RUN DOWN APPEARANCES.

Targeted towns:

- Dexter
- Hagerman [RUS application pending for new water delivery system]
- Lake Arthur

Status: All three towns continue to seek paved streets and new housing. 30-35% live below poverty level in the area;

¹³ At the time, more than 11,000 people in Chaves County had no doctor available to serve them.

Dexter - Dexter has no water problem. It is developing a NEW WETLAND SEWAGE DISPOSAL FACILITY with \$425,000 in funding from the Legislature. The groundbreaking is set for February. The town requires funding for GENERAL STREET REPAIR (mainly resealing), but received no support from Santa Fe in this area. Initially Dexter sought to completely redo its streets on a street-by-street basis, but fell far behind on that goal;

Hagerman - Hagerman has a preapplication in with the Rural Utility Service (RUS) for \$725,000 and has an appropriation pending in the Legislature for an additional \$200,000 for a new WATER DELIVERY SYSTEM (replacement of dilapidated lines). The town needs a new water treatment facility, but that is not an immediate priority. In terms of PAVING, the town needs to reseal 30 to 40 year-old roads. Two major streets were recently repaved with a Memorial from the Legislature and with State Highway Department funding. The price tag to complete the roadwork is \$750,000. In terms of HOUSING, Hagerman currently has only two unsold homes on the market (i.e. no available housing). A cheese plant that is expected to come in will provide 80 jobs. Mayor Andrews doesn't know "where all those people are going to live;"

Lake Arthur - The New Mexico Highway Department and the State funded street improvement (REPAVING) on Broadway. A CDBG colonias grant is providing for INSTALLATION OF SEPTIC TANKS. Separate CDBG funds are providing for design and construction of a SENIOR CITIZENS CENTER scheduled for completion by December 1996. In terms of housing there is a great need for HOUSING REHABILITATION FUNDING. Lake Arthur has a population of 365. Seventy-five percent are on State relief or disability. Twenty percent are retired and five percent are working.

Contact Mayors: Dexter - John Reid, 734-5482; Hagerman - Lindell Andrews, 752-3204; Lake Arthur - Clifford Nelson, 365-2900. **Funding:** (\$250,000 -for Hagerman's water treatment facility*) Hagerman requires nearly \$1 million to replace its water lines, \$750,000 to complete its street repaving program and an undetermined amount of funding for housing construction. Dexter and Lake Arthur did not have figures immediately available for the projects they hope to address.

12. REDUCE CRIME, VIOLENCE AND ABUSE BY 50%

PROMOTE D.A.R.E AND G.R.E.A.T PROGRAMS
SUPPORT ACQUISITION OF WORKBOOKS, SUPPLIES, INCENTIVES TEACHING MATERIALS, PART-TIME SECRETARIAL.

Status: Both programs are very active. **Contact:** Steve Bayes, Roswell Police Department, 624-6770. **Funding:** Privately funded locally.

13. CREATE AT LEAST 100 JOBS WITHIN THE ENTERPRISE COMMUNITY.

MAKE AREA AN "EXCELLENT CHOICE FOR STARTING OR EXPANDING A BUSINESS."

Status: Little is happening on this goal. The goal was largely tied to a successful EC designation. Don Cox stated that the community has a revised goal of creating 1000 new jobs by the year 2000, but that much more energy and emphasis is going into Roswell's other economic development efforts, such as the Industrial Air Center and establishing a new Dairy plant.

Contact: Lew Mollenkamp, Economic Development Director, 623-5695.

* Funding amount sought for project in EC application

IV. THE NORTHWEST NEW MEXICO EC INITIATIVE

The Northwest New Mexico Enterprise Community is committed to a balance between the economic, physical and human development components of a community revitalization and empowerment campaign which seeks to uplift the economy and the quality of life of neighborhoods presently impacted by poverty.

-NWNM-EC Strategic Plan Vision Statement

What I'd like to see is the continuation of leadership through the State Tiger Teams on this.¹⁴ We went through a monumental process, and all the local governments were behind it, but we don't see anything coming out of the Governor's Office to continue the Tiger Team support. The initiative was not meant to be a one shot attempt, but a continuing activity.

-Patricia Lundstrom, Executive Director, NWNMCOG

A. Introduction

The Northwest New Mexico Council of Governments (NWNMCOG) was the lead agency in the Northwest New Mexico Enterprise Community Initiative (NWNM-EC). The strategic planning process comprised "part of an ongoing, unified development strategy encompassing both regional and local issues, opportunities and strategies."¹⁵ The Initiative targeted portions of the distressed communities in the City of Gallup, the Village of Milan and the City of Grants for designation as an EC. The applicant also sought to include the City of Farmington, but that portion was ruled ineligible by the EZ/EC poverty level criteria and the exclusion of Indian lands.¹⁶ However, the applicant decided that in order to "maximize the potential of regionalism and to maintain the integrity of the overall economic development initiative across the tri-county area," it would create a

¹⁴ Governor Bruce King introduced the Tiger Team in April, 1994 as a mechanism to provide assistance to qualified areas. Each participating community was assigned a Tiger Team member who served as a "one-stop" source for State information and assistance. The Tiger Team consisted of at least one representative from each Department (some had regional representatives) who had complete access to all divisions, bureaus and the Secretary. Bill Culbertson, EZ/EC Coordinator with USDA Rural Development also provided technical assistance. The communities were divided among five regional coordinators. Any problem the community or Tiger Team member had could be referred directly to the coordinators for a quick response, with the Governor's Office taking the lead.

¹⁵ NWNM-EC Application

¹⁶ Patricia Lundstrom, Executive Director of the NWNMCOG, stated that the Farmington Census tract was literally 30 people short of the EZ/EC poverty-level count it required to be eligible.

"Sister Zone" under the New Mexico State Enterprise Zone program which would address the Farmington area. The EC planning effort was hampered by strict poverty and land status criteria which sharply restricted the number of census tracts that could qualify.

B. Background of the Enterprise Community Target Area

The jurisdiction of the NWNMCOG includes San Juan, Cibola and McKinley Counties. Of the 38 census tracts in the district, most have poverty rates of 30 percent or higher, and nearly one-third have poverty rates of over 50 percent. Sixteen tracts met all of the EZ/EC poverty criteria (i.e., with poverty rates of 35+ percent). Fifteen of these were disqualified because they contained Indian land (rendered ineligible under the EZ/EC Program). The sixteenth tract was disqualified on account of its size (2,520 square miles versus the 1,000 square mile eligibility limit). Seven additional tracts met at least two of the poverty criteria (i.e., 25+ percent poverty rates), but five of these contained Indian land. This left two tracts that minimally qualified for EC eligibility. The applicant sought and obtained a waiver from the USDA Secretary of Agriculture that would permit the exclusion of Indian land within a census tract in order to make one additional tract eligible in McKinley County.

The NWNM CC area thus consists of three tracts. The first (BNA 9732) comprises the Northside and Chihuahuita neighborhoods in Gallup with 32.6 percent of its 2,212 residents living below the poverty level. The second tract (BNA 9742) consists of the east and south portions of Grants, with a poverty rate of 28.1 percent in a population of 5,648. The third tract includes most of the Village of Milan (BNA 9744), where 31 percent of the 4,924 residents were living below the poverty level. The ethnic composition of the Gallup tract is approximately one-half Hispanic and one-third Native American. The median household income for the target area was \$19,457. The target areas in Grants and Milan are severely distressed economically. Ethnically, the tracts are predominantly Hispanic (53 percent in the Grants tract, 40 percent in the Milan tract). The poverty rate in each tract is high. Median household incomes were \$19,495 and \$17,462 respectively. Education attainment was low in the target neighborhoods and dropout rates in both tracts were approximately three times greater than the statewide average of 7.4 percent.¹⁷

C. The Planning Process

The concept for the EC Initiative was brought to the attention of the NWNMCOG in October 1993 by Rick Wetherill, who was serving on the New

¹⁷ All figures from 1990 Census and cited in NWNM EC Strategic Plan

Mexico Rural Development Response Council as representative of the USDA Regional Planning Office in Texas. The COG had the opportunity to review the preliminary outline of the program before the final program guidelines were released in the Federal Register in January, 1994. After obtaining support from the NWNMCOG Board of Directors to undertake the Initiative, the COG sought informational and material support in order to proceed. The absence of any state-wide planning materials combined with the extremely short turn-around time to complete the application, led NWNMCOG to seek professional consulting assistance from the US Enterprise Zone Association in Washington, D.C. These costs were subsidized by contributions from the Cities of Farmington and Gallup, each of which put \$60,000 into the COG. The funds covered a Target Industries study done for the three counties, as well as map work and several social service studies undertaken as part of the process.

In developing the EC proposal the NWNMCOG followed a participatory strategic planning process modeled in part on the facilitation methods of the Institute of Cultural Affairs in which the key stakeholders in an area --churches, local residents, businesses, schools, everyone who has a stake in the area-- are brought together to identify the strengths, weaknesses, opportunities and threats (SWOT) in the area. Two major meetings were held in each county and one large regional meeting. In all, seven meetings were held in the region between January and mid-May when the public input phase was completed. Economic development professionals in the region and "street level" residents and experts worked together to gather information from the "grassroots" and to develop the strategies. Then NWNMCOG staff drafted the report.

D. The Strategic Plan

The Northwest New Mexico Enterprise Community Initiative is built around values highlighted in the community planning process. The consensus was that:

- Emphasis should be placed on *sustainable* economic development, avoiding the 'boom-and-bust' patterns which have characterized past economic cycles in the local communities;
- The community should work to achieve *economic diversification*, looking beyond retail trade toward the global marketplace and export/import opportunities;
- The cultural diversity of the regional and local communities is a major asset and factor in the social and economic life of the Enterprise Community;

- The Enterprise Community should promote the *'reinvention of government'* through encouraging high levels of inter-governmental, inter-agency, and inter-ethnic coordination and cooperation.

The Plan is based on pursuing economic opportunity, sustainable community development, partnerships and strategic vision for change. It addresses three specific areas: Economic Development; Community and Infrastructure Development; and Human Development. The plan has both regional and local elements geared to unite the communities (both Native American and non-Native) in a comprehensive regional approach. After outlining the underpinnings of the overall regional plan, the application lays out local strategic plans for each "node" (Gallup, Grants/Milan and Farmington). Anticipating a designation as a State EZ, the Plan includes Farmington as a "Sister Zone", even though Farmington was not eligible for the federal EC designation. Regional and local strategies cited in the NWNM-EC Strategic Plan included the following:

1. Economic Development

- **Community Enterprise Centers/Networks** - a multi-faceted program to enhance local business development with greater access to technical assistance and resources for starting and expanding local enterprises.
- **Capital Resource Development** - provide \$50 million in public and private capital resources -- Revolving loans, venture capital, micro loans, among others.
- **New Business/Industry Expansion and Development** - Implementation of the Targeted Industries Study, Bonded "Foreign Trade Zone" Warehouses, NAFTA initiatives, et cetera.
- **Promotion of Arts & Culture**
- **Tourism Promotion**

2. Community & Infrastructure Development

- **Neighborhood Development** - Develop Neighborhood Associations.
- **Housing and Related Neighborhood Infrastructure Development**
- **Telecommunications Infrastructure** - Develop access to information superhighway.
- **Transportation Systems Development** - Develop/promote regional and local public transit systems.

3. Human Development Strategies

- **Work Force Development and Support** - Apprenticeship and Talent/Job Matching Programs, Leadership Training, and a child care pilot project.
- **Community Empowerment Centers** - a One Stop Shop encompassing education, health, jobs training, wellness/prevention programs and other social services.

E. Implementation Efforts and Current Planning

Despite not receiving a EC designation, the Northwest COG has accomplished most of the strategies laid detailed in its Plan. The Strategic Plan has eleven strategies with 34 objectives. Twenty-five (75%) of the objectives have been or are being addressed, and only nine (25%) have not been.

In August 1995, The Northwest COG drafted the *Northwest New Mexico Economic Adjustment Strategy*, a comprehensive regional strategic plan which details the nature of the planning process, the economic problems that the region faces, describes the economic base and states strategic economic objectives for revitalizing the District. The plan lists federal, state and local resources available to implement the strategy and it describes the performance measures that will be used to assess the implementation of the plan. This plan by necessity treats the needs of the overall region more inclusively and comprehensively than the EC strategy. It is an amplification of the EC Plan. Built on the framework of the *State Enterprise Zone*, the plan highlights the progress the NWNMCOG is making in implementing components of the Strategic Plan. Many of the issues raised in the EC Strategic Plan are being addressed. The new *Adjustment Strategy* details their progress:

- **The Northwest New Mexico Community Development Corporation** - received its 501(c)(3) nonprofit status in early 1996, and is working to attain funding for staff and operations.
- **Gallup Community Empowerment Center** - The first phase is on line through a \$100,000 legislative appropriation to establish an adult education facility in the Northside community. Administrated by the University of New Mexico-Gallup, the facility will offer School-to-Work programs and possibly Job Matching.
- **Business Incubator** - The City of Farmington has earmarked \$500,000 toward construction of a facility for its Incubator. It will provide the land and currently is seeking \$1,000,000 in funding from the EDA.

- **Revolving Loan Fund (RLF)** - The City of Farmington has been awarded \$300,000 from the CDBG program to match a pending \$500,000 EDA Title IX program to begin the RLF which will serve three counties.
- **Human Resource Development** - Entrepreneurial training and a technical assistance program are being coordinated by the San Juan College Small Business Development Center and the New Mexico Industry Network Corporation's Manufacturing Extension Program.
- **Water Planning** - The District is proposing a \$100 million water pipeline in order to enhance its infrastructure capacity and to address its long term water planning needs. The pipeline will serve the eastern Navajo community and the City of Gallup.
- **Transportation Infrastructure** - The District is coordinating the work of the Regional Transportation Planning Organization. Plans to expand and coordinate public transit services at Gallup Multimodal/Multicultural Center are under review.
- **Local Strategic Planning** - The NWNMCOG has greatly increased its role in facilitating local strategic planning with local governments, including: the City of Grants Mayor, Council and staff; the City of Gallup Mayor, Council and staff; Gallup Quality of Life Commission; and the Cibola Communities Economic Development Foundation.

Other areas of the EC Strategic Plan that are being addressed include plans to improve access to the information superhighway, to develop a City Housing Corporation in Gallup and to address efforts toward the NAFTA initiative. While little progress has been made toward the EC Strategic Plan for Grants, a new economic director has been hired there who will address and coordinate efforts toward this end.

F. Strengths and Weaknesses in the Process and the Strategic Plan

The NWNM-EC Initiative is direct and straightforward in its approach. It proposes concrete actions that readily can be achieved if the necessary level of funding is provided. The strength in this plan is its ambitious goal of pulling together on a regional scale to address mutual problems and to share resources. According to Patricia Lundstrom, the biggest strengths in the process were 1) former Governor King's support and the organization of the Tiger Teams, 2) the efforts and support of the Rural Development Response Council, and 3) the support from the New Mexico Legislature.

While the strict EC eligibility criteria posed enormous obstacles for the NWNM-EC Initiative, according to Ms. Lundstrom, the biggest problem was "that the State of New Mexico was in no way prepared to deal with this federal initiative. They were completely ignorant of this and had no way of providing immediate technical assistance to local governments." The challenge the NWNM-EC faces in its effort to develop a strong, integrated regional partnership is not as much a weakness as an uncertainty. Building and coordinating a regional identity and effective partnership presents some formidable challenges. Turf issues, independent-minded government and local agencies and services, overburdened staff and shrinking budgets all must be addressed and overcome in order to develop a strong, well-coordinated and healthy partnership.

G. Needs Assessment

Concerning economic development, the Grants/Milan area greatly needs to be brought up to speed with the rest of the region. In terms of overall CC strategic plan implementation, resources need to be generated especially to fund development of more of the social services-oriented goals. More work is needed to develop appropriate training for the regional labor force in order to attract industries that will provide better quality, higher paying jobs. The new adult education program in the Chihuahuita Community Enterprise Center in Gallup offers an excellent opportunity to address this issue. Its success will provide a foundation for expanding the program into Grants, Milan, and Farmington. As a further component of labor development, the Talent/Job Matching program needs to be fully implemented and promoted. The Communities-in-School Program and other efforts to keep young people in school should be granted a very high priority. Efforts should be made to build material and other support in the private sector for these and other under-funded social programs. A case-in-point in this regard would be to fund development of the affordable licensed child care facilities addressed in the Strategic Plan in order to enable parents to enter or return to the labor force.

EC STRATEGIC PLAN STATUS ASSESSMENT

*Northwest New Mexico*¹⁸

Strategies:

I. Economic Development

1. [RED-1]¹⁹ COMMUNITY ENTERPRISE CENTERS/NETWORKS

INSTITUTE A MULTI-FACETED PROGRAM TO ENHANCE LOCAL BUSINESS DEVELOPMENT THROUGH INCREASED COORDINATION OF SERVICES AND IMPROVED ACCESS TO TECHNICAL ASSISTANCE AND RESOURCES GEARED TOWARD STARTING AND EXPANDING LOCAL ENTERPRISES.

Projects:

A. [GMED-1.1] Grants/Milan Cibola Communities Enterprise Center

Status: Nothing has been happening in Grants pending hiring of new Economic Development director.

B. [GED-1.1] Northside/Chihuahuita Community Enterprise Center

The activities are to develop one-stop business assistance programs, centers and networks for the EC and the greater Grants/Milan and Gallup communities.

Status: This is being worked on with UNM-Gallup Adult Education Center and the School to Work Program. A Legislative appropriation is being sought for 1996.

C. Farmington Enterprise Center [Not included in EC Application]

Status: An incubator project is being developed with \$1 million in EDA funding and \$500,000 from the City of Farmington.

2. [RED-2] CAPITAL RESOURCE DEVELOPMENT

PROVIDE AT LEAST \$50 MILLION IN PUBLIC AND PRIVATE CAPITAL RESOURCES AND A REGIONAL DEVELOPMENT CORPORATION TO MANAGE AND POOL CAPITAL IN-

¹⁸ Quotes and information are from interviews with key CC contacts Patricia Lundstrom, Executive Director, NWCOG, and Jeff Kiely, Deputy Director, NWCOG, 9/19/95-4/11/96, (505) 722-4327.

¹⁹ RED=Rural Economic Development. This refers to a code employed in the original strategic plan of the EC application. The first sets of letters indicate in which communities the project will be located: G=Gallup, GM=Grants/Milan; the second sets indicate the Strategic Plan areas under which a project is located: ED=Economic Development; CD=Community Development, HD=Human Development.

VESTMENT FUNDS FOR BUSINESS DEVELOPMENT INCLUDING FUNDS FROM A VENTURE CAPITAL CONSORTIUM, REVOLVING LOAN FUND, MICROENTERPRISE LOAN FUND AND FUNDS TARGETED UNDER PROVISIONS OF THE COMMUNITY REINVESTMENT ACT. DEVELOP A COMPREHENSIVE INCENTIVES PACKAGE.

Status: This is happening. An EDA application for the incubator was approved. A CDBG grant for \$300,000 has also been approved pending a \$500,000 match from EDA ("Looks favorable"). The Farmington Business Incubator/RLF fund will serve three counties.

3. [RED-3] EXPAND AND DEVELOP NEW BUSINESS/INDUSTRY

DEVELOP TARGET INDUSTRIES.

Expand and enhance industrial recruitment activities by local development organizations.

ESTABLISH FLEXIBLE MANUFACTURING NETWORKS

to create new businesses and jobs by tapping potential for natural resource products and possibly for the development of value-added regional wood and agricultural products.

ESTABLISH BONDED WAREHOUSES FOR INTERNATIONAL TRADE.

Warehousing of import/export products geared toward utilizing Interstate and railroad linkages in the Gallup portion of the EC.

PLAN INITIATIVES FOR NORTH AMERICAN FREE TRADE AGREEMENT.

Develop a plan to link regional economic development strategies with NAFTA trade opportunities. This can include Agri-business, energy services and environmental services (and potentially draw on the development of an Applied Environmental Studies Institute through regional colleges which could offer programs in environmental management and restoration and pollution abatement).

Projects

A. [GMED-3.1] Roosevelt Avenue Strip Mall Business Development Site

Status: This has been incorporated into the Cibola Communities local economic development plan which is expected to be submitted to the New Mexico State Economic Development Department in mid-1996.

B. [GMED-3.2] Retirement Community Development Project

Status: Preliminary project studies are underway. This has been incorporated into the Cibola Communities local economic development plan which is expected to be submitted to the New Mexico State Economic Development Department in mid-1996.

C. [GMED-3.3] Corrections Training Institute

Status: NWCOG is studying possibilities for detainees to work in regional juvenile services program. The project is being developed with NWCOG resources but is moving very slowly.

D. [GED-3.1] Gallup Sports Center Development

Status: This objective remains as a potential area of business development. Specific action is pending implementation of the City of Gallup Growth Management Strategy, which was adopted by the Mayor and Council in 1996.

E. [GED-3.2] Wood Products Value-Added Manufacturing Project

Status: This objective is being addressed. The NWCOG is getting reengaged in this project. Working with USDA Extension.

F. [GED-3.3] Gallup Intermodal Bonded Warehouse and Distribution Center

Status: This project is included in the City of Gallup Growth Management Strategy, but is on the back burner while the City works out its overall development plan.

4. [RED-4] PROMOTE ARTS AND CULTURE

DEVELOP AND PROMOTE LOCAL ARTISTIC RESOURCES AND ARTISANS DRAWING ON THE TALENTS OF NATIVE AMERICANS, HISPANICS AND THE OTHER ETHNIC GROUPS IN THE REGION.

Projects:

A. [GMED-4.1] Cibola Center for Arts and Culture

Status: Nothing is happening pending a new director for the Center.

B. [GED-4.1] Gallup Artisan Empowerment

Status: This objective was not met. Artists' focus for the project and their needs changed.

5. [RED-5] PROMOTE TOURISM

ENHANCE AND EXPAND PROMOTION OF REGIONAL TOURISM, DEVELOP NEW OPPORTUNITIES IN EC.

Projects:

A. [GED-5.1] Gallup Tourism Promotion Project

Implement a program to make Gallup a *tourist destination city*.

Status: This program is being developed. A tourism promotion plan document is under review by the City.

II. COMMUNITY AND INFRASTRUCTURE DEVELOPMENT

6. [RCD-1] NEIGHBORHOOD DEVELOPMENT

BUILD COMMUNITY PARTICIPATION BY CONTINUING TOWN HALL & COMMUNITY MEETING PROCESS. BUILD NEIGHBORHOOD INVOLVEMENT IN ALL ASPECTS OF COMMUNITY LIFE. INCREASE CITIZENS' INVOLVEMENT IN LONG-RANGE AND STRATEGIC PLANNING.

Projects:

A. [GMCD-1.1] Develop & Support Grants/Milan Neighborhood Association

Status: No action has been taken on this objective for lack of staffing and funding.

B. [GMCD-1.2] Support the Grants/Milan Community Pride Campaign

Status: The intent and direction of this project have been incorporated into the broad Strategic Plan for the City of Grants. The Plan was adopted in 1995.

C. [GCD-1.1] Develop & Support the Gallup Neighborhood Association

Status: This is being addressed through the Northside Center, City of Gallup. Logistics by UNM-Gallup Branch.

D. [GCD-1.2] Develop & Support the Northside/Chihuahuita Community Pride Campaign

Status: This is being addressed through the Northside Center, City of Gallup. Logistics by UNM-Gallup Branch.

7. [RCD-2] DEVELOP HOUSING AND RELATED NEIGHBORHOOD INFRASTRUCTURE

CONDUCT A COMPREHENSIVE NEEDS ASSESSMENT AND DEVELOP A COMPREHENSIVE HOUSING AND INFRASTRUCTURE IMPROVEMENT PROGRAM IN THE EC NEIGHBORHOODS.

Projects:

A. [GMCD-2.1] Grants Housing Development Project

Status: This objective is not being addressed due to lack of internal and external (cited staff cuts in USDA - Rural Development/Rural Housing Services) staffing.

B. [GMCD-2.2] Milan Housing Development Project

Implement homeowner/tenant "sweat-equity" rehabilitation programs, construct new "livable and affordable" housing for low-moderate income families.

Status: This objective is not being addressed due to lack of internal and external (cited staff cuts in USDA - Rural Development/Rural Housing Services) staffing.

C. [GMCD-2.3] Improve Grants/Milan Neighborhood Business Infrastructure

Status: The intent and direction of this project have been incorporated into the broad Strategic Plan for the City of Grants. The Plan was adopted in 1995.

D. [GCD-2.1] Northside/Chihuahuita Housing Project

Activities same as Grants/Milan projects above

Status: The City intends to address this objective with a City Housing Corporation which is being developed.

E. [GCD-2.2] Improve Northside/Chihuahuita Neighborhood Infrastructure

Status: NWCOG has worked closely with the City of Gallup and City councilors representing that area to incorporate the area's infrastructure needs into the city-wide Capital Improvements Plan (ICIP).

F. [GCD-2.3] Improve 9th Street

Activities include implementation of curb, gutter and drainage.

Status: This objective is in the planning phase in the City of Gallup's ICIP.

G. [GCD-2.4] Improve the Old 666 Corridor

Project calls for upgrading the industrial readiness of the 9th St./Old 666 corridor through public-private partnerships

Status: The public-private consortium envisioned in this objective has not been developed due to lack of staff and funding.

8. [RCD-3] IMPROVE TELECOMMUNICATIONS INFRASTRUCTURE

DEVELOP ADVANCED TECHNICAL MEANS TO LINK THE REGION WITH THE INFORMATION SUPERHIGHWAY.

Projects:

A. [GCD-3.1] Gallup Telecommunications Linkage Project

Create new access to information for EC members through the regional Project R.A.I.N. (Rural Access Information Network), prospectively to be carried out by UNM-Gallup & a community consortium with a Department of Commerce telecommunications infrastructure grant.

Status: While Project R.A.I.N. was not funded, NWCOG is "getting real involved" in Project Shooting Star, a Four Corners telecommunications development initiative. It is a joint project of the four Economic Development Districts in the region (SE UT, SW CO, No. AZ, and NW NM)

9. [RCD-4] DEVELOP TRANSPORTATION SYSTEMS

DEVELOP APPROPRIATE PUBLIC TRANSPORTATION SYSTEMS IN GALLUP, GRANTS/MILAN AND FARMINGTON.

Projects:

A. [GCD-4.1] Expand and Coordinate Public Transit Services at Gallup Multimodal/Multicultural Center

Status: This is being implemented. The project is under review by the city.

III. HUMAN RESOURCES DEVELOPMENT

10. [HRD-1]: DEVELOP & SUPPORT WORK FORCE

"CREATE NEW PROGRAMS AND ENHANCE EXISTING PROGRAMS WHICH SUPPORT THE DEVELOPMENT OF AN EFFECTIVE AND COMPETITIVE WORKFORCE ... ENCOURAGE STUDENTS TO STAY IN SCHOOL AND GAIN USEFUL ON-THE-JOB TRAINING, ALLOW ADULTS TO GAIN THE ADDITIONAL JOB-SKILLS NECESSARY TO SUCCESSFULLY COMPETE IN THE MARKETPLACE." CONVENE A REGIONAL "HUMAN RESOURCES DEVELOPMENT NETWORK" OF AREA EDUCATORS TO EVALUATE TRAINING PROGRAMS, AND DEVELOP NEW CURRICULA AND TRAINING PROGRAMS TO MEET IDENTIFIED HUMAN AND EMPLOYMENT NEEDS.

Projects:

A. [GMHD-1.1] Grants/Milan Targeted Apprenticeships

Provide on-the-job training geared to filling specific labor force needs of local business community

Status: This objective is being incorporated into the work of School-Community Partnerships in the Grants area in coordination with the Northwest New Mexico Fighting Back Project (a tri-county initiative that originated in the NWCOG and later spun off as an independent non-profit), and with the Futures Foundation Family Center (the 1996 CDBG award winner for New Mexico). **Contact:** Leslie Martin, Grants Public Schools, 287-2961; and Vanessa Gray with the Cibola Communities Economic Development Foundation.

B. [GMHD-1.2] Communities-in-School Program

A mentoring program designed to encourage students to remain in school.

Status: UNM-Gallup is actively pursuing a School-to-Work program.

C. [GMHD-1.3] Develop 'Leadership 2005' Program

Build community leadership. Enhance and expand support for existing leadership programs in Gallup and Farmington. Develop new Leadership 2005 program in Grants/Milan.

Status: This is happening everywhere but in Grants under the direction of local colleges. Grants, Milan and Cibola County are interested in developing a community leadership program.

D. [GHD-1.1] Talent/Job Matching

A mentoring program for high school students to increase the match between local talents and available opportunities.

Status: This is being addressed in part through the Northwest New Mexico Fighting Back Project and partly through the City of Grants Strategic Plan. **Contact:** Leslie Martin, Grants Public Schools, 287-2961.

E. [GHD-1.2] Communities-in-School Program

Status: Same as 10-D above.

F. [GHD-1.3] Gallup Northside/Chihuahuita Child Care Pilot Project

Develop affordable, licensed child care facilities and enhance existing facilities to allow parents to enter the workforce.

Status: This project has not been implemented due to lack of staffing and funding.

11. [RHD-2] DEVELOP COMMUNITY EMPOWERMENT CENTERS

"TO PROVIDE BASIC EDUCATION, BASIC SKILLS AND ENTREPRENEURIAL TRAINING, FAMILY DEVELOPMENT, HEALTH EDUCATION AND PREVENTION PROGRAMS, WELLNESS AND LITERACY PROGRAMS, AND OUTSTATIONED SOCIAL SERVICES TO CITIZENS AT CONVENIENT TIMES AND LOCATIONS WITH CHILD CARE AND TRANSPORTATION SOLUTIONS AVAILABLE."

Projects:

A. [GMHD-2.1] Milan Community Empowerment Project

Status: This remains a goal. An aquatic center was recently established as part of a Recreation Initiative. The **barrier** to implementation is a lack of staff.

B. [GHD-2.1] Centro del Tepeyac Community Empowerment Center

Status: The funding and establishment of the Northside Adult Education Center as a collaboration between the City of Gallup and the University of New Mexico-Gallup Branch facilitated by NWCOG comprises the core of an eventual community empowerment center on the North side. A Legislative Appropriation was achieved, the site was established and services are operational.

V. THE DOÑA ANA COUNTY & HATCH EZ INITIATIVE

"You cannot believe how many people have reviewed and used this document. It has been such a tool for us because of all the documentation we put into it. It's been such an asset to have it all put together."

Ramona Vallejos, Grants Office, Doña Ana County

A. Introduction

The Doña Ana County EZ Initiative was the first regionally coordinated, community-based long-range planning effort in that county. While the key CC contact person believes that the EZ/EC process was somewhat detrimental to building citizens' trust in government approaches to addressing the major problems, the process established valuable partnerships between community members and local and county governments. The County is particularly thankful to have located a pool of technical writers via the EZ application process. This is an extremely valuable resource to an understaffed agency.

B. Background

The EZ initiative target area consists of three tracts with a 1990 population of 24,124 with 8,602 living in poverty in a 668.9 square mile area. Doña Ana County is the fastest growing County in New Mexico and the ninth poorest. Las Cruces is the fifth poorest Metropolitan Service Area in the United States. Over 22 percent of the population lives in Colonias. The applicant applied for and received a special waiver to allow inclusion of two tracts adjacent to the City of Las Cruces. The Doña Ana County Economic Development Department was the lead agency in developing the EZ/EC planning process and the application.

C. The Planning Process

The Doña Ana County EZ Initiative was put together over a four month period. In the course of two months, a total of 27 community and regional meetings with organizations, residents, and focus groups were held. The applicant coordinated its efforts closely with two other area EC applicants, the City of Las Cruces and Sunland Park. The belief was that all would benefit if any one entity received an EZ/EC designation. The meetings were generally well attended even though some of the communities are generally turned off by government initiatives. Important benefits resulted from the EZ strategic planning process. Many

community leaders were identified and brought into the process. Their participation was invaluable. Second, a number of partnerships with community organizations were developed. Several of the organizations (including Big Brothers and Sisters, The Salvation Army, and the Colonias Development Council) have continued to work closely with the county and with the communities.

D. The Strategic Plan

The Strategic Plan called for the establishment of four Community Boards under a Department of Community Development. The Boards were to "coordinate, monitor, and solicit input on changes needed in implementing the strategic plan."²⁰ The Plan lists 16 goals with a total of 64 Action Plans and is organized in five sections:

- I. Family Stability and Preservation
- II. Youth Development
- III. Economic Opportunity
- IV. Transportation Development
- V. Community Development

E. Implementation Efforts and Current Planning

Doña Ana is addressing almost all of the areas in the Strategic Plan. The fundamental role of the County has been to instigate or conduct important studies, coordinate information and resources, and obtain funding for specific projects. Of the Action Plans in the Strategic Plan, 44 (69%) are either completed or underway. Twelve (19%) have not been addressed. The status of another eight action plans could not be determined because several project champions could not be reached for their input. Well over half of the Action plans are dedicated to the goals of Family Stability and Youth Development.

Many successes listed here represent important first steps in a long-range process.

Doña Ana County:

- 1) Developed a **shelter and counseling and rehabilitation services for the victims of domestic violence** through a special CDBG appropriation from the Legislature;

²⁰ The four Boards were to be: 1) Community Development; 2) Family and Youth; 3) Transportation; and 4) Economic Development.

- 2) Undertook a **comprehensive needs assessment study for health-related facilities and services**;
- 3) Adopted and **implemented a computerized networking system by and between participating service delivery agencies**;
- 4) **Created and supported an expanded system of educational training programs, including School-to-Work programs.** This initiative is under the direction of the South Central Council of Governments;
- 5) Undertook a **comprehensive commercial/industrial development plan** under an EDA grant. The project was directed by the Mesilla Valley Economic Development Alliance;
- 6) Is developing a **wastewater treatment facility for Santa Teresa** through EPA Colonias funds.

According to Ramona Vallejos, the biggest issue to come to terms with in current planning efforts is water and waste water problems. There are 34 designated colonias in the county and the county continues to grow by 'leaps and bounds' at nearly four percent per year. The water and waste water situation is not improving correspondingly. There is a big fear of ground water contamination with septic tanks. The next big priority for the county is to implement a feasible affordable housing strategy. Currently, the only available affordable housing there is in trailers and mobile homes.

F. Strengths and Weaknesses in the Process and Strategic Plan

Strengths:

- Beginning with the EZ/EC process, Doña Ana County developed its first regional strategic plan;
- Many important connections were made in and between communities and talented individuals within the zone

Weaknesses

- The process was too hurried with too short a time frame - "That really hurt."
- Some communities that are turned off in general to government initiatives were not especially helped by this one. "They feel the County's never done anything for them, 'so why are we there now?'"

G. Needs Assessment

- 1) Organization in Community Development - The County Commission approved the Strategic Plan but did not create or implement a major innovation of the plan: the four community boards. The Commission should consider this possibility and the impacts such a structure could make toward meeting many unaddressed and unresolved community needs;
- 2) Leadership training - The County should consider developing a leadership training program along the lines of Reach 2000 in Roswell [See Appendix E] to increase outreach to and opportunities for youth in the zone. Youth development (including recreational activities, education and counseling programs, and economic development) remains a critical area of need in the CC;
- 3) Transportation - An accessible and affordable transportation remains to be developed although this goal is not specifically addressed in the Strategic Plan;
- 4) Economic Development - While Doña Ana County is doing well with its economic development efforts, more attention and assistance needs to be geared toward developing small businesses. An appropriate organization or agency should take on the task of developing a Revolving Loan Fund (RLF) to address the need for affordable capital and credit.

EZ STRATEGIC PLAN STATUS ASSESSMENT

DOÑA ANA COUNTY

Goals:

I. Family Stability & Preservation

- 1. ENSURE MAXIMUM PARTICIPATION OF LOCAL RESIDENTS IN NEEDS ASSESSMENT PROCESS; AND IN PLANNING THAT WILL LEAD TO IMPLEMENTATION, MONITORING AND EVALUATION OF INITIATIVES & PROGRAMS DESIRED BY COMMUNITIES. ENSURE MAXIMUM COORDINATION**

Action steps:

1.A Create and implement four community boards.

Status: Did not happen. Even though the County Commission approved the plan, they did not formally adopt it. Also the process was so fast that there wasn't enough opportunity to flesh out how these ideas were going to work in practice with department heads and commissioners. This is out of the picture for now, although the county continues to work toward the broad goal of ensuring maximum citizen participation (e.g. Ramona and a co-worker sit on the board of the Colonias Development Council).

1.B Appoint departmental staff and local groups [sought \$62,000 initial, \$540,000 total for 1.B]

Status: Did not happen (the objective depended upon implementation of 1.A above).

2.A Create/implement community resident groups in each targeted community [sought \$20,000]

Status: This is happening through the efforts of the Colonias Development Council. Some of the communities without water are forming water associations. Contact Bess Metcalf, lead organizer, 647-2744.

Needs Assessment & Planning

1.A Provide training in needs assessment/planning to organized community groups.

Status: Ongoing effort through the Colonias Development Council. As an example, the Grants Office currently is working on a recreation plan for the communities and will be doing a needs assessment in that area in **Spring of 1996**.

2.A Implement/complete initial needs assessment for each community in EZ/EC zone.

Status: This was done in the first twelve community meetings in the EZ/EC process.

2.B CONTINUE NEEDS ASSESSMENT in EZ/EC zone communities.

Status: Ongoing.

3.A DEVELOP SERVICE/INITIATIVE PLANS for each community based on assessed needs.

Status: What needs to be done has been established. Now the issue is prioritization. They are prioritized through the Capital Improvements Plan (ICIP) and based on what the commissioners have recommended.

3.B Incorporate individual community plans into regional plan.

Status: Regionalization is a major goal in all ongoing planning in Doña Ana County, from recreation to water and waste water. Also a waste water master plan is currently being conducted with county funds.

3.C Continue monitoring/evaluating revision of adopted/implemented local & regional plans.

Status: Ongoing.

2. CREATE, EXPAND, OR ENHANCE A COMPREHENSIVE NETWORK SYSTEM FOR DEVELOPING AND IMPLEMENTING EFFECTIVE HUMAN SERVICES WITH MAXIMUM COORDINATION AT ALL LEVELS OF INVOLVEMENT.

Action Steps FAMILY CRISIS INTERVENTION

1.A Design & implement effective system of integrated resources, (schools, juvenile probation/parole, dept. of social services, churches, etc.) to spot and identify family crisis conditions.

Status: Ongoing. The Grants Office meets regularly with various groups from the communities (e.g. Juvenile Probation) to identify what kinds of grant funding must be sought. The Grants Office seeks and administrates funding for the various programs.

1.B Establish & sustain an effective system of integrated service provider resources (counseling centers, public entities, etc.) which families in crisis can be referred to and receive essential & vital services.

Status: Ongoing. Due to a lack of adequate funding, the most the county can do right now is to refer people to the appropriate state agency.

2.A Assess the need for and the design/acquisition of SHELTER FOR VICTIMS OF DOMESTIC VIOLENCE.

Status: Done.

2.B Obtain/expand/improve sheltering facilities for victims of domestic violence.

[2.B sought \$500,000 for shelter]

Status: Doña Ana County is completing a grant to renovate an old National Guard armory. The project is nearly complete. It was funded through CDBG monies, special appropriations from the State Legislature and through local funds (a local guild conducted fund-raisers for the shelter). The project is a real partnership between state and local agencies.

- 2.C Obtain/enhance/sustain the provision of COUNSELING/ASSESS-MENT/ REHABILITATION SERVICES for victims of domestic violence through cooperative ventures.

[Funding sought \$100,000/yr x 10]

Status: The program is being expanded with the new space for the shelter. The county will not be directly involved with the program.

3. MAXIMIZE THE AVAILABILITY AND ACCESSIBILITY OF HEALTH-RELATED SERVICES

Action Steps:

- 1.A Assess with direct involvement of community groups the need for HEALTH-RELATED FACILITIES (clinics, emergency care units, etc.) AND SERVICES (home, hospice, respite care) and develop a comprehensive integrated development & service plan.

Status: Done.

- 1.B Implement an adopted COMPREHENSIVE PLAN FOR FACILITY DEVELOPMENT parallel to other facility development planned under "community development" initiatives.

Status: Doña Ana County has received funding for several Public Health Centers throughout the county. "We've been very successful. There used to be a list and a half [of health-related projects in the ICIP] and that list is really dwindling."

- 1.C Develop plans for RECREATION FACILITY acquisition, construction or improvements, and coordinate such plans with Community Development units focusing on infrastructure/facility development.

Status: The County is continuing to work on this project. It has conducted assessments to identify what facilities are needed. Some facilities "have been taken care of." The problem/barrier is the upkeep of the parks once they are obtained. There is a regional approach to addressing the need. The county attempts to locate recreation facilities in proximity to several communities in order to provide one regional community or recreation center. Funding provided through CDBG [For a list of the community/recreation centers see the ICIP (in RECD District 1 Office)].

- 1.D Negotiate & execute agreements with other public facility owner/operator to acquire or lease existing facilities during normally scheduled "down time"

Status: Ongoing as necessary.

4. DESIGN, CREATE, EXPAND AND ENHANCE A NETWORK AND SYSTEM FOR PROVIDING EFFECTIVE SOCIAL SERVICES REFLECTIVE OF AND RESPONSIVE TO LOCALLY IDENTIFIED NEEDS

[Original plan cites this as a second goal 3]

- 1.A Identify, catalog and assess the needs for recreational facilities and programs for people of all ages.

Status: Ongoing. Additional community assessment meetings are being planned for Spring 1996 to finalize a recreation facilities plan.

- 1.B Design & implement a COMPUTERIZED "NETWORKING SYSTEM" by and between participating service delivery agencies to facilitate data access, intake referral and service tracking.

Status: This has not occurred, but remains a goal. The barrier is lack of funding.

II. YOUTH DEVELOPMENT

Strategy:

CREATE & SUSTAIN INITIATIVES & PROGRAMS THAT WILL ALLOW YOUTH IN TARGETED COMMUNITIES TO ACHIEVE THEIR GREATEST POTENTIAL AS PRODUCTIVE ADULTS; AND THAT WILL STEM AND REVERSE THE TIDE OF NEGATIVE FACTORS [SCHOOL DROPOUTS, GANG ACTIVITIES, JUVENILE CRIME]

1. CREATE AND SUSTAIN A SYSTEM OF YOUTH GROUPS IN EACH OF THE TARGETED COMMUNITIES WHEREBY THE YOUTH WILL BE ENCOURAGED TO PARTICIPATE IN ASSESSING LOCAL NEEDS AND PLANNING, IMPLEMENTING, MONITORING AND EVALUATING PROGRAMS AND INITIATIVES INSTITUTED IN THEIR COMMUNITIES

Action Steps:

- 1.A Design and adopt a plan for CREATION OF LOCAL YOUTH GROUPS (COUNCILS); identify residential requirements, elect council members and officers and schedule training/education programs.

Status: This has not been done. The Colonias Development Council has a youth coordinator who may be able to develop this project. Contact: Bess Metcalf, Lead Organizer, Colonias Development Council, 647-2744.

- 1.B Implement developed plan & undertake election process in each community.

Status: See 1.A

- 1.C Implement the "LEADERSHIP TRAINING process" at both the local and regional basis for both youth council members and elected leadership.

Status: See 1.A

- 1.D Initiate needs assessment, prioritization and planning processes; first locally, then regionally.

Status: See 1.A

2. CREATE AND SUPPORT AN EXPANDED SYSTEM OF EDUCATIONAL/ TRAINING PROGRAMS WHICH WILL ENHANCE THE POTENTIAL OF YOUTH TO ATTAIN THEIR HIGHEST EDUCATIONAL POTENTIAL, RE-

DUCE THE INCIDENCES OF HIGH SCHOOL DROPOUTS, AND PROVIDE MEANINGFUL SCHOOL-TO-EMPLOYMENT PROGRAMS.

Action steps:

- 1.A Establish & sustain a system of involvement by and between the educational system and outside resources (professionals, civic clubs, chambers of commerce, etc.) to demonstrate the value of continued education and training to children at risk.

Status: Undetermined. Contact Judy Price, Doña Ana County planner (647-7201), was unavailable for comment.

- 2.A Provide resources to educational institutions to expand and enhance their capacities for remedial (TUTORIAL SERVICES, ESL, ADULT BASIC EDUCATION, etc.) and VOCATIONAL EDUCATIONAL TRAINING related to available or projected employment opportunities.

Status: Undetermined. Contact Judy Price, Doña Ana County planner (647-7201), was unavailable for comment.

- 2.B Provide in-kind resources to vocational training institutions to regionalize training programs and facilities in or easily accessible to targeted communities.

Status: Undetermined. Contact Judy Price, Doña Ana County planner (647-7201), was unavailable for comment.

- 3.A Provide matching/seed funds for the establishment of EXTRACURRICULAR PROGRAMS (Junior Achievement, DECCA, etc.) to promote ENTREPRENEURSHIP; and establish a viable student SPONSORSHIP/MENTORSHIP participation between AT-RISK STUDENTS and local area businesses and professional people.

Status: Undetermined. Contact Judy Price, Doña Ana County planner (647-7201), was unavailable for comment.

3. PROVIDE VIABLE, YEAR-ROUND RECREATION PROGRAMS FOR YOUTH AND ADULTS ON A LOCAL/REGIONAL BASIS.

Action Steps:

- 1.A Develop/adopt a local/regional plan of recreational activities for all ages; maximize diversity & extent of activities.

Status: This is being addressed. [See Section I, #3-1.C on page 81]

- 1.B Provide resources for development, improvement and use of existing or new PUBLIC RECREATIONAL FACILITIES.

Status: See 1.A

- 1.C Promote formation/organization of recreation sponsors & program managers (organized sports leagues, swimming clubs, reading clubs, ARTS COUNCILS, etc.).

Status: This remains a goal to be addressed with development of Recreation plan in Spring, 1996 [See Section I, #3-1.C on page 81].

4. ESTABLISH AND SUSTAIN A VIABLE INITIATIVE OF GANG INTERVENTION, INTERDICTION, MEDIATION & DIVERSION.

Action Steps:

- 1.A Develop VIABLE [GANG INTERVENTION] PLAN** between law enforcement agencies, juvenile probation (parole, justice system, social service agencies, schools, civic & church organizations and youth) to attack the presence and growth of gangs and youth violence.

Status: This objective has been met. Funding was requested to hire three officers in Las Cruces. One of the goals will be to identify gang members and gangs operating in the South Valley and to start working with those kids to get them out of the gangs.

- 1.B Provide essential resources to execute the plan (COMPUTERS, information, referral systems, EQUIPMENT for alternative programs).**

Status: This objective has been met through funding from 1996 Legislature.

- 2.A Develop/establish/sustain effective GANG INTERVENTION MEDIATION** through sanctioned programs (e.g. TEEN COURT, PEER COUNSELING, etc.).

Status: The Teen Court is in place. **Contact:** Ken White, Grants Office, Doña Ana County Economic Development, 647-7263.

- 2.B Develop/establish/sustain effective youth initiative of YOUTH AT-RISK/STAY IN SCHOOL** diversion to minimize gang membership recruitment.

Status: This objective is being addressed. **Contacts:** Rosalie Gallegos, Director of the Safe Schools Program, 527-0000; Ken White, 647-7263.

5. ESTABLISH/IMPLEMENT/SUSTAIN VIABLE INITIATIVES TO REDUCE AND REVERSE THE USE AND ABUSE OF ILLEGAL SUBSTANCES AND ALCOHOL AMONG THE YOUTH IN TARGETED AREAS; AND TO PROVIDE FOR THE TREATMENT AND REHABILITATION OF THOSE ALREADY USING AND/OR ADDICTED TO SUCH SUBSTANCES.

Action Steps:

- 1.A Provide resources/encourage development of viable & affordable residential/non-residential SUBSTANCE ABUSE TREATMENT/REHAB FACILITIES & PROGRAMS.**

Status: Undetermined. **Contact** Ken White (647-7263) could not be reached for comment.

- 1.B Identify resources/provide effective REFERRAL SYSTEM to get youth to treatment.**

Status: Undetermined. **Contact** Ken White (647-7263) could not be reached for comment.

- 2.A Develop/implement integrated family-youth DRUG AND ALCOHOL ABUSE EDUCATIONAL PROGRAM, and alternative programs to divert youth from substance abuse.**

Status: Undetermined. **Contact** Ken White (647-7263) could not be reached for comment.

- 2.B Provide resources/support for design/development/implementation of "FAMILY/YOUTH SUBSTANCE ABUSE COUNSELING PROGRAMS" at local/regional level.**

Status: Undetermined. **Contact** Ken White (647-7263) could not be reached for comment.

III. ECONOMIC OPPORTUNITY

1. CREATE/SUSTAIN A NETWORK OF SYSTEMS TO DEVELOP THE POTENTIAL FOR COMMERCIAL AND INDUSTRIAL VENTURES WHICH ALLOW THE COUNTY AND AFFECTED COMMUNITIES TO BEST BENEFIT FROM NAFTA.

Action Steps:

1.A Apply available data to development of a **COMPREHENSIVE COMMERCIAL/ INDUSTRIAL DEVELOPMENT PLAN** for targeted Census tracts.

Status: Done as part of an EDA-funded study completed in April, 1995. The County has joined the Mesilla Valley Economic Development Alliance (MVEDA). All economic development activities have been turned over to them. The EDA study addressed transportation, job availability and types of jobs in the area. **Contact:** Fernando Macias or Steve Givens at 525-2852.

1.B Provide matching resources for venture/development capital to finance new/diversified/commercial/industrial enterprises through **REVOLVING LOAN FUNDS (RLF) & LOAN/BOND GUARANTEES.**

Status: MVEDA is working through existing State finance programs. Nothing has been done to develop venture capital. Working with Enchantment Land Certified Development Company in Albuquerque, a SBA program. Capitalization has been mostly via Industrial Revenue bonds. Nothing has been done yet to establish a RLF. **Contact:** Steve Givens at 525-2852.

2.B Promote removal of existing tax barriers which impede commercial/industrial development; promote existing allowable incentives (**179 DEDUCTIONS, TAX-EXEMPT FACILITY BONDING, EZ/EC Block Grants, etc.**) to strengthen EZ's.

Status: Industrial Revenue bonds are the primary capitalization tool. Doña Ana County got \$15 million out of the State's total allocation of \$22 million. The bonds finance building structures for industries and equipment acquisition. They are tax free bonds. **Contact:** Steve Givens at 525-2852.

2.C Promote/encourage effective on-going participation in **NAFTA VENTURES**; support marketing efforts to promote area as a NAFTA area.

Status: Doña Ana County is in the process of trying to activate a foreign trade zone in Southern Doña Ana County (Santa Teresa - next to the airport). They are exploring what they need to do to expand the zone. **Contact:** Steve Givens at 525-2852.

2.D Promote/prioritize development of new commercial/industrial ventures to **DIVERSIFY EMPLOYMENT OPPORTUNITIES** for targeted population, particularly the young, chronically under- and unemployed; assure movement away from minimum-wage/seasonal/stoop labor employment.

Status: MVEDA is trying to recruit industries to supplement existing base. Two new plants are within 75% of closing deals to locate in Santa Teresa: Vista Corrugated, Inc., a factory of corrugated cardboard sheets is expected to provide 72 jobs at above average wages for the area; Karr Tool, a tool stamping company, is expected to hire 35 full time employees when built. 123 temporary construction jobs will be generated to build the plant. **Contact:** Steve Givens at 525-2852.

2. EDUCATION & TRAINING:

ENHANCE AND MAXIMIZE THE EDUCATION & TRAINING OF THE TARGET ZONE RESIDENTS TO MAXIMIZE THEIR EMPLOYABILITY FOR JOB OPPORTUNITIES THAT RESULT FROM THE ACHIEVEMENT OF GOAL 1.

Action steps:

- 1.A Encourage/support development of a **COMPREHENSIVE EDUCATION PLAN** (local school districts, university, community colleges, private vocational training institutions, economic development entities, State Dept. of labor, etc.) to identify employment requirements, design a comprehensive plan for location of skills training facilities/equipment acquisition.

Status: The county requested but did not receive a technical assistance grant from the Economic Development Administration (EDA) to undertake this goal. The SBDC is working with the Doña Ana Branch Community College to develop specialized training programs as needed (per industry request). **Contact:** Terry Sullivan, SBDC, 527-7601.

- 1.B Promote/support programs of **REMEDIAL EDUCATION** (ESL, ABE, citizenship, etc.)

Status: Not done yet. **Contact:** Terry Sullivan, SBDC, 527-7601.

- 2.A Maximize accessibility/utilization of federal/state funded **EMPLOYMENT PROGRAMS** (JTPA, NM In-Plant Training, etc.)

Status: Ongoing. When an industry is interested in the area, these programs are used as part of the incentives package to create a win/win deal for all parties involved. **Contact:** Steve Givens at 525-2852.

IV. TRANSPORTATION DEVELOPMENT

Strategy:

FUND EXPANSION/IMPROVEMENT OF AREA'S TRANSPORTATION INFRASTRUCTURE AND SYSTEMS; PROMOTE AFFORDABLE PUBLIC TRANSPORTATION; IMPROVE INTERNATIONAL TRADE CAPACITY (COMMERCIAL & INDUSTRIAL); ENHANCE QUALITY OF LIFE & MAINTAIN HEALTHY ENVIRONMENT.

1. **ESTABLISH/MAINTAIN COOPERATIVE AFFILIATION WITH OTHER COUNTY, REGIONAL AND STATE-LEVEL TRANSPORTATION NEEDS ASSESSMENT AND PLANNING INITIATIVES TO ASSURE BENEFICIAL APPLICATION OF AVAILABLE FUNDS**

Action steps:

- 1.A Establish working agreement with **REGIONAL PLANNING Organization & state agencies**; participate in prioritization & planning process.

Status: Implemented and ongoing through the Rural Planning Organization and the Metropolitan Planning Organization.

- 1.B Establish public input process with local community groups regarding local/regional needs.

Status: This was done with the 302-A. The County conducted surveys in communities it targeted.

- 1.C Provide funds for development/implementation of INTERMODAL TRANSPORTATION SYSTEM.

Status: This objective "has been taken over by the state."

- 1.D Establish/maintain affiliations with federal/state/local public funding agencies to maximize accessibility to multiple funding resources.

Status: [See 1.C]. Contact: Steve Givens, MVEDA, 525-2852.

2. PROMOTE/PROVIDE RESOURCES FOR DEVELOPMENT AND SUSTAINMENT OF AN EFFECTIVE/AFFORDABLE PUBLIC/PRIVATE RURAL TRANSPORTATION SYSTEM TO SERVE NEEDS OF TARGET AREA

Action steps:

- 2.A Identify/work cooperatively with public/private entities to develop funding strategies for transportation system.

Status: The County has developed a market study. The information is available to any private transportation company which may be interested in providing transportation along these lines.

- 2.B Provide planning/engineering/construction funds for PAVING OF STREETS/ COLLECTOR ROADS IN DESIGNATED COLONIAS. [See Colonias list in plan]

Status: Every year Doña Ana submits its road paving and maintenance requests through the ICIP as well as the State Department of Transportation's five year plan [See ICIP in RECD District 1 Office].

- 2.C Provide funds for planning/implementation of rural mass transit system & regional sub-systems.

Status: See 2.A.

V. COMMUNITY DEVELOPMENT

Strategy:

BUILD THE NECESSARY PHYSICAL CAPACITY & INFRASTRUCTURE TO ENSURE THE ENVISIONED LEVEL OF HUMAN/SOCIAL GROWTH & DEVELOPMENT. PROVIDE MATCHING/SEED FUNDS TO IDENTIFY/ASSESS NEEDS FOR PHYSICAL PLANT & INFRASTRUCTURE DEVELOPMENT IN THE TARGETED COMMUNITIES [FUNDS COVER PLANNING, DESIGN, CONSTRUCTION OF PUBLIC FACILITIES/ESSENTIAL INFRASTRUCTURE].

1. DEVELOP NETWORK OF LOCAL INPUT FOR THE DEVELOPMENT OF LOCAL/REGIONAL PLANS FOR ACQUISITION, EXPANSION AND/OR IMPROVEMENT OF PUBLIC FACILITIES AND INFRASTRUCTURE

Action steps:

- 1.A Utilize community groups in assessment of needs & in local/regional plan development**

Status: This is ongoing and was addressed in the formation of the regional comprehensive plan.

- 1.B Promote & coordinate the parallel development of adopted plans/projects to coincide with initiatives related to family & youth, economic opportunity & transportation.**

Status: Addressed through ICIP. The priorities are for community centers, public health facilities, and regionalization of those services.

- 2.A Provide supplemental/matching funds to match with other public sector funds for DESIGN/CONSTRUCTION/RENOVATION /ACQUISITION OR IMPROVEMENT OF PUBLIC FACILITIES and/or infrastructure, especially WATER AND WASTEWATER TREATMENT FACILITIES.**

Status: Ongoing project. Addressed in ICIP. Projects are built as they can be funded. Wastewater projects received EPA Colonias funds for several planning studies completed in 1994. **Contact:** Ken White.

- 2.B Promote investment of private finances to develop facilities/infrastructure as component of land/commercial development.**

Status: Implemented and ongoing. Addressed in the Regional Comprehensive plan.

2. PROVIDE RESOURCES/SUPPORT FOR EXPANDING AFFORDABLE/ ACCESSIBLE HOUSING; REDUCE/ELIMINATE PRESENCE/GROWTH OF SUBSTANDARD HOUSING, DEVELOPMENT OF NON-CODE COMPLIANT SUBDIVISIONS AND THE RESULTING 'THIRD WORLD' CONDITIONS

Action steps:

- 1.A Work with appropriate public agencies to ESTABLISH/ENFORCE HOUSING CODES & STANDARDS.**

Status: Ongoing effort. Codes must be enforced because CDBG funding requires it. **Contact:** Apolonio Montejano, Housing Director, 523-6100.

- 1.B Work with appropriate public/private entities to promote resources that will help individuals FINANCE/ACQUIRE HOUSING STOCK.**

Status: The Colonias Task Force (made up of Environment Department, Doña Ana County representatives, HUD, elected officials, senators and community leaders from targeted areas) got Doña Ana County to undertake a Colonia Task Force Study to find solutions to clean up colonias utilizing public-private sector partnerships. Currently the Task force is working with the Doña Ana County Housing Authority to set up revenue bonding through the Housing Authority, as well as tax credit programs to address the need to develop affordable housing

during the 1996-97 fiscal year. Through a combination of HOME monies, and low interest loans through revenue bonds and private financing, the Authority plans to develop low income housing, help Section 8 participants access homeownership opportunities, and to finance the solutions for homelessness. **Contact** Apolonio Montejano, Housing Director, Doña Ana County Housing Authority, 523-6100.

2.A Identify need & encourage development of transitional/emergency family housing; develop affordable rental housing.

Status: These goals will be addressed as part of 1-B above. One ongoing project has demonstrated an excellent use of partnerships to address the pressing social problem of a large number of teenage mothers. Through a partnership with the Las Cruces Housing Authority and the Tierra del Sol non-profit housing developer, five two bedroom units have been set aside for teen homeless parents. AFDC pays half of the mothers' rent each month (\$150) and outreach workers provide the girls with a range of services ranging from planned parenthood presentations to educational and vocational training programs. This work is subsidized through a CYF grant. Tierra Del Sol manages the project. **Contact** Apolonio Montejano, Housing Director, Doña Ana County Housing Authority, 523-6100.

3. PROVIDE EMPLOYMENT OPPORTUNITIES FOR THE AREA'S YOUTH, CHRONICALLY UNDER-EMPLOYED AND UNEMPLOYED BY UTILIZING LOCALLY OWNED CONSTRUCTION FIRMS TO CONSTRUCT, RENOVATE AND REHABILITATE HOUSING STOCK, INCLUDING MOBILE HOMES.

Action steps:

1.A Provide a REVOLVING FUND to support the financing of rural-based construction enterprises (includes bonding the firms)

Status: Have not addressed this. It was specific to the EZ Strategic Plan application. **Barriers:** It is not known who or what agency would take on this project. It is outside the jurisdiction of the MVEDA and a more socially oriented than economically oriented project. The other principal barrier is funding. **Contact:** Steve Givens, 525-2852.

2.A Encourage/promote use of local/regional labor force by area construction firms and suppliers.

Status: This is not being actively addressed. MVEDA tries to work with area firms and contractors as much as possible, but on a referral basis. The social orientation of this objective falls outside of the MVEDA jurisdiction for economic development. **Contact:** Steve Givens, 525-2852.

2.B Promote use of public training funds in conjunction with vocational training institutions & area contractors to provide PROJECT-RELATED TRAINING (classroom, apprenticeship, OJT) & initial JOBS FOR YOUTH.

Status: This is an ongoing effort through JTPA and the In-Plant Apprenticeship program. **Contacts:** Ray Chaves, Juvenile Programs Officer, 524-6360; Steve Givens, 525-2852.

VI. THE NORTHERN NEW MEXICO EZ INITIATIVE

As far as the City is concerned, I think that all of this is our priority....As far as we're concerned, environmental issues are all economic development issues. Education issues are all economic development issues. Economic development can play a major role in education. Affordable housing definitely plays a major role in education and economic development, as well as with environmental issues...the whole Plan is a priority.

-Harold García, Director of Economic Development, Las Vegas

Whatever amount of growth occurs in the future, Las Vegans will not see their property taxes raised and their families driven off their land - as occurred in Santa Fe County - without a fight.

-Sharon Niederman, *New Mexico Business Journal*

A. Introduction

Business is bustling in the 'other' Las Vegas at the terminus of the historic Camino Real. If employment figures are a good indicator of a community's economic health, Las Vegas is doing very well. Since beginning its Economic Development program in 1993, unemployment has fallen from nearly 13 percent to just over six percent.²¹ Since drafting their EZ Strategic Plan, residents in the NNM-EZ area have continued to actively seek solutions to multiple problems including and arising from isolation, economic deprivation and a general wariness of change. The EZ Plan sought to address problems with roots of up to 500 years old. The community members who participated in this process made a commitment to thoroughly assess their communities and planning based on community consensus-building which occurs and develops over time. Thus, while they had an extremely short period in which to complete and submit their application, the first phase of each goal in the Strategic Plan allows from one to three years to conduct needs assessment on the issue, plan around it, and to develop the necessary degree of consensus.

B. Background of the Empowerment Zone Target Area

²¹ Interview with Harold Garcia, Economic Development Director for Las Vegas, 9/25/95.

The NNM-EZ target area includes three Census tracts in San Miguel and Guadalupe counties. Tracts #957300 and #957400 are both in Las Vegas with a combined population of 10,628 located on 9.6 square miles. The poverty rate for the two tracts ranges from 30.9 to 34.8 percent. The other tract, #961800, is the Dilia Subdivision in the north-central portion of Guadalupe County. The population there is 529 people living in a 404.4 square mile area. The poverty rate in the Dilia Subdivision is 49.7 percent²²

The population of the City of Las Vegas and of San Miguel and Guadalupe counties is diverse culturally and racially. Historically, the Las Vegas area developed as a trading post on the Santa Fe Trail and as a land grant from the Mexican government in 1835. Later it was a railroad boom town. Two distinct - generally Hispanic and Anglo - communities developed side by side after the arrival of the railroad. Today, problems in the area span the social spectrum -from a lack of affordable housing to problems with water availability and quality to high rates of teenage pregnancy and difficulty in providing jobs to match training for young people who attain a higher level of education. The EZ Initiative provided a vehicle for members of the communities in the zone to begin to address these problems with a new vision toward the future. The vision for the NNM-EZ area is "for a healthy economic community ... based on the restoration of resourcefulness, cooperation, and the historical precedent of community partnerships. This vision calls for intensifying the effort already underway to build meaningful coalitions and partnerships within the community."

C. The Planning Process

The City of Las Vegas became involved in the EZ/EC Initiative when it hosted a national regional EZ/EC meetings for parts of Texas, Arizona and Colorado in February 1994. Initially Region II Housing was interested in being the lead agency, but their jurisdiction was limited to Las Vegas. After a public hearing with representatives from Region II Housing, New Mexico Highlands University, San Miguel County and Mora County in mid-March, it was decided that the City of Las Vegas should be the lead agent. Las Vegas had hoped to include Mora in its plan, but Mora decided to apply with Rio Arriba County.

The planning process involved five generally well-attended town hall meetings and a Community Survey that was distributed throughout the target area and had 85 responses which reflected a broad spectrum of the population and the region. The Strategic Plan addresses most of the desires and concerns that were revealed in the Community Survey. Planning Teams were developed to address eight specific areas of need or "issue categories". The teams included Affordable Housing, Public Safety, Environment, Transportation, Economic De-

²²All figures from the NNM-EZ application, 1994.

velopment, Education & Labor, Recreation/Culture, and Human Services/Health. There also was a Steering Committee. Teresa Baca and Hilario Rubio from Region II Housing spearheaded the campaign. Doctor John Juarez and his staff at NMHU were instrumental in gathering and compiling information and Paul Martinez with the Center for Education and the Study of Diverse Populations in Albuquerque was contracted by NMHU to write the plan.

D. The Strategic Plan

The Strategic Plan addresses all eight "issue categories" identified above in Section C. It detailed 21 Goals or strategies with 72 Objectives in all. The first Goal listed in the Plan was to "create and strengthen a healthy, productive and resilient community through long-term planning and implementation." The objectives and activities that were developed toward this end aimed to 1) identify basic economic and social needs of the community, 2) establish "systemic building blocks" through community training, partnerships and networking, and 3) coordinate efforts between employment agencies to ensure economic equity and to minimize the "impact to the community ecology." Because this was a new planning initiative, most areas called for initial in-depth needs assessment study periods. Many of the sections also called for on-going needs assessments rather than a one shot approach. The intention was to use written surveys and other means to develop data that would be used in coordination and long-term planning for each area.

A major component of the Plan addressed the need to build private and public partnerships in all areas to increase coordination, communication, networking and overall effectiveness. In the Economic Development section, such partnerships were stressed repeatedly. They were proposed, for example, to promote development of business opportunities that could benefit from NAFTA, to help increase access to communication technology for business, to pair educational programs and activities with related labor needs, and others.

The Plan is phased in three stages for each area. The initial two years were to be dedicated to undertaking a thorough community needs assessment and to developing a "stable, grass roots community volunteer effort." The focus of the following three years would be on program planning and on accessing funding through grant proposals, legislative initiatives and other means. The final five years of the plan would involve restructuring the business and educational systems in the community. A major goal of this process was to develop long-range economic development planning.

E. Implementation Efforts and Current Planning

Las Vegas has made significant strides to implement the Goals and Objectives detailed in its EZ Strategic Plan. The Plan has 21 strategies with 71 objectives. Of these, 48 (68%) are being addressed or are completed, 22 (31%) have not been addressed, and the status of Objective 14-A (1%) requires further investigation to determine if it is being met. Las Vegas currently is developing a Comprehensive Plan, which it expects will enable it to meet the primary goal in its EZ strategy; that of creating and strengthening a healthy, resilient community through long-term community planning and implementation.

Harold Garcia, Director of Economic Development, identified several areas where partnerships have been or are being developed to build the community along the lines envisioned in the EZ application.

Listed below are areas identified in the EZ Strategic Plan that currently are being - or already have been - addressed:

1. Economic Development

- Availability and coordination of health, business, labor, education, social and other services are slowly increasing by developing close links between the Department of Labor and NMHU and Luna Tech in order to link education to jobs.
- Public-private partnerships are strengthening the community infrastructure. Las Vegas is undertaking \$14 million worth of infrastructure-related projects. San Miguel County, including Las Vegas, has nearly \$20 million targeted toward infrastructure improvements.
- The City is actively pursuing NAFTA-related opportunities and is a participant in the CREA (Camino Real Economic Association).
- A focused business recruitment program is successfully bringing new businesses into Las Vegas. This includes five new businesses this year.
- Public-private partnerships are facilitating the implementation of economic development opportunities by an increased degree of coordination between the City, the Small Business Development Center, New Mexico MainStreet, the two chambers of commerce, local businesses and banks. A group representing these entities has begun meeting on a regular basis.

2. Affordable Housing

- Guadalupe County is increasing the availability of quality, low income housing through CDBG funding. Las Vegas is applying for grants to implement its housing plan. In the private sector in Las Vegas, 80 units of low-income housing are being developed.

3. Health & Social Services

- A shelter has been established for victims of domestic violence. The police department is working closely with the courts to find ways to address this issue better.

4. Environment

- In conjunction with the ongoing development of the Sangre de Cristo Waste Management Facility, which will serve San Miguel and Mora counties, the zone has been brought into compliance with all state and federal solid waste laws and regulations. A site for the facility still must be located.
- Las Vegas is developing a coordinated strategy to manage liquid wastes. This particular issue will be addressed in the Comprehensive Plan. The City intends to conserve its effluent and to use it to irrigate the various parks.
- The City also received a grant to implement a recycling program.
- More than half of the proposed \$7 million water treatment facility expansion project has been raised. Las Vegas is seeking a \$3 million loan from the New Mexico Finance Authority for the outstanding amount to close the deal.

5 Public Safety

- Neighborhood Watch programs have been expanded in order to strengthen crime prevention efforts.
- Two new detention centers will be coming on line. A Las Vegas facility funded through a City loan is expected to be completed in July, 1996. A Santa Rosa facility that was funded by the NM Legislature is projected for completion in late 1997. Both facilities are expected to create and expand job opportunities in the CC target area.

6. Transportation

- New services are available and a Transportation Department Center funded by ISTEA funds with support from Congressman Bill Richardson is slated to be developed.

7. Recreation & Culture

- Construction is expected to begin soon on a long-awaited \$3 million multi-purpose recreation/convention center.

F. Strengths and Weaknesses in the Process and the Strategic Plan

The greatest strength of the NNM-EZ Strategic Plan was that it brought the community together to initiate a long-term comprehensive planning process based on a common vision and set of ideals and standards. The Introduction states, for example, the determination that economic development not "be done" to the people of the EZ; but rather that the community develop from a base of shared culture, resources, skills and vision. The Plan and the key EZ/EC contact people stress that Las Vegas is seeking controlled and clean growth that will preserve the city's unique character, culture and charm. The overall Plan presents a comprehensive view of many of the needs confronting the target area in generally stated but strong goals. A weakness is that the Goals and Objectives are not specific enough. The Objectives cite associated activities, but commitments by lead agencies either are not explicit in the Report or were not sought nor guaranteed during the preparation of the application. Certainly this highlights what Mr. Garcia saw as the principle problem: lack of sufficient time to prepare the application. A final weakness is that proposed projects and activities focus almost exclusively on Las Vegas. While the Dilia Subdivision area did request certain items, such as improved medical services, school bus routes and a recreation center, the specific nature of that community, its needs and the precise benefits it would receive as part of the NNM-EZ did not receive much attention.

G. Needs Assessment

The greatest needs identified in the Plan were in the areas of education, affordable housing and social and health services. Youth needs were recognized as extremely important. The development of a new recreation facility in Las Vegas is one major step to address this deficit. Another area - that continues to require attention - is the need for expanded, enhanced and better coordinated programs for seniors. Las Vegas also should develop a contingency plan for developing quality low income housing in the event that grant monies are not forthcoming. Other programs apparently not receiving sufficient attention are domestic violence shelters, teen pregnancy, drunk driving, and better health for seniors. In addition, environmental issues cannot be ignored. Overall, it might be practical to fund programs at the state level to bring together care providers and educators. A state plan may be worked out with preference given to the "Champion Communities." Finally, Las Vegas should make certain to dedicate as much attention to retaining and promoting local businesses as it does to recruiting new businesses into the area.

EZ STRATEGIC PLAN STATUS ASSESSMENT

Northern New Mexico

Strategies:

I. ECONOMIC DEVELOPMENT & LABOR

1. CREATE AND STRENGTHEN A HEALTHY, PRODUCTIVE AND RESILIENT COMMUNITY THROUGH LONG-TERM COMMUNITY PLANNING AND IMPLEMENTATION

"AN APPROPRIATE ORGANIZATIONAL MECHANISM WILL BE ESTABLISHED TO ENSURE A UNIFIED VISION FOR THE DEVELOPMENT OF ECONOMIC AND LABOR OPPORTUNITIES."

"The objectives and activities that were developed to meet this goal focus on three major areas: identifying the basic economic and social needs of the community; establishing supportive 'systemic building blocks via community training, networking and partnerships; and coordinating with all employment agencies to ensure economic equity with as little overall impact to the community ecology as possible.'"²³

Objectives:

A. [1.1]²⁴ Identify basic economic needs of the community on an ongoing basis

Use information to inform decisions about economic and employment opportunities for the community

Status: This is being addressed in part in Las Vegas via development of a Comprehensive Plan.

B. [1.2] Establish "systemic building blocks" for building resilience in economic community (e.g. bonding involving networking, partnerships, communicating, conflict management).

Status: Same as 1-A.

C. [1.3] Increase availability and coordination of health, education, business, labor, social and other services to ensure economic community needs are met.

²³ From the Vision Statement of the NNM-EZ Strategic Plan.

²⁴ Bracketed numbers correspond with the numbering system in the actual CC Strategic Plan.

Status: This is being addressed in part. The City is working closely with Department of Labor Office and NMHU and Luna Tech to link education to jobs. **Contact:** Donny Bustos, SBDC in Las Vegas, Tony Marquez, Dept. of Labor, possibly Wilton Rogers at NMHU, Joann Ortiz-Alcon at Luna.

D. [1.4] Develop public-private partnerships to strengthen community infrastructure and build support for community and economic development activities.

Status: This is being addressed. The City is developing \$14 million in infrastructure-related projects. Overall, together with the county, the amount in infrastructure projects is probably \$20 million.

2. [GOAL 2] - SUPPORT AND ENHANCE THE DEVELOPMENT OF STRONG PRIVATE AND PUBLIC SECTOR BUSINESSES AND LABOR

Objectives:

A. [2.1] Establish organizational planning mechanism for assessing private and public sector economic development needs to ensure diversity in the community economic base.

Status: This objective is being addressed. For example, a downtown needs assessment for the Douglas area was recently completed. Work based on the assessment is beginning.

B. [2.2] Develop private/public economic opportunities desired by the community and that preserve the culture, natural resources, and environmental quality of the community

Activities include developing PR guidelines for private and public business, developing recruitment strategies to promote opportunities in agriculture, entrepreneurial- information and other technology, tourism, and film making, and providing entrepreneurial training.

Status: Harold Garcia, Las Vegas Economic Development Director and principle CC contact, was unaware of any efforts that have been made to specifically address this issue. Las Vegas does have an attractive promotional information packet that was produced by the City Economic Development Department.

C. [2.3] Develop private, public and/or partnership business economic opportunities that can benefit from NAFTA.

Status: This is an ongoing project in its preliminary steps. Representatives of the city government and the Hispano Chamber have been attending the Camino Real Economic Alliance (CREA) meetings since November 1995.

D. [2.4] Encourage private, public and/or partnership business to increase access and use of communication and other technology in the development of business and labor opportunities.

Status: Some progress has been made on this objective. Access is available to the public on a fee basis through New Mexico Highlands University (NMHU). Connect New Mexico is interested in providing free access in the schools and public libraries.

E. [2.5] Strengthen and nurture local private and public business and labor ability to access financial support for the startup and expansion of businesses.

Status: This is an ongoing effort which has led to a great reduction in unemployment. Five new businesses have located in Las Vegas. Three are in the zone.

F. [2.6] Develop private-public business sector partnerships to facilitate the implementation of economic development opportunities.

Status: This is an ongoing effort between the City, SBDC, NM MainStreet, the two Chambers of Commerce, local banks and business people. It is one of the tasks of an economic development group which represents these entities and organizations.

3. [GOAL 3] PROVIDE EDUCATION PROGRAMS, INFORMATION, ACCESS AND REFERRAL SERVICES FOR COMMUNITY MEMBERS IN THE NNM-EZ.

Objectives:

A. [3.1] Develop partnerships with educational institutions and public-private sector business to ensure educational programs support local economic development activities.

Activities include: developing a strategy for identifying business and labor needs and educational capacity to meet those needs; and developing a plan for aligning local business and labor needs with local educational program goals.

Status: Not much has happened on this objective. Luna Tech has a commitment with SBDC to provide training required for new jobs. However, they have not been asked to do so.

B. [3.2] Develop a Center for Business Development (CBD) at NMHU to implement an incubator process to provide development activities for public and private businesses.

Status: This has not been developed. Barriers are lack of funding and priority level. **Contact:** Dr. Manuel Ferran, Business Director, NMHU, 425-7511.

C. [3.3] Develop a bilingual MBA program at NMHU

Activities include taking the necessary steps to develop an internationally recognized program.

Status: This objective is still under discussion. Several position papers have been prepared on the topic. **Contact:** John Juarez, Dean of Academic Affairs NMHU, 425-7511.

D. [3.4] Establish outreach and awareness activities to inform NNM-EZ community members of new business and labor opportunities

Activities include creating regular announcement mechanisms via media; setting up seminars to discuss employment opportunities; establishing an employment opportunity HOTLINE

Status: This has not happened for lack of funds.

E. [3.5] Develop local counseling and referral mechanisms for job placement and/or enhancement of work skills

Activities include developing assessment devices for assessing skills, and providing community skills training.

Status: The Small Business Development Center at Luna Vocational Technical Institute sponsors periodic workshops which address basic business topics including skills development. **Contact:** Donny Bustos, LVTI-SBDC, 454-2546.

II. EDUCATION STRATEGIES

4. [GOAL I] CREATE AND STRENGTHEN A HEALTHY, PRODUCTIVE, AND RESILIENT COMMUNITY THAT INTEGRATES SOCIAL/CULTURAL, PHYSICAL, INTELLECTUAL, AND EMOTIONAL/SPIRITUAL DEVELOPMENT FOR ALL ITS MEMBERS.

Objectives:

A. [1.1] Identify the basic needs of the community on an ongoing basis

Use information to inform the development of programs and networks. Activities include conducting annual needs assessment through written surveys and other means, and using the data for coordination and planning.

Status: This is being addressed in the development of Master Plan.

B. [1.2] Establish "systemic building blocks" (e.g. bonding involving networking, partnerships, communicating, conflict management) for building a resilient community.

Activities include developing a Coordinated Service Delivery Model for use by participating agencies (service agencies, public offices, advocacy organizations, etc.) in meeting anticipated and unanticipated needs of target population.

Status: This objective has not been addressed. No agency has taken a lead role.

C. [1.3] Make available and coordinate health, educational employment, social services, and other resources - to ensure that community needs are met.

Status: This objective has not been addressed. No agency has taken a lead role.

5. **DEVELOP/ENHANCE AN INTERACTIVE, POWERFUL, AND VIABLE, PRE K-12 EDUCATION SYSTEM INCLUDING BEFORE, DURING, AND AFTER SCHOOL PROGRAMS.**

Objectives:

A. [2.1] Build active partnerships between the educational system and family, students, business, labor and public, private, profit, and non-profit groups

Activities include developing a Task Force of agencies, interest groups and family representatives.

Status: This objective is in developmental stage. Meetings have been held on the need for transition from Early childhood programs to Kindergarten. **Contact:** Jackie Padilla, LVTI, 454-2546.

B. [2.2] Establish high expectations through high standards and enriched course content and improve student performance

Activities include establishing a Task Force of the community, all public and private schools, including: preschool, K-12 and post secondary institutions.

Status: This objective is being met at the elementary and secondary levels. **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

C. [2.3] Implement innovative and effective educational approaches and programs to help students meet high performance standards

Activities include educator training, developing effective materials for all grades, implementing Safe & Drug-Free Schools Programs, implementing Before, During and After School Programs, implementing bilingual, multicultural programs and innovative educational programs (e.g. computer networking and technology).

Status: This is being accomplished "better than ever." **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

D. [2.4] Ensure that schools have the necessary resources to meet high performance standards

Status: This is a "perpetual struggle. The State needs to take a bigger role" in meeting budget requirements for education. **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

E. [2.5] Develop a community-based accountability system for schools

Activities include choosing/developing assessment procedures to monitor instructional effectiveness and provide useful feedback.

Status: This is "being worked on." **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

F. [2.6] Create a means for greater family involvement in and family opportunity for measuring their children's progress in schools

Status: A "big effort" is being made in this area. The Parent-Teacher Organization (PTO) recently applied for \$108,000 from the Department of Families, Youth and Children to develop collaborative projects between the schools and the City of Las Vegas to address this need. **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

6. ASSIST POST SECONDARY INSTITUTIONS TO (A) INITIATE PARTNERSHIPS WITH LOCAL BUSINESSES TO STIMULATE REGIONAL ECONOMIC GROWTH AND (B) PROVIDE POST SECONDARY TRAINING TIED TO EMPLOYMENT OPPORTUNITIES.

Objectives:

A. [3.1] Create a method that will ensure awareness of local business' current and future job needs as well as the resources available to meet those needs

Activities include developing a Task Force of local business and educational representatives to develop a strategy for identifying business needs and capability to meet needs.

Status: An advisory council was formatted as part of the SBDC at LVTI to determine the needs. LVTI now offers coursework and a certificate in Management for small business owners and entrepreneurs. **Contact:** Donny Bustos, LVTI-SBDC, 454-2546.

B. [3.2] Improve career training by establishing a system of institutional support for post secondary students based on demonstrated and anticipated employment demands, opportunities and shortages.

Activities based on Task Force review, research and recommendations.

Status: An advisory council was formatted as part of the SBDC at LVTI to determine the needs. LVTI now offers coursework and a certificate in Management for small business owners and entrepreneurs. In LVTI's Small Business Institute students work for credit with small businesses. **Contact:** Donny Bustos, LVTI-SBDC, 454-2546.

C. [3.3] Design culturally sensitive, innovative programs of study based on demonstrated and anticipated employment demands, opportunities, and shortages

Activities based on Task Force review, research and recommendations.

Status: Contact people were unaware of any special efforts taken in this area. The SBDC has not focused its materials on cultural sensitivity.

D. [3.4] Train and retrain local people so that they may qualify for employment opportunities available in the community

Activities include Task Force review, research and recommendations and developing support services (e.g. financial assistance, child care) to facilitate participation in training programs.

Status: NMHU and LTVI are working closely with the New Mexico Department of Labor in job training through the Job Training Partnership Act program (JTPA). More is needed in the area of Job retraining. The Department of Labor runs a “very successful” On the Job Training (OJT) program, as well. **Contact:** Tony Martinez, New Mexico Department of Labor, 425-6451

E. [3.5] Institutions will develop a system for placing graduating students or re-trained community members in local jobs.

Status: LVTI has a “Working to Learn” Program. Students go on a co-op assignment to get experience in their field. The objective is to place students into the field once they graduate. **Contact:** Diane Medrano, LVTI, 454-2546; and Ron Garcia at NMHU, 454-3466.

III. AFFORDABLE HOUSING STRATEGIES

7. CREATE A 10-YEAR MASTER PLAN TO GUIDE GROWTH, DEVELOPMENT, AND PROVISION OF AFFORDABLE HOUSING.

Objectives:

- A. [1.1] Identify the housing needs of the community and use this information to inform the development of new programs and networks. Activities include conducting housing needs assessment with written surveys, focus groups, public hearings, developing 5 and 10 -year master plan based on needs assessment.**

Status: This objective is addressed in the City Masterplan, although no specific housing master plans have been developed.

8. INCREASE THE AVAILABILITY OF QUALITY, AFFORDABLE HOUSING FOR LOW-INCOME PERSONS.

Objectives:

- A. [2.1] Rehabilitate existing housing units for low-income persons.**

Status: R-II Housing is addressing this objective at the County level through CDBG funds. 30 units of Public Housing recently were recently rehabbed.²⁵ R-II rehabs about two units of private housing per year through the HOME program. The City of Las Vegas City also is applying for grants for rehabilitation. **Contact** Hilario Rubio, R-II Housing, 454-0654.

²⁵ The EZ Strategic Plan sought to rehab 50 units for \$25,000/unit.

B. [2.2] Construct new housing units for low-income persons

Activities include building single-family dwelling units, rental units (including low-income rentals and rentals for persons with disabilities), rent-to-own units, and acquiring land for Habitat for Humanity projects.

Status: This is being addressed in part. Two houses have been completed though Habitat for Humanity. A private enterprise just completed 80 low-income units (the units are not located within the CC zone area). R-II is planning an additional 80 low income units for rental or possible ownership. Some units will be dedicated for mentally ill. **Contact** Hilario Rubio, R-II Housing, 454-0654.

9. PROVIDE LOW-INCOME PERSONS ACCESS TO QUALITY, AFFORDABLE HOUSING.

Objectives:

A. [3.1] Establish support systems to provide rental assistance for low-income persons

Activities include providing rental assistance vouchers for low-income persons, and establishing and implementing self-sufficiency programs for public housing residents.

Status: Not much has been done with voucher programs as the programs have been cut. R-II received a grant through the State Department of Public and Mental Health to provide support services for 30 mentally ill clients. **Contact** Hilario Rubio, R-II Housing, 454-0654.

B. [3.2] Prepare low-income persons for home ownership opportunities

Activities include developing rent-to-own programs, counseling to prepare low income residents for home ownership and establishing a one-stop information center to provide referrals for all federal, state, and local housing rental programs.

Status: R-II is began a state-wide homebuyer training program in February, 1996. **50 clients have been qualified to buy homes.** **Contact** Hilario Rubio, R-II Housing, 454-0654.

C. [3.3] Provide support mechanisms to assist low-income persons in purchasing housing units

Activities include: establishing a credit union to provide loans to low-income persons to purchase housing and/or preserve or restore historic dwellings; providing incentives such as closing costs and down-payment assistance; establishing a one-stop information center to provide referrals for all federal, state, and local housing programs.

Status: R-II is "looking into" all of these areas. R-II is seeking funding to establish a one-stop information center, possibly through revenues from sales of single family units. **Contact** Hilario Rubio, R-II Housing, 454-0654.

D. [3.4] Turn around Public Housing

Activities include: promoting jobs for residents; demolishing and rebuilding dilapidated buildings; developing self-sufficiency program; forming a residents coalition; rehabilitating existing units; requesting a waiver on rent rules that discourage residents from working.

Status: R-II has developed several jobs for residents through the TOP program (10 public housing residents, including a project coordinator, were hired in year-long positions as part of a five-year rehab phase. 30 units were rehabbed in 1995 and another 30 rehabs are in 1996). Nothing has been done in terms of requesting waivers on rent rules - "HUD was supposed to address this." There are two active tenant councils and R-II helped form a state-wide council in 1995. **Contact** Hilario Rubio, R-II Housing, 454-0654.

IV. HEALTH AND SOCIAL SERVICES STRATEGIES

10. SUPPLEMENT AND COMPLIMENT EXISTING SERVICES FOR CHILDREN, YOUTH AND FAMILIES THAT PROMOTE FAMILY COHESION, ECONOMIC SELF-SUFFICIENCY, AND GREATER HEALTH FOR OUR RURAL POPULATION.

Objectives:

A. [1.1] Identify the health-related needs of the community on an ongoing basis in coordination with all appropriate agencies and use this information to inform the development of programs and activities.

Activities include conducting annual interagency needs assessment (surveys, focus groups, interviews) for use in coordination and planning.

Status: This is an ongoing effort that is addressed in part through the Comprehensive Master Plan. The Hospital Board is using information from a survey to help determine fundraising priorities. **Contact** Hilario Rubio, R-II Housing, 454-0654.

B. [1.2] Reduce teenage pregnancy.

Activities include a range of in-school education on birth control/reproductive education, parenting classes, school-based day care, and promoting opportunities for higher education and non-traditional job opportunities for teen mothers.

Status: Programs have been initiated in middle schools and high schools. More is needed. Barrier is funding. **Contact:** William Mays, Associate Superintendent, Las Vegas City Schools 425-5277.

C. [1.3] Reduce incidence of domestic violence

Activities include: establishing shelter for battered families with strong educational component for both victims and offenders to address domestic violence dynamics and intervention; and referring alcohol/substance abusers to treatment.

Status: Las Vegas Shelter has existed for over a year. The Police department and the Judge are working to address issue of domestic violence. There is a lack of funding for expansion or shelters at other locations.

D. [1.4] Reduce incidence of alcohol and drug-abuse, including DWI

Activities include developing strategy to target current abusers and provide intervention and treatment; and developing and coordinating prevention and awareness strategies.

Status: Not much is happening in this area. Through Operation DWI the police department received equipment for enforcement. The City generally lacks funds for new programs.

E. [1.5] Provide appropriate day-care

Activities involve developing a program based on LVTI/Methodist Church pilot utilizing NMHU early childhood education students to help organize and implement the program.

Status: This objective is not being addressed. There is little public provision, although "quite a few" private day care centers are available. LVTI, NMHU and Las Vegas City schools all have programs.

F. [1.6] Increase access to health care

Activities include: developing triage-based mobile service units (MD, P.A., RN, Medical Social Worker); contracting with Health Centers to provide attending MD or P.A. 7 days/week in Anton Chico; recruiting and training indigenous caregivers from community to provide health care basics; and recruiting interns from LVTI nursing program.

Status: This objective is being addressed in part. Contracting with Health Centers to provide M.D. and P.A. to Anton Chico is an ongoing effort. An intern recruitment program with LVTI is also ongoing. **Contacts:** Dr. Swift or Susan Holguin at North Regional Hospital.

11. TO IMPROVE HEALTH STATUS OF ELDERLY POPULATION BY FACILITATING ACCESS TO HEALTH AND MENTAL CARE SERVICES.

Objectives:

A. [2.1] Develop a public education program that will provide information to the elderly about health services including preventative care

Activities include recruiting and training of elderly, and recruiting health care providers to assist elderly trainees to ensure information is accurate and meaningful.

Status: This is not being addressed formally. The Senior Citizens Center offers continual education on health as well as health-promoting activities. **Contact:** Claudio Chacon, Senior Citizens Center, 425-3434.

B. [2.2] Engage the elderly in the utilization of existing health care and mental health resources

Activities include establishing means to identify homebound elderly, providing advocacy services in linking elderly with appropriate providers, providing transportation, establishing two steering committees of elderly consumers to advise on identification and prioritization of services to the elderly.

Status: This is an ongoing effort of the Senior Citizens Center (SCC). SCC operates five senior centers, provides transportation and meals to homebound elderly and recreation and activities opportunities. The two committees were organized, but are not currently active. **Contact:** Claudio Chacon, SCC, 425-3434.

C. [2.3] Coordinate all elderly health and mental health resources utilizing a single point of entry system to ensure that the services compliment and supplement existing resources

Activities include implementing electronic bulletin board system with information on service providers and a community referral system and establishing a central data base off for elderly persons who access services.

Status: Nothing is happening for lack of funds. This objective was related to a grant proposal with the Kellogg Foundation. The money did not come through. According to Mr. Chacon, this objective has always been "A lot of talk and poca acción." **Contact:** Claudio Chacon, SCC, 425-3434.

D. Support other services and activities to improve the quality of life for elderly citizens

Activities include implementing Volunteer Services (Adopt a Senior, Foster grandparents, and Senior Companions), developing programs on home safety for the elderly, and providing social and recreational services.

Status: This objective has been addressed and the programs are ongoing. **Contact:** James Garcia, 454-1493.

V. ENVIRONMENTAL STRATEGIES

12. BRING THE ZONE INTO COMPLIANCE WITH STATE AND FEDERAL SOLID WASTE LAWS AND REGULATIONS.

Objectives:

A. [1.1] Identify the environmental needs of the community and use this information to inform decisions about solid waste management and other environment-related plans for the community

Activities include developing a Task Force to assess environmental problems and issues; establishing a joint powers agreement among governing agencies; and developing and implementing action strategies which include procuring financing.

Status: This assessment was completed around the time of the EZ application.

B. [1.2] Design a solid waste management infrastructure that serves both rural and city residents within the zone

Activities include conducting a user fee study for Sangre de Cristo Authority and implementing NM Environment study recommendations.

Status: The Sangre de Cristo Waste management facility will serve San Miguel and Mora counties. It has been partially funded. It is applying for grants. Contact Les Montoya, 454-1401 ext. 222.

C. [1.3] Develop an efficient plan for the collection, storage, and transfer of solid waste with minimal impact on land values and resources

Activities include conducting site evaluations for Sangre de Cristo Authority and conducting public hearings on site evaluation results.

Status: Project is ongoing. A site for the facility has not been determined yet.

D. [1.4] Develop a plan to support and promote recycling and other waste management businesses which reduced the public burden of waste management

Activities include establishing ordinances on recycling, developing a terminal recycling facility, and making seed money available for recycling businesses.

Status: The City has a grant to build a recycling center. Contact Les Montoya or Carl Armijo 454-1401 ext. 265.

13. PRESERVE THE QUALITY AND SUPPLY OF WATER WITHIN THE ZONE.

Objectives:

A. [2.1] Develop a coordinated strategy for liquid waste management.

Activities include improving enforcement of NM Environment Department regulations, and enacting county-wide ordinances requiring notification for residential and commercial development and its potential impact on water supplies.

Status: This is addressed in the Comprehensive Plan. Developing a system to conserve City effluent to irrigate parks. Developing a sludge injection site at the Las Vegas airport.

B. [2.2] Protect existing water resources through coordinated planning and management

Activities include coordinating 40-year water plans for San Miguel county; and conducting studies on groundwater supply and conservation.

Status: Ongoing project. Cost for expansion of water treatment facility is about \$7 million. The City is seeking @ \$3 million loan from the NM Finance Authority.

C. [2.3] Improve water and environment quality

Activities include implementing improvements to water systems including fire protection, and establishing liquid waste systems in Dilia Division of Guadalupe County.

Status: Activities have not been addressed pending development of a Comprehensive Plan for Guadalupe County which will encompass this objective. **Contact:** Richard Marquez, County Manager at 472-3791 or Manuel Baca, Project Coordinator, 472-3306.

14. CREATE A LAND-USE AND CONTROLLED DEVELOPMENT PLAN TO ALLOW FOR SUSTAINABLE ECONOMIC AND POPULATION GROWTH WITHOUT ADVERSE ENVIRONMENTAL CONSEQUENCES.

Objectives:

A. [3.1] Develop a coordinated strategy for the assessment of land-use

Activities include: characterizing land-use potential throughout the zone including the identification of important natural resources; determining limitations in the capacity of land to support specific activities including identifying critical sites that must be protected for water quality, wildlife habitat, or other environmental reasons.

Status: The City is only seeking clean industry in its outreach efforts, but no plan has been implemented. It may be addressed in the Las Vegas Comprehensive Master Plan.

B. [3.2] Develop a coordinated strategy for strict enforcement of land-use ordinances

Activities include: establishing cooperative agreements relative to land-use and controlled development among all respective governing agencies and land owners; and establishing guidelines for coordination in enforcing land-use ordinances.

Status: This is being addressed in the Las Vegas Comprehensive Master Plan.

VI. PUBLIC SAFETY STRATEGIES

15. ENHANCE POLICING POWER AND EQUIPMENT

Objectives:

A. [1.1] Identify policing and equipment needs of the zone

Status: The police department recently completed an assessment of traffic safety in which it identified equipment needs for Las Vegas. The department received enforcement equipment through Operation DWI funding. Contact Chief Gilbert Vega, 425-7504.

B. [1.2] Increase human resources for the City of Las Vegas Police Department and the Sheriff's departments of Guadalupe and San Miguel counties

Activities include developing and implementing recruiting strategies for the Las Vegas Police Department and for the San Miguel and Guadalupe County Sheriff's Departments.

Status: The Las Vegas police department and Sheriff's office have improved their recruitment methods to include oral, written and physical agility testing. Las Vegas PD has added six new positions since July, 1995 (Two housing police officers, one officer through the Crime Bill, one narcotics officer, and two Juvenile Probation Officers). **Contact:** Police Chief Gilbert Vega, 425-7504.

C. [1.3] Increase material resources for the City of Las Vegas Police Department and the Sheriff's departments of Guadalupe and San Miguel counties

to identify and purchase materials/equipment for the City of Las Vegas Police Department and for the San Miguel and Guadalupe County Sheriff's Departments.

Status: All sherriff units have ordered new police vehicles. Chief Vega said that Las Vegas "is behind where we should be." The cars are "constantly in need of replacing...We're not in bad shape yet, but will be soon if we don't start replacing the vehicles." The Department purchased several computers through NM MFA to update the emergency system and to replace hand held radios. The Department also got an Animal Control Unit.. **Contact:** Chief Gilbert Vega, 425-7504.

16. STRENGTHEN CRIME PREVENTION TO INCLUDE SAFETY AND AWARENESS

Objectives:

A. [2.1] Evaluate and establish Neighborhood Watch Programs.

Status: 'Quite a few' Neighborhood Watch programs have been developed.'

B. [2.2] Develop programs to prevent gang activity, drug-abuse and DWI

Activities include identifying gang activities and drug-abuse in the NNM-EZ neighborhoods, meeting with community members to determine the best prevention alternatives, and developing a coordinated plan for prevention activities and programs, and implementing the prevention activities and programs.

Status: The Las Vegas Police Department formed a Juvenile Crime Unit in 1994 with three officers assigned to it. The Palmers and DARE programs are working in the schools. A program to work with elementary schools will be in place shortly. **Contact:** Chief Gilbert Vega, 425-7504.

17. PROVIDE FOR THE DETENTION NEEDS OF THE ZONE.

Objectives:

A. [3.1] Develop plan for a detention facility

Activities include meeting with authorities and community members to determine purpose/s and operation of a detention center, and locating a site.

Status: A Las Vegas facility is coming on line in July 1996. Funding is through a loan by the City. A Santa Rosa facility, funded by the State Legislature, will be running within two years.

B. [3.2] Construct a detention facility

Status: See 17-A.

18. PROMOTE A SAFE, HAZARD-FREE ENVIRONMENT.

Objectives:

A. [4.1] Identify environmental hazards in the zone

Activities include assessment and prioritization of environmental hazards to be removed and/or minimized.

Status: Not being addressed for lack of funds.

B. [4.2] Plan long and short term actions for removing and/or minimizing environmental hazards

Activities include meeting with authorities and community members to develop long & short-term plans, and presenting the plans to the community.

Status: Not being addressed for lack of funds.

C. [4.3] **Remove and/or minimize all environmental hazards.**

Status: Not being addressed for lack of funds.

VII. TRANSPORTATION STRATEGIES

19. **CREATE A TRANSPORTATION SYSTEM THAT IS SUPPORTIVE OF AND RESPONSIVE TO ECONOMIC DEVELOPMENT WITHIN THE ZONE.**

Objectives:

A. [1.1] **Identify the current and potential transportation needs of the community and use this information to inform planning and development**

Activities include: conducting on-going assessment of transportation needs in the zone including emergency response systems; conducting a feasibility study of a mass transit system in the zone; and developing a contingency plan to respond to changing transportation needs.

Status: A new service is on line. Looking at development of Transportation Department Center. Funded through ISTE A funds with support from Congressman Richardson. **Contact** Carol Moya, Interim Director, 454-1401 ext. 227.

B. [1.2] **Support the development of transportation-related private business**

Activities include identifying and providing appropriate state and federal tax incentives for transportation-related business; making necessary improvements to transportation systems; and providing training and equipment to improve emergency response systems.

Status: This objective has not been addressed. Nobody has taken the initiative.

VIII. RECREATION & CULTURE STRATEGIES

20. **PROVIDE A MULTI-PURPOSE RECREATIONAL CENTER IN LAS VEGAS.**

Objectives:

A. [1.1] **Design a long- and short-term plan for managing the multi-purpose center**

Activities include developing a comprehensive plan for a teen and cultural center; creating plans and support for local festivals.

Status: This project is being developed with \$3 million funding. Construction is expected to begin in 1996. The new Recreation Department (2 years old) will manage the facility. **Contact** Orlando Brown 454-1401 ext. 227.

B. [1.2] Renovate the Las Vegas Recreation Center

Activities include constructing a swimming pool and enhancing Center to include cultural arts center.

Status: The new Recreation Center will have a swimming pool, but nothing is happening on renovation of the (old) Las Vegas Recreation Center or development of a cultural arts center.

Barrier: There are no funds for the projects.

C. [1.3] Purchase equipment and supplies to support the multi-purpose center

Activities include obtaining playground equipment, tables and benches and securing maintenance and support equipment for swimming pool and cultural center.

Status: This is included in Objective 20-A.

21. IMPROVE THE ANTON CHICO PARK TO SUSTAIN A VARIETY OF CULTURAL AND RECREATIONAL ACTIVITIES.

Objectives:

A. [2.1] Design a long- and short-term plan for managing the multi-purpose center

Activities include developing a comprehensive plan for a teen and cultural center; creating plans and support for local festivals.

Status: Not being addressed for lack of funds.

B. [2.2] Renovate the Anton Chico Recreation Park

Activities include constructing a swimming pool and refurbishing park to Center to include a teen and cultural arts center.

Status: Not being addressed for lack of funds.

C. [2.3] Purchase equipment and supplies to support multi-purpose center.

Status: This is not being addressed for lack of funds.

VII. THE TORRANCE COUNTY EC INITIATIVE

A. Introduction

While its needs are many with too little staff, Torrance County is making notable progress in implementing many of its Strategic Plan goals. It should be noted, however, that several of the successful projects were developed in the villages of Estancia and Moriarty, which are not included in the CC area. Determining the degree to which these projects may benefit the residents within the CC area requires further analysis.

B. Background of the CC Target Area

The CC Target Area was one 761.5 square mile census tract with a population of 1,718, of whom 531 were living in poverty. The area has a multi-cultural population and a dynamic history.

C. The Planning Process

Torrance County put its CC Strategic Plan together in two months time. Five public meetings were held. The largest was in Mountainair where 150 community members (almost 10 percent of the target area population) turned out. Public outreach was conducted through major public and civic organizations (Rotary Club, Senior Citizens organizations, churches, the Park Service and the Forest Service).

D. The Strategic Plan

The Torrance County CC Strategic Plan has three major goals with 18 objectives.²⁶ The goals were to:

- 1) Provide a broad based educational system that is accessible to members of the community and the surrounding region;
- 2) Create jobs that will not only service the community population, but the region aswell. The jobs will take advantage of the communities' unique historical, cultural and natural resources, as well as human resources

²⁶ The CC cited several additional community goals on page 32 of their Strategic Plan. Although these were not formally incorporated into the Plan, they are assessed here as goals 4-8 in the Strategic Plan assessment.

- 3) Expand existing businesses and develop new markets for community products and services. Increase self-sufficiency through local business expansion.

The Strategic Plan details 13 goals with 35 objectives. Eighteen objectives (51%) are being or have been addressed, 16 (46%) have not been addressed, and the status of Goal VII (3%) requires additional assessment to determine the impact of the issues raised.

E. Implementation Efforts and Current Planning

The CC has made significant progress in implementing the following Strategic Plan objectives:

Education

- Several **mentorship and OJT programs** (including The Teenage Pregnancy Program (TAP) and Character Counts are up and running throughout Torrance County. The Youth Conservation Corps (YCC) has been active in the towns of Willard and Encino.
- The plan called for vocational education, but Torrance County got a **sub-branch of the University of New Mexico-Valencia** in Moriarty (outsided the CC target area). Many students are taking computer and business classes.

Job Creation

- **The Tourism and Scenic Byways Initiative** of the Torrance County New Mexico MainStreet Program is addressing Plan objectives for developing tourism and its auxiliary services and for expanding local assets and regional points of interest. The road Torrance County hopes to designate as a historic byway (NM Route 55) bisects the designated CC area.

F. Needs Assessment

- 1) If possible Torrance County should hire an additional staff person to promote and monitor implementation of the Strategic Plan goals. While the County is clearly going forward toward meeting its top goals, projects without champions or resources are inevitably going to fall through the cracks. There are good people working on a range of projects. It might be useful to attempt to improve the coordination of resources, efforts and information on project implementation throughout the CC target area. Another Town Hall meeting to assess the Strategic Plan goals and progress could prove to be a worthwhile venture.

- 2) In addition to improving its economic development capacity, Torrance County needs to focus attention on developing/promoting an affordable housing initiative.
- 3) Finally, The County should be sure to pursue the University of New Mexico Hospital (UNMH) health care training program to be operated in conjunction with the CDBG-funded regional health care facility in Mountainair. (Goal 1, #2) Health care professionals are highly sought after. This program could provide excellent jobs and training.

EC STRATEGIC PLAN STATUS ASSESSMENT

Torrance County

Goals:

I. ACCESSIBLE EDUCATION

- 1. PROVIDE A BROAD BASED EDUCATIONAL SYSTEM THAT IS ACCESSIBLE TO MEMBERS OF THE COMMUNITY AND THE SURROUNDING REGION.**

Objectives:

- A. Develop building trade classes beginning at the High School level that are also open to all interested community members (welding, plumbing, carpentry, architectural restoration, mechanical repair, etc.)**

Status: Vocational type classes strictly along the lines of the objective are not available. Ayre and the County are working to try to team up with TVI to make more vocational training available. **Barrier:** Politics. The Commission on Higher Education (CHE) no longer controls the educational institutions. The control moved to the Regents and school boards; however, the funding mechanisms did not move. Torrance County would have to run a mill levy to support a new program. It's very difficult to work with TVI and UNM simultaneously. Nevertheless, a community college has been established in Moriarty as a sub-branch of UNM-Valencia. Current enrollment is at about 120 students. Two-thirds of the students are enrolled in for-credit courses. Many students are taking computer and business classes. There is also a concurrent enrollment program for high-school seniors who want to take English and History 101. **Contact:** Bob Ayre, President of Moriarty Chamber of Commerce, DWI Coordinator and Board Member of NM MainStreet - 384-5448

- 2. ESTABLISH HEALTH CARE TRAINING TO COMPLIMENT THE ANTICIPATED CDBG-FUNDED REGIONAL HEALTH CARE FACILITY TO BE LOCATED IN MOUNTAINAIR.**

Status: There are no firm plans to provide health care training. If a program is established, it will be administrated through UNMH's Rural Outreach Program. Classes can be taught at the Community College in Moriarty. A basic primary clinic funded through CDBG funds is expected to come on-line by January, 1997. The clinic will not have an X-ray or expensive equipment. It will provide office space for the WIC and Public Health programs. The UNMH doctors and care providers are currently funded with a Rural Primary Health Care grant. If the grant is not re-funded, UNM University Hospital will continue the program. **Contacts:** Marilyn Mignery, Cooperative Extension 4-H Agent/Home Economics, 384-2372; Randy Evetts, Rural Health Outreach Coordinator, the University of New Mexico Hospital (UNMH), 843-2111; Arthur Kaufmann, Chairman of Family and Community Medicine, 843-2111.

3. INITIATE A CHILD CARE PROGRAM AND FACILITY.

Status: This is not currently happening, but is still being discussed in the County.

Barrier: Funding & a lead agency are lacking.

4. ESTABLISH ADULT BASIC EDUCATION (ABE) CLASSES AND GED PREPARATORY CLASSES.

Seek federal funding through the ABE Act. Provide classes at a satellite campus in a Mountainair public school with through link-up with Albuquerque T-VI and the University of New Mexico - Valencia Campus.

Status: This program is run occasionally out of Estancia. According to Bob Ayre, "Periodically GED classes rise up from the mist." Ayre has been unable to find out who is running the programs. He would like them to be offered in the Community College in Moriarty.

5. DEVELOP MENTORSHIP/APPRENTICESHIP/OJT TRAINING/SCHOOL-TO-WORK PROGRAMS THAT WOULD COINCIDE WITH ON-GOING EDUCATION CLASSES.

Status: Several mentor and job training programs are operating in the county. Two mentor-based programs in the schools are the Teenage Pregnancy Program (TAP), and Character Counts (a scouting-type motivational program). The towns of Willard and Encino have hosted Youth Conservation Corps (YCC) members funded with grants through the New Mexico Department of Energy, Minerals and Natural Resources. The focus of the YCC program is job training with a skilled mentor. Willard was just awarded a YCC contract in which six youth members will work 20 - 25 weeks to renovate the community center. **Barriers/limits:** There is little or no coordination between mentorship programs. More OJT is needed. Grant-funded YCC programs are intermittent with no local office or organizational base of support.

6. CREATE VOCATIONAL AGRICULTURE CURRICULUM IN THE HIGH SCHOOL.

Status: The Agricultural Extension, Future Farmers of America (FFA) and 4-H all contribute to meeting this goal. Bob Ayre calls them "great programs" that are growing. There are 450 kids in 4-H in Torrance County, "about the same number as play baseball," according to Ayre. The schools change their hours during the State Fair to accommodate the large number of kids who participate in the fair. **Contact:** Ernest Gutierrez, Superintendent of Estancia schools; Bob Ayre, President of the Moriarty Chamber of Commerce, 384-5448.

7. DEVELOP COMPUTER AND LANGUAGE ARTS CLASSES.

Status: UNM Continuing Education offers computer classes at the high school in Estancia for credit and for fun. Spanish classes are offered in the Community College in Moriarty.

Barrier: Transportation. It's a 45 minute drive between Estancia and Moriarty with a number of students and potential students living in both areas. **Contact:** Ernest Gutierrez, Superintendent of Estancia schools; Bob Ayre, President of the Moriarty Chamber of Commerce, 384-5448.

8. DEVELOP RECREATIONAL EDUCATION CURRICULUM THAT CAN BE CROSS-LINKED WITH THE CHILD CARE OBJECTIVE.

Status: This project was specific to the EC application. It is not a dead issue, but is a much lower priority.

9. CREATE TOURISM CURRICULUM.

Status: Nothing is being done in terms of a tourism curriculum. Tourism is being promoted by other means.

General barriers for Goal 1 [these barriers were identified in the EC application]:

- 1) Lack appropriate facilities, though some are slated to come on line soon.
- 2) Lack necessary equipment
- 3) Lack sufficient transportation to service educational needs
- 4) Lack teaching personnel

II. CREATE JOBS

CREATE JOBS THAT WILL NOT ONLY SERVICE THE COMMUNITY POPULATION, BUT THE REGION AS WELL. THE JOBS WILL TAKE ADVANTAGE OF THE COMMUNITIES' UNIQUE HISTORICAL, CULTURAL AND NATURAL RESOURCES, AS WELL AS HUMAN RESOURCES.

1. CREATE A CHILD CARE NETWORK, INVOLVING SINGLE PARENTS AND FAMILIES AS WELL AS MENTORSHIP FOR TEENS AND SENIOR CITIZENS.

Status: This objective was geared specifically to the EC application. No network per se has been established. Child care remains a problem in the county as a whole. Zia Food Care, a State program, monitors homes where day care is undertaken. The program also provides on-site training for adults who take care of children in their homes. Child care classes are also occasionally offered through the Cooperative Extension. In terms of mentorship, the Teenage Pregnancy Program (TAPP) provides two coordinators who mentor teens from mid-school and up. The program is funded by the Mother and Child Health Care office. There are no mentorship programs for seniors, but the Commission on Aging offers occasional classes through the Senior Office. **Contact:** Marilyn Mignery, Cooperative Extension 4-H Agent/Home Economics, 384-2372.

2. ESTABLISH A TRANSPORTATION AUTHORITY SO TRANSPORTATION WILL NOT BE A LIMITING FACTOR TO JOB CREATION.

Status: Public transportation is unavailable except for Medicaid patients. People drive everywhere. They shop and work in Albuquerque and Santa Fe. Transportation remains a big problem. **Barrier:** The population apparently isn't big enough to justify/make feasible a public

transportation system. A COMPREHENSIVE TRANSPORTATION STUDY is needed to help determine whether vans would be feasible. Then decisions would have to be made regarding where to obtain the vans, what schedule to run, who to transport, and where. "Not only do we not have the money, we don't have the staff [to undertake new programs]." -Ted Reddinger.

Contact: Ted Reddinger, Torrance County Manager, 384-2418

3. CREATE A RECREATIONAL FRAMEWORK IN ORDER TO INCREASE COMMUNITY JOBS AND SUPPLY A NEED FOR EXTRA CURRICULAR ACTIVITIES TO INCLUDE AREA RESIDENTS AND TOURISM PROMOTION.

Status: Not being addressed. Kids need something to do. After school activities for teenagers are limited. This contributes to Torrance County having one of New Mexico's highest per capita pregnancy rates. The Teenage Pregnancy Program (TAPP) is in two of the three high schools, but it does not alleviate the problem of teenagers having nothing to do after school and at night.

Barriers: Lack of focus on problem, lack of resources with which to address it.

4. DEVELOP TOURISM AND ITS AUXILIARY SERVICES.

Status: Tourism development is one function of the Torrance County NM MainStreet program. The county is advertising that it has plenty of room nights available and that there are attractions worth stopping to see. The County has developed brochures and fliers and is developing a billboard advertising campaign. A Scenic Byways designation is being sought for NM Route 55 which will increase tourism if granted. **Barrier:** There is no Visitor's Center. This lack may be addressed if granted the Scenic Byways designation. **Contact:** Susan Simons, New Mexico MainStreet Coordinator, 384-2418.

5. EXPAND LOCAL ASSETS AND REGIONAL POINTS OF INTEREST [HISTORICAL RESOURCES/ASSETS].

Status: This is being addressed as part of the Tourism and Scenic Byways initiative of the Torrance County MainStreet program. The county is rich in archeological sites, including saltbeds where many dinosaurs have been found. There is a small museum in Moriarty. **Contact:** Susan Simons, New Mexico MainStreet Coordinator, 384-2418.

6. ASSIST WITH IN-PLANT TRAINING FOR NEW BUSINESSES.

Status: No in-plant training is underway. Judy Elstner stated that R&E is there to support businesses in any way they need it, including training. To her knowledge, however, no area businesses are requiring in-plant training. **Contact:** Judy Elstner, Retention and Expansion program (R&E), Cooperative Extension, 384-2372

7. IMPROVE TRANSPORTATION

Status: [See GOAL 2-#2].

8. IMPROVE INFRASTRUCTURE AND FACILITIES, ESPECIALLY ROADS AND NEW RECREATIONAL FACILITIES.

Status: Torrance County has over 950 miles of roads; only two miles are paved. The county is not seeking any new roads, but wishes to maintain its dirt roads and upgrade to some kind of PAVING where feasible. In terms of a recreational facility, MainStreet is making a proposal to the Forest Service and possibly the Park Service to fund development of a COMMUNITY OR RECREATION CENTER that would offer educational/ instructional programs to tourists and locals alike. The program might include agricultural heritage and woodworking classes, as well as interpretive trails/exhibits, and instruction in woodcutting and land management.

Barriers: Scenic Byways designation required as prerequisite, funding. **Contact:** Ted Reddinger, Torrance County Manager, 384-2418; Susan Simons, New Mexico MainStreet Coordinator, 384-2418.

9. PROVIDE/INCREASE DAY CARE FOR CHILDREN.

Status: [See Objective #1 of GOAL 2].

III. EXPAND EXISTING BUSINESSES AND DEVELOP NEW MARKETS FOR COMMUNITY PRODUCTS AND SERVICES. INCREASE SELF-SUFFICIENCY THROUGH LOCAL BUSINESS EXPANSION.

1. INCREASE TOURISM BY TARGETING LOCAL ASSETS AND AREA HISTORY.

Status: NM MainStreet and R&E are working with businesses to identify their needs and to increase communication and coordination. R&E completed a survey and extensive interviewing of 55 businesses in order to compile a database of information on area businesses. The information gathered contains data which can be tracked over time (e.g. the number of full- and part-time employees). The information is free and available to the public. **Contact:** Susan Simons, New Mexico MainStreet Coordinator, 384-2418; Judy Elstner, Retention and Expansion program (R&E), Cooperative Extension, 384-2372.

Sub-objectives:

[THE EC APPLICATION INCLUDED THE FOLLOWING LIST OF SUB-OBJECTIVES]:

A. Capitalize on market for current products

Status: This is happening to a small extent.

B. Rehabilitate empty buildings

Status: Mountainair has been good at this, but each time they rehabilitate one building, a tenant moves out of another building.

C. Inventory of local businesses (pinpoint gaps)

Status: Done

D. Improve city/community roads

Status: Implementation is continual & ongoing.

E. Develop market niche for local products

Status: R&E project - project in infancy stage

F. Entertain/promote local & regional events (e.g. Ranchers Day)

Status: Rancher's Day has been very successful. There were 4-5 people on every committee. The festival was self-funded (i.e. the ranchers paid for it themselves). The Bean Fiesta also has been a big hit [the Bean Fiesta takes place outside of the CC zone].

G. Take advantage of local skills

Status: Have not investigated providing education for business people through the SBDC's

H. Create loan pool (micro loans)

Status: That project is "pretty far down the road." That was part of the EC program. It might be a function of R&E, but that might be stretching it.

I. Recapture revenue that is leaving region

Status: There is a Buy at Home campaign at Christmas and a bazaar of local artisans during Ranchers Day.

J. Beautify towns/streetscapes in target area

Status: This is an ongoing function of MainStreet.

K. Hire community people for local employment

Status: Ongoing. R&E operates an Employment Clearinghouse. They take applications from job seekers and provide them to potential employers.

[Additional Goals:]

[THESE COMMUNITY GENERATED GOALS WERE MENTIONED IN THE STRATEGIC PLAN (PAGE 32), BUT WERE NOT STRUCTURED INTO THE PLAN AS GOALS].

IV. YOUTH PROGRAMS - RECREATION - AFTER SCHOOL

Status: [See Goal 2-3].

V. FARMERS & RANCHERS CO-OP

Status: Attempted to organize a farmers cooperative market last Summer, but it was a bad year for farmers. The farmers organized a successful Pumpkin Festival in Moriarty. They plan to try the cooperative market again this Summer.

VI. HOUSING

Status: There are some subdivisions in the works but the County is not involved in housing. There is a real need for it (Almost no rental housing is available in the county and very few multi-family units), but the County lacks staff and resources to address the need.

VII. ENVIRONMENTAL RESTRICTION

Status: Spotted Owl problems. Regulation of public lands -especially pertaining to grazing and wood cutting issues- affects people living in mountain communities.

VIII. CAPITAL DEVELOPMENT (INVESTMENT CAPITAL/BANKING)

Status: Ted Reddinger, principle CC contact person, is interested in implementing this goal, but lacks adequate staff and funding to pursue it.

VIII. THE CITY OF HOBBS & LEA COUNTY EC INITIATIVE

A. Introduction

Many of the projects in the Hobbs/Lea County Strategic Plan are very active. Significant progress is being made in the development of health care programs and facilities, as well as in community facilities and transportation-related infrastructure. While the city has some of the most affordable housing in New Mexico, with median home prices of approximately \$60,000, major problems exist regarding housing quality. Many homes that need rehabilitation were poorly built initially and lack foundations. Because of this, they cannot qualify for assistance under existing rehabilitation programs. The City expects a wave of new housing construction and a substantial improvement in the quality of life if the much anticipated detention facility is built there.

B. Background

The City of Hobbs EC Initiative targeted four census tracts in a 11.6 square mile area in the southern half of the city. The poverty levels ranged from 35.2% to 54.7%. This area contained the greatest percentage of minority youth and female-headed households. It experiences high unemployment levels, deteriorating housing conditions and the general absence of new construction and development.

C. The Planning Process

Hobbs began considering whether to participate in the EZ/EC initiative in March 1994. The first public meeting was held on 5/10/94. Hobbs had completed a community based strategic plan in 1992 and used the EC planning process as a vehicle to revisit and build upon some of the goals and issues in that plan. The City invited participants from the 1992 effort to take part in the EC initiative. In all, eight public meetings were held with attendances of about 15 people --which is considered a good turn out for public meetings in Hobbs. The participants in the process represented a good cross section of the community, from small business owners in the zone to pastors of major area churches (including a predominantly Black Baptist church and a predominantly Hispanic Catholic church), to finance people from the banks. The city and community worked together to rapidly develop, draft and submit their strategic plan. Russell Doss, City Engineer and Artie Hart-Corelis of the Industrial Development Corporation wrote up the strategic plan and the application.

D. The Strategic Plan

The Strategic Plan addressed seven categories:

- 1) **Education and Training** - which sought to address the need for additional and better job and job skills training and development in a new Education/Training Facility. The facility was a major objective of the EC Initiative.
- 2) **Business Development** - which sought to increase business related educational opportunities (in the Education/Training Facility), increase the availability of and accessibility to funding sources for small businesses, and to begin a Business Incubator.
- 3) **Jobs Programs** - In this category, the community emphasized that the most important component of their "Economic Improvement Plan" was to develop quality jobs for youth (especially) and for adults.
- 4) **Housing Improvements** - The plan focused attention on the need for rehabilitation for homes of low income residents, on the need for flood mitigation construction to remove a potential threat to property owners, and on developing means for low income renters to purchase their homes.
- 5) **Social Services** - The plan listed Hobbs' major social service providers together with their goals and organizational/funding needs.
- 6) **Transportation Concerns** - addressed the need for adequate public transportation and the development of the Southeast Truck Bypass in order to re-route hazardous materials, as per WIPP.

E. Implementation Efforts and Current Planning

The Hobbs Strategic Plan has seven goals with 39 objectives. Of the objectives, 25 (64%) are being or have been addressed, 13 (33%) have not been addressed, and the status of #III-B.1 (3%) remains to be ascertained.

A major emphasis of the Hobbs Strategic Plan has been to address the need for adequate health care. While the city has made some important gains in this area (see below), it is especially interested in upgrading its perinatal program, despite cutbacks in the State-funded program. While the city has not yet realized several of the 'big ticket' items in the plan, such as the Training & Edu-

cation Facility or the Recreation Center,²⁷ it has seen success in the following areas:

Basic needs

- The City **established programs to address the need for transitional housing, emergency meals and transportation for the elderly.**

Health care/social services

- Hobbs was **selected to participate in the Community Solutions for Rural Health Initiative** of the National Rural Health Association. The city is **completing a comprehensive health needs assessment.**
- Lea County funded the **establishment of medical and dental facilities to increase service to low income patients.**

Economic development & job training

- The city contracted the Industrial Development Corporation of Lea County, Inc. (IDC) to promote area economic development. **IDC recruited three new businesses to the CC area in 1995 for a net increase of 50 jobs.**
- **IDC offers wage and tax subsidies to encourage area businesses to hire non-skilled local workers and to provide in-plant training.**
- The New Mexico Legislature plans to site a **new regional detention facility** in Hobbs, as well as a **Junior College Training Center.**

Housing

- Hobbs received State **CDBG funds to complete rehabilitation on 11 homes in 1995.** The city plans to rehabilitate three additional homes by June, 1996.

Environmental quality

- **A natural gas program was established for city vehicles**
- **An active recycling program was implemented.**

²⁷ Hobbs is seeking \$350,000 for the Recreation Facility, which may include a baseball or soccer plex. The city received a \$100,000 appropriation in 1995 for a Community Center which may end up being a second Senior Center.

F. Strengths and Weaknesses in the Process and the Plan

One of the strengths in the EC strategic planning process, according to Russell Doss, was that it required people to get out and talk with community members to identify the needs and then to bring people together to reach a consensus. The program was good because it "gave us an idea of where we're going and the individual agencies are able to find out where we're going." Mr. Doss considers the strength of the strategic plan itself to be the variety and range of areas it covers. The process got the city to begin looking at a number of areas and needs it previously had not considered.

The biggest weaknesses were the time factor and the demands on staff to plan and develop the application. Mr. Doss stated: "This took a lot of work, resources and time. Unless it's required, I don't think the City Commission is going to allow us to spend a lot of time doing something like this again when the incremental benefits from it are going to be so small."

G. Needs Assessment

1. **Housing:** As stated in the introduction, Hobbs has a major housing problem. Funds and programs will need to be identified either to rehabilitate or to remove and replace dilapidated housing. In addition, determined efforts should be made to develop new, decent and low cost housing for rent or ownership.
2. **Economic Development:** The Business Development section of the Strategic Plan was very limited in scope and focused on Small Business Development Center initiatives. This section gives no indication either of the number and types of projects undertaken by the Industrial Development Corporation (IDC), which contracts economic development work for Hobbs and Lea County, or of the long term strategic goals the city has for the types of industry and business it would like to recruit and promote. Information from a Targeted Industries Analysis (TIA) contracted for the IDC will be used to fine tune IDC's marketing plans. A summary of the findings is expected in June, 1996. The City should meet at that point with the IDC, the SBDC and other business interests and members of the community to review the TIA findings and to encourage public input into the development or revision of a long range strategic plan for economic development.²⁸
3. **Job Training:** A good number of job training programs are running in Hobbs, but there appears to be little or no effort to coordinate information about them. Each program or agency is struggling independently to maintain/obtain

²⁸ For more information on the IDC or the TIA, **contact:** Artie Hart-Corelis, Marketing Director, IDC, 397-2039.

funding. If NMJC goes ahead with a plan to expand its job training programs into a new center combined with the Continuing Education program, that center should include a One-Stop-Shop for local job and training program information and coordination. Networks should be developed and nurtured through the center to allow agencies and organizations to partner in their grantwriting efforts. This should promote more efficient utilization of human resources, as well as allow the organizations to solicit support from a wider range of support institutions and foundations. In the meantime, these ideas could be discussion points for the Area Development Alliance at its quarterly meeting.

4. **Youth Development:** Hobbs is doing well in terms of the resources it has dedicated to addressing juvenile problems. The city needs to make certain that opportunities for youth development (job training, /experience, education, recreation and culture) also are developed and promoted. Hobbs can do wonders for its future by attending to the betterment of its future's protagonists.

EC STRATEGIC PLAN STATUS ASSESSMENT

City of Hobbs

Goals:

I. EDUCATION, TRAINING & YOUTH

A. Education & training objectives

1. Classroom facility in zone - provide "in zone" education & training
2. Computer facility adjacent --improve computer literacy
3. Administrated by New Mexico Junior College (NMJC) SBDC (upper level students/part time jobs) to supervise facility.
4. Classes to include GED classes, Vo-Tech training, ESL-SSL, literacy training, computer training, small business workshops and other training

Status: This goal was specific to the EC application. Nothing has been done to establish the computer facility and adjoining classroom. The Junior College is offering ESL, but federal funding for other programs has been slashed. The Vo-tech training programs are still going in the schools. The SBDC is interested in merging its services with the Department of Continuing Education at NMJC

B. Boys/girls club

Acquire 3 additional computers.

NMJC application for federal grant. Five year funding to improve basic education skills and to develop five vocational/tech programs for student outreach (Office Tech, Computer aided drafting, Automotive Tech, Medical Lab. Tech, Hazardous Materials Management. Provide college credit for high school classes.

The Boys and Girls Club provides computer training and recreation programs which benefit a large number of low income and minority youth. [NMJC sought a five year grant to improve basic education skills and to develop five vocational/tech programs for student outreach (Office Tech, Computer Aided Drafting-CAD, Automotive Tech, Medical Lab Tech, and Hazardous Materials Management). NMJC wanted to provide college credit for those classes offered to highschool students].

Status: This goal is being addressed. The NMJC program was funded through a Title III grant and is in its second year. A new course is brought on line each year. The CAD and Automotive programs are open to vocational highschool students for college credit under the Concurrent Credit program. Computers have been donated to the Boys and Girls Club and Computer Training/tutoring classes have been set up. "The program is working well." **Contact:** Jeff Williams, Director, Boys & Girls Club, 397-4446; Marilyn Jackson, Director of Learning and Career Services, NMJC, 392-5499.

Status (1-B, cont.): Computers have been donated to the Boys and Girls Club and Computer training/tutoring classes have been set up. The program is going well. **Contact:** Jeff Williams, Director, Boys and Girls Club, 397-4446.

II. BUSINESS DEVELOPMENT

A. SUPPORT NMJC SBDC WITH THEIR SMALL BUSINESS START UP AND ENHANCEMENT PROGRAM:

1. With Education Center (Classroom facility) in labor education and training;

Status: Nothing has been done on this objective. However, the NMJC-SBDC is interested in merging its services with the Department of Continuing Education at NMJC. **Contact:** Roger Moore, SBDC, 392-4510.

2. Increase amount of financial assistance available to small businesses;

Status: SBDC runs a Business Start Up and Enhancement program in which it acts as an intermediary in locating funds for businesses. It works to enhance and enlarge secondary funding resources.

3. Access New Mexico Community Loan Fund for small loans for start up of community based businesses;

Status: SBDC has made several attempts to access the New Mexico Community Loan Fund, so far without success.

4. Acquire and develop an approximately 40,000 sq. ft. facility for a business incubator, educational classroom and computer training lab.

Status: Nothing has been done on this, although it remains a long range goal. The barriers are staffing and funding. NMJC-SBDC changed directors twice in 1995. It has been difficult to maintain a direction. **Contact:** Roger Moore, SBDC, 392-4510.

III. JOBS PROGRAMS

A. ASSIST LISTED PROGRAMS

[THERE IS NO ONE-STOP-SHOP FOR INFORMATION ABOUT THESE PROGRAMS]

1. College JTPA - NM Dept. Of Labor, NMJC

Status: Job Training Partnership Act (JTPA) program is ongoing.

2. JTPA Summer Youth Jobs - Dept. Of Labor, Hobbs Schools;

Status: Due to funding cuts, Hobbs will not get this program for Summer 1996. There will only be six Summer programs in the State and only in the largest cities.

3. School to Work Program - NMJC proposed program;

Status: The School-to-Work program remains to be developed. A Tech preparation program is in place at NMJC.

4. Project Forward, JOBS - NM Income Support Division, NMJC, CSW;

Status: Implemented and ongoing.

5. Youth HUD Training - HUD (Roswell) - possible program;

Status: Program is only in Roswell.

6. High School Vocational Program - Hobbs Schools; Integrated Job/Employment Support - NM Dept. of Labor, TDC, C of C;

Status: This is addressed through Project Forward work study through the JTPA.

7. Work Supplementation Program (Welfare) - NM Dept. of Labor;

Status: Program implemented and ongoing.

8. Grants and Loans for OJT - NM Dept. Of Labor;

Status: Ongoing effort. Ford and GM offer an Automotive training program with 8 weeks in the classroom and 8 weeks working in a dealership repeatedly during the course of two years.

9. Resume/Interview Workshops and Classes - NMJC, Hobbs Schools;

Status: Resume service are available in the Learning & Career Services at NMJC.

Contact: Marilyn Jackson, L&CS, NMJC, 392-5499.

10. Job Networking Support - Chamber of Commerce, Industrial Development Corporation (IDC).

Status: The SBDC works to recruit business and industry to the area and to develop that support network.

B. DEVELOP PARTNERSHIP BETWEEN CC, CHAMBER OF COMMERCE & TRADE DEVELOPMENT COUNCIL

EXPAND # OF JOB OPENINGS AVAILABLE FOR LOW TO MODERATE INCOME PEOPLE.

1. Check Chamber surveys containing feedback from businesses to determine what training is needed.

Status: Undetermined. The **contact**, Fran Board, Executive Vice President of the Chamber of Commerce (397-3202) could not be reached for comment.

2. Unified career and job information effort - to include job counseling, referrals, resume/interview training and job networking support.

Status: There is no unified effort, but NMJC provides counseling and career training workshops. **Contact:** Marilyn Jackson, Director of Learning & Career Services, NMJC, 392-5499.

IV. HOUSING

A. HOBBS CDBG APPLICATION FOR \$400,000 FOR LOW INCOME HOME REPAIRS.

Status: Hobbs received CDBG for one year. The grant was used to rehabilitate 12 homes. The City is working on one more. The program must be completed by June 1996. Hobbs applied for CDBG funding to continue the program into 1997, but was turned down because, according to Russell Doss, home repairs "no longer appear to have a high priority under the State CDBG program."²⁹ There is a tremendous need for home repair. Many low income residents' homes are shacks that aren't worth the cost of the repairs (Hobbs was an oil field town and the homes were thrown up quickly). Many have no foundations. "If you tried to rehab them, they'd fall down." Many residents the City would have liked to help could not be helped with the \$15,000 limit. Hobbs is interested in developing a housing removal and replacement program.

B. FLOOD MITIGATION CONSTRUCTION

[ADDRESSED IN 'VI. COMMUNITY FACILITIES']

C. NM-MFA HOMEBUYING PROGRAM

Jim Stretz of NM-MFA offered -if Hobbs designated as EC- to set up a pilot program in Hobbs to originate, service and fund 203K Rehabilitation Home Loans.

1. The program allows low income/renters to purchase and rehabilitate homes with low or no down payment.
2. The program would work extensively with an "existing non-profit" in undertaking.
3. MFA also willing to work with local lender to guarantee up to 50% of interim construction loans for "infill home construction."
4. Include GSE Investment Partnerships - Fannie Mae and Freddie Mac- to provide flexible home loan programs and decrease cost of down payments and ownership counseling.

Status: NM-MFA has a single family bond finance program in place which can benefit low income families through 203K loans. NMMFA has \$10-15 million available for the program over three years. The **barriers** --or requirements-- are (1) a local lender willing to invest in the program; (2) a local non-profit to assist with screening of applicants; and (3) two to three staff people to process applications and loans and to originate on the secondary market for NM-MFA. The loans are a good means of conducting rehab on a house-by-house basis. **Contact:** Jim Stretz, NM-MFA, 843-6880.

V. SOCIAL SERVICES

A. LEA COUNTY PERINATAL PROGRAM

²⁹ Anita Heisenberg, director of the New Mexico Department of Finance Administration, which administers CDBG grants, stated that what has changed is that housing no longer gets priority points in CDBG applications, and so must compete on an equal footing with all other CDBG applications. For more information, **Contact:** Anita Heisenberg, 827-4974.

[SOUGHT \$62,061 TO BEGIN PROGRAM]

Status: County has not been able to fund this program. **Barrier:** This was a state funded program. Funding cuts have made the program and situation much worse.

B. FAMILY CENTER

[SOUGHT \$46,616 TO FUND TEAM PROPOSAL FOR PRESCHOOL CHILDREN UNABLE TO ACCESS HEAD START PROGRAM]

Status: The Family Center's funding request was turned down. The Center has no funding. There is a New Parent Learning Center that is doing some work in support of Head Start. **Contact:** Patricia Grovey, New Parent Learning Center, 397-7336.

C. GUIDANCE CENTER OF LEA COUNTY

[SOUGHT \$19,000 THROUGH CHILDREN, YOUTH AND FAMILIES (CYF) TO IMPLEMENT A GANG INTERVENTION PROGRAM]

Status: The Guidance Center's request from CYF was turned down. The Police Department, however, administers a Zero Tolerance program and a gang intervention unit (See "Hobbs Police", #V-5).

D. MANNA OUTREACH

[SOUGHT \$20,000 FROM HUMAN SERVICES DEPARTMENT TO EXPAND EMERGENCY FEEDING PROGRAM]

Status: Area churches are supporting this program.

E. HOBBS POLICE

[SOUGHT \$40,000 THROUGH CYF OR THE DEPARTMENT OF PUBLIC SAFETY FOR A NEW JUVENILE OFFICER WITH EMPHASIS ON GANG AND DRUG PROBLEMS AND ENFORCEMENT AND ON EDUCATION SERVICES FOR YOUTH]

Status: The position was not funded. The Police Department is working with the Juvenile Justice Advisory Committee (JJAC) to acquire additional funding. Hobbs has aggressively taken on gangs through the Zero Tolerance and DARE programs. The department has a five person tactical unit to deal with gangs and juvenile offenders, and is expanding its Neighborhood Watch program and implementing a new neighborhood bicycle patrol program with two officers with bikes. Drug prevention and gang intervention programs are also operating in the schools and there is an 11 p.m. curfew in the city. **Contact:** Bill Morrill, Police Chief.

F. THE KENSINGTON

[SOUGHT CAPITAL OUTLAY AND OPERATING COSTS FOR PURCHASE & OPERATION OF A BUS TRANSPORTATION PROGRAM FOR THEIR ELDERLY].

Status: The Kensington received a Section 16 grant for elderly residents which covered this goal.

G. LEA COUNTY COOPERATIVE EXTENSION

[SOUGHT \$60,000 FROM CYF OR DEPARTMENT OF HEALTH FOR NUTRITION EDUCATION OUTREACH PROGRAM]

Status: The Cooperative Extension is still seeking funding for this program. Their grant request to above entity was turned down. **Contact:** Ruth Jones, Lovington Court House, 393-7896.

H. POTENTIAL FOR NEW SERVICES

1. Youth Activities [See "VI. Community Facilities", #'s C and D.3]

2. Transitional Housing - for families during HUD waiting period

Status: There still is no transitional housing. Manna Outreach is seeking to address this objective.

3. Art and cultural museum facilities

a. Develop private non-profit agencies to fund & administrate

b. Purchase small building (approx. \$50,000)

c. Must be self-funding

Status: Nothing happening on this objective. It was included in the EC application in order to improve the chances of receiving a designation. It is not a high priority in the CC.

VI. COMMUNITY FACILITIES

A. GIBBS ADDITION - SANITARY SEWER

[WATER IMPROVEMENT - ADDRESS CONTAMINATION CONCERNS]

Status: Sought unsuccessfully to address this through CDBG program. It is not a high priority.

B. FLOOD ZONE MITIGATION PROJECT

Status: Ongoing effort. Working with New Mexico State Soil & Conservation Department.

C. CONSTRUCT LITTLE LEAGUE BASEBALL COMPLEX

Status: The city is continuing work on a large recreational facility, possibly a second soccer plex on the north side or a four-plex baseball field for Little League. \$350,000 is being sought to complete the project.

D. OTHER FACILITIES NEEDED:

1. Primary Health Clinic

Status: The South Hobbs Medical Clinic is finished. It was built by the County. A strategic health plan is being developed through a Community Solutions for Rural Health grant through the National Rural Health Association.

2. Senior Citizen Center

Status: Seniors have an existing center.

3. Community Center

Status: The State appropriated \$100,000 in 1995 toward a Community Center. It will possibly be a second senior center or a youth center for teen activities.

4. Dental Clinic

Status: Lea County has completed development of a low income dental facility.

VII. TRANSPORTATION CONCERNS

A. [PUBLIC] TRANSPORTATION - INCREASE AVAILABILITY

Status: Ongoing effort. Hobbs Express is considering possible fare reductions in order to make the system more accessible and to increase ridership.

B. SOUTHEAST TRUCK BYPASS - FINAL LEG OF BYPASS SYSTEM

Status: Ongoing project with Highway Department and WIPP funding. The City hopes that the project will go to construction by Spring 1997.

IX. THE CITY OF LOVINGTON; LEA COUNTY EC INITIATIVE

"The City of Lovington's vision is strongly centered on business expansion and research." Economic opportunity will focus on diversifying the economy (historically dependent on the oil industry). "We visualize taking our existing youth programs and adding programs that include families and youth together. We visualize adding culture for the families of art, music and theater and enclosing our swimming pool and making it a useable year-round facility for youth and the elderly."

-From the Strategic Plan Vision Statement

A. Introduction

The City of Lovington is engaged in a persistent, and apparently deadlocked struggle with the spectrum of needs the community identified in the EZ/EC application process. The fact sheet accompanying the City's request for a waiver of the poverty rate criteria from the 35 percent threshold to 25 percent (which was granted) offered a grim picture of the daily reality faced by Lovington's residents. Among other things its stated that:

- 34.6% of children under 18 live below the poverty level
- 22.4% of persons 18-64 are below poverty level
- 20.1% of persons 65 and older are below poverty level
- Of the 9,267 person population of Lovington, 1163 have less than a ninth grade education, 2129 have noninstitutionalized disability, and 891 families receive social security income.

B. Background of CC Target Area

The Lovington EC Initiative addressed one census tract (BNA #1002) of 7.9 square miles which encompasses the northern portion of the City. The target area had a population of 6,225 with 1,743 living in poverty.

C. The Planning Process

The applicant's first exposure to the EZ/EC program was on April 13, 1994 when it sent representatives to attend a meeting on the initiative. The City held two well attended Town Hall meetings in May and a final public meeting in early

June to review a rough draft of the proposal. The applicants felt that a good cross-section of the city's population was represented with 34 percent of the committee participants being minority citizens.

D. The Strategic Plan

The Strategic Plan contains 15 goals and 48 Action Steps which address eight categories: Economic Development [7 goals (G) with 18 Action Plans (AP)]; Youth Development (2G, 18AP); Health Service Improvements (1G, 4AP); Affordable Housing/Rehabilitation (1G, 2AP); Transportation Concerns (1G, 5AP); Recreation Facilities (1G, 3AP); Community Safety (1G, 4AP); and Cultural Enhancement (1G, 1AP)

E. Implementation Efforts and Current Planning

This assessment addresses 29 of the Action Plans in the Strategic Plan.³⁰ Thirteen of these (45%) have been or are being addressed, while 16 (55%) have not been. The community has made progress in the following areas:

Economic Development

- A cheese plant and a whey plant which located in Lovington in 1994 are helping to diversify the economy (the plants are located outside of the designated CC area).
- Tourism is being promoted and expanded through the efforts of the New Mexico MainStreet program (establishing NM MainStreet was a separate Plan goal)
- NM MainStreet also is promoting the Business Retention & Expansion program.

Youth Development

- An Activities Center affiliated with the Boys and Girls Club was built.

Housing

³⁰ For reasons of brevity. In the Strategic Plan, several Action Plans address the same objective. No points are neglected in the assessment.

- Lovington received \$1 million in CDBG and HOME Homeowner Repair program funds in 1995 to rehabilitate nearly 100 houses. About half of the houses were in the CC target area)

Community Safety

- Lovington is condemning an old metal building and plans to recycle materials to build a new fire substation.
- The City has gradually been improving and replacing fire hydrants in conjunction with needed street repairs.

Transportation

- Improvements to the airport were completed (the airport is not in the CC target area).

Cultural Enhancement

- Lovington received \$300,000 grant from a legislator to move and renovate a historic building for the museum. The museum is open.

F. Strengths and Weaknesses in Process and Strategic Plan

Strength:

"Finding out what people are interested in" and getting a Strategic Plan.

Weakness:

The short time frame left no time for revision of the plan.

G. Needs Assessment

The biggest needs for Lovington are:

1) Affordable Housing

The City needs to develop/promote affordable housing options (including new rental, homeownership programs and renovation of dillapidated units, if feasible)

2) Economic Development

Efforts to develop a Revolving Loan Fund (RLF) should be renewed.

The City should either hire a director of Economic Development or give that specific area of responsibility to existing staff.

3) Youth Development

Youth development was a major plank in the development of the Lovington CC Strategic Plan. They should be called upon to find ways to address their needs. Their needs should not be neglected for lack of funding.

4) Health Care

A survey needs to be done to determine what is needed in the way of medical services in the Lovington area. A health services strategic plan should be developed based on the results.

EC STRATEGIC PLAN STATUS ASSESSMENT

CITY OF LOVINGTON

Goals:

I. ECONOMIC DEVELOPMENT

- 1. PROVIDE ECONOMIC OPPORTUNITY TO ENHANCE, PROMOTE, INCREASE AND DIVERSIFY A VIABLE ECONOMIC BASE FOR THE COMMUNITY.**

Objectives:

- 1. Revolving Loan Program (RLP) for new and expanding businesses;**
- 2. Implement RLP**
- 3. Evaluate RLP**

Status: Lovington has been unable to fund the RLP. The City is pursuing a \$350,000 grant which would come to the city to be loaned out to businesses to help them expand. Lea County is pursuing the same objective through EDIC.

- 4. Effort to get prison in area;**

Status: The State is dedicating a prison to the City of Hobbs or Lea County. This will have a big impact on Lovington, especially in terms of housing which is very limited presently. "Hobbs & Lovington together don't have enough housing." Small contractors must know for certain on the prison before they will build any housing.

- 5. Diversify industries**

A. Industrial Development Council (IDC) effort

Status: Lovington has done well on this objective. A cheese plant and a whey plant came in at the end of 1994. So Lea County now has dairy industry. They did not locate in the EC target zone, but are helping the zone. The plants initially provided 10 jobs, and currently are providing 30 jobs. That number may increase.

B. Training for youth and adults to meet diverse industry needs;

Status: Lovington has not been able to develop the training programs. 'The best that we've done is to establish a community activities center that has tutoring for school kids.' **Barriers:** are the high price and the lack of facilities to use. The possibility of coordinating training programs with the Junior College in Hobbs is not very feasible. Besides being out of the Lovington jurisdiction, 'When you get of town with the program, people won't go. It needs to be handy, available and reasonable. Of those three things, the Junior College is only reasonable.'

- 6. Expand/Promote tourist trade**

Status: A New Mexico MainStreet program has begun in Lovington with a volunteer coordinator. It is expected to help promote tourism. **Contacts:** Charles Kelley, Assistant City Manager,

396-2884; Bob Carter, Industrial Development Council (IDC), 396-2884; Linda Pritchett, Coordinator of NM MainStreet, 1-800-200-9065.

7. **New Mexico MainStreet program, Business Retention & Expansion (R&E)**

Status: There is no R&E program in place yet, but the IDC is doing some work toward that end. **Contacts:** Charles Kelley, Assistant City Manager, 396-2884; Bob Carter, Industrial Development Council (IDC), 396-2884; Linda Pritchett, Coordinator of NM MainStreet, 1-800-200-9065.

II. HEALTH & HUMAN SERVICES

1. INCREASE FAMILY AND HUMAN SERVICES INTO THE TARGET COMMUNITY. [EZ/EC APPLICATION REQUEST = \$1 MILLION].

Objectives:

1. **Establish community committee to oversee the effort.**

Status: No such committee has been established.

2. **Encourage more daycare facilities.**

Status: Lovington is still "hurting in daycare."

3. **Latchkey program**

Status: There is a possibility of establishing a Latchkey program in the Activities Center. The barrier is the need for funding and for a part-time administrator.

4. **Promote & diversify youth activities (e.g. art, music, theater, academics)**

Status: This objective has not been pursued for lack of funds

5. **Explore possibility of establishing a Junior Achievement Program**

Status: This objective has not been pursued for lack of funds.

6. **Summer job program for youth**

Status: The City has a goal of employing youth for Summer months, but there are no funds. Last Summer the city hired 10-12 youth. **Barrier:** Employers want to employ youth, but cannot afford the effects on their payroll (Social Security, federal tax and insurance).

7. **Possibility of building a YMCA or similar program.**

Status: Built the Activities Center which is affiliated with the Boys and Girls Club. The youth center recently was expanded to become the Activities Center especially to serve people between the ages of 18-55. The rest of the population is served by other existing facilities. The expansion included installation of a gymnasium. The expansion was undertaken with funds from CYF and the Legislature. It was completed in July, 1995.

2. ADDRESS INCREASING CRIME RATE

Objectives:

1. Support DARE program initiated by Lovington Police Department;

Status: The DARE program was reimplemented by the Police Department and an officer was hired to work in that area exclusively.

2. Utilize current and expanded YOUTH PROGRAMS to decrease vandalism and related crimes.

Status: The need remains. There is little for young people to do in their free time. No jobs are available. Recreation opportunities are limited.

3. PROVIDE BETTER MEDICAL SERVICES TO ALL CITIZENS.

Objectives:

1. Establish a committee to investigate health options.
2. Committee report
3. EZ/EC funding would provide seed money to encourage other entities to contribute for to improve medical services.

Status: "We need to do a SURVEY of what the people of Lovington need in the way of MEDICAL SERVICES." Doctors and nurses in the clinic think they're providing all the necessary services, but individuals are going to Lovelace or Hobbs for needs that aren't being met locally. [One local business interested in the RLF wants to offer medical equipment rentals (wheelchairs, beds, etc.), but he needs a lower rate loan than he can obtain right now].

4. PROVIDE ADEQUATE AND AFFORDABLE HOUSING.

Objectives:

1. Continue & expand current programs;

Status: Lovington received close to \$1 million in CDBG and HOME Homeowner Repair Program funds for home repairs. This covered about 100 houses (approximately 50 were in the CC area). The program is ongoing, but its future is uncertain because the State is trying to get out of home repairs.

2. Offer more ways to provide more housing.

Status: Lovington is short in available housing. The dairy industry that is coming in took what housing was available. "We're about right for what we've got, but when the prison comes in we will need more housing -and a lot of it." This point was geared to the EC application with HUD and Farmers Home programs in mind. Kelley has encouraged realtors and contractors to take advantage of the programs and has offered to write the applications, but the realtors and contractors have not pursued the possibility [barrier:] because of the time constraints both on applying and on spending any granted allocations.

III. PHYSICAL IMPROVEMENTS IN PROJECT AREA

1. IMPROVE TRANSPORTATION IN PROJECT AREA

Status: There have been no improvements in transportation.

Objectives:

1. Keep railroad line in place;

Status: "Still hurting on the railroad." You can't put a train on the tracks and it's too expensive to repair. The trains only come to the south end of town.

2. Public transportation within city and to & from colleges in Hobbs;

Status: There have been no improvements in transportation. (1) "Still hurting on the railroad." You can't put a train on the tracks and it's too expensive to repair. The trains only come to the south end of town. (2) There's still no public transportation. **Barriers:** the service can't be constant/continual (e.g. every 30 minutes or hour) and it's too expensive.

3. Increase & improve trucker freight opportunities in area;

Status: Nothing is being done here. A SURVEY OF FREIGHT NEEDS and truckers and business needs is needed.

4. Improvements to airport

Status: The Lea County airport (which is not in the EC designated area) is scheduled for new pavement & rehabilitation in February 1996. After accomplishing the project, the airport will be set until beyond the year 2000. The project was funded by the Federal Aviation Administration (90%), the State of NM (5%) and Lea County (5%).

5. Support City infrastructure plan

Status: There's barely enough money for repairs. "We're just barely keeping up."

2. PROVIDE ADDITIONAL RECREATION FACILITIES IN PROJECT AREA.

Objectives:

1. Explore possibility of enclosing the City pool and adding physical therapy equipment;

2. Plan new city park to northwest of Lovington;

3. Implement plan for new park [EZ/EC funding to attract other funding];

4. Safer community in project area.

Status: All this is in the five-year CIP plan. There are insufficient funds to address the projects presently. The money would have to come from a grant (not a loan - people cannot afford higher taxes to pay it back. A lot of retired people live in Lovington).

3. PROVIDE FOR SAFER COMMUNITY IN PROJECT AREA.

Objectives:

1. **New fire substation in project area;**

Status: Lovington is trying to address this need. A year ago they had to dedicate nearly all of their State-allocated funds for the next few years toward purchase of a new fire truck. The City is condemning an old metal building and hoping to recycle the materials to build the new fire substation. They require funding assistance on this project. None has been sought yet.

2. **Improve and replace fire hydrants;**

Status: Improvement is being done gradually in conjunction with needed street repairs. It's very expensive because they're installing new water lines as well as new hydrants.

3. **Install new curbs where needed in project area;**

Status: Not done - no funds.

4. **Improve E 911 system.**

Status: The State did this for Lovington. Some improvements remain to be made in system. Need a database so that, for example, when a call comes in from a person in a wheelchair requiring assistance, the police can be aware of that or other medical factors.

4. ENHANCE CULTURAL OPPORTUNITIES IN PROJECT AREA.

Objectives:

1. **Fund repairing of museum.**

Status: The City received a \$30,000 grant from a legislator to fund moving and renovating an old building for the museum. This has been done and the museum is open. The problem is that the City cannot afford to meet Americans with Disabilities Act (ADA) regulations in the museum if required to do so.

X. THE DEMING & LUNA COUNTY EC INITIATIVE

A. Introduction

Deming's progress in implementing its Strategic Plan has been very gradual. The city's top concerns continue to be several issues identified in the EC application. Deming continues to seek funding for a new primary care hospital and to reroof the existing (and leaking) hospital. Juvenile problems have worsened since submission of the application. The City is seeking funding from the State to site a regional juvenile detention facility in Deming. One significant achievement in the city's plan implementation efforts is also geared especially toward young people: a 6,000 square foot recreation facility is expected to come on line later this year. On account of its proximity to the Mexican border, Deming is experiencing a significant amount of border related challenges and hardships (for example, a large number of students in the local grade school do not speak English. This can negatively impact the progress of the students who do speak English).

B. Background

Deming and Luna County's CC target area contains four census tracts with a 1990 population of 14,380 and with 4,497 people living in poverty in an area of 133.5 square miles. The area has been suffering in recent years from the combined effects of rapid growth, high unemployment, low tax revenues, scarcity of available and affordable housing, loss of doctors and a hospital, and from Mexico-related initiatives, such as the Amnesty Law and NAFTA, which have added to the challenges facing government agencies and institutions in the area.

C. The Planning Process

In May and June of 1994, a total of six community meetings were held to identify and prioritize issues to be addressed in the plan. The applicant had wanted to include Columbus, NM, but that area was ruled ineligible. The Strategic Plan was compiled by seven independent teams who focused on identified areas of need.

D. The Strategic Plan

Prepared as it was without collaboration between the seven teams, each of the Plan sections was very distinct. The resulting report was not cohesive.

Several sections offered no specific goals or objectives. The plan addresses seven goals, as follows:

- 1) **Health care and public safety** - the goals included improving Emergency Services (EMS, medical and law enforcement capacity), upgrading the hospital facility, resolving medical staffing shortages, and addressing community health needs (including elderly hospice/Adult Daycare, and CPR classes).
- 2) **School Issues** - The goals were to improve the local communications system to allow community members to participate in existing educational programs and to improve vocational/technical training opportunities in the area.
- 3) **Youth Activities** - Long term goals were to provide a range of opportunities and facilities for participation in organized activities, to limit gang involvement, to improve educational/training opportunities, and to provide a setting for crime free activities.
- 4) **Juvenile Detention** - sought to plan, design and construct a community or regional juvenile detention facility
- 5) **Migrant Housing** - The goal was to solve the housing problem for a large number of migrant workers by relaxing HUD and Department of Labor housing standards to allow for tents or development of barracks-style housing.
- 6) **Social Problems** - This category addressed ten issues including school problems, language and cultural barriers and a general lack of all of the following: jobs; parental concern; youth involvement, and adult volunteers.
- 7) **Economic Development** - The plan included eight points ranging from streamlining and strengthening government decision making processes, to creating a Revolving Loan Fund of at least \$50,000, to increasing worker productivity through education and training programs.

E. Implementation Efforts and Current Planning

Besides the development of the Recreation Facility, little progress has been made on most of the Strategic Plan objectives. The objectives which have definitely been met include: providing for elderly care needs and implementing the Luna County Fire Districts. In terms of current planning efforts, the City is moving to develop zoning controls. The City has also made an effort to address juvenile problems by instituting a day time curfew.

F. Needs Assessment

The needs identified in the Deming & Luna County Strategic Plan are real needs that are not being addressed. For a strategic plan to function well, the community must be invested in the outcome. Without the active participation of the community, it is difficult to resolve the community's problems. My recommendation is for the City of Deming to hold a Town Hall meeting to revisit and review these goals and objectives to identify the barriers and to prioritize strategies to resolve the biggest problems.

EC STRATEGIC PLAN STATUS ASSESSMENT

CITY OF DEMING & LUNA COUNTY

Goals:

I. HEALTH CARE AND PUBLIC SAFETY ISSUES

A. Needs Assessment:

1. PRIMARY HEALTH CARE

Status: A NEW PRIMARY CARE HOSPITAL is needed within 3-5 years. The situation is more drastic than when the plan was submitted. An HMO which came in put Deming \$1.5 million in debt. The city has "slowly climbed out of the trenches, ... but the main thing everyone wants right now is just to keep the existing hospital open." The hospital needs major capital improvements. The State Legislature appropriated \$300,000 in CIP funds last year to put a new roof on it, but Governor Johnson's veto froze the allocation. The kitchen needs replastering.

2. EMERGENCY MEDICAL SERVICES

Status: The hospital is open 24 hours. The biggest problem is staffing. When the hospital is understaffed, Deming has to rent some physicians and caregivers, which becomes very expensive. Deming recruited seven physicians and needs about three more general practitioners. A big problem is the turnover in physicians.

3. FIRE PROTECTION

Status: Luna County has volunteer fire fighters, but needs FIRE EQUIPMENT and FACILITIES to house the equipment for its outlying areas. The county has always relied on Deming to fight all of its fires. They do not have any modern equipment. **Contact:** Scott Vincent, County Manager.

4. LAW ENFORCEMENT CAPABILITY

Status: According to John Strand,³¹ the problem with law enforcement is not the staff or equipment -Deming has a lot of law enforcement; it is the need to change some laws. "The laws are just too liberal and the law enforcement officers feel like they're handcuffed." With the point system for juveniles, for example, you can't detain someone unless they obtain enough points. Juveniles know that nothing will really happen to them if they are first or second time offenders, so they take advantage of that. Dealing with JUVENILE PROBLEMS has become a top priority. That is a change since the plan was submitted. "We're just starting to feel the effects of gangs. That's another problem we're getting from the border." Many gang members are coming from southern California, as well as El Paso and Tucson where they've already been in trouble. Deming instituted a daytime curfew in response to the growing juvenile and gang problems. If

³¹ John Strand is the principle CC contact person for Deming/Luna County. All quotations are his unless otherwise noted.

young people are caught off school grounds during daytime hours, their parents can be fined \$100.

B. Goals:

1. **Improve services**
2. **Be efficient/cost effective**
3. **Promote System growth**
4. **Meet demands of rapidly growing community.**

Status: Luna County is considering instituting zoning controls. The measure is not popular, but necessary. As Mr. Strand emphasizes, "You can't allow a tarpaper shack to be put up next to a \$150,000 home. Somebody's going to get mad and I'll tell you who'll probably leave: the \$150,000 homeowner." That home gets devalued which hits the tax base by decreasing revenues. That makes it harder for the government to do its job.

C. Needs and Barriers [as listed in the EC Application]:

1. **Lack trained emergency responders**
2. **Local hospital needs repairs**
3. **Inadequate Number of physicians, nurses and allied health personnel**

Status: The hospital still needs nurses. "They're always short of nurses."

4. **Public education programs in CPR**

Status: CPR Classes are available on demand. **Contact:** John Strand, City Manager, 546-8848.

5. ELDERLY CARE NEEDS (HOSPICE/ADULT DAYCARE);

Status: Hospice began in Deming in Fall 1995. A group of volunteers pulled together to make it work. It's just getting started. Adult Daycare is in "pretty good shape." The hospital has an HMO and there are several private homes. There may be a need for more adult daycare, but Mr. Strand believes the private sector is doing an excellent job in this area.

6. IMPLEMENTATION OF LUNA COUNTY RURAL FIRE DISTRICTS

Status: The districts were implemented, but are really struggling for lack of adequate equipment.

II. SCHOOL ISSUES

A. Goals:

1. **Develop a better communication system to allow members of community to participate in existing educational programs.**
2. **Develop with area universities more programs to meet the needs of the community and allow more opportunities for vocational/technical training for all age groups.**

Status: Mr. Strand believes no progress has been made on these goals. The people that wanted that in the plan actually wanted a Vo-tech school to locate in Deming. That hasn't happened.
Contact: Carlos Vermontes. Check also with WNMSU whether they are offering Vo-tech classes in the high school.

B. Objectives:

1. **Set up tuition reduction programs**

Status: Nothing has been done. "The schools have really been having a hard time financially [in Deming]."

2. **Set up committees to constantly evaluate effectiveness of programs**

Status: Probably not done, with the exception of county planning.

III. YOUTH ACTIVITIES

A. Goals:

1. **Change the alarming trend of lack of supervision of youth.**
2. **Halt the creation of a non-caring non-responsible generation of citizens.**

B. Barriers and Needs [from strategic plan]:

1. **Lack of facilities**

Status: Mr. Strand disagreed with this assessment. He said there are a lot of recreational facilities in Deming, including a number of gymnasiums (in every church and school). The director of a youth center asked the kids what they most wanted and they said malls and shopping centers.

2. **Shortage of organized activities**

Status: This need probably has not been met. But the exact need and the means of addressing it are undetermined. One program Mr. Strand especially would like to see is a Pop Warner-type football program. But this is very expensive to implement. The cost to outfit each player is \$200 - \$300. Then, beyond the high equipment costs, there aren't enough parents who will get out and help. They would rather see the city hire coaches and trainers.

3. **Shortage of adult volunteers**

Status: As indicated above, the problem continues.

4. **Lack of Teenage Court**

Status: This program is being looked into as a means to help curb teenage crime. The program is working very well in Silver City. They received outside funding to set it up. Now that the funding has ended, there's a question of whether the program will continue. But Deming wants to duplicate the Silver City program with its own funds

5. **Gang prevention**

Status: A daytime curfew is in effect. [See 'IV. Juvenile Detention']

6. **More hands on activities and training (e.g. School-to-Work programs, OJT);**

Status: Not much is being done on this. There is one teacher in the high school who works hard to get students into jobs, especially the ones who he can tell are not headed for college or trade school. The city has hired a few of the students. **Teacher's name? Contact:** Carlos Vermontes

7. **Existing recreational facilities lack lights and other equipment**

8. **Columbus has no youth facilities;**

9. **Summer youth work programs**

Status: The City of Deming has been hiring 1-2 young people to work each summer for the Fire Department (washing the trucks, cutting weeds around hydrants, painting hydrants, etc.). The program may be discontinued because last Summer a worker fell and broke her tooth. There was a big problem determining who had the responsibility to cover the dentist costs because she had no workman's compensation.

C. Resources Required:

1. **Responsible civic volunteers; willingness/opportunities on part of young people (or paid work if funding available);**
2. **Financing to expand and construct youth facilities;**

D. Priorities: [See "E. Action Steps" for status]

1. **Recruit professional personnel to implement/manage programs**
2. **Recruit volunteers/semi-volunteers to staff programs.**
3. **Neighborhood athletic fields and courts**
4. **Community youth center**
5. **Continuing Education facility**
6. **Alternate education facility**
7. **Reduce gang involvement**
8. **Alleviate pressure on existing facilities**
9. **Educate community with useable skills.**
10. **Provide setting for crime-free enjoyable activities.**

E. Action Steps:

1. **Recruit a youth activities director**
Status: Deming hired a full-time youth activities director.
2. **Expand existing/construct new facilities;**

Status: A nearly 6,000 SF facility has been constructed and is expected to come on-line in early 1996. It is mainly a recreation center. It has an office, an outdoor basketball court, a swimming pool, and several small study areas. The facility will be run in conjunction with the schools. Anybody is welcome there, but students who have been suspended from school will be required to spend an hour in study hall before being participating in any activities there. The city does not want the center to be perceived as a counseling center; the goal is for the kids to regard it as their own center. The City funded the project with partial support from the State Legislature.

3. Construct second Softball facility

Status: This may be done in Spring 1996. There are enough Softball fields. The problem is that Little League and adult softball games take place on adjacent fields. Parents want to separate the Little League activities from the adult games because the softball players often consume alcohol, occasionally become rowdy and use crude language.

IV. JUVENILE DETENTION

A. Goals:

1. PLAN, DESIGN AND CONSTRUCT A COMMUNITY OR REGIONAL JUVENILE DETENTION FACILITY BY 1/1/96

Status: A JUVENILE DETENTION CENTER has become the "number one need" in recent years. The city has approached the Legislature for funding. If the hospital sells, it should be feasible for the city and the county to come up with 50 percent of the cost of the facility. That could be matched with an equal amount from the Legislature. Currently the only detention facility for kids in the area is in Silver City. That center is overloaded mostly with Silver City kids. One problem with the overcrowding is that the Deming kids sent there are "let loose." People in Deming "are just fed up.... They understand that often we can't even take our kids up there [Silver City], and so can only by law detain the kids for six hours." The cost of the facility is estimated at \$1 million. **Contact:** Scott Vincent, Lea County Manager

2. REDUCE CRIMES COMMITTED BY JUVENILES ALREADY PENDING ADJUDICATION BY 75 PERCENT BY 1/1/98

Status: This remains a problem due to lack of probation officers [Deming has two, but needs 3-4] and a detention facility.

3. REDUCE INCONVENIENCE TO FAMILIES, COURTS, JUVENILE SERVICES AND LAW ENFORCEMENT CAUSED BY TRANSPORTING JUVENILES TO CERTIFIED FACILITIES

Status: This Objective requires and supports the need for a local facility.

4. POTENTIALLY SHARE COSTS WITH ADJOINING COUNTIES FOR JUVENILE INCARCERATION.

Status: This Objective requires and supports the need for a local facility.

V. MIGRANT HOUSING

A. Goals:

1. EXPLORE POSSIBILITIES FOR TENT CITIES AND/OR BARRACKS FOR MIGRANT WORKERS DURING JULY - OCTOBER

Status: U.S. Department of Labor laws prohibit this type of arrangement or facility for workers. "The Department of Labor is stricter on housing than HUD is." Deming has been seeking -and continues to seek- a waiver. A number of workers have indicated their willingness to spend \$10 a night for food and housing. "We think we could do that with the tent city. But if you go over that \$10 and provide a nice facility for say \$15, the workers aren't going to stay there. They'll find a bush and sleep behind it," said Mr. Strand.

Tierra Del Sol, a non-profit housing corporation, has been struggling to help house the farm workers. The corporation had sought waivers from the US Department of Labor and from the Bureau of Land Management, both of which were blocking efforts to construct any kind of temporary shelter. Presently, Tierra Del Sol has a preapplication in for a 514-516 Farmworker Housing grant or loan through RECD to construct a 44 unit conventional construction dormitory complex. The dormitories are expected to provide year-round occupancy in four-bedroom apartments with patios for at least 30 single commuter workers. The estimated cost for the project is \$1.5 million. Rose Garcia, director of Tierra Del Sol, states that if the dormitory is built on the proposed site, "It will be the nicest development in the neighborhood." The neighborhood, within the designated CC area, is the poorest in Deming. **Contact:** Rose Garcia, Director of Tierra Del Sol, Inc., 1-800-658-9696.

Barriers: (1) Selecting a site for the project has been formidable. Tierra Del Sol is going through its sixth site approval process. Previous sites were not viable due to lack of physical feasibility (based on soil analysis) or on account of substantial community opposition.

(2) Given the approval of the present site on Diamond Street, the City of Deming will need to provide the necessary off-site work (mainly street paving and 350 feet of sewer). Without the City's direct involvement and support, the project will not be viable. John Strand supports the project and is seeking support in the City Council.

(3) Funding for the 514/516 Farmworker Housing program is extremely limited. Tierra Del Sol is seeking joint HUD and RECD funding for the project. The goal is to establish a successful pilot project in this first development of its kind. The pilot is expected to encourage other entities (e.g. food processing plants and farmers) to support additional housing development for farmworkers.

2. DETERMINE LONG-TERM GOALS, STABILIZE HOUSING NEEDS, CONTINUE TO APPLY FOR ADDITIONAL HOUSING UNITS, AND ASSIST FARMERS TO HOUSE THEIR WORKERS.

B. Needs and Barriers:

1. Federal and state assistance during planning process;
2. City and county support (e.g. surveying sites to determine need for migrant worker housing).

VI. SOCIAL PROBLEMS

A. Goals:

1. ADDRESS LACK OF JOBS BY:

- A. Creating a job skills program to make students hireable;
- B. Providing vocational education after school hours; and by
- C. Continuing to recruit new industry to Luna County.

Status: There always has been an industrial and economic development board. Since 1985 there's been a full time economic development director on the board. Recruitment remains very difficult because of all the aforementioned factors (inadequate hospital and schools, etc.) and the underlying problems. "It really makes it difficult to attract somebody." Deming has not been in a position to offer incentives to companies to locate there mostly because of the Anti-Donation Clause. The State of NM is supposedly ending this practice and has called for cities and municipalities to submit the incentive plans they hope to offer for approval. But the Clause has not yet been effectively repealed. "Everybody's sitting back and saying 'Let's let one plan get approved and see how they did it.'"

2. ADDRESS PROBLEMS IN SCHOOL BY:

- A. Training teachers how to deal with social problems;
- B. Establishing a juvenile court (made up of youths);
- C. Establishing an alternative to high school education (e.g. credit for job work or an alternate track school)

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

3. ADDRESS LACK OF CONCERN AT HOME BY:

- A. Counseling families in neighborhood homes;
- B. Working with families

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

4. ADDRESS LACK OF NEIGHBORHOOD FACILITIES BY:

- A. Establishing a program to be run by the Health Department to educate people on the importance of hygiene and health issues.

Status: "That has not happened, unless maybe the state is doing something." **Contact:** *State Health Department*

5. ADDRESS LACK OF SELF RESPECT

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

6. ADDRESS LACK OF YOUTH INVOLVEMENT IN COMMUNITY BY PROVIDING FUNDING FOR:

- A. Sports equipment
- B. Intramural programs, etc.
- C. Small grants to neighborhoods organized for beautification projects

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

7. ADDRESS LANGUAGE AND CULTURAL BARRIERS BY:

- A. Offering free ESL and Spanish at an accessible central location;
- B. Providing PSA's in English and Spanish about public programs & opportunities.

Status: This problem is being addressed. Both items A. and B. have been implemented and are ongoing.

8. ADDRESS LACK OF ADULT VOLUNTEERS BY:

- A. Motivating community on importance of voluntarism (through ads and posters);
- B. Providing funds to RSVP for greater outreach, recruitment, and stipends.

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

9. PROVIDE MORE SCOUTING

Mobilize scout leaders to address civic and educational organizations to recruit more volunteers for Scout committees.

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

10. PROMOTE PROGRESS

- A. Work to promote positive social values, community awareness, reinvestment and personal involvement.

Status: Mr. Strand was unaware of any steps that have been taken to address this objective.

VII. ECONOMIC DEVELOPMENT

A. Goals:

- 1. Encourage new initiatives and greater diversity in private sector;
- 2. Encourage government sector to create healthy business climate;
- 3. Balance economic growth with quality of life.

Status: These goals are hindered by the Anti-Doñation Clause. Without the possibility of offering incentives that would allow Deming to compete with Arizona and Texas, "our hands are tied." The other problem in competing with AZ and TX is New Mexico's Workmen's Compensation laws which are very generous to the employees and penalize businesses. These factors limit the kinds of initiatives Deming can undertake to improve the business climate.

B. Objectives:

1. **Strengthen/streamline local government decision-making process, design program to minimize red tape, time and money costs for start up for new firms**

Status: Nothing has been done to meet this objective. The reason behind this requires further investigation.

2. **Stimulate new business start ups by supporting entrepreneurial activities; establish/ rejuvenate revolving loan fund (RLF) of at least \$50,000**

Status: Mr. Strand stated that this program is available through the Economic Development Department. The applicant must come up with 25 percent of the money to be used in the RLF. Funds are generally utilized to expand an existing business. An RLF is operating in Deming.

3. **Provide appropriate education and training to increase labor force productivity; implement a "manufacturing growth from within" program**

Status: Nothing has been done to meet this objective. The reason for this requires further investigation.

4. **Create an incubator for new small manufacturing firms [by 1996]**

Status: Available through Economic Development Department

5. **Give high priority to programs that combine local leadership with private sector initiatives**

Status: Nothing has been done to meet this objective. The reason for this requires further investigation.

6. **Establish a local crafts, training, production and marketing co-op [by 1997]**

Status: Nothing has been done to meet this objective. The reason for this requires further investigation.

7. **Improve infrastructure critical to economic development.**

- A. **Revamp local industrial park into a "small factories industrial park" [within 18 months of plan submission].**

Status: Under this goal Deming had sought to make street improvements including landscaping, signage and paving several streets. Mr. Strand does not believe that pavement and business parks are a significant factor in locating businesses in Deming. Columbus set up an industrial park with a state of the art sewer system but does not have enough people tied onto the system for it to function properly. The result is that they have to periodically flush out the pipes because the sewage moves too slowly and goes septic.

I. THE CITY OF LORDSBURG EC INITIATIVE

A. Introduction

Lordsburg's struggle to meet its EC Strategic Plan objectives has been persistent and painful. The city consistently applies for federal and state grants which do not materialize. Lordsburg has a critical need for jobs, training, economic development and housing, but has not been able to make big strides in these areas. The City is moving forward with a CDBG-funded colonias sewer project and is making plans to acquire a new water plant under the same program. It is also progressing with several city beautification projects and is hoping to build its development by attracting tourists to area sites, hotels and restaurants. The city sought through the EC initiative to be able to provide an improved level of services (medical, shopping, etc.) locally so that area residents and tourists would not have to travel great distances to enjoy them.

B. Background

The Lordsburg EC target area encompasses one 4.9 square mile census tract with a 1990 population of 2,911, and 1,051 people living in poverty. The city boundaries are within the eligible tract. The local economy has remained about the same as it was at the time of the EC application with little new job creation.

C. The Planning Process

The EC initiative was brought to the attention of the Lordsburg City government by Randall G-Scott. The City began its strategic planning in May utilizing a telephone survey with follow-up calls to help decide which issues to address in the plan and to make the most of the short time frame. Many people were contacted this way and two public meetings were held.

D/E. The Strategic Plan and Implementation Efforts

The Strategic Plan is very general and often does not specify goals or objectives. The plan addresses four specific categories, and then includes letters from various entities and agencies (e.g. the Lordsburg Housing Authority and the Hidalgo Literacy Council) describing various programs, problems and needs. While the letters are not all focused to the EC initiative, their content is assessed here. The Plan contains four goals with 16 objectives. Twelve of the objectives (75%) are being or have been addressed while 4 (25%) have not been. Below are the four Goals and a description of successful projects.

1. Economic Development - the goals in this section ranged from developing and promoting tourism to benefitting from NAFTA and recruiting new businesses. The principal successes have been in completing improvements to the airport and in recruiting a Love's truckstop to the area. These steps should help the targeted area to develop its tourism and other industries.

2. Housing - the City sought to address its housing problems through partnering with HUD and area banks. The City has acquired a 15 acre parcel, but has been unable to find the means to develop it for low cost housing.
3. Quality of Life - Included health care, job creation and water quality goals. The city did open a badly needed primary health care clinic in July 1995 with assistance from the NM's Public and Rural Health programs, and from the University of New Mexico Hospital. Lordsburg also seeks funding for a new water plant.
4. Infrastructure Improvement - Addressed the need for improvements to streets, water, sewer and the downtown area. Street improvements, including lighting on I-10 and tree planting were completed with State Department of Transportation support. A UDAG grant funded the rehabilitation of two parks in the CC zone. A new wastewater treatment facility and a manufactured wetlands are being developed under the New Mexico Colonias program.

F. Needs Assessment

Housing & Shelter:

Lordsburg needs to dedicate a significant amount of energy, attention and resources toward resolving its housing problems. Cited below are several housing issues and barriers that need to be addressed:

- There is an ample amount of vacant land around the city, but very little for sale (speculative ownership and retirement interests are possible causes) this contributes to inflated property values;
- Existing apartment complexes and RV parks are full;
- No housing is available for retirees interested in moving to the area;
- A family (four individuals, by definition) living in very substandard housing cannot be considered 'homeless' in order to receive some housing assistance. Either the family must endure the conditions or split up.
- A church group started a shelter for transients, but now nobody wants to shoulder the responsibility of operating it.

Recommendation: Lordsburg should hold a 'housing summit' with all local and regional agencies and organizations that deal with housing issues and development. The goals should be to assess and analyze current problems, and to develop a strategic plan to address them.

Tourism and Local Business Development - Recommendation - Lordsburg should consider joining the New Mexico MainStreet program. This effort might need to be on a volunteer basis, but could provide the perfect activity for several dedicated retirees or a civic group.

EC STRATEGIC PLAN STATUS ASSESSMENT

CITY OF LORDSBURG

Goal:

TO "REDUCE THE CITY'S LACK OF JOBS, HOUSING, MEDICAL, EDUCATIONAL OPPORTUNITIES, RECREATION, AND ECONOMIC DEVELOPMENT PROBLEMS; TO MAKE THE COMMUNITY SELF-SUFFICIENT."

--MAYOR ARTHUR CLARK SMITH

I. ECONOMIC DEVELOPMENT

1. TOURISM/TOURIST PROMOTION

Status: A Love's truck stop is locating to Lordsburg. It is expected to be on-line by mid-1996 and to provide 20-30 jobs. The truck stop will be located on the north side of I-10 exit 20, just outside of the designated CC zone. Lordsburg is centrally located between two major urban centers, El Paso and Tucson. 11,000 vehicles travel past Lordsburg on I-10 every 24 hours. Each month, 5,000 tourists sign in at the New Mexico Welcome Center on the south side of exit 20. Travelers stop for gas, food and lodging. The town estimates that spin-off from the development of the truck stop will assist Lordsburg in reaching the other goals in its Strategic Plan. Additional plans for tourism development and promotion include OPENING A TRADING POST next to the Welcome Center, and DEVELOPING A DIRECT ROAD TO THE GHOST TOWN OF SHAKESPEARE, the primary local tourist attraction. Shakespeare is not in the designated CC area. **Contact:** Justin Kipp, vice-president of EJ Short Oil, 542-9341.

2. IMPORT/EXPORT WITH NAFTA

Status: This initiative depends on the opening of the Antelope Wells border crossing. See Goal 3.

3. ANTELOPE WELLS BORDER CROSSING

Status: The Federal Government has taken no steps to open this border crossing.

4. AIRPORT IMPROVEMENT [\$2,800,000 PROPOSED IN PLAN]

Status: Airport improvements are underway. The FAA required land acquisition for a safety zone. This has been done, although the airport still needs more land. Half of the required helicopter landing areas are complete. The runway was widened, new lights and a new beacon were installed, as well as a new communications system and a weather station. The Federal Govern-

ment will complete a frontage road and a cross runway. The improvements were funded through \$41,000 from the New Mexico Legislature with a matching federal grant.

5. BUSINESS RECRUITMENT

Status: The biggest business recruitment is the Love's truck stop. An additional motel and restaurant are expected to locate there as well in the future. A previous truck stop, Separ truck stop, opened in 1994 and now is opening a restaurant. In terms of job retention, a local green house has extended its operations by three houses and employs nearly 100 people. It is the areas largest employer. **Contact:** Richard Searle, Vice President of Western Bank, President of Hidalgo Lordsburg Economic Development Committee, 542-3521

II. HOUSING:

1. ADDRESS HOUSING PROBLEMS THROUGH 'PARTNERSHIP' WITH HUD, AREA BANKS AND PRIVATE ENTITIES.

Status: The housing need in Lordsburg is dire. There is no available public, elderly or handicapped equipped housing. The waiting list for existing public housing averages between 50 and 70 applicants. The City has acquired 15 acres adjacent to the Housing Authority on the southern border of the designated CC area. The city platted and prepared the land, but nobody has been willing to develop it. Priscilla Lucero, a community development planner with the Southwest Council of Governments, stated: "We tried every alternative to develop the housing stock in Lordsburg by conventional means and haven't been able to." A housing study is being undertaken by a local engineer to determine how best to develop the property. The City has applied for HUD grants each time they have been available, but has not received the funding needed. The Housing Authority sought a colonias designation because of the age of the housing stock. **Contact:** Priscilla Lucero, community development planner, SWCOG, 388-1509.

III. QUALITY OF LIFE:

1. HEALTH CARE

Status: A primary health clinic opened on July 1, 1995. It has a doctor twice a week. A PA and one or two mid-level physicians still are needed. The clinic treats about 30 people a day. It was established with financial support from the State through the Public and Rural Health programs, and through the University of New Mexico Hospital.

2. JOB CREATION

Status: The economy is staying about the same with little new job creation. People anticipate the opening of the Love's truck stop. Snappy Mart underwent a major renovation in a new store. The Diamond Shamrock station also renovated. There is a new pizza restaurant. These developments have generated a few new jobs in the CC.

3. WATER QUALITY

Status: CDBG funding provided \$2.5 million for a designated colonias sewer project, and probably \$1.5 million for a new water plant (See 2 & 3 in section IV below).

IV. INFRASTRUCTURE IMPROVEMENT

1. STREET IMPROVEMENTS

Status: This consisted mostly of lighting on I-10. The project was completed in April and funded by the State Department of Transportation.

2. WATER IMPROVEMENTS

Status: Water improvements are under study funded by the Legislature. \$1.5 million is expected from Colonias Program for a new water well, water line repairs and new hydrants.

3. SEWER PLANT IMPROVEMENTS

Status: \$2.5 million in Colonias funding is being provided for a new wastewater treatment facility and a manufactured wetlands. The wetlands will also draw birds which will be another component in developing regional tourism.

4. STREET BEAUTIFICATION

Status: A beautification grant from the State provided for new benches and planters along streets and in parks. It paid for landscape improvements to Main Street and Motel Drive some garbage containers, and a new Amtrak shelter at the station.

5. DOWNTOWN PROJECTS

Status: The objective of this goal was to get downtown business owners to make repairs. The project did not make enough of a dent in the problem.

6. PLANTING TREES

Status: A UDAG grant for \$160,000 was used to rejuvenate two parks in the CC zone, purchase new recreational equipment and to plant trees. MORE TREES ARE STILL NEEDED DOWNTOWN.

7. REFURBISHING PARKS

Status: See #6 above.

V. BENCHMARKS

1. REACH A POPULATION OF 5,300 BY 2004

Status: Population trends of the area need further assessment.

2. HEALTH FACILITIES

A. Full time clinic (24 hour)

Status: The clinic is not full time yet.

B. Nursing home with independent living quarters

Status: The nursing home was bought out by Horizon. They have new ideas and techniques and have planned a renovation. They are looking to serve more elderly people who cannot afford independent living quarters.

3. INCREASE PUBLIC SAFETY AWARENESS

Status: Mr. Castillo, principle CC contact was unaware of any specific measures taken to address this area.

4. EXPANSION OF MINE TO SOUTH (PLAN PROJECTED 100 JOBS IN 10 YEARS).

Status: No mine work is happening. St. Clouds owns a copper mine that was expected to expand at the time of the EC application. Nothing has happened.

5. ELECTRIC COMPANY REOPENING PROJECT (20 JOBS IN 10 YEARS).

Status: Discussions are underway to develop a subsidiary of a Texas power plant. The plant, COBISA, would employ 100 people in the first year and 20 after startup by 1998.

6. TRUCK STOP (20 JOBS)

Status: This is occurring (see "I. Economic Development.")

7. FAST FOOD GROWTH

Status: This is occurring (see "I. Economic Development.")

8. HOSPITALITY INDUSTRY (MOTELS, HOTELS)

Status: Expansion projected (see "I. Economic Development")

9. NAFTA INITIATIVE/PROJECTED BENEFITS

Status: Nothing is happening. Initiative required from Mexican side under NAFTA to open border.

VI. RESOLUTIONS [listed in plan]

3/21/94 CDBG grant for \$405,000 to improve arterial pathways in Lordsburg.

10/12/93 ICIP Capital Improvements Plan

Status: Lordsburg received \$250,000 from the State (a Senate Memorial) to install and repair gas lines. The city also received \$500,000 for street repair in 1994.

9/14/93 Resolution for a grant of \$100,000 & a loan of \$500,000 for water system improvements.

Status: Funds provided through the Rural Infrastructure Program. \$20,000 was used for engineering fees. The program also will pay for a water tank pending completion of the water study.

6/14/94 Resolution to work with the Southwest Council of Governments to organize a Regional Juvenile Services Task Force to prepare a study on Juvenile Justice.

Status: Being addressed. See "Attachments" #3.

VI. ATTACHMENTS

[THE APPLICANT INCLUDED LETTERS FROM THE FOLLOWING AGENCIES AND ENTITIES IN THE STRATEGIC PLAN. BECAUSE THEY WERE INCLUDED, THEIR STATUS IS ASSESSED BELOW].

1. HIDALGO LITERACY PROGRAM

A. Summer Lunch Program

Status: Programs are implemented and ongoing.

2. HOUSING AUTHORITY

A. "A tremendous need for additional housing in Lordsburg & Hidalgo County."

B. Retired & elderly interested in Lordsburg, but cannot find housing opportunities and thus locate elsewhere.

C. The Authority has applied for and been denied requests for additional family, as well as elderly and Handicapped units. State says 'there's no need' for additional housing.

Status: See "II. Housing"

3. LORDSBURG POLICE DEPARTMENT

THE AREA SUFFERS FROM PROBLEMS RELATED TO HEAVY DRUG AND ALCOHOL ABUSE. THE BARRIER IS THE LACK OF FUNDING FOR PROGRAMS.

A. The police department is involved with the Multi-disciplinary Task Force which addresses drug abuse, domestic violence, drug free schools, and Summer recreation classes set up at the Special Events Center.

Status: These areas are all being addressed through a range of programs. The programs are going strong (but are in need of additional funding). Three additional programs are on-line: The

DWI Program, Child Advocacy Services Association and the Neutral Corner Program. Public and Federal grants have funded the women's shelter, and the educational and counseling programs. The domestic violence program and the drug free schools program have used up their funding. A new regional safe house for women victims of domestic violence is being sought. Summer recreation classes are handled by the scout troops. **Contacts:** Michael Snare, Child Advocacy Services Association, 542-3782; for domestic violence issues & safehouse, contact Jen Hopkins with Grant County Health Clinic, 542-9391.

4. CHAYAH YAATS COUNSELING CENTER

LORDSBURG IS A PRIME STOPPING PLACE FOR DESTITUTE AND HOMELESS. SERVICE IS FREE.

Status: This service is no longer available. The organization moved out of Lordsburg. A church group started a shelter, but nobody wants to shoulder the responsibility.

5. CITY OF LORDSBURG SPECIAL EVENTS CENTER

A. The City wants to start:

- i. a kids bowling program;**
- ii. a soccer program;**
- iii. a girls softball league; and**
- iv. a Summer camp.**
- v. expand the handball program**

Status: Items i.- v. have been addressed. A summer camp was tried once. Activities have since been picked up by scout troops. In addition, a kids basketball league is in place.

- vi. build another softball and handball field;**
- vii. plant more trees and grass in the parks;**
- viii. install more playground equipment;**
- ix. improve the tennis courts;**
- x. repair all field lights;**
- xi. better maintain ball fields;**
- xii. improve the watering system for the parks and ballfields;**
- xiii. and create more practice fields around town.**

Status: items vi.-xiii. will be addressed to the degree they can be when the parks are redone through a Recreation grant from the NM Legislature (pending).

6. LORDSBURG YOUTH ACTIVITIES

A. Start a senior league baseball program (fund equipment - approximately. \$735)

Status: Lordsburg tried to implement this goal. Found enough players, but not enough funding to cover trips to Silver City and to play other teams.

B. Provide bi-weekly camping & fishing trips for 20 youth (\$1,130)

Status: This goal is being met by Boy Scout and Girl Scout programs (programs are new since submittal of EC application).

- C. **Construct a small football field next to tennis courts by the Special Events Center. Field would be utilized by various youth programs.**

Status: Project pending recreation grant allocation (see status for Attachment #5).

7. LORDSBURG SCHOOL DISTRICT

- A. **Vocational Tech program offers classes in job market skills/Carl Perkins Grant for Computer Drafting.**

Status: The principal of the Lordsburg High School has been a dedicated champion for On the Job Training (OJT), computer skills development, and for initiating and maintaining important after school activities for young people. He has developed consistent funding sources for these programs and is looking for community support to expand them. The Carl Perkins funds have helped begin a Computer in Home Economics program. Many of the kids who studied the CAD computer program have gone on to further study or work with computers. Funding for other programs, including one for high risk students, has been through small grants from the Regional Cooperative Center (RCC) at Western New Mexico University. **Contact:** Vance Lee, Principal of Lordsburg High School; and Betty Campbell, RCC, 894-7589.

8. LUNA COUNTY CHARITABLE FOUNDATION

- A. **There is a critical need for a RURAL HEALTH CARE CLINIC in Hidalgo County. The population has to travel "upwards of 180 miles to nearest rural health clinic." Health care is required for economic development.**
- B. **Big difficulty in maintaining doctors.**
- C. **1990 Census data show no certified nurse midwives in Hidalgo or Luna counties in 1991.**
- D. **Seeking a grant for a medical clinic (Federal grant is sought for two clinics in Deming and Lordsburg)**

Status: No word yet on Federal grant for medical clinic.

9. ROCK-A-MANIA

A LOCAL ORGANIZATION WHICH GIVES CLASSES ON GEMS AND MINERALS. EACH YEAR THEY HAVE A RALLY, LIKE A FAIR. GEM AND MINERAL CLUBS COME TO EXHIBIT AND TRADE.

10. PHELPS DODGE

WAS LISTED IN APPLICATION TO HIGHLIGHT THEIR SUPPORT ROLE. WHENEVER LORDSBURG NEEDS HELP WITH A PROJECT, PHELPS DODGE LENDS TOP PEOPLE TO ASSIST IN "WHATEVER WE NEED."

11. ABC HEALTH

OWNED BY FIRST AMERICAN HOMECARE, A PRIVATE COMPANY, ABC PROVIDES HOME HEALTH CARE TO LORDSBURG AREA RESIDENTS. THE COMPANY HAS 20 EMPLOYEES AND WORKS THROUGHOUT HIDALGO COUNTY.

12. AREA AGENCY ON AGING IN MESILLA

RUNS LOCAL SENIOR CENTERS. HAS IDENTIFIED HOUSING, MEDICAL AND SHOPPING NEEDS FOR SENIORS. FOR EXAMPLE, A CHAIN STORE IS BADLY NEEDED FOR SENIOR SHOPPING. FOR MORE INFORMATION, **CONTACT:** ILA BARKER, 542-9414.

4

APPENDICES

Appendix A:

1. List of CC & EC Contacts in New Mexico
2. Map of CC & EC Locations in New Mexico
3. List of Interviews With Key CC Contacts

Appendix B:

1. CC & EC Commonalties
2. **Table 1:** Issues and Commonalties in New Mexico EZ/EC Strategic Plans

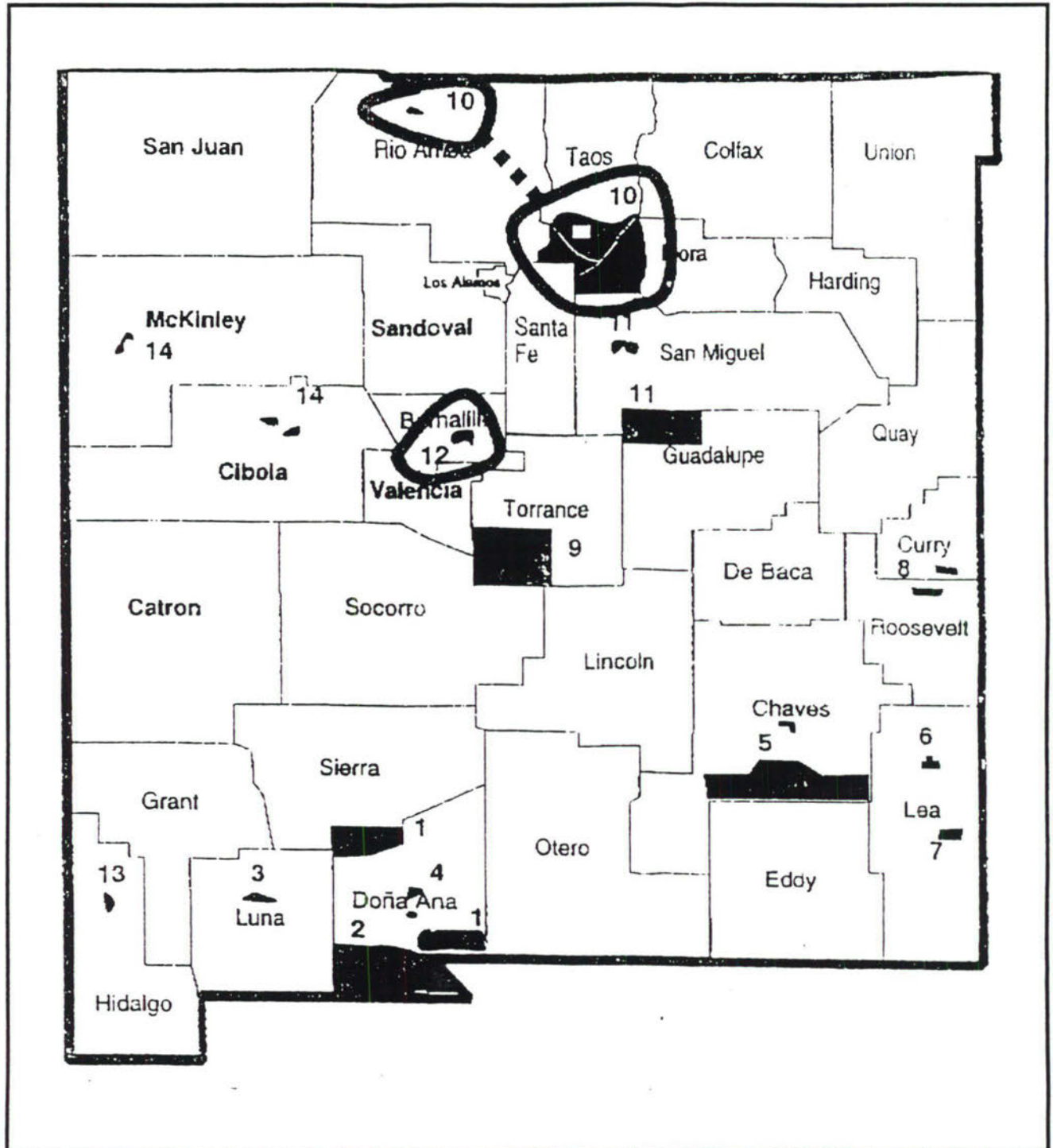
APPENDIX A-1. List of CC & EC Contacts in New Mexico

<u>EZ/EC Applicants</u>	<u>Community Contact Person</u>
1. Dona Ana County - EZ	Ramona Vallejos, Grants Admin. (505) 524-4215 Fax: (505) 527-1443
2. Sunland Park, Santa Teresa, NMSU general area - EZ	Jesus Prieto, Dir. Building & Planning (505) 589-7565 Fax: (505) 589-1222
3. City of Deming & Luna County - EC	John Strand, City Manager (505) 546-8848 Fax: (505) 546-6442
4. City of Las Cruces (Urban) - EC	Jerry Trojan, Planner (505) 526-0342 Fax: (505) 526-0445
5. City of Roswell/Chaves County - EC	Don Cox, Chamber of Commerce (505) 623-5695 Fax: (505) 624-6870
6. City of Lovington - EC	Charles Kelley, ADA Coordinator (505) 396-2884 Fax: (505) 396-6328
7. City of Hobbs - EC	Russell Doss, City Engineer (505) 397-9206 Fax: (505) 397-9534
8. Cities of Clovis & Portales - EZ	Lisa Noble, Dir. Economic Dev. (505) 763-3435 Fax: (505) 763-7266
9. Torrance County (Willard, Mountainair area) - EC	Ted Reddinger, County Manager (505) 384-2418 Fax: (505) 384-5294
10. La Jicarita (Mora, Taos & Rio Arriba Counties) (Rural) [Federally designated EC]	Ron Martinez, Coordinator (505) 470-2340 Fax: (505) 753-7686
11. Guadalupe and San Miguel Counties & Las Vegas - EZ	Harold Garcia, Dir. Economic Dev. (505) 454-1401 Fax: (505) 425-7335
12. City of Albuquerque (Urban) [Federally designated EC]	Eric Pfeiffer, Economic Development (505) 768-3270 Fax: (505) 768-3280
13. City of Lordsburg - EC	Ted Castillo (505) 542-3421 Fax: (505) 542-3507
14. City of Grants, Village of Milan & City of Gallup - EC	Patricia Lundstrom (505) 722-4327 Fax: (505) 722-9211

EZ = Empowerment Zone Applicant (4 Rural)

EC = Enterprise Community Applicant (8 Rural & 2 Urban)

APPENDIX A-2: Map of CC & EC Locations in New Mexico



(4) Empowerment Zone Applicants
(10) Enterprise Community Applicants

Applicants #10 & 12 = Federally Designated EC's

APPENDIX A-3: Principle Interviews With Key CC Contacts

Community	Date of Initial Interview	Principle CC Contact/s
Northwest New Mexico	9/19/95	Patricia Lundstrom, Executive Director, NWCOG; Jeff Kiely, Deputy Director, NWCOG
Northern NM/Las Vegas	9/25/95	Harold Garcia, Director of Economic Development, City of Las Vegas
Clovis/Portales, NM	9/25/95	Lisa Noble, Director of Economic Development, Clovis Chamber of Commerce; Eva Woods, Region IV Housing Director; Reta Weaver, Executive Director, Community Partners
Roswell/Chaves County	11/28/95	Don Cox, Executive Director, Roswell Chamber of Commerce
Hobbs, NM	11/29/95	Russell Doss, City Engineer
Lovington, NM	11/29/95	Charles Kelley, Assistant City Manager
Lordsburg, NM	12/12/95	Arthur Clark Smith, Mayor Ted Castillo, Financial Officer, Pansy McDonald, Councilor
Dona Ana Co., NM	12/13/95	Ken White and Ramona Vallejos White, Economic Development Planners, and Bess Metcalf, Colonias Development Council
Sunland Park, NM	12/13/95	Jesus Prieto, Director of Building & Planning
Deming/Luna Co, NM	12/14/95	John Strand, City Manager
Toirance Co., NM	12/20/95	Ted Reddinger, County Manager, Susan Simons, New Mexico MainStreet

APPENDIX B-1: CC & EC Commonalties

A. Common Issues and Concerns in the CC's and EC's

In drafting their strategic plans, the Champion and Enterprise Communities layed out a range of common concerns. These commonalties break down into eight general issue areas as follows:

1. Economic Development;
2. Education, Youth Development & Job Training;
3. Affordable Housing;
4. Health and Human Services;
5. Infrastructure and Environment;
6. Public Safety & Emergency Services;
7. Transportation; and
8. Recreation, Culture and Tourism.

Tracking the progress of individual CC and EC communities, as well as of the overall group, would be greatly facilitated by a matrix of issues and projects by community with symbols to indicate the degree of implementation and the barriers faced on each project. Such an undertaking fell beyond the scope of this project. Table 1 (next page), however, represents a broad classification of the commonalties and issues faced by the various New Mexico EC and CC communities. It should be noted that a certain degree of overlap exists between some categories. For example, the category, 'Education/Youth Development' indicates the work *done to* youth with the intent of making to make them into productive, civil citizens. The category, 'Recreational Facilities/Youth Programs', on the other hand is intended to represent opportunities for youth to *do for/with themselves* (i.e. enjoy spontaneous fun as an alternative to formative structure). While the categories listed in Table 1 are necessarily general, they provide a useful overview of the major concerns addressed in each community.

B. A Lesson for Strategic Planning Drawn from the EZ/EC Experience

New Mexico's CC and EC experiences offer an impressive wealth and range of approaches to overcoming problems. After reviewing and assessing the EZ/EC strategic plans, one element appears critical to creating effective strategic plans for community development: it is to find a balance between projects that address human needs and those that stimulate and promote human interests, creativity and opportunities to meaningfully participate in important areas of community life. Developing viable social *infrastructure* and networks probably is as important as implementing the physical and capital improvements.

APPENDIX B-2: Table 1

Issues and Commonalties Identified in NM EZ/EC Strategic Plans *

ISSUES	COMMUNITIES
Access to Capital/ Financial Development/ Economic Development	Albuquerque, Northern New Mexico, Sunland Park, Torrance, Lovington, Northwest New Mexico, La Jicarita, Doña Ana, Clovis-Portales, Deming
MainStreet	Albuquerque, Roswell/Chaves, Torrance, Lovington
Rural Outreach	Albuquerque
Community Education/ Training/ Workforce Development/ Entrepreneurial Training	Albuquerque, Las Cruces, Sunland Park, Clovis-Portales, La Jicarita, Doña Ana, Northern New Mexico, Northwest New Mexico
Housing/Migrant Housing	Albuquerque, Northern New Mexico, Roswell/Chaves, Lordsburg, Deming, Doña Ana, Northwest New Mexico, Clovis-Portales, Hobbs, Sunland Park, Lovington
Public Transportation	Albuquerque, Northern New Mexico, Sunland Park, Doña Ana, Northwest New Mexico, Hobbs, Lovington
Healthcare Provision/ Facilities	Albuquerque, Northern New Mexico, Sunland Park, Roswell/Chaves, Torrance, Hobbs, Deming, La Jicarita, Lovington
Education/ Youth Development	Northern New Mexico, Sunland Park, Roswell/Chaves, Torrance, Hobbs, Deming, Northwest New Mexico, Clovis-Portales, Lovington
Human/ Social Services	Northern New Mexico, Lordsburg, Northwest New Mexico, Clovis-Portales
Environmental Issues/ Training	Northern New Mexico, Hobbs
Public Safety/ Crime Prevention	Albuquerque, Northern New Mexico, Deming, Doña Ana, Hobbs, Las Cruces, Lovington, Roswell/Chaves
Recreational Facilities/ Youth Programs	Northern New Mexico, Las Cruces, Hobbs, Deming, Lovington
Infrastructure	Las Cruces, Roswell/Chaves, Northwest New Mexico, Lordsburg, Lovington
Water and Wastewater Issues	Clovis-Portales, Roswell/Chaves, Northwest New Mexico, Doña Ana, Sunland Park
Tourism Development	Lordsburg, Northwest New Mexico, Torrance
NAFTA Trade	Lordsburg, Northwest New Mexico, Sunland Park
Colonias	Doña Ana

Source: Randall G-Scott, *General Review of EZ/EC Applications*

* This Table includes information from the Albuquerque and La Jicarita Enterprise Communities.

**NEW MEXICO DEPARTMENT
OF PUBLIC WORKS
AND
ENVIRONMENTAL RESTORATION**

REVIEW AND PROPOSAL

William Turner Ph.d
COMMUNITY ASSISTANCE FOUNDATION
610 Gold Ave., SW, Suite 111
Albuquerque, NM 87102

Researched by:

HAROLD MARCHAND
AmeriCorps Member
USDA - RECD
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CRACKS IN THE SEAMS

In the early 1980's legislators, public administrators, and concerned citizens became concerned about the deteriorating quality and safety of our public works. Burst dams, collapsed bridges, and deteriorating sewage systems provided the impetus for the federal government to initiate debate and research on the problem of insuring long term funding and safety of major public works. In the last decade the situation has worsened. The American Automobile Association recently released a report citing federal statistics that revealed,

"More than a third of the major roads are in immediate need of repair. Twenty-six percent of the 27,000 bridges along the National Highway System are (structurally deficient) or (functionally obsolete). The bridges are unsafe for the volume or type of traffic they carry (Appendix A)."

Americans assume that our basic infrastructure of highways, bridges, dams, and water systems, are structurally sound; that essential public works are maintained properly and routinely examined for flaws. In May of this year, the New Mexico Public Interest Research Group produced a report on violations of Environmental Protection Agency drinking water standards in New Mexico communities (Appendix A). The study reports,

"In 1994 and 1995, 66,490 people in 136 communities in New Mexico drank water that failed to meet federal health standards under the Safe Drinking Water Act."

The concern over confidence in quality and safety of public works came at a time when major capital projects created during the economic crisis of the Great Depression of the 1930's, were literally beginning to crack at the seams. Federal agencies that were created as an effort to aid states and communities in recovering from the Depression have evolved into complex bureaucracies that administer funds for all manner of infrastructure.

Fifty years have passed since the Great Depression. Coincident with the recognition of need to repair or replace essential infrastructure, was the onset of the Reagan-Bush administration and "New Federalism" (a concept that the federal government should increasingly turn over its appropriated responsibilities and tax dollars to the states).

The gap continues to widen between expected funding and the actual provision of funds for essential public works. An ever mounting national debt and continuing declines in federal revenues to the states are forcing state and local governments to devise innovative capital funding methods.

This report has been developed from the point of view that there are no enemies to blame for the state of our deteriorating public works. Planning for future public works requires us to examine the efficacy of existing state and federal programs. It is not necessary to get bogged down in personalities or political squabbling. Instead this report focuses on how current agencies deliver infrastructure. It focuses on the question of agency missions. Are our public works programs placed strategically in the appropriate departments of state government? Does state government have appropriately trained personnel for managing our public works programs? This report is not an idle intellectual exercise in public administration. New Mexico is experiencing unprecedented growth, but the state budget is operating with fewer funds.

New Mexico is experiencing growth in the Rio Grande Corridor (Las Cruces, Belen, Los Lunas, Albuquerque, and Santa Fe). This region accounts for most urban environments in the state. Yet over 85% of the population of our state reside in areas that are considered to be

rural; and this large rural area is spread out over the fifth largest state in the country. Bernalillo and Dona Ana counties struggle to keep pace with providing enough roads, sewers, and schools for growing populations. Rural communities are fighting to stave off collapse or the need to replace costly water treatment or sewage facilities.

In the spring of 1996, the community of Springer, New Mexico found itself trying to deal with untreated sewage that had leached into the nearby river Cimarron River. (Appendix A). Civic leaders found themselves beset by federal Environmental Protection Agency guidelines and fines; by New Mexico Department of Environment sanctions; and all this at a time when the city of Springer was trying to secure grant and loan funding from state and federal sources to improve local drinking and waste water facilities

In Arroyo Hondo this past spring, it was necessary to haul bottled water to a local grade school to supply children with clean drinking water due to a break down in aging water treatment equipment in that community. (Appendix A) These accounts are not being reported as indictments. Unfortunately, such stories have become all too common place in urban and rural America.

Our health, safety, and economic progress are at stake when we gamble with the use of aging and deteriorating public works. From the public health field we hear a great deal about how important it is these days to think in terms of preventive medicine; how necessary it is to approach treatment from an integrated or holistic perspective. Can we afford to address vital public works needs of water treatment, sewage, dams, highways, and bridges from anything less than a preventive approach?

In 1991, the New Mexico First organization held it's Ninth Annual Town Hall; To Build A State (3). This forum produced an exhaustive study on New Mexico public works needs. An earlier study, Public Infrastructure Needs, 1982-2000: New Mexico Case Study, (5), was conducted in support of Hard Choices (1), the 1984 Congressional study. For economic and historical background our discussion draws from the two earlier works.

For years, New Mexicans relied on severance taxes from the sale of oil, gas, and minerals to fund public works programs. By the mid 1980's when the New Mexico First report was published that situation had changed. Copper mining activities in southwest New Mexico had significantly diminished (copper mining is now in full swing again). Oil and gas prices were at an all time low; impacting not just on public works funding but on the overall state economy. It became clear that new ways of paying for public works must be developed. It became a problem of providing better service with far less money. The policy recommendations of the 1984 Congressional report, Hard Choices (1), indicated that:

- * The problem can be managed if state government adequately defines public works needs.
- * Funding, planning, implementation, and monitoring of local works are the responsibility of state and local government.

The federal government has increasingly shifted the responsibility for infrastructure to the states. Joint federal-state initiatives have been made to make the transition as smooth as possible; however, in researching available literature on public works, it is evident that planning for public works has ignored critical realities. There is a belief that the level of involvement and expenditure at all levels of government should be reduced. We cannot at once shift administrative and funding responsibilities from federal-to-state, and state-to-locale, without ensuring that the right people are in place to effectuate the shift. The agency to which programs are shifted must have appropriate processes and structures to carry out the work.

RED TAPE

The current structure of state and federal government produces a complicated process for getting vitally needed funds to projects at the local level. A small community must make application to a myriad of agencies to obtain the necessary funds to serve the long run water needs of residents. Under the current system, a community may have to wait on

funding cycles from the Department of Finance and Administration for Community Development Block Grant funding; the Environment Department, the U.S. Department of Agriculture, or the Department of Human Services Safewater Program. Public works projects end up being funded piecemeal (Appendix B).

On the plus side, state and federal administrators have worked informally to assist local communities. When a community cannot acquire sufficient funding from a single source, they turn to funding agencies, lobbyists, and grant writers. There is no coordinated funding mechanism to finance community infrastructure.

After multiple state and federal funding sources have been obtained, local community leaders and their consultants are faced with the nightmare of accounting and record keeping for diverse sources. The water users association in the village of Vallecitos in Rio Arriba County is dealing with an accounting nightmare right now. The association needed funding to upgrade its water system. This included hydrological surveys, water rights research, drilling of new wells, and new hook-ups to citizens who previously had to haul bottled water to their homes. No single state or federal agency could fully pay for this small community's needs. Four separate funding sources were found to cover costs: the McKuen Foundation, the Income Support Division within the Department of Human Services, the Construction Bureau in the Department of Environment, and the U.S. Forestry Service. It is wonderful that creative solutions were devised to arrive at funding, but how can small water associations keep track of the multiple costs. This responsibility falls to the engineer, geologist, or contractor, who has been hired to build the public works. Private contractors and user association officers spend a great deal of time on accounting. This bureaucratic complexity occurs frequently in the construction grant and loan process. Consider these components of the dilemma:

- * FUNDING CYCLES BETWEEN AGENCIES DO NOT CORRESPOND
- * NO SINGLE AGENCY CAN FUND A WHOLE PROJECT
- * ACCOUNTING FOR MULTIPLE FUNDING SOURCES
- * HALF-A-LOAF PROGRAMS RESULT IN HALF DONE PROJECTS

- * RELIANCE ON EMERGENCY FUNDING FOR PUBLIC WORKS
- * LEGISLATIVE CHRISTMAS TREE FUNDING WHEN ALL ELSE FAILS

Legislative and executive branches of government in other states have had to face similar problems. The State of Washington completely revamped its funding method of managing capital infrastructure by legislative mandate; requiring all levels of government within the state to prepare comprehensive plans for public works needs (Appendix C). Unlike Washington State, New Mexico consists of a primarily rural and agrarian population. Most of our rural communities encounter great financial strain in trying to foot the bill for professional services such as grant writing, geo-technical, engineering research, administrative, and legal costs.

THE SOLUTION

The driving force of this proposal is to develop on-going solutions for public works necessities in New Mexico. Much guess work can be taken out of the public works grant and loan application process by creating a **one-stop-shop** in state government. Leaders and governments could make inquiries, applications, or requests for any kind of public works assistance to one agency within state government. This agency alone would have the responsibility for developing, reviewing, implementing, and maintaining infrastructure. It would be responsible for processing all infrastructure applications for state or federal funds. This one step alone would significantly decrease paperwork. It would also reduce the time that communities wait to be processed for funding. The current process requires an oversight review by the Department of Finance Administration to determine if communities are making multiple applications for similar funding requests. The current process also determines which source of funding is most appropriate for a given infrastructure need. By eliminating the existing method of finance and review, there would be an immediate saving of state money in terms of redundant personnel reduction, office, equipment, and paperwork costs. New Mexicans would be the beneficiaries of this simplified process of oversight and administration.

In 1995, staff leadership in the Local Governments Division within the Department of Finance Administration, proposed that all rural public works funding and personnel should be moved to their division (3). Yet, the mission of the Department of Finance and Administration is that of a funding and oversight arm of state government. As the federal government relinquishes more of its control over funding to the states, the Department of Finance and Administration intends to take on increased responsibility for accountability of state funds. Considering the ever increasing need for fiscal accountability, we must question whether this is the right agency to also execute public works projects.

Appendix D of this proposal includes detailed agency job descriptions. This data has been collected from the most recent Table of Organizational Lists (March 1996), which is published by the Department of Finance and Administration. Listings in this report are used for making comparisons between how the various agencies manage and implement public works funds. Comparisons made here are for the purpose of identifying gaps in managing, accounting for, and implementing public works. Do we have the right people for the important job managing our infrastructure needs. Do they have training appropriate to identifying critical engineering and construction cost overruns? Can we significantly improve the existing process of delivering infrastructure?

Public works in New Mexico are administered by no less than seven state agencies (Appendix E). When state or federal funds for library construction are available, the Office of Cultural Affairs oversees the implementation process. However, administrative time spent on library construction accounts for less than one full time state employee. Less than one full time employee is employed to administer Safe Water funds in the Income Support Division of the New Mexico Department of Human Services. A similar situation exists at the Agency on Aging. Public administration personnel in these agencies have demonstrated high level competencies in meeting the social service needs of New Mexicans, but they are not trained public works contract administrators, engineers, or construction professionals. By removing the construction responsibilities from these agencies to a one-stop unified public works agency, social service personnel would be provided with more time to deal

with ever mounting social needs. Developing strategies for the division of labor in state government should not be viewed from the traditional "turf" war mentality, but rather as a matter of making realistic strategic decisions that will prepare New Mexico state government to meet the Twenty First Century. Putting the right people together with the correct agencies and funding sources would be just the beginning of making government more responsive to the people.

The Local Governments Division in Department of Finance Administration contains 46 (+/-) employees; and a large share of the work done there involves public works administration. The situation is similar at the Construction Bureau and the Underground Storage Tank Bureau. Both of these bureaus in the Department of Environment administer public works programs. Construction accounts for 17 (+/-) employees and Underground Storage accounts for 18 (+/-) state employees. Outside of the Highway Department, these two bureaus are the largest public works construction arms of state government. In this case both personnel and funds should be moved to an agency in that is solely responsible for public works construction; thus freeing the Environment Department to more aggressively monitor and enforce regulations pertaining to our natural resources (Appendix E).

CHRISTMAS IN JULY

As things stand now, if a community does not get funding for construction of a senior citizens center, a sheltered workshop, teen center, or a water treatment facility, then lobbyists encourage legislators from the local district to introduce bills for such public works programs at the end of each legislative session. These bills are commonly referred to as "Christmas Tree" bills. Water treatment funding competes with outdoor basketball court funding. This legislative process is not so much a sacred exercise in democracy as it is a failure to prioritize funds for our most basic human needs (Appendix A).

THE SOLUTION

Our discussion has led us to the recognition that a problem exists in how we deliver basic infrastructure services to New Mexicans. Reforms have been made to improve the process of delivery, but the reforms are just not keeping up with increased public works demands. We have suggested that New Mexico needs a systematic overhaul of how public works are created and paid for.

We have also indicated that the right people are just not being utilized by state government to manage public works programs. Current state employees will either have to be retrained; which will include intensive education in cost engineering, contract management, auditing, and construction supervision. The alternative is to initiate recruitment practices that attracts credentialed and certified professionals to critical public works management posts in state government. This will necessitate an increase in expenditures in order to secure the most competent professionals to act as stewards of our public infrastructure. The payoff will be better accounting for public works funding; more thorough on site review of construction programs; and most importantly, increased confidence that built infrastructure is the soundest, safest construction for the taxpayers money.

As noted early in this report, public works management is spread over numerous agencies within state government. The one-stop-shop concept is the most logical alternative to multiplicity of funding cycles, multiple agency applications, and management. Strengths and weaknesses within various state agencies have been examined. The Highway and Transportation Department is the only fully executing public works agency in state government. Public works administration and construction are the primary function of this agency.

It is not enough to come up with the right combination of people, funding, and organizational structure. Integrative thinking and planning by citizens and all levels of government is necessary if we are to make permanent changes in how public works are developed and maintained. Public works such as highways and water systems must come

be viewed as dynamic systems which are in a process of flux. We are not erecting permanent monuments, but infrastructure that must be adaptable to the uncertain and constant human change.

STRUCTURE - PROCESS - PEOPLE

To develop long range plans for New Mexico state government requires planners to evaluate the mission, structure, process of delivery, and the qualifications of who is producing or overseeing our public works. A brief review of the principal state agencies is in order.

Department of Environment

Mission: To preserve, protect, and perpetuate New Mexico's environment for present and future generations.(5)

Agency Structure: The department was designed to investigate natural and man made contamination of physical environment; to monitor environment for hazardous conditions; to enforce state environmental laws; and to assist communities in complying with federal EPA standards.(6)

Process The Environment organizational chart indicates that most of the work performed in the agency is in harmony with the mission statement and structure. (Appendix D) Two exceptions are apparent: environmental public works and restorations carried out by the Construction Programs Bureau and the Underground Storage Tank Bureau (UST). Where other intra agency programs are concerned with enforcing laws and monitoring environment, these two bureaus are public works offices. The UST performs a dual function; it monitors underground tank storage and it oversees underground storage contracts with private firms.

People: There are four environmental engineering specialists in the Construction Bureau. The other staff members are clerical support, finance officers, and project managers. Appendix D). Staff members of this bureau are not enforcement officers. Nor are they cost accountants or construction engineers. However, this bureau has one of the largest budgets in state government for infrastructure (Appendix B). The UST is almost equally divided between finance personnel,

personnel, geologists, and water resource specialists. There are no construction or remediation engineers employed to cost out or review design of remediation facilities(Appendix D TOOL Report Details).

Economic Development Department

Mission: EDD promotes development in a manner that is consistent with local community desires and needs. It concentrates on improving job growth and enhancement through border development and international trade, rural development, and technology utilization; assists existing companies and prospective concerns by encouraging new enterprises to locate in the state; and advancing business retention (5).

Agency Structure: EDD is an economic promotion agency. Promotion may point the way to implementation of public works needs; but cost accountancy, construction oversight, and engineering are not present or within the purview of this department. EDD was not designed with an executory mission in mind.

Process: EDD assists New Mexico businesses to succeed and expand; recruits new business to the state; promotes New Mexico as a film and video production center: promotes "made-in-New Mexico" products; promotes Space related development such as the Spaceport; fosters border development through the New Mexico Border Authority; and rural development through the New Mexico Rural Response Team. It is easy to see that EDD does not have the processes available to monitor or produce public works (6).

People: Staffers within EDD are either clerical support or economic and development personnel. No engineering or construction professionals are housed in EDD (Appendix D TOOL Report Detail).

Department of Finance Administration

Mission: DFA is the central budget and financial regulatory agency in state government(5).

Agency Structure: DFA structure reflects its original mission; although the agency has tacked on several other administrative groupings which are outside the realm of budgeting and

regulating. The Office of Cultural Affairs and the Commission on Higher Education are administratively attached to DFA. The Local Government Division attached to DFA administers public works funds through Community Development Block Grants. This is a clearinghouse for federal funds directed for projects in New Mexico.

Process: DFA is charged with oversight responsibilities pertaining to state and local budgets. Within DFA, the Board of Finance has jurisdiction over all state and local fiscal affairs. Local Government Division is subordinate to the Board of Finance. The Tool Report Detail (Appendix D) reveals no infrastructure engineering, cost accounting, or construction supervision specialists. This is confirmed by the Executive Budget for 1996-97 (6).

People: Local Government Division job descriptions reflect program management, budget analysis, clerical support, and accounting. Is this the proper location for executing costly public works decisions?

State Engineers Office

Mission: Development, protection, and distribution of state ground and surface water resources, including the administration of legal water rights. Furthermore, SEO, works in conjunction with the Interstate Stream Commission, administers the Ute Dam Fund, and the Improvement of the Rio Grande Fund (6).

Agency Structure: Almost half of SEO staffers work on unresolved water rights cases, assisting the public in proving water rights, and gaining additional water rights.

The other half of SEO staffers are involved in technical, scientific, or water construction projects (6).

Process: Of consequence to this paper is the role SEO plays in producing water-related construction projects. On its own, the SEO does no building at all. It acts as an intermediary with U.S. Army Corps of Engineers when the federal government funds water construction in New Mexico. New Mexico is responsible for matching about one third of the dollar amount distributed

by the federal government.

People: SEO is comprised of lawyers, water engineering specialists (who are not engineers), and technical support groups. An Administrative Services Division oversees all financial activities of the department. Notably absent are water construction professionals, engineers, and qualified contract administrators to manage ditch, dam, and other water works.

Highway and Transportation

Mission: To mobilize resources for planning, developing, maintaining, improving, and facilitating a high quality state transportation network. This includes highways, railroads, public transport, and aviation as complementary components of the state transportation network (5).

Agency Structure: HTD is an executive agency with the authority and capacity to carry out public works construction and maintenance throughout the state (5).

Process: HTD locates, designs, constructs, and maintains state highways and public roads. HTD implements federal-state road and bridge construction. HTD is a building and repair agency. It supervises engineering, lets contracts for construction, supervises construction, and exercises audit and performance oversight over its programs (6).

People: HTD is staffed by trained contract administrators, engineering design and review staff, and internal accountancy (Appendix D TOOL Report Detail).

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Local Government Division Catalogue of Local Assistance Programs, 1994**

APPENDIX A
Selected Public Works Newspaper Clippings

Report: Drinking water needs \$140 million boost

SPECIAL TO THE RANGE 425

The U. S. Department of Agriculture (USDA), through its Rural Economic and Community Development (RECD) offices in New Mexico, has completed a four-month assessment of the state's most pressing safe drinking water system investment needs.

The assessment is part of the "Water 2000" initiative, which, according to the RECD State Director Steven Anaya, claims to deliver safe drinking water to the estimated 1 million rural Americans living without water piped directly into their homes.

According to the results, the 52 New Mexico communities with the most pressing needs require a combined investment of \$140.4 million to serve approximately 85,000 people who now have serious drinking water quality or quantity problems.

The Water 2000 assessment was conducted by USDA's New Mexico-based personnel, together with state and local government agencies and representatives of two non-profit organizations — the New Mexico Rural Water Association and Rural Community Assistance Program.

Historically, the USDA's water and sewer loan and grant program has been the primary funding source for rural communities seeking to improve their public health, job development and fire protection by conducting and improving water and sewer systems. The USDA's Rural Utilities Service (RUS), as part of Water 2000, is targeting its loans and grants to lower income, remote rural communities with the nation's most pressing drinking water quality and quantity problems.

Wally Beyer, Washington-based administrator of the RUS, said New Mexico water and sewer projects received \$6.6 million in loans and \$3.6 million in grants in fiscal year

(FY) 1995 from this federal source. Approximately 60 percent of those funds were invested in safe drinking water projects. According to Beyer, based on funding cuts recently approved by Congress and signed into law, New Mexico will lose approximately \$2 million in loans and \$1.1 million in grants for such projects in FY 1996, which started Oct. 1, 1995.

"These cuts will hurt rural New Mexico towns that need to invest in very basic community drinking

water improvements for their residents," Beyer said. "At the level of funding the Congress has provided for 1996, it will take at least 33 years to solve New Mexico's most critical rural drinking water problems identified in the just-completed Water 2000 assessment."

According to 1990 census data and reports from state and local agencies

involved in building, operating and monitoring drinking water systems, at least 400,000 households

nationally have no in-house water supply, or suffer from such severe quality and dependability problems that their in-house water is seldom if ever drinkable. Those census numbers show 10,173 of these households are located in New Mexico.

"Our New Mexico safe drinking water assessment numbers really concern us," New Mexico's Anaya said. "This is a very real matter of public health, quality of life and economic opportunity that just won't go away."

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

City improvements may hit the wallet

Residents may have to help pay for capital projects

By BRIAN WACHTER
Optic Reporter

Future city construction projects may have to be funded by local tax increases — or not be funded at all, said Las Vegas City Manager Les Montoya at Tuesday's Community Master Plan meeting.

The meeting's topic was public works: roads, utilities and the like.

Several individual projects were discussed but "It all boils down to money," Montoya said.

Montoya said state funding for capital outlay projects has been and will continue to be hard to come by.

He said legislators are asking, "What is your bonding capacity?" when approached for funding.

General obligation bonds are sold by government entities to fund capital outlay projects.

They are repaid by tax increases.

Only the voters can decide whether to accept the extra tax burden. But if they don't, "The day may come when somebody doesn't have water coming out of their faucet," he said.

Montoya said legislators are increasingly unwilling to appropriate monies from the general fund to communities that haven't tapped their bonding capacity.

When told locals look unfavorably on tax hikes, lawmakers say, "We have the same kinds of problems you do," he said.

Las Vegas' bonding capacity is \$3 million — all of which is available.

"There may a time when the city council approves a bond measure for the ballot," he said.

Master plan committee members and planners held the meeting to gather information on the community's

plant is near the end of its lifespan and will soon need major renovation.

- The water distribution system in Old Town is substandard. Work is underway.

- The Gallinas River channel can't handle the volume of water that it would receive during a 100-year flood. It needs to be widened and its feeder arroyos need to be stabilized.

- North-south roads in Las Vegas need expanding.

- At least one new bridge needs to be built across the

Gallinas River to improve ease of travel between east and west.

Meeting attendees added a few more areas of concern:

- The city's sewage collection system needs work.

- Some older neighborhoods need sidewalks.

- The city's western ridge needs to be protected from development and its drainage improved.

The next master plan meeting will focus on housing, zoning and land use. It will be held on Jan. 30 at 6:30 at Memorial Middle School.



BRIAN WACHTER

Newly declared mayoral candidate Joseph Vigil talks about street improvements at Tuesday's Community Master Plan meeting as newly declared mayoral candidate Joseph Baca listens.

June 12 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Rodeo Water Users Denied CDBG Funds

The Rodeo Water Users Association will not receive any CDBG money to improve their current water situation.

Priscilla Lucero, of the Southwest Council of Governments, told the Hidalgo County Commission Tuesday that the RWUA is ineligible for the CDBG funds because all property and water rights are owned by Southern Pacific Railroad.

She did inform the Commission, however, that the RWUA could be eligible for money through the Rural

Economic Community Development program. The route will eliminate the County's role and the application will be submitted directly by the residents and members of the RWUA.

Southern Pacific, who leased the property and rights to the RWUA for 50 years in 1963, has said the property is considered abandoned to them and is considering transferring ownership to RWUA, Lucero said.

Mary Stoehner, RWUA secretary, approached the Commission at their December meeting requesting that their project be endorsed by the county. She said at that time that the current system does not have the capacity to supply all the residents. Lucero said her office will continue to assist the RWUA.

The Commission agreed to go forward with their request for CDBG monies for improvements at the Medical Complex.

Residents of the Windmill Subdivision were on hand in force at Tuesday's meeting to

ask the Commission to repair road conditions through the subdivision south of Highway 9.

Moon Mullins, speaking on behalf of the group, told the Commission that the road, approximately a 1/2 mile strip, has not been touched for about 30 years. He added that sometimes the dust prevents any driving on the road whatsoever.

The Commission agreed to look into CAP and COOP monies to have the road either chip-sealed or treated

with a soil stabilizer to keep the dust down.

In other business, the Commission agreed to allow the payroll department to return to the "old method" of doing payroll. The County hired ADP, a payroll preparation firm, in October and have been dissatisfied with the system.

County Manager Tom Anderson told the Commission that a new payroll clerk is currently being trained and should be

(Continued on Page 2)

Defensor Chieftain
Socorro, NM

PJAN 13 1994

New Mexico Press Clipping Bureau
Albuquerque NM

San Antonio eyes system improvements

425
SAN ANTONIO—A proposal to extend lines and make improvements to the San Antonio Mutual Domestic Water Association system may be a viable option for a *colonias* project.

The idea was proposed by Fred Hollis, vice president of the water association, who said the majority of the system's customers meet the low- to moderate-income guidelines that define a *colonias* project under the Community Development Block Grant (CDBG) program. The meeting Wednesday was to discuss possible projects.

San Antonio is the only community in Socorro County that meets *colonias* criteria including a

requirement that the locale be within 150 miles of the U.S.-Mexico border.

As such, San Antonio is eligible for up to \$400,000 in CDBG *colonias* funds.

San Antonio residents at a previous public hearing had decided on a road project; however, road projects are ineligible for funding under *colonias* guidelines, explained Liz Bernal, executive director of the South-Central Council of Governments (COG).

Bernal said she would try to have Jim Creek, former COG director and now a *colonias* planner, attend the final public hearing on Thursday, Jan. 18, to fur-

ther discuss the proposed plan. Application deadline is Feb. 28.

The association currently has a 4-inch main line that crosses the river at San Antonio. Larger water lines and a storage tank would provide for better service in that area; and extended lines would enable the association to add new customers to its rolls.

Hollis said the association also is required to provide its customers with back-flow preventers, "but we have no funds to do this."

Installation of double-check valves would provide a wedge against system contamination, he

said, while widening the lines and installing new hydrants would mean better fire protection for all San Antonio residents and, in the long run, lower insurance rates for the entire community.

"It also would make it easier to get a mortgage," said San Antonio farmer Chris Sichler.

"I'd like to see the lines widened," said Bernal, adding that it may not be possible to complete the entire project with the *colonias* funding alone, perhaps necessitating other grants or loans.

"I'd like to get the water project completed," said Don Murphy, a

member of the water association and San Antonio fire chief. Murphy said it's only a matter of time before the community will have to have its own sewage system at a cost of millions of dollars.

"The water project appears to be the only kind the community can use," said Jo Drake. Greg Sanchez stressed the importance of not passing up an opportunity to improve the infrastructure of the community.

The final hearing will be on Jan. 18 at 7 p.m. at the San Antonio Senior Citizens Center just off Hwy. 380.

Christmas Tree Bill has something for everyone

By Mike Stauffer
The Taos News

425

Town manager Gus Cordova said state Sen. Carlos Cisneros' Senate Bill 628, his so-called "Christmas Tree Bill, has "a little something in it for everyone."

A Christmas Tree Bill is one that lumps together funding requests for most of the capital improvement projects located within a senator's given district in hopes of getting some of them funded.

State Rep. Roberto "Bobby" Gonzales introduced similar legislation in the House, and Friday (Feb. 9), Cordova and other town representatives appeared before the House Finance Committee to plead their pet projects.

"We'll consider ourselves fortunate if any of them are funded," Cordova said.

Specifically, the town is seeking \$300,000 to plan, design and build a youth and family center in Taos and \$600,000 to plan, design and build the western extension to State Road 685 (Paseo del Cañon).

Taos County is seeking \$125,000 to improve the community well in Cerro; \$150,000 to improve the water system in Arroyo Seco; \$100,000 to improve the water system in upper Arroyo Hondo; \$100,000 to continue making improvements to the water line and water system project in Vadito; \$204,000 to buy and install a water storage tank and improve the El Prado water system; \$150,000 to buy vehicles for the Taos County sheriff's office; \$400,000 to compete various capital project in Taos County to comply with the federal Americans with Disabilities Act; \$258,000 to complete phase two of the construction of the indoor arena at the agricultural center in Taos; \$200,000 to purchase or build a community center in the Costilla-Amalia area; \$500,000 to repave and improve County Road 21 in Rodarte; and \$20,000 to build and improve a head gate for the Acequia de Arriba in El Valle.

Questa officials want \$100,000 to plan, design and improve the water and sewer lines in the village; \$100,000 to plan, design, construct and equip a public works facility; \$150,000 to plan, design renovate and improve the senior center; and \$40,000 to buy equipment for the ditch association.

Peñasco wants \$50,000 to conduct a water and sewer feasibility study for the Peñasco valley; \$218,000 to buy and install a water storage tank and improve the water system; \$75,000 to renovate the youth center; \$225,000 to complete a waste treatment plant for the Peñasco School District; and \$750,000 to complete the construction of classrooms and a multipurpose room at the

Peñasco Elementary School.

Red River town fathers want \$125,000 to plan design and improve the municipal parking lot; \$125,000 to purchase a public school building; and \$50,000 to plan, design, renovate and improve the town hall building.

Taos Pueblo is asking for \$190,000 to plan, design, build or renovate a senior center and to buy vehicles; \$250,000 to pave, improve and purchase equipment for roads; \$312,000 to complete the Head Start construction project; \$1.5 million to build a waste quality standard office; \$1.5 million to plan, design, build and equip a tribal archive storage building; \$30,000 to plan, design and build or buy a WarChief office and bison storage facility; \$25,000 to complete the WarChief's agriculture building; \$60,000 to build the range, corral and water resource development for the bison relocation project; \$75,000 to improve the collection site or to build a permanent transfer site for solid waste; and \$30,000 to maintain the wilderness programs.

Picuris Pueblo seeks \$250,000 to complete the second phase of the construction of the community center.

The Taos Municipal School District wants \$150,000 to buy and install computers at Enos Garcia Middle School; and \$759,000 to renovate and build additions at Ranchos Elementary, Taos Junior High and Taos High School.

Other wish lists included in Cisneros' funding-request bill are \$1.025 million to plan, design and build phase two of the off-campus instructional site for University of New Mexico-Taos Education Center and \$50,000 to buy and install classroom computers at that location; \$25,000 to buy equipment for the Taos Little League; \$25,000 to buy equipment for the Taos Youth League basketball programs; \$200,000 to extend electric lines to the Ski Rio resort; \$300,000 to complete the outpatient and conference rooms for the new detoxification project planned in Taos; and \$522,000 to design, build, equip and improve the existing National Guard Armory.

February 15, 1996

Rio Grande Sun
Española, NM

MAR - 7 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

\$3M Sought for Acequias

425
Congressman Bill Richardson wants Congress to appropriate \$3 million for the acequia program during the upcoming fiscal year.

In testimony before the House Appropriations Subcommittee on Energy and Water Development, Richardson, D-N.M., said the additional funds are needed to meet the increasing needs of New Mexico communities.

"Although many acequias have applied for assistance from the Army Corps of Engineers, a backlog continues to exist, and only a fraction of those who have applied for assistance have actually received it," Richardson told the panel. "Despite repeated appropriations, this pattern has continued for a number of years, and additional acequias are now

in dire need of funding assistance for repairs and reconstruction."

In addition to the increased funding level, Richardson urged the subcommittee to direct the Corps to accelerate the number of acequia projects that it undertakes. Richardson also suggested that additional agencies such as the Bureau of Reclamation be allowed to undertake acequia work. Richardson also wants acequia district members to have the flexibility to perform some of their own repairs.

Last year, Congress and President Bill Clinton agreed to provide \$1.5 million for acequia repair. Since 1986 Congress, at Richardson's request, has appropriated \$17.8 million for acequia repair.

Raton Range

K MAR - 8 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
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505-275-1241

Springer may face expensive penalties

By **TODD WILDERMUTH** ⁴²⁵
Managing editor, *The Raton Range*

The Town of Springer could face thousands of dollars in fines if the New Mexico Environment Department decides to seek formal penalty action against the town for failing to comply with the department's demands in repairing and improving the town's wastewater system.

Bill Williams, communications director for the environment department, said Thursday his department has issued Springer a "Notice of Violation." The notice, sent to Mayor Danny Cruz Feb. 7, steps up the environment department's enforcement of the town's efforts to clean up its faulty wastewater system.

The town could be fined \$10,000-\$15,000 for each environmental violation per day, Williams said. He said, however, "we won't fine them unless they don't comply."

Cruz said Thursday the town has not been fined. He said such action would have to go through district court.

Officials at the environment department and in Springer have been communicating since November when pipes that carry wastewater past the Cimarron River and empty into storage lagoons south of Springer were discovered overflowing. The untreated wastewater — perhaps as much 150,000 gallons per day for an unde-

...Springer could face costly fines

Continued from Page 1

terminated amount of time, according to town officials' estimates — ended up in the river.

Since then, environment department officials have inspected the town's wastewater system many times while trying to work with town officials in establishing a plan of action to correct the problem and prevent further wastewater discharge into the river.

Williams said the town was not adequately meeting the department's requests and instructions, so the Notice of Violation was issued to give the instructions more authority. Issuance of the notice enables the department to seek the penalty assessments if it chooses.

Cruz said many of the items called for in the environment department's notice have already been addressed. He said he met with the wastewater and water plant operator and the town engineer Thursday morning. He said they, too, were surprised by some of the items in the notice, and told Cruz the town was already "on line" with many of the items.

Cruz also said the department "added a few new things that surprised us."

He said he does not think the town deserved the Notice of Violation.

"We're doing what we can with a limited amount of resources," Cruz said. "I wish the environment department would do more than just say, 'You're screwing up.' We haven't got any help from them besides threatened legal action."

Williams said the department is requiring Springer to maintain better records concerning its testing of the water, to file monthly reports with the department and to make some changes in equipment maintenance. He said the department has also given the town until March 14 to submit a comprehensive plan on how the town will handle a wastewater discharge should another one occur.

Williams said the department was unsatisfied with the town's infrequent testing of water turbidity, which measures how many solids are in the drinking water. He said officials are concerned about the amount of bacteria in the water, "and the fact they haven't consistently, over time, sampled for that."

Continued on Page 3

Santa Fe New Mexican

T MAR 09 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
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505-275-1241

Arroyo Seco asked to boil water

425

By **BETSY MODEL**
For The New Mexican

TAOS — Residents and businesses of Arroyo Seco, a small community just north of Taos, are being asked to boil any water used for human or pet consumption following a breakdown in the community's water chlorinator.

Ed Kelley, director of Water and Waste Management for the state Environment Department, said that the precaution of boiling water for a minimum of five minutes was a "healthy precaution" until local water pump and filter systems have been re-

paired and samples taken.

Kelley said samples taken earlier this week had not been found to contain E.coli bacteria but that the recommendation for boiling water was a simple safety precaution following the loss of chlorination.

At the request of the Taos Municipal School District, the Army National Guard has been supplying drinking water to Arroyo Seco Elementary School since the chlorination system went down last Tuesday. No other drinking water has been made available to either the community's local businesses or its 130 households.

US WATER NEWS APRIL 1996

Former REA takes aim at well problems

USDA agency wants to run more water lines to rural communities

WASHINGTON — As the U.S. Department of Agriculture (USDA) estimates that nearly a million households in rural areas of the nation are facing "critical needs" for improved drinking water supplies, the federal agency that spent a half-century bringing electricity to rural America has resolved to do the same with water. Instead of providing power lines and poles, the Rural Utilities Service of USDA wants to build pipelines to rural homes currently served by wells endangered by contamination.

In a recent survey, USDA determined that contamination of community wells or antiquated water treatment facilities threatens the water supply of nearly 1 million rural homes. The survey says it would cost an estimated \$3.5 billion to extend water lines to communities currently served by wells, or to upgrade existing water treatment systems.

"We have a lot of rural communities with private wells that are shallow, failing, or contaminated," said John Romano, deputy director of the Rural Utilities Services (RUS).

Romano has stated his agency's goal of supplying water to the most troubled rural communities by the end of the decade. As the successor agency to the Rural Electrification Administration, RUS continues to subsidize rural electrical and television cooperatives.

The estimated cost of the agency's goal, \$3.6 billion, is virtually identical to the USDA survey. Anytime that a new plan in Washington is projected to cost in the billions of dollars, there are sure to be objections by budget-cutting interests. True to form, an array of conservatives and balanced-budget advocates have expressed either concern or downright objections to the RUS water supply plan. Leading the charge is the group Americans for Tax Reform, which already had launched a campaign targeting the RUS for elimination.

"Whose money do they think is going to pay for this?" asked Grover Norquist, president of Americans for Tax Reform. "There's no appetite in Washington, D.C., these days for something new," added Norquist, "and this money isn't free."

Water Project Funds Approved

ASO JNR NORTH 4/10/76

Journal Staff Report

LAS VEGAS, N.M. — Several villages in northern New Mexico will receive thousands of dollars in federal grants and loans for water and wastewater systems, officials announced Tuesday.

Four projects are in Mora County, a fifth is in northern Rio Arriba County.

The details of the projects were announced by officials from the Department of Agriculture's Office of Rural Development and Rep. Bill Richardson, D-N.M. All five villages are in the federally designated enterprise community.

The projects are:

■ El Alto: \$408,000 for sewage lines throughout the community and for 30 water meters. The town had sewage spills from aging septic tanks, according to a release from the Department of Agriculture.

■ Upper Holman: \$280,000 for a 20,000-gallon water tank and other improvements to the water system, including 37 water meters. The village has had low water pressure.

■ Agua Negra: \$270,000 for a 15,000-gallon water tank and other water system improvements, including 44 water meters. The village has had low water pressure, the release says.

■ Guadalupita: \$242,500 for

drilling a new water well and building a 30,000-gallon water tank and other water system improvements, including 40 water meters. The village has had low water pressure, the release says.

■ Lumberton, the village in Rio Arriba County: \$231,100 for a 32,000-gallon water tank and other water system improvements. The village has had low water pressure and a lack of emergency storage, the release says.

Also Tuesday, the Department of Agriculture officials presented a \$366,000 check to Springer officials so the town can extend sewer service to the west side of the Cimarron River.

Deming Headlight

APR 10 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1341

Columbus well contains arsenic

BY JACK KING
HEADLINE STAFF

The Village of Columbus was notified Monday by the New Mexico Environment Department that its south well contains unacceptably high levels of arsenic, Village Clerk Norma Gomez said Tuesday.

Gomez said the south well has been in only occasional use since February, when a new southeast well came on

line. The south well will be turned off and the village will get its water from two other wells, she said.

Arsenic can be removed from drinking water by using reverse osmosis, ion exchange or activated alumina. The Village of Columbus currently operates a point-of-use reverse osmosis water treatment unit which is available to the public, she added. The unit is located at the fire department

and is open 24 hours a day, seven days a week.

According to an Environment Department notice, the results for samples collected on February 8 and 27, 1996, showed the south well contains an average arsenic concentration of 60.45 ug/L. The current Maximum Contaminant Level for arsenic, established by the U.S. Environmental Protection Agency, is 50 ug/L.

The effects of long term oral exposure to arsenic in humans and animals include muscular cramps; gastrointestinal damage and injury to blood forming, kidney and nervous systems. In humans, chronic exposure to arsenic is associated with skin lesions that are generally considered to be precancerous. Some humans who were exposed to high levels of arsenic suffer weight loss, diarrhea, debility, anorexia, bronchitis and skin disorders, the department said.

Natural mineral deposits in some geographical areas contain large quantities of arsenic and this can result in elevated levels of arsenic in drinking water derived from groundwater, the department said.

Gomez said the Environment Department also reported all the village's wells show high levels of fluoride.

Santa Fe New Mexican

K APR 12 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
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505-275-1241

County: Eldorado could run out of water in 8 days

425
By SHARYN OBSATZ
The New Mexican

Some 2,000 homes and businesses south of Santa Fe could run out of water within six to eight days, and El Dorado Elementary School might be closed temporarily next week if the local water utility can't provide enough water for fire protection.

Those are predictions of Santa Fe County officials who have resumed a moratorium on building permits for the Eldorado area and are urging Eldorado Utilities customers to conserve water.

County officials expect people will use water faster than wells can pump it out of the ground, thus depleting storage tanks, spokesman Juan Rfos said. Customers used 1 million gallons on Sunday, he said. If use continues at that rate, he said, water will run out within six days.

"Short of Eldorado Utilities coming up with a miracle," Rfos said, "we don't know how they're going to solve the problem."

The utility shut down a well —

reliant on rain and snow runoff — that in wetter years produces 30 percent of the system's water.

Richard Williams, spokesman for utility owner AMREP Inc., said barring new rain or snow runoff, the utility will have to take more drastic measures. He said the company doesn't have a solution yet but is working on it.

The utility received an emergency permit Monday from the State Engineer's Office to pump an exploratory well during the shortage.

Eldorado officials say their community center has a separate well producing enough water to provide drinking water to the area, and fire officials have plans if hydrants don't work.

Rfos said that if storage tanks drop to only one-quarter full, the county will consider closing El Dorado Elementary because of fire protection concerns.

Santa Fe Public Schools spokeswoman Betty Friedman said the district hopes today to have a plan for handling the possible closure or trucking water to the school.

K APR 18 1996

New Mexico Press Clipping Bureau
Albuquerque, NM

Health office identifies colonias water woes

Preliminary reports of a \$400,000 project to monitor the quality of private-well water in Doña Ana County colonias have uncovered sporadic instances of light chemical contamination and suggest a more widespread problem with viral contamination.

The monitoring is being overseen by the New Mexico Border Health Office with money appropriated by the state Legislature.

Water samples were collected and analyzed by high school students working in conjunction with Project del Rio, a local non-profit organization. The samples were also sent to professional groundwater investigators for analysis.

Monitors found no indication of nitrate contamination in groundwater at Rio Grande Estates, even though the water table there is only 2 to 4 feet below the surface, said Kitty Richards, an environmental specialist for the Border Health Office.

More significantly, though, they found that many wells in the Chamberino area are poorly constructed, enabling contaminants to migrate into the groundwater, she said. In addition, the integrity of the wells there are threatened by the large number of cesspools. Cesspools do not adequately protect the groundwater because there is no enclosed container for the sewage.

Fortunately, water samples did not indicate high levels of nitrates, fecal coliform or other contaminants, Richards said.

In addition, analysts with the Albuquerque firm Daniel B. Stephens & Associates found trace amounts of a solvent and a fungicide in four wells in the Mesquite and Road Runner Road areas. The project manager for the company said the findings indicated "possible contamination."

Richards said most water samples were collected when farmers were not using insecticides or fungicides on their crops — indicating that levels of these contaminants might be more readily found in wells when farmers are applying these chemicals.

The Daniel B. Stephens water analysts also reported they found that 44 percent of the samples from private wells in Doña Ana County tested positive for coliphage, an indicator of viral contamination. The results of further analysis for the viral contamination are not yet complete, Richards said.

Richards said the Border Health Office is compiling this information to construct a case for attracting state or private money to help address the problem of private-well contamination.

This year, the health office will be continuing its investigation of border environmental problems with another \$400,000 appropriation from the state Legislature, she said. Although last year's investigation focused on water quality, the new one will be expanded into such areas such as air quality.

Richards said she is seeking assistance from border residents to determine areas and sites that need investigating. Those who can identify environmental problems are invited to call her at 646-7966.

K APR 12 1996

New Mexico Press Clipping Bureau
Albuquerque, NM

Purified water is free in Columbus

By JACK KING
HEADLIGHT STAFF

Columbus residents who want to avoid any ill effects from arsenic in one of the village's wells can get purified water free of charge at the village fire department, Village Clerk Norma Gomez said Thursday.

"We really don't have a problem. That well has been shut down since the new well came on line three months ago."

Norma Gomez,
Village Clerk

A spigot on the fire department's east wall provides a continuous flow of water filtered through a "reverse osmosis" device, which removes the arsenic. Persons who use village water can get five gallons per family per day, Gomez said.

"It's got a 300-gallon tank, and if that runs out it will pump water directly from the wells through the filter to the spigot," Gomez said.

As for the reported arsenic problem, Gomez said the village has taken steps to deal with it.

"We really don't have a problem. That well has been shut down since the new well came on line three months ago."

See Water, page 2

Espanola, NM

K APR 18 1998

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Council Engages In Water Fight

By Deborah Begel
Chama Valley Bureau

425

Drawing their usual battle lines, Chama Village Council members got into a water fight at their meeting April 9.

In a seven-hour meeting, Mayor Tony Gonzales and Councilor Esther Jones urged Councilors Henrietta Sandoval-Smith, Karen Holm and Archie Vigil to approve a \$217,000 bid to install a more modern water system that would allow the village to draw more water from the Rio Chama.

The only bid for the job was submitted by Farmington engineer Richard Cheney and Chama contractor Joe Piuma.

The three opposing councilors argued that there was a \$70,000 discrepancy with an earlier cost estimate. The mayor said the bid was acceptable given that it was within the 10 percent excess allowed by the state on an engineer's estimate of \$200,000.

Holm moved to reject the bid and send out a new request for bids. The mayor fought the motion. In an interview later he said, "Time is of the essence" for two reasons.

For one, he said Chama needs to spend its 1992 Community Development Block Grant in order for the village to apply for a 1997 CDBG. Second, the mayor said, "We need to get the water plant going ... as soon as possible." Then he expressed a third concern.

"If we go out for bid again," he said, the village may get a more expensive bid or possibly "won't get anybody to bid on it at all."

A compromise was finally reached. Holm agreed to rescind her motion and the council scheduled a special meeting for today (4/18) at 1:30 p.m. to get more information from Cheney and Piuma.

Holm later said "no comment" when asked about the discrepancy problem. She did say, however, "We need to know what it's for."

Sangre de Cristo Chronicle
Angel Fire, NM

APR 25 1996

New Mexico Press Clipping Bureau
Albuquerque, NM

AF Village pursues utility acquisition

■ Village, Resort 'agree in principle' to
utility transfer

Jeff Broddle, *staff writer*

ANGEL FIRE — Angel Fire Village council "agreed in principle" to pursue the acquisition of Angel Fire Resort's water and sewer system, Councilor Rich Hill said.

In a 2 1/2-hour-long, closed to the public executive session Thursday, April 8 Council met with Angel Fire Resort principals Craig Martin and Tim Allen; Chaffin/Light Associates chairman Jim Light and chief financial officer Jim Horn (Chaffin/Light is the real estate development arm of Angel Fire Resort); Angel Fire Resort general manager and chief executive Peter Gutman; Angel Fire Services business manager and controller Russ Seymour; village engineer Don Des Jardin and village attorney Bill Erwin.

Hill spoke to *The Chronicle* following the meeting at the direction of Mayor Barbara

425 Cottam. ■ Angel Fire Services, a branch of Angel Fire Resort, operates the water and sewer system.

Erwin and Des Jardin met Friday, April 19 to begin drafting a contract to formally arrange the transfer, Hill said.

"The Village has two years to obtain funding in the form of grants. If in two years the Village has not funded it, the Resort has the option to take it back," Hill said.

"There wasn't really a time frame specified (to complete the contract)," Hill said, adding it should take place in "the very near future."

For its part, the Resort provided the Village with a position paper promising a "good faith effort" to pursue the transfer, Hill said.

The transfer would include all of Angel Fire Services' equipment, office space, water tanks,

(CONT. ON P. 10)

AF utility transfer

(FROM P. 1)

and land needed to operate the utility, as well as the land needed to build a new treatment plant.

Hill said the transfer would be "mutually beneficial" to both parties because the Village, as a public entity, will be able to pursue federal grants and other funding sources to pay for \$7 million of improvements to, and expansion of, the utility.

Plans presented by engineering firm Gannett Fleming call for the construction of a new treatment plant with a capacity of one million gallons per day, a new pump station, and about 20,000 feet of transmission line, as well as the clean up and removal of the existing treatment plant.

RECD grant/loan

The Village is pursuing a \$5.5 million grant from the Rural Economic Development Department (RECD), the federal department formerly known as the Farmer's Home Administration.

Des Jardin said the Village has completed the preapplication process for the funding, of which 55 percent would be in the form of a grant, and 45 percent loan.

Des Jardin said the next step is to wait for the RECD funds to become available. He said the grant was approved in October, and although funding could become available in July, the Village may have to wait until October.

Options for raising the remaining \$1.5 million include

state legislative appropriations, Community Development Block Grant funds, and positive cash flow from the utility.

As outlined in Thursday's discussion the water rights necessary to operate the water system would be leased to the Village for \$1 per year "until additional water rights are needed," Hill said.

To raise money for additional water rights needed to expand the water system, the Village will eventually charge an "impact fee" on new construction, Hill said.

Although no fee schedule has been set, the impact fees could range from \$800 to \$1,500, Hill said.

Asked if the Village Council anticipates raising water and

sewer rates should it acquire the utility, Hill said, "The water rates we have right now are not high; the sewer rates are high. If anything is impacted it would be water rates."

The utility "generates enough revenue to completely finance the loan amount we need (to pay for the improvements) over and above the grants and matching funds we need to accomplish this," Hill said.

According to Seymour, "Historically over the last two years Angel Fire Services has generated a positive cash flow of approximately \$170,000 annually."

It has been at least a number of years since the utility has operated at a loss, Seymour said.

"Generally speaking it's in good condition," Des Jardin said of the water system. As for the sewer, "Except for the treatment plant it's in good condition."

Des Jardin said he wouldn't say the treatment plant is in good condition since it is not large enough to meet the village's long-term needs. ■

APR 29 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Spring in Gallup means brown water from rusty pipes

By Christine Barber
Staff Writer

425

GALLUP — Florida has hurricane season, Kansas has tornado season and California has wild fire season, but Gallup has a season all its own - dirty water season.

"Every time it's dirty, they need to call us," said Lance Allgood, water system superintendent. "It's harmless."

With more people watering their lawns and gardens, the time for discolored water has started once again.

The "dirt" in the water is actually iron that has settled in the pipes. It is a common problem for cities, like Gallup, who rely on ground water.

The dirty water, which usually goes away in a few days, is safe. In fact, rust-colored water has as much iron in it as clear water, only in a

different form. In the clear water, it's just dissolved, Allgood said.

The iron settles in the bottom pipes until a disturbance causes it to detach and flow into the tap water. The type of disturbance that forces it to break off can range from doing laundry to a water main break.

The increased water use in the summer, also can cause the iron particles to show up in your water.

"This time of the year, when more people start watering their lawns, use goes up," Allgood said. "On Saturday morning, everyone waters their grass so that by Saturday afternoon we're getting calls (of dirty water.)"

The iron is harmless, but if large amounts show up in your water, Allgood recommends caution.

"If it's very dirty, I wouldn't recommend drinking it," he said.

See Spring time, Page 2

Springtime

Gallup Independent
APR 29, 1996

Very rusty water could cause an upset stomach.

Most of the dirty water problems are centered in Gallup's old town site - from Ford Drive to Second Street and Route 66 to Morgan Avenue. The 35-year-old pipes in that area are cast iron or galvanized and therefore are at greater risk of iron deposits.

In some areas downtown, the pipe the water flows through is four inches across, but the amount of iron in the system has decreased that size to just a half inch, Allgood said.

The City is currently working on replacing the old pipes and hope to make the transfer to newer, plastic

pipes in six weeks. It is when that transfer takes place, Allgood warns, that a greater influx of homes in the area will see the rusty water.

But even some parts of town that have the new plastic pipes are still getting the tea-colored water. In the Stagecoach area, residents have complained they are getting the water as well. However, most of those types of problems effect single homes, not wide areas, Allgood said.

So far the problem this year has been minor and Allgood hopes that it stays that way.

"We haven't had a lot of calls," he said.

Rio Grande Sun

Espanola, NM
MAY 02 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Lumberton Gets Help⁴⁷⁵ With Water

The Lumberton Mutual Domestic Water Consumers Association has been awarded \$231,100 to build a new water storage tank and a new pipeline from the tank to the community. The money includes \$173,300 in grant funding and \$57,800 as a loan to correct water pressure and shortage problems in Lumberton. The New Mexico Office of Rural Development of the U.S. Department of Agriculture gave out \$1.4 million in the state for water and waste water projects.

Albuquerque Tribune

MAY - 9 1998

New Mexico Press Clipping Bureau
Albuquerque, NM

8 city sites found to have bad water

By Lawrence Spohn

TRIBUNE REPORTER

425
Eight private water systems in Albuquerque were tainted by bacterial contamination in 1994, according to data released today by environmental groups in Washington, D.C., and Albuquerque.

Serving between 23 and 300 people each, the eight water systems included several industrial sites, a mobile-home park and a sports facility.

Bacterial contamination was also detected in 1994 or 1995 in 11 water systems in areas near Albuquerque, including several restaurants and campgrounds in the East Mountain areas of Cedar Crest and Tijeras. Those systems serve between 30 and 1,000 customers each.

They are among thousands of New Mexicans who were exposed to drinking water that violated fed-

eral standards at least once during the past two years, according to an environmental report released today.

The report, "Just Add Water," was prepared by the Environmental Working Group in Washington and circulated by the New Mexico Public Interest Research Group. It is based on analysis of Environmental Protection Agency records.

The report says 45 million Americans get water from systems with bacterial or chemical contamination.

The largest New Mexico water systems cited for violations were those serving Socorro, Española and Bloomfield. Some schools, hospitals and day-care centers in Bernalillo, Santa Fe and Anthony also violated standards, the report said.

The report said that, during the last two years, 66,490 New Mexicans in

136 communities "drank water that failed" federal standards. And some 165,443 New Mexicans get water from systems that do not do testing.

Most of the violations in New Mexico were occasional failures "in infrastructure" that are quickly addressed by state and water-system officials, said Robert Gallegos, head of the state's drinking-water bureau.

He said the numbers "probably are accurate" but are not alarming. "A very small fraction of the systems, way below 1 percent, have continuing contamination problems," he said. "We do have areas of the state that have problems, and together we are trying to address them."

Of the 1,345 water systems in New Mexico, 120 violated standards during the period. Seven were "deemed significant non-compliers" with the Safe Drinking Water Act.

MAY 15 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Broad-based water planning is needed now

Over the past few weeks there has been considerable publicity regarding Eldorado water. It has ranged from near panic to "Do we really have a problem." As 15-year residents of Eldorado, my wife and I have seen the community grow from 200 houses to over 2000 plus 19 surrounding subdivisions. In 1989, I spoke up at a County Commission meeting warning about the uncontrolled approval of new sub-divisions in the Eldorado area. Since that time, various efforts have been made by the county to control growth in this rapidly expanding area of the county.

Since the Eldorado subdivision was approved in 1972, numerous studies have been made by various authorities regarding water availability in the area. Almost from the birth of the subdivision, Eldorado water issues have been highly publicized; more so than equally serious water problems in Santa Fe. Unfortunately, for a long period of time in both communities, crisis management of water has been the policy rather than dealing with the long term regional problem. Hopefully, this is now changing. For better or for worse, Eldorado, the county, and the City of Santa Fe are bedfellows with regard to water problems and they need to work together on a long term water plan.

As a member of both the Eldorado Water Board and the Ad Hoc Water Study Committee in Eldorado, I have had the opportunity over the past several years to participate in detailed studies of the water issue. Eldorado water problems probably lie somewhere in the middle of the current controversy; a serious water situation but not desperate.

Much of the current situation is due to the drought that is affecting or will shortly effect most of the County and city of Santa Fe. Recent studies indicate that there may be adequate underground water to serve Eldorado needs,

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**Don
Dayton**
Commentary

but the problem is to get this water to the surface and into the distribution system in adequate quantities while conforming to the District Court decree and State Engineer limitations without impacting on neighboring water users.

Those who attended the two-day forum on "Water and Growth" sponsored by the Thaw Charitable Trust last summer heard a strong and loud warning for the whole County including the City of Santa Fe. Some chose to hear this warning from some of the best water experts in the state. Others chose to ignore it. Another year has elapsed. Hopefully, this drought will wake us up to the need for a regional approach to the problem.

At the recent County Commission hearing addressing Eldorado water, I urged that all private, state, county and municipal agencies involved with water issues in Santa Fe County come together and try and work out a long term approach to the problem. This includes private and municipal water utility companies, the State Engineer's Office, the Public Utility Commission, the State Environment Department, Santa Fe County, and the City of Santa Fe. Long term solutions to the problem are not going to be cheap. Additionally, water conservation needs to be implemented throughout the County now and should be continued for the foreseeable future. The State Engineer and the State Legislature need to address the unrestricted right of property owners to drill individual domestic wells.

County growth needs to be tied closely to available water. An alleged large number of unpermitted wells in the County should be investigated. Me-

tering records of permitted wells need to be maintained to assure they are not exceeding water rights granted.

Imported water has been the most publicized solution. However, in reality this will not be a simple or economical solution. As emphasized in last summer's forum, water rights are not easy to come by. Some sell for as much as \$30,000 per acre foot. This equates to \$7,000-\$10,000 per household. Santa Fe County has already committed most of its small allocation. The City of Santa Fe may be in a similar situation.

As revealed in the water and growth forum, there may be problems with the city's Buckman Wells. Additionally, reports have been made that the Buckman Wells' distribution line is running at full flow capacity. The County Water Corporation has an agreement to utilize these same city distribution lines to transport water to their commitments at the State Pen, the National Guard, sites along Route 14, and presumably the transportation of additional water rights that they may be able to acquire. Can the Buckman Wells transmission line accommodate this increased load when it comes on line? These are all questions that need to be addressed.

In summary, the county, the City of Santa Fe, all or some of the 52 community water systems, the 7,576 permitted domestic water wells, and the 2,500 unrecorded domestic water wells in Santa Fe County face potential serious problems if the current drought continues or if rampant growth exceeds water supply in the future. A broad based program to deal with the long term problem needs to be developed for the county as a whole now.

Don Dayton is a retired federal executive with the National Park Service. He has been deeply involved in Eldorado and County water issues for several years. He is currently running for County Commissioner.



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THE SANTA FE NEW MEXICAN

Is Santa Fe running out of water?

Reservoirs down, water demand up

Officials: Water consumption cutbacks necessary, or reservoir storage won't last the year

By **BEN NEARY**
The New Mexican

A blinking computer screen at the Santa Fe Water Treatment plant at the end of Upper Canyon Road tells the story: nearly all elements of the city's water supply system are running full-tilt to meet the city's incessant demand for water.

"If you let off one minute, you've lost it," said Steve Bornman, a senior systems operator with Public Service Company of New Mexico. "The city of Santa Fe has gotten to the point where you've got to be running 24 hours a day."

But due to low snowfall last winter and lack of rain so far this spring there's not enough water in the city's reservoir system — the most flexible of the city's three main sources of water — to continue drawing it down at the present rate. The city has no choice but to cut back on water consumption.

Bornman and others at the water

treatment plant on the river — the nerve center of the city's water system — control pumping of water among the city's storage tanks. They perform a delicate balancing act of shifting water to keep pressure up and maintain service in different areas of the city.



Right now, Santa Fe is using about 17.4 million gallons a day from its three current sources of water: just over 10 million gallons a day from the reservoir system and the remainder from wells along the Santa Fe River and other wells near the Rio Grande.

The maximum combined daily output from the water treatment plant and the all the wells amounts to just over 20 million gallons. Last year, peak demand reached about 23 million gallons a day for a few days during mid-summer.

To meet those peak daily demands, which exceed the city's maximum daily production, the city draws on its system

of storage tanks around town to maintain pressure in its water lines. And to come anywhere close to meeting heavy demands, the city needs to be able to draw water a full ration from its reservoir system.

The city's reservoirs now hold about 525 million gallons. At the end of April last year, the system held 884 million gallons.

Mike Hamman, Water Services Division director for the city of Santa Fe, told members of the city's Public Utilities Committee on Thursday that the city is using 10 million gallons a day from the reservoir system while 4 million gallons a day are flowing in. At the present rate of draw-down, reservoir storage won't last the year.

In response to Hamman's report, members of the committee on Thursday recommended the city declare an emergency and that the full City Council later this month adopt an ordinance that will require citizens to cut their water use by 25 percent.

RESERVOIR SUPPLY

Total water storage and average daily inflow in Santa Fe Canyon reservoirs, in millions of gallons.

Storage	1995	1996
March	575,623	628,950
April	884,384	633,750
Mid-May	N/A	555,000
Inflow	1995	1996
March	6,859	0,913
April	5,889	1,419
Mid-May	N/A	4,000

Hamman believes the current drought is surprising many city residents who've only moved here within the last decade or so. Thanks to mostly wet years or experience elsewhere, they've become used to a series of wet

Please see RESERVOIRS, Page A-4

Journal North
Albuquerque/Santa Fe, NM

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MAY 23 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Water Rules Spur 2nd Suit

BY WREN PROPP
Journal Staff Writer

A second lawsuit has been filed over Santa Fe County's April 24 moratorium on some water use and development in the Eldorado area, south of Santa Fe.

Stephen Gibbens and Patrick Coughlin, along with their three land development partnerships in the Eldorado area, claim in a lawsuit that the Santa Fe County Commission should be stopped from restricting use of Eldorado Utility Co.'s water.

The lawsuit was filed Tuesday in 1st Judicial District Court.

The county ordinance calls for a moratorium on new and pending applications for land divisions, master plans and subdivisions for up to one year.

The commission also restricted water use, for example, by barring residents from filling their pools

and hot tubs and limiting the hours in which people can water their lawns.

The commission cited concerns over the area's water supply, production capacity of the utility and fire protection for the area.

The lawsuit claims the commission has no authority to shut off future taps. That power belongs only to the state's Public Utility Commission, the suit says.

Members of the Miller family, who are landowners with proposed subdivisions and lot splits in Eldorado, filed a separate lawsuit last week claiming the commission didn't follow proper procedures in calling the meeting during which the ordinance was approved.

Santa Fe County Attorney Steve Kopelman said he hasn't seen the lawsuit filed by Gibbens and Coughlin and couldn't comment.

Regarding the Miller lawsuit, he said the commission followed state

law providing for emergency passage of county ordinances.

The Gibbens and Coughlin lawsuit claims the commission's action restricts their right to subdivide, develop and sell property.

Gibbens will lose \$100,000 in earnest money because he won't be able to rely on the sale of some of the land, the lawsuit claims. Coughlin will lose a commission as a result of the loss of the sale of the land according to the lawsuit.

They are asking for punitive damages against the county commissioners.

The Miller lawsuit asks that a judge stop enactment of the ordinance and that the county's permitting process be opened for subdivisions and lot splits.

Ronald VanAmberg, attorney for the Miller family members and Gibbens and Coughlin, said Wednesday that no hearing has been set on either lawsuit.

Dry Well Disaster For Two Villages

BY TOM RAGAN

Journal Northern Bureau

LA PUENTE — Gumercindo Salazar turned on the kitchen faucet inside his house, filled the glass to the rim, and held it up toward the light.

"Dirty," said the 46-year-old resident. "We just use this stuff to wash dishes. It's not something you'd drink."

Drinking water has been in short supply since December, when the only well for the communities of Plaza Blanca and La Puente, in northern Rio Arriba County, began to go dry. Although water from irrigation ditches has been pumped into the water system to make up for some of the shortfall, it's too dirty to drink.

So for the past five months, about 100 residents have been getting their drinking water from a spring at the Parkview State Trout Hatchery in Los Ojos two miles away, hauling it home in buckets, jugs and garbage cans. The irrigation water is just used for washing dishes, doing laundry and taking showers.

On Friday, officials from the state Department of Environment, inspected the community well to try to identify the problem. Their verdict: cause uncertain. But they suspected the screen of the 60-foot-deep well, which yields only 10 to 20 gallons of water a minute, is clogged with dirt and may have to be cleaned, state geologist Darren Padilla said.

Padilla said he will send a team of engineers for further study.

"I don't know what's happening," said a bewildered Daniel Aguilar president of the Plaza Blanca Domestic Water Association, as inspectors looked over the well. "I don't know whether the underground water is shifting or whether it's because it hasn't snowed or rained that we're having these problems."

Aguilar said the well cost \$1,500 to drill, and the estimated \$1,800 cost of cleaning the filter doesn't make sense. He said he will try to raise the money, but he hopes there are other alternatives.

Such inconvenience prompted the Rio Arriba County Commission on Wednesday to declare a disaster in both communities because of the water shortage. The declaration prompted Friday's inspection by the state.

In a special meeting, Commissioners Ray Tafoya and Alfredo Montoya said they hope the disaster resolution will convince the state to loan the communities money to restore the water system.

Meanwhile, residents are coping.

Cruz Aguilar, a resident of La Puente, said he drinks the water from the spring, but wouldn't mind turning on the faucet in his house, sparing him a trip to the hatchery.

"I'm not as young as I used to be," he said in Spanish. "I have to get a few people to help me out. The water can get pretty heavy, but it tastes pretty good."

Our roads, bridges, airports need major work, AAA says

THE ASSOCIATED PRESS

NEW YORK — In an unprecedented move, the world's largest automobile association is urging its members to lobby for better roads and an updated air traffic control system, saying the status quo is moving the country toward a transportation crisis.

The American Automobile Association says the federal government is spending only 65 percent of the amount needed to maintain the existing level of the nation's infrastructure, and that the deterioration is threatening the lives of motorists and travelers.

"Our highways and bridges are declining at a rapid rate" and have already caused fatalities when bridges collapse and overpasses fall, AAA spokesman Bill Jackman said.

"These are isolated and rare events now, but there's a real possibility that these kinds of things are going to increase."

In a report released Wednesday, "Crisis Ahead: America's Aging Highways and Airways," the automobile association cites federal statistics that say:

- More than a third of the major roads are in immediate need of repair. About 80,000 miles of highway are in "poor" condition, meaning they need work to restore their serviceability, and almost 160,000 miles are in "mediocre" condition, meaning they will soon need improvements in order to preserve their use.

- Twenty-six percent of the 27,000 bridges along the National Highway System are "structurally de-

ficient" or "functionally obsolete." The former means the bridges are closed or restricted to light vehicles because of deteriorating structure, while functionally obsolete means the bridges are unsafe for the volume or type of traffic it carries.

Using figures released last year by the Federal Highway Administration, AAA calculates that it will take \$72 billion over the next five years to upgrade roads and bridges. It will take \$53 billion a year just to maintain current conditions, but spending today is only \$35 billion.

"We're not spending enough money to stay even," Jackman said. "We're on a downward trend."

The report also takes aim at the nation's air transportation network. It says that hundreds of daily flight delays in an overworked system already cost the airline industry and its customers an estimated at \$3 billion annually.

The number of air travelers is projected to grow 45 percent in the next seven years, from 550 million passengers last year to 800 million in 2002.

"If airport capacity is not significantly increased, it is estimated the number of severely congested airports will increase from the current 22 to 32 in less than 10 years," the AAA report said.

AAA wants a revamping of the way transportation revenue is raised and doled out. It wants all taxes collected from motorists and air travelers to be used to improve highways and airports — not for deficit reduction — and it wants the trust funds where

transportation dollars are held to be removed from the federal budget so that they are not subject to politicking.

This year's budget battle allowed the 10 percent tax on airline tickets to lapse Jan. 1, a loss of \$1.3 billion in just the first three months.

AAA says it will only cost more in the long run if the necessary improvements aren't made today.

"For the United States to continue to prosper in a global marketplace, its transportation system must be up to date and technologically superior, capable of moving people and products safely and efficiently on the surface and in the air," the report says.

The report cites figures from the the Road Information Program, an industry group, that motorists pay an estimated \$21.5 billion a year in additional maintenance, tire repairs and fuel costs because of potholes and the number of roads needing immediate repair.

AAA says the annual health-care costs relating to traffic accidents exceeds \$17 billion and that each \$1 spent on a safety-related road improvement saves \$2.70 in crash costs.

As part of its effort, AAA wants Congress to come up with a long-term comprehensive plan to repair the crumbling highways and airways.

The 39 million-member auto association has never before tried to pool its resources to focus on a single issue, Jackman said.

"We're really trying with this issue to take advantage of our size," he said.

Rio Grande Sun

Espanola, NM
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New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Gallina Well Runs Dry

By Lena Parsons
SUN Staff Writer

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A community well in Gallina has run dry to the point that some residents are hauling water from other wells and from creeks and ditches in the area.

The situation is so serious for the 75 well users that the community is seeking an emergency declaration from the Rio Arriba County Commission, clearing the way for a state grant to drill a new well. They would need a grant of \$13,000-\$15,000 to drill a new well.

The existing Gallina Mutual Domestic Water Users Association artesian well is pumping only one gallon of water every two and a half minutes. But the water has to flow uphill to serve most of the members so those at the top of the line have no water, association president Delfin Jacquez said.

Users realized they had a problem May 24 and have been hauling water since.

Jacquez and his family are able to get enough water for drinking and cooking out of the tap because their house is level with the well.

But others aren't so lucky.

Jacquez is worried most about the elderly people who usually get their water from the community well. So far, they have been able to get water from other sources.

Lupe Aragon of the Rural Water Association has been working with the Gallina users to solve the problems.

On May 24 Aragon and others from the Gallina water users association tried to work on the well.

Aragon and Jacquez want to drill a new well in Gallina but

that may not happen for a while. Rio Arriba County commissioners first must declare a disaster and then the water users association would be eligible for state emergency grants.

Aragon, Susan Maestas of Rio Arriba County Emergency Management and members of the water users association met on Friday (5-31) to discuss seeking an emergency declaration. Aragon said they hope to file for the emergency grant this week.

Maestas said they will see if they can drill deeper in the current well.

"If that isn't feasible, we'll have to drill a new well. These people really need a new well," Maestas said.

For now, Maestas said, she will have to call in the U.S. Army Corps of Engineers or the National Guard to haul water for the Gallina well users.

Ever since Jemez Mountains School District drilled a new well seven years ago, the Gallina well users have had problems, Jacquez said. Jacquez estimated the school district well is 1,000 feet from the Gallina well.

Keith Jacquez, Jemez Mountains School District maintenance custodian, said he thought the school district's well was done according to state regulations and it couldn't be causing problems to the community well. School officials couldn't be reached for comment.

Two or three years ago, Gallina had problems with the community well and thought it was dry but that problem was fixed. Since then, the well has produced about three gallons a minute, Aragon said.

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Commission to consider Eldorado utility proposal

By SHARYN OBSATZ
The New Mexican

Santa Fe County commissioners are to decide today whether Eldorado area residents collected enough petitions to keep moving toward their goal of buying their troubled local utility.

Members of the Eldorado Area Ad-Hoc Water Commit-

tee need petition signatures of 25 percent of taxpaying voters in the utility area to hold an election on whether the area would become a water and sanitation district.

The district would be a first step in negotiating to buy Eldorado Utilities, which provides water for 2,000 homes and businesses south of Santa

Fe. Some committee members argue buying the utility will give the community more control over the area's growth.

County clerk Jona Armijo said the group did not collect enough qualifying signatures. The committee said the county lacked information on taxpayers and disqualified too many petition signatures.

Other items up for debate at the county meeting include:

- Supporting a regional water authority that would merge the city and county water utilities and require joint city-county water planning.

- Allowing Santa Fe city officials to enforce water conservation requirements for city water customers living outside the city limits.

- Joining with the city to build a southside senior center on county land at the Rodeo Grounds off Airport road.

- Allowing a fast-track review

process for affordable housing subdivisions.

- Urging Northern New Mexico Community College to offer bachelor degrees in science, arts, environmental studies, business, accounting, computer science, hydrology and engineering.

- Using money from Las Campanas developers to build a fire station in the Las Campanas subdivision northwest of Santa Fe.

- Approving a liquor license change of ownership for the Downs at Santa Fe and brew pub licenses for Santa Fe Brewing Co. and Legends Bar and Restaurant, both for establishments south of Santa Fe.

The commission meets at 1:30 p.m. in the commission chambers on the second floor of the county administration building, 102 Grant Ave.

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2531 Wyoming NE
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M. Tribes Get

\$441,519 From EPA

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The Environmental Protection Agency has awarded \$441,519 for environmental work on Indian lands in New Mexico.

The Jicarilla Apache Tribe was awarded \$75,698 for its air quality monitoring program, \$45,000 for water pollution control efforts, and \$37,370 for a radon assessment project.

The EPA also awarded grants to several New Mexico pueblos for water pollution control efforts under the Clean Water Act. Pojoaque Pueblo was given \$63,451; Nambe, Acoma and Tesuque pueblos were

given \$60,000 each; Sandia Pueblo was given \$25,000; and Isleta Pueblo was given \$15,000.

Council Questions Home Plant Costs

BY ARLEY SANCHEZ 425
Journal Staff Writer

BELEN — Luring a manufactured home plant that could provide up to 300 jobs and a payroll of \$6.3 million would cost more than developers estimate, city officials said Tuesday.

"Their figures and our figures aren't even close to being together," City Councilor Rudy Sachs said.

Developer Max Kiehne is trying to enlist the city's help in persuading CAVCO Manufacturing of Phoenix to locate a plant on a 20-acre site he co-owns with Louis Trujillo,

adjoining the north Belen exit off Interstate 25. Kiehne has said the cost of the project would be about \$1.4 million.

But Mayor Richard Aragon, while endorsing the project, said he doubted Kiehne's estimates.

"I think Kiehne is well-intentioned, and I want to stress that I think the concept is good, but I don't have confidence in his figures," Aragon said.

Aragon noted that city engineers estimated the cost of extending just water lines to the Wal-Mart store, about a mile southeast of the CAVCO proposed site, is about \$3.1 million.

Kiehne told the City Council Monday night that company officials remain interested in coming to Valencia County. Some city representatives plan to attend a lunch today to discuss the project and view the proposed site, Sachs said.

"I think CAVCO is a wonderful idea," Sachs said. "And I think Belen could use that type of development, but I have some concerns."

Kiehne is proposing a joint effort between the city and developers to attract the company.

Kiehne asked the city to annex 200 acres, including the proposed plant site, so it can

be provided with city water and sewer, police and fire protection and ambulance services. Kiehne also wants the city to help build a freeway access and frontage road.

In addition, Kiehne asked the city to issue up to \$5 million in industrial revenue bonds, which he said wouldn't create financial liability for the city, but would allow the company to take advantage of some tax incentives.

Kiehne also wants the city to help obtain a state Community Development Block Grant, which is federal money funneled through states to help with road, water and sewer projects.

And Kiehne asked the city to grant a 99-year lease of 200 acre-feet of water for the project, plus help with installing a 4-inch forced main sewer line to serve the plant.

"I think what they're (Kiehne and CAVCO) doing is asking for a lot hoping that they get a little," Sachs said.

Leading his list of concerns, Sachs said, is the request for a 99-year lease on half of what the city owns in water rights. Another major concern, he said, is the forced sewer line, which unlike a gravity sewer line, wouldn't allow other residents or business-

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es to tap into the line in the future.

"That is a tremendous amount of water rights that he's asking for," Sachs said. "I wouldn't want to sacrifice water that we're going to need to provide for growth in Belen."

During Monday's meeting, Kiehne indicated a willingness to accept less in water rights for a shorter time. He indicated that once the project is under way, developers could buy water rights from other sources and replace the rights leased by the city. He also indicated a willingness to discuss an alternative water and sewage system.

Kiehne couldn't be reached for comment on Tuesday, but has estimated the total cost of the project at about \$1.4 million.

Sachs also said he doubted whether the city could obtain the

block grants as quickly as the developers want. Kiehne said he'd like to see construction begin this fall.

"I think Belen can use the jobs and the revenues this project can bring," Sachs said. "But we have to have real figures and real time frames and see how it's going to fit within our long-range growth plans."

Aragon also urged caution in considering Kiehne's proposal. He noted the city is trying to find money to install water and sewer lines for the River Road-Reinken widening project and the Main Street reconstruction project, scheduled to begin in the next couple of years.

"We endorse his idea," he said, "but I think the question that arises in the minds of all the council is how is this thing going to be paid for, and who's going to pick up the tab?"

Rio Grande Sun

Espanola, NM

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2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Residents Go to Hatchery for Water

By Deborah Begel

Chama Valley Bureau

425

Chama's water is flowing again, while Enseñada, La Puente and Plaza Blanca residents are lining up for drinking water at the Park View Hatchery.

Most other towns in the valley are asking people to conserve water. KCIE-FM radio in Dulce has been offering water conservation tips to listeners.

La Puente and Plaza Blanca's troubled water system has been off and on for months, despite drilling a new well earlier this year. Residents are asked not to drink the water when it's on.

Enseñada residents are coping with their only water disaster in years, according to Jose Orlando Martinez, treasurer of the Enseñada Domestic Water Association. He says the water has been cloudy

since the middle of May and downright muddy since about May 26.

"I shampooed my hair this morning and I just held my breath," resident LeAnn King said last week.

A day later, according to Martinez, "me and the board cleaned the tank, but then again it didn't solve the problem."

Two days after the scrubbing, the water was "getting a little better," he said hopefully.

To date, there's no clear reason why the cloudy water problem, which used to occur for only a few days most summers, turned so murky. Speculation percolates as water officials wait for a recommendation from Santa Fe engineer Jorge Gonzalez, who designed the Enseñada water system.

"I don't want to accuse anybody," Martinez said,

"but maybe (runoff from) people irrigating upstream is coming into the well."

He thinks the town might have to install a new filter system or drill a new well, which would require raising money before beginning the work.

"If everything goes right, we should be OK by fall," he said. "Until then, we don't recommend drinking it, but it'll be good for flushing commodes and washing dishes."

On May 29, the Rio Arriba County Commission declared an agricultural disaster for the Plaza Blanca Water Association. The Plaza Blanca Water Association serves 60-70 people.

Plaza Blanca well users noticed the water level in the well was low in December and it has been decreasing since then, said Dan Aguilar, president

of the Plaza Blanca Water Association. For now, users are hauling water from nearby fish hatcheries.

Aguilar said he was told by the Environment Department the well is clogged, not dry. He said he and other members of the association were going to try to back flush the well in hopes of unclogging it.

"I told them I'd work with them and see if that's the problem," Aguilar said, "I'm hoping they're right. The less problem the better."

Aguilar said he thought the problem with the Plaza Blanca well was more of a combination of the drought and the well being clogged.

Representatives from the association and county officials will meet with members of Gov. Gary Johnson's staff on June 13 to determine if they will

Continued on page 2

Water...

Continued from page B1

get a state emergency grant to drill a new well.

"If they give us the money, OK," Aragon said. "If not, I don't know what will happen."

Mayor Tony Gonzales reported the Chama water system is now "doing well." He said the village will probably issue new limited conservation guidelines late this week.

"It looks like people (will be able) to water (gardens and lawns) early mornings and late evenings," he said. For a couple of days each week - such as Mondays, when tanks need to be refilled - outdoor water use likely will be prohibited.

In addition, people probably will be asked to wash vehicles with buckets rather than hoses.

"Water's a scarce commodity," he said. "We'd like for people to use water conservatively and check all leaks."

Water watchers in just about

every other town in the valley urged similar caution in water usage.

In other water-related news, the Los Ojos Water Association elected new officers and two new directors May 21.

Richard Archuleta is now president, Robert Archuleta is vice president and Gabriel Abeyta is secretary/treasurer. The new

directors are Robert Martinez and Tony Valdez.

Water Manager Bennie Salazar said the "storage tanks are OK and one pump is running."

However, he is asking people to use water cautiously.

"We might be hurting by July," he warned.

Alamogordo Daily News

6 JUN 09 1996

New Mexico Press Clipping Bureau
2531 Wyoming NE
Albuquerque, NM 87112
505-275-1241

Bonito pipe water must wait another year to flow ⁴²⁵

By RICHARD COLTHARP
Daily News Editor

The wait for flowing water in the Bonito Pipeline may have gotten longer.

The \$12 million earmarked for the project failed to make it to the 1997 Defense Appropriations Bill approved by the House of Representatives Wednesday.

That means in all likelihood, the project will not get started in the military's fiscal year 1997, which begins in October 1996.

"It would be very, very difficult to get it passed this year," said Roberta Heine, press secretary for Sen. Jeff Bingaman.

A spokesman from Sen. Pete Domenici's office said that funding for the Bonito Pipeline project did not get authorized in committee in the Senate.

What this means for Alamogordo and Holloman Air Force Base is that the sweet, soft water of Bonito Lake is even farther away than its 50-odd miles.

Because the Air Force owns the waterline, and the city owns the lake, dam and surrounding property, the city of Alamogordo and HAFB are working jointly to resurrect the system. Each owns a 1,400 acre-foot annual water right from Bonito. That trans-

lates to almost 50 percent of the base's annual water usage, according to HAFB officials, and about 10 percent or less of Alamogordo's yearly supply, City Manager Bob Stockwell has said.

HAFB's Brig. Gen. Bruce Carlson said in March that the base was seeking to get the \$12 million into the military construction budget for Phase 1 of the project. Phase 1 is the high pressure portion of the waterline, the bottom 32 miles of the line, from Alamogordo to near Three Rivers.

Meanwhile, the city has \$4.5 million in bonds waiting that could be used toward the project.

However, because of the size and cost of the project, that amount of money is essentially useless for Bonito without supporting money from the Air Force.

The city and the Air Force expect the project to be in the \$20 million range.

Public Services Group, a consulting firm, is in the latter stages of a study to determine complete costs and recommendations on the waterline. Assistant City Manager Bryan Montgomery said that preliminary indications from the study agree with the expected \$20 million figure.

That bond money—approved

by citizens in March 1995 — is not restricted to the Bonito project, but to either fixing the waterline or finding and adding other water sources.

Holloman's public affairs office was still awaiting official word on the project's status Friday, and could not comment.

Carlson had previously told the ADN that the base was working hard to get the project in 1997, but said his optimism was cautious because of the unpredictability of the federal budget. The money would have to come from the Department of Defense.

APPENDIX B
Chart of Agencies Administering Public Works

STATE AGENCIES NOW ADMINISTERING PUBLIC WORKS (EXEMPTING HIGHWAY & TRANSPORTATION)

NM ENVIRONMENT DEPT

RURAL INFRASTRUCTURE PROGRAM
AUTHORIZATION - NM RURAL INFRASTRUCTURE ACT
SECTION 75-1-1 ET SEQ., NMSA 1978
APPLICATION DEADLINE - NOVEMBER FOR NEXT FISCAL

SOLID WASTE FACILITY GRANT FUND PROGRAM
AUTHORIZATION - NM SOLID WASTE ACT,
SECTION 74-9-1 ET SEQ., NMSA 1978
APPLICATION DEADLINE - SPRING

COLONIAS WASTEWATER GRANT PROGRAM
AUTHORIZATION - FY 93 U.S. ENVIRONMENTAL
PROTECTION AGENCY
NM WATER QUALITY ACT,
SECTION 74-6 ET SEQ., NMSA 1978
APPLICATION DEADLINE - CONGRESSIONAL APPROVAL
2,16,406,032

ADMINISTRATIVE SERVICES
UNDERGROUND STORAGE TANK BUREAU
AUTHORIZATION - 9-7A-1 THROUGH 9-7A-14
THROUGH 16-2-2 NMSA 1978
FTE COUNT 38 - FUNDS INFORMATION NOT AVAILABLE
UNASSETTED

WASTEWATER FACILITY CONSTRUCTION LOAN FUND
AUTHORIZATION - FEDERAL CLEAN WATER ACT
AMENDED 1987 TITLE VI
NATIONAL ENVIRONMENTAL POLICY ACT
WASTEWATER FACILITY CONSTRUCTION LOAN ACT SEC 74-87-1
APPLICATION DEADLINE - OPEN
FTE COUNT 17 FY 95
\$131,288,000 STATE AND FEDERAL FUNDS

NM OFFICE OF CULTURAL AFFAIRS

LIBRARY CONSTRUCTION ACT, TITLE II
AUTHORIZATION - U.S. LIBRARY SERVICES CONSTRUCTION ACT
(PL 84-597) TITLE II AMENDED IN PL 101-254
SEC. 9 & 18, NMSA 78;
LAWS 1980 CH. 128; LAWS 1991, CH. 48
APPLICATION DEADLINE - NONE LISTED
FTE COUNT 1 FY94 - \$175,000.

NM DEPT OF FINANCE AND ADMINISTRATION

SMALL CITIES COMMUNITY DEVELOPMENT BLOCK GRANT
COLONIAS SET-ASIDE
APPLICATION DEADLINE - MARCH APRIL

SMALL CITIES COMMUNITY DEVELOPMENT BLOCK GRANT
COLONIAS SET-ASIDE
APPLICATION DEADLINE - MARCH APRIL
COMMUNITY ASSISTANCE PROGRAM
AUTHORIZATION - NM COMMUNITY ASSISTANCE ACT
SEC 11-6-1 NMSA 1978
APPLICATION DEADLINE - WHEN ACTIVE APRIL

SMALL CITIES COMMUNITY DEVELOPMENT
BLOCK GRANT PROGRAM
AUTHORIZATION - HOUSING AND COMMUNITY
DEVELOPMENT ACT 1974
NM COMMUNITY ASSISTANCE ACT 1978
APPLICATION DEADLINE - MARCH APRIL
FTE 48 FUNDS FOR LOCAL GOVERNMENT FY96 \$2,497,000.

STATE ENGINEER'S OFFICE

IRRIGATION WORKS CONSTRUCTION LOAN FUND PROGRAM
AUTHORIZATION - NM IRRIGATION WORKS CONSTRUCTION FUND
SECTIONS 72-14-23 TO 72-14-33 NMSA 1978
APPLICATION DEADLINE - OPEN
FTE COUNT 3 FY96 - \$1,500,000(PLUS).

NM HUMAN SERVICES DEPT

SAFEGWATER PROGRAM
(NOW UNDER INCOME SUPPORT)
AUTHORIZATION - NM HOUSE BILL 2
APPLICATION DEADLINE - APRIL
FTE 1 FY96 FUNDING - \$484,511.

ECONOMIC DEVELOPMENT DEPT

COMMUNITY DEVELOPMENT REVOLVING LOAN FUND
AUTHORIZATION - SECTIONS 21-19-10 & 11 NMSA 1978
APPLICATION DEADLINE - NONE
FTE COUNT 1 FY - \$750,000.

FEDERAL AGENCIES NOW ADMINISTERING PUBLIC WORKS FUNDS

DEPARTMENT OF COMMERCE

ECONOMIC DEVELOPMENT GRANTS
PUBLIC WORKS & INFRASTRUCTURE DEVELOPMENT
ECONOMIC DEVELOPMENT ADMINISTRATION GRANTS
AUTHORITY 42:USC:2842
FY94 \$1,200,000.

DEPARTMENT OF EDUCATION

PUBLIC LIBRARY CONSTRUCTION &
TECHNOLOGY ENHANCEMENT (LSCA TITLE II)
ASSISTANT SECRETARY EDUCATIONAL RESEARCH
AUTHORITY 20:USC:351 ET SEQ.
FY94: \$863,000.

ENVIRONMENTAL PROTECTION AGENCY

CAPITALIZATION GRANTS STATE REVOLVING FUNDS
OFFICE OF WATER
AUTHORITY 44:USC:1505
DRINKING WATER FY94: \$4,938,000.
CLEAN WATER FY94: \$8,750,000.

DEPARTMENT OF AGRICULTURE

RURAL UTILITY SERVICE

WATER & WASTE DISPOSAL
AUTHORITY 7:USC:1928
FY94 LOAN \$2,940,000.
GRANT \$3,498,000.

SOLID WASTE MANAGEMENT
AUTHORITY 42:USC:8901
FY94 \$82,000.

EMERGENCY COMMUNITY WATER ASSISTANCE
AUTHORITY 7:USC:2861
FY94 \$881,000.

WATERSHED PROTECTION-FLOOD
LOANS
AUTHORITY 16:USC:1001
FY94 \$6,087,000.

HEALTH & HUMAN SERVICES

COMMUNITY SERVICES BLOCK GRANT
DISCRETIONARY AWARDS
COMMUNITY SERVICES
ADMINISTRATION FAMILIES & CHILDREN
AUTHORITY 42:USC:9844
FY94 FUNDS: \$2,274,000.

DEPARTMENT OF HOUSING & URBAN DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANTS
STATE PROGRAM
COMMUNITY PLANNING DEVELOPMENT
AUTHORITY 42:USC:5302
FY94: \$17,484,000.

U.S. ARMY CORPS OF ENGINEERS

FLOOD CONTROL
FY98 : \$1,500,000(PLUS).

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Department of Agriculture									
	Total	Agricultural Marketing Service—		Cooperative State Research Service—agriculture experiment stations	Extension Service—extension activities	Farmers Home Administration				
		Total	Funds for strengthening markets—Section 32 ¹			Cooperative projects in marketing	Rural water and waste disposal	Rural development	Mutual and self-help housing	Other
United States, total	214,238,801	15,992,340	488,174	1,300	408,958	469,709	331,509	36,824	2,532	6,262
Alabama	3,209,413	318,914	7,029	-	15,015	11,356	7,697	10	-	226
Alaska	1,063,354	48,311	839	-	2,129	1,240	1,722	66	-	106
Arizona	2,995,682	249,488	18,844	45	3,634	5,029	2,998	261	241	145
Arkansas	1,966,315	197,843	5,125	50	10,133	17,938	13,035	1,591	55	135
California	26,218,739	1,771,846	49,613	25	12,291	22,807	9,846	923	600	-
Colorado	2,102,430	154,084	8,623	115	4,178	7,317	1,336	414	-	72
Connecticut	3,027,597	127,448	3,882	30	2,907	3,818	2,048	188	-	88
Delaware	478,180	43,379	1,271	-	8,008	8,104	966	241	-	30
District of Columbia	2,221,772	50,161	4,119	-	1,714	1,237	-	-	-	-
Florida	8,018,038	647,782	19,282	35	8,913	10,613	9,693	792	-	1
Georgia	5,028,414	431,534	8,553	-	14,345	14,476	7,206	471	-	7
Hawaii	1,088,000	75,131	1,186	45	2,072	9,402	-	567	209	-
Idaho	777,759	76,618	2,495	-	3,723	4,755	1,736	363	-	41
Illinois	8,505,540	496,527	19,782	-	14,328	11,707	7,853	592	-	93
Indiana	3,553,262	243,376	8,456	-	10,400	11,924	8,535	541	-	182
Iowa	2,015,274	159,440	5,836	-	12,347	16,228	8,386	772	-	370
Kansas	1,666,440	159,770	5,272	-	7,039	6,263	5,282	254	-	578
Kentucky	3,096,169	253,610	6,750	-	13,476	9,249	11,579	629	-	60
Louisiana	5,232,732	385,036	19,918	-	7,253	8,096	3,558	162	-	75
Maine	1,269,065	72,466	2,029	-	4,345	3,657	10,309	1,096	189	-
Maryland	3,637,395	538,603	6,989	62	5,470	7,248	3,088	638	148	36
Massachusetts	8,881,443	823,094	10,831	41	3,804	6,041	4,388	384	-	-
Michigan	7,117,036	435,654	32,552	50	10,240	18,662	13,034	1,045	-	184
Minnesota	3,514,597	308,767	10,192	-	12,379	9,678	10,564	757	10	539
Mississippi	2,506,590	259,965	5,264	-	12,135	14,007	6,908	1,336	-	55
Missouri	3,970,851	269,799	9,232	30	12,957	12,084	6,536	819	-	196
Montana	906,271	61,615	3,981	-	3,294	3,798	967	333	-	70
Nebraska	1,114,016	105,154	6,077	16	7,088	10,744	2,021	190	-	247
Nevada	796,770	50,339	2,678	-	1,717	1,388	1,568	223	-	31
New Hampshire	955,618	40,436	2,710	-	2,052	2,710	1,974	159	-	20
New Jersey	6,162,785	307,570	9,011	22	4,097	6,520	6,584	194	-	-
New Mexico	1,714,352	214,720	8,325	119	2,656	2,797	3,496	29	-	73
New York	22,445,396	959,399	36,632	29	14,564	16,050	13,286	990	-	4
North Carolina	4,862,166	384,904	8,677	-	16,560	17,285	14,155	1,460	58	134
North Dakota	702,001	67,862	4,080	-	5,475	12,286	2,027	1,641	-	513
Ohio	8,368,287	493,571	13,127	60	11,967	9,826	9,594	1,563	64	103
Oklahoma	2,358,690	240,309	19,435	-	9,099	7,568	10,087	913	249	349
Oregon	2,354,826	203,362	5,722	60	4,885	9,373	8,677	205	10	65
Pennsylvania	9,704,968	513,247	18,279	-	11,773	11,309	11,470	2,280	-	110
Rhode Island	1,099,961	40,131	1,261	-	1,424	1,726	485	139	-	10
South Carolina	2,726,377	238,712	4,270	40	9,616	7,283	9,225	1,143	-	96
South Dakota	724,219	68,547	6,351	-	4,403	3,951	4,742	485	-	113
Tennessee	3,939,516	285,722	11,478	45	13,345	10,410	8,388	1,040	-	48
Texas	12,668,889	1,216,017	32,282	224	22,407	16,699	15,121	1,717	-	643
Utah	1,208,744	116,357	2,363	-	3,429	3,383	1,694	139	-	58
Vermont	546,422	42,095	1,324	-	2,147	4,159	1,727	1,081	-	-
Virginia	3,180,376	259,666	5,480	79	10,790	11,741	8,377	788	13	60
Washington	3,924,296	258,368	9,058	-	5,814	11,958	8,127	2,148	693	54
West Virginia	2,165,790	132,895	3,474	-	4,681	5,692	7,483	658	-	35
Wisconsin	3,449,739	233,034	10,121	44	11,535	16,626	6,515	626	(2)	254
Wyoming	714,290	34,858	1,830	-	1,942	2,791	3,309	153	-	38
American Samoa	66,571	6,400	-	-	316	615	-	-	-	-
Guam	153,667	12,688	280	-	1,356	1,583	-	-	-	-
Northern Marianas	51,631	10,254	14	-	520	516	-	-	-	-
Puerto Rico	3,388,207	1,396,654	5,938	35	7,987	4,727	13,225	1,606	-	-
Virgin Islands	191,159	16,577	64	-	1,088	1,074	-	5	-	-
Undistributed	1,058,762	(16,614)	(17,810)	-	711	485	-	-	-	-

See footnotes at end of table.

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see Introductory text.]

State and territory	Department of Agriculture—Con.					Department of Commerce		
	Forest Service		National grasslands— payments to counties	Soil Conservation Service		Total	Economic Development Administration development assistance programs	National Oceanic and Atmospheric Administration
	National forests fund	State and private forestry		Watershed and flood prevention operations	Resource conservation and development			
United States, total	94,468	75,886	2,710	108,301	3,052	500,918	236,754	245,778
Alabama	838	5,205	-	1,948	134	6,590	4,893	1,494
Alaska	1,804	996	-	-	-	19,277	3,027	15,823
Arizona	1,819	961	-	1,583	-	3,147	1,694	1,071
Arkansas	1,772	660	1	2,128	43	5,197	4,442	-
California	12,263	4,936	-	4,777	9	31,965	16,304	13,316
Colorado	1,670	1,406	157	540	-	28,151	2,905	24,900
Connecticut	-	267	-	605	1	8,248	648	7,531
Delaware	51	510	-	280	-	2,669	215	2,454
District of Columbia	-	98	-	-	-	7,282	6,030	1,002
Florida	493	1,650	44	820	25	22,203	6,573	15,535
Georgia	510	2,405	-	926	157	8,365	5,869	2,287
Hawaii	-	1,039	-	693	-	11,798	889	10,604
Idaho	9,646	759	6	153	7	8,148	5,860	2,268
Illinois	78	2,112	-	1,326	5	9,250	7,827	1,060
Indiana	4	698	-	537	72	2,871	2,461	64
Iowa	-	1,388	-	4,535	145	4,946	4,719	152
Kansas	-	902	805	3,804	58	2,169	1,862	-
Kentucky	239	1,277	49	1,512	234	8,071	7,413	110
Louisiana	1,120	3,087	-	8,849	-	9,488	3,080	8,268
Maine	20	912	-	187	38	8,930	2,918	8,568
Maryland	-	2,783	4	116	-	8,740	2,672	5,827
Massachusetts	-	435	-	38	18	15,486	5,198	10,168
Michigan	768	2,087	44	403	40	12,179	8,806	3,311
Minnesota	1,514	1,081	-	2,306	5	5,033	3,814	1,032
Mississippi	2,760	1,580	-	7,002	6	5,782	2,990	2,792
Missouri	384	1,186	-	8,027	4	10,375	9,658	2
Montana	4,328	841	-	627	18	2,358	2,124	-
Nebraska	11	622	9	1,983	46	2,049	756	998
Nevada	98	351	-	-	-	1,556	457	839
New Hampshire	242	1,394	-	9	10	3,796	148	3,554
New Jersey	29	380	-	15	-	7,116	3,650	3,257
New Mexico	498	873	10	8,097	130	1,304	1,200	45
New York	4	753	-	404	48	18,681	11,333	6,433
North Carolina	330	1,488	-	1,912	114	19,767	7,308	12,059
North Dakota	-	740	492	243	127	2,998	2,007	535
Ohio	92	2,615	-	1,669	46	8,877	6,518	1,369
Oklahoma	168	162	538	5,942	121	5,793	5,052	741
Oregon	35,308	1,592	8	794	121	23,224	4,160	18,461
Pennsylvania	1,337	1,825	2	3,343	-	11,447	9,183	1,185
Rhode Island	-	348	-	1	-	4,782	305	4,457
South Carolina	544	3,904	-	1,800	45	12,766	4,719	7,416
South Dakota	804	797	81	-	43	1,503	1,407	-
Tennessee	155	3,177	-	1,948	98	3,601	3,423	-
Texas	1,129	2,368	100	11,374	659	24,428	20,572	3,197
Utah	465	969	-	171	301	1,749	642	1,098
Vermont	189	912	-	241	8	149	141	-
Virginia	983	2,914	-	1,167	30	17,160	4,403	12,235
Washington	8,419	1,324	-	458	-	26,885	3,106	23,204
West Virginia	544	2,224	-	17,110	28	6,650	6,495	80
Wisconsin	380	1,707	-	1,756	-	7,541	3,870	3,560
Wyoming	657	647	360	450	64	469	189	-
American Samoa	-	-	-	-	-	3,856	3,359	497
Guam	-	225	-	-	-	1,093	-	812
Northern Marianas	-	253	-	-	-	527	519	1
Puerto Rico	1	270	-	33	-	9,495	5,637	3,198
Virgin Islands	-	113	-	-	-	2,211	1,286	925
Undistributed	-	-	-	-	-	988	25	963

See footnotes at end of table.

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Department of Commerce—Con.	Corporation for Public Broadcasting— public broadcasting fund	Department of Defense			Department of Education		
	National Telecommunications and Information Administration— planning and construction		Total	Army		Total	Bilingual education and minority language affairs	Educational research and improvement— libraries
				National Guard Centers— construction	Corps of Engineers— Flood Control Act of 1954			
United States, total	18,386	289,424	212,466	207,341	5,125	15,491,343	178,080	109,496
Alabama	203	1,739	8,341	8,328	18	278,478	-	1,787
Alaska	427	4,050	2,272	2,272	-	147,446	-	515
Arizona	362	3,222	9,200	9,200	-	288,058	3,821	1,646
Arkansas	755	1,017	2,564	2,203	281	162,539	-	1,156
California	2,348	19,304	8,084	8,088	198	1,882,888	78,187	11,116
Colorado	346	4,280	87	87	-	163,542	877	1,813
Connecticut	67	1,909	3	-	3	155,349	943	1,483
Delaware	-	-	73	68	7	44,313	-	554
District of Columbia	230	6,692	15	15	-	58,068	898	525
Florida	95	9,404	3,335	3,330	5	678,378	9,194	5,034
Georgia	209	2,742	2,499	1,847	652	378,013	993	2,868
Illinois	305	1,665	724	724	-	72,946	744	718
Idaho	20	1,392	10,687	10,682	5	67,818	428	682
Illinois	363	7,794	1,270	950	320	657,060	9,107	4,417
Indiana	346	4,488	1,880	1,880	-	278,058	-	1,924
Iowa	75	2,159	11,038	10,743	295	133,413	265	1,308
Kansas	307	2,238	5,837	5,371	268	135,577	465	1,200
Kentucky	548	3,351	1,383	992	391	252,461	-	1,833
Louisiana	134	2,617	7,382	7,373	9	334,368	618	1,825
Maine	444	1,778	199	199	-	77,888	88	788
Maryland	241	2,838	8,414	8,411	3	233,024	2,814	2,941
Massachusetts	100	11,672	757	679	78	320,584	3,480	2,445
Michigan	62	6,342	1,385	1,381	4	557,532	849	3,844
Minnesota	187	14,714	11,446	11,429	17	218,397	753	1,889
Mississippi	-	1,205	7,807	7,440	367	228,704	-	1,234
Missouri	715	3,267	2,940	2,570	370	275,484	385	2,147
Montana	232	622	2,852	2,835	17	83,563	35	600
Nebraska	295	4,567	4,287	4,198	89	90,473	223	879
Nevada	260	1,288	1,359	1,359	-	57,114	535	789
New Hampshire	96	1,289	1	-	1	49,007	-	705
New Jersey	209	1,865	1	-	1	407,601	5,084	3,072
New Mexico	59	1,999	9,758	9,755	3	161,291	1,525	863
New York	915	25,905	506	499	7	1,166,158	33,848	6,734
North Carolina	392	3,420	1,602	1,600	2	365,180	-	2,708
North Dakota	456	1,365	8,287	8,209	78	59,002	118	538
Ohio	992	8,091	672	648	24	590,617	402	4,203
Oklahoma	-	1,947	1,314	932	382	221,915	272	1,442
Oregon	603	2,779	4,389	4,389	10	164,232	1,102	1,352
Pennsylvania	1,079	10,760	730	615	115	647,670	951	4,566
Rhode Island	-	508	208	208	-	81,055	1,860	870
South Carolina	631	4,678	3,181	3,108	53	222,932	-	1,578
South Dakota	96	1,395	2,681	2,591	90	68,710	-	562
Tennessee	178	3,680	7,496	7,257	239	281,863	345	2,074
Texas	659	8,366	26,913	26,289	624	1,172,010	11,919	8,492
Utah	9	2,586	4,514	4,514	-	110,705	1,899	942
Vermont	8	799	104	104	-	43,110	38	514
Virginia	522	31,672	2,068	2,043	23	327,381	2,644	2,548
Washington	375	4,237	8,011	7,994	17	272,653	3,127	2,097
West Virginia	75	1,698	3,503	3,488	15	129,142	-	953
Wisconsin	111	4,396	10,284	10,233	51	272,575	232	2,075
Wyoming	280	481	4,068	4,068	-	45,025	-	478
American Samoa	-	331	-	-	-	10,598	-	81
Guam	281	360	519	519	-	18,273	-	112
Northern Marianas	7	-	-	-	-	6,312	-	80
Puerto Rico	660	1,767	900	900	-	348,381	748	1,565
Virgin Islands	-	423	-	-	-	19,818	522	101
Undistributed	-	34,418	-	-	-	131,758	-	2,325

See footnotes at end of table.

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Department of Energy	Environmental Protection Agency				Equal Employment Opportunity Commission	Federal Emergency Management Agency			Funds Appropriated in the President's Appalachian regional development programs
		Total	Construction of wastewater treatment works	Abatement, control, and compliance	Hazardous substance response trust fund		Total	Disaster relief	Emergency planning, preparedness, and mitigation	
United States, total	220,696	2,912,437	1,971,463	686,606	254,368	27,287	2,172,578	2,021,899	150,679	175,095
Alabama	1,607	36,639	23,950	9,984	2,705	-	27,331	20,823	6,508	36,474
Alaska	1,821	14,855	8,804	5,222	829	189	2,521	881	1,640	-
Arizona	1,387	26,834	9,381	13,028	4,425	371	23,375	21,488	1,887	-
Arkansas	837	32,041	15,005	5,524	11,512	-	12,491	7,773	4,718	-
California	7,658	213,270	144,015	52,031	17,224	2,774	1,111,368	1,102,743	8,625	-
Colorado	3,824	22,788	6,793	12,428	3,567	378	3,386	27	3,359	-
Connecticut	3,205	38,073	23,902	12,263	1,908	346	2,022	582	1,440	-
Delaware	975	16,078	9,116	5,059	1,903	108	4,058	3,369	689	-
District of Columbia	477	73,917	16,879	46,948	10,293	176	3,176	4,488	788	-
Florida	1,547	96,050	60,617	13,572	1,861	1,240	122,295	118,196	4,099	-
Georgia	2,361	35,313	19,130	11,088	5,095	78	34,434	31,831	2,603	2,519
Hawaii	523	11,133	7,146	3,085	902	133	38,403	37,140	1,263	-
Idaho	1,035	19,177	10,109	6,774	2,294	287	1,235	46	1,189	-
Illinois	7,278	141,818	105,893	27,077	8,848	1,558	99,159	95,602	3,557	-
Indiana	5,261	46,271	31,020	14,132	1,119	491	5,085	1,819	3,266	-
Iowa	5,084	34,031	24,472	8,036	1,523	411	80,231	78,669	1,562	-
Kansas	2,161	27,433	16,254	8,752	2,427	274	36,580	34,916	1,664	-
Kentucky	3,152	24,823	14,031	8,937	1,855	190	13,969	5,791	8,178	6,062
Louisiana	1,467	27,354	13,402	11,674	2,278	1	13,445	11,448	1,997	-
Maine	2,227	17,804	10,520	5,985	1,299	160	7,539	6,587	952	-
Maryland	2,036	75,073	51,924	18,471	4,678	690	14,176	9,313	4,863	3,074
Massachusetts	5,562	220,663	194,859	22,635	3,169	1,100	8,535	6,178	2,357	-
Michigan	12,909	139,879	107,733	25,532	6,614	1,667	7,104	3,669	3,435	-
Minnesota	7,870	29,114	9,747	14,136	5,231	360	17,301	18,138	2,163	-
Mississippi	2,174	22,041	14,069	6,378	1,594	-	48,862	47,512	1,350	10,575
Missouri	5,735	54,848	41,224	11,194	2,430	398	106,319	103,897	2,422	-
Montana	2,423	17,052	8,754	6,222	2,076	279	1,262	53	1,209	-
Nebraska	2,089	13,270	6,405	5,873	992	566	47,023	45,711	1,312	-
Nevada	24,074	16,549	9,815	5,339	1,395	510	1,118	19	1,099	-
New Hampshire	1,721	19,309	10,510	4,787	4,012	80	1,018	109	909	-
New Jersey	7,753	122,241	81,685	12,021	28,535	735	9,988	5,338	4,650	-
New Mexico	1,941	25,049	14,701	7,558	2,790	241	1,766	737	1,029	-
New York	21,700	143,235	110,139	29,354	3,742	1,725	26,059	20,252	5,807	2,343
North Carolina	4,098	63,302	40,553	18,272	4,477	178	4,640	2,396	2,244	5,603
North Dakota	507	12,715	7,200	4,393	1,122	2,428	9,218	7,998	1,220	-
Ohio	9,532	150,292	123,520	21,715	5,057	1	4,972	473	4,499	4,049
Oklahoma	2,023	29,718	14,005	13,783	1,930	383	5,775	4,084	1,691	-
Oregon	3,586	33,610	22,053	9,845	1,712	491	14,229	4,696	9,533	-
Pennsylvania	13,689	97,824	66,902	26,891	4,031	1,556	67,007	62,543	4,464	15,074
Rhode Island	1,061	13,625	6,686	5,411	1,528	97	2,130	1,119	1,011	-
South Carolina	1,658	33,528	23,277	8,050	2,201	434	6,280	4,505	1,775	2,213
South Dakota	598	14,243	9,746	4,099	398	200	10,590	9,610	980	-
Tennessee	4,010	48,705	34,864	10,029	3,812	363	36,735	34,451	2,284	14,230
Texas	4,735	219,218	137,046	30,637	51,535	882	9,497	4,732	4,765	-
Utah	413	32,282	14,851	6,585	10,846	343	10,153	159	9,994	-
Vermont	1,818	9,892	4,189	4,961	742	32	1,245	314	931	-
Virginia	4,564	70,289	48,339	17,358	4,592	205	6,520	4,286	2,234	8,468
Washington	4,357	60,726	39,724	17,979	3,023	791	12,554	9,292	3,262	-
West Virginia	1,824	36,388	26,029	9,441	918	56	2,196	1,166	1,030	62,948
Wisconsin	8,410	81,750	60,583	16,785	4,382	891	15,514	13,499	2,015	-
Wyoming	1,085	7,906	4,908	2,850	148	89	1,294	31	1,263	-
American Samoa	260	-	-	-	-	-	26	26	-	-
Guam	184	2,195	418	1,777	-	-	339	40	299	-
Northern Marianas	260	2,675	2,176	489	10	-	-	-	-	-
Puerto Rico	172	19,087	15,134	3,517	436	144	5,266	4,674	592	-
Virgin Islands	-	1,171	240	897	34	19	11,014	11,014	-	-
Undistributed	-	17,270	17,217	(254)	307	-	2,752	682	2,070	1,463

See footnotes at end of table.

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Department of Health and Human Services									
	Administration for Children and Families									
	Total	Family support payments (A.F.D.C.)	Social Services Block Grant	Children and family services	Foster care and adoption assistance	Low-income home energy assistance	Community Services Block Grant	Refugee Assistance	Assistance for legalized aliens	Other
United States, total	118,777,908	16,635,326	2,779,802	5,469,889	3,277,893	2,206,275	463,669	372,313	844,478	918,774
Alabama	1,653,378	118,989	45,148	91,177	8,620	16,964	8,062	713	-	9,206
Alaska	314,561	68,362	8,135	32,242	5,853	10,749	2,641	65	-	3,192
Arizona	1,852,008	291,223	25,505	105,315	32,852	8,325	5,120	4,452	12,825	10,543
Arkansas	1,083,205	86,450	23,024	58,662	17,852	13,434	6,584	230	31	7,176
California	15,139,886	4,137,867	340,726	585,474	734,867	78,777	43,031	92,495	688,660	122,497
Colorado	990,747	92,519	34,945	77,237	27,690	34,985	3,858	2,521	3,910	6,351
Connecticut	1,711,661	302,289	41,675	58,131	32,752	50,458	6,011	3,391	829	6,296
Delaware	232,663	34,664	7,413	13,435	3,293	5,923	2,379	70	-	2,031
District of Columbia	746,424	105,647	7,802	144,947	16,140	6,805	8,140	13,834	1,093	5,718
Florida	4,239,621	554,590	140,570	206,538	68,647	17,268	13,193	56,121	14,042	35,374
Georgia	2,962,038	459,462	73,078	147,348	31,435	21,682	20,655	6,993	2,565	21,861
Hawaii	437,945	117,739	12,532	23,001	7,762	2,657	2,136	477	109	9,513
Idaho	347,267	32,485	10,402	30,848	3,127	11,139	2,494	841	715	2,762
Illinois	4,259,392	575,996	127,438	246,285	185,346	114,702	19,634	12,096	16,040	27,525
Indiana	2,083,064	133,229	62,362	86,962	61,974	56,739	6,946	30	-	14,650
Iowa	1,013,927	123,416	31,767	47,141	19,845	41,577	4,790	2,750	40	13,036
Kansas	859,027	105,146	25,182	43,743	19,400	16,851	13,052	1,924	70	4,969
Kentucky	1,777,565	181,980	39,866	82,541	38,427	30,890	7,979	508	-	13,127
Louisiana	3,613,435	53,992	43,595	101,382	40,841	15,072	9,179	1,274	423	26,532
Maine	809,753	86,834	10,664	28,220	13,668	33,706	2,167	676	-	8,241
Maryland	1,781,392	257,115	53,661	92,399	48,239	39,856	5,891	5,016	1,397	15,212
Massachusetts	3,270,660	611,077	82,693	125,573	96,609	101,674	14,159	12,646	103	26,807
Michigan	4,478,937	806,661	108,048	190,926	123,273	137,014	16,797	6,958	81	48,674
Minnesota	2,035,515	295,652	52,709	80,710	38,746	100,733	4,959	7,985	2,568	13,191
Mississippi	1,404,818	84,699	29,812	116,222	5,257	28,299	7,799	1,462	-	15,917
Missouri	2,168,234	234,948	60,818	107,582	37,642	47,971	13,405	2,792	-	14,541
Montana	369,226	46,532	9,107	28,939	5,303	14,363	2,256	221	-	2,861
Nebraska	528,374	32,678	17,667	32,629	12,216	17,186	3,237	1,377	8	2,319
Nevada	308,253	51,916	12,761	18,702	4,447	3,458	2,221	476	1,954	1,379
New Hampshire	628,476	55,027	12,145	14,679	11,580	18,635	2,006	638	44	2,639
New Jersey	3,355,004	441,272	88,771	124,427	36,562	85,347	14,368	3,145	-	27,073
New Mexico	799,579	139,765	19,144	49,293	10,242	10,785	2,274	1,129	3,021	2,294
New York	15,224,700	1,798,948	190,484	369,783	734,738	276,582	37,566	51,571	29,652	81,672
North Carolina	2,835,569	348,405	74,479	130,422	25,249	39,618	12,440	2,501	243	19,442
North Dakota	297,715	25,673	9,099	23,801	6,964	16,647	2,114	1,222	-	1,628
Ohio	4,996,735	725,625	110,926	195,435	120,164	118,272	16,857	1,069	-	61,902
Oklahoma	1,195,182	204,943	35,056	88,124	15,146	16,550	5,229	1,573	264	8,653
Oregon	1,169,526	179,926	28,879	71,263	21,347	40,363	3,577	12,008	1,875	14,490
Pennsylvania	5,618,241	641,004	136,675	227,385	236,056	151,741	18,253	9,029	132	39,903
Rhode Island	594,257	60,823	10,175	22,820	16,749	12,309	2,408	1,161	110	3,236
South Carolina	1,628,327	105,636	34,900	66,693	11,513	11,882	6,317	242	166	5,952
South Dakota	297,194	22,236	5,064	27,563	3,526	13,314	3,780	510	-	1,946
Tennessee	2,221,446	145,384	40,181	86,176	25,187	23,297	10,426	1,589	5	9,626
Texas	7,125,872	648,966	169,114	370,694	112,452	33,670	21,434	15,204	38,502	51,512
Utah	606,748	86,555	20,268	35,561	7,907	13,655	2,092	2,146	703	5,007
Vermont	315,278	58,462	6,260	18,080	11,972	15,504	3,116	526	-	4,485
Virginia	1,498,989	134,629	70,737	122,875	22,367	40,420	6,799	7,917	3,054	12,808
Washington	2,191,694	324,919	55,405	116,980	33,993	60,556	4,577	16,220	17,637	26,273
West Virginia	1,237,490	111,705	21,147	43,634	5,094	20,647	4,227	98	-	9,006
Wisconsin	1,676,780	166,253	54,709	90,517	65,409	78,477	6,489	3,179	1,239	27,296
Wyoming	161,411	24,725	5,421	13,363	1,314	5,666	2,013	41	-	1,733
American Samoa	6,487	-	495	2,318	-	-	484	-	-	-
Guam	21,242	7,360	2,251	3,917	-	-	-	-	-	647
Northern Mariana	4,778	-	545	2,177	-	21	8	-	-	-
Puerto Rico	467,646	92,000	13,369	138,149	-	3,140	16,612	-	-	6,126
Virgin Islands	21,012	2,924	3,918	5,593	-	-	(19)	-	-	292
Undistributed	8,133	-	-	5,833	-	-	653	-	-	-

See footnotes at end of table.

Table 2. Federal Government Grants and Other Payments to State and Local Governments by Agency and for Selected Programs, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Department of Health and Human Services—Con.					Department of Housing and Urban Development		
	Health Care Financing Administration—medical assistance (Medicaid)	Public Health Service		Substance Abuse, and Mental Health Administration	Social Security Administration supplemental security income	Total	Community development	Emergency shelters and homeless assistance
		Health Resources and Services Administration	Centers for Disease Control					
United States, total	82,033,657	1,464,680	841,755	1,438,940	30,457	21,504,822	3,852,783	75,333
Alabama	1,287,374	33,739	14,613	20,003	788	336,774	62,858	1,253
Alaska	175,948	2,509	3,529	3,289	47	109,785	8,030	271
Arizona	1,103,268	17,118	14,419	20,641	402	248,381	45,978	602
Arkansas	833,595	15,308	9,871	10,870	118	187,599	29,727	509
California	7,061,310	155,476	92,236	202,510	3,560	2,253,579	388,923	7,993
Colorado	648,692	28,113	9,764	19,990	174	210,097	32,244	783
Connecticut	1,175,083	10,334	8,852	17,172	388	367,061	38,460	1,086
Delaware	188,841	3,048	3,155	4,613	68	48,881	6,837	81
District of Columbia	395,288	27,144	8,339	5,447	80	182,992	35,169	1,204
Florida	2,945,408	79,067	42,620	65,348	637	784,327	140,795	1,970
Georgia	2,079,808	38,601	26,548	31,691	311	495,730	74,062	1,831
Hawaii	242,711	6,822	4,745	7,653	88	122,422	19,460	28
Idaho	234,651	7,817	4,196	5,807	183	52,135	9,676	281
Illinois	2,780,473	50,434	36,379	66,044	1,000	1,269,741	205,402	3,680
Indiana	1,591,290	16,580	18,036	33,140	1,066	342,514	72,995	1,383
Iowa	693,308	12,641	9,640	13,743	231	169,731	63,028	943
Kansas	601,972	6,947	7,900	11,870	1	124,776	35,662	570
Kentucky	1,330,415	22,199	10,826	18,138	649	293,138	47,830	1,393
Louisiana	3,255,603	25,651	15,649	23,493	749	363,394	75,488	1,922
Maine	604,137	8,026	6,005	6,052	357	114,922	15,948	265
Maryland	1,190,803	28,876	13,918	28,892	315	402,826	54,435	856
Massachusetts	2,104,383	38,869	18,322	36,998	1,787	848,060	118,162	2,206
Michigan	2,913,905	41,762	29,042	57,440	992	575,245	158,380	3,114
Minnesota	1,389,527	16,355	9,775	22,280	325	350,502	59,535	1,557
Mississippi	1,087,514	23,668	11,541	12,445	183	179,841	31,040	637
Missouri	1,577,329	31,161	15,512	23,928	605	364,202	91,857	1,315
Montana	246,683	3,911	4,387	4,511	134	85,225	11,479	242
Nebraska	389,284	6,710	5,833	7,144	68	96,702	18,106	459
Nevada	191,561	3,878	7,681	7,665	154	94,914	10,399	139
New Hampshire	496,026	3,494	5,669	5,842	52	78,096	9,108	287
New Jersey	2,431,107	34,647	19,347	48,497	441	884,583	109,787	1,779
New Mexico	531,106	14,280	8,514	7,628	104	107,000	17,494	-
New York	11,323,034	167,423	52,998	108,608	3,845	2,605,759	403,073	9,632
North Carolina	2,098,144	32,746	19,396	31,726	758	431,837	59,659	1,790
North Dakota	200,884	3,260	3,032	3,337	134	54,215	7,168	136
Ohio	3,503,649	44,838	28,658	66,430	2,908	979,509	167,029	3,188
Oklahoma	781,563	11,013	10,689	16,164	215	247,722	33,961	385
Oregon	754,789	17,452	7,323	15,935	279	186,118	32,097	1,179
Pennsylvania	3,998,232	58,182	34,400	63,608	1,641	1,203,437	207,403	2,770
Rhode Island	445,038	6,036	5,402	7,884	106	189,896	17,807	707
South Carolina	1,328,662	25,504	13,007	17,761	92	201,588	31,246	689
South Dakota	205,963	4,449	4,413	4,313	93	80,773	10,990	314
Tennessee	1,802,843	33,035	19,985	23,320	190	383,222	54,368	1,201
Texas	5,386,193	101,080	60,583	94,422	2,044	960,970	208,208	3,807
Utah	405,664	8,877	6,919	11,310	82	72,147	20,253	351
Vermont	187,036	2,954	2,340	4,471	72	49,571	9,044	314
Virginia	1,005,807	26,171	12,684	32,288	413	375,824	52,999	2,523
Washington	1,441,362	29,249	12,795	31,176	552	333,757	53,458	1,605
West Virginia	988,836	16,079	7,489	9,321	205	148,249	21,467	470
Wisconsin	1,426,611	20,405	9,433	24,780	983	289,317	55,466	1,331
Wyoming	98,407	1,617	4,601	2,510	-	28,863	7,238	49
American Samoa	1,698	392	672	428	-	1,458	401	17
Guam	3,169	560	2,482	856	-	14,973	1,255	203
Northern Marianas	1,332	-	695	-	-	753	753	-
Puerto Rico	118,931	35,453	23,781	18,283	-	550,496	110,755	2,055
Virgin Islands	3,687	1,718	1,470	1,429	-	26,186	-	-
Undistributed	-	-	1,647	-	-	8,410	562	-

See footnotes at end of table.

Table 7. Federal Government Loan and Insurance Programs—Volume of Assistance Provided, by State and Territory: Fiscal Year 1994—Con.

[In thousand dollars. Detail may not add to total because of rounding. For meaning of abbreviations and symbols, see introductory text.]

State and territory	Guaranteed loans						
	Total guaranteed loans	Mortgage insurance for homes	Higher education act insured loans—guaranteed student loans	Veterans housing guaranteed and insured loans—VA home loans ²	Mortgage insurance—condominiums	Farmers Home Administration programs and Rural Development Administration ¹	Small-business loans
United States, total	158,977,068	92,678,173	23,101,135	18,299,125	7,856,970	2,126,549	6,266,665
Alabama	1,696,277	906,562	133,244	307,613	21,588	16,968	106,941
Alaska	793,079	620,123	-	77,201	20,636	1,206	46,168
Arizona	5,654,100	4,242,705	415,776	602,984	136,952	3,768	75,467
Arkansas	1,222,039	671,992	120,416	171,855	4,683	47,785	75,822
California	20,445,672	11,736,913	1,912,806	3,068,609	1,961,032	41,157	1,011,335
Colorado	6,194,020	4,211,984	323,424	615,351	416,131	34,661	174,740
Connecticut	1,785,210	756,980	167,180	102,761	184,623	7,507	109,672
Delaware	327,605	197,550	34,403	63,872	1,378	5,265	19,589
District of Columbia	248,058	136,619	-	14,125	31,947	-	6,142
Florida	8,606,780	5,686,200	521,648	1,544,618	319,654	23,936	217,746
Georgia	6,127,937	3,603,768	322,104	706,738	113,239	63,275	231,334
Hawaii	676,137	105,777	34,688	48,991	361,410	67	10,141
Idaho	954,522	582,917	23,745	115,531	4,661	22,354	51,492
Illinois	5,633,834	3,550,215	709,643	423,103	445,577	81,911	185,841
Indiana	6,747,148	1,578,984	4,647,309	246,002	33,730	39,809	61,018
Iowa	1,029,725	274,678	335,908	82,718	3,366	179,286	100,049
Kansas	1,173,215	748,041	-	171,596	8,610	61,576	103,421
Kentucky	1,240,991	653,931	233,206	151,524	16,629	41,255	39,640
Louisiana	1,796,581	1,136,716	162,448	201,881	9,595	107,149	103,581
Maine	446,487	181,622	120,933	66,819	4,271	15,499	40,830
Maryland	6,736,774	4,620,097	203,613	660,616	854,929	6,652	56,115
Massachusetts	2,430,914	746,292	1,099,450	202,727	83,806	17,465	104,587
Michigan	3,128,453	1,883,487	550,402	258,651	49,694	64,605	98,864
Minnesota	6,235,464	4,296,220	794,410	329,019	266,636	184,460	106,881
Mississippi	1,120,067	615,667	168,518	119,430	609	69,183	91,017
Missouri	3,046,277	1,979,054	306,729	233,663	64,862	73,890	157,765
Montana	679,729	380,783	94,333	46,266	6,553	19,196	67,194
Nebraska	1,109,229	395,166	378,434	125,805	1,689	95,331	40,365
Nevada	2,127,742	1,466,042	-	436,353	115,091	3,233	31,768
New Hampshire	636,665	289,301	117,458	80,936	35,865	711	81,528
New Jersey	2,676,637	1,607,788	345,723	244,475	265,387	4,373	103,258
New Mexico	919,772	486,588	96,575	206,382	10,674	18,394	63,248
New York	6,235,932	2,862,298	1,667,124	185,683	28,398	52,653	347,013
North Carolina	3,125,122	1,933,610	195,610	631,936	89,768	62,314	77,364
North Dakota	682,127	313,553	70,197	24,445	9,351	53,200	35,576
Ohio	3,626,496	2,224,632	551,351	390,155	101,068	23,055	132,099
Oklahoma	1,811,001	1,105,519	238,322	231,326	15,465	62,194	75,691
Oregon	1,336,756	788,701	184,449	140,977	14,379	10,310	67,816
Pennsylvania	4,294,662	1,834,333	1,747,274	279,672	92,051	33,756	145,643
Rhode Island	511,162	236,495	125,684	48,647	17,676	1,046	30,942
South Carolina	1,308,041	654,151	195,112	261,726	24,178	21,099	53,546
South Dakota	436,729	151,203	102,790	33,611	556	69,620	49,145
Tennessee	3,447,145	2,489,183	282,089	391,148	69,476	31,868	91,922
Texas	12,212,090	8,228,925	1,067,232	1,349,768	103,423	161,211	631,135
Utah	2,479,209	1,606,092	178,293	151,107	97,542	5,050	67,560
Vermont	236,849	39,608	99,115	19,496	3,253	19,617	50,468
Virginia	6,747,909	3,662,811	423,699	1,366,920	941,601	9,859	79,339
Washington	3,972,733	2,284,617	396,544	733,667	194,764	23,916	183,693
West Virginia	197,003	82,628	-	36,276	399	42,300	19,744
Wisconsin	2,101,888	296,553	1,197,292	183,637	6,776	92,566	177,271
Wyoming	302,626	183,257	-	38,117	615	19,731	29,067
American Samoa	-	-	-	-	-	-	-
Guam	2,066	-	-	435	-	-	631
Northern Marianas	-	-	-	-	-	-	-
Puerto Rico	1,575,138	1,213,649	2,964	50,147	184,381	9,235	99,743
Virgin Islands	17,041	6,426	1,267	395	2,582	-	4,237
Undistributed	-	-	-	-	-	-	-

See footnotes at end of table.

APPENDIX C
Washington State Capital Improvements Law

WASHINGTON STATE LAWS 1983
CHAPTER 231

(Substitute Senate Bill No. 3035)
APPROPRIATION

AN ACT Relating to public works; creating new sections; making an appropriation; and declaring an emergency.

Be it enacted by the Legislature of the State of Washington:

NEW SECTION. Sec.1. The planning and community affairs agency or its successor agency shall prepare a comprehensive plan for the replacement and repair of the state and local public works. The plan shall include the following:

- (1) An inventory of the state's roads, bridges, sewers, dams, state parks and recreational facilities, and water systems;
- (2) An assessment of the physical condition of those public facilities needing replacement or repair to determine whether the facilities:
 - (a) Are dangerous to public health and safety;
 - (b) Require immediate replacement or repair to correct existing deficiencies; or
 - (c) Need replacement or repair within the next five years;
- (3) Cost estimates of replacement and repair work for each category in subsection (2) of this section;
- (4) An examination of other states' approaches to public works financing;
- (5) Financing recommendations, including an analysis of existing tax revenues, user fees, and utility rates; and
- (6) A proposal for establishing an ongoing evaluation system with periodic updates of the state's public works plan.

(pages 1189 and 1190 Washington Laws 1983)

APPENDIX D
Table of Organizational Lists

TABLE OF ORGANIZATIONAL LISTS

The Table of Organizational Lists is published by the Department of Finance and Administration; it provides detailed job descriptions for agencies within state government that are now funding or overseeing public works programs. A glance through the tables provides a brief comparative view of the degree of integrative review conducted by the various agencies. Only the Highway and Transportation Department integrates all of the review procedures suggested by this proposal.

ECONOMIC DEVELOPMENT DEPARTMENT

COMMUNITY DEVELOPMENT REVOLVING LOAN FUND

A quick look at table listing job descriptions in this section indicates that the emphasis is on developing local economies. This is a "promoting" agency; not an engineering, construction, or auditing arm of government. There is a new element within Economic Development that could become significant in an ombudsman capacity for rural communities dealing with public works problems: that is the federal-state funded Rural Response Team.

AGENCY: 0419 ECONOMIC DEVELOPMENT DEPT
DIVISION: 20 ECONOMIC DEVELOPMENT DIVISION
BUREAU: 40 COMMUNITY DEVELOPMENT

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			FTE	LOC	NAME OF INCUMBENT	STOP DATE	RG/CHPA	EMPLOYEE			FTE	PR	RATE	
			END DATE	RG	STAT						STAT	FTE	PR				RATE
20 40-01-00-00-05	D	ECON DEV REP 3-A	24	PERM	1.00		STENBERG, PAUL P.	24/0.924	PROB	1.00			1.00		15.385		
		*SECTION 05 RETENTION AND EXPANSION															
20 40-05-00-00-05	D	ECON DEV REP 4	28	PERM	1.00		BOATRIGHT, URSULA M.	28/0.920	PERM	1.00			1.00		18.624		
		*SECTION 10 ENTERPRISE ZONE															
20 40-10-00-00-05	D	ECON DEV REP 3-A	24	PERM	1.00		G-SCOTT, R. RANDALL	24/0.950	PERM	1.00			1.00		15.811		
		BUREAU: 50 RURAL DEVELOPMENT COUNCIL															
20 50-00-00-00-05	D	PROGRAM OFFICER	06/30/96	28	EXTU		VANDERPOOL, PATRICK H.	03/31/96	28/1.125	EXTU	1.00		1.00		26.952		
20 50-00-00-00-07	D	ADMIN SECY	16	PERM	1.00		**** VACANT ****								SINCE 12/20/95		
		BUREAU: 60 SPECIAL PROGRAMS															
20 60-00-00-00-05	D	ECON DEV REP 4	28	PERM	1.00		JOHNSON, ROBERT M.	28/1.100	PERM	1.00			1.00		22.267		
20 60-00-00-00-10	D	ECON DEV REP 4	28	PERM	1.00		VESETH, ELLEN M.	28/0.950	PERM	1.00			1.00		19.230		
DIVISION TOTALS		POSITIONS	-- -- BASELINE POSITIONS -- --		-- --		BASELN		-- -- OTHER TEMPORARY POSITIONS -- --			-- --		TEMP		ALL POSNS	
		EMPLOYEE	EXEM	EXIB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	TPUN	TPER	TPST	TOTAL	TOTAL	TOTAL	
		1.00	1.00		19.00	1.00		21.00						1.00	21.00	20.00	
		1.00			18.00			19.00	1.00								

AGENCY: 0419 ECONOMIC DEVELOPMENT DEPT
DIVISION: 20 ECONOMIC DEVELOPMENT DIVISION
BUREAU: 10 OFFICE OF DIVISION DIRECTOR

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			FTE	LOC	NAME OF INCUMBENT	STOP DATE	RG/CHPA	EMPLOYEE			FTE	PR	RATE
			END DATE	RG	STAT						STAT	FTE	PR			
20-10-00-00-00-01	C	DIV DIR II	32	EXEM	1.00		RIOS, ROBERTO S.	32/0.950	EXEM	1.00			1.00		26.678	
20 10-00-00-00-10	D	ADMIN SECY	16	PERM	1.00		MARTINEZ, DENISE C.	16/1.170	PERM	1.00			1.00		12.839	
20-10-00-00-00-15	D	ADMIN SECY	16	PERM	1.00		RODRIGUEZ, MARIA D	16/0.943	PERM	1.00			1.00		10.344	
20-10-00-00-00-20	D	SECY 3	14	PERM	1.00		GALVAN, JUNE H	14/1.010	PERM	1.00			1.00		9.999	
		BUREAU: 20 BUSINESS DEVELOPMENT														
20 20-00-00-00-10	D	ECON DEV REP 4	28	PERM	1.00		BACA, ELMO L.	28/0.904	PERM	1.00			1.00		18.301	
20 20-00-00-00-13	D	ECON DEV REP 3-A	24	PERM	1.00		RIVERA, THERESA	24/0.880	PERM	1.00			1.00		14.654	
		*SECTION 01 BUSINESS RECRUITMENT SECTION														
20-20-01-00-00-15	D	ECON DEV REP 3-A	24	PERM	1.00		BURGE, RANDY L.	24/1.122	PERM	1.00			1.00		18.680	
20-20-01-00-00-20	D	ECON DEV REP 3-A	24	PERM	1.00		BAKER, NANCY J	24/0.950	PERM	1.00			1.00		15.811	
20-20-01-00-00-25	D	ECON DEV REP 2	06/30/96	21	TERM	1.00	**** VACANT ****								SINCE 02/06/96	
20-20-01-00-00-30	D	ECON DEV REP 3-A	24	PERM	1.00		GABALDON, JOHN ROBERT	24/0.904	PERM	1.00			1.00		15.045	
		*SECTION 05 RESEARCH AND STATISTICS														
20-20-05-00-00-05	D	ECON DEV REP 4	28	PERM	1.00		SELLECK, CAROL J	28/0.999	PERM	1.00			1.00		20.232	
		*SECTION 10 ONE STOP SHOP SECTION														
20 20-10-00-00-05	D	ECON DEV REP 2	21	PERM	1.00		LOPEZ, LISA M.	21/0.860	PERM	1.00			1.00		12.644	
		*SECTION 15 FINANCE														
20-20-15-00-00-05	D	ECON DEV REP 4	28	PERM	1.00		MCCORMICK, KATHERINE Y.	28/0.950	PERM	1.00			1.00		19.230	
		BUREAU: 30 MARKETING & ADVERTISING														
20-30-00-00-00-05	D	ECON DEV REP 4	28	PERM	1.00	0103	MOYE, LAURIE H.	28/0.899	PERM	1.00			1.00		18.189	
		BUREAU: 40 COMMUNITY DEVELOPMENT														
20-40-00-00-00-04	D	ECON DEV REP 4	28	PERM	1.00		HAUL, MARY F.	28/0.841	PERM	1.00			1.00		17.033	
		*SECTION 01 MAINSTREET SECTION														

DEPARTMENT OF ENVIRONMENT

ADMINISTRATIVE SERVICES - CONSTRUCTION GRANTS

This agency provides little in the way of extensive cost engineering review; nor is there a mention of hard accounting or auditing.

ENVIRONMENTAL PROTECTION DIV. - UNDERGROUND STORAGE

The emphasis is on geo-technical professionals, but there are no environmental or remediation engineers on board at this bureau. Focus is on financial administration and cost reimbursement programs, but there is still no attempt cost engineering review by cross trained professionals. The Underground Storage Bureau management position is currently vacant.

AGENCY: 0667 ENVIRONMENT DEPARTMENT
DIVISION: 20 ADMINISTRATIVE SVCS DIVISION
BUREAU: 60 INFRASTRUCTURE PRG ENG SECT

TOOL NUMBER	LV	JOB CLASS TITLE	POSITION			FTE	LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE			FTE	PR	RATE			
			END DATE	RG	STAT				RG/CHPA	STAT	FTE						
DV-6R-SC-UN-SU-J8																	
20-80-00-00-00-12	F	ADMIN SECY				1.00	MARTINEZ, XIM M	16/0.950	PERM	1.00		10.424					
20-80-00-00-00-16	E	ENV ENG SPEC 1	06/30/96	23	TERM	1.00	**** VACANT ****							SINCE 02/11/96			
20-80-00-00-00-20	E	ENV ENG SPEC 1	06/30/96	23	TERM	1.00	THAKUR, MAHESHWAR P.	06/30/96	23/1.070	TRPM	1.00	17.061					
DIVISION TOTALS POSITIONS EMPLOYEE			BASELINE POSITIONS			BASELN TOTAL			OTHER TEMPORARY POSITIONS			TAMP TOTAL			ALL POSITIONS TOTAL		
			EXTM	EXTD	PERM	TERM	TPBS	EXTU			TLMP	TPUN	TPER	TPST			
			1.00		36.00	31.00		68.00							61.00		
			1.00		35.00	25.00		61.00							61.00		

AGENCY: 0667 ENVIRONMENT DEPARTMENT
DIVISION: 20 ADMINISTRATIVE SVCS DIVISION
BUREAU: 40 CONSTRUCTION GRANTS

TOOL NUMBER	LV	JOB CLASS TITLE	POSITION			FTE	LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE			FTE	PR	RATE
			END DATE	RG	STAT				RG/CHPA	STAT	FTE			
DV-6R-SC-UN-SU-J8														
20-40-00-00-00-01	C	HEALTH PROG MGR 2-A	06/30/96	32	TERM	1.00	OLACHEA, PATRICK G	06/30/96	32/1.139	TRPM	1.00	29.375		
20-40-00-00-00-05	D	ADMIN SECY				1.00	MUNEZ, ELIDA	16/1.010	PROB	1.00		11.087		
BUREAU: 45	FINANCE ADMINISTRATIVE SECT													
20-45-00-00-00-20	E	WATER RES ENG SPEC 1				1.00	MARTIN, HAYWOOD R.	26/1.098	PROB	1.00		20.080		
BUREAU: 50	RID/SOLIDWASTE PROGRAMS													
20-50-00-00-00-02	E	FINANCIAL SPEC 4				1.00	**** VACANT ****							SINCE 03/25/96
20-50-00-00-00-06	F	FINANCIAL SPEC 3				1.00	MARTINEZ, MELBA L	19/0.920	PERM	1.00		11.957		
20-50-00-00-00-10	F	SECY 3	06/30/96	14	TERM	1.00	TRUJILLO, VALERIE A.	06/30/96	14/0.830	TRPB	1.00	8.216		
20-50-00-00-00-11	F	FINANCIAL SPEC 2	06/30/96	16	TERM	1.00	GARCIA, EDWINA H	06/30/96	16/0.997	TRPM	1.00	10.941		
BUREAU: 60	SPECIAL APPROPRIATIONS PROG													
20-60-00-00-00-01	E	HGT ANA 4				1.00	HODGES, OLINDA C	24/1.130	PERM	1.00		18.807		
BUREAU: 65	WASTEWATER LOAN PROGRAM													
20-65-00-00-00-01	E	HGT ANA 4	06/30/96	24	TERM	1.00	RAEL, RAMONA H	06/30/96	24/0.946	TRPM	1.00	15.751		
BUREAU: 70	WASTEWATER GRANT PROGRAM													
20-70-00-00-00-01	E	HGT ANA 4	06/30/96	24	TERM	1.00	DRAKE, ORREN D.	06/30/96	24/0.980	TRPM	1.00	16.310		
BUREAU: 75	COLONIAS GRANT PROGRAM													
20-75-00-00-00-02	E	WATER RES ENG SPEC 1	06/30/96	26	TERM	1.00	**** VACANT ****							SINCE 07/01/94
20-75-00-00-00-05	F	CLERK SPEC	06/30/96	15	TERM	1.00	SANCHEZ, RHONDA L	06/30/96	15/1.108	TRPM	1.00	11.511		
BUREAU: 80	INFRASTRUCTURE PRG ENG SECT													
20-80-00-00-00-05	E	ENV ENG SPEC 2	06/30/96	29	TERM	1.00	RODKE, RUSSELL P	06/30/96	29/1.055	TRPM	1.00	22.524		
20-80-00-00-00-10	E	ENV ENG SPEC 2				1.00	QUINTANA, DAVID C	29/1.152	PERM	1.00		24.599		

AGENCY: 0667 ENVIRONMENT DEPARTMENT
DIVISION: 30 ENVIRONMENTAL PROTECTION DIV
BUREAU: 70 UNDERGROUND STORAGE TANK BUREAU

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC	NAME OF INCUMBENT	STOP DATE	EMPLOYEE			
			END DATE	RG	STAT				FTE	RG/CMPA	STAT	FTE
30-70-00-00-00-05	D	ADMIN SECY	06/30/96	16	TERM	1.00	BACA,CARMEN M. V.	06/30/96	16/0.950	TRPM	1.00	10.423
30-70-00-00-00-07	D	CLERK 4	06/30/96	14	TERM	1.00	SANCHEZ,VIOLA	06/30/96	14/0.939	TRPM	1.00	9.292
30-70-00-00-00-10	D	FINANCIAL SPEC 3	06/30/96	19	TERM	1.00	ROYBAL,JEFFREY SCOTT	06/30/96	19/0.830	TRPM	1.00	10.787
30-70-00-00-00-15	E	FINANCIAL SPEC 3	06/30/96	19	TERM	1.00	SPEALIERI,BRIDGET E.	06/30/96	19/0.964	TRPM	1.00	12.530
BUREAU: 71 REIMBURSEMENT PROGRAM/UST												
30-71-00-00-00-01	D	MGR 5	06/30/96	27	TERM	1.00	HILL,C GALE	06/30/96	27/1.170	TRPM	1.00	22.493
30-71-00-00-00-05	E	SECY 3	06/30/96	14	TERM	1.00	RIVERA,FRANCES M.	06/30/96	14/0.890	TRPM	1.00	8.811
30-71-00-00-00-10	E	MGT ANA 4	06/30/96	24	TERM	1.00	MARTINEZ,MARILYN L	06/30/96	24/1.100	TRPM	1.00	18.308
30-71-00-00-00-15	E	FINANCIAL SPEC 4	06/30/96	22	TERM	1.00	DURAN,RITA A.	06/30/96	22/0.887	TRPM	1.00	13.559
30-71-00-00-00-18	F	FINANCIAL SPEC 3	06/30/96	19	TERM	1.00	QUINTANA,SALVADOR C.	06/30/96	19/0.830	TRPB	1.00	10.787
30-71-00-00-00-20	F	FINANCIAL SPEC 3	06/30/96	19	TERM	1.00	**** VACANT ****					SINCE 03/29/96
30-71-00-00-00-25	F	FINANCIAL SPEC 2	06/30/96	16	TERM	1.00	**** VACANT ****					SINCE 03/11/96
BUREAU: 72 UST-SECTION												
30-72-00-00-00-05	E	MGR 4	06/30/96	21	TERM	1.00	GUTIERREZ,NANCY C	06/30/96	21/0.920	TRPM	1.00	13.525
30-72-00-00-00-10	E	SECY 3	06/30/96	14	TERM	1.00	GRIEGO,TERESA E.	06/30/96	14/0.890	TRPM	1.00	8.811
30-72-00-00-00-20	E	CLERK SPEC	06/30/96	15	TERM	1.00	ROYBAL,DARLENE L	06/30/96	15/1.014	TRPM	1.00	10.540
30-72-00-00-00-25	E	MGT ANA 4	06/30/96	24	TERM	1.00	SANDOVAL,PATSY	06/30/96	24/1.114	TRPM	1.00	18.534
30-72-00-00-00-30	E	CLERK SPEC	06/30/96	15	TERM	1.00	ORTEGA,ANNETTE M.	06/30/96	15/0.948	TRPM	1.00	9.848
30-72-00-00-00-35	E	SECY 3	06/30/96	14	TERM	1.00	LOPEZ,ROSINA V.	06/30/96	14/0.950	TRPM	1.00	9.405
BUREAU: 74 UST SECTION-ALBUQUERQUE												
30-74-00-00-00-05	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 01/23/96

AGENCY: 0667 ENVIRONMENT DEPARTMENT
DIVISION: 30 ENVIRONMENTAL PROTECTION DIV
BUREAU: 74 UST SECTION-ALBUQUERQUE

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC	NAME OF INCUMBENT	STOP DATE	EMPLOYEE			
			END DATE	RG	STAT				FTE	RG/CMPA	STAT	FTE
30-74-00-00-00-10	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 09/27/95
30-74-00-00-00-15	E	WATER RES SPEC 3	06/30/96	23	TERM	1.00	ALEXANDER,RITA J.	06/30/96	23/1.010	TRPM	1.00	16.104
30-74-00-00-00-20	E	SECY 2	06/30/96	12	TERM	1.00	ROMERO,JOSEPHINE	06/30/96	12/0.970	TRPB	1.00	8.740
BUREAU: 76 REMEDIAL ACTION SECTION												
30-76-00-00-00-01	D	HEALTH PROG MGR 1-A	06/30/96	27	TERM	1.00	**** VACANT ****					SINCE 07/17/95
30-76-00-00-00-05	E	SECY 3	06/30/96	14	TERM	1.00	ARAGON,JOYCE A.	06/30/96	14/0.860	TRPM	1.00	8.513
30-76-00-00-00-10	E	FINANCIAL SPEC 3	06/30/96	19	TERM	1.00	HERRERA,CATHRYN M.	06/30/96	19/0.830	TRPM	1.00	10.787
30-76-00-00-00-15	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 08/04/95
30-76-00-00-00-20	E	WATER RES SPEC 3	06/30/96	23	TERM	1.00	MONTES,RAYMOND H.	06/30/96	23/0.980	TRPM	1.00	15.626
30-76-00-00-00-25	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 10/16/95
30-76-00-00-00-30	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 02/09/96
30-76-00-00-00-40	E	WATER RES SPEC 3	06/30/96	23	TERM	1.00	BAHAR,DANA	06/30/96	23/0.950	TRPM	1.00	15.149
30-76-00-00-00-50	E	WATER RES SPEC 2	06/30/96	21	TERM	1.00	**** VACANT ****					SINCE 07/24/95
30-76-00-00-00-55	E	GEOLOGIST 3	06/30/96	25	TERM	1.00	MORELAND,ANTHONY L.	06/30/96	25/1.070	TRPM	1.00	18.656
30-76-00-00-00-60	E	GEOLOGIST 3	06/30/96	25	TERM	1.00	FORD,WILLIAM J.	06/30/96	25/0.972	TRPM	1.00	16.949
30-76-00-00-00-62	F	GEOLOGIST 2	06/30/96	23	TERM	1.00	SCHOEPPNER,GERARD A.	06/30/96	23/0.980	TRPM	1.00	15.625
30-76-00-00-00-63	F	GEOLOGIST 2	06/30/96	23	TERM	1.00	HOLMES,CHRISTOPHER T.	06/30/96	23/0.950	TRPM	1.00	15.149
30-76-00-00-00-70	E	GEOLOGIST 3	06/30/96	25	TERM	1.00	0201 DE GRUYTER,PATRICK D.	06/30/96	25/1.004	TRPM	1.00	17.501
30-76-00-00-00-71	F	GEOLOGIST 2	06/30/96	23	TERM	1.00	0201 MARTIN,KALVIN W.	06/30/96	23/0.981	TRPM	1.00	15.643
30-76-00-00-00-73	F	GEOLOGIST 2	06/30/96	23	TERM	1.00	0201 CRAMER,JANE A.	06/30/96	23/0.994	TRPM	1.00	15.852
30-76-00-00-00-75	F	WATER RES SPEC 2	06/30/96	21	TERM	1.00	0201 NYE,DAVID C.	06/30/96	21/0.830	TRPB	1.00	12.203

DEPT OF FINANCE AND ADMINISTRATION

LOCAL GOVERNMENTS DIVISION

This division goes a long way to insure financial review and oversight for the numerous programs within its purview. Senior staffers from this division have done much to manage diminishing funds and increasing needs for a multiplicity of public works. This is a situation in which the administrative agency has excellent overall fiscal review process; but the nuts and bolts of engineering accounting, geo-technical analysis, and expert construction cost review are entirely missing.

AGENCY: 0341 FINANCE & ADMINISTRATION DEPT
DIVISION: 31 LOCAL GOVERNMENT DIVISION
BUREAU: 01 OFFICE OF DIRECTOR

TOOL NUMBER DY-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE		
			END DATE	RG	STAT			FTE	RG/CHPA	STAT
81-01-00-00-00-01	B	DIV DIR II	32	EXEM	1.00	CONDREY, JEFF	32/1.045	EXEM	1.00	29.311
81-01-00-00-00-05	C	ADMIN SECY	16	PERM	1.00	MARTINEZ, FRANCES L.	16/0.951	PERM	1.00	10.438
81-01-00-00-00-09	C	DEPTY DIR 4-A	33	PERM	1.00	GUILLEN JR, JOSEPH E	33/1.055	PERM	1.00	28.006
81-01-00-00-00-15	D	ADMIN SECY	16	PERM	1.00	PEREA, OLIVIA R.	16/0.917	PERM	1.00	10.059
81-01-00-00-00-26	D	FINANCIAL AUD 2	21	PERM	1.00	GARCIA, JAIME	21/1.016	PERM	1.00	14.941
BUREAU: 05 COMMUNITY DEVELOPMENT										
81-05-00-00-00-02	D	PLANNER DIR-D	06/30/98	27	TERM	1.00	HISENBERG, ANITA R	06/30/98	27/1.160	TRPM 1.00 22.301
81-05-00-00-00-05	E	EXEC PROG/MGT ANA 3		25	PERM	1.00	APODACA, YVONNE C		25/0.931	PERM 1.00 16.231
81-05-00-00-00-10	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	GONZALES, DOLORES C	06/30/98	25/0.920	TRPM 1.00 16.040
81-05-00-00-00-15	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	GURULE, TONITA	06/30/98	25/0.950	TRPM 1.00 16.563
81-05-00-00-00-20	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	RAEL, RUBY L.	06/30/98	25/0.830	TRPM 1.00 14.471
81-05-00-00-00-23	E	EXEC PROG/MGT ANA 3	06/30/97	25	TERM	1.00	OAKELEY, WILLIAM A.	06/30/97	25/0.860	TRPM 1.00 14.995
81-05-00-00-00-25	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	ROMERO, PAUL E.	06/30/98	25/0.890	TRPM 1.00 15.518
81-05-00-00-00-27	E	EXEC PROG/MGT ANA 3	06/30/97	25	TERM	1.00	MINKS, JOHN A.	06/30/97	25/0.903	TRPM 1.00 15.736
81-05-00-00-00-30	E	EXEC PROG/MGT ANA 3		25	PERM	1.00	GRIEGO, MICHAEL E		25/0.980	PERM 1.00 17.086
81-05-00-00-00-32	E	EXEC PROG/MGT ANA 3		25	PERM	1.00	LUJAN, ROLAND E		25/1.010	PERM 1.00 17.609
81-05-00-00-00-35	E	EXEC PROG/MGT ANA 3		25	PERM	1.00	DIMAS, JIM		25/1.160	PERM 1.00 20.225
81-05-00-00-00-40	E	EXEC PROG/MGT ANA 3	06/30/97	25	TERM	1.00	**** VACANT ****			SINCE 03/12/94
BUREAU: 10 SPECIAL SERVICES										
81-10-00-00-00-02	D	DIR BUDGT & FIN		27	PERM	1.00	BURCH, M B DOROTHY		27/1.130	PERM 1.00 21.725
81-10-00-00-00-06	E	ADMIN 3	06/30/98	21	TERM	1.00	JUNGE, GINA LOUISE	06/30/98	21/0.991	TRPM 1.00 14.565

AGENCY: 0341 FINANCE & ADMINISTRATION DEPT
DIVISION: 31 LOCAL GOVERNMENT DIVISION
BUREAU: 10 SPECIAL SERVICES

TOOL NUMBER DY-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE		
			END DATE	RG	STAT			FTE	RG/CHPA	STAT
81-10-00-00-00-10	E	EXEC BUDG ANALYST		20	PERM	1.00	BENAVIDEZ, MARY JANE		20/1.070	PERM 1.00 15.146
81-10-00-00-00-15	F	FINANCIAL SPEC 3		19	PERM	1.00	MAYRANT, LILY M		19/0.920	PERM 1.00 11.958
81-10-00-00-00-20	E	ADMIN 3		21	PERM	1.00	PAYNE, FRANCES		21/1.103	PERM 1.00 16.209
81-10-00-00-00-25	E	DATA BASE SPEC 2	06/30/98	25	TERM	1.00	ARCHULETA, CARMEN	06/30/98	25/0.980	TRPM 1.00 17.086
81-10-00-00-00-30	E	ADMIN 3		21	PERM	1.00	HALAMA, GLORIA ANNE		21/0.941	PERM 1.00 13.831
81-10-00-00-00-35	F	RECEPTIONIST	03/08/98	10	TERM	1.00	HENNIGH, LORRAINE G.	03/08/98	10/0.942	TRPM 1.00 7.766
81-10-00-00-00-40	F	SECY 3		14	PERM	1.00	GARDUNO, CLAUDETTE D.		14/0.950	PERM 1.00 9.405
81-10-00-00-00-45	F	WORD PROC SR	06/30/98	14	TERM	1.00	**** VACANT ****			SINCE 01/31/96
81-10-00-00-00-50	F	WORD PROC SR		14	PERM	1.00	MARTINEZ, L. JULIAN		14/0.950	PERM 1.00 9.405
BUREAU: 15 BUDGET REVIEW										
81-15-00-00-00-01	D	BUDGT DIR		27	PERM	1.00	HADDELL, DONALD G		27/1.150	PROB 1.00 22.116
81-15-00-00-00-05	E	EXEC BUDG ANA PRIN		27	PERM	1.00	**** VACANT ****			SINCE 03/29/96
81-15-00-00-00-10	E	EXEC BUDG ANA PRIN		27	PERM	1.00	MARTINEZ, LEE R		27/0.950	PERM 1.00 18.265
81-15-00-00-00-15	E	EXEC BUDG ANALYST SR		26	PERM	1.00	HARES, DARLENE		26/0.950	PERM 1.00 17.369
81-15-00-00-00-20	E	EXEC BUDG ANALYST SR		26	PERM	1.00	TAFOYA, JACK R		26/0.950	PERM 1.00 17.367
81-15-00-00-00-25	E	EXEC BUDG ANALYST SR		26	PERM	1.00	GRACE, JULIAN R.		26/0.870	PERM 1.00 15.913
81-15-00-00-00-30	E	EXEC BUDG ANALYST		20	PERM	1.00	RAEL, PETE E		20/1.010	PERM 1.00 14.298
81-15-00-00-00-35	E	EXEC BUDG ANALYST SR		26	PERM	1.00	ROYBAL, PHILLIP MICHAEL		26/0.950	PERM 1.00 17.369
81-15-00-00-00-40	E	EXEC BUDG ANALYST SR		26	PERM	1.00	RODRIGUEZ, SUSAN H.		26/0.885	PERM 1.00 16.174
81-15-00-00-00-45	E	EXEC BUDG ANALYST SR		26	PERM	1.00	GONZALES, GLORIA J		26/0.846	PERM 1.00 15.465
81-15-00-00-00-50	E	EXEC BUDG ANALYST	06/30/98	20	TERM	1.00	**** VACANT ****			SINCE 01/23/96

AGENCY: 0341 FINANCE & ADMINISTRATION DEPT
DIVISION: 81 LOCAL GOVERNMENT DIVISION
BUREAU: 15 BUDGET REVIEW

TOOL NUMBER DY-RR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	EMPLOYEE			FTE	PR	RATE																																																														
			END DATE	RG	STAT		STOP DATE	RG/CHPA	STAT																																																																	
BUREAU: 20 SPECIAL PROGRAMS AND PLANNING																																																																										
81 20-00-00-00-01	D	MGR 5		27	PERM	1.00	HANNA, DAVID G	27/1.170	PERM	1.00	22.493																																																															
81 20-00-00-00-05	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	FUNCK, PAUL X.	06/30/98	25/0.966	TRPM	1.00	16.850																																																														
81 20-00-00-00-10	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	JOHNSON, JOYCE M.	06/30/98	25/0.890	TRPM	1.00	15.522																																																														
81 20-00-00-00-15	E	EXEC BUDG ANALYST SR		26	PERM	.50	ROMERO, DEBORAH K	26/1.130	PERM	1.00	20.659																																																															
81 20-00-00-00-20	E	EXEC BUDG ANALYST SR		26	PERM	.50	BORREGO, RENEE C	26/1.130	PERM	1.00	20.659																																																															
81 20-00-00-00-25	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	HANDEL, DOMINIC	06/30/98	25/1.086	TRPM	1.00	18.942																																																														
81 20-00-00-00-30	E	EXEC PROG/MGT ANA 3		25	PERM	1.00	ROMERO, PAUL V	25/1.067	PERM	1.00	18.600																																																															
81 20-00-00-00-35	E	EXEC PROG/MGT ANA 3	06/30/98	25	TERM	1.00	HUGHES, KENNETH M.	06/30/98	25/0.860	TRPM	1.00	14.994																																																														
81 20-00-00-00-40	E	COMM ENG		28	PERM	1.00	GUNTER, ROBERT M.	28/1.010	PERM	1.00	20.445																																																															
<table border="0" style="width:100%"> <tr> <td colspan="3"></td> <td colspan="3">BASELINE POSITIONS</td> <td colspan="3">BASELINE</td> <td colspan="3">OTHER TEMPORARY POSITIONS</td> <td colspan="2">ALL POSHS</td> </tr> <tr> <td colspan="3"></td> <td>EXEM</td> <td>EXTB</td> <td>PERM</td> <td>TERM</td> <td>TPBS</td> <td>TOTAL</td> <td>EXTU</td> <td>TEMP</td> <td>IPUN</td> <td>IPER</td> <td>IPST</td> <td>TEMP</td> <td>TOTAL</td> </tr> <tr> <td colspan="3">DIVISION TOTALS</td> <td>1.00</td> <td></td> <td>29.00</td> <td>17.00</td> <td></td> <td>47.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>47.00</td> </tr> <tr> <td colspan="3">EMPLOYEE</td> <td>1.00</td> <td></td> <td>29.00</td> <td>14.00</td> <td></td> <td>44.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>44.00</td> </tr> </table>																BASELINE POSITIONS			BASELINE			OTHER TEMPORARY POSITIONS			ALL POSHS					EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	IPUN	IPER	IPST	TEMP	TOTAL	DIVISION TOTALS			1.00		29.00	17.00		47.00							47.00	EMPLOYEE			1.00		29.00	14.00		44.00							44.00
			BASELINE POSITIONS			BASELINE			OTHER TEMPORARY POSITIONS			ALL POSHS																																																														
			EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	IPUN	IPER	IPST	TEMP	TOTAL																																																											
DIVISION TOTALS			1.00		29.00	17.00		47.00							47.00																																																											
EMPLOYEE			1.00		29.00	14.00		44.00							44.00																																																											

AGENCY: 0341 FINANCE & ADMINISTRATION DEPT
DIVISION: 90 FINANCIAL CONTROL DIVISION
BUREAU: 01 DIVISION DIRECTOR

TOOL NUMBER DY-RR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	EMPLOYEE			FTE	PR	RATE
			END DATE	RG	STAT		STOP DATE	RG/CHPA	STAT			
90-01-00-00-00-01	B	DIV DIR II		32	EXEM	1.00	ARMIGO, ANTHONY I.	32/1.196	EXEM	1.00	33.535	
90-01-00-00-00-03	C	DFA ASST DIV DIR 2		29	PERM	1.00	MAES, MACEDONIO T	29/1.170	PERM	1.00	24.985	
90-01-00-00-00-05	C	ADMIN 3		21	PERM	1.00	RIVERA, LUCY	21/1.034	PERM	1.00	15.205	
90-01-00-00-00-10	D	SECY 3		14	PERM	1.00	BALDWIN, MARGARET	14/0.890	PERM	1.00	P 8.811	
BUREAU: 05 OFFICE OF CONTROLLER												
90-05-00-00-00-10	C	ADMIN ASST I		22	EXEM	.20	CARR, PRISCILLA M	22/1.033	EXEM	.20	19.223	
90-05-00-00-00-15	C	CONTROLLER ANALYST		30	EXEM	1.00	GONZALES, STEVEN A	30/0.900	EXEM	1.00	23.635	
90-05-00-00-00-17	D	CONTROLLER ANALYST		30	EXEM	1.00	HUDSON III, JOHN W.	30/0.821	EXEM	1.00	21.556	
90-05-00-00-00-20	D	CONTROLLER ANALYST		30	EXEM	1.00	MONTES, RICHARD R	30/0.995	EXEM	1.00	26.141	
90-05-00-00-00-22	D	CONTROLLER ANALYST		30	EXEM	.50	HUGHES, JOELLE R.	30/0.821	EXEM	.50	21.560	
90-05-00-00-00-23	D	CONTROLLER ANALYST		30	EXEM	.50	HUGHES, ROBERT	30/0.821	EXEM	.50	21.560	
90-05-00-00-00-25	D	CONTROLLER ANALYST		30	EXEM	1.00	BUTTERBAUGH, JAMES F	30/0.941	EXEM	1.00	24.717	
90-05-00-00-00-27	D	COMPTLR ANA ASST 2		20	EXEM	1.00	STECKLER, SANDRA L	20/1.182	EXEM	1.00	20.055	
90-05-00-00-00-30	D	CONTROLLER ANALYST		30	EXEM	1.00	MAESTAS, CLOVIS J	30/1.006	EXEM	1.00	26.407	
90-05-00-00-00-35	D	CONTROLLER ANALYST		30	EXEM	1.00	**** VACANT ****				SINCE 11/09/95	
90-05-00-00-00-37	D	COMPTLR ANA ASST 2		20	EXEM	1.00	**** VACANT ****				SINCE 06/05/95	
90-05-00-00-00-39	D	COMPTLR ANA ASST 2		20	EXEM	1.00	LUNA, JOSEPH E	20/1.018	EXEM	1.00	17.270	
BUREAU: 10 DEPUTY DIRECTOR--FIN CONTROL												
90-10-00-00-00-01	C	DEPTY DIR 4-A		33	PERM	1.00	ESQUIBEL, JUAN P	33/1.130	PERM	1.00	30.011	
90-10-00-00-00-05	D	ADMIN SECY		16	PERM	1.00	LEVINE, PATRICIA J	16/1.135	PERM	1.00	12.451	
BUREAU: 15 FINANCIAL MANAGEMENT BUREAU												

STATE ENGINEERS OFFICE

SPECIAL PROJECTS DIVISION

The quality of engineering and geo-technical support available in this division is not question, but the primary function of the office is to deal with legal water rights and engineering issues related to water rights adjudication. Only three employees are involved in public works administration; none devote full time attention to public works responsibilities.

AGENCY: 0550 STATE ENGINEER OFFICE
DIVISION: 08 SPECIAL PROJECTS DIVISION
BUREAU: 01 OFFICE OF SPECIAL PROJECTS

TOOL NUMBER DY-BR-SC-UN-SU-JB	LY	JOB CLASS TITLE	POSITION			FTE	LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE		
			END DATE	RG	STAT				RG/CHPA	STAT	FTE PR
08-01-00-00-00-01	B	WATER RES DIV CHF	34	PERM	1.00	KRAAI, PETER T.		34/1.040	PERM	1.00	28.508
08-01-00-00-00-05	C	WATER RES ENG SPEC 1	26	PERM	1.00	**** VACANT ****					SINCE 11/15/95
BUREAU: 02 HYDROLOGY											
08-02-00-00-00-01	C	WATER RES ENG SPEC 2	32	PERM	1.00	MORRISON, THOMAS D		32/1.130	PERM	1.00	29.137
08-02-00-00-00-05	D	WATER RES SPEC 3	23	PERM	1.00	PORTER, MARGARET L.		23/1.100	PERM	1.00	17.540
08-02-00-00-00-10	D	WATER RES ENG SPEC 1	26	PERM	1.00	LOGAN, LINDA M.		26/1.010	PERM	1.00	18.465
08-02-00-00-00-15	D	WATER RES ENG SPEC 1	26	PERM	1.00	CHUDNOFF, MUSTAFA D.		26/0.981	PERM	1.00	17.927
08-02-00-00-00-20	D	WATER RES ENG SPEC 1	26	PERM	1.00	MUSHARRAFIEH, GHASSAN R.		26/0.970	PROB	1.00	17.735
08-02-00-00-00-25	D	WATER RES ENG SPEC 1	26	PERM	1.00	BARROLL, MARGARET H.		26/1.040	PERM	1.00	19.013
08-02-00-00-00-30	D	WATER RES ENG SPEC 1	26	PERM	1.00	CORE, ANDREW B.		26/1.010	PERM	1.00	18.465
08-02-00-00-00-33	D	WATER RES SPEC 2	21	PERM	1.00	ROMERO, ANDRES V		21/0.976	PERM	1.00	14.349
08-02-00-00-00-35	E	ST GOVT INTERN-F	06/30/96	12	TPBS	.23	**** VACANT ****				SINCE 08/11/95
08-02-00-00-00-36	D	WATER RES SPEC 2	21	PERM	1.00	AUSTIN, BARBARA		21/1.014	PERM	1.00	14.911
BUREAU: 03 SPECIAL PROJECTS											
08-03-00-00-00-01	C	WATER RES ENG SPEC 2	32	PERM	1.00	RAO, BHASKER K		32/0.943	PERM	1.00	P 24.304
08-03-00-00-00-10	D	WATER RES ENG SPEC 1	26	PERM	1.00	BERNERO, CLARE ANN		26/0.971	PERM	1.00	17.751
08-03-00-00-00-15	D	WATER RES ENG SPEC 1	26	PERM	1.00	**** VACANT ****					SINCE 01/25/95
08-03-00-00-00-20	D	WATER RES ENG SPEC 1	26	PERM	1.00	DARILEK, ALICE J		26/1.152	PERM	1.00	21.070
08-03-00-00-00-30	D	WATER RES SPEC 3	23	PERM	1.00	RICHARDSON, BRUCE W.		23/0.959	PERM	1.00	15.291
BUREAU: 04 WATER USE AND REPORTS BUREAU											
08-04-00-00-00-01	C	WATER RES ENG SPEC 2	32	PERM	1.00	HILSON, BRIAN C		32/0.920	PERM	1.00	23.722

AGENCY: 0550 STATE ENGINEER OFFICE
DIVISION: 08 SPECIAL PROJECTS DIVISION
BUREAU: 04 WATER USE AND REPORTS BUREAU

TOOL NUMBER DY-BR-SC-UN-SU-JB	LY	JOB CLASS TITLE	POSITION			FTE	LOC NAME OF INCUMBENT	STOP DATE	EMPLOYEE																																																												
			END DATE	RG	STAT				RG/CHPA	STAT	FTE PR	RATE																																																									
08-04-00-00-00-03	D	WATER RES SPEC 3	23	PERM	1.00	SALAZAR, SAMMY		23/1.070	PERM	1.00	17.061																																																										
08-04-00-00-00-05	D	WATER RES SPEC 3	23	PERM	1.00	LUCERO, ANTHONY A		23/0.984	PERM	1.00	15.683																																																										
<table border="0" style="width: 100%;"> <tr> <td style="width: 15%;">DIVISION TOTALS</td> <td style="width: 10%;">POSITIONS</td> <td colspan="5">-- -- -- BASELINE POSITIONS -- -- --</td> <td style="width: 10%;">BASELN</td> <td colspan="3">-- -- -- OTHER TEMPORARY POSITIONS -- -- --</td> <td style="width: 10%;">TEMP</td> <td style="width: 10%;">ALL POSMS</td> </tr> <tr> <td>EMPLOYEE</td> <td>EMPLOYEE</td> <td>EXEM</td> <td>EXTB</td> <td>PERM</td> <td>TERM</td> <td>TPBS</td> <td>TOTAL</td> <td>EXTU</td> <td>TEMP</td> <td>TPUN</td> <td>TPER</td> <td>TPST</td> <td>TOTAL</td> <td>TOTAL</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>19.00</td> <td></td> <td>.23</td> <td>19.23</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>19.23</td> <td>17.00</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>17.00</td> <td></td> <td></td> <td>17.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>												DIVISION TOTALS	POSITIONS	-- -- -- BASELINE POSITIONS -- -- --					BASELN	-- -- -- OTHER TEMPORARY POSITIONS -- -- --			TEMP	ALL POSMS	EMPLOYEE	EMPLOYEE	EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	TPUN	TPER	TPST	TOTAL	TOTAL					19.00		.23	19.23						19.23	17.00					17.00			17.00							
DIVISION TOTALS	POSITIONS	-- -- -- BASELINE POSITIONS -- -- --					BASELN	-- -- -- OTHER TEMPORARY POSITIONS -- -- --			TEMP	ALL POSMS																																																									
EMPLOYEE	EMPLOYEE	EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	TPUN	TPER	TPST	TOTAL	TOTAL																																																							
				19.00		.23	19.23						19.23	17.00																																																							
				17.00			17.00																																																														
<table border="0" style="width: 100%;"> <tr> <td style="width: 15%;">AGENCY TOTALS</td> <td style="width: 10%;">POSITIONS</td> <td colspan="5">-- -- -- BASELINE POSITIONS -- -- --</td> <td style="width: 10%;">BASELN</td> <td colspan="3">-- -- -- OTHER TEMPORARY POSITIONS -- -- --</td> <td style="width: 10%;">TEMP</td> <td style="width: 10%;">ALL POSMS</td> </tr> <tr> <td>EMPLOYEE</td> <td>EMPLOYEE</td> <td>EXEM</td> <td>EXTB</td> <td>PERM</td> <td>TERM</td> <td>TPBS</td> <td>TOTAL</td> <td>EXTU</td> <td>TEMP</td> <td>TPUN</td> <td>TPER</td> <td>TPST</td> <td>TOTAL</td> <td>TOTAL</td> </tr> <tr> <td></td> <td></td> <td>6.00</td> <td>.50</td> <td>171.00</td> <td>1.00</td> <td>.69</td> <td>179.19</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>179.19</td> <td>161.50</td> </tr> <tr> <td></td> <td></td> <td>5.00</td> <td>.50</td> <td>155.00</td> <td>1.00</td> <td></td> <td>161.50</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>161.50</td> </tr> </table>												AGENCY TOTALS	POSITIONS	-- -- -- BASELINE POSITIONS -- -- --					BASELN	-- -- -- OTHER TEMPORARY POSITIONS -- -- --			TEMP	ALL POSMS	EMPLOYEE	EMPLOYEE	EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	TPUN	TPER	TPST	TOTAL	TOTAL			6.00	.50	171.00	1.00	.69	179.19						179.19	161.50			5.00	.50	155.00	1.00		161.50							161.50
AGENCY TOTALS	POSITIONS	-- -- -- BASELINE POSITIONS -- -- --					BASELN	-- -- -- OTHER TEMPORARY POSITIONS -- -- --			TEMP	ALL POSMS																																																									
EMPLOYEE	EMPLOYEE	EXEM	EXTB	PERM	TERM	TPBS	TOTAL	EXTU	TEMP	TPUN	TPER	TPST	TOTAL	TOTAL																																																							
		6.00	.50	171.00	1.00	.69	179.19						179.19	161.50																																																							
		5.00	.50	155.00	1.00		161.50							161.50																																																							

DEPT OF HIGHWAYS AND TRANSPORTATION

The Highway Department has been involved in funding and implementing public works longer than any other agency of state government. It also has the most extensive involvement in public works across the state. The Highway Department system of administrative checks and balances include the most integrative approach to fiscal, engineering, geo-technical, and cost review.

AGENCY: 0805 HIGHWAY & TRANSPORTATION DEPAR
DIVISION: 05 DEPUTY DIRECTOR
BUREAU: 00 OFFICE OF INSPECTOR GENERAL

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC	NAME OF INCUMBENT	STOP DATE	EMPLOYEE		
			END DATE	RG	STAT				FTE	RG/CMPA	STAT
05-00-00-00-00-01	B	INSP GEN	34	PERM	1.00		LUCERO, ADOLFO	34/0.950	PERM	1.00	26.042
05-00-00-00-00-05	C	ADMIN 4	24	PERM	1.00		CORDOVA, PRISCILLA M.	24/1.070	PERM	1.00	17.808
BUREAU: 30 MANAGEMENT ANALYSIS BUREAU											
05-30-00-00-00-01	C	MGT ANA SUPV	25	PERM	1.00		REEL, BARBARA K.	25/1.170	PERM	1.00	20.399
05-30-00-00-00-05	D	MGT ANA 4	24	PERM	1.00		WALKER, LILLIAN M.	24/0.950	PERM	1.00	15.811
05-30-00-00-00-15	D	MGT ANA 3	21	PERM	1.00		ROYBAL, JANICE M.	21/1.052	PERM	1.00	15.462
BUREAU: 41 FINANCIAL MANAGEMENT SECTION											
05-41-00-00-00-01	C	FINANCIAL AUD 3	23	PERM	1.00		ROMERO, NOBERT A.	23/1.170	PERM	1.00	18.656
05-41-00-00-00-05	D	FINANCIAL AUD 2	21	PERM	1.00		ROMERO, CLARENCE L.	21/0.860	PERM	1.00	12.644
05-41-00-00-00-09	D	FINANCIAL AUD 2	21	PERM	1.00		SALAZAR, ANGELICA G.	21/0.890	PERM	1.00	P 13.085
05-41-00-00-00-13	D	FINANCIAL AUD 2	21	PERM	1.00		MARTINEZ, DALEEN	21/0.860	PERM	1.00	P 12.644
05-41-00-00-00-15	D	FINANCIAL AUD 2	21	PERM	1.00		**** VACANT ****				SINCE 05/08/95
BUREAU: 42 FEDERAL AID AUDIT SECTION											
05-42-00-00-00-02	C	FINANCIAL AUD 3	23	PERM	1.00		MIERA, MICHAEL R.	23/1.170	PERM	1.00	18.656
05-42-00-00-00-06	D	FINANCIAL AUD 2	21	PERM	1.00		TORRES, DANNY J	21/0.871	PERM	1.00	12.808
05-42-00-00-00-10	D	FINANCIAL AUD 2	21	PERM	1.00		PADILLA, MICHAEL A.	21/1.112	PERM	1.00	16.350
05-42-00-00-00-14	D	FINANCIAL AUD 2	21	PERM	1.00		ALVAREZ, DANIEL U.	21/0.890	PERM	1.00	13.085
BUREAU: 43 CONSTRUCTION MANAGEMENT SECTIO											
05-43-00-00-00-01	C	FINANCIAL AUD 3	23	PERM	1.00		GREEN, JAMES H.	23/1.094	PERM	1.00	17.446
05-43-00-00-00-05	D	FINANCIAL AUD 2	21	PERM	1.00		SWEENEY, MYLES	21/0.890	PERM	1.00	13.085
05-43-00-00-00-09	D	FINANCIAL AUD 2	21	PERM	1.00		GALLEGOS, CORINA J.G.	21/0.860	PERM	1.00	12.644

AGENCY: 0805 HIGHWAY & TRANSPORTATION DEPAR
DIVISION: 05 DEPUTY DIRECTOR
BUREAU: 43 CONSTRUCTION MANAGEMENT SECTIO

TOOL NUMBER DV-BR-SC-UN-SU-JB	LV	JOB CLASS TITLE	POSITION			LOC	NAME OF INCUMBENT	STOP DATE	EMPLOYEE		
			END DATE	RG	STAT				FTE	RG/CMPA	STAT
05-43-00-00-00-13	D	FINANCIAL AUD 2	21	PERM	1.00		ROYBAL, GILBERT E.	21/1.112	PERM	1.00	16.350
BUREAU: 50 INVESTIGATIONS BUREAU											
05-50-00-00-00-10	C	INVSTGR 4	23	PERM	1.00		MARTINEZ, ANTONIO E.	23/0.950	PERM	1.00	15.147
05-50-00-00-00-13	D	STAT ANA 1	15	PERM	1.00		GUTIERREZ, STEPHANIE	15/0.960	PERM	1.00	9.975
05-50-00-00-00-25	D	INVSTGR 2	17	PERM	1.00		BONEY, REX B.	17/1.073	PERM	1.00	12.432
05-50-00-00-00-32	D	INVSTGR 2	17	PERM	1.00		LUJAN, ANTHONY N.	17/0.920	PERM	1.00	10.659
05-50-00-00-00-36	G	INVSTGR 1	15	PERM	1.00		WOLF, ROBERT J.	15/1.094	PERM	1.00	11.364
BUREAU: 60 DP COMPLIANCE BUREAU											
05-60-00-00-00-01	C	DATA PROC MGR 1	30	PERM	1.00		VALDEZ, OCTAVIANO A.	31/1.170	PERM	1.00	28.006
							**** OVERFILL ****				SINCE 05/16/89
05-60-00-00-00-06	D	SYS ANA MGR	29	PERM	1.00		SALAZAR, ROZELLA R.	29/1.100	PERM	1.00	23.491
05-60-00-00-00-10	E	SOFTWARE SPEC 2	25	PERM	1.00		MEDRANO, RICHARD V.	25/1.100	PERM	1.00	19.179

DIVISION TOTALS	BASELINE POSITIONS				BASELN TOTAL	OTHER TEMPORARY POSITIONS				TEMP TOTAL	ALL POSNS TOTAL
	EXEM	EXTB	PERM	TERM		EXTU	TEMP	TPUN	TPER		
EMPLOYEE			26.00	25.00	26.00						26.00
					25.00						25.00

AGENCY: 0805 HIGHWAY & TRANSPORTATION DEPAR
DIVISION: 00 AVIATION DIVISION
BUREAU: 00 OFFICE OF DEPUTY CABINET SECY

TOOL NUMBER	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	EMPLOYEE			FTE PR	RATE			
			END DATE	RG	STAT		STOP DATE	RG/CMPA	STAT			FTE		
DY-BR-SC-UN-SU-JB														
59-00-00-00-00-01	C	DIY DIR I	28	EXEM	1.00	ALEXANDER,PETER MICHAEL	28/1.029	EXEM	1.00	24.665				
	BUREAU:	10 ADMINISTRATIVE BUREAU												
59-10-00-00-00-01	D	ADMIN 3	21	PERM	1.00	MAEZ,EVANGELINE	21/1.021	PERM	1.00	15.006				
59-10-00-00-00-03	E	CLERK SPEC	15	PERM	1.00	PAIZ,SHIRLEY A.	15/1.010	PERM	1.00	10.496				
	BUREAU:	20 AVIATION ENGINEERING BUREAU												
59-20-00-00-00-01	D	AIRPORT ENG SPEC	28	PERM	1.00	SHAIN,JOSEPH R	28/1.040	PERM	1.00	21.052				
59-20-00-00-00-05	E	ENG ASST	20	PERM	1.00	TRUJILLO,MICHAEL A.	20/0.890	PERM	1.00	12.599				
	BUREAU:	30 PROGRAM DEVELOPMENT BUREAU												
59-30-00-00-00-01	D	PLANNER 3-E	23	PERM	1.00	JARAMILLO,MIKE T.	23/0.980	PERM	1.00	15.626				
59-30-00-00-00-03	D	PLANNER 3-E	23	PERM	1.00	YORK,HAYNE P.	23/0.962	PERM	1.00	15.334				
59-30-00-00-00-05	E	ADMIN SECY	16	PERM	1.00	VALDEZ,JUDY C.	16/1.021	PERM	1.00	11.202				
			--- BASELINE POSITIONS ---			--- OTHER TEMPORARY POSITIONS ---			ALL POSNS					
DIVISION TOTALS	POSITIONS	EXEM	EXTB	PERM	TERM	TPBS	BASELN	EXTU	TEMP	TPUN	TPER	TPST	TEMP	TOTAL
	EMPLOYEE	1.00		7.00			TOTAL							8.00
		1.00		7.00			8.00							8.00

AGENCY: 0805 HIGHWAY & TRANSPORTATION DEPAR
DIVISION: 00 ENGINEERING DESIGN BUREAU
BUREAU: 00 ENGINEERING DESIGN DIVISION

TOOL NUMBER	LV	JOB CLASS TITLE	POSITION			LOC NAME OF INCUMBENT	EMPLOYEE			FTE PR	RATE	
			END DATE	RG	STAT		STOP DATE	RG/CMPA	STAT			FTE
DY-BR-SC-UN-SU-JB												
60-00-00-00-00-02	C	HWY ENG 6	38	PERM	1.00	TRUJILLO,CHARLIE V P	38/1.026	PERM	1.00	32.526		
60-00-00-00-00-05	D	ADMIN 3	21	PERM	1.00	YARELA,ELLEN MARIE	21/1.170	PERM	1.00	17.201		
	BUREAU:	05 EIT PROGRAM										
60-05-00-00-00-04	D	ENG ASSOC	06/30/96	21	TERM	1.00	CASTORENA,FILIBERTO P.	06/30/96	19/0.981	TRPB	1.00	12.744
						**** UNDERFILL ****	ENG JR			SINCE 08/25/95		
60-05-00-00-00-06	D	ENG ASSOC	06/30/96	21	TERM	1.00	RIVERA,LEONARD C.	06/30/96	19/0.970	TRPB	1.00	12.606
						**** UNDERFILL ****	ENG JR			SINCE 02/12/96		
60-05-00-00-00-08	D	ENG ASSOC	06/30/96	21	TERM	1.00	OTERO,MARK J.	06/30/96	19/1.011	TRPM	1.00	13.134
						**** UNDERFILL ****	ENG JR			SINCE 08/10/95		
60-05-00-00-00-10	D	ENG ASSOC	06/30/96	21	TERM	1.00	HAMBLIN,THOMAS C.	06/30/96	19/0.970	TRPB	1.00	12.606
						**** UNDERFILL ****	ENG JR			SINCE 02/12/96		
60-05-00-00-00-12	D	ENG ASSOC	06/30/96	21	TERM	1.00	**** VACANT ****			SINCE 02/26/96		
60-05-00-00-00-13	D	ENG ASSOC	06/30/96	21	TERM	1.00	GALLEGOS,STEVE	06/30/96	19/0.970	TRPB	1.00	12.606
						**** UNDERFILL ****	ENG JR			SINCE 03/11/96		
60-05-00-00-00-16	D	ENG ASSOC	06/30/96	21	TERM	1.00	**** VACANT ****			SINCE 03/25/96		
60-05-00-00-00-18	D	ENG ASSOC	06/30/96	21	TERM	1.00	SMITH,EARLE P.	06/30/96	19/1.011	TRPM	1.00	13.134
						**** UNDERFILL ****	ENG JR			SINCE 08/10/95		
60-05-00-00-00-20	D	ENG ASSOC	06/30/96	21	TERM	1.00	**** VACANT ****			SINCE 01/17/96		
60-05-00-00-00-22	D	ENG ASSOC	06/30/96	21	TERM	1.00	MURPHY,KENWETH H.	06/30/96	19/0.981	TRPB	1.00	12.744
						**** UNDERFILL ****	ENG JR			SINCE 08/25/95		
60-05-00-00-00-34	D	ENG ASSOC	06/30/96	21	TERM	1.00	**** VACANT ****			SINCE 10/12/95		

APPENDIX E
Public Works Comparison Table of State Agencies

STRUCTURE AND PROCESS COMPARISON TABLE
OF STATE AGENCIES
FOR INFRASTRUCTURE CONSTRUCTION

AGENCY/PROGRAM	Agency Structure	Execution Process
Economic Development Revolving Loan Funds	NO	NO
Environmental Dept. Construction Bureau	NO	NO
Underground Storage Tank Bureau	NO	NO
Dept. of Finance and Administration Local Government Div.	NO	NO
State Engineer Office Special Projects Div.	NO	NO
Highway and Transportation	YES	YES

APPENDIX F
Proposal

BE IT PROPOSED

The Governor shall designate that agencies of state government, administering public works, shall be removed from their current administrative departments, and be placed under the New Mexico Highway and Transportation Department; the new department to be named the New Mexico Department of Public Works and Environmental Restoration.

The New Mexico Department of Public Works and Environmental Restoration shall have the power to:

Coordinate and administer applications for all state and federal loan and grant programs for public works projects.

Prepare a comprehensive plan for the repair of public works.

Produce an inventory of existing public works including, but not limited to: sewers, water systems, schools, underground storage facilities, community centers, hospitals, clinics, libraries, museums, and recreational facilities.

Assess the physical condition of those public works needing replacement to determine whether the facilities:

- (a) Are dangerous to public health and safety;
- (b) Require immediate replacement.
- (c) Need replacement or repair within the next five years;

Estimate costs for replacement and repair work for { (a), (b), and (c) }.

Notify county, local, and other pertinent governments regarding the priority status for public works construction projects in their communities.

Public works assessed as not in need of immediate replacement shall be ranked as secondary in funding considerations.

Public works assessed as dangerous to health and safety shall be given first priority in allocation of funds.

Adopt a uniform application for all public works requests.

Grant and loan personnel, whose primary job description is to administer funds for public works projects, shall report to the New Mexico Department of Public Works and Environmental Restoration. Affected agencies include:

Agency On Aging Capital Improvements Program

Economic Development Department Community Development Revolving Loan Fund

Office of Rural Development Response

Department of Environment Constructions Program Bureau

Department of Environment Underground Storage Tank Bureau

Department of Finance Administration Local Governments Division

Department of Human Services Income Support Division (Clean Water)

State Engineers Office of Special Projects

The State Personnel Office is directed to establish rigorous professional and credentialing guidelines in recruitment of personnel overseeing contract administration, engineering, construction engineering, accounting, and auditing of state public works programs.