Lincoln County Comprehensive Plan

August 2007

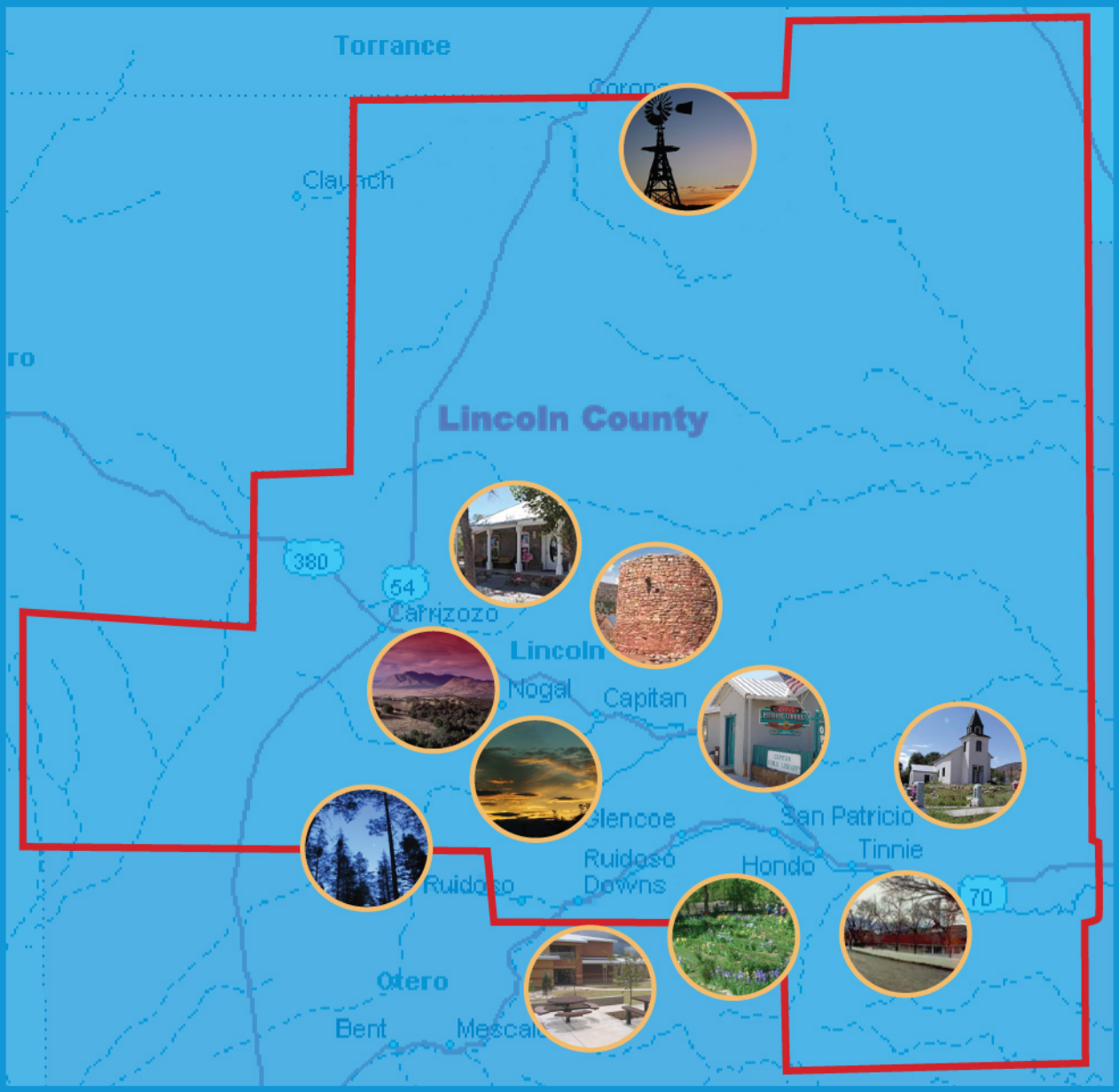

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Table of Contents

1. INTRODUCTION 1

A. Comprehensive Plan Purpose and Authority 1
B. Planning Process 2
C. Plan Overview 2

2. LINCOLN COUNTY PROFILE 3

A. Location and Description 3
B. Brief History 5
C. Lincoln County Demographics 8
D. Existing Governmental Structure and Capacity 13

3. PRIVATE LAND USE 17

A. Existing Private Land Use 17
B. Private Land Use Issues and Opportunities 21
C. Future Private Land Use Vision and Goals 25

4. NATURAL RESOURCES AND PUBLIC LAND USE 31

A. Related Documents 31
B. Existing Natural Resources and Public Land Use Conditions 32
C. Natural Resources and Public Land Issues and Opportunities 34
D. Natural Resources/Public Land Use Vision and Goals 35

5. HOUSING 39

A. Existing Housing Conditions 39
B. Housing Issues and Opportunities 40
C. Housing Vision and Goals 42

6. ECONOMIC DEVELOPMENT 43

A. Existing Economic Conditions 43
B. Economic Development Issues and Opportunities 53
C. Economic Development Vision and Goals 55

7. TRANSPORTATION 59

A. Existing Transportation Conditions 59
B. Transportation Issues and Opportunities 62
C. Transportation Goals 63

8. INFRASTRUCTURE 65

A. Existing Infrastructure Conditions 65
B. Infrastructure Issues and Opportunities 67
C. Infrastructure Vision and Goals 68

9. WATER RESOURCES 71

A. Existing Conditions 71
B. Issues and Opportunities 74
C. Water Resources Vision and Goals 74

10. COUNTY FACILITIES, SERVICES AND RECREATION 77

A. Existing County Facilities, Services and Recreation Conditions 77
B. County Facilities, Services, and Recreation Issues and Opportunities 79
C. County Facilities, Services, and Recreation Vision and Goals 80

11. HAZARD MITIGATION 83

A. Existing Hazard Mitigation Conditions 83
B. Hazard Mitigation Issues and Opportunities 84
C. Hazard Mitigation Vision and Goals 85

12. PLAN IMPLEMENTATION CHART 89

13. APPENDICES 103

Appendix A. Bibliography 103
Appendix B. Resources 106

Tables

Table 1: Population Projections, Lincoln County and New Mexico through 2030 9
Table 2: Population Centers, 1980, 1990, 2000, 2005 9
Table 3: Age Distribution, Lincoln County and New Mexico, 2000 11
Table 4: Educational Attainment, Lincoln County and New Mexico, 2000 12
Table 5: 2006 Property Tax Rates 13
Table 6: Taxes Eligible for Imposition in Lincoln County 14
Table 7: Gross Receipts by Sector of the Economy, 2005, Lincoln County 15
Table 8: Population Location in Lincoln County 1980-2005 17
Table 9: Income Summary, Lincoln County and New Mexico, 1999 44
Table 10: Lincoln County Jobs by Industry, 2004 46
Table 11: Lincoln County Earnings by Industry, 2004 47
Table 12: Lincoln County Jobs, 1970 - 2004 49
Table 13: Farms and Farmland Acreage 52
Table 14: Farms by Size, 1987 - 2002 52
Table 15: Livestock Inventory, 1977 – 2006 52

Figures

Figure 1. Lincoln County Locator Map 4
Figure 2. Historic and Projected Population Growth, Lincoln County 8
Figure 3. Lincoln County Population Density 10
Figure 4: Ethnic and Racial Composition, Lincoln County and New Mexico, 2000 11
Figure 5: Income Distribution, Lincoln County and New Mexico, 1999 12
Figure 6. Lincoln County Land Ownership Map 18
Figure 7. Lincoln County South Central County Parcels 22
Figure 8. Future Land Use Map 29
Figure 9: Household Income, Lincoln County and New Mexico, 1999 43
Figure 10: Per Capita Personal Income, Lincoln County and New Mexico, 1985 - 2004 44
Figure 11: Lincoln County jobs 1970 – 2004 48
Figure 12. Transportation Network 60
Figure 13. Wells in Southern Lincoln County 72
Figure 14. Lincoln County Rivers 73

1. Introduction

A. Comprehensive Plan Purpose and Authority

A comprehensive plan is designed to draw on citizen values and opinions as well as data about existing and future population and economic growth to help shape how a county or municipality will look and develop over the next 20 to 30 years. It is adopted by a local government to guide decisions primarily about the physical development of a community. It analyzes current conditions and sets future goals and policies in such areas as land use, housing, transportation, water supply and use, natural resources, and economic development.

New Mexico statutes enable county planning commissions to carry out and promote county planning. This includes making reports and recommendations for the planning and development of the county as well as recommendations for public improvements to county officials. Comprehensive plans serve these purposes.

As the physical characteristics of the community are the primary focus of comprehensive plans, land use is typically the major element. Other physical aspects, such as housing, environmental features, transportation, water and wastewater facilities, and other public facilities, are addressed in the plan to the extent that they affect land use and the ability to achieve the community's goals. The plan's policies and recommendations are general rather than detailed, although the plan may contain specific recommendations for particular elements.

One of the most important and practical purposes of a comprehensive plan is to provide the rationale and guidance for specific land use regulations and projects developed by the local government. Justifications in the comprehensive plan allow the local government to adopt ordinances that are stricter than state law and to support subsequent requests for Community Development Block Grant (CDBG) funds for specific projects.

The comprehensive plan is developed through a process of public input and discussion to ensure that the document reflects the desires of the community and enjoys broad public support. The comprehensive plan is in effect once adopted by the local governing body of the municipality, in this case the Lincoln County Commissioners, after at least one public hearing.

Once adopted, the plan should be used to guide the government's general approach and particular policies to be considered by elected officials, appointed boards, and staff in future decision-making. Lincoln County particularly intends the plan to be a unifying force that will cultivate cooperation between the County and the municipalities within.

The Lincoln County Comprehensive Plan will be reviewed annually to monitor progress on implementation. In addition, the plan will be updated in response to changing conditions. A complete revision will be at the discretion of future commissions.

B. Planning Process

The Lincoln County Comprehensive Plan was developed with substantial public input in order to create a document that reflects the community's values and vision for the future. A Steering Committee was formed of local stakeholders to help guide the process. The Committee was made up of County Commissioners, local officials, interested citizens, and other stakeholders. The Committee met three times over the course of the planning process. At the meetings, the group hashed out difficult topics in order to come to agreement on the best strategies to approach the issues facing the County.

In addition, there were two public meetings to create opportunities for citizen participation in the planning process. These public meetings were held in March in Ruidoso and Carrizozo. Between the two meetings, approximately 50 people participated. They brainstormed a list of the County's assets, issues and potential strategies to address the issues. These were then discussed in greater detail with the Steering Committee and incorporated into the draft.

Once the draft plan was created, it was placed on the County website for the entire month of June. The public had the opportunity to review it and make additional comments. The draft was then further edited and re-posted on the web. Finally, the plan was presented at the July County Commissioners meeting. At this meeting, the plan was adopted with the acknowledgement that any edits discussed would be incorporated. Public input was further solicited, and several additional edits were made before the amended plan was adopted at the August County Commissioners meeting.

C. Plan Overview

The Lincoln County Comprehensive Plan is organized into chapters that encompass the broad range of community functions, or plan elements. These include 1) Introduction, 2) Lincoln County Profile (location and description, brief history, demographics, and governmental structure and capacity), 3) Private Land Use, 4) Natural Resources and Public Land Use, 5) Housing, 6) Economic Development, 7) Transportation, 8) Infrastructure, 9) Water Resources, 10) County Facilities, Services and Recreation, 11) Hazard Mitigation, and 12) Plan Implementation. Chapters 3 – 11 discuss existing conditions and issues for each topic and present future goals and strategies for implementation.

2. Lincoln County Profile

A. Location and Description

Lincoln County is located in south central New Mexico. Named after Abraham Lincoln, the County was established in 1869. At that time, it made up nearly one fourth of the entire state and was the largest county in the United States. Today it comprises 4,858 square miles which range from sprawling ranch lands to mountain settings. Important natural features in Lincoln County include the Lincoln National Forest, Sacramento Mountains, Capitan Mountains, Bonito Lake, and the Valley of Fires lava fields.

Lincoln County also has a rich history. It lays claim to some of the most well-known figures of the West, including Billy the Kid and Smokey Bear. The County is also dotted with ghost towns and artists' enclaves, as well as the resort town of Ruidoso.

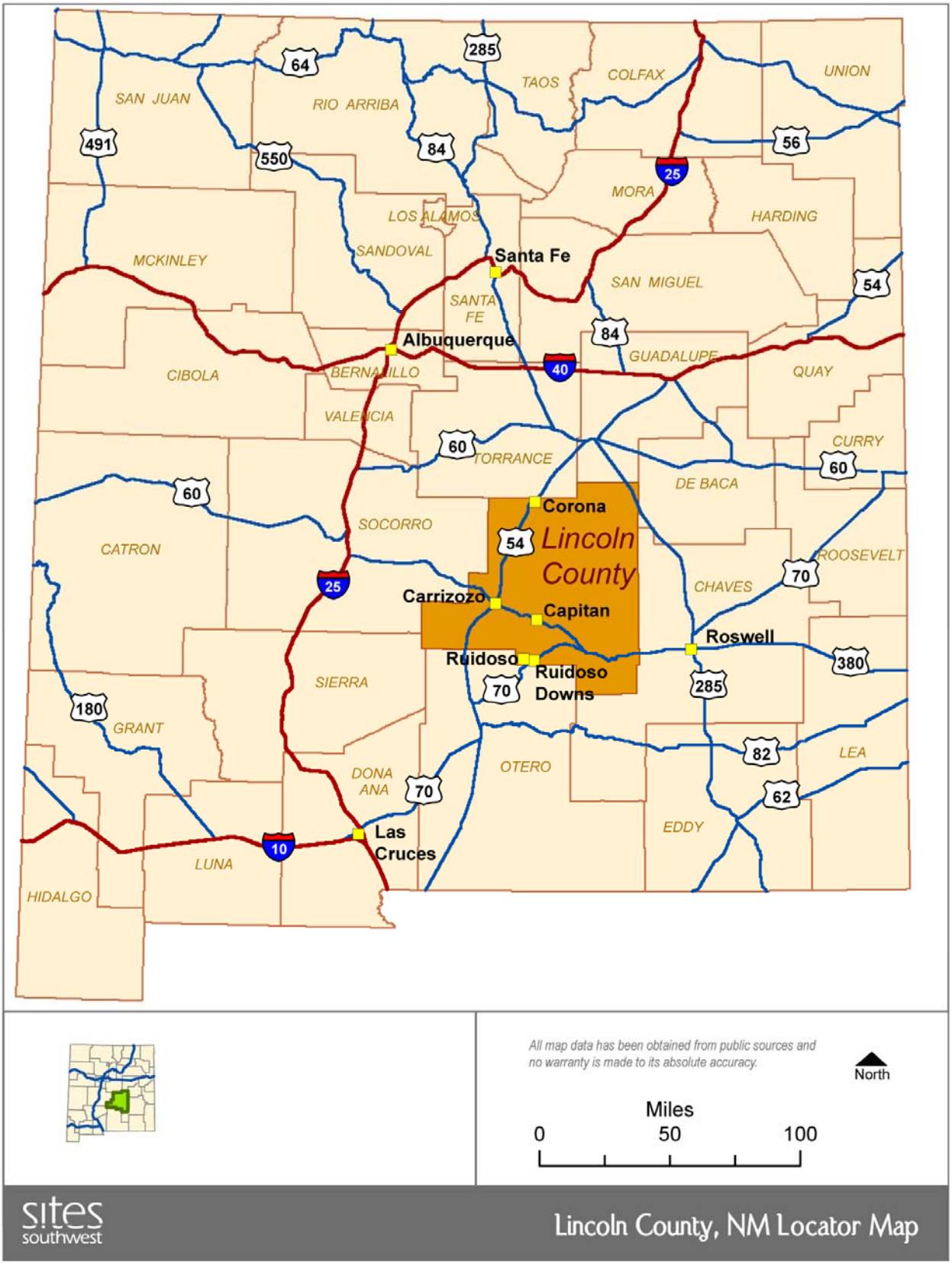
There are three primary roadways that serve Lincoln County: US routes 380, 70, and 54. Route 380 bisects the County, running east to west. It connects Interstate 25 to Carrizozo, through Hondo, and eventually goes to Roswell and Texas. Route 70 runs southwest to northeast, connecting Las Cruces, Alamogordo, and Tularosa to Ruidoso before joining route 380 in Hondo. Route 54 is a north-south roadway, which runs from El Paso, through Carrizozo, north to Corona, and continues northeast through several states. There are several small airports throughout the County, including the Carrizozo and Ruidoso Municipal Airports. From Carrizozo, the nearest metropolitan center is Las Cruces, which lies 124 miles to the southwest. Albuquerque is 152 miles to the northwest, while Santa Fe, the state capital, is about 162 miles to the north.

Lincoln County has become increasingly popular as a second home and retirement destination, particularly for people from other parts of New Mexico, as well as California and Texas. In fact, the population grew by nearly 60 percent from 1990 to 2000, and this growth is forecasted to continue over the next several decades. This influx of new residents, as well as tourism, has been an important economic generator for the County. Hence, it is not surprising that retail trade, construction, and the accommodations and food sector are some of the main industries in Lincoln County.

1. Municipalities and Communities

Carrizozo is the Lincoln County seat, although Ruidoso is the largest town in the County. Other incorporated places include Ruidoso Downs, Capitan, and Corona. The County also embraces a number of small communities, including Alto, Alto Crest, Ancho, Arabela, Fort Stanton, Glencoe, Hollywood, Hondo, Lincoln, Nogal, Picacho, San Patricio, and Tinnie.

Figure 1. Lincoln County Locator Map



Carrizozo had a population of 1,036 in 2000. The town was platted in 1906, and became the Lincoln County seat in 1909. The railroad that ran through it brought people, businesses, and entertainment to what were previously sparsely-populated ranchlands. With World War II and the introduction of the automobile, however, the town began to decline. Nevertheless, Carrizozo is still the County seat, housing the County courthouse and other government offices. Its quiet, small-town charm is enticing new residents and visitors. Carrizozo has a number of noteworthy historic buildings, and can be a starting place from which to explore the many nearby attractions in the County.

Ruidoso is Lincoln County's most populous town, with 7,698 residents in 2000. This mountain resort town used to draw tourists primarily during the winter skiing season, but now its popularity runs year-round. Visitors enjoy shopping, museums, the Spencer Theater for the Performing Arts, and golfing and the casino at the Inn of the Mountain Gods, just outside of Ruidoso on the Mescalero Apache Reservation.

In the mid to late 19th century, Ruidoso Downs was a major stop for the Butterfield Stage lines along the route from Roswell to Tularosa. Later, the town prospered from timber cutting and lumber mills. Initially, it was called Palo Verde, and then Green Tree until 1961, when citizens voted to change its name to Ruidoso Downs. Today, the city's claim to fame is the Ruidoso Downs Racetrack. The track opened in 1947 and housed the first All American Futurity in 1959. The Hubbard Museum of the American West was built in 1991, and the Billy the Kid Casino opened in 1999. The 2000 population of Ruidoso Downs was 1,824. According to the 2000 Census, Ruidoso Downs' population had doubled over the prior decade, making it the fastest-growing municipality in Lincoln County.

The Village of Capitan had a total population of 1,443 in 2000. It is home to one of the nation's most recognized figures, Smokey Bear. In the Lincoln National Forest near Capitan in May 1950, a fire crew rescued a badly-singed black bear cub from a charred pine tree after devastating, man-caused fires had destroyed most of the forest. The bear cub recuperated in a veterinary hospital near Santa Fe before traveling to the National Zoo in Washington, D.C. where he became a national symbol for forest fire prevention. Smokey Bear was buried in Capitan after his death in 1976.

Corona is the smallest incorporated community in Lincoln County, having a population of 165 in 2000. Although the small village has only a few retail stores and accommodations, it boasts a recently remodeled Village Hall complex, Medical Clinic, Senior Center, and its own Museum which houses the local library. The Village is also making improvements to its park and Main Street, and has ambitiously implemented its own waste recycling program. In addition, Corona is a hub for education, offering K-12 schooling for students from surrounding areas up to 60 miles away.

B. Brief History

1. Early Records

In late Pre-Columbian times, the land that currently makes up Lincoln County was inhabited by Jornada Mogollon peoples (1000 A.D. to 1687 A.D.), who were semi-sedentary tribes that descended from the same culture that built the Gila Cliff Dwellings in Grant County and the Las Humanas dwellings north of Carrizozo. Many of these tribes lived in villages consisting of sunken pit houses or apartment-like structures of stone and mud construction. These people grew corn and squash and hunted mammals for sustenance. The various Apache tribes came later, and

settled the Plains and the Southwest by at least 1400 A.D. Descending from Athapaskan speakers, the Apaches came from the Mackenzie Basin of Canada. The Mescalero Apaches established themselves in southeastern New Mexico, reaching into present day Texas. They were mountain hunters and gatherers who migrated with the seasons and lived a nomadic lifestyle. They were skilled horsemen and experts in guerilla warfare. They were given the name "Mescalero" because they gathered and ate the mescal plant, which was the staple of their diet.

In the Lincoln County area, the Mescalero Apache inhabited the Sacramento Mountains as well as the Guadalupe Mountains and the surrounding plains. Their sacred mountain is the Sierra Blanca, towering above the canyon of Rio Ruidoso. They resided in the mountains, but crossed the Pecos River to the east to hunt buffalo. Although their population was small, they had firm control over what would become Lincoln County when the Europeans first encountered them, and they fought to retain their lands well into the 19th century.

2. The Arrival of the Spanish

Spanish explorer Cabeza de Vaca was likely the first European to pass through the southeastern New Mexico area when he made his way from Florida through what is now the southern United States to Mexico City in 1536. In 1540, Francisco Vasquez de Coronado and his Army entered New Mexico in search of the seven cities of gold, and in 1598, Juan de Oñate established the first Spanish settlement in New Mexico, claiming the entire territory for Spain.

Over the next few centuries after de Vaca's travels, other explorers such as Antonio de Espejo and Gaspar Castaño also made their way through southeastern New Mexico, but never officially settled the area, even though it had been claimed by New Spain and then Mexico, after that country's independence in 1821. Despite the area's natural beauty, Spanish settlers largely avoided the harsh region in favor of the more fertile Middle Rio Grande Valley. Though some Spanish settlers did establish scattered communities, the area was primarily viewed as the homeland of the Mescalero Apaches and other tribes.

3. Settlements

In 1848, Colonel Steven Watts Kearny claimed the New Mexico territory for the United States. Lincoln County was formed in 1869 and until 1891 comprised nearly all of southeastern New Mexico. In the mid-1800s, Fort Sumner and Fort Stanton were established in southeastern New Mexico to offer protection for miners and Anglo settlers from hostile Indian attacks.

The town of Lincoln was settled in 1849 and was known by the Spanish families who settled it as Las Placitas del Rio Bonito or "the little town on the pretty river." In honor of President Abraham Lincoln, the town was renamed in 1869 and was designated as the County seat of newly-formed Lincoln County. The town of Lincoln would later become infamous as the home to the Lincoln County War of 1878.

In 1873, the Mescalero Apache Reservation was created near Ruidoso, and today encompasses 720 square miles. There are three sub-bands that compose the tribe: Mescalero Apache, Chiricahua Apache and the Lipan Apache. Although the reservation was created by an executive order of President Ulysses S. Grant on May 27, 1873, the tribe did not receive clear title to the land until 1922. After establishment of the reservation, conditions were difficult for the Apaches, marked by outbreaks of disease and degradations by bands of white outlaws and hostile settlers. Today the tribe raises cattle and horses and runs the Inn of the Mountain Gods Resort and Casino, a major Lincoln County employer.

The violent and bloody conflict known as the Lincoln County War of 1878 was the culmination of disputes between local factions of ranchers and merchants. The Turnstall-McSween and Murphy-Dolan groups were vying for control of Lincoln's lucrative mercantile business, which included nearby Fort Stanton. The two factions, representing local ranchers and owners of the County's largest mercantile store, were bitterly competing for control of government contracts to provide food for the U.S. Army at Fort Stanton and nearby Indian reservations. Cowboy William H. Bonney, better known as Billy the Kid, became involved in the battle, siding with the Turnstall faction after his friend and employer was killed by a deputy. Avenging the death of John H. Turnstall, Billy the Kid killed the deputy and two others, including the Lincoln County sheriff, William Brady. The conflict made national news, and President Hayes ordered Territorial Governor Lew Wallace to settle the conflict. The slaying of Alexander McSween, the other leader of the Turnstall-McSween rancher faction, ended the conflict. In 1878 Wallace offered amnesty to the combatants and developed a long-lasting truce between the factions. Billy the Kid got his infamous start from this war, eventually becoming a fugitive, and later, after being captured, making a daring escape from the Lincoln County Courthouse in 1881. He was tracked down and allegedly killed three months later at Fort Sumner by Lincoln County Sheriff Pat Garrett.

Even before the Lincoln County War, the town of Lincoln was known for its banditry and conflicts. Neighboring Texans referred to the area as the "badlands" for its hostile terrain and reputation as a hideout for outlaws. Lincoln continued to serve as a supply center for ranches and mines in the area and in 1888 reported a population of about 800 residents. Today, the entire town of Lincoln has been designated a National Historic Landmark and a state monument, preserving it as one of the last remaining non-commercialized 19th century Western towns.

The discovery of valuable minerals in southeastern New Mexico near the turn of the century attracted miners and led to the development of new towns. White Oaks, named in 1879 for the trees surrounding its two natural springs, quickly prospered with the discovery of gold and silver in its lithosphere. Within 25 years, the town was the largest in Lincoln County with a population of more than 4,000 people. During its prime, White Oaks produced $3 million worth of gold and silver, as well as the state's first governor, W. C. McDonald, and the state's first U.S. Marshal, Judge Andrew Hudspeth. When the population began to decline in the early 1900s, abandoned log-and-frame houses were torn down and used for fuel. Today, White Oaks is largely a ghost town with only a few brick and stone structures remaining.

Ruidoso, which was originally known as Dowlin's Mill, was located on the Chisholm Trail. Captain Paul Dowlin began building his mill on the Rio Ruidoso around 1869. By 1885, the town was renamed Ruidoso for the "noisy" stream that ran into town. In the early 1900s, Ruidoso began attracting tourists as a health resort. Today it is the largest municipality in Lincoln County, and its economy is still based around tourism.

Developed in 1899 as a mining and railroad town, the town of Ancho is now largely a ghost town. Its houses and commercial structures were characterized by the factory-made, light-colored bricks used throughout New Mexico at the turn of the century.

In the early 1900s, Charles B. Eddy, a wealthy rancher and entrepreneur from New York, worked, along with this brother, John A. Eddy, to establish railroad tracks north from El Paso to connect with the east-west Rock Island Line at Santa Rosa. Bypassing nearby White Oaks, the El Paso and Northeastern Railroad ran further east, and the Eddy brothers established the new town of Carrizozo on the flats. After building a spur from Carrizozo to the Salado coalfields, the Eddy brothers platted the Capitan townsite, originally called Gray, in 1900. The coalfields, near present-day Capitan, were abandoned the following year. Carrizozo flourished, attracting railroad

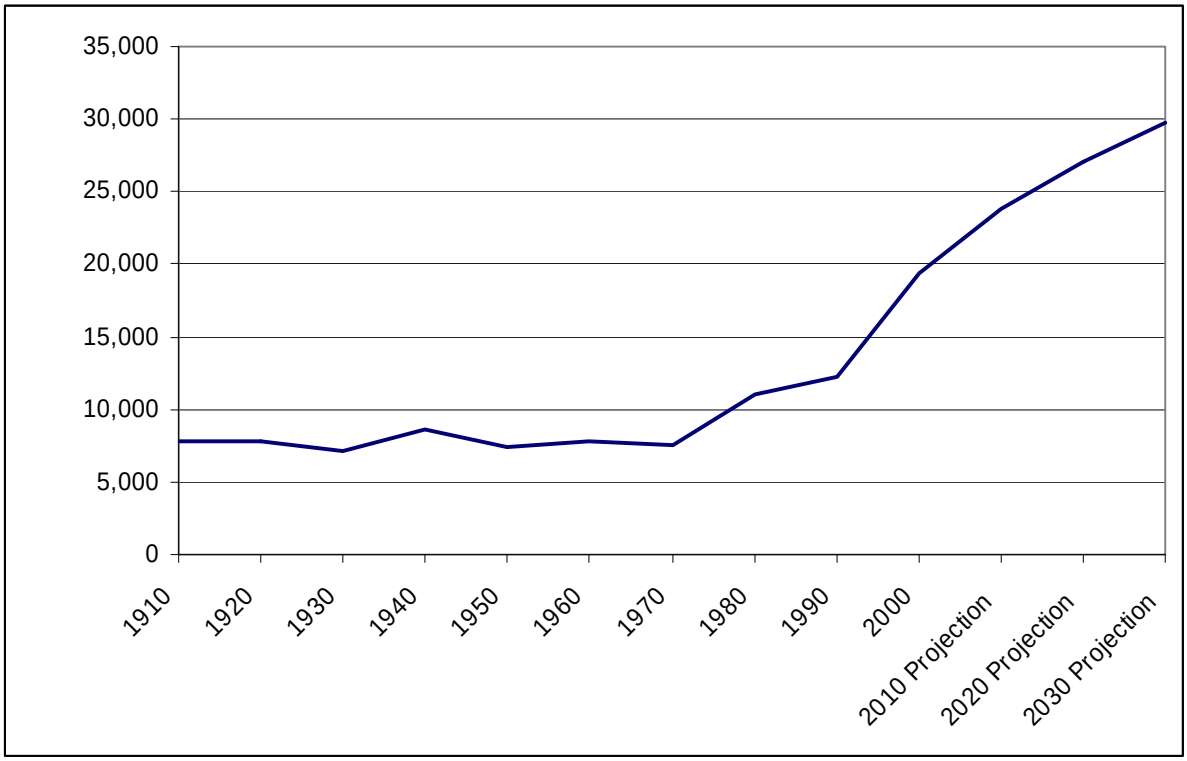
employees and new residents. In 1905, the Eddy brothers sold their railroad to the Phelps Dodge Company, which renamed it the El Paso and Southwestern. In 1906, developer Ira Wetmore bought the Eddy brothers' development company and platted the town of Carrizozo. Named for the reedlike grass growing in the area, Carrizozo was incorporated in 1907. In 1909, Lincoln County voted to move the County seat from Lincoln to Carrizozo because of its proximity to the railroad. After a four-year court battle, the U.S. Supreme Court decided in Carrizozo's favor. It became the County seat in 1913.

C. Lincoln County Demographics

1. Historical Population Trend

Lincoln County had a population of 7,822 people in 1910. This remained fairly static over the next 60 years, rising minimally in 1940, but dropping down to 7,560 people in 1970. Between 1970 and 2000, however, Lincoln County's population began to bloom, growing at an average annual rate of 3.2 percent, with the largest increases in the 1970 – 1980 and 1990 – 2000 periods.

Figure 2. Historic and Projected Population Growth, Lincoln County



Source: U.S. Census Bureau, 2000; UNM Bureau of Business and Economic Research (BBER), 2004

2. Future Population

The Bureau of Business and Economic Research (BBER) at the University of New Mexico projects that growth will continue at an average annual rate of 1.4 percent through 2030, bringing the expected population to 29,715 people.

Table 1 shows population estimates through 2030, as projected by the Bureau of Business and Economic Research (BBER) at the University of New Mexico. Population growth is expected to occur at a higher rate in Lincoln County when compared with the rest of the state through 2010, though annual percent increases should be similar after that.

Table 1: Population Projections, Lincoln County and New Mexico through 2030

Population	Lincoln County	Average Annual Growth Rate	New Mexico	Average Annual Growth Rate
2000 (Census)	19,411		1,819,046	
2010 (Projected)	23,792	2.1%	2,112,986	1.5%
2020 (Projected)	27,100	1.3%	2,383,116	1.2%
2030 (Projected)	29,715	0.9%	2,626,553	1.0%

Source: U.S. Census Bureau, 2000 and BBER, 2004

3. Present Population Characteristics

Lincoln County experienced rapid growth in population from 1990 to 2000. In that time period, the County grew by 58.9 percent, from 12,219 to 19,411 total residents. This outpaced the growth rate statewide, which saw a 20 percent increase from 1990 to 2000. Much of the population growth in Lincoln County can likely be attributed to the influx of retirees and second home owners. The majority of this growth has been concentrated around the Ruidoso area, but new developments have also sprung up around Corona, Alto, and Nogal, among other places.

Currently, the most important population centers in Lincoln County are Ruidoso, Ruidoso Downs, and Capitan. These have all experienced strong annual growth over the last two decades. Meanwhile, some of the smaller towns, such as Carrizozo and Corona, have seen their populations decline. The largest rate of annual growth, however, has occurred in the unincorporated areas of the County, and the total number of residents in those parts is approaching that of Ruidoso.

Table 2: Population Centers, 1980, 1990, 2000, 2005

Population	1980	1990	2000	2005	Average Annual Growth Rate (1980-2000)
Capitan	762	840	1443	1500	2.7%
Carrizozo	1222	1075	1036	1063	-0.6%
Corona	236	215	165	170	-1.3%
Ruidoso	4260	4636	7698	8812	3.0%
Ruidoso Downs	949	917	1824	1972*	3.0%
Unincorporated areas	3568	4536	7245	8381	3.5%

Source: BBER, 2004

*Note: These figures do not take into account Ruidoso Down's 2004 annexation of the Agua Fria subdivision and other areas. Based on local water meter data and voter registrations including these additional areas, Ruidoso Downs' 2005 population may be closer to 2,560 people.

Figure 3. Lincoln County Population Density

Age

The County population tends to be older than residents in the state as a whole, reflecting its popularity among retirees and second homeowners. According to the 2000 Census, the median age of Lincoln County residents is 43.8, nearly ten years older than the statewide median of 34.6. In addition, a higher proportion of people in Lincoln County are in the 35 to 64 and 65 and over age brackets. These groups combined make up 62.9 percent of the total County population, compared with 49.7 percent of the statewide population. Lincoln County also has significantly fewer residents in the 20 to 24 age group, suggesting that young adults are migrating elsewhere after high school.

Table 3: Age Distribution, Lincoln County and New Mexico, 2000

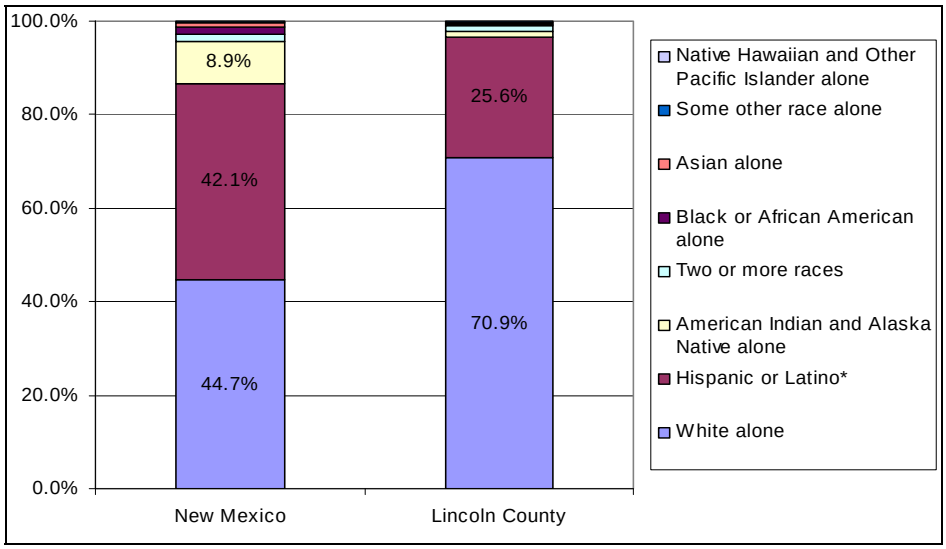
Age	Lincoln County	% Total	New Mexico	% Total
Preschool, 0-4 Years	963	5.0%	129,135	7.1%
Elementary & Middle School, 5-14 Years	2,635	13.6%	291,415	16.0%
High School: 15-19 Years	1,222	6.3%	142,348	7.8%
Young Adult: 20-34 Years	2,380	12.3%	352,738	19.4%
Adult: 35-64 Years	8,725	44.9%	690,920	38.0%
Seniors: 65+ Years	3,486	18.0%	212,490	11.7%
Total	**19,411**	**100**	**1,819,046**	**100**

Source: U.S. Census Bureau, 2000

Race and Ethnicity

In Lincoln County, 70.9 percent of the population identify themselves as non-Hispanic White, 25.6 percent identify as Hispanic or Latino (of various races), 1.4 percent identify as American Indian or Native Alaskan, and 1.3 percent identify as being two or more races. Less than one percent of the population identify themselves as being Black/African American or Asian. Compared to New Mexico as a whole, Lincoln County has a significantly higher proportion of non-Hispanic White residents, and significantly less Hispanic/Latino and American Indian residents.

Figure 4: Ethnic and Racial Composition, Lincoln County and New Mexico, 2000



Source: U.S. Census Bureau, 2000

*Note: The Hispanic or Latino ethnic designation includes people of all races. In Lincoln County, 50.9% of those who identified as Hispanic or Latino identified their race as White; 42.9% identified as "some other race"; 5.3% said they belonged to two or more racial groups, and less than 1% identified as Black/African American or American Indian.

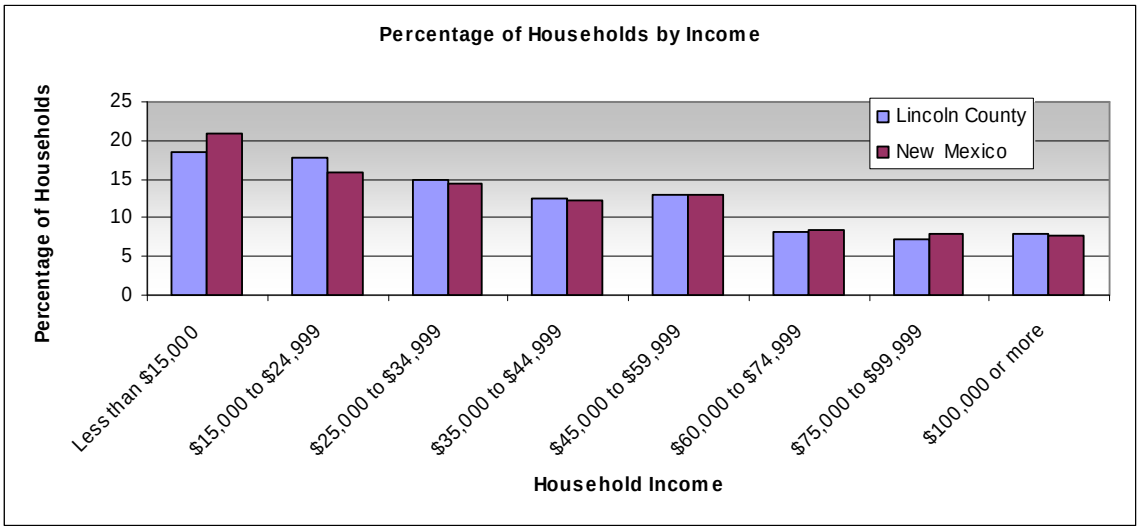
Households

The average household size in Lincoln County is 2.34, slightly smaller than the average for New Mexico, 2.63. This may reflect the older population of Lincoln County when compared with the state. In fact, the most prominent type of household is married couples with no children living at home. These form 37.4 percent of all Lincoln County households but just 27.0 percent of households statewide.

Income

Lincoln County is generally on par with the state in terms of household income. Though median household income reported in the 2000 Census is slightly lower in Lincoln County—$33,886 compared with $34,133 for the state—per capita income is somewhat higher. According to the Census, per capita income in 1999 was $19,338 in Lincoln County compared with $17,261 for New Mexico as a whole. The County also has a lower percentage of households living below the poverty threshold ($17,020 for a family of four in 1999), 12.8 percent compared with 16.8 percent statewide.

Figure 5: Income Distribution, Lincoln County and New Mexico, 1999



Source: U.S. Census Bureau, 2000

Education

Educational attainment is slightly higher in Lincoln County than in the state overall. Nearly 85 percent of Lincoln County residents over the age of 25 have earned a high school diploma or the equivalent, while only 78.9 percent of all New Mexicans have achieved this. About the same percentage of residents have obtained a bachelor's degree or higher in both Lincoln County and New Mexico generally.

Table 4: Educational Attainment, Lincoln County and New Mexico, 2000

2000 Population Age 25+	Lincoln County	New Mexico
Percent without high school diploma	15.5	21.1
Percent high school graduate or higher	84.5	78.9
Percent bachelor's degree or higher	22.8	23.5

Source: U.S. Census Bureau, 2000

D. Existing Governmental Structure and Capacity

1. County Budget

The Lincoln County budget for 2006-2007 was nearly $20.6 million. Ten categories (each more than $500,000) accounted for 87 percent of projected expenditures. They were the General Fund (25%, which pays for salaries, insurance and general operations), Roads (12%), Corrections (10%), Fire departments and administration (9%), Lincoln County Medical Center Hospital (9%), Legislative Appropriations (7 % for specific projects), Indigent Claims (5%), Capital Improvements (4%), Zia Senior Citizens (4%) and Rural Health Clinics (3%).

By mid-year, the County had received approximately $18.1 million in revenues for the same time period. General Fund revenues contributed about 37 percent of total revenues or $7.6 million, with the majority of those derived from property taxes (55%), a 2.75 mill levy (11%), payments in-lieu-of-taxes (5%) and gross receipts taxes (4%). The remaining 63 percent of revenues came in the form of $2.03 million from hospital revenues, $1.4 million from legislative appropriations, nearly $1 million from corrections and smaller payments from a number of sources such as fees, grants, and state and federal payments.

2. Property Taxes in the County

Total residential property tax rates across Lincoln County range from 15.99 to 26.125 mills, while non-residential rates range from 19.957 to 32.132 mills (see table below). The weighted average property tax in Lincoln County is 21.707 mills for residential (ranking 19th out of 33 New Mexico counties), and 26.339 mills for non-residential (ranking 15th in the state). Lincoln County itself imposes a 7.548 mills tax on residential properties and 11.6 mills on non-residential ones. The County currently has an additional 0.250 mills taxing authority that it does not exercise, which could produce estimated additional annual revenue of $180,484.

Table 5: 2006 Property Tax Rates

Municipality	Tax District *	Residential Tax Rate (mills)	Non-residential Tax Rate (mills)
Capitan	28 In	16.033	21.182
Carrizozo	7 In	23.760	28.445
Corona	13 In	21.626	25.718
Ruidoso	3 In	26.125	30.507
Ruidoso Downs	35 In	25.965	32.132
	7 Out	19.898	24.220
	13 Out	18.055	22.293
	20	22.003	26.238
	28 Out	15.599	19.957
	3/35 Out	21.339	25.425
Lincoln County weighted average		21.707	26.339
Weighted average state rank (out of 33)		19	15

* "In" or "Out" refers to the tax rate in or out of municipal boundaries within the specified district.
Source: New Mexico Department of Taxation and Revenue, 2007

3. County Gross Receipts Tax Revenues

Lincoln County imposes only the bare minimum of gross receipts taxes allowed by law. The gross receipts tax (GRT) rate for Lincoln County is 5.375 percent. In addition to the five percent state gross receipts tax, this includes two implementations of the one-eighth percent County gross receipts tax and the imposition of a one-eighth environmental services gross receipts tax. Lincoln County has the authority to impose further gross receipts taxes as shown by the blank rows in Table 6, should they be approved by the County Commission.

Table 6: Taxes Eligible for Imposition in Lincoln County

Tax	Maximum Tax Rate Authorized	Rate Imposed in Lincoln County	Date Imposed
County gross receipts tax	0.4375	0.25	Jan. 2000
County fire protection excise tax	0.2500		
County infrastructure GRT	0.1250		
County environmental services GRT	0.1250	0.125	Jan. 1991
County health care GRT	0.0625		
County capital outlay GRT	0.2500		
County correctional facility GRT	0.1250		
County quality of life GRT	0.2500		
Local hospital GRT	0.1250		

Source: New Mexico Department of Taxation and Revenue, 2006

The five incorporated municipalities imposed additional gross receipts taxes that generate higher tax rates than in the County: Capitan at 6.6875 percent, Carrizozo at 6.75 percent, Corona at 6.5625 percent, Ruidoso at 7.8125 percent, and Ruidoso Downs at 6.8125 percent.

In 2005, the last year for which data is available, there were $433,460,768 total taxable gross receipts in Lincoln County. Retail trade was the largest taxable sector, providing 32.3 percent of all taxable gross receipts. Construction and the accommodation and food services sectors followed, with 19.0 percent and 10.9 percent of all taxable gross receipts, respectively.

In all, $29,883,794 was collected in gross receipts taxes in the County in 2005.

Table 7: Gross Receipts by Sector of the Economy, 2005, Lincoln County

Sector of the Economy	County Total Reported Taxable Gross Receipts	Percent of Total
Retail Trade	$140,063,471	32.3%
Construction	82,147,883	19.0%
Accommodation and Food Services	47,425,468	10.9%
Other Services (except Public Administration)	39,422,175	9.1%
Utilities	31,216,764	7.2%
Professional, Scientific and Technical Services	21,451,974	4.9%
Real Estate and Rental and Leasing	18,892,697	4.4%
Information and Cultural Industries	12,878,861	3.0%
Finance and Insurance	8,088,457	1.9%
Wholesale Trade	7,845,310	1.8%
Health Care and Social Assistance	7,560,493	1.7%
Transportation and Warehousing	3,887,077	0.9%
Manufacturing	3,688,617	0.9%
Agriculture, Forestry, Fishing and Hunting	2,422,663	0.6%
Admin and Support, Waste Management and Remediation	2,402,301	0.6%
Arts, Entertainment and Recreation	2,265,016	0.5%
Unclassified Establishments	1,323,312	0.3%
Educational Services	36,543	0.01%
Management of Companies and Enterprises	-366	0.0%
Mining and Oil and Gas Extraction	*	*
Public Administration	*	*
TOTAL ALL SECTORS **Gross Tax**	**$433,460,768** **$29,883,794**	**100.00%**

Source: New Mexico Tax and Revenue Department, 2006
*The Department received less than 3 returns for that sector, and is unable to release detailed information.

4. Relevant Plans and Policies of Surrounding Communities

Village of Ruidoso Comprehensive Plan (2005)

The Ruidoso Comprehensive Plan is organized around the following topics: land use and transportation; environment and infrastructure; recreation and quality of life; economy, arts and culture, education; regional cooperation; and housing and history. Elements of the plan's vision that could positively impact the County include developing a four-year college campus, improving cooperation with the County and other municipalities, and providing more affordable local housing. There are also a number of recommended actions that are based on creating regional plans in collaboration with the County and municipalities to address water quality, use and conservation; wastewater treatment; stormwater management; and economic development. Ruidoso is also looking to regional cooperation for a workforce housing strategy and a regional transportation strategy.

City of Ruidoso Downs Comprehensive Plan (2004)

The Ruidoso Downs Comprehensive Plan addresses existing conditions, public preferences, goals and strategies for land use, infrastructure, transportation, housing, economic development, and community facilities and services. The city currently has a draft Extraterritorial Zoning Ordinance in place for a recently-annexed subdivision (Agua Fria). The plan notes the city's intention to eventually annex more land to accommodate future population growth. Other goals related to the County and nearby municipalities include participating in regional efforts to increase tourism in the area and increasing the supply of affordable housing.

Village of Capitan Comprehensive Plan (2002)

The Capitan Comprehensive Plan describes existing conditions, issues and goals for land use, community facilities and recreation, community/economic development, preservation and community character, infrastructure, transportation and housing. There are several relevant goals relating to coordination with Lincoln County and local municipalities. These include improving the quality of new development in and around Capitan by creating an extraterritorial zoning agreement with the County; cooperating with other communities along the Billy the Kid Scenic Byway to collectively promote tourism; and developing an emergency plan in coordination with the County. The plan also notes the importance of maintaining the supply of affordable housing in Capitan, which is important to the County as well since the Village serves as a bedroom community for many workers who commute to Ruidoso.

3. Private Land Use

In this plan, 'property' is defined as that which belongs exclusively to one; in the strict legal sense, an aggregate of rights which are guaranteed and protected by the Constitutions of the United States and New Mexico and other laws. 'Private property' is that which is protected from being taken for public uses, is such property as belongs absolutely to an individual, and of which he/she has the exclusive right of use and disposition. 'Public use,' in constitutional provisions, restricts the exercise of the right to take private property in virtue of eminent domain (County Resolution 2005-10).

Lincoln County comprises approximately 4,858 square miles of land or 3,109,120 acres. About 57 percent of this land is in private ownership.

The incorporated County municipalities nestle on high plains and in mountain settings, land surrounded primarily by the Lincoln National Forest. Locations range from 5,370 feet above sea level (Carrizozo) to 6,920 feet above sea level (Ruidoso). Ruidoso lies in the rugged Sierra Blanca mountain range of south central New Mexico, where it merges with the Sacramento Mountains to the south.

Lincoln County is said to have the most vegetative diversity of any county in New Mexico, ranging from grassland, piñon-juniper and ponderosa forest to alpine firs and evergreens in the mountains. Nogal Peak rises to 9,957 feet, surpassed only by the nearly 12,000-foot Sierra Blanca Peak. Several inter-mountain valleys are farmed by using surface water from area streams.

A. Existing Private Land Use

Private land constitutes approximately 1,773, 753 acres according to the Lincoln County Assessor's Office. Private land is used primarily for farming and ranching and year-round and seasonal residences, with most retail and commercial uses occurring in the villages and towns or lining major roads. According to the 2002 U.S. Census of Agriculture, there were 1,605,566 total acres of farm and ranch land spread over 343 farms in Lincoln County, leaving approximately 168,187 acres in development or vacant. Since 1987 there has been a 1.7 percent decrease in the number of farms and a 15 percent decrease in total farmland, indicating that land use is shifting from farming and ranching to development.

1. Residential and Commercial Land Use

Of a total population of 19,411 counted in the 2000 Census**,** 63 percent lived within the incorporated boundaries of Ruidoso (40%), Ruidoso Downs (9%), Carrizozo (6%), Capitan (7%) and Corona (1%). The remaining 37 percent lived within the unincorporated part of the County, mostly adjacent to the municipalities (see Figures 3,6, and 7).

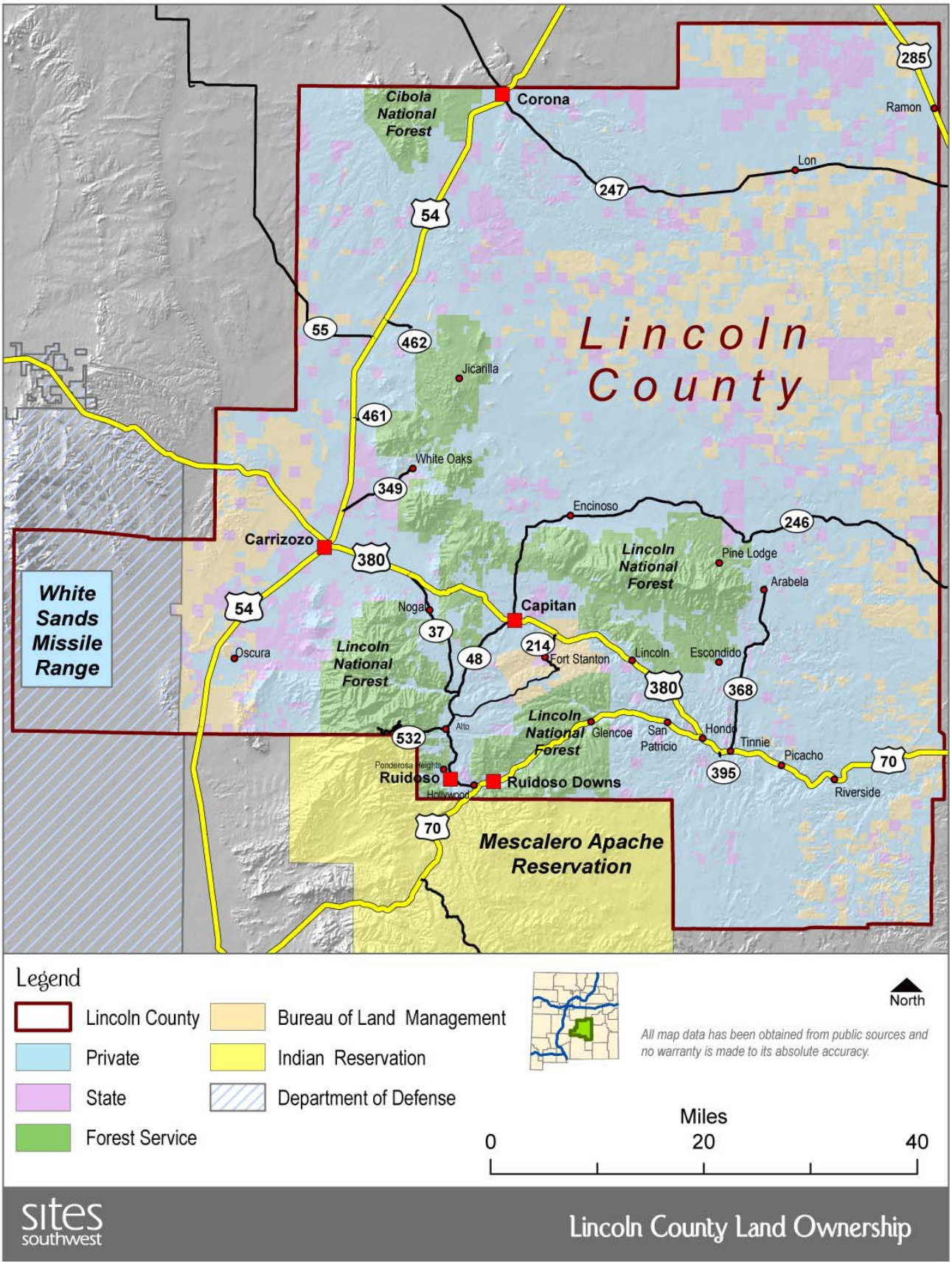
This was an increase from the 1980 Census, however, when only 32 percent of the population lived outside the incorporated villages. (This data could be skewed somewhat by annexations during these time periods.)

Table 8: Population Location in Lincoln County 1980-2005

	1980	1990	2000	2005
Total County Population	10,997	12,219	19,411	21,898
Incorporated Towns	7,429	7,683	12,166	13,517
Remainder	3,568	4,536	7,245	8,381
Remainder as % of Population	32%	37%	37%	38%

Source: BBER, 2006

Figure 6. Lincoln County Land Ownership Map



Historically, the County population fluctuated between 7,198 and 8,557 people for the 60 years after 1910. This began to change in 1970. By 1980 the population had climbed to 10,997, and by 2000 it had jumped nearly 60 percent to 19,411, an average annual growth rate of 4.7 percent. Ruidoso Downs had the highest average annual growth rate over the past 20 years (1980-2000) at 3.3 percent. Capitan followed at 3.2 percent, and Ruidoso at 3.0 percent. Corona and Carrizozo have been losing population, although large-lot subdivisions have been developing outside Corona's boundaries. Similarly, subdivisions have been developing outside of Capitan's boundaries, but have not been annexed due largely to water issues.

Estimates from 2005 indicate the average growth rate had slowed to 2.3 percent a year between 2000 and 2005. If this rate continues into the future, the population would reach 38,512 people by 2030, almost double the 2000 population count. The Bureau of Business and Economic Research (BBER), however, believes the rate will slow even further. It has projected increases of 1.4 percent a year, which would result in a population of 29,715 by 2030. These growth rates would translate into 7,800 to 16,000 more people in the County by 2030.

According to local realtors, the majority of incoming residents are recently retired couples. Young families, however, are also moving in. While newcomers traditionally came from west Texas and California, people are now migrating from all over the United States to live in Lincoln County. There are both full-time as well as seasonal residents settling here. Seasonal residents tend to be retirees rather than young families, and may have greater available income to spend. The primary areas of interest for those moving in are Ruidoso and Alto. People are attracted to the small-town quality of life, the abundance of outdoor activities, and other recreational amenities such as the racetrack and casino. Both Ruidoso and Ruidoso Downs intend to annex more land to accommodate the future population growth.

2. Existing Private Land Use Laws and Other Relevant Documents

Lincoln County has an approved subdivision ordinance and is in the process of updating it. The State of New Mexico issues building permits for the unincorporated area of the county, while the Village of Ruidoso issues building permits within its boundaries and its extraterritorial zone (ETZ), which applies within one mile of the Ruidoso Village limits (NMSA 3-21-2 1978).

There is no zoning in the unincorporated part of the County except for a Special Zoning District in Alto and several extraterritorial zones including the Ruidoso Extraterritorial Zone and the Ruidoso Downs Extraterritorial Zone (which regulates a recently annexed subdivision). There are also historical preservation regulations in the town of Lincoln and airport zoning regulations. An ordinance to prevent flood damage was adopted in 2004. The County also adopted the Lincoln County Comprehensive Land Use Plan by resolution in 1998. Many of the goals and actions recommended in that plan are incorporated into the draft of this Comprehensive Plan, particularly in Chapter 4, Natural Resources and Public Land Use.

The Extraterritorial Zoning Authority (ETZA) acts as the governing body for zoning in an extraterritorial zone, while the Extraterritorial Zoning Commission (ETZC) acts as the planning commission for the extraterritorial zone. Two members of the Lincoln County Board of Commissioners and one from the Ruidoso Village Council sit on the ETZA. The ETZC consists of three members appointed by the County Commission, three appointed by the Village Council, and one from outside the Village zoning jurisdiction and the ETZ appointed by a majority of the ETZ Commissioners.

Flood Damage Prevention Ordinance, 2004

This ordinance defines areas of special flood hazard in Lincoln County as those identified by the Federal Emergency Management Agency (FEMA) in a Flood Hazard Boundary Map dated 1978. The ordinance also designates a Floodplain Administrator to implement the provisions of the ordinance, including issuing Development Permits for building. The ordinance describes the basis for granting Development Permits, as well as variances allowed. Finally, it provides general and specific standards in order to reduce future damage from flooding.

Sierra Blanca Regional Airport Zoning Regulations, 1987

The purpose of this zoning is to create conditions for safe flight navigation around the airport. The ordinance creates Approach Zones, Transition Zones, Horizontal Zones and Conical Zones and sets forth regulations regarding the height of structures and trees allowed in each zone. These regulations also require hazard marking and lighting for particular structures.

Lincoln Historic Preservation Ordinance, 2004

The Lincoln Historic Preservation Ordinance was created to protect and preserve the Lincoln Historic District, recognizing the town's historic, cultural, and architectural importance in New Mexico, as well as the economic benefit to neighboring areas of maintaining the historic integrity of the District. The ordinance creates a five-person Lincoln Historic Preservation Board, which is responsible for identifying historic structures, maintaining a list of landmarks, and approving or denying construction or alteration of exterior features of historic buildings. The ordinance regulates several exterior building features including color, material, architectural style, treatment of doors and windows, signs, satellite dishes and solar features. Appendix B of the ordinance provides more detailed architectural guidelines with visual examples of acceptable and unacceptable characteristics.

Outdoor Advertising Regulations

There are two ordinances related to outdoor advertising in the County – the Nogal Townsite Outdoor Advertising Regulations Ordinance and the Lincoln County Outdoor Advertising Regulation Ordinance, both adopted in 2004. These ordinances apply to highways in Lincoln County. The Nogal ordinance allows billboards up to 16 square feet in size along State Highway 37 within the Townsite of Nogal, while the Lincoln County ordinance allows signs up to 300 square feet. The purpose of these regulations is to preserve and enhance the area's visual beauty and prevent visual pollution.

Comprehensive Zoning and Land Use Ordinance of the Alto Lakes Special Zoning District, 2005

The Alto Lakes Special Zoning District was created in 2004, and the ordinance regulating its zoning was adopted in 2005. The District encompasses 2.5 square miles, and includes a country club with a golf course and several subdivisions. The ordinance designates five zones – Single Family Residential, Multi-Family Residential, Neighborhood Commercial, Country Club Commercial, and Community Services Zones. The ordinance describes permitted, conditional and prohibited uses for each zone. It also regulates landscaping, signs and outdoor lighting, and puts forth measures for water conservation. These include strict limits on types of landscaping, the retirement of existing broadcast irrigation systems by 2017, the use of demand-based metering on water softeners, and other conservation measures.

B. Private Land Use Issues and Opportunities

Growth Management. Most residents of Lincoln County value the "rural lifestyle" it offers. This not only refers to agriculture and ranching, but simply the open spaces, relaxed pace of life, and relationship to the environment. Some residents feel that parts of Lincoln County are becoming too crowded, particularly around the Ruidoso area. They want to maintain separate, distinct communities that retain their "small-town" quality rather than having continuous, merged suburban sprawl. At the same time, there is a desire for an increase in the public services that typically accompany larger towns. These include transportation alternatives to the automobile; parks, open space and trails; more police presence; and more libraries, community centers, and other public facilities. Furthermore, some residents view development and population growth as necessary for economic vitality, and they hope to see it continue. At the same time, they want this growth to occur in a controlled way.

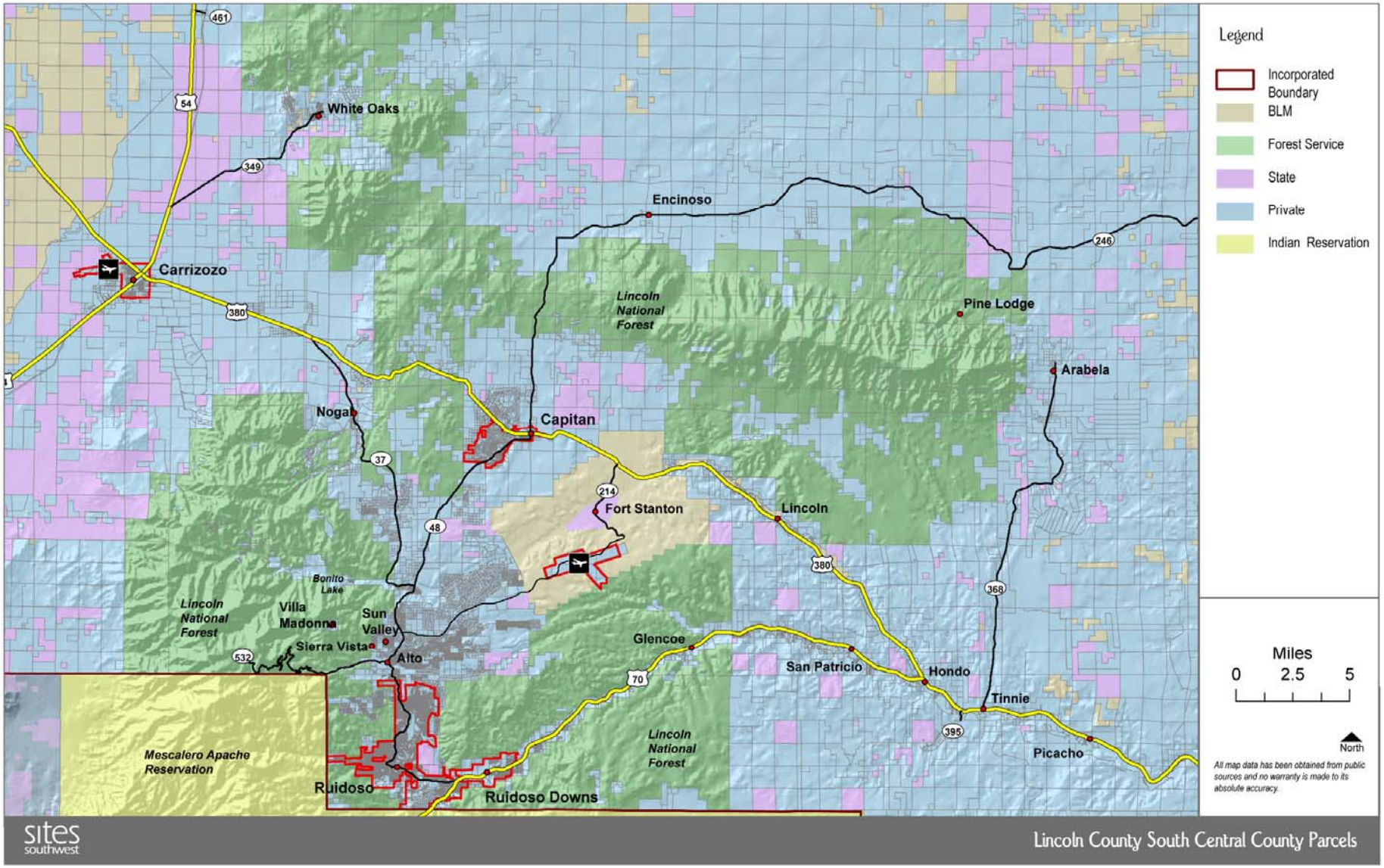
Potential Solutions. Public land in Lincoln County provides some natural open space buffers between communities. The County could reinforce these separations through zoning, purchasing land or parks/open space, or encouraging land trades to consolidate private land and public land parcels. Zoning could encourage or even require more consolidated, self-sufficient mixed-use development. As the County grows, desired services would become more financially feasible. Performance zoning could be crafted to allow greater density as an incentive for providing a community water system, water harvesting, trails and open space or other desirable public benefits.

In addition, zoning and other land use controls were designed to address many of the problems listed above. Zoning allows a government to control such parameters as land use, density, lot coverage, and height. Residents and County officials hold varying opinions about the appropriateness of these measures. Many Lincoln County residents stress the importance of individual property rights and the independence that characterizes much of the West. At the same time, there are conflicts such as adjacent residential and industrial uses that could be best resolved through zoning. Possible solutions short of county-wide zoning include making better use and enforcement of zoning in the extraterritorial zoning districts and adopting Special Zoning Districts in particular places. The Special Zoning District state statute allows zoning to be adopted for a discrete area encompassing no more than 20,000 contiguous acres that are outside the boundary limits of an incorporated municipality yet within a county that does not have county-wide zoning (NMSA 3-21: 5-18 1978). At least 150 single family dwellings must be within the area and a minimum of 51 percent of the registered electors residing within the area must sign a petition requesting it. The petition and a plat of the district area is then filed with the county clerk.

To exercise stricter control over the pace of growth, the County could consider issuing only a limited number of building permits each year, though this would likely drive up the cost of land. Tying subdivision approval to water rights or installation of community water systems would also slow the pace of growth.

Water and Other Infrastructure. Often, there is not sufficient infrastructure—water, wastewater, roads, schools— in place to support growth. Of particular concern is the quantity and quality of water available for the existing population and future generations. The existing subdivision law only requires developers to prove sufficient water be available for the subdivision for 40 years, while other counties are beginning to require sufficient water for 70-100 years. Many residents wonder what the effects are of multiple individual subdivision wells on the whole aquifer system. They also question the wisdom of allowing the drilling of individual wells on land where water rights have already been sold and of permitting an increase in high water use golf courses.

Figure 7. Lincoln County South Central County Parcels



Potential Solutions. Other jurisdictions have used development impact fees, land dedications, cash-in-lieu-of payments, or other methods to ensure new development pays more of its way. Development impact fees are one-time charges applied to offset the additional public service costs of new development. Usually applied when the building permit is issued, they are dedicated to the provision of additional services such as roads, water and sewer systems, libraries, and parks and recreation facilities, made necessary by the presence of new residents in the area. They cannot be used for operations, maintenance, or the repair or replacement of existing capital facilities. Land dedications or cash-in-lieu-of payments for parks or schools are sometimes required for subdivision approval, again to help offset the additional costs of new development.

A landscape ordinance or zoning ordinance could require golf courses to use treated wastewater for irrigation and/or low water use turf.

Environmental. Many local people would like to see the County move in the direction of environmental sustainability by promoting "green building." This growing trend reduces the amount of fossil fuels and harmful materials used in the construction or remodeling of homes and other buildings, while also creating more energy-efficient structures that provide both financial and ecological benefits into the future. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the nationally-accepted standard for the design, construction, and operation of these buildings. Based on a number of factors, a building can be granted Certified, Silver, Gold, or Platinum status under the LEED program. In 2007, the State Legislature was considering a bill that would provide tax credits for residential and commercial construction adhering to Build Green NM or LEED standards (HB 534).

Traffic Volumes. Increasing growth is also adding to traffic volumes in the County. As few new subdivisions offer commercial or retail uses, residents have to drive to Ruidoso or other towns for these services. Moreover, while many service jobs are located in the Ruidoso area or on the Mescalero Reservation, most affordable housing is based in Capitan.

Potential Solutions. One solution is to locate government, office, commercial and retail uses in several places in the Carrizozo, Capitan, Lincoln, and Hondo areas. This would disperse the traffic flows among several roads and help mitigate the congestion flowing in and out of Ruidoso. Another solution is to provide affordable housing closer to jobs. A bus loop linking the major towns in the south central part of the County would also provide other transportation options. (See the Housing and Transportation Chapters for goals related to these issues).

Public Safety. Some in the County feel that existing County ordinances are inadequate to sufficiently protect the public health and welfare. There are no regulations, for example, requiring residents to maintain defensible space around their homes to allow firefighters to squelch fires or to cut down on the potential spread of wildfires, a serious threat to residential development near or within the forest. There is often no on-site source of water, such as hydrants, to fight fires. Many subdivisions offer only one entrance/exit, hindering evacuation of residents during fires. In the past, the County has encouraged development of private roads to avoid maintenance costs, but this has resulted in roads that do not connect to public roads, further blocking access and evacuation routes.

Another issue is that there is often a desire to develop housing along rivers or other areas that have scenic qualities, but are also sensitive natural resources. Use of septic tanks near the rivers poses the threat of water contamination. Flooding can also be a potential hazard. While the Flood Control Ordinance addresses this, it is sometimes ignored by the state inspectors who issue building permits.

Potential Solutions. Most of these issues are addressed in the Hazard Mitigation Chapter 11. The County subdivision ordinance, however, could require an on-site source of water to fight fires, more than one entrance/exit to subdivisions, and private roads to connect to public roads.

Subdivision Exemptions. A number of exemptions from the subdivision law allow parcels to be subdivided without meeting County requirements for water availability, legal access, and roadway designs. Examples include subdivisions of parcels 140 acres or larger, splitting off a single parcel or tract not part of a subdivision every 5 years, land divisions for grazing or farming, and gifts to family members (NMSA 47-6 1978). Moreover, without zoning, any land use can be established anywhere; for example, an industrial plant or dairy feed lot can be constructed next to expensive homes. Some stakeholders are also concerned that there are subdivisions so large that they exceed Lincoln County's jurisdiction and thus do not have to abide by the current subdivision regulations.

Potential Solutions. Limit the number of exceptions to the County subdivision law to only a few specified in the New Mexico Subdivision Ordinance. Conduct regional planning to address large subdivisions that exceed the County's boundaries.

Farming and Ranching. The rising price of land combined with falling incomes from agriculture make it difficult for ranchers and farmers to purchase new land at reasonable prices or have money to spare to invest in improvements. With heirs often reluctant to continue farming or ranching, and farmers needing income for retirement, more land is being sold for subdivisions.

Potential Solutions. Other jurisdictions are using a number of strategies to retain farm and ranchland. Some have formed agriculture districts, which affords protection from nuisance suits, and created agricultural zoning, which helps retain the critical mass of land necessary for farming or ranching. New state legislation just signed by the governor helps address this by expanding on existing state tax credits allowed under the New Mexico Land Conservation Incentives Act for taxpayers who donate land or easements for conservation purposes (NMSA 75-9: 1-6 1978). The new Real Property Transfer Tax Credit, which goes into effect January 1, 2008, increases the tax credit, which is for 50 percent of the value of the donation, from $100,000 to $250,000 and makes the credit transferable (NM House Bill 990). This allows farmers and ranchers to use proceeds from the sale of their tax credits to sustain and expand their operations. Landowners who donate land and easements for conservation purposes are also potentially eligible for federal tax incentives, as specified under the new Pension Act of 2006.

Historic Preservation. Residents also see the need to ensure appropriate resources and measures to protect the County's historic buildings and places. There are several groups that have worked in the County towards historic preservation, including the Lincoln County Historical Society, the Fort Stanton Partnership, the state Department of Cultural Affairs, and Cornerstones Community Partnerships. The Lincoln County Historical Society has identified several of the historic "crown jewels" of the County, including the old Dowlin Mill in Ruidoso and Fort Stanton. The society is seeking to partner with other leadership organizations to help work toward preserving these places.

Potential Solutions. The County could work with and support the work of the Lincoln County Historical Society and other state and local organizations and agencies. Residents could help inventory historic buildings and places in the County. The County could also post information on its website about tax credits and other incentives for private owners to take advantage of for the preservation and rehabilitation of historic buildings.

C. Future Private Land Use Vision and Goals

1. Trend

- Lincoln County will continue to grow, with the majority of residential and commercial growth within and around Ruidoso, Ruidoso Downs, and Capitan.
- Potable water will become less available in these areas; use will impair senior users.
- Traffic in the area will continue to worsen as residents flock to services and jobs in Ruidoso.
- Development along the rivers will lead to contamination.
- Wildfires will place many residents and homes at risk of destruction.
- Large-lot and gated subdivisions will continue to attract full-time and part-time out-of-state homeowners.
- Service workers will become more difficult to hire due to the shortage of affordable housing.

2. Alternative Vision

- The County provides for orderly and appropriate growth in the County while protecting individual property rights and the public's health, safety and welfare.
- A higher proportion of the costs of new development are recovered from developers to avoid undue financial burden on existing residents.
- Land use controls favor the retention of distinct communities that have a small-town feel.
- Employment, housing and commercial services are decentralized rather than concentrated in Ruidoso, to help disperse traffic volumes.
- New developments have sustainable potable water supplies that do not impair senior water rights' users, the rivers, or the aquifers.
- Mixed-use development provides a range of housing options, including affordable housing for service workers, as well as some neighborhood commercial and retail space for residents.

PLU Goal 1.	**Manage growth to maintain the small town, rural quality of individual communities.**	
	Strategy 1.	*Encourage neighborhood retail and commercial uses within walking distance in new subdivisions or designate small commercial activity centers in proximity to a cluster of subdivisions. Success may depend on trade area population, incomes, and permanency of residents.*
	Strategy 2.	*Consider requiring monitoring of well withdrawals and depths in community water systems and making approval of future subdivision phases contingent on the demonstration that sufficient potable water remains available.**
	Strategy 3.	*Encourage development of a range of housing types and lot sizes within new subdivisions, planned unit developments, and other new residential developments.**
	Strategy 4.	*Encourage smaller lot sizes and higher density residential use adjacent to incorporated villages and towns. Require community water systems or extension of municipal water and sewer for these uses.*
	Strategy 5.	*Encourage setting aside "greenbelts" between municipalities and subdivisions as open space or farmland to retain the separation between municipalities.*

	Strategy 6.	*Encourage development of larger lot subdivisions and conservation subdivisions in areas more distant from incorporated towns.*
	Strategy 7.	*Site County buildings and encourage siting of other public buildings in areas other than Ruidoso to help decentralize jobs and services.*
	Strategy 8.	*Improve zoning and increase zoning enforcement within the extraterritorial zones of Ruidoso and Ruidoso Downs and other communities to accomplish strategies 1 through 6.*
	Strategy 9.	*Consider the creation of Special Zoning Districts or the use of other zoning tools in high or special growth areas to implement Strategies 1 through 6.*
	Strategy 10.	*Work with Capitan to establish an extraterritorial zone.*
	Strategy 11.	*Offer incentives, such as performance criteria, to subdivisions that include the desirable land use pattern in Strategies 1 through 4.*
PLU Goal 2.	**Control the pace of growth in Lincoln County.**	
	Strategy 1.	*The County should assume the administration of building permits outside the limits of incorporated towns and villages in Lincoln County and make sure all requirements are met before approval.*
	Strategy 2.	*Consider limiting building permits issued annually in the unincorporated part of the County.*
PLU Goal 3.	**Revise the County subdivision ordinance to better protect the public's health, safety and welfare.**	
	Strategy 1.	*Require residential developers to provide proof of a sustainable supply of potable water for 100 years or more. The analysis must consider the impacts on adjacent lands and the entire aquifer.**
	Strategy 2.	*Require subdivisions of a certain size to obtain potable water from a community water system, such as a mutual domestic or cooperative.**
	Strategy 3.	*Require subdivisions that plan to drill individual domestic wells on land for which water rights have already been sold (double-dipping) to provide other water rights.**
	Strategy 4.	*Require community wastewater systems for new subdivisions where deemed feasible and necessary due to parcel size, density, soil conditions or other factors. **</*
	Strategy 5.	*Require private roads to align and connect with public roads, whether or not dedicated to the County.*
	Strategy 6.	*Restrict exemptions from the subdivision ordinance to only the following: a) sale or lease of space in buildings, b) severing only gas, oil, mineral or water rights c) court orders, d) only moving parcel lines, e) creating burial plots, and f) security for mortgages.**
	Strategy 7.	*Prohibit development on steep slopes.**
	Strategy 8.	*Require the provision of adequate sewage lines in new subdivisions to support low-flow toilets and other water-saving technologies.*
	Strategy 9.	*Make other changes to the subdivision regulations based on the recommendations in the Transportation, Infrastructure, Water Resources, Community Facilities and Services, and Hazard Mitigation chapters of this document.*

PLU Goal 4.	**Ensure that infrastructure keeps pace with development.**	
	Strategy 1.	*Conduct an analysis to determine the appropriateness of imposing impact fees on new development so developers pay for their proportionate share of the cost of new roads, parks, schools or other required infrastructure. In the analysis, consider the number of building permits, potential service area, and whether sufficient revenue could be generated to meet state regulations to provide specific infrastructure within a certain time frame. Allow reduction of impact fees for developments that include affordable housing, green building, preservation of open space, or other desirable qualities as noted in this document.*
	Strategy 2.	*Encourage developers to provide land and facilities for parks, open space or trails as part of their subdivisions or contribute cash-in-lieu-of land. *****
	Strategy 3.	*Develop revenue streams and a comprehensive inspections process for all improvements, including utilities and road development.*
PLU Goal 5.	**Support the continued viability of agriculture.**	
	Strategy 1.	*Encourage development of large-lot limited development subdivisions which develop only a small portion for residential uses and preserve the rest for open space or agricultural use.*
	Strategy 2.	*Adopt a Right-to-Farm ordinance to protect farmers and ranchers from nuisance suits filed by new residents.*
	Strategy 3.	*Consider forming a special agricultural district, which would protect farmers and ranchers from eminent domain and municipal annexation, offer enhanced right-to-farm protection, and provide tax incentives.*
	Strategy 4.	*Follow the other recommended strategies regarding agricultural viability under Economic Development Goal 6.*
PLU Goal 6.	**Promote the preservation of historic buildings in Lincoln County.**	
	Strategy 1.	*Inventory historic buildings in the County. Post their photos on the County website.*
	Strategy 2.	*Publicize tax advantages, both federal and state, available for rehabilitating historic buildings.*
	Strategy 3.	*Support the work of the Lincoln County Historical Society.*
PLU Goal 7.	**Encourage "green building" in the County.**	
	Strategy 1.	*Encourage residents to take advantage of state and federal tax credits for green building.*
	Strategy 2.	*If the County adopts impact fees, reduce these for subdivisions adhering to green building standards, or include these in performance criteria, if adopted.*
	Strategy 3.	*Host educational sessions about green building for local developers, contractors, and homeowners.*

*Indicates requirements stricter than the New Mexico Subdivision Statute.

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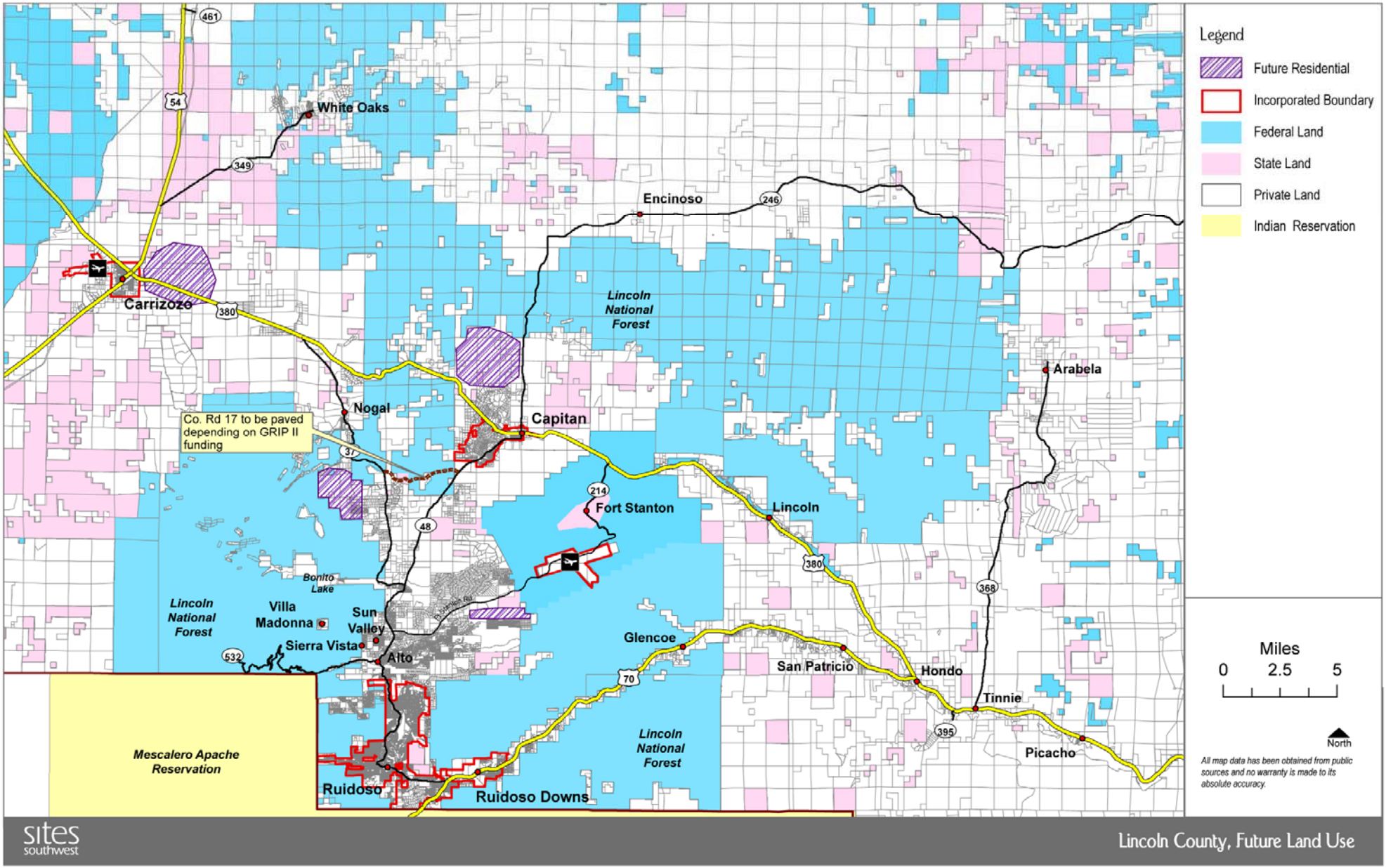
Figure 8. Future Land Use Map



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4. Natural Resources and Public Land Use

Of the 3,109,120 acres that comprise Lincoln County, about 43 percent are publicly-owned lands which are managed and administered by a variety of agencies. These include the U.S. Forest Service (USFS), Bureau of Land Management (BLM), state, and Department of Defense (White Sands Missile Range) lands. These agencies are required to work with local counties in a way that promotes and respects the local custom and culture of the area. Some of these state and federal lands are used for public recreation, hunting, mining, and grazing, and they also contribute to the County's reservoir of open space and its rural character. Because of the large amount of publicly-owned land in the County, treatment of this resource is very important.

A. Related Documents

Memorandum of Understanding (MOU) between Lincoln County Commissioners, Lincoln, New Mexico and the U.S. Department of the Interior Bureau of Land Management (BLM), 1997

The MOU between Lincoln County and the BLM was created with the intent of establishing a harmonious and productive relationship between the two agencies and to determine how each would participate in the other's planning processes, as well as create joint planning processes when appropriate. The MOU notes that the planning and management activities of both agencies should consider the impact of decision-making on the cultural values and economic and social stability of the County.

County of Lincoln Public Land Use and Rural Affairs Advisory Committee Ordinance, No. 2006-7

This ordinance takes the place of and reenacts the previous Ordinance 2003-03, which amended Ordinance 2002-09, that first created a Public Land Use and Rural Affairs Advisory Committee (PLURAAC). Ordinance 2006-07 puts forth terms for appointment to and dismissal from the five-person group. The primary objectives of PLURAAC are to engage in fact-finding about Lincoln County's natural resources; coordinate the development and monitoring of proposed uses of public lands and natural resources with special attention to recreation, hunting, fishing, water, fuel wood harvesting, timber harvesting, mining and grazing; to monitor plans and activities of federal and state agencies that are active in the County; and to work to protect private property rights, among other tasks.

Lincoln County Comprehensive Land Use Plan (LCCLUP)

The Lincoln County Comprehensive Land Use Plan is a working and evolving document. The most recent version was adopted by Ordinance 1998-02, although PLURAAC has made numerous revisions since then, which have not yet been adopted by the Commission. The planning process surrounding the plan was first guided by an Agriculture and Rural Affairs Committee, created in 1991 and amended in 1998, which was eventually combined with the Public Land Use Advisory Committee to form the PLURAAC in 2002. The LCCLUP details Lincoln County customs and culture related to the area's rural lifestyle, and specifically addresses how state and federal agencies should interact with County functions in a way that is respectful of this local character. The plan describes general conditions of forest health, air and water quality, range conditions, wildlife management, mineral resources, environmental health and waste, and then lays out recommended goals, policies, and action plans for these topics. One of the

overarching goals of the LCCLUP is to provide guidance to the County in long-range planning relating to natural resources and land use. Hence, information from the LCCLUP was used to inform the elaboration of this Comprehensive Plan, particularly this chapter.

B. Existing Natural Resources and Public Land Use Conditions

1. Forest Resource Conditions

Approximately 11.7 percent, or 362,212 acres, of Lincoln County land is managed by the Forest Service. The Bureau of Land Management manages an additional 16.1 percent, or 501,190 acres, which may be forested, and there may also be forest resources on private and state-managed land. Forest resources are important for their environmental benefits, including their positive impact on air quality, wildlife habitat, and aesthetic value. Forest health is also integral to the economic prosperity of Lincoln County, as tourism is based largely on the natural features and recreation in the area.

A variety of practices have been used over the years to manage forest resources. Previously, these included logging and thinning techniques, which served to reduce fire threats from high fuel loads (overgrown forests), natural disease and insect infestations. Recently, conducting prescribed burns has been the preferred method to address these issues by federal agencies.

2. Rangeland Conditions

Federal and state trust lands provide an important grazing resource for Lincoln County ranchers. According to a report by the U.S. Department of Agriculture's Economic Research Service, Lincoln County ranchers as a group are between ten and thirty percent dependent on U.S. Forest Service or BLM lands to provide forage for their livestock (USDA, 2002).

Conditions of rangelands in Lincoln County have been improving since the 1930s. Part of the reason for this has been effective public-private partnerships. According to a 1993 report, it was estimated that at the time, the average rancher invested about $7,000 per year in making improvements on federal and state trust grazing lands, including water and trail development and maintenance (Fowler). The state and federal agencies themselves have also made efforts to improve the quality of the rangelands. Range Betterment Funds are those collected from grazing fees by the BLM, and Range Improvement Funds are the same fees when collected by the USFS. These monies are used for planning and implementing rangeland improvement projects. The BLM has funded programs to improve vegetation viability by installing fencing, conducting water development initiatives, undertaking prescribed burns, and engaging in brush management. The Natural Resources Conservation Service has also awarded funds used to engage in similar conservation efforts on federal, state trust, and private lands (Shanks, 1997).

Rangelands are also utilized by the public for non-agricultural uses, including recreation, hunting, mining, and other activities.

3. Flora and Fauna Existing Conditions

Lincoln County is home to numerous types of wildlife and domesticated animals. Among these are a variety of federal and state-designated threatened and endangered species, as well as listed species of concern, including 12 species of birds, four mammals, two fish species, one amphibian species, and one invertebrate species. Federally-listed endangered species include the Southwest willow flycatcher and the back-footed ferret, while federally-listed threatened species include the bald eagle and the Mexican spotted owl. State-listed endangered species include the brown

pelican and the penasco least chipmunk, in addition to the Southwest willow flycatcher (Biota Information System of New Mexico provided through the NM Game and Fish Department). In addition, 25 species of rare plants are present in Lincoln County, including one state-listed endangered species, the Kuenzler's hedgehog cactus (New Mexico Rare Plant Technical Council). Steps taken at the federal and state levels to protect endangered species include promoting habitat protection, creating more stringent regulations on predator control, increased grazing fees, and implementing restrictions on timber harvesting and mineral extraction, among others.

Big game species in Lincoln County include deer, elk, antelope, and Oryx. However, deer populations have been in decline due to predation and increased hunting, while the elk population has been increasing. One possible reason for this shift is fire suppression and human population increases, which create a vegetative pattern that favors elk herds.

There are also a number of large predator species in the County, including bears, mountain lions, and coyotes. These animals are valued as symbols of wilderness, and due to conservation efforts, their populations have been increasing throughout the West. However, as predators, they can be extremely damaging to livestock. Young calves and lambs in the spring and early summer are particularly vulnerable to attack. Across New Mexico in 2000, 10,300 sheep and lambs were killed, valued at $565,000, and 5,700 head of cattle were killed, valued at $2 million (National Agriculture Statistics Service). Coyotes were responsible for about 75 percent of the damage, while mountain lions caused about 15 percent of losses. Lincoln County ranchers have experienced their share of livestock losses to wildlife predation as well. However, the Wildlife Services Program (WS) of the Animal and Plan Health Inspection Service (APHIS) of the USDA aims to help ranchers protect their livestock from predators without decimating local wildlife populations. They offer technical assistance to ranchers by providing information and recommending ways to mitigate the specific predation problem, and when necessary, they provide direct assistance by visiting producers and formulating ways to address the issue. Techniques to prevent predation include fencing in livestock, corralling them at night when they are most vulnerable, shed lambing (bringing pregnant ewes indoors to birth and raise their lambs until they are larger), using guard animals such as dogs, and using predator frightening devices such as loud noises, sensor lights, or other repellants. Using a combination of these methods is called integrated pest management (IPM). However, sometimes IPM is not effective enough to protect livestock, and WS is called in to track, capture, and remove the responsible predators. Although non-lethal methods are preferred, sometimes predators must be killed if all other options fail and state and federal laws allow.

Lincoln County plant life ranges from grasses to desert flora and ponderosa pines. However, there are also a number of invasive exotic species that sap up water resources and crowd out native plants. Saltcedar and Russian olive are two of the most prevalent and detrimental exotic tree species that the BLM is working to eradicate on its lands.

4. Mineral and Other Resources Existing Conditions

Historically, mining was an important industry in Lincoln County and spurred the growth of many small settlements. Gold was discovered in White Oaks in 1879 and mining flourished there until the early 1900s. The Nogal and Gallinas districts also produced significant amounts of metals and minerals during that time period. The primary mineral resources that have been discovered in Lincoln County are gold, coal, iron, lead, copper, zinc, fluorite, bastnaesite, gypsum and tungsten (Griswold, 1959).

Today mining does not form a large portion of economic activity in Lincoln County, but it did provide 1.4 percent of County jobs in 2004, up from 0.3 percent in 1970. There are possibilities of expanding mining in the County, and the New Mexico Institute of Mining and Technology (also known as New Mexico Tech), located in nearby Socorro, is a valuable resource that can provide research and technical assistance.

C. Natural Resources and Public Land Issues and Opportunities

1. Forest Resources Issues and Opportunities

Prescribed Burns. Historically, low intensity fires occurred naturally every three to seven years in the ponderosa pine forests, reducing the fuel loads and helping to maintain forest health. However, due to human settlement and development in the area, naturally occurring fires are usually quickly extinguished, and have been replaced with man-made prescribed burns. However, there are potential concerns with using prescribed fires as the only method for managing forest resources. First, there is the possibility that prescribed burns could get out of control and spread to other parts of the forest which have high fuel loads since they have not been mechanically or naturally thinned but rather allowed to develop densely for wildlife habitat. This could lead to a catastrophic fire, which could have long-lasting detrimental effects on the environment due to the high heat created (as compared with a fire from a smaller prescribed burn), as well as create a threat to human life, homes, businesses, and other structures. Second, prescribed burns do not have the positive economic benefit that a controlled and carefully-monitored logging program could have on neighboring communities. Some residents have expressed interest in developing a sustainable timber extraction program that would thin the forests, providing some level of fire protection, helping to improve the watershed, and also creating local economic benefits. The drawbacks to thinning, however, include the development of more roads, which can fragment and disturb wildlife habitat. Strategies related to timber extraction will be elaborated in the Economic Development chapter.

Access. A second issue is that residents would like expanded access to federal and state trust lands, including the forests, for recreational uses including hunting, fishing, biking, hiking, and horseback riding. Although there are currently federal and state trust lands dedicated to those uses, the need has expanded as the local population has increased. Access to these lands has sometimes been a problem. In addition, in existing recreational areas there have been issues with the misuse of these lands when visitors do not follow BLM or USFS regulations.

Coordination. Finally, some members of the community have expressed their perception that there is a lack of communication between the USFS and the County. They believe that the County should have a stronger voice in decisions over how federal forest lands are managed. Coordination between the County, the USFS and other public entities is encouraged.

2. Rangelands Issues and Opportunities

Access. It is important that state and federal agencies continue to provide access to rangelands for grazing, public recreation, mining, and other activities and uses. It is also necessary to continue to improve the quality of rangelands so that they provide a sustainable resource into the future.

3. Flora and Fauna Issues and Opportunities

Predator Control. Predator control continues to be a problem for local ranchers, and it is necessary to find ways to improve wildlife management techniques while also maintaining these animals as an important natural resource.

Large Game Management. There is also a need for management of large game animals. The increase in elk can cause deterioration of rangelands, and there has been a rise in elk encroachment on residential properties. In addition, the increase of elk and deer near human populations has resulted in a rising number of dangerous automobile accidents around the County. Furthermore, there is a need to adequately manage the off-range hunting of oryx.

Invasive Species. Finally, it is necessary to control the spread of noxious weeds, saltcedar and Russian olive.

4. 4. Mineral and Other Resources Issues and Opportunities

Mining Development. Lincoln County has the potential to develop its mining resources as a medium-to-large scale industry, and also for individual prospectors as part of the tourism industry. At the same time, past mining operations have left polluted sites that can be a potential source of groundwater contamination. It is important to balance the economic benefits of mining with the ecological and public health impacts, and mitigate these as needed.

Renewable Energy. Several public participants stressed the need to develop sources of alternative, renewable energy. This could come from solar and wind sources, the sustainable extraction of timber, and biomass sources. Goals related to the development of these industries are discussed in the Economic Development Chapter.

D. Natural Resources/Public Land Use Vision and Goals

1. General

NR/PL Goal 1. Ensure that the County's custom and culture, needs and interests are taken into consideration and prioritized by state and federal agencies operating in the County.

Strategy 1. Become the lead or joint-lead agency when state or federal agencies take on projects, issues, planning efforts or other initiatives that impact the County.

2. Forest Resources Goals and Strategies

NR/PL Goal 2. Promote the sustainable extraction of slash, timber, and wood products on federal and state trust lands within the County as a fire protection measure, to promote watershed health, and as a small-scale economic development strategy.

Strategy 1. Collaborate with the USFS, BLM, State Forestry Division and the State Land Office to increase opportunities related to the productive use of slash, wood and timber products on state and federal lands.

Strategy 2. *Follow strategies related to sustainable timber extraction under Economic Development Goal 3, Water Resources Goal 2, and Hazard Mitigation Goal 4.*

NR/PL Goal 3. Expand and improve public recreation opportunities on federal and state trust lands in Lincoln County, ensuring that there are sufficient facilities and measures in place to handle increased volume.

Strategy 1. *Identify federal and state trust lands suitable for recreation and work with the appropriate agencies to establish public recreation areas there.*

Strategy 2. *Work with state and federal agencies to ensure that existing public recreation areas have sufficient facilities and access.*

Strategy 3. *Work with the appropriate state and federal agencies to expand public education regarding regulations on federal and state trust lands through improved signage, information stations, etc., in order to prevent misuse of these lands.*

Strategy 4. *Work with the appropriate state and federal agencies to expand monitoring and enforcement of regulations on their lands to prevent misuse of these lands.*

3. Rangelands Goals and Strategies

NR/PL Goal 4. Ensure the continued use of federal and state trust rangelands for grazing, mining, recreation, and other public uses and activities.

Strategy 1. *Participate in USFS, BLM and State Land Office planning efforts to maintain and/or expand opportunities for grazing, mining, recreation and other public uses and activities on the agencies' lands.*

NR/PL Goal 5. Continue to improve the quality of rangelands on federal and state trust lands.

Strategy 1. *Promote effective harvest management of timber and tree thinning, as noted above under Goal 2, including the harvest of juniper and piñon.*

Strategy 2. *Encourage effective watershed management by following the strategies put forth in the Water Resources Chapter.*

Strategy 3. *Follow the strategies recommended below under Goal 8 to limit invasive species on rangelands.*

4. Flora and Fauna Goals and Strategies

NR/PL Goal 6. Limit predation on livestock using wildlife management techniques that still maintain wildlife as an important natural resource.

Strategy 1. *Continue to work with the USDA APHIS Wildlife Services Program to address predation problems on state trust, federal, and private lands.*

NR/PL Goal 7. Work to effectively manage large game herds in Lincoln County.

Strategy 1. *Work with the New Mexico Game and Fish Department, as well as the USFS, BLM, and Department of Defense, as necessary, to develop and implement plans for improving the management of elk, deer, antelope, and oryx herds in Lincoln County.*

Strategy 2. *Encourage the confinement of the oryx population to the White Sands Missile Range.*

Strategy 3 . *Ensure that there are sufficient opportunities for a sustained harvest of large game animals in a manner that is beneficial to the overall game populations.*

NR/PL Goal 8. Eliminate detrimental invasive species in the County.

Strategy 1. *Support current efforts by state and federal agencies to eliminate saltcedar and Russian olive from the lands they manage.*

Strategy 2. *Encourage the elimination of salt cedar and Russian olive on privately-owned lands.*

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5. Housing

A. Existing Housing Conditions

According to the U.S. Census, Lincoln County had a total housing inventory of 15,298 units in 2000. This reflected a 21.2 percent increase since 1990. The majority of these units, 64 percent, are detached single-family homes. An additional 22 percent of housing is made up of mobile homes. Only 8.6 percent of homes are in multi-family developments of two or more units. However, many housing units are seasonal, vacation, or second homes, and are not occupied year-round. Only 54 percent of units in Lincoln County are regularly occupied, while 39 percent are used seasonally, and seven percent are vacant. Of regularly-occupied units, 77 percent are owner-occupied, and 23 percent are occupied by renters.

Much of Lincoln County's housing stock is aging. Nearly half, 47 percent, was built before 1980. An additional 27 percent was built between 1980 and 1989, and the remaining 26 percent was built in 1990 or later.

1. Housing Affordability

The 2000 Census included a sample survey of 3,867 owner-occupied homes in Lincoln County to gather information about housing costs relative to residents' incomes. Nearly 68 percent of homes in the 2000 survey cost under $150,000, down from 90 percent in 1990. About half of those fall in the $50,000 to $99,999 range. Homes costing $200,000 or more rose from five percent of the housing sampled in 1990 to 18 percent of those surveyed in 2000. This may be related to the influx of retirees to the County and the growth of new planned communities and subdivisions. Despite the increase in availability of more expensive housing, the sample survey indicated that housing is still fairly affordable in Lincoln County, even more so than in 1990. The percentage of households paying less than 30 percent of their monthly income on housing grew from 71 percent in 1990 to 79 percent in 2000. In fact, 60 percent of those sampled in 2000 spent less than 20 percent of their monthly income housing. Furthermore, the percentage of people spending 35 percent or more of their monthly income on housing costs decreased from 21 percent in 1990 to 16 percent in 2000.

However, the picture of affordability may be skewed due to the arrival and settling of people with higher incomes in Lincoln County. Anecdotal accounts suggest that there is a shortage of affordable housing for workers, particularly in the Ruidoso – Ruidoso Downs – Capitan region. In addition, local realtors suggested that housing prices have been steadily rising over the last decade at a rate of nearly ten percent per year. Housing is usually considered affordable when a household pays less than 30 percent of its monthly income on housing costs. As noted above, the percentage of Lincoln County residents paying less than 30 percent of their income on housing has increased since 1990, but the fact remains that about 21 percent of residents still do not have a sustainable income-to-housing cost ratio. In addition, this percentage may have increased since 2000.

In recent years, the issue of having an adequate supply of affordable "workforce housing" has emerged as a challenge to municipalities, counties and states across the U.S. The workforce, in this case, is loosely defined as public servants and people in service and professional fields, as well as other workers, who do not earn enough to be able to afford decent housing, yet earn too much to qualify for federal housing subsidy programs (CCDC Workforce Housing Task Force, 2006). The result is that these middle-income workers, including teachers, police officers, and construction workers, must look for housing in areas far from the communities where they serve. The higher commuting time contributes to other problems such as air pollution, traffic

congestion, lower worker productivity, and overall lower quality of life (Advisory Commission, 1991).

The basic reason that housing becomes unaffordable is that housing prices dramatically increase while wages and salaries remain stagnant, or do not sufficiently increase. This can occur in areas where the majority of new jobs and economic growth are in low-wage industries such as the construction, retail trade, services, and tourism sectors, as is the case in Lincoln County (Clarion Associates et. al, 2007). Meanwhile, there are few incentives for developers to create affordable housing, as they stand to profit more from building luxury housing. Not only are there not incentives, but some national studies indicate that there are regulatory deterrents to creating affordable housing. A report to the President in 1991 by the Advisory Commission on Regulatory Barriers to Affordable Housing showed that subdivision regulations, zoning, drawn-out permitting processes, and excessive regulations in general created financial burdens on developers that would then get passed on to consumers in the form of higher housing costs. The Commission described the root of this problem as two-fold; first, there are often conflicting public policy objectives (such as the need for environmental protection vs. affordable housing), and second, the "not-in-my-backyard" or NIMBY attitude espoused by many neighborhood activists and others that get translated into local codes. Examples of this include subdivision regulations and zoning that prohibit multi-family housing, or in Lincoln County, subdivision regulations that encourage large lot sizes over smaller ones.

There are several programs that operate in Lincoln County to address the affordable housing issue. The Region VI Housing Authority serves southeastern New Mexico, and offers housing vouchers (commonly known as Section 8) to tenant families meeting low-income requirements. The Southeast New Mexico Action Corporation also operates in Lincoln County out of Ruidoso. This organization provides rent, mortgage, and utility assistance to qualifying families and runs a new partnership program with Group Workcamps that helps youth teams rehabilitate housing for elderly, disabled, and low-income residents.

Although the programs listed above provide important services to some low-income families in Lincoln County, the problem of affordable housing has spread to middle-income households as well, as previously described.

B. Housing Issues and Opportunities

Lincoln County faces several related housing issues which in turn impact economic development and quality of life.

Affordable Housing. As noted above, residents across the County mentioned the need for affordable housing. At first glance, this problem appears to be centered around Ruidoso, the largest and most resort-like community. However, places such as Capitan, Carrizozo, and Corona are also experiencing a housing crunch, and some worry that the poorest residents are being displaced. Affordable housing is needed for first-time homebuyers as well as renters.

Housing-Jobs-Transportation Mismatch. In the southern part of the County where most of the population is concentrated, there is a mismatch between the location of housing and jobs. The majority of jobs are based in and around Ruidoso, while much of the workforce lives in Capitan, though as noted above, housing is becoming less affordable and hard to come by even there. Furthermore there is a lack of public transportation to serve the commuting population. This creates related problems of heavy traffic, increases driving time, and puts a strain on natural resources and air quality, all of which affect the overall quality of life in the area.

Potential Solutions. Across the country, a variety of strategies has been employed to attempt to remedy the issue of affordable housing. Generally, the first step is for a community to assess the extent of the problem through a housing needs assessment study. This usually addresses the existing need for affordable housing based on current demographic, employment and housing data (Healthy Mountain Communities, 2004). Once the need has been defined, communities can adopt various approaches, which are briefly summarized below.

- **Removing regulatory barriers**. Examples include ensuring that zoning allows sufficient land for a variety of housing types and densities; eliminating excessive site development standards; eliminating obsolete building code requirements; reducing minimum lot sizes and setbacks in some or all areas; relaxing height requirements in some or all areas; and allowing accessory dwelling units.

- **Implementing an inclusionary zoning policy**. Inclusionary zoning requires developers to include a certain percentage of affordable units in new residential developments of a certain size. When creating this type of program, the following aspects must be considered: the percentage of affordable units required; the target income range for affordable units; alternatives to construction of on-site affordable units; exemptions from the inclusionary requirement; occupancy standards; duration of the affordability requirement; and management of the affordable units.

- **Implementing an affordable housing mitigation policy**. This is a way for both residential and nonresidential developments to mitigate the demand for affordable housing created by the development. The demand is based on the size and type of development, the type and amount of workers that will be created by the development, and the gap between the workforce income and available housing costs. Generally, the workforce created by a new development includes construction personnel, the employees that will work at the new development (if nonresidential), the workforce needed to maintain the property (if residential – includes landscapers, cleaning personnel, etc.), and the critical workers needed to provide public services (such as teachers, police officers, etc.). Types of mitigation include building affordable housing outright; paying a housing assistance fee in lieu of building housing; providing land of an equal value to the in-lieu fee; and converting existing market rate units to affordable housing units. Housing mitigation policies can be quite successful in offsetting the demand for affordable housing created by new developments, but they require a great deal of research in order to be properly implemented.

- **Providing developer incentives**. Developer incentives reward projects that include a certain percentage of affordable units by providing one or more of the following: density bonuses; height variances; design flexibility; expedited or fast-track permitting processes; subsidies; and impact or other fee waivers, reductions, or deferrals.

  [Sources: Advisory Commission, 1991; Healthy Mountain Communities, 2004; Washington Area Housing Partnership, n. date; Clarion Associates, et al., 2007; Richardson, et al., 2007].

The type of affordable housing program adopted by a community will be dependent on its particular need, resources, and feasibility.

C. Housing Vision and Goals

The community envisions a County where housing is affordable and attainable for all residents, including the vital middle-income workers. Based on the sentiments and conditions of Lincoln County, the following goals and strategies are put forth.

H Goal 1. Provide an adequate stock of affordable housing to meet the needs of the workforce in addition to low-income families.

Strategy 1. *Collaborate with existing affordable housing task forces and other efforts to comprehensively and cooperatively conduct a County-wide affordable housing needs assessment, examine the affordable housing problem, and commit to addressing it.*

Strategy 2. *Review existing regulatory barriers that do not conflict with other public policy goals and eliminate them as necessary, reasonable, and feasible.*

Strategy 3. *Identify areas around the County that would be appropriate for the following types of development, and adjust extraterritorial zoning and any other relevant plans, policies and regulations to reflect this:*

- Multi-family housing
- Higher residential density
- Higher allowable building heights
- Accessory dwelling units

Strategy 4. *Ensure that priority areas for affordable housing development include those that are in close proximity to the emerging public transportation network.*

Strategy 5. *Create incentives for developers to include a certain percentage of affordable units in residential developments. Incentives to consider include:*

- Density bonuses
- Height variances
- Impact or other fee waivers, reductions, or deferrals

Strategy 6. *Develop an inclusionary zoning policy or affordable housing mitigation policy, if deemed necessary and feasible.*

Strategy 7. *Develop Housing and Urban Development (HUD) Section 8 and USDA affordable housing projects in Lincoln County in areas other than Ruidoso.*

6. Economic Development

A. Existing Economic Conditions

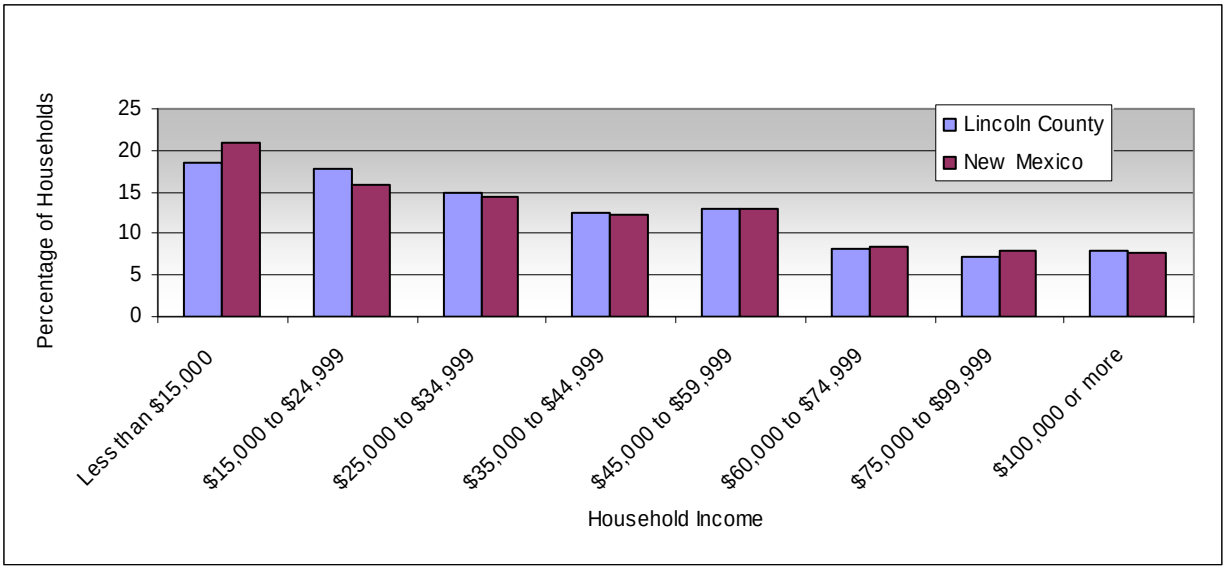
1. Personal Income

According to 2000 U.S. Census data, the median household income in Lincoln County was $33,886. Although this is slightly lower than the median income for the state, which was $34,133, it is significantly higher than the average median income for the seven neighboring counties, $26,805. Per capita income in 1999 in Lincoln County was $19,338, compared with $17,261 for New Mexico as a whole.

The distribution of household income in Lincoln County closely follows that of New Mexico. About 51 percent of both Lincoln County and New Mexico households earned less than $35,000 in 1999. An additional 25.5 percent of households earned between $35,000 and $59,000 in Lincoln County, and the remaining 23 percent earned $60,000 or more, with 7.8 percent reaching the top income bracket of $100,000 or more.

In 2000, 1,054 households in Lincoln County lived below the federal poverty line. This represents 12.8 percent of the County's population. Statewide, 16.8 percent of households were below the poverty line.

Figure 9: Household Income, Lincoln County and New Mexico, 1999



Source: U.S. Census Bureau, 2000

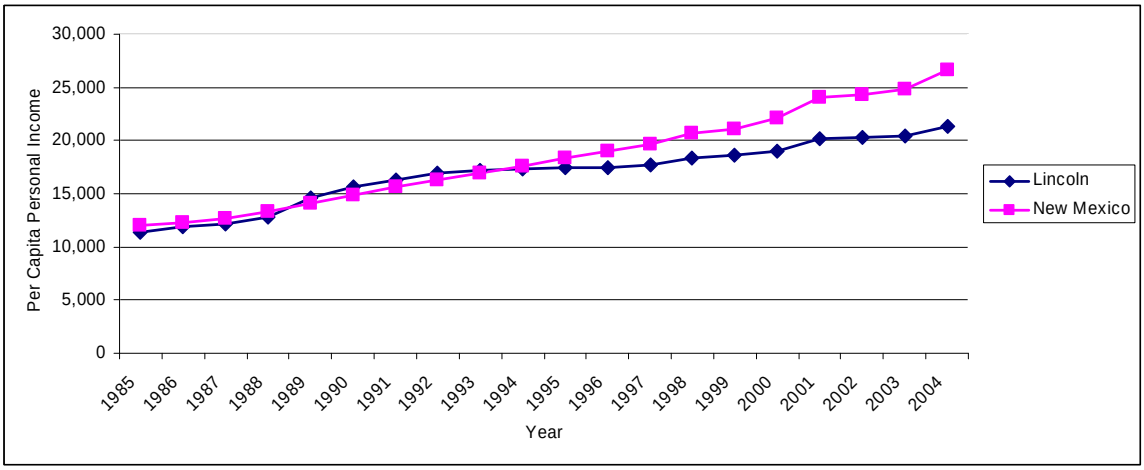
Table 9: Income Summary, Lincoln County and New Mexico, 1999

	Lincoln County		New Mexico	
	Number	% of Total	Number	% of Total
Household Income	**8,206**	**100**	**678,032**	**100**
Less than $15,000	1,520	18.5	141,300	20.8
$15,000 to $24,999	1,467	17.9	107,287	15.8
$25,000 to $34,999	1,231	15.0	97,447	14.4
$35,000 to $44,999	1,031	12.6	82,485	12.2
$45,000 to $59,999	1,057	12.9	87,409	12.9
$60,000 to $74,999	667	8.1	57,334	8.5
$75,000 to $99,999	591	7.2	53,079	7.8
$100,000 or more	642	7.8	51,691	7.6
Median Household Income		**$33,886**		**$34,133**
Per Capita Income		**$19,338**		**$17,261**

Source: U.S. Census Bureau, 2000

Per capita personal income in Lincoln County in 2004 was $21,381, about 80 percent of the State's $26,690, according to the U.S. Bureau of Economic Analysis (BEA). This reflects a 12.5 percent increase from 2000. Though historically per capita personal income in Lincoln County was well-aligned with that of New Mexico overall, this measure has lagged behind the State's since 1995, with an ever-widening gap.

Figure 10: Per Capita Personal Income, Lincoln County and New Mexico, 1985 - 2004



Source: Bureau of Economic Analysis, U.S. Department of Commerce

The total personal income (TPI) for Lincoln County in 2004 was about $4.4 million dollars, representing a 19 percent increase over 2000. Total personal income includes income from all persons and from all sources, including net earnings (wages and salaries); dividends, interest, and rent; and personal transfer receipts (primarily payments from the government such as retirement and disability insurance benefits, medical payments from Medicare and Medicaid, income maintenance benefits, unemployment insurance benefits, veterans' benefits, and federal grants and loans to students). Net earnings as a portion of the TPI rose from 49.2 percent in 2000 to 54.9 percent in 2004. Income from personal transfer receipts also increased, from 21 percent to 25 percent of total personal income in 2000 and 2004, respectively. Meanwhile, income from

dividends, interest, and rents decreased in importance, going from 29.8 percent of the TPI in 1990 to 20.2 percent in 2000. Compared with the state of New Mexico as a whole, Lincoln County earns a greater portion of income from personal transfer payments, dividends, interest, and rent, and less from net earnings. This would be expected, given the larger proportion of retirees living in the County.

2. County Labor Force and Occupations

The 2000 U.S. Census reports that of the Lincoln County population ages 16 and over, 57.3 percent, or 8,902 persons, were in the labor force in 2000. Of those in the labor force, 95.9 percent were employed in the civilian labor force, 0.2 percent were employed by the Armed Forces, and 3.9 percent were unemployed. Women made up 46.5 percent of the total labor force, and 46.6 percent of the civilian labor force.

The largest percentage of Lincoln County jobs in 2000, 27.9 percent, were in management, professional, and related occupations, while sales and office occupations formed 27.8 percent of jobs. Service occupations employed 19.6 percent of people, and 13.8 percent worked in construction, extraction, and maintenance occupations. An additional 9.1 percent of jobs were in production, transportation, and material moving occupations, while only 1.8 percent were in farming, fishing, and forestry occupations.

Civilian occupations in Lincoln County are diversified over a number of industries. Educational, health, and social services accounted for 16.7 percent of total jobs, while the arts, entertainment, recreation, accommodation, and food service industries provided another 16.3 percent. Residents were also employed in retail trade (15.2 percent), construction (11.7 percent), finance, insurance, real estate, and rental and leasing (7.7 percent), and professional, scientific, management, administrative and waste management services (6.1 percent).

Private businesses accounted for 65.8 percent of Lincoln County jobs in 2000, while the government supplied another 17.4 percent. An additional 15.6 percent of workers were self-employed. As a proportion of all Lincoln County jobs, this is nearly double the 8.4 percent of all New Mexicans who are self-employed.

3. County Industries, Jobs, and Earnings

On the following pages, Table 10 shows the total number of jobs available in Lincoln County in 2004, and Table 11 shows the total income earned by each industry, according to the Bureau of Economic Analysis.

As indicated in the tables, the retail trade industry supplied the largest percentage of jobs (14.3 percent), and accounted for 12.5 percent of total earnings. The government was also an important source of jobs, providing 11.9 percent, with local government acting as the largest employer. Government jobs also supplied the largest amount of earnings, 22.2 percent of total income. The construction industry made up 11.2 percent of all Lincoln County jobs in 2004, contributing 14.1 percent of all earnings. The accommodations and food service sector was also important, providing 10.1 percent of all jobs, but only accounting for 6.5 percent of total income.

Ranching, which defines much of the land use and history of Lincoln County, is included under the farm employment category. Data from 2004 indicates that only 4.6 percent of jobs were provided through farming and ranching, and the net earnings were actually negative, at -1.4 percent of total County income.

Table 10: Lincoln County Jobs by Industry, 2004

Industry	Number	Percent of Total
Total employment	**11,646**	**100.00%**
Retail trade	1,666	14.3
Government and government enterprises	1,381	11.9
Local government	968	8.3
State government	232	2.0
Federal, civilian	120	1.0
Military	61	0.5
Construction	1,303	11.2
Accommodation and food services	1,179	10.1
Arts, entertainment, and recreation	856	7.4
Real estate and rental and leasing	853	7.3
Other services, except public administration	699	6.0
Professional and technical services	590	5.1
Farm employment	531	4.6
Finance and insurance	376	3.2
Transportation and warehousing	198	1.7
Mining	165	1.4
Manufacturing	150	1.3
Forestry, fishing, and related activities	135	1.2
Information	106	0.9
Wholesale trade	93	0.8
Utilities	48	0.4
Management of companies and enterprises	Undisclosed	Undisclosed
Administrative and waste services	Undisclosed	Undisclosed
Educational services	Undisclosed	Undisclosed
Health care and social assistance	Undisclosed	Undisclosed

Source: Bureau of Economic Analysis, U.S. Department of Commerce

Table 11: Lincoln County Earnings by Industry, 2004

2004 Lincoln County Earnings by Industry ($1000s)	Income	Percent of Total
Earnings by Industry (place of work)	**$256,012**	**100.00%**
Government and government enterprises	$56,859	22.2
Local government	$37,249	14.5
State government	$9,560	3.7
Federal, civilian	$8,056	3.1
Military	$1,994	0.8
Construction	$36,084	14.1
Retail trade	$32,034	12.5
Arts, entertainment, and recreation	$18,179	7.1
Professional and technical services	$18,058	7.1
Accommodation and food services	$16,528	6.5
Finance and insurance	$10,976	4.3
Other services, except public administration	$9,481	3.7
Real estate and rental and leasing	$8,636	3.4
Transportation and warehousing	$4,459	1.7
Manufacturing	$3,502	1.4
Utilities	$3,405	1.3
Mining	$3,105	1.2
Wholesale trade	$2,259	0.9
Information	$2,227	0.9
Forestry, fishing, and related activities	$2,014	0.8
Farm earnings	$-3,561	-1.4
Management of companies and enterprises	Undisclosed	Undisclosed
Administrative and waste services	Undisclosed	Undisclosed
Educational services	Undisclosed	Undisclosed
Health care and social assistance	Undisclosed	Undisclosed

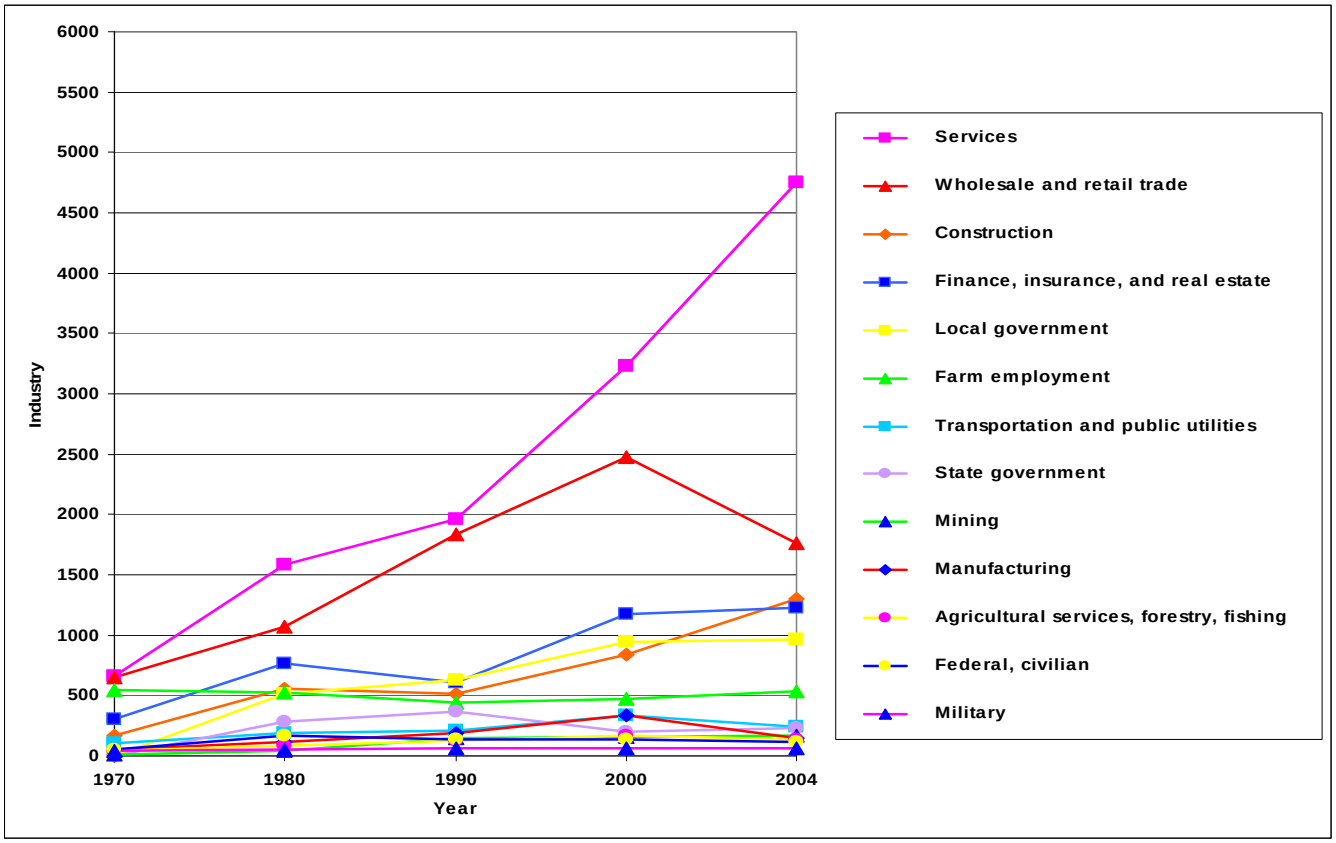
Source: Bureau of Economic Analysis, U.S. Department of Commerce

4. County Job Trends

According to the Bureau of Economic Analysis, there were 11,646 full and part-time jobs available in Lincoln County in 2004. This represents an average annual growth rate of 3.9 percent since 1970. The largest periods of growth were from 1970 – 1980, with an average annual growth rate of 6.5 percent, and 1990 – 2000, with a 3.9 percent average annual growth rate.

As shown in Figure 11 and Table 12, the majority of jobs in 2004 were in the services industry. This includes several categories from the previous tables, including arts, entertainment and recreation; professional and technical services; accommodation and food services; other services, except public administration; information services; management of companies; administrative and waste services; educational services; and health care and social assistance. Overall, the services sector grew by 389 percent from 1970 to 2000, and formed nearly 41 percent of all jobs in 2004. This trend is reflective of nationwide growth in the service industry, which rose by 211 percent in the United States from 1970 to 2000 and by 270 percent in New Mexico for the same time period. Wholesale and retail trade has also been an important job generator in Lincoln County, though there has been some decline in the 2000 – 2004 period. Construction was the third largest source of Lincoln County jobs in 2004, and grew by 155 percent since 1990, to form 11.2 percent of all jobs in 2004.

Figure 11: Lincoln County jobs 1970 – 2004



Source: Bureau of Economic Analysis, U.S. Department of Commerce

Note: Information regarding mining and wholesale trade was not provided for 2000; hence, these figures were estimated. Before 2001, all services were grouped together under one category. The service category for 2004 includes arts, entertainment and recreation; professional and technical services; accommodation and food services; other services, except public administration; information services, and estimates for management of companies, administrative and waste services, educational services, and health care and social assistance.

The finance, insurance and real estate sector has grown by 300 percent since 1970, and was the fourth largest employment provider in 2004, providing 10.6 percent of all jobs. Local government has also been an important source of jobs, providing 8.3 percent of jobs and about 70 percent of all government employment in Lincoln County in 2004. Meanwhile, the state government has declined in importance as an employer, peaking at 4.8 percent and five percent of total jobs in 1980 and 1990, and only two percent in 2004.

The amount of jobs in farm employment has remained fairly steady over the last three and half decades, numbering between about 450 and 550. However, as other industries have grown, farming has declined in importance as a job generator. The agriculture sector supplied 17.3 percent of all Lincoln County jobs in 1970, compared with only 4.6 percent in 2004.

The following sectors – transportation and public utilities, mining, manufacturing, other agricultural services, federal civilian, and military – provided about three percent or less of all jobs from 1970 to 2004.

Table 12: Lincoln County Jobs, 1970 - 2004

	Number of Jobs					Percentage of Total				
	1970 Total	**1980 Total**	**1990 Total**	**2000 Total**	**2004 Total**	**1970 %**	**1980 %**	**1990 %**	**2000 %**	**2004 %**
Total full and part-time employment	3,166	5,970	7,219	10,536	11,646	100 %	100 %	100 %	100 %	100 %
Services	661	1,589	1,965	3,235	4,747	20.9	26.6	27.2	30.7	40.8
Wholesale and retail trade	653	1,074	1,834	2,472	1,759	20.6	18.0	25.4	23.5	15.1
Construction	172	560	510	843	1303	5.4	9.4	7.1	8.0	11.2
Finance, insurance, and real estate	306	761	608	1,175	1,229	9.7	12.7	8.4	11.2	10.6
Local government	Not available	516	631	945	968		8.6	8.7	9.0	8.3
Farm employment	549	523	440	476	531	17.3	8.8	6.1	4.5	4.6
Transportation and public utilities	106	190	213	332	246	3.3	3.2	3.0	3.2	2.1
State government	Not available	286	363	197	232		4.8	5.0	1.9	2.0
Mining	10	47	143	154	165	0.3	0.8	2.0	1.5	1.4
Manufacturing	49	117	191	336	150	1.5	2.0	2.6	3.2	1.3
Agricultural services, forestry, fishing	42	85	126	172	135	1.3	1.4	1.7	1.6	1.2
Federal, civilian	57	171	133	135	120	1.8	2.9	1.8	1.3	1.0
Military	43	51	62	64	61	1.4	0.9	0.9	0.6	0.5

Source: Bureau of Economic Analysis, U.S. Department of Commerce

Note: Information regarding mining and wholesale trade was not provided for 2000; hence, these figures were estimated. Before 2001, all services were grouped together under one category. The service category for 2004 includes arts, entertainment and recreation; professional and technical services; accommodation and food services; other services, except public administration; information services, and estimates for management of companies, administrative and waste services, educational services, and health care and social assistance.

5. Major Employers in Lincoln County

As noted above, services, retail trade, and construction provided the most number of jobs in Lincoln County in 2004. Major employers include several companies in the hospitality and recreation industry, the health care sector, construction, as well as local government.

The Mescalero Apache tribe is the largest employer of Lincoln County residents, though it is actually located in Otero County, bordering Ruidoso to the south. The tribe provides up to 1,500 jobs, depending on the season, for the operation of the Inn of the Mountain Gods hotel, golf course, and casino and the Ski Apache resort. The nearby Ruidoso Downs Racetrack and the Billy the Kid Casino together provide an additional 600 to 1,250 jobs.

The local government and related services are other important sources of jobs. Ruidoso Municipal Schools has 452 employees, while the Village of Ruidoso provides 200 jobs, and Lincoln County provides 115. Meanwhile, the Lincoln County Medical Center employs nearly 250 people.

Finally, the Wal-Mart Super Center, located in Ruidoso Downs, has the capacity to employ up to 350 people, and Sierra Blanca Constructors provides between 100 and 250 jobs.

6. Tourism

Tourism is an important economic generator in Lincoln County. Visitors are drawn to the cultural and historic significance of the County, which lays claim to Billy the Kid and Smokey Bear, as well as the natural beauty and associated recreational activities such as skiing, hiking, and fishing.

Lincoln County is well-known for its "Wild West" heritage, specifically the so-called Lincoln County War of 1878, which led rise to the gunslinger Billy the Kid and his famed escape from the Lincoln County Courthouse in 1881. Visitors can learn about these events during Old Lincoln Days, held in August in the town of Lincoln. This one-street town is a National Historical Landmark, and several of its buildings make up the Lincoln State Monument.

The Billy the Kid National Scenic Byway is an 84-mile loop through Lincoln County, connecting historic places such as Lincoln and Fort Stanton with the larger towns of Ruidoso and Ruidoso Downs as well as the smaller villages of San Patricio, Hondo, Capitan, and Alto. There are various tourist attractions along the route. In Capitan, visitors can learn about Smokey Bear, the national mascot for preventing forest fires, at the Smokey the Bear Museum, the Smokey Bear Historical State Park and its corresponding visitor center, and during the annual Smokey the Bear Stampede, held every July. San Patricio, in the Hondo Valley, is known for its horse ranches, apple orchards and thriving arts community, anchored by members of the Wyeth-Hurd families. Fort Stanton, which over the years was a military post, hospital, internment camp, jail, and halfway house, has points of interest including the Fort Stanton Museum and the Fort Stanton National Cemetery. Ruidoso Downs is home to the Billy the Kid Scenic Byway Center and the Hubbard Museum of the American West, which celebrates horses and other icons of the American West. The City-owned and operated museum is one of the few Smithsonian affiliate museums in the Southwest, and draws between 30,000 to 50,000 visitors per year. In addition, the Ruidoso Downs Racetrack, home to the world's richest quarter horse race – the All American Futurity – is an important tourist draw. The track holds races from Memorial Day to Labor Day, during which time the local population swells to over 25,000 people.

The town of Ruidoso also thrives on tourism. This picturesque mountain community offers multiple lodging opportunities, ranging from luxury suites to rustic cabins, as well as many

restaurants, art galleries, and shops. Ruidoso is also home to the Spencer Theater for the Performing Arts and three golf courses. One of the main Ruidoso attractions is winter skiing that brings thousands of visitors each year. Ski Apache, located just south of Ruidoso on the Mescalero Indian Reservation, is the only ski resort in southern New Mexico. The nearby Inn of the Mountain Gods also provides world-class accommodations, a casino, and a golf course, and is one of the main employers of Lincoln County residents.

Carrizozo, the County seat, has a Heritage Museum, and can serve as a jumping point for the many nearby attractions. For instance, the Valley of Fires Recreation Area is one of the youngest and best-preserved lava fields in the country, and is a short drive from Carrizozo. Another nearby attraction, just 27 miles south of the town, is the Three Rivers Petroglyph National Recreation Area, which features nearly 10,000 individual rock art images. Finally, Carrizozo is just 9 miles south of White Oaks, a mining ghost town which is beginning to emerge as an artists' community.

The County also has a vast expanse of open space and natural areas for nature-lovers to explore. The Lincoln National Forest offers 225 miles of hiking trails. Within that is the White Mountain Wilderness area, which has nine trails for hiking and equestrian use only. The Capitan Wilderness Area, original home to Smokey Bear, provides 11 hiking trails. In addition, Bonito Lake and the Rio Ruidoso offer opportunities for trout-fishing.

Finally, agritourism is an emerging and promising sector of the tourism industry in Lincoln County. The purpose of agritourism is to find innovative ways to help preserve agriculture while educating tourists about local production. Visitors can learn about the culture and methods of farming, while also having the first-hand opportunity to purchase fresh, locally-grown berries, apples, honey, wines, and other products. Lincoln County is home to the Agri-Tourism Advisory Council (ATAC) which promotes this type of enterprise by sponsoring local farmer's markets and providing other valuable services.

7. Retirees

One of the major drivers of economic development in Lincoln County is the influx of new settlers to the area. As noted in Chapter 3 (Private Land Use), Lincoln County has experienced strong population growth, which is anticipated to continue at a rate of approximately 1.4 percent per year. Much of this growth is due to the influx of retirees, who come to live either full or part-time in the area. This spurs retail, housing, and service development. In addition, retirees often bring with them an existing source of income (through social security, employer benefits, or savings), as well as the time, ability, and interest to participate in community-building activities such as volunteerism. Nevertheless, as this population ages, there is also an increased need for health care and other specialized services.

8. Agriculture

As noted previously, agricultural employment and revenues have declined substantially since 1970 as a proportion of the Lincoln County economy, even though the number of reported jobs in 2004 has remained nearly the same. Employment in agricultural services, forestry and fishing actually increased from 42 to 135 over the same time period.

According to the 2002 U.S. Census of Agriculture, there were 1,605,566 total acres of farm and ranch land spread over 343 farms in Lincoln County. This represents a 23 percent decrease since

1997, when there were 448 farms. However, that year seemed to be a peak year for agriculture. Since 1987 there was a 1.7 decrease in the number of farms and a 15 percent decrease in total farmland.

Table 13: Farms and Farmland Acreage

	1987	1992	1997	2002
Number of Farms	349	338	448	343
Total Farmland Acreage	1,894,215	1,881,764	1,987,732	1,605,566

Source: USDA National Agriculture Statistics Service

The sizes of farms in Lincoln County were diverse, with over a third being very small farms (less than 50 acres), and over a third being large farms (1,000 or more acres). An interesting trend is that the number and percentage of large farms have decreased since 1992, while small farms have increased in Lincoln County.

Table 14: Farms by Size, 1987 - 2002

Farms by Size	1987	1992	1997	2002
1 to 49 acres	25%	22%	26%	36%
50 to 179 acres	16%	10%	11%	11%
180 to 499 acres	10%	12%	15%	13%
500 to 999 acres	7%	10%	8%	4%
1000 or more acres	41%	46%	40%	36%

Source: USDA National Agriculture Statistics Service

In terms of acreage, nearly 97 percent of Lincoln County farmland was used as pasture in 2002. Other farmland used for cultivation was primarily for forage (all hay), apples, rye for grain, and berries. In fact, Lincoln County was ranked first in the state for berry cultivation.

The most economically important agricultural commodities in the County, however, come from livestock, including sheep and cattle. The cattle industry appears to be somewhat cyclical in Lincoln County, and is currently at lower levels than in past years. However, the overall number of beef cows has not declined to an extreme degree. Sheep, however, have declined significantly since the 1970s. Nevertheless, Lincoln County was still ranked second in the state for sheep.

Table 15: Livestock Inventory, 1977 – 2006

Livestock inventory (head)	1977	1982	1987	1992	1997	2002	2006
All cattle	40,000	41,000	34,000	34,000	41,000	33,000	29,000
Beef cows	21,700	21,200	19,500	20,000	27,000	18,000	18,000
Sheep	93,700	88,000	70,000	65,000	69,000	33,000	26,000

Source: USDA National Agriculture Statistics Service

9. Resources

The Southeastern New Mexico Economic Development District/Council of Governments (SNMEDD/COG) is a non-profit organization aimed at improving regional economic health and the quality of life for local residents. SNMEDD/COG helps local governments plan for and

receive federal and state funds for major capital improvements, and assists with capacity building and technical assistance.

SNMEDD/COG developed a Comprehensive Economic Development Strategy 2007-2011(CEDS) for the region it covers, including Lincoln County. The CEDS outlined goals for individual municipalities and the County as a whole. The recommended objectives did not focus on economic development as a discrete goal, but instead concentrated primarily on infrastructure goals that would lead to general improvements in the County that could in turn spur economic development. Priorities listed in the CEDS for Lincoln County include Capitan Fair Grounds improvements, Glencoe Main Fire Station improvements, Lincoln County Medical Center Ambulatory Care Project, an enhanced County-wide communications system, Lincoln County Medical Center equipment purchase, general road improvements, and co-op bus route improvements.

There are also several local chambers of commerce operating in Lincoln County. The Ruidoso Valley Chamber of Commerce has operated in the area for over 67 years and currently has over 650 members in Ruidoso and Ruidoso Downs. The organization works to create a positive business climate in the area, puts out a monthly newsletter, and maintains a governmental legislative advocacy committee to further this goal. In addition, the Chamber houses a small business development center (SBDC) that is an important member of the New Mexico Small Business Development Network. The Lincoln County SBDC offers services to start-up and existing businesses in the area. Capitan also has a Chamber of Commerce that features a website with links to local businesses, information about annual events in the area, and a map of the village's historic district.

Finally, the Lincoln County Works Center, located in Ruidoso, provides a number of services to job-seekers and employers. The Center offers literacy, GED preparation, life skills and citizen classes; career exploration and job placement assistance; skill level assessments; financial assistance to employers to train employees; and can also develop specialized programs to support various industries in the County.

B. Economic Development Issues and Opportunities

Jobs-Housing Imbalance. One of the major economic development issues in Lincoln County is that the workforce is not geographically matched with the location of jobs. Currently, most jobs are concentrated in the Ruidoso – Ruidoso Downs area, while workers live in Capitan due to the availability of less costly housing there. There is a need for more affordable housing near Ruidoso and Ruidoso Downs, more job opportunities in other parts of the County, and/or improved public transportation connecting towns on the Ruidoso – Ruidoso Downs – Capitan loop.

Seasonal and Low-paying Jobs. A second concern is that many Lincoln County jobs are in the hospitality industry, which does not provide high-paying long-term jobs. Rather, jobs tend to be seasonal, low-paying, and without benefits. This accompanies a rising cost of living, which negatively affects these workers, seniors, and others. Some residents also believe that the taxes and revenue generated from the hospitality and tourism sectors could be better distributed throughout the County.

Inadequate Number of Quality Jobs. In addition to the quality of jobs, some places face a lack of jobs altogether. In particular, there are few employment opportunities in many of the smaller communities and

rural areas. This frequently causes local youth to move away to larger cities in search of jobs, rather than remaining in their hometowns. Larger municipalities such as Ruidoso also face this problem.

Decline in Ranching and Farming. Ranching and other agricultural activities are in decline. Residents have pointed to various reasons for this. Some say that there are not enough workers to support the industry, while others simply note that cattle and farming can no longer financially support the ranches, and land prices are too expensive to expand farming operations. The fluctuation of water supplies throughout the year has been another drawback. Traditional divisions of land for inheritance have resulted in plots too small to be economically productive. Farmers and ranchers can profit more by subdividing and selling parts of their farmland for housing or "ranchettes." Many may be unaware of any tax credits or other incentives that could help them preserve their livelihood and way of life. In addition, fewer young people are staying behind to help run family farms and ranches.

At the same time, more tourists are seeking "agritourism" vacations, for example, vacationing on a farm or ranch and picking their own produce to purchase. Local farms and ranches could offer these opportunities to bring in extra income. They might also pursue creating wind or solar energy "farms" on their land and selling it to energy companies.

Farming and ranching established the early culture and customs in Lincoln County. Their continuation in some form is also appreciated by newcomers to the area, who are drawn to the wide open spaces and forests. County residents need to decide how important it is to retain this industry or way of life and what actions they are willing to take to accomplish that.

Small Business Needs. Some residents are concerned that small businesses face challenges and may not be able to compete as big box retail stores locate in the County. There is a need to support small business development and expansion and to develop venture capital and micro-lending enterprises. This could help foster new small businesses and some of the services needed around the County, such as day care facilities.

Opportunities in the County for business expansion include the industrial parks in Carrizozo and Ruidoso.

Tourism. Tourism is important to the County as a whole and to many individual municipalities, which in some cases depend on the industry almost entirely for their local job base. It is important to strengthen the viability of tourism and find ways to collectively promote County-wide tourist amenities to potential visitors.

Development of New Industries. Lincoln County residents perceive a need for "low impact" economic development that takes advantage of the region's local talent, is sustainable, provides high-paying jobs, and focuses on technology. To meet the demands of new industries, there is a need for a skilled supply of workers and adequate access to workforce training.

One industry that could potentially be developed in the County is that of sustainable energy. Solar, wind, and biomass energies could possibly be harvested in different locations across the County. Biomass energy comes from burning plants or plant-derived materials, often waste products from other uses (such as agriculture or forestry industries). In Lincoln County, residents have expressed an interest in expanding the sustainable timber harvesting industry using wood from local forests. Forest thinning is necessary for reducing the threat from wildfires, and the cut wood can be reused. According to the Ruidoso Case Study portion of the Community Responses to Wildland Fire Threats in New Mexico, there are currently several local businesses that have capitalized on this resource (Steelman, 2003). These include a mulch and compost company, a wood shavings business, a decorative carving shop, and several craft furniture makers. These small diameter timber (SDT) businesses are encouraged by federal National Fire Plan

programs. However, the cost of transporting the prepared timber to those who will utilize it has been prohibitive for many small businesses. Additional small niche companies that focus on transporting and possibly preparing cut timber to the utilization sites are needed.

Business License Issuance. The process for issuing business licenses in the County is outdated and has not been reviewed or revised in many years. Updating the process could help the County monitor economic development.

C. Economic Development Vision and Goals

County residents envision an economy diversified beyond tourism and its accompanying services to other sectors, such as higher-paying, sustainable technology jobs that use minimal amounts of precious water. Both Carrizozo and Ruidoso offer land in industrial parks. Vast open acres of farm and ranchland could potentially be used to produce solar and wind energy to supplement farmers' incomes. The County could promote business development in areas outside Ruidoso to better distribute employment around the south-central part of the County and locate nearer to more affordable housing. To help accomplish this, the County could provide land or other incentives for catalytic projects in those areas.

ED Goal 1.	**Expand the regional economic base beyond tourism.**	
	Strategy 1.	*Encourage an 'industry clusters' approach to sustainable economic development whereby groups of businesses in a similar industry support one another through raw material production, assembly or light manufacturing, related service support, etc.*
	Strategy 2.	*Encourage the development of businesses that export goods and services to out-of-County markets, thereby bringing in revenue from out-of-County.*
	Strategy 3.	*Provide leadership in the expansion of value-added production of agricultural products.*
	Strategy 4.	*Provide leadership in the expansion of Internet-based businesses.*
	Strategy 5.	*Encourage the development of non-profit and for-profit child care facilities.*
	Strategy 6.	*Support the expansion of ENMU-Ruidoso as described in County Facilities, Services and Recreation Goal 11.*
	Strategy 7.	*Follow the other economic development strategies listed in this section.*

ED Goal 2.	**Create a better balance of housing and jobs in the Ruidoso – Ruidoso Downs – Capitan – Carrizozo area.**	
	Strategy 1.	*Promote business development in areas other than Ruidoso and Ruidoso Downs.*
	Strategy 2.	*Fund or provide other incentives for catalytic projects in other Lincoln County communities besides Ruidoso and Ruidoso Downs.*
	Strategy 3.	*Follow the strategy regarding the siting of public buildings described under Private Land Use Goal 1.*

ED Goal 3. Promote the development of sustainable, renewable energy industries in the County.

Strategy 1. *Fund a feasibility study to determine the County's capacity to develop wind, solar and biomass energy industries.*

Strategy 2. *Encourage development of wind, solar, and biomass energy industries.*

Strategy 3. *Promote state and federal tax and other incentives for producing sustainable energies on farmland.*

Strategy 4. *Support sustainable timber extraction by providing incentives for the expansion and development of forest-related industries in coordination with fire prevention tree thinning efforts, invasive species removal, forest slash composting, soil erosion control, and the production of small diameter timber value-added products.*

Strategy 5. *Encourage the development of alternative fuel stations (E-85, natural gas, hydrogen, etc.) throughout Lincoln County.*

ED Goal 4. Ensure that the local workforce is skilled and can meet employers' needs.

Strategy 1. *Provide a link from the County website to the Lincoln County Works Center website to better inform the public about the Center's existing programs which provide job training, basic and specialized skills training and assist with job placement.*

Strategy 2. *Follow the recommendations under Community Facilities, Services and Recreation Goal 11 aimed at improving the Ruidoso branch of Eastern New Mexico University.*

ED Goal 5. Support existing small businesses and encourage the creation of new ones.

Strategy 1. *Work with local Chambers of Commerce and other economic development organizations to identify obstacles and common needs of small businesses in the County and find ways to address them.*

Strategy 2. *Support ENMU-Ruidoso's entrepreneurship program in area high schools.*

Strategy 3. *Encourage establishment of a non-profit micro-lending or revolving loan program to assist start-up companies and existing small businesses in the County.*

ED Goal 6. Improve the viability of ranching and agricultural enterprises.

Strategy 1. *Follow the other recommendations regarding agricultural viability under Private Land Use Goal 5.*

Strategy 2. *Recognize the intrinsic rights of farmers and ranchers in the County.*

Objective 1. Improve the market for locally-produced agricultural goods.

Strategy 1. *Support the creation of processing and other value-added enterprises in the County that utilize local agricultural products.*

Strategy 2. *Support local farmers' markets and encourage County residents to "buy locally."*

Strategy 3. *Support the transition to higher value organic foods or "designer" hay and market locally.*

Strategy 4. *Implement farm-to-school linkages that use locally-produced agricultural goods in school cafeterias. Encourage local restaurants to create these linkages as well.*

Objective 2. Support emerging agritourism programs in the County.

Strategy 1. Market agritourism attractions alongside other traditional tourism draws.

Objective 3. Create local support among both new and long-time residents for the continued viability of agriculture in the County.

Strategy 1. Sponsor a town hall meeting to discuss the local importance of agriculture and reach decisions on how to support it.

ED Goal 7. Continue to promote County-wide tourism.

Strategy 1. Bring together the local municipalities to develop a joint strategy to support and market tourism across the County.

ED Goal 8. Improve the Lincoln County business license process.

Strategy 1. Review the Lincoln County business license process and amend it as necessary to make it as efficient as possible.

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7. Transportation

A well-designed and balanced transportation system is crucial for the orderly functioning and development of local communities. The transportation element of the Comprehensive Plan addresses the County's roads, pathways, and other means for people to get around in the communities and the County. The purpose of this transportation element is to address changes in the community environment that impact the transportation system. This system includes thoroughfares for motorized vehicles, air, bicycle, and pedestrian systems allowing commercial, public and personal travel within and through Lincoln County.

A. Existing Transportation Conditions

The transportation system within Lincoln County's jurisdiction consists of approximately 860 miles of roads, including state highways, local residential streets, and platted roadways. There are several major U.S. highways throughout its region. U.S. Highway 54 (U.S. 54) provides four-lane travel south to El Paso, and two-lane traffic north to Albuquerque through Carrizozo and Corona. US Highway 70 (U.S. 70) provides a four-lane highway system west to Las Cruces and east to Roswell passing through Ruidoso Downs, San Patricio, Hondo and Tinnie. U.S. Route 380 provides travel east-west from San Antonio through Carrizozo, Capitan and Lincoln to Roswell. Several New Mexico State Highways—48, 246, 352, 37 and 220—provide travel between the mountain communities of Alto, Angus, Nogal, and Fort Stanton. Other state roads include NM 368 to Arabela, 246 to Encinoso, and NM 349 to White Oaks.

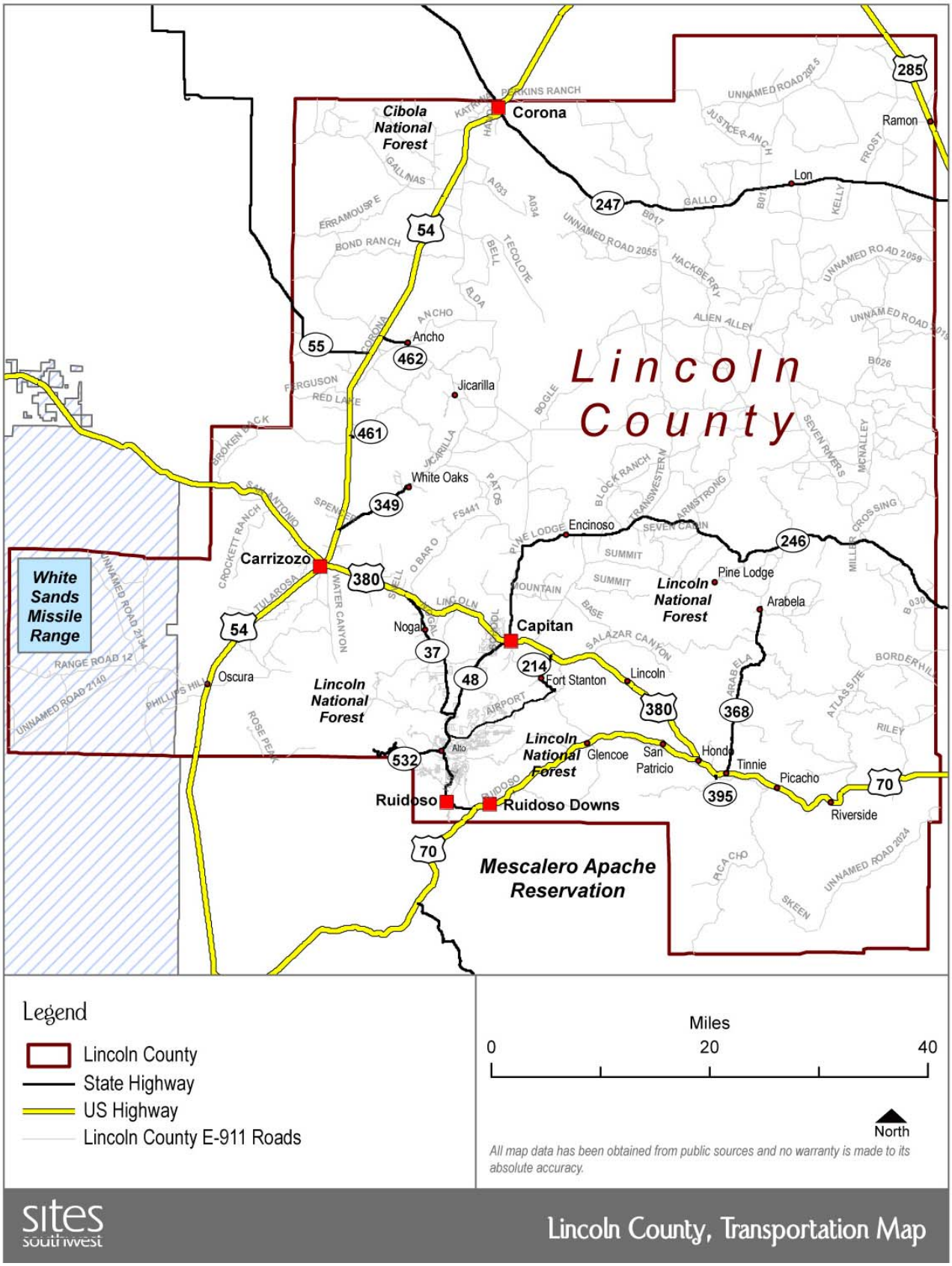
Lincoln County currently has six maintenance districts to provide maintenance and repair to roadways in the County. The County employs 16 full-time road maintenance staff, with one Road Department Supervisor and secretarial staff. During the summer months additional seasonal staff is utilized. The Lincoln County Road Department not only maintains the paved and unpaved roadways, but also maintains drainage structures, signage, and roadway marking throughout the County. The County Road Department maintains all mechanical repairs and maintenance for various types of heavy equipment owned or leased by the County. The County mechanic does not service light truck or passenger vehicles for the County; rather, this is outsourced to private companies on an annual basis.

The current status of existing County roads is that more than 50 percent are in need of immediate repair (within one to three years), and the remaining 50 percent are in fair condition or in need of repair within the next ten years. Given the current population growth trends and the increased roadway usage, additional funding needs, service staff and equipment can be expected. A new Road Maintenance Shop building may also need to be considered in the near future. Due to anticipated growth in Capitan, future additions to the existing high school may incorporate the adjacent property now being used for the Road Maintenance Shop. A new facility would then be required.

1. Road Classifications

For the purpose of the Transportation Network map, roads in Lincoln County were functionally classified according to their use. The road system of Lincoln County consists of three types of classifications: arterials, collectors, and local streets. Below are the definitions of each classification type (Federal Highway Administration, 1989).

Figure 12. Transportation Network



- Arterials - These roads serve communities not served by a principal arterial system such as an interstate or expressway. They provide intercity and inter-county service. The trip lengths and travel volumes are larger than on the collector systems. Travel is at relatively high speed with minimal interference to through movement.
- Collectors - These roads typically collect traffic from local roads and feed it onto arterials.
- Local - Local roads provide access from local (primarily residential) areas to collectors.

2. Road Conditions

The County road system is composed of arterial roadways with either standard hot mixed paving or double penetration surfaces and many rural bladed un-surfaced roadways. The remaining roadways form part of federal or state highway systems. Only a small percent of the County road system has paved surfaces. Most collector and local roadways within the County are dedicated to Lincoln County, except the state roads mentioned above.

Typical County roadways do not incorporate standard curb and gutter or sidewalks in their design due to the rural nature of the roadway. The incorporated municipal entities within the County are responsible for each residential road section within their community. The roadway system for the County is typically arterial travel and does not require these types of elements.

The local New Mexico Department of Transportation (NMDOT) maintenance patrols conduct routine maintenance of the local state roads within County limits. The County Road Department has six district maintenance patrols within the County. Each district includes a motor grader operator— "blademan"— to provide on-going maintenance of the unpaved roadways throughout the County.

3. Public Transportation

Lincoln County does not offer public transportation at this time.

4. Airport

There are two airports within the County. The Sierra Blanca Regional Airport is a general aviation airport owned and operated by the Village of Ruidoso. It is located 15 miles northwest of Ruidoso. This regional airport provides commuter travel as well as commercial delivery and taxi service. The Carrizozo Municipal Airport is located one mile southwest of Carrizozo and offers small commercial service and local recreational and leisure air travel.

Sierra Blanca Regional Airport offers four paved runways. Runways 6/24 are asphalt paved surface in fair condition with a length of 8,100 feet and a width of 100 feet. Runways 12/30 are asphalt paved surfaces in good condition and are 6,500 feet long and 75 feet wide. Runways 12/30 will accept 12,500-lb. aircraft while runways 6/24 will accept larger 60,000-lb. single-wheel and 115,000 lb. double-wheel aircraft. Aircraft fuel is available in both LL100 general aviation fuel and Jet -A fuel. Airplane hangars and tie downs are available at the airport. All runways are equipped with medium intensity runway edge lighting and visual slope indicators with non-precision markings. Approach and departure service is provided by Albuquerque Air Route Traffic Control Center (ARTCC). The airport hosts a fixed based operator for fuel and aircraft ground support and maintenance.

Currently Sierra Blanca Regional Airport bases 54 single engine airplanes, 12 multi-engine airplanes, two jets and one helicopter. Over half of all flights are general transient flights and the remaining are typical local leisure/recreational air travel and commercial flights.

Carrizozo Municipal Airport is a light aircraft airport with paved runways 6/24 and a dirt surface runway 15/33. The small municipal airport is owned and operated by the town of Carrizozo and is designated Q37 for aircraft types. It hosts a fixed base operator, Carrizozo Air Center, with 100LL fuel, aircraft service, repairs, and hangars available. Runway 6/24 is a 4,900-foot long and 75-foot wide asphalt paved surface in fair condition; the corresponding 15/33 runway is a dirt surface 2,500 feet long and 90 feet wide. The municipal airport is located approximately one mile southwest of town. The nearest international airport in the Lincoln County vicinity is the El Paso International Airport, in El Paso, Texas. Located less than 150 miles to the south, it offers all major airline carriers. In addition, the Alamogordo Regional Airport is approximately 65 miles to the south of Carrizozo.

5. Railway

The Union Pacific Railroad also passes through Lincoln County. It is a general freight liner carrying cargo and no longer stops in Carrizozo and Corona as it once did. There is no passenger rail service within the County at this time.

B. Transportation Issues and Opportunities

1. Roadways

Maintenance. Many roads within the County require ongoing maintenance. Currently there are approximately 500 storm drain culverts that need to be cleaned, repaired or replaced. Seasonal rains can particularly cause extensive damage to roadway sections. A long-term road development and maintenance plan is needed by the County Road Department. The NMDOT typically provides support to the County through New Mexico State Road Fund Co-operative monies annually, and also provides monthly financial assistance for maintenance operations. Due to the constraints of the state road fund agreements, these funds are required to be expended each year. This allows the County to remove and replace or repair only small portions of roadways annually. Other funding sources come from the state school bus route appropriations and state capital improvements appropriations programs.

Repaving. Besides repaving or overlaying existing roadways, the County should plan on scheduled hot mix paving, or double-penetration surfacing, of at least an additional 45 miles of existing dirt surfaced roadways over the next ten years. An inventory of roads and streets needs to be established to provide a clear and accurate goal for prioritizing paving/repaving projects.

Scenic Byway. In addition, the local scenic Billy the Kid byway attracts large amounts of recreational vehicles and tourism traffic to the area. A means to increase this travel-based tourism should be developed. Easy access for RVs, information on scenic routes and retreats, access to hiking and bike trails and other commercial services related to transportation should be a priority for continued growth and economic development within the County.

2. Public Transportation

Local Commuter Loop. Another major issue in Lincoln County identified by the public is the scarcity of public transportation options for residents. There are several types of services currently lacking that the public identified as important. One need is a public transportation commuter loop linking Capitan, Ruidoso, the Hondo Valley, Carrizozo, and the smaller communities in between. This would help solve the traffic congestion around Ruidoso created by

the imbalance in the location of jobs and housing. This would also provide an opportunity for seniors and others in Carrizozo and smaller communities to access services in Ruidoso without having to use an automobile.

Long-distance Public Transportation. In addition to the need for a local connector, residents also identified the need for public transportation services connecting places in the County such as Corona and Carrizozo to larger destinations, including El Paso, Albuquerque, and Denver.

3. Airport

Expansion. It will be necessary to make improvements to the regional airport as the Lincoln County population continues to grow. Some residents have expressed their desire to see expanded commercial jet service at the airport.

C. Transportation Goals

T Goal 1. Provide a safe, efficient and integrated transportation system to serve the present and future mobility needs of all the residents of Lincoln County.

Objective 1. Provide an efficient network of streets and roadways that will allow for a smooth flow of vehicular traffic (NMDOT designation Level of Service C). Roads should be designed to meet the needs of the residents without detracting from the rural and scenic character of Lincoln County.

Strategy 1. Establish a well-defined street hierarchy of local, collector and arterial roads.

Strategy 2. Bring all streets within the County up to standards sufficient for their acceptance for maintenance by the County Road Maintenance Department.

Strategy 3. Prepare a repaving plan that includes estimated costs, a funding strategy, and proposed project phasing for new and resurfacing of roadways. Consider using impact fees for new development, raising GRT or property taxes to fund this effort.

Strategy 4. Follow the recommendation under Infrastructure Goal 1 regarding road paving to ensure inclusion of adequate drainage facilities.

Strategy 5. Set a priority for the Cora Dutton Road paving project to be completed as soon as funding becomes available.

Strategy 6. Prepare traffic engineering studies for proposed County street improvements.

Strategy 7. Provide adequate levels of maintenance of all improved components of the transportation system, including roadways, sidewalks, bicycle facilities and roadway drainage systems.

Objective 2. Provide standards for local roads (in residential areas) that promote traffic safety and meet residential transportation needs.

Strategy 1. Adopt design standards for local residential roads that discourage non-local traffic and minimize disruption of the terrain and environment.

Strategy 2. *Create guidelines to design roads and traffic controls to optimize safe traffic flow by minimizing turning, uncontrolled access and frequent stops on arterial roadways.*

Strategy 3. *Require private subdivision roads to align with County roads.*

Strategy 4. *Develop traffic control standards to promote traffic safety and minimize through-traffic in residential neighborhoods while still providing at least two means of egress to the neighborhood.*

Strategy 5. *Require a traffic impact analysis where new development is projected to cause a significant increase in traffic volume on nearby County streets.*

Strategy 6.. *Require developers of new projects to pay for improvements to the County streets made necessary by their development.*

Objective 3. Provide for safe access to and from major and minor arterial streets and from major arterial streets to major U.S. highways.

Strategy 1. *Develop an access control policy for property along arterial streets to minimize access points, reduce congestion and prevent other unsafe traffic conditions.*

Objective 4. Facilitate enhanced maintenance of County roads.

Strategy 1. *Plan for additions to the existing Road Department facility or the construction of a new one to provide increased work space, storage and offices to proficiently provide a high level of service to County residents.*

Strategy 2. *Consider increasing the pavement cut permit fee to help offset increasing costs associated with pavement replacement.*

Objective 5. Ensure that transportation infrastructure accommodates growth.

Strategy 1. *Perfect the County road easements as necessary.*

Strategy 2. *Develop road grid and drainage plans that are followed for the dedication of easements in new developments.*

T Goal 2. Meet County air travel needs as the local population grows.

Strategy 1. *Make improvements to the regional airports to accept anticipated increased air travel to the area.*

Strategy 2. *Expand commercial jet service as feasible.*

T Goal 3. Expand transportation alternatives other than the automobile.

Strategy 1. *Promote future public transportation (most likely buses) between communities within Lincoln County as well as Otero County.*

Strategy 2. *Support the development of public transportation on the Ruidoso-Ruidoso Downs-Capitan-Hondo loop.*

Strategy 3. *Support the development of public transportation from Carrizozo to the Ruidoso area.*

Strategy 4. *Use and update the Capital Improvements Plan as needed to make public transportation improvements.*

Strategy 5. *Encourage the inclusion of paved shoulders 4 feet to 6 feet wide in all new construction and reconstruction projects on roadways with greater than 1,000 ADT (average daily traffic) to accommodate bicyclists and pedestrians.*

8. Infrastructure

A. Existing Infrastructure Conditions

1. Stormwater Drainage

Lincoln County generally utilizes historic arroyos for storm drainage. Currently, various areas around the County experience flood conditions due to over-reliance on natural storm drain structures and paths.

Lincoln County is subject to flooding in various areas due to the lack of a comprehensive plan addressing watershed issues. The County does maintain drainage on County roads and bar ditches to the best of its abilities. Lincoln County works with federal agencies after fire disasters to address the increased flooding potential created by the long-range effects of wildfire damage.

2. Wastewater

Lincoln County does not provide wastewater collection or treatment for County residents. The rural areas outside of the municipal entities typically utilize septic systems for their wastewater needs. Lincoln County recognizes septic systems are a potential source of ground water pollution, and plans to work with the New Mexico Environment Department (NMED) to mitigate any existing problems and embrace new technology as it is developed and available.

The local incorporated communities are responsible for their own wastewater collection and treatment facilities. The communities of Ruidoso and Ruidoso Downs are currently operating a local wastewater collection and treatment system that is co-owned and operated by both communities within the County. Capitan and Carrizozo also operate a wastewater collection and treatment facility system. Corona is currently installing a new wastewater collection and treatment system to phase out the use of septic tanks in the village.

3. Solid Waste

Lincoln County residents generate approximately 4.6 pounds of solid waste per person per day (2003). In 2006 approximately 17 percent of that waste was recycled and sold. This aggressive approach to recycling has reduced the amount of solid household waste disposal and fees associated with waste disposal in Lincoln County.

The Lincoln County Solid Waste Authority (LCSWA) was formed in 1991 and is the first regional solid waste authority in New Mexico. It was created under a joint powers agreement between the villages of Corona, Carrizozo, Capitan, Ruidoso, Ruidoso Downs and the County of Lincoln. In 1998 the Village of Ruidoso resumed operational and financial responsibility for solid waste collection within the village limits. LCSWA continues to operate the Ruidoso recycling system which accepts construction waste, scrap metal and used tires. The LCSWA provides County residents with solid waste disposal through curb side pick up and a convenience center in Ruidoso Downs. Lincoln County provides solid waste disposal and recycling services at the local convenience center accepting the standard recyclable items, as well as used tires. The collection system utilizes a poly-cart, dumpster and compactor equipment system to collect household and construction waste.

The Lincoln County Solid Waste Authority is operated by a board represented by the participating communities. A separate board governs the Otero County operations and is

financially independent from the Lincoln County board. The LCSWA board is committed to providing efficient, economic and environmentally-responsible solid waste management disposal services to the communities and rural residents of Lincoln County. In July of 2006, LCSWA also assumed operational responsibility for solid waste management, including recycling, for the rural portions of Otero County, which do not include Alamogordo or Tularosa. Holloman Air Force Base solid waste collection is also expected to participate in 2007. LCSWA is also responsible for solid waste disposal for the Mescalero Tribe to the landfill in Otero County. The Tribe operates its own collection system and delivers its solid waste to the LCSWA transport station in Ruidoso Downs. Solid waste from the village of Corona is hauled to the Torrance County Landfill due to hauling distances.

The LCSWA is financed by user fees and is not dependent on additional tax support. Substantial amounts of capital outlay funding come from state legislative grants and are presently funding numerous new community solid waste compactor sites and transfer sites throughout both counties. Legislative funding is also supporting new collection equipment and recycling operations for the authority. A new operations center, transfer station and recycling center – the Greentree Transfer Station and Recycling Center – is currently under construction in lower Ruidoso Downs and is expected to be operational in late 2008. All of the existing sold waste landfills in Lincoln County have been officially closed, except for the Capitan landfill, which is pending official closure.

The City of Alamogordo provides operational and financial management of the Otero/Lincoln Landfill operations. The total space allocated and permitted for landfill development is 640 acres at the site, which is located off U.S. 54 south of Alamogordo near Oro Grande. Currently the acreage is divided into cells of approximately one acre in size. The utilization rate of the landfill is currently below the 1994 projections, with less than six cells in use. The 1994 projections estimated the site could be in operation for 50 years. At the present rate it is now estimated the operation period will be closer to 70 years. The landfill is currently accepting approximately 300 tons of waste per day. This amount is expected to decline over the next several years as aggressive recycling efforts continue in Lincoln County. Lincoln generated over 13,700 tons of waste in 2005. As increased growth of population and additional residential subdivisions are expected, the increased recycling practices will also need to keep pace to offset the increase in waste disposal. Disposal fees for Lincoln and Otero Counties rank among the lowest in the state.

An environmental gross receipts tax is charged for the landfill use, with proceeds going towards the bond retirement for the original purchase of the property. Any excess tax is now returned to LCSWA and the Village of Ruidoso to offset operational costs and equipment depreciation and replacement.

4. Gas

Zia Natural Gas provides natural gas transmission and distribution to a large portion of Lincoln County. Currently Zia has a service area covering the communities of Ruidoso, Ruidoso Downs, Capitan, Alto and Carrizozo. The outlying communities and rural portions of the County rely on Liquid Propane (LP) gas for their energy needs. LP Gas is available by a variety of suppliers in the area.

5. Other Utilities

Lincoln County residents are served by PNM, Otero County Electric Cooperative, and the Central New Mexico Electric Cooperative, Inc. for electric energy needs. PNM provides electric power for Ruidoso and Ruidoso Downs, while the Otero County Electric Cooperative covers Carrizozo

and rural communities. Central New Mexico Electric Cooperative provides power for the northern portion of the County.

Telephone service is available through national providers AT&T, Qwest, and also local providers such as Tularosa Basin Telephone Company and Plateau Telephone Company. Telephone companies provide conventional land lines as well cellular telephone and Internet services.

B. Infrastructure Issues and Opportunities

1. Stormwater Drainage

Flooding. As noted, Lincoln County does experience flooding. There is a need to ensure that stormwater runoff from existing and new development is properly managed. Stormwater can also present an opportunity for water reuse as a way to engage in conservation efforts and recharge area aquifers.

2. Wastewater

Collection and Treatment. The County does not provide wastewater collection or treatment at the present time. Due to stricter EPA requirements, health issues, and continued growth in the County, wastewater treatment and collection may be needed in the future. Reclaiming and reusing wastewater also could be part of the solution for meeting the future water needs of the County.

3. Solid Waste

Expansion. Residents have mentioned the need to expand the solid waste system and plan for long-term landfill management, recycling, and septic tank disposal.

Subdivision Regulations. Existing subdivision regulations do not adequately address solid waste or recycling provisions.

Forest Slash Removal. The Village of Ruidoso has developed ordinances regarding tree thinning on private property and the safe and effective removal of slash by the Solid Waste Authority. However, no such ordinances are currently in place in Lincoln County.

Septic Pumping. Currently, the Ruidoso Septic Service (the only such entity operating in the County) hauls septic tank waste to Tatum, NM, near the Texas border. However, the Lincoln/Otero County Regional Landfill has the capacity and ability to receive this type of waste and is being underutilized.

4. Gas

Private gas suppliers will continue to provide a reliable source of gas energy for Lincoln County.

5. Other Utilities

Telecommunications. Private and local electric co-operatives will continue to provide reliable electric energy for Lincoln County.

Some members of the public, however, noted that communications infrastructure is not adequate throughout the County. Some areas lack basic television and cell phone service. At the same time, residents are reluctant to have a lot of unsightly cell phone towers installed. There is also a need for Broadband or wireless Internet service throughout the County which, in addition to providing a useful service for residents, would also aid in attracting and retaining businesses.

C. Infrastructure Vision and Goals

Lincoln County residents want to ensure that the provision and upkeep of infrastructure is adequate first to meet the demands of the present population, and then to be in place to support future growth in the County.

1. Stormwater Drainage

I Goal 1. Reduce flooding County-wide, and reuse stormwater where possible.

Strategy 1. *Study the drainage basins, patterns and anticipated flows of the area so that drainage infrastructure can be designed to adequately carry the design flows under roadways and away from properties and roads.*

Strategy 2. *Create a drainage design guide that designates stormwater runoff criteria and establishes regulations to ensure drainage is properly handled in future development by detention/retention or dam control, and can be utilized for beneficial use by its citizens. Incorporate FEMA guidelines as applicable.*

Strategy 3. *Work with municipalities, private property owners, and state and federal agencies that utilize flood control systems to varying degrees and incorporate these systems into components of future flood control projects.*

Strategy 4. *Resurface and repave as many roads as possible to control erosion and direct surface runoff to drainage infrastructure and retention ponds where they can recharge the aquifer and reduce soil erosion.*

Strategy 5. *Make curb and gutter improvements in high density developments to help control and channel runoff to a discharge point where it could be collected in culverts and ponds.*

2. Wastewater

I Goal 2. Promote adequate wastewater systems that protect the environment and re-use water.

Strategy 1. *Encourage reclamation and reuse of greywater and rain catchments systems for irrigation as approved by New Mexico Environment Department regulations.*

Strategy 2. *Support the continued use of permitted septic tank/leach field systems where appropriate.*

Strategy 3. *Ensure proposed subdivision lots are of an adequate size and contain adequate soils to permit a septic system to work effectively without polluting groundwater or surface water.*

Strategy 4. *Promote the development or extension of centralized wastewater service to areas of growth where population density is high.*

Strategy 5. *Maintain a balance between the greenbelts and other conservation districts.*

3. Solid Waste

I Goal 3. Ensure that there are adequate solid waste and waste recycling systems to meet the County's current and future needs, and that these are effectively utilized.

Strategy 1. *Assist in the promotion of the availability of the Lincoln/Otero County Regional Landfill for septic tank and wastewater treatment plant sludge disposal.*

Objective 1. Provide sufficient sites for solid waste disposal.

Strategy 1. *Support development of new waste compactor sites in the County.*

Strategy 2. *Assist the Lincoln County Solid Waste Authority (LCSWA) in working with landowners and the NMDOT to identify sites for dumpster relocation along state highways.*

Objective 2. Amend subdivision regulations to improve solid waste disposal and increase recycling.

Strategy 1. *Require new subdivisions over 200 units to provide a recycling drop-off location.*

Strategy 2. *Require new subdivisions over a certain size to designate one acre for a solid waste disposal/recycling site.*

Strategy 3. *Offer financial incentives for developers to underwrite solid waste site development and disposal equipment purchase.*

Objective 3. Ensure that forest slash is safely and adequately disposed of.

Strategy 1. *Work with the State Forestry Department, the Ruidoso Forestry Department, and the LCSWA to develop a County slash removal ordinance, allowing for the possibility of utilizing small diameter timber and other forest products for economic uses.*

I Goal 4. Increase opportunities for and awareness about recycling in the County.

Strategy 1. *Encourage municipalities within the County with populations less than 2,000 residents to develop one to two drop-off recycling sites. Encourage one additional site per 1,000 residents for larger municipalities.*

Strategy 2. *Ensure that recycling drop-off sites have proper signage.*

Strategy 3. *Support recycling education programs for County residents.*

Strategy 4. *Encourage the County government to participate in recycling and special recycling events.*

I Goal 5. Reduce or eliminate illegal dumping in the County.

Strategy 1. *Coordinate efforts between the County Road Department and the LCSWA to prevent illegal dumping on County roads.*

Strategy 2. *Support illegal dumping prevention education programs for County residents.*

4. Other Utilities

I Goal 6. Improve communications systems throughout the County.

Strategy 1. Encourage a common set of telecommunication services among the six providers in Lincoln County.

Objective 1. Expand the availability and quality of cellular telephone coverage in the County.

Strategy 1. Work with individual communities and cellular service providers to determine the necessity of installing cell phone towers and to identify locations that will have the least negative impact.

Objective 2. Expand the availability and quality of Internet service in the County, preferably through Broadband or wireless technology.

Strategy 1. Work with Internet service providers to ensure adequate coverage.

Strategy 2. Encourage the development of 'wireless communities' in Lincoln County, following the example set by Corona.

Strategy 3. Develop wireless Internet access in all County buildings; encourage municipal buildings to do the same.

9. Water Resources

A. Existing Conditions

1. The Acequia System

Spanish settlers in the Lincoln County territory brought with them the tradition of creating community ditch systems, called *acequias*, to irrigate their lands. These canals use gravity flow to irrigate the neighboring fields and rely on the participation of all water users in the association to maintain, monitor, and regulate them to protect and effectively share the water supply. As a community resource, acequias are the oldest water management institution in the region and have served as political subdivisions in the area for over 150 years. Communities such as Glencoe, San Patricio, Hondo, Picacho and Lincoln were established around acequias that continue to function today. In addition to performing the important ecological functions of sustainably managing water, controlling soil erosion, recharging the aquifers, and nurturing native vegetation and wildlife, acequias are a valuable cultural and historic resource in the region. Their link to the agricultural past and present of Lincoln County and the scenic greenways and farmlands they support also make them an important asset for tourism, particularly the emerging agritourism sector (Rivera, 1998).

2. Water

Water supply for the residents of Lincoln County comes from various sources and is not directly part of the County's activities. Domestic water is provided by each individual municipality or community within the County via community water systems or individual domestic wells. Although Lincoln County is not directly responsible for domestic water transmission or distribution, it is concerned with future sustainability of water and other natural resources. Currently the County supports the efforts of the state engineer and uses Office of the State Engineer (OSE) guidelines in making decisions on water use within the County. The County will continue to work with state authorities to better understand the existing aquifers and to manage water resources for long-term sustainability. Water issues for Lincoln County are addressed in the Regional Water Plan 2000 – 2040, Tularosa Basin and Salt Basin documents and the Village of Ruidoso 40-year Water Plan. These plans are available through the OSE and its website. The general goal of these plans is to explore several options for sustainable water for Lincoln County in the future. The most efficient and effective measure is the continued pursuit of groundwater rights and drilling of production water wells near the point of use. The Village of Ruidoso has recently completed several examples of this method in the production of the new Hollywood Well #2, Cherokee Well #2 and the new High School Well. This type of spot drilling does help alleviate the short-term water problems faced by the County, but does not address long-term water sustainability. The County also needs to carefully consider purchasing water supply and rights from Bonito Lake, Trans-Basin imports from the Tularosa Basin and the Hondo-Pecos Basin or direct water diversion from the Mescalero Apache Nation.

3. Water Conservation

The County adopted a water conservation resolution declaring its intent to encourage landscaping practices that minimize water usage (Resolution 2000-33). However, there are no ordinances requiring water-saving landscapes or other water-conserving measures.

4. Watershed

The County works with other agencies to promote good stewardship of the watershed for maximum benefit to its citizens.

Figure 13. Wells in Southern Lincoln County

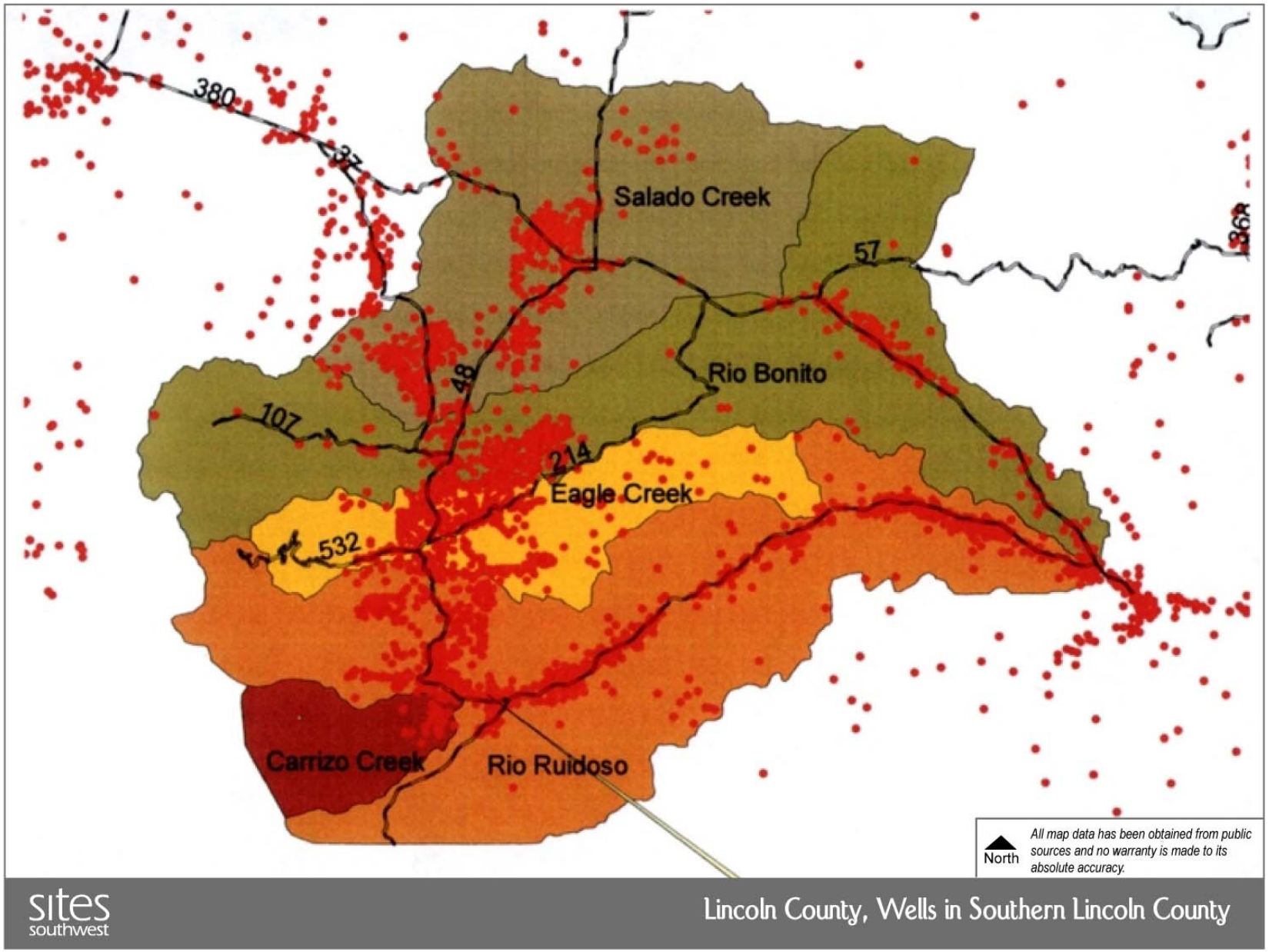


Figure 14. Lincoln County Rivers

B. Issues and Opportunities

Quality and Quantity of Water. Lincoln County residents are extremely concerned about water resources and want to ensure that these are of sufficient quantity and quality to meet the needs of current and future populations. They feel that this is critical, particularly in the current climate of increasing growth and development pressures. A related concern is how individual projects (such as subdivision wells) affect the entire aquifer system. Residents hope to find comprehensive solutions to address water resources issues, but recognize that there is no uniformity across the County; rather, it has fractured geology and hydrology.

> The Village of Ruidoso's 40-Year water plan also expresses concern for a shortfall of sustainable water supply for most of the communities in the County by the year 2040. In addition, there is a current short-term crisis that will remain for the near future during the existing drought situation. Long-term water shortfalls will be largely due to projected population growth over the next 40 years. The first step to remedying this issue is creating a long-term plan followed by appropriate actions. Local municipalities, outlying communities and the County will need to collaborate to create such a plan and prepare ways to develop a potable water system for the region. A plan should address various alternative methods of water recovery, storage, and watershed restoration. Other areas of involvement would be in developing a watershed management plan, investigating desalination of the abundant Tularosa Basin Aquifer, and developing leak-proof, long-term storage catchments at the base of canyons with perennial streams and flood flows in order to reclaim water. These are several alternatives that the County could explore to secure a sustainable potable water supply for its residents. At the same time, it will be necessary to reduce local water consumption through conservation and find ways to limit the water usage impacts of future growth and development. This will require proactive steps and guidance at the County level.

Water Reuse Systems. One opportunity for water conservation is through the installation of residential water reuse systems (also known as greywater harvesting), in which there has been recent local interest. Currently, there are residential systems available that take water from the shower and washing machine and reuse them in toilets and for outdoor irrigation. Potential water savings can be significant, both from an ecological and financial perspective. There are still challenges with the use of water reuse systems, however. These include a general lack of awareness about the systems among the public as well as the plumbers and contractors who would install them. Costs can also be prohibitive, both to get a permit to install the system and to purchase the necessary equipment. Nevertheless, water reuse systems allow individual homeowners and developers to be proactive about water conservation.

C. Water Resources Vision and Goals

WR Goal 1. Obtain a better understanding of the hydrogeology of Lincoln County.

Strategy 1.	*Continue cooperation with all relevant agencies and institutions to collect, analyze and understand any existing water basin-related data.*
Strategy 2.	*Promote the coordination of resources and information collected from various public and private sources concerning existing aquifers within the County for beneficial use and to guide future decisions about development.*
Strategy 3.	*Assimilate all required data.*
Strategy 4.	*Apply and make available resulting data for beneficial use of the citizens of Lincoln County.*

WR Goal 2. Ensure a sufficient water supply to meet future water needs in Lincoln County.

Objective 1. Engage in proactive planning endeavors to adequately prepare for water supply needs of the future.

Strategy 1. *Initiate and develop a County Water Master Plan.*

Strategy 2. *Collaborate with communities in the County to explore the feasibility of establishing a joint Water Use Board or Authority to oversee and direct water use in the County.*

Strategy 3. *Initiate and aid in the development of a County Watershed Management Plan and encourage municipalities within the County to develop their own Strategic Water Management Plans.*

Strategy 4. *Find additional ways to work with other governmental agencies to maintain and protect watersheds and recharge areas.*

Objective 2. Optimize the function of existing water supply sources and the entire watershed.

Strategy 1. *Promote recharge of fresh water aquifers at higher elevations.*

Strategy 2. *Document headwater sources, designate as critical natural area zones, and protect from adverse development.*

Strategy 3. *Ensure that water quality standards in local streams are adequate. Tighten if necessary.*

Strategy 4. *Optimize use of effluent technology.*

Strategy 5. *Encourage improvement of agricultural irrigation water efficiency.*

Strategy 6. *Work with the Office of the State Engineer to help prevent the "double dipping" of water rights.*

Strategy 7. *Explore management of individual aquifers to ensure that there is a sustainable source of water without depleting the aquifers more than a mutually acceptable percentage during any planning period.*

Strategy 8. *Support the concept of reducing residential water rights to one-quarter acre-foot per dwelling.*

Strategy 9. *Explore the concept of water banking to see if appropriate for the County.*

Strategy 10. *Work in a collaborative effort with the U.S. Forest Service to maximize and protect the watershed through tree thinning or other measures that could yield additional water supplies.*

Strategy 11. *Ensure that existing water rights in the County are protected from eminent domain takings by municipalities.*

Objective 3. Develop new sources of water.

Strategy 1. *Facilitate the research and development of alternate sources of water that can be derived from outside of the County.*

Strategy 2. *Continue to support and collaborate with regional desalination projects.*

Strategy 3. *Explore the development of Aquifer Storage and Recovery Plans.*

WR Goal 3. Improve water conservation in the County.

Strategy 1. *Work with local citizen groups to promote awareness and use of water conservation techniques and technology to schools, homeowners, developers, plumbers and contractors.*

Strategy 2. *Collaborate with organizations such as the National Resource and Conservation Service (NRCS) to educate youth in schools and other public educational settings to become more conservation-minded and good stewards of local water resources.*

Strategy 3. *Provide incentives to encourage existing water consumers to retrofit with appropriate water-conserving appliances, low volume irrigation systems, water reuse systems, and rain catchment systems.*

Strategy 4. *Encourage xeriscaping in existing and new development.*

Strategy 5. *Create a water conservation ordinance based on the existing Resolution 2000-33 to promote water-conserving landscaping.*

WR Goal 4. Minimize the water usage in new developments.

Strategy 1. *Require new construction to include appropriate water-conserving measures including low-flow fixtures, water-conserving appliances, water reuse systems, rain catchment systems, use of cisterns, and low volume irrigation systems.*

Strategy 2. *Mandate or encourage only "target" or desert-style golf courses, as opposed to traditional golf courses, and the use of drought-resistant or low-water-use grasses and other conservation-friendly golf course management practices.*

Strategy 3. *Ensure that approval of private subdivision development is based on the availability and sustainability of an adequate water supply.*

Strategy 4. *Create limitations in the subdivision regulations on the amount of water that may be used from community and individual wells for irrigation.*

WR Goal 5. Improve residents' awareness and understanding of water resources in Lincoln County.

Strategy 1. *Explore ways to inform new property owners about existing water resource conditions and limitations on their properties, such as requiring water disclosure statements in property title transfers.*

Strategy 2. *Include information about local water resources, conservation measures, and the impacts of development on water on the County website.*

WR Goal 6. Maintain the importance and integrity of the acequia system in Lincoln County.

Strategy 1. *Take steps to protect the acequias as historical national treasures.*

Strategy 2. *Disseminate information about acequia culture and customs, which have historically influenced attitudes about water and water use in the County.*

Strategy 3. *Maintain water for agricultural use in areas with historic acequias, rather than transferring it to municipal use.*

10. County Facilities, Services and Recreation

A. Existing County Facilities, Services and Recreation Conditions

1. Community Facilities

There are no community centers in Lincoln County, but there are several senior centers as well as public recreational facilities.

Lincoln County operates five Zia Senior Centers located in Carrizozo, Capitan, Corona, Ruidoso Downs, and Hondo. These centers are open during the week, and provide seniors a variety of services including meal delivery, recreational activities, medical transportation, health and nutrition screening, tax and insurance help, and housekeeping and errands assistance, among other things. The Village of Ruidoso Senior Center also provides recreational activities to local seniors.

2. Parks, Open Space and Recreation

Lincoln County has a variety of outdoor recreational opportunities for locals and visitors, including golf courses, fishing spots, and ski areas. In addition, the Lincoln National Forest has 225 miles of hiking trails, and the Capitan Wilderness Area provides 11 total hiking trails. However, the County itself does not operate any outdoor open space areas, including parks or playgrounds, nor does it operate any other recreational facilities. Lincoln County does, however, have a Fairgrounds facility, which is located in Capitan. The County Fair is generally held in August, and offers animal shows, contests, food, dances, and other activities.

Ruidoso has several recreational complexes. The Eagle Creek Sports Complex has three ball fields, a concession area, and a playground; the White Mountain Recreational Complex sports one ball field, four multi-purpose fields, two tennis courts, a concession area, and a Kids Konnection playground; and North Park has one ball field and a skateboard park. Ruidoso also has a municipal outdoor swimming pool, but it is only open for two months in the summer.

The City of Ruidoso Downs operates two municipal parks, a skateboard park, basketball courts, and a baseball field. A riverside park is also planned for a newly acquired property in Ruidoso Downs.

There are also numerous public and private golf courses around the County, including two under construction.

There are several after-school activities for youth in the County. These include an FFA program (previously known as Future Farmers of America), 4-H, and various athletics programs.

3. Health Care/Medical Facilities

Lincoln County is served primarily by the Lincoln County Medical Center in Ruidoso. It provides emergency medical services, and over 15 different types of specialty medicine. This non-profit hospital, a branch of Presbyterian Healthcare Services, also operates six primary and specialty health care clinics throughout the County. These are located in Ruidoso, Carrizozo, Capitan, Corona, and Hondo.

In addition, Home Health Services of Lincoln County provides various nursing, therapy and personal care services in Ruidoso.

Lincoln County also provides an Indigent Health Care program. Created by County ordinance in 2005, this program assists people who cannot pay for medical services related to emergency or life-threatening circumstances.

Seniors who participate in the one of the County's five Zia Senior Centers are eligible to receive transportation assistance in order to go to medical appointments.

4. Educational Facilities

Lincoln County is home to four public school districts, and one higher education institution.

The Ruidoso Municipal School District has the largest number of students (2,324) in Lincoln County. There are 826 students enrolled in the following primary schools: Nob Hill Elementary (pre-kindergarten to kindergarten); Sierra Vista Primary (1st-2nd grades); and White Mountain Elementary School (3rd – 4th). There are two middle schools, White Mountain Intermediate (5th-6th grades) and Ruidoso Middle School (7th – 8th grades), which provide services to a total of 768 students. Ruidoso High School (9th-12th grades) has 715 students, and the Gavilan Canyon Alternative School (4th – 12th grades) has 15 students.

The Capitan Municipal School District has a total of 594 students served by one elementary, middle, and high school. Meanwhile, the Carrizozo Municipal School District has 233 students, also served by one elementary, middle, and high school. In addition, the Ranch School is an ungraded, nonsectarian private school with 35 total students.

The Corona Municipal School District serves both Lincoln County students, as well as those from neighboring Torrance and Guadalupe Counties. A total of 83 students attend two schools: an elementary school (pre-kindergarten to 6th grade), and a high school (7th to 12th grades). The Hondo Valley Public School District has the same educational set-up – one elementary school (pre-kindergarten to 6th grade) and one high school (7th to 12th grade), and serves 130 total students. Finally, the East Picacho Elementary School (kindergarten – 5th grade) has 518 students, and is part of the Las Cruces Public School District, though it is located in Lincoln County.

Lincoln County is also served by a branch of the Eastern New Mexico University (ENMU), located in Ruidoso. The college originally began as the Ruidoso Off-Campus Instruction Center in 1991. In 2005, the school became a branch of ENMU, and the 18th two-year college to operate in New Mexico. The institution offers Certificates of Completion, Associate of Science, Associate of Arts, and Associate of Applied Science degrees, as well as training workshops, community education, and basic adult education classes. Adjacent to ENMU-Ruidoso is the Lincoln County Works Center, which provides job training, unemployment assistance, and career counseling to job-seekers and employers.

5. Library Services

There are four public libraries operating in Lincoln County. The oldest is the Ruidoso Public Library, which was started in 1954 with a collection of books donated by the Ruidoso Women's Club. After several locations and renovations, the current library houses an Archive Room, a Conference Room, and a Children's Library. Special collections include a New Mexico History

Collection, a Genealogy Collection, a Southwest Collection, and a database of photographs made available by the Lincoln County Historical Society.

The Capitan Public Library was founded in 1996. Operated by an all-volunteer staff, the library has over 12,000 items in its collection and offers free Internet services to its patrons. Planning is underway to make an addition to the current building, as the facility has already reached its capacity. The expansion will also create a meeting space for local organizations, as there currently is no such place in Capitan.

The Corona Lending Library was opened in 2004, and its collection is maintained entirely by volunteers. The village plans to renovate part of its City Hall building and relocate the growing library in that space in upcoming years.

The Carrizozo Public Library is primarily a school library, but is open to the public two nights per week.

In addition to the established libraries, the New Mexico State Library operates a bookmobile program in rural areas. The Bookmobile East region includes Lincoln County; it makes monthly stops at designated places in Corona, Carrizozo, Nogal, Capitan, Fort Stanton, Lincoln, and Hondo. The bookmobile carries up to 4,000 volumes serving children and adults.

B. County Facilities, Services, and Recreation Issues and Opportunities

1. General

Services to Match Growth. The public identified many challenges facing Lincoln County in terms of community facilities and services. First and foremost, the County has a growing population, which is projected to rise even more in coming years, yet this has not been met with an increase in emergency, healthcare, and community services. Some residents suggested that this need could be met in part by an increase in local volunteerism, which engages people to be active members of their communities and provides benefits to the County at-large.

Another issue is that there may be a duplication of services between local municipalities and the County, and hence there is a need for better coordination and communication. At the same time, some of the smallest communities, such as Nogal and other rural areas, do not have sufficient services.

Foster Care. There is a need for more foster care for children throughout the County.

Stray Animal Care. There are insufficient facilities to humanely treat stray animals in the County. Currently, there are two animal care facilities, one in Ruidoso and one in Carrizozo, which are partially supported by the County. However, these do not meet the total demand of stray animals in the County.

2. Community Facilities

Community Centers. Currently, there is no County community center to provide after-school day care or multi-generational activities and facilities.

Public Meeting Spaces. There are limited community facilities to provide public meeting spaces.

3. Parks, Open Space and Recreation

Additional Recreational Facilities. Lincoln County residents identified the need for more recreational opportunities for children, teenagers, and others. They saw that this could not only improve the quality of life for locals, but also be a strategy for promoting tourism and helping retain young people in the County. Residents saw a need for more sporting and swimming opportunities, as well a need for improved communication with the Forest Service, whose lands could be used to a greater extent for some outdoor recreational activities. They also identified a need for more trails and parks, and noted that subdivision developments often do not include green spaces for their residents.

4. Medical Facilities

Rural Access to Health Care. Although Lincoln County does have a hospital that operates several health centers in outlying areas, the provision of medical services is still problematic for many residents. In particular, seniors in rural areas may have trouble accessing routine or emergency medical care due to long distances and lack of public transportation, although the Zia Senior Centers do provide some transportation assistance. Residents also complain that there are few physicians and specialists operating private practices throughout the County to serve more rural areas. There is a need to maintain and expand the entire health care system, including hospitals, clinics, private providers, and transportation assistance for all residents.

5. Educational Facilities

Improved Educational Opportunities. The public noted that there is a general need to develop leaders in all sector of Lincoln County, which can be fostered during all levels of education. For example, some residents felt the need for creating a full-day pre-kindergarten program. Others observed that high school or GED completion should be higher, and that there is a need for access to more higher education options. While the New Mexico State University at Ruidoso is an important asset, some residents feel that the discounted rate structure for Ruidoso residents should be extended to the County. In addition, ENMU-Ruidoso currently operates out of an aging shopping center, rather than having a full-service campus. Expanding and improving ENMU-Ruidoso facilities could help retain local young people, improve the regional base of skilled workers, and also attract new young people to settle in the area.

C. County Facilities, Services, and Recreation Vision and Goals

1. General

CFSR Goal 1. Increase volunteerism in the County.

Strategy 1. *Create a citizens group to identify organizations and County agencies that would like to work with volunteers, and actively seek youth and adult volunteers to fill needed positions.*

CFSR Goal 2. Improve care of foster children in the County.

Strategy 1. *Encourage the creation of a citizen's group to work on a campaign to find more suitable foster parents in the County.*

CFSR Goal 3. Improve care of stray animals in the County.

Strategy 1. Support and expand existing facilities that care for stray animals in the County.

2. Community Facilities

CFSR Goal 4. Encourage and support the creation of multigenerational community centers by individual municipalities in the County.

CFSR Goal 5. Provide more public meeting spaces around the County.

Strategy 1. Incorporate public meeting spaces into the design of new fire station facilities.

3. Parks, Open Space and Recreation

CFSR Goal 6. Increase the amount of recreational opportunities, parks and open space in the County for use by residents and visitors.

Strategy 1. Develop a master plan for parks, open space and trails, setting goals for a certain number of facilities per 1,000 residents. Consider requesting free technical assistance from the National Park Service's Rivers, Trails, and Conservation Assistance program.

Strategy 2. Identify sites for potential parks and playgrounds in the County. Develop and maintain as such.

Strategy 3. Discuss partnering with the school districts to co-locate and/or share the costs of developing parks and playgrounds.

Strategy 4. Change the subdivision ordinance to require the inclusion of parks, playgrounds, green spaces and/or trails, or require an impact fee to be used for the creation and maintenance of recreational areas.

Strategy 5. Encourage the development of on- and off-road bicycle facilities in the County.

Strategy 6. Follow recommendations regarding the creation and expansion of public recreation areas on state and federally-managed lands under Natural Resources/Public Land Use Goal 3.

Strategy 7. Require new subdivisions to provide public access to public land, particularly the national forest, as a condition of development.

CFSR Goal 7. Encourage the development of recreation programs and facilities that provide entertainment for youth and teens.

CFSR Goal 8. Support the operation and expansion of the Lincoln County Fairgrounds.

4. Medical Facilities

CFSR Goal 9. Improve access to health care for rural residents.

Strategy 1. *Work with programs that attract new health care providers to live and work in rural areas, such as the National Health Service Corps and the UNM Medical School.*

Strategy 2. *Create additional free or low-cost transportation services to assist seniors and low-income residents in getting to doctors appointments or otherwise receiving medical care.*

Strategy 3. *Establish additional County-supported, licensed rural health centers as the need arises.*

CFSR Goal 10. Ensure that existing health care facilities are functional well into the future.

Strategy 1. *Develop a long-term strategy for the replacement of the aging Lincoln County Medical Center.*

5. Educational Facilities

CFSR Goal 11. Improve higher educational opportunities in the County through improvements to ENMU-Ruidoso.

Strategy 1. *Encourage and assist ENMU-Ruidoso to locate at least 100 acres of land and establish an expanded, permanent campus to both improve services to local students and attract new ones.*

Strategy 2. *Encourage ENMU-Ruidoso to work with the Lincoln County Boards of Education to conduct a County-wide election by 2009 to expand the recognized college district to all of Lincoln County, rather than just Ruidoso.*

11. Hazard Mitigation

A. Existing Hazard Mitigation Conditions

1. Emergency Services

Lincoln County created a consolidated Office of Emergency Services (OES). This department comprises the following divisions: Emergency Management Division; Fire Services Coordination; Homeland Security/Domestic Preparedness; and County Loss Prevention/Safety Coordination. The purpose of the OES is to administer a program for Comprehensive Emergency Management, designed to reduce the vulnerability of the citizens to damage, injury, loss of lives and property by providing a system of mitigation of, preparedness for, response to and recovery from natural and or man-made disasters and emergencies. The OES is responsible for emergency planning and coordination, warning, shelter/mass care, emergency public information, hazardous materials, homeland defense, evacuation, mutual aid coordination, emergency operations center, and emergency services training. In addition, the County Extension Service is the lead agency responsible for addressing threats from agriterrorism, a form of terrorism aimed at harming the local food supply.

Lincoln County potentially faces various types of threats, including wildfires, natural disasters, hazardous waste disasters, and terrorist attacks. Of these, forest fires and floods present the most eminent threats.

2. Fire Protection

Threats from wildfires are very high in Lincoln County, particularly around the Ruidoso area. In 2001, the U.S. Fire Service ranked Ruidoso as the second most vulnerable community in the nation at risk for wildfire, and it was the highest on the state's list of communities most at risk of catastrophic fire. Since 2000, there have been at least three interface fires in Ruidoso. In May of 2000, the Cree fire burned 6,500 acres, destroying three homes, and in 2001, the Trap and Skeet fire burned 463 acres. Finally, in 2002, the Kokopelli fire burned nearly 1000 acres, including an Alto subdivision where 28 homes were destroyed (Steelman, 2003).

The fire threat in the Ruidoso area is not likely to be reduced in the future, due to the dense forest cover and inter-mixed nature of the village's structures combined with regional droughts. In the past, there was a natural cycle in which the ponderosa pine forests experienced a low intensity fire every three to seven years that would eliminate small trees and shrubs from the forest floor, effectively reducing the fuel load and hence the potential for a catastrophic fire. However, population increase and development have led to the need for aggressive firefighting policies which have prevented or reduced the overall frequency of low intensity fires and left the forests dense and susceptible to disease, insect infestation, and devastating fires. Low intensity prescribed burns are still conducted, but these do not follow the same pattern as the naturally-occurring ones.

In response to this problem, there are several programs that work in the area to address the fire threat. There is a Ruidoso Wildland Urban Interface Group, which is responsible for coordinating local, state, and federal entities to address the fire threat. There were also several National Fire Plan Community Assistance Programs that operate in New Mexico and have been utilized in Lincoln County. The Twenty Communities Cost-Share Program supports mechanical tree thinning on private land by providing small grants to landowners. The Economic Action Program,

Four Corners Sustainable Forest Partnership, and the Collaborative Forest Restoration Program offer grants and other forms of assistance to help develop industries for underutilized wood products from sustainable tree thinning while promoting community development and natural resource restoration. The Volunteer/Rural Fire Assistance works to improve the local capacity to fight fires. In addition, the Federal Emergency Management Agency (FEMA) provides grants to improve wildfire education and emergency management. Ruidoso itself has many other fire prevention and management programs, including a reverse 911 system to warn residents of fire threat, a Neighborhood Fire Smart program, and several Village ordinances that address defensible space around homes.

Currently, Lincoln County has eight volunteer fire districts with 11 fire stations that serve the unincorporated areas of the County. In total, there are 120 volunteer firefighters and 40 pieces of fire apparatus and support vehicles.

Ruidoso, Carrizozo, Ruidoso Downs, and Capitan each operate their own fire departments. Ruidoso has three manned stations, and two volunteer substations. There are 19 full-time paid employees, 9 volunteers, 4 pumpers, and 7 trucks. The Carrizozo Fire Department operates 2 stations, with 21 active members, 3 pumpers, and 2 brush trucks. The Ruidoso Downs Fire Department has one station manned by 23 volunteers and 3 paid personnel. The Capitan Volunteer Fire Department operates two main stations in the Village, served by 20 volunteer firefighters, 3 pumpers, and 2 brush trucks.

3. Law Enforcement

The Lincoln County Sheriff's Office is responsible for emergency response and law enforcement. The Department provides services to the incorporated parts of the County as well as smaller municipalities that do not have their own police force. Currently, Ruidoso, Ruidoso Downs, Carrizozo and Capitan are the only towns that have their own police departments in the County.

There is a 144-bed privately-operated, County-owned detention center in Carrizozo.

B. Hazard Mitigation Issues and Opportunities

Emergency Services. There are currently no extensive hazard mitigation plans that have been elaborated for the County.

Fire Hazards. Lincoln County residents are concerned about having the appropriate emergency management support in place to deal with hazards from wildfires. Some volunteer fire districts have old or deteriorating equipment that require repair or replacement, and they lack sufficient funds to make those improvements. In addition, it can be hard to recruit and retain volunteers to fill important firefighter positions. Finally, there is a need to improve communication between firefighters and other emergency service providers throughout the County to facilitate response.

Property maintenance and new residential development can also contribute to the severity and danger of wildfire. One problem is that many subdivisions have only one entrance/exit. Currently, there are no requirements that subdivisions include separate ingress and egress on opposite sides of a neighborhood to ensure a safe escape route in the case of a wildfire. In addition, many new subdivisions as well as older neighborhoods do not have an on-site source of water to fight fires. Others have fire hydrants, but these are older and may not properly function. In addition, many homes are located in forested areas and do not have sufficient defensible space (a buffer zone without trees or tall vegetation that can halt the progression of a fire and allow firefighters a chance to protect the home). This is especially problematic

with seasonal residents and out-of-town property owners, who may not be present to properly clear their land of brush. Un-cleared vacant lots also pose a fire hazard to neighboring properties. In addition, there is the challenge of educating the public about fire prevention and management awareness, particularly part-time residents.

Finally, there are several larger issues related to fire prevention and management. One is that forest restoration efforts have been minimal. Unless the forests are restored to the historical low intensity fire pattern, the threat of a catastrophic fire in populated areas will continue. Another issue is related to the utilization of slash and the small diameter timber that is a by-product of mechanical forest thinning. Although a small niche market has emerged to use some of this timber, the businesses face economic challenges. The more profitable this industry is, the greater the incentive will be to properly and sustainably thin the forest, which can have positive economic impacts while also help reduce the threat of wildfire.

Flooding. Some areas of Lincoln County are susceptible to flooding. This can be problematic, particularly with the pressure to develop sensitive areas that border rivers and other water bodies. The issue is compounded because existing flood elevation zone maps are outdated, and may no longer provide accurate information to guide development decisions.

Law Enforcement. Lincoln County residents are concerned that there has not been an increase in police services in many years. Departments are finding it hard to retain employees in critical law enforcement positions. Hence, local police are understaffed, and there are no regular patrols in the smaller and rural areas. In addition, response time to the outlying areas can be very slow. Meanwhile, communities face rising crime problems, especially related to violence and drugs. Many residents are distraught by the growth of methamphetamine production and use, which although is still incipient in many places, could quickly become a major problem. Some residents note that locals often ignore the problem, and rely on the police to intervene.

C. Hazard Mitigation Vision and Goals

HM Goal 1. Ensure Lincoln County is adequately protected against natural and man-made emergencies and disasters.

Strategy 1. *Assess and evaluate the likelihood of wildfires, floods, hazardous waste disasters, terrorist attacks, and other emergencies in Lincoln County and develop plans to prevent and respond to these possibilities, including evacuation, emergency shelter, communications, warning, and public information.*

Strategy 2. *Develop a list of services, infrastructure and inter-agency agreements the County needs to implement the emergency plans.*

Strategy 3. *Develop strategies to fund necessary emergency services.*

HM Goal 2. Improve the capacity of local emergency service providers to better face the wildfire threat.

Objective 1. Ensure that volunteer fire districts have adequate equipment.

Strategy 1. *Conduct an inventory of the amount and quality of equipment at the districts. Prioritize districts' needs based on the inventory and the threat of catastrophic fire faced by the particular area.*

Strategy 2. *Develop and maintain equipment-sharing agreements between neighboring fire protection agencies.*

Objective 2. Ensure that there are a sufficient amount of volunteer firefighters to meet districts' needs.

Strategy 1. *Step up efforts to recruit and train capable volunteers to be firefighters.*

Strategy 2. *Although positions are unpaid, create other incentives for local people to become volunteer firefighters. For example, work with local businesses to provide discounted gym memberships, meals, classes, or other services to volunteer firefighters. Or, host annual events celebrating and awarding the volunteers for their hard work.*

Objective 3. Improve the communication system between firefighters, EMTs, and law enforcement agencies to better serve the County.

Strategy 1. *Implement a standardized communication system throughout the County in phases.*

HM Goal 3. Decrease the threat from wildfires to new and existing residential developments.

Strategy 1. *Make the following changes to the County subdivision regulations to provide greater protection from wildfires:*

- Require subdivisions to provide two entrances/exists that are not on the same street in order to provide a viable fire escape route. Encourage (or require) approved subdivisions with only one entrance/exit to develop an additional emergency exit.
- Require subdivisions to provide an on-site source of water to be used for fire fighting (such as hydrants for community systems, ponds or tanks for those with individual wells).
- Require a buffer zone of defensible space around every home for fire protection.
- Require subdivisions over a certain size to designate one acre for a fire station site.

Strategy 2. *Implement a gross receipts tax to help pay for County-wide fire protection.*

Strategy 3. *Create an inventory of which existing neighborhoods have on-site water provision to fight fires. Periodically check fire hydrants to ensure that they properly function.*

Strategy 4. *In areas that do not have on-site water provision for firefighting, prioritize those which most need an on-site water source, and implement a schedule to install these.*

Strategy 5. *Adopt a wildfire mitigation plan as part of overall County hazard mitigation planning. Include specific requirements for defensible space around building sites that would be required in order to obtain County fire protection services.*

Strategy 6. *Implement a County-wide effort to educate the public about measures they can take to protect their homes and families from wildfire. Find ways to reach seasonal residents and tourists.*

HM Goal 4. Promote sustainable tree thinning to reduce forest fuel loads.

Strategy 1. *Follow the strategies under Economic Development Goal 3 and Natural Resources/Public Land Goal 2 to promote thinning as an*

economic development strategy in addition to a fire hazard prevention technique.

Strategy 2. *Cooperate with on-going initiatives of municipal, state and federal agencies for forest treatments.*

HM Goal 5. Ensure that there is accurate information about Lincoln County flood zones.

Strategy 1. *Update existing databases and maps with accurate flood elevations and flood zones.*

HM Goal 6. Ensure that there is sufficient capacity in the County to meet the area's law enforcement needs.

Objective 1. Increase the number of police officers in the County Sheriff's Department.

Strategy 1. *Implement a gross receipts tax to help offset the additional costs.*

Strategy 2. *Implement cost-sharing programs with individual municipalities and other communities.*

HM Goal 7. Create preventative programs to limit drug production and abuse in the County.

Strategy 1. *Support school drug prevention programs.*

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12. Plan Implementation Chart

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
PLU Goal 6 (1) ED Goal 4 (1) WR Goal 5 (2)	Additions to County website	Lincoln County	• Post photos of historic buildings in Lincoln County on website. • Provide a link from the County website to the Lincoln County Works Center. • Add information about local water resources, conservation measures, and the impacts of development on water to the County website.	County general fund
PLU Goal 1 (8; 1-6) H Goal 1 (3)	Zoning in extraterritorial areas	Lincoln County	• Improve zoning and increase zoning enforcement in extraterritorial zones in the County to accomplish the following: o Encourage neighborhood retail and commercial uses within walking distances of new subdivisions; or designate small commercial activity centers in proximity to a cluster of subdivisions. o Encourage development of sidewalks or internal trail systems in subdivisions and planned unit developments. o Encourage development of a range of housing types and lot sizes. o Encourage smaller lot sizes and higher density residential use adjacent to incorporated villages and towns. o Encourage creating greenbelts between municipalities and subdivisions. o Encourage development of larger lot subdivision and conservation subdivisions in areas more distant from incorporated villages and towns. o Include areas that would be appropriate for the following types of development: multi-family housing, higher residential density, higher allowable building heights, and accessory dwelling units.	County general fund
PLU Goal1(4)	Water service	Lincoln County	• Require community water systems or extension of municipal water and sewer for higher density residential uses and small lots adjacent to incorporated villages and towns.	County general fund
PLU Goal 1(7) ED Goal 2 (3)	Decentralization of County services	Lincoln County	• Site new County buildings in areas other than the Ruidoso area.	County general fund
PLU Goal 1 (9)	Special Zoning Districts	Lincoln County	• If deemed appropriate, consider the creation of Special Zoning Districts or other zoning tools in special or high growth areas to implement the strategies listed above (under "Zoning in extraterritorial areas").	County general fund
PLU Goal 1 (10)	Extraterritorial zoning in Capitan	Lincoln County, Village of Capitan	• Work with Capitan to establish an extraterritorial zone.	County general fund, Capitan general fund

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
PLU Goal 1 (11)	Performance criteria	Lincoln County	• Offer incentives such as performance criteria to subdivisions that include the desirable land use patterns described above (under "Zoning in extraterritorial areas).	County general fund
PLU Goal 2 (1)	Building permit administration	Lincoln County, New Mexico Construction Divisions Industries	• Assume the administration of building permits in unincorporated parts of the County.	County general fund
PLU Goal 2 (2)	Building permit limits	Lincoln County	• Consider limiting building permits issued annually in the unincorporated parts of the County.	County general fund
PLU Goal 3 (1-10) PLU Goal 4 (2) PLU Goal 5 (1) ED Goal 6 T Goal 1 (02:S3, S5-S6) T Goal 1 (O5:S2) I Goal 2 (3) I Goal 3 (O2: S1-S3) WR Goal 3 (4) WR Goal 4 (1, 3-4) CFSR Goal 6 (4) HM Goal 3 (1)	Subdivision regulation revisions and additions	Lincoln County	• Revise the County subdivision ordinance in the following ways: o Require residential developers to provide proof of a sustainable supply of potable water for 100 years or more, considering impacts on adjacent lands and the entire aquifer. o Consider requiring monitoring of well withdrawals and depths in community water systems and making approval of future subdivision phases contingent on the demonstration that sufficient potable water remains available. o Require subdivisions of a certain size to obtain potable water from a community water system, such as a mutual domestic or cooperative. o Require subdivisions that plan to drill individual domestic wells on land for which water rights have already been sold to provide other water rights. o Require community wastewater systems for new subdivisions where deemed feasible and necessary due to parcel size, density, soil conditions or other factors. o Restrict exemptions from the subdivision ordinance to a) sale or lease of space in buildings, b) severing only gas, oil, mineral or water rights, c) court orders, d) only moving parcel lines, e) creating burial plots, and f) security for mortgages. o Prohibit development on steep slopes. o Require the provision of adequate sewage lines in new subdivisions to support low flow toilets and other water-saving technologies. o Encourage developers to provide land and facilities for parks, open space or trails as part of their subdivisions or contribute to cash-in-lieu of land. o Encourage development of large-lot limited development subdivisions which develop only a small portion for residential uses and preserve the rest for open space or agricultural use.	County general fund

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
			o Require private roads to align and connect with public roads. o Require a traffic impact analysis where new development is projected to cause a significant increase in traffic volume on nearby County streets. o Require developers of new projects to pay for improvements to the County streets made necessary by their development. o Develop road grid and drainage plans that are followed for the dedication of easements in new developments. o Ensure proposed subdivision lots are of an adequate size and contain adequate soils to permit a septic system to work effectively without polluting groundwater or surface water. o Require new subdivisions over 200 units to provide a recycling drop-off location. o Require new subdivisions over a certain size to designate one acre for a solid waste disposal/recycling site. o Offer financial incentives for developers to underwrite solid waste site development and disposal equipment purchase. o Encourage xeriscaping in new development. o Require new construction to include appropriate water-conserving measures including low-flow fixtures, water-conserving appliances, water reuse systems, rain catchment systems, use of cisterns, and low volume irrigation systems. o Ensure that approval of private subdivision development is based on the availability and sustainability of an adequate water supply. o Create limitations in the subdivision regulations on the amount of water that may be used from community and individual wells for irrigation. o Require the inclusion of parks, playgrounds, green spaces, and/or trails, or require an impact fee to be used for the creation and maintenance of recreational areas. o Provide greater protection from wildfires by: a) requiring subdivisions to provide two entrances/exits that are not on the same street in order to provide a viable escape route, b) requiring subdivisions to provide an on-site source of water to be used for firefighting, c) requiring a buffer zone of defensible space around every home, and d) requiring subdivisions over a certain size to dedicate one acre for a fire station.	

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
PLU Goal 4 (1) PLU Goal 7 (2) PLU Goal 5 (1) H Goal 1 (5)	Impact fees	Lincoln County	• Analyze the appropriateness of imposing impact fees on new development so developers pay for their proportionate share of the cost of new roads, parks, schools, or other required infrastructure. Consider the number of building permits, potential service area, and whether sufficient revenue could be generated to meet state regulations to provide specific infrastructure within a certain time frame. Based on analysis, consider imposing impact fees on new development. Allow reduction of impact fees for developments that include affordable housing, green building, preservation of open space, or other desirable qualities as noted in the Plan.	County general fund
PLU Goal 4 (3)	Infrastructure improvements	Lincoln County	• Develop a revenue stream and a comprehensive inspections process for all infrastructure improvements.	County general fund
PLU Goal 5 (2) ED Goal 6	Right-to-Farm ordinance	Lincoln County	• Adopt a Right-to-Farm ordinance to protect farmers and ranchers from nuisance suits filed by new residents.	County general fund
PLU Goal 5 (3) ED Goal 6	Agricultural district	Lincoln County	• Consider forming a special agricultural district, which would protect farmers and ranchers from eminent domain and municipal annexation, offer enhanced right-to-farm protection, and provide tax incentives.	County general fund
PLU Goal 6 (1)	Historic building inventory	Lincoln County, Lincoln County Historical Society	• Inventory historic buildings in the County and post their photos on the County website.	County general fund, private volunteers
PLU Goal 6 (2)	Historic preservation incentives	Lincoln County, Lincoln County Historical Society	• Publicize federal and state tax advantages available for rehabilitating historic buildings.	County general fund, Federal Historic Preservation Tax Credits, NM Investment Tax Credit Program
PLU Goal 7 (3)	Green building educational sessions	Lincoln County	• Host educational sessions about green building for local developers, contractors, and homeowners.	County general fund
NR/PL Goal 1 (1)	County as lead agency	Lincoln County	• Become the lead or joint-lead agency when state or federal agencies take on projects, issues, planning efforts or other initiatives that impact the County.	County general fund
NR/PL Goal 2 (1) NR/PL Goal 5 ED Goal 3 HM Goal 4	Collaboration for timber extraction	Lincoln County, United States Forest Service (USFS), Bureau of Land Management	• Collaborate with the USFS, BLM, State Forestry Division and the State Land Office to increase opportunities related to the productive use of slash, wood and timber products on state and federal lands.	County general fund, Four Corners Sustainable Forests Partnership,

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
		(BLM), State Forestry Division, State Land Office		Healthy Forests and Rangelands programs
NR/PL Goal 3 (1) CFSR Goal 6	New recreation areas	Lincoln County, federal and state agencies	• Identify federal and state trust lands suitable for recreation and work with the appropriate agencies to establish public recreation areas there.	NM State Parks Recreational Trails Program
NR/PL Goal 3 (2) CFSR Goal 6	Existing recreation area improvements	Lincoln County, federal and state agencies	• Work with state and federal agencies to ensure that existing public recreation areas have sufficient facilities and access.	Responsible state and federal agencies
NR/PL Goal 3 (3)	Public education at recreation areas	Lincoln County, federal and state agencies	• Work with the appropriate state and federal agencies to expand public education regarding regulations on federal and state trust lands through improved signage, information stations, etc., in order to prevent misuse of these lands.	Responsible state and federal agencies
NR/PL Goal 3 (4)	Enforcement at recreation areas	Lincoln County, federal and state agencies	• Work with the appropriate state and federal agencies to expand monitoring and enforcement of regulations on state and federal lands to prevent misuse of these lands.	Responsible state and federal agencies
NR/PL Goal 4 (1)	Participation in planning of public uses on rangelands	Lincoln County, USFS, BLM, State Land Office	• Participate in USFS, BLM and State Land Office planning efforts to maintain and/or expand opportunities for grazing, mining, recreation and other public uses and activities on the agencies' lands.	County general fund
NR/PL Goal 6 (1)	Addressing predation	Lincoln County, USDA APHIS Wildlife Services Program	• Continue to work with the USDA APHIS Wildlife Services Program to address predation problems on state trust, federal and private lands.	County general fund
NR/PL Goal 7 (1)	Big game management	Lincoln County, New Mexico Game and Fish Department, USFS, BLM, Department of Defense	• Work with the New Mexico Game and Fish Department, USFS, BLM, and the Department of Defense, as necessary, to develop and implement plans for improving the management of elk, deer, antelope and oryx herds in the County.	County general fund, responsible state and federal agencies
H Goal 1 (1)	Affordable housing collaboration	Lincoln County; existing local affordable housing task forces and entities, , U.S. Department of Housing and Urban Development (HUD)	• Collaborate to comprehensively conduct a County-wide affordable housing needs assessment, examine the problem, and commit to addressing it.	County general fund
H Goal 1 (2, 5, 6)	Affordable housing policy changes	Lincoln County, HUD	• Review and remove existing regulatory barriers to affordable housing that do not conflict with other public policy goals. • Create incentives for developers who include a	County general fund, HUD

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
			certain percentage of affordable units in residential developments, such as density bonuses, height variances, and/or impact or other fee waivers, reductions or deferrals. • Develop an inclusionary zoning policy or affordable housing mitigation policy.	
H Goal 1 (3,4)	Location of new housing	Lincoln County	• Identify areas in the County appropriate for multifamily housing, higher density, higher allowable building heights, and accessory dwelling units, and adjust relevant plans, policies, and regulations to reflect this. • Ensure that priority areas for affordable housing development are located in close proximity to the emerging public transportation network.	County general fund
H Goal 1 (7)	Affordable housing projects	Lincoln County, Department of Housing and Urban Development (HUD), U.S. Department of Agriculture (USDA)	• Develop HUD Section 8 and USDA affordable housing projects in Lincoln County in areas other than Ruidoso.	HUD, USDA Housing Assistance programs, New Mexico Mortgage Finance Authority
ED Goal 1 (3, 4)	Business leadership	Lincoln County	• Provide leadership in the expansion of value-added production of agricultural products. • Provide leadership in the expansion of Internet-based businesses.	County general fund
ED Goal 2 (2)	Catalytic business projects	Lincoln County	• Fund or provide incentives for catalytic projects in other Lincoln County communities besides Ruidoso and Ruidoso Downs.	USDA Business and Cooperative programs
ED Goal 3 (1)	Sustainable energy feasibility study	Lincoln County	• Fund a feasibility study to determine the County's capacity to develop wind, solar, and biomass energy industries.	U.S. Dept. of Commerce Economic Development Administration ; USDA Business and Cooperative programs
ED Goal 3 (4) NR/PL Goal 2 HM Goal 4	Sustainable timber extraction incentives	Lincoln County	• Support sustainable timber extraction by providing incentives for the expansion and development of forest-related industries.	Lincoln County, Four Corners Sustainable Forests Partnership
ED Goal 5 (1)	Small business support	Lincoln County, local Chambers of Commerce, private businesses	• Identify obstacles and common needs of small businesses in the County and find ways to address them.	USDA Business and Cooperative programs

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
ED Goal 6 (O1:S4) PLU Goal 5	Farm-to-school linkages	Lincoln County, local schools, local farmers and ranchers, local restaurants	• Implement farm-to-school linkages that use locally-produced agricultural goods in school cafeterias. Encourage restaurants to use these linkages as well.	National Farm to School Program
ED Goal 6 (O2:S1) PLU Goal 5 ED Goal 8 (1)	Tourism	Lincoln County, local Chambers of Commerce, local municipalities	• Market agritourism attractions alongside other traditional tourism draws. • Develop a joint strategy to support and market tourism in the County.	NM Tourism Department Cooperative Advertising Grants; Rural Economic Development through Tourism (REDTT)
ED Goal 6 (O3:S1) PLU Goal 5	Community support for agriculture	Lincoln County	• Sponsor a town hall meeting to discuss the local importance of agriculture and reach decisions on how to support it.	County General Fund
ED Goal 8 (1)	County business license process	Lincoln County	• Review the Lincoln County business license process and amend it as necessary to make it as efficient as possible.	County general fund
T Goal 1 (O1:S1)	Street hierarchy	Lincoln County	• Establish a well-defined street hierarchy of local, collector and arterial roads.	County general fund
T Goal 1 (O1:S2)	Street standards	Lincoln County	• Bring all streets within the County up to standards sufficient for their acceptance for maintenance by the County Road Maintenance Department	County general fund
T Goal 1 (O1:S3,S5) (O4:S2) I Goal 1 (4)	Paving and repaving	Lincoln County	• Prepare a repaving plan that includes estimated costs, a funding strategy, and proposed project phasing for new and resurfacing of roadways. Consider using impact fees for new development, raising GRT or property taxes to fund this effort. • Set a priority for the Cora Dutton Road paving project to be completed as soon as funding becomes available. • Consider increasing the pavement cut permit fee to help offset increasing costs with pavement replacement. • Resurface and repave as many roads as possible to control erosion and direct surface runoff to drainage infrastructure and retention ponds.	County general fund, New Mexico Finance Authority
T Goal 1 (O1:S6)	Traffic engineering studies	Lincoln County	• Prepare traffic engineering studies for proposed County street improvements.	County general fund
T Goal 1 (O1:S7)	Roadway maintenance	Lincoln County Road Maintenance Department	• Provide adequate levels of maintenance of all improved components of the transportation system, including roadways, sidewalks, bicycle facilities and roadway drainage systems.	NMDOT Highway Improvement Funds
T Goal 1 (O2:S1, S2, S4)	Traffic control standards and guidelines	Lincoln County	• Adopt design standards for local residential roads that discourage non-local traffic and minimize disruption of the terrain and environment.	County general fund

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
			• Create guidelines to design roads and traffic controls to optimize safe traffic flow by minimizing turning, uncontrolled access and frequent stops on arterial roadways. • Develop traffic control standards to promote traffic safety and minimize through-traffic in residential neighborhoods while still providing at least two means of egress to the neighborhood.	
T Goal 1 (O3:S1)	Access control policy	Lincoln County	• Develop an access control policy for property along arterial streets to minimize access points, reduce congestion and prevent other unsafe traffic conditions.	County general fund
T Goal 1 (O4:S1)	Road Department facility	Lincoln County	• Plan for additions to the existing Road Department facility or the construction of a new one.	County general fund
T Goal 1 (O5:S1)	County road easements	Lincoln County	• Perfect the County road easements as necessary.	County general fund
T Goal 2 (1,2)	Airport improvements	Sierra Blanca Regional Airport	• Make improvements to the regional airport to accept anticipated increased air travel to the area • Expand commercial jet service as feasible.	Airports, New Mexico Finance Authority
T Goal 3 (4)	Public transportation	Lincoln County	• Use and update the Capital Improvements Plan as needed to make public transportation improvements.	County general fund
I Goal 1 (1)	Drainage studies	Lincoln County	• Study the drainage basins, patterns and anticipated flows of the area so that drainage infrastructure can be designed to adequately carry the design flows under roadways and away from properties and roads.	County general fund, New Mexico Finance Authority Loan Programs, USDA RUS Loans and Grants
I Goal 1 (2)	Drainage design guide	Lincoln County	• Create a drainage design guide that designates stormwater runoff criteria and establishes regulations to ensure runoff is properly handled in future development by detention/retention or dam control and can be utilized for beneficial use by its citizens. Incorporate FEMA guidelines as applicable.	County general fund
I Goal 1 (3)	Coordination for flood control projects	Lincoln County, municipalities in County, private property owners, federal and state agencies	• Work with municipalities, private property owners, and federal and state agencies that utilize flood control systems and incorporate these systems into components of future flood control projects.	County general fund
I Goal 1 (5)	Curb and gutter improvements	Lincoln County	• Make curb and gutter improvements in high density developments to help control and channel runoff to a discharge point where it can be collected into culverts and ponds.	New Mexico Finance Authority Loan Programs

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
I Goal 3 (1)	Promotion of landfill availability	Lincoln County	• Assist in the promotion of the availability of the Lincoln/Otero County Regional Landfill for septic tank and wastewater treatment plant sludge disposal.	County general fund
I Goal 3 (O1:S2)	Dumpster relocation	Lincoln County, Lincoln County Solid Waste Authority (LCSWA), New Mexico Department of Transportation (NMDOT)	• Assist the LCSWA in working with landowners and the NMDOT to identify sites for dumpster relocation along state highways.	County general fund
I Goal 3 (O3:S1) NR/PL Goal 2 ED Goal 3 HM Goal 4	Forest slash removal ordinance	Lincoln County, State Forestry Department, Ruidoso Forestry Department, LCSWA	• Work with the State Forestry and Ruidoso Forestry Departments and the LCSWA to develop a County slash removal ordinance, allowing for the possibility of utilizing small diameter timber and other forest products for economic uses.	County general fund
I Goal 5 (1)	Illegal dumping prevention	Lincoln County Road Department, LCSWA	• Coordinate efforts between the County Road Department and the LCSWA to prevent illegal dumping on County roads.	County general fund
I Goal 6 (O1:S1)	Cellular phone service provision	Lincoln County, municipalities and communities, cellular service providers	• Work with individual communities and cell service providers to determine the necessity of installing cell phone towers and identify locations that will have the least negative impact.	County general fund
I Goal 6 (O2:S1)	Internet service provision	Lincoln County, Internet service providers	• Work with Internet service providers to ensure adequate coverage across the County.	County general fund
I Goal 6 (02:S3)	Wireless access in County buildings	Lincoln County	• Develop wireless Internet access in all County buildings.	County general fund
WR Goal 1 (1, 3,4)	Water basin research and dissemination	Lincoln County	• Continue cooperation with all relevant agencies to collect, analyze and understand any existing water basin-related data. • Assimilate all required data. • Apply and make available resulting data for beneficial use of the citizens of Lincoln County.	County general fund, New Mexico Finance Authority Loan Programs
WR Goal 2 (O1:S1, S3) (O3:S3)	Water planning	Lincoln County, municipalities	• Initiate and develop a County Water Master Plan. • Initiate and aid in the development of a County Watershed Management Plan and encourage municipalities within the County to develop their own Strategic Water Management Plans. • Explore the development of Aquifer Storage and Recovery Plans.	County general fund, New Mexico Finance Authority Loan Programs

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
WR Goal 2 (O1:S2)	Joint Water Use Board or Authority	Lincoln County, municipalities, unincorporated communities, acequia associations	• Collaborate with communities and others in the County to explore the feasibility of establishing a joint Water Use Board or Authority to oversee and direct water use in the County.	County general fund
WR Goal 2 (O1:S4)	Watershed protection collaboration	Lincoln County, governmental agencies	• Work with other governmental agencies to maintain and protect watersheds and recharge areas.	County general fund
WR Goal 2 (O2:S2)	Headwater source documentation, designation and protection	Lincoln County	• Document headwater sources, designation as critical natural area zones, and protect from adverse development.	County general fund, New Mexico Finance Authority Loan Programs
WR Goal 2 (O2:S3)	Water quality	Lincoln County	• Ensure that water quality standards in local streams are adequate, and tighten if necessary.	County general fund
WR Goal 2 (O2:S4)	Effluent technology	Lincoln County	• Optimize the use of effluent technology.	County general fund
WR Goal 2 (O2:S6)	Water rights	Lincoln County, Office of the State Engineer (OSE)	• Work with the OSE to prevent the "double dipping" of water rights.	County general fund
WR Goal 2 (O2:S7)	Aquifer management	Lincoln County	• Explore management of individual aquifers to ensure that there is a sustainable source of water without depleting the aquifers more than a mutually acceptable percentage during any planning period.	County general fund
WR Goal 2 (O2:S9)	Water banking	Lincoln County	• Explore the concept of water banking to see if appropriate for the County.	County general fund
WR Goal 2 (O2:S10) NR/PL Goal 2 ED Goal 3 HM Goal 4	Tree thinning	Lincoln County, USFS	• Work with the USFS to maximize and protect the watershed through tree thinning or other measures that could yield additional water supplies.	County general fund, Four Corners Sustainable Partnership
WR Goal 2 (O3:S1, S2)	Development of alternative sources of water	Lincoln County	• Facilitate the research and development of alternate sources of water that can be derived from outside of the County. • Continue to support and collaborate with regional desalination projects.	County general fund, New Mexico Finance Authority Loan Programs
WR Goal 3 (1,2)	Public awareness and education for water conservation	Lincoln County, local citizen groups	• Work with local citizen groups to promote awareness and use of water conservation techniques and technology to schools, homeowners, developers, plumbers and contractors. • Collaborate with organizations to educate youth in schools and other public educational settings to become more conservation-minded and good stewards of local water resources.	County general fund

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
WR Goal 3 (3)	Incentives for water conservation	Lincoln County	• Provide incentives to encourage existing water consumers to retrofit with appropriate water-conserving appliances, low volume irrigation systems, water reuse systems and rain catchment systems.	County general fund
WR Goal 3 (5)	Water conservation landscaping ordinance	Lincoln County	• Create a water conservation ordinance based on the existing Resolution 2000-33 to promote water-conserving landscaping.	County general fund
WR Goal 4 (1)	Water conserving in new development	Lincoln County	• Require new construction to include appropriate water-conserving measures including low-flow fixtures, water-conserving appliances, water reuse systems, rain catchment systems, use of cisterns, and low volume irrigation systems.	County general fund
WR Goal 4 (2)	Golf course water conservation	Lincoln County	• Mandate or encourage only "target" or desert-style golf courses, as opposed to traditional golf courses," and the use of drought-resistant or low-water-use grasses and other conservation-friendly golf course management practices.	County general fund
WR Goal 5 (1)	Property owner awareness of water resources	Lincoln County	• Explore ways to inform new property owners about existing water resource conditions and limitations on their properties, such as requiring water disclosure statements in property title transfers.	County general fund
WR Goal 6 (1)	Acequia protection	Lincoln County	• Take steps to protect the acequias as historical national treasures.	County general fund
WR Goal 6 (2)	Acequia information	Lincoln County	• Disseminate information about acequia culture and customs, which have historically influenced attitudes about water and water use in the County.	County general fund
CFSR Goal 1 (1)	Volunteerism	Lincoln County, community members	• Create a citizens group to identify organizations and County agencies that would like to work with volunteers, and actively seek youth and adult volunteers to fill those positions.	County general fund
CFSR Goal 3 (1)	Stray animal facility expansion	Lincoln County	• Expand existing facilities that care for stray animals in the County.	County general fund
CFSR Goal 5 (1)	Public meeting spaces	Lincoln County	• Incorporate public meeting spaces into the design of new fire station facilities.	County general fund
CFSR Goal 6 (1)	Open space master plan	Lincoln County	• Develop a master plan for parks, open space and trails, setting goals for a certain number of facilities per 1,000 residents.	County general fund
CFSR Goal 6 (2,3)	Park and playground siting, development and maintenance	Lincoln County, local school districts	• Identify sites for potential parks and playgrounds in the County. Develop and maintain as such. • Discuss partnering with school districts to co-locate and/or share the costs of developing parks and playgrounds.	County general fund
CFSR Goal 9 (1)	Attracting health care providers	Lincoln County, Lincoln County Medical Center,	• Work with the NHSC, UNM, and other programs that attract health care providers to live and work in rural areas.	County general fund

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
		National Health Service Corps (NHSC), UNM Medical School		
CFSR Goal 9 (2)	Transportation for medical needs	Lincoln County, Zia Senior Centers	• Create additional free or low-cost transportation services to assist seniors and low-income residents in getting to doctor's appointments or otherwise receiving medical care.	County general fund, Federal Transit Administration Grants
CFSR Goal 9 (3)	Health centers (clinics)	Lincoln County, Lincoln County Medical Center	• Establish additional County-supported, licensed rural health centers as the need arises.	County general fund, New Mexico Finance Authority Loan Programs
CFSR Goal 10 (1)	Lincoln County Medical Center (LCMC) replacement strategy	Lincoln County, LCMC	• Develop a long-term strategy for the replacement of the aging Lincoln County Medical Center.	County general fund, Lincoln County Medical Center, New Mexico Finance Authority Loan Programs
CFSR Goal 11 (1) ED Goal 1 ED Goal 4	ENMU-Ruidoso campus expansion	Lincoln County, ENMU-Ruidoso	• Assist ENMU-Ruidoso in locating land and establishing an expanded, permanent campus.	County general fund
HM Goal 1 (1,2)	Disaster planning	Lincoln County, FEMA	• Assess and evaluate the likelihood of wildfires, floods, hazardous waste disasters, terrorist attacks, and other emergencies in the County and develop plans to prevent and respond to these possibilities. • Develop a list of services, infrastructure and inter-agency agreements the County needs to implement the emergency plans.	FEMA
HM Goal 1 (3)	Funding for disaster preparedness	Lincoln County	• Develop strategies to fund necessary emergency services.	County general fund
HM Goal 2 (O1,S1-2)	Fire district equipment	Lincoln County, fire districts	• Conduct an inventory of the amount and quality of equipment at County fire districts. Prioritize districts' needs based on the inventory and the threat of catastrophic fired faced by the particular area. • Develop and maintain equipment-sharing agreements between neighboring fire protection agencies.	Healthy Forests and Rangelands Programs, FEMA
HM Goal 2 (O2,S1)	Volunteer fire fighters	Lincoln County, fire districts	• Step up efforts to recruit and train volunteers to be firefighters.	Healthy Forests and Rangelands Programs

Plan Goal(s) Addressed (Strategies)	Implementation Action	Responsible Agency/ Organization(s)	Tasks	Potential Funding Sources
HM Goal 2 (O2,S2)	Volunteer fire fighter incentives	Lincoln County, local businesses	• Create other incentives for local people to become volunteer firefighters. For example, work with local businesses to provide discounted gym memberships, meals, classes or other services. • Host annual events celebrating and awarding the volunteers for their hard work.	County general fund, local businesses
HM Goal 2 (O3,S1)	Communication system	Lincoln County, fire districts, EMTs, law enforcement agencies	• Implement a standardized communication system throughout the County for use by firefighters, EMTs, and law enforcement officers.	County general fund, FEMA
HM Goal 3 (2)	Funding for fire protection	Lincoln County	• Implement a gross receipts tax to help pay for County-wide fire protection.	County general fund
HM Goal 3 (3,4)	On-site water provision	Lincoln County	• Create an inventory of which existing neighborhoods have on-site water provision to fight fires. • Periodically check fire hydrants to ensure that they properly function. • In areas that do not have on-site water provision for fire fighting, prioritize those which most need an on-site water source, and implement a schedule to install these.	Healthy Forests and Rangelands Programs
HM Goal 3 (5)	Wildfire mitigation planning	Lincoln County	• Adopt a wildfire mitigation plan as part of overall County hazard mitigation planning. Include specific requirements for defensible space around building sites that would be required in order to obtain County fire protection services.	FEMA
HM Goal 3 (6)	Fire protection education	Lincoln County	• Implement a County-wide effort to educate the public about measures they can take to protect their homes and families from wildfire. Find ways to reach seasonal residents and tourists.	County general fund
HM Goal 5 (1)	Flood information update	Lincoln County	• Update existing databases and maps with accurate flood elevations and flood zones.	FEMA
HM Goal 6 (1,2)	Funding to increase law enforcement staff	Lincoln County	• Implement a gross receipts tax to help offset the costs of hiring more law enforcement agents. • Implement cost-sharing programs with individual municipalities and other communities.	County general fund

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13. Appendices

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Appendix B. Resources

Private Land Use

- New Mexico Construction Industries Division
- New Mexico Administrative Code
- Community Development Block Grants
- Federal Historic Preservation Tax Credits
- State of New Mexico Investment Tax Credit Program – New Mexico Historic Preservation Division
- USDA Cooperative Extension Service, Technical Assistance

Natural Resources/Public Land Use

- USDA Animal and Plant Health Inspection Service (APHIS) Wildlife Services
- New Mexico Bureau of Geology and Mineral Resources of the NM Institute of Mining and Technology
- New Mexico State Parks – Recreational Trails Program

Housing

- U.S. Department of Housing and Urban Development (HUD)
- USDA Housing Assistance Programs
- New Mexico Mortgage Finance Authority

Economic Development

- New Mexico Economic Development Department
- New Mexico Tourism Department Cooperative Advertising Grants
- U.S. Department of Commerce Economic Development Administration
- USDA Business and Cooperative Programs
- Rural Economic Development Through Tourism (REDTT) Project – NMSU
- Four Corners Sustainable Forests Partnership
- National Farm to School Program

Transportation

- NMDOT Highway Improvement Funds
- Federal Transit Administration Grants
- New Mexico Finance Authority Local Transportation Infrastructure Fund Act

Infrastructure and Water Resources

- New Mexico Environment Department (NMED) Rural Infrastructure Programs
- New Mexico Finance Authority Loan Programs
- USDA Rural Utilities Service Loans and Grants
- New Mexico Tourism Department – New Mexico Clean and Beautiful

County Facilities, Services and Recreation

- National Park Service Rivers, Trails, and Conservation Assistance Program
- National Health Service Corps

Hazard Mitigation

- Healthy Forests and Rangelands Programs
- Federal Emergency Management Agency (FEMA) Programs

1. Private Land Use

New Mexico ***Construction Industries Division***
http://www.rld.state.nm.us/cid/

The New Mexico Construction Industries Division is a state program that provides for the protection of life and property by adopting and enforcing building codes and standards. The Division is responsible for issuing residential and commercial building permits. The Division conducts field inspections for general building, electrical, mechanical and LP Gas code compliance and safety standards. Cities and counties with local building inspection offices must adopt the building codes and standards of the Division as a minimum standard.
The Division is also responsible for:

- Examinations and the issuance of licenses for contractors, and certificates of competence for journeymen.
- Review and approval of residential and commercial building plans for building code and accessibility requirements.
- The conduct of unlicensed contractor investigations.
- Code compliance and other complaints related to violations of the Construction Industries Licensing Act.

Construction Industries Division
Regulation and Licensing Department
2550 Cerrillos Road
Santa Fe, NM 87505
(505) 476-4700
Email: rldcid@state.nm.us

New Mexico Administrative Code
http://www.nmcpr.state.nm.us/nmac/_title14/T14C007.htm

This website provides the NM building codes.

Community Development Block Grants
U.S. Department of Housing and Urban Development (HUD):
http://www.hud.gov/offices/cpd/communitydevelopment/programs/index.cfm

Begun in 1974, the Community Development Block Grant (CDBG) is one of the oldest programs in HUD. The CDBG program provides annual grants on a formula basis to many different types of grantees through several programs:

- Entitlement Communities: The program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.
- State Administered CDBG: States participating in the CDBG Program award grants only to units of general local government that carry out development activities. Annually each State develops funding priorities and criteria for selecting projects.
- Section 108 Loan Guarantee Program (Section 108 Program): Community Development Block Grant (CDBG) entitlement communities are eligible to apply for a guarantee from the Section 108 Loan Guarantee program. CDBG non-entitlement communities may also apply, provided that their State agrees to pledge the CDBG funds necessary to secure the loan. Non-

entitlement applicants may receive their loan guarantee directly or designate another eligible public entity such as an industrial development authority, to receive it and carry out the Section 108 assisted project.

- Colonias: Texas, Arizona, California and New Mexico set aside up to 10 percent of their State CDBG funds for use in colonias.

Federal Historic Preservation Tax Credits
National Park Service, Heritage Preservation Service
http://www.cr.nps.gov/hps/tps/tax/

The Federal Historic Preservation Tax Incentives program provides successful and cost-effective community revitalization. The program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. It also provides a strong alternative to government ownership and management of such historic properties. Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, listed in the National Register, and that contribute to National Register Historic Districts and certain local historic districts. Properties must be income-producing and must be rehabilitated according to standards set by the Secretary of the Interior.

Program Partners
Jointly managed by the National Park Service and the Internal Revenue Service in partnership with State Historic Preservation Offices, the Historic Preservation Tax Incentives program rewards private investment in rehabilitating historic buildings. Prior to the program, the U.S. tax code favored the demolition of older buildings over saving and using them. In 1976, the Federal tax code aligned with national historic preservation policy to encourage voluntary, private sector investment in preserving historic buildings.

The Historic Preservation Tax Incentives provide an invaluable tool to revitalize communities and preserve the historic places that give cities, towns, and rural areas their special character. The Historic Preservation Tax Incentives generate jobs, both during the construction phase and in the spin-off effects of increased earning and consumption. Rehabilitation of historic buildings attracts new private investment to the historic core of cities and towns and is crucial to the long-term economic health of many communities. Enhanced property values generated by the Historic Preservation Tax Incentives program result in augmented revenues for local and state government through increased property, business, and income taxes. Historic Preservation Tax Incentives also create moderate and low-income housing in historic buildings.

Heritage Preservation Services
National Park Service
1849 C Street, NW (2255
Washington, DC 20240
Phone: (202) 513-7270
E-Mail: NPS_HPS-info@nps.gov

State of New Mexico Investment Tax Credit Program – New Mexico Historic Preservation Division
http://www.nmhistoricpreservation.org/PROGRAMS/creditsloans_taxcredits.html

The State of New Mexico Investment Tax Credit program was created on January 1, 1984. The state income tax credit is available to owners of historic structures who accomplish qualified rehabilitation on a structure or stabilization or protection of an archaeological site. It is a two-part process. State applications are available on-line in MS Word format or from the office.

- Property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The property may be a personal residence, income-producing property (such as an apartment building or office), or an archaeological site.
- The State Cultural Properties Review Committee (CPRC) must approve the proposed rehabilitation work prior to the beginning of the project.
- The project term expires 24 months from the date of the original approval.
- The completed project must be documented in Part 2 of the application and presented to the CPRC for certification. Project expenses must be fully documented and submitted.
- Each program project carries a maximum of $50,000, although the project costs may exceed this amount.
- Maximum credit is 50% of eligible costs of the approved rehabilitation or $25,000 (50% of project maximum) or 5 years of tax liability, whichever is least. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years.

Department of Cultural Affairs
Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
General Information: (505) 827-6320
Fax Number: (505) 827-6338

USDA Cooperative Extension Service, Technical Assistance
http://www.csrees.usda.gov

The Cooperative State Research, Education, and Extension Service (CSREES) has been an agency within the U.S. Department of Agriculture (USDA) since 1994.

CSREES advances knowledge for agriculture, the environment, human health and well-being, and communities by supporting research, education, and extension programs in the Land-Grant University System and other partner organizations. CSREES doesn't perform actual research, education, and extension but rather helps fund it at the state and local level and provides program leadership in these areas:

- National program leadership to help states identify and meet research, extension, and education priorities in areas of public concern that affect agricultural producers, small business owners, youth and families, and others.
- Federal assistance in the form of an annual formula funding to land-grant universities and competitively granted funds to researchers in land-grant and other universities.

CSREES and its partners support advanced research and educational technologies that empower people and communities to solve problems and improve their lives on the local level, responding to quality-of-life issues such as:

- Improving agricultural productivity
- Creating new products
- Protecting animal and plant health
- Promoting sound human nutrition and health
- Strengthening children, youth, and families
- Revitalizing rural American communities

CSREES operates through an extensive network of state, regional, and county extension offices in every U.S. state and territory. The New Mexico extension service is based at NMSU, with the local extension office located in Carrizozo.

New Mexico State University
http://extension.nmsu.edu/

Lincoln County Cooperative Extension Service

300 Central - County Courthouse Complex
PO Box 217
Carrizozo, NM 88301
Phone: (505) 648-2311
Fax: (505) 648-2509
Email: lincoln@nmsu.edu

2. Natural Resources/Public Land Use

USDA Animal and Plant Health Inspection Service (APHIS) Wildlife Services
www.aphis.usda.gov/wildlife_damage

The Wildlife Services division provides Federal leadership and expertise to resolve wildlife conflicts and create a balance that allows people and wildlife to coexist peacefully.

New Mexico Wildlife Services
State Director Alan May
8441 Washington NE, Albuquerque, NM 87113
Phone: (505) 346-2640
FAX: (505) 346-2627
Toll-Free Number: 1-866-4USDAWS 1-866-487-3297
E-mail: alan.may@aphis.usda.gov

New Mexico Bureau of Geology and Mineral Resources of the NM Institute of Mining and Technology
http://geoinfo.nmt.edu/index.html

The New Mexico Bureau of Geology and Mineral Resources, established by legislation in 1927, is a service and research division of the New Mexico Institute of Mining and Technology (NM Tech). It acts as the geological survey for the State of New Mexico with these main goals:

- Conduct research and interact with State and Federal agencies and industry to facilitate prudent exploitation of the state's geological resources.
- Distribute accurate information to scientists, decision makers, and the New Mexico public regarding the state's geologic infrastructure, mineral and energy resources, and geohydrology (including water quantity and quality).
- Create accurate, up-to-date maps (using GIS) of the state's geology and resource potential.
- Provide timely information on potential geologic hazards, including earthquakes, volcanic events, soils-and subsidence-related problems, and flooding.
- Act as a repository for cores, well cuttings and a wide variety of geological data. Provide convenient physical and internet access for New Mexicans to such resources.

- Provide public education and outreach through college teaching and advising, a Mineral Museum, and teacher- and student-training programs.
- Our staff serves on a number of boards and commissions within the state and the region concerned with various geoscience-related issues.

New Mexico Bureau of Geology & Mineral Resources
New Mexico Institute of Mining & Technology
801 Leroy Place
Socorro, NM 87801-4796
Phone: (505) 835-5420
Fax: (505) 835-6333

New Mexico State Parks - Recreational Trails Program
http://www.emnrd.state.nm.us/PRD/rectrails.htm

The New Mexico State Parks Division of the Energy, Minerals and Natural Resources Department is responsible for administering the Recreational Trails Program (RTP). The RTP program is a Federal aid program made possible through the U.S. Department of Transportation's Federal Highway Administration. The RTP provides up to 80% of funds for eligible trails projects. It provides funds to states to develop and maintain trails and trail related facilities for motorized and non-motorized recreational trail uses.

New Mexico State Parks Division
P.O. Box 1147
Santa Fe, New Mexico 87504-1147
Phone: 1-888-nmparks

Sandra Massengill, Federal Grants Program Manager
Phone: (505) 827-3558
Fax: (505) 827-1478
Email: sandra.massengill@state.nm.us

3. Housing

U.S. Department of Housing and Urban Development
http://www.hud.gov/about/index.cfm

Office of Affordable Housing
http://www.hud.gov/offices/cpd/affordablehousing/#hip

Office of Affordable Housing (OAHP) administers three separate programs designed to address the nationwide shortage in affordable housing. The HOME Investment Partnerships, Self-Help Homeownership (SHOP), and Homeownership Zone programs bring federal resources directly to the state and local level for use in the development of affordable housing units, or to assist income-eligible households in purchasing, rehabilitating, or renting safe and decent housing.

The HOME Program helps to expand the supply of decent, affordable housing for low- and very low-income families by providing grants to States and local governments called participating jurisdictions or "PJs". PJs use their HOME grants to fund housing programs that meet local needs and priorities. PJs have

a great deal of flexibility in designing their local HOME programs within the guidelines established by the HOME program statute and final rule. PJs may use their HOME funds to help renters, new homebuyers, or existing homeowners. Since 1990 when the HOME Program was signed into law as Title II of the Cranston-Gonzalez National Affordable Housing Act (the HOME Investment Partnerships Act), over 450,000 affordable housing units have been acquired, constructed or rehabilitated, and nearly 84,000 tenants have received direct rental assistance.
SHOP provides funds for non-profit organizations to purchase home sites and develop or improve the infrastructure needed to set the stage for sweat equity and volunteer-based homeownership programs for low-income families. SHOP is authorized under Section 11 of the Housing Opportunity Program Extension Act of 1996, as amended, and is subject to other Federal crosscutting requirements. National and regional nonprofit organizations or consortia with experience in using volunteer labor to build housing may apply.

The Homeownership Zone program allows communities to reclaim vacant and blighted properties, increase homeownership, and promote economic revitalization by creating entire neighborhoods of new, single-family homes, called Homeownership Zones. Communities that apply for HOZ funds are encouraged to use New Urbanist design principles by providing for a pedestrian-friendly environment, a mix of incomes and compatible uses, defined neighborhood boundaries and access to jobs and mass transit. There have been two competitive funding rounds, one in 1996 and one in 1997. No further funding has yet been made available for this program.

U.S. Department of Housing and Urban Development
451 7th Street S.W., Washington, DC 20410
Telephone: (202) 708-1112 TTY: (202) 708-1455

Albuquerque Field Office
625 Silver Avenue SW Suite 100
Albuquerque, NM 87102
Elva Castillo: Field Office Director
Phone: (505) 346-6463
Fax: (505) 346-6704

National Call to Action for Affordable Housing Through Regulatory Reform
http://www.huduser.org/rbc/nca/index.html

HUD's National Call to Action is a campaign designed to enlist states, local communities, and affordable housing advocacy groups across the nation to commit to producing affordable housing through public participation in a national network for regulatory reform. Its goals are:

- To Create a national network of states, communities, and affordable housing advocacy groups that have made the pledge to actively engage in regulatory reform, thereby strengthening the national commitment to providing affordable housing for America's workforce.
- To Assist states and communities in their efforts to initiate regulatory reform and increasing the supply of affordable housing by encouraging the creation of state and local affordable housing task forces.
- To Educate affordable housing advocacy groups on the issues of regulatory barriers to affordable housing, and by doing so, empower these organizations to work with their respective jurisdictions in addressing regulatory reform.

- To Promote awareness of the Department's America's Affordable Communities Initiative (AACI) and Regulatory Barriers Clearinghouse (RBC), and encourage states, communities, and affordable housing advocacy groups across the nation to address the need for regulatory reform that increases the supply of affordable housing.

Regulatory Barriers Clearinghouse
P.O. Box 23268
Washington, DC 20026-3268
Telephone: 1-800-245-2691, option 4
TDD: 1-800-927-7589
Fax: 1-202-708-9981

USDA Housing Assistance Programs

Rural and Community Development – Housing Assistance
http://www.usda.gov/wps/portal/!ut/p/_s.7_0_A/7_0_1OB?navtype=SU&navid=RURAL_DEVELOPMENT

Housing for Individuals

USDA provides homeownership opportunities to rural Americans, and home renovation and repair programs. USDA also provides financing to elderly, disabled, or low-income rural residents in multi-unit housing complexes to ensure that they are able to make rent payments.

- Single Family Direct Homeownership Loans (Section 502)
- Single Family Guaranteed Homeownership Loans (Section 502)
- Rental Assistance Subsidy (Section 521)

Housing Development Opportunities

USDA works with public and nonprofit organizations to provide housing developers with loans and grants to construct and renovate rural multi-family housing complexes. Eligible organizations include local and state governments, nonprofit groups, associations, nonprofit private corporations and cooperatives, and Native American groups.

- Single Family "Self-Help" Technical Assistance Grants (Section 523)
- Rental Housing Direct Loans (Section 515)
- Farm Labor Housing Loans and Grants (Sections 514 and 516)
- Housing Preservation Grants (Section 533)
- Housing Application Packaging Grants
- Housing Site Loans (Sections 523 and 524)

Lender Opportunities

USDA improves rural community economic health by working with private lenders to guarantee loans to borrowers for the construction of rural multi-family housing units and individual homes.

- Single Family Homeownership Loan Guarantees (Section 502)
- Rental Housing Loan Guarantees (Section 538)

Housing Regulations

USDA has posted its proposed rules, revised rules and final regulations related to the development of rural areas. Customers may submit an electronic comment for any rule currently open for comment.

- Rural Development Regulations
- Federal (OSHA) Migrant Housing Regulations

NM State Office
6200 Jefferson NE
Albuquerque, NM 87109
Telephone: (505) 761-4950
TTY: (505) 761-4938

Housing Programs
Telephone: (505) 761-4944

New Mexico Mortgage Finance Authority
http://www.nmmfa.org/

The MFA, though it is not a state agency, was created by state law with a mandate to provide affordable housing in New Mexico. The MFA is given authority to issue tax-exempt mortgage revenue bonds. Proceeds from bond sales are used to fund below-market interest rate loan programs for single-family homebuyers and for developers of affordable multi-family dwellings. In this way MFA fulfilled its mission, using private dollars only (no state or federal funds), from its 1975 inception to the present. The state made the MFA responsible for state and federally funded housing programs as well. Besides constituting recognition for a job well done by MFA with its revenue-bond programs, New Mexico made the MFA a "one-stop shop" for housing finance, a model already adopted by most states. The MFA purview now encompasses the tax credits program, emergency shelter grants, homeless initiatives, and Housing and Urban Development's HOME program.

By operating efficiently, the not-for-profit MFA generates surplus revenue, used to create even more programs to make affordable housing a reality in New Mexico. These include programs for down payment assistance and to support other (non-profit) providers of housing and related services.

The New Mexico Mortgage Finance Authority
344 4th Street SW
Albuquerque, NM 87102
(505) 843-6880
(800) 444-6880 (Toll free in New Mexico)
Fax: (505) 243-3289
TTY: (800) 659-8331
TTY/Voice: (800) 659-1779

4. Economic Development

New Mexico Economic Development Department
http://www.edd.state.nm.us/

The New Mexico Economic Development Department raises the standard of living for today's New Mexicans and future generations by fostering a sustained rise in the production of goods and services.

This agency has many diverse projects devoted to a single aim—better jobs and better lives for New Mexicans. The Economic Development Department promotes research and development, helps finance job training, revitalizes downtowns, recruits new businesses to our state, and assists our cities and towns to market themselves to attract new business.

Within the New Mexico Economic Development Department, the Community Development Team focuses on helping local communities reach their goals. Regional representatives who live in the region provide direct assistance to communities.

New Mexico Economic Development Department
1100 St. Francis Drive Suite 1060
Santa Fe NM 87505
Tel: 505-827-0300
Tel: 800-374-3061
Fax: 505-827-0328
Email: edd.info@state.nm.us

New Mexico Economic Development Department Certified Communities Initiative (CCI)
http://ww1.edd.state.nm.us/index.php?/community/category/Become%20a%20Certified%20Community/

The New Mexico Economic Development Department recognizes that in a local community a little change can have a big impact. The intent of the Certified Communities Initiative (CCI) is to help communities make those changes.

Regional representatives work with local officials on the CCI application. Next, they provide the community with a grant and extra support through the co-op marketing program. The Economic Development Department provides publicity to make potential businesses aware of the community and its assets.

Certified Community status comes with up to $5,000 of contractual funding for two years for special projects, ten bonus points in the coop marketing program, an awards ceremony for the community, press releases and media exposure about the community's new status, and a Certified Community seal to be used in promotions.

Most important, being a Certified Community shows that the community is willing to invest in the infrastructure that successful, growing businesses need.

The Certified Communities brochure can be downloaded from the Economic Development Department web site.

Steve Gonzales
Steve.Gonzales2@state.nm.us,
Phone: (505) 827-2642

New Mexico Tourism Department Cooperative Advertising Grants
http://www.newmexico.org/go/loc/department/page/dept-coop-advertising.html

The Cooperative Marketing Program provides funding to non-profit tourism related organizations, local and tribal governments in the State for marketing the State of New Mexico as a tourist destination. The Department encourages advertising and promotional efforts that maximize statewide and regional benefit as well as year-round economic benefit. The program is a matching program. The Department reimburses 50% of eligible costs per the agreement executed between the Department and the Organization.

New Mexico Tourism Department
491 Old Santa Fe Trail
Santa Fe, NM 87503
Phone: 505-827-7400
Email: enchantment@newmexico.org

Cooperative Marketing Program Manager
Phone: 505-827-7325
Email: Audrey@newmexico.org

U.S. Department of Commerce Economic Development Administration
http://www.eda.gov/AboutEDA/Programs.xml

The Public Works Program empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.

The Research and National Technical Assistance Program supports research of leading, world class economic development practices, and funds information dissemination efforts.

The Local Technical Assistance Program helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in economically distressed regions from making optimal decisions on local economic development issues.

The Planning Program helps support planning organizations, including District Organizations and Indian Tribes, in the development, implementation, revision or replacement of comprehensive economic development strategies (CEDS), and for related short-term planning investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions.

Regional Office
504 Lavaca Street Suite 1100
Austin, TX 78701-4037
Phone: (512) 381-8144
Fax: (512) 381-8177 Fax
Pedro R. Garza, Regional Director
pgarza@eda.doc.gov

USDA Business and Cooperative Programs
http://www.rurdev.usda.gov/rbs/busp/bprogs.htm

Rural Business Enterprise Program

The RBEG program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses help fund distance learning networks, and help fund employment related adult education programs. To assist with business development, RBEGs may fund a broad array of activities.

There is no maximum level of grant funding. However, smaller projects are given higher priority. Rural public entities (towns, communities, State agencies, and authorities), Indian tribes and rural private non-profit corporations are eligible to apply for funding.

The RBEG program is a broad based program that reaches to the core of rural development in a number of ways. Examples of eligible fund use include: Acquisition or development of land, easements, or rights of way; construction, conversion, renovation, of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities; pollution control and abatement; capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEG program should benefit small and emerging private businesses in rural areas. Small and emerging private businesses are those that will employ 50 or fewer new employees and have less than $1 million in projected gross revenues.

Rural Business Opportunity Grants

The RBOG program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs, and economic development officials and to assist with economic development planning.

The maximum grant for a project serving a single states is $50,000. The maximum grant for a project serving two or more states is $150,000. Rural public bodies, rural nonprofit corporations, rural Indian tribes, and cooperatives with primarily rural members that conduct activities for the mutual benefit of the membership are eligible provided they have sufficient financial strength and expertise to carry out the activity to be funded.

The RBOG program is primarily a training and technical assistance program. Funds may be provided for development of export markets; feasibility studies; development of long term trade strategies; community economic development planning; business training and business based technical assistance for rural entrepreneurs and business managers; establishment of rural business incubators; and assistance with technology based economic development. The types of projects that may be funded might include identification/ analysis of business opportunities that will utilize local material and human resources; provision of leadership development training to existing or prospective rural entrepreneurs and managers; business support centers; centers for training, technology and export trade; and, economic development planning.

Business and Industry Guaranteed Loans

The purpose of the B&I Guaranteed Loan Program is to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. This purpose is achieved by bolstering the existing private credit structure through the guarantee of quality

loans which will provide lasting community benefits. It is not intended that the guarantee authority will be used for marginal or substandard loans or for relief of lenders having such loans.

A borrower may be a cooperative organization, corporation, partnership, or other legal entity organized and operated on a profit or nonprofit basis; an Indian tribe on a Federal or State reservation or other Federally recognized tribal group; a public body; or an individual. A borrower must be engaged in or proposing to engage in a business that will:

- Provide employment;
- Improve the economic or environmental climate;
- Promote the conservation, development, and use of water for aquaculture; or
- Reduce reliance on nonrenewable energy resources by encouraging the development and construction of solar energy systems and other renewable energy systems.

Loan purposes must be consistent with the general purpose contained in the regulation. They include but are not limited to the following:

- Business and industrial acquisitions when the loan will keep the business from closing, prevent the loss of employment opportunities, or provide expanded job opportunities.
- Business conversion, enlargement, repair, modernization, or development.
- Purchase and development of land, easements, rights-of-way, buildings, or facilities.
- Purchase of equipment, leasehold improvements, machinery, supplies, or inventory.

Intermediary Re-lending Program

The purpose of the IRP program is to alleviate poverty and increase economic activity and employment in rural communities. Under the IRP program, loans are provided to local organizations (intermediaries) for the establishment of revolving loan funds. These revolving loan funds are used to assist with financing business and economic development activity to create or retain jobs in disadvantaged and remote communities. Intermediaries are encouraged to work in concert with State and regional strategies, and in partnership with other public and private organizations that can provide complimentary resources.

Private non-profit corporations, public agencies, Indian groups, and cooperatives with at least 51 percent rural membership aimed at increasing income for producer members or purchasing power for consumer members may apply for intermediary lender status.

The following entities are generally eligible to apply for loans from intermediary lenders provided they owe no delinquent debt to the Federal Government:

- Individual citizens or individuals who have been legally admitted to the U.S.,
- Those located in a rural area defined as an area with a population of 25,000 or less,
- An entity that is able to incur debt, give security, and repay the loan,
- A corporation, partnership, LLC, individual, non-profit corporation, public body.

Some examples of eligible projects are:

- The acquisition, construction, conversion, enlargement, or repair of a business or business facility, particularly when jobs will be created or retained.
- The purchase or development of land (easements, rights of way, buildings, facilities, leases, materials)

- To purchase equipment, leasehold improvements, machinery, supplies
- Start up costs and working capital
- Pollution control and abatement
- Transportation Services
- Feasibility studies
- Hotels, motels, B&Bs, convention centers

Rural Economic Development Loan and Grant (REDLG)

The REDLG program provides funding to rural projects through local utility organizations. Under the REDLoan program, USDA provides zero interest loans to local utilities which they, in turn, pass through to local businesses (ultimate recipients) for projects that will create and retain employment in rural areas. The ultimate recipients repay the lending utility directly. The utility is responsible for repayment to the Agency. Under the REDGrant program, USDA provides grant funds to local utility organizations which use the funding to establish revolving loan funds. Loans are made from the revolving loan fund to projects that will create or retain rural jobs. When the revolving loan fund is terminated, the grant is repaid to the Agency.

To receive funding under the REDLG program (which will be forwarded to selected eligible projects) an entity must:

- Have borrowed and repaid or pre-paid an insured, direct, or guaranteed loan received under the Rural Electrification Act or,
- Be a not-for–profit utility that is eligible to receive assistance from the Rural Development Electric or Telecommunication Program
- Be a current Rural Development Electric or Telecommunication Programs Borrower

REDLG grantees and borrowers pass the funding on to eligible projects. Examples of eligible projects include:

- Capitalization of revolving loan funds
- Technical assistance in conjunction with projects funded under a zero interest REDLoan
- Business Incubators
- Community Development Assistance to non-profits and public bodies (particularly job creation or enhancement)
- Facilities and equipment for education and training for rural residents to facilitate economic development
- Facilities and equipment for medical care to rural residents
- Telecommunications/computer networks for distance learning or long distance medical care

Section 9006 Grant Program
The Section 9006 Grant Program provides grants for agricultural producers and rural small businesses to purchase and install renewable energy systems and make energy efficiency improvements. The emergence of a viable renewable energy markets represents a historic opportunity for job and wealth creation in rural America.

The program is designed to assist farmers, ranchers and rural small businesses that are able to demonstrate financial need. All agricultural producers, including farmers and ranchers, who gain 50% or more of their gross income from the agricultural operations are eligible. Small businesses that are located in a rural area can also apply. Rural electric cooperatives may also be eligible to apply.

Most rural projects that reduce energy use and result in savings for the agricultural producer or small business are eligible as energy efficiency projects. These include projects such as retrofitting lighting or insulation, or purchasing or replacing equipment with more efficiency units. Eligible renewable energy projects include projects that produce energy from wind, solar, biomass, geothermal, and hydrogen-based sources. The projects can produce any form of energy including, heat, electricity, or fuel.

Section 9006 Guaranteed Loan Program

The Guaranteed Loan Program encourages the commercial financing of renewable energy (bioenergy, geothermal, hydrogen, solar, and wind) and energy efficiency projects. Under the program, project developers will work with local lenders, who in turn can apply to USDA Rural Development for a loan guarantee up to 85 percent of the loan amount. The emergence of a viable renewable energy market represents a historic opportunity for job and wealth creation in rural America.

Borrowers must be an agricultural producer or rural small business. Agricultural producers must gain 50% or more of their gross income from their agricultural operations. Most lenders are eligible, including national and state-chartered banks, Farm Credit System banks and savings and loan associations. Other lenders may be eligible if approved by USDA.

Eligible project costs include: 1) Post-application purchase and installation of equipment, 2)Post-application construction or improvements, 3) Energy audits or assessments, 4) Permit or license fees, 5) Professional service fees, 6) Feasibility studies and technical reports, 7) Business plans, 8) Retrofitting, 9) Construction of a new energy efficient facility only when the facility is used for the same purpose, is approximately the same size, and based on the energy audit will provide more energy savings than improving an existing facility, 10) Working capital, 11) Land acquisition.

Rural Development State Office
6200 Jefferson NE
Albuquerque, NM 87109
Telephone: (505) 761-4950
TTY: (505) 761-4938

Business and Cooperative Programs
Telephone: (505) 761-4953

Rural Economic Development Through Tourism (REDTT) Project -
New Mexico Cooperative Extension Service, NMSU
http://www.redtt.org

REDTT works with volunteers to educate, train and assist communities on initiatives designed to create tourism growth. REDTT's mini-grant funding supports tourism projects from event/festival signage to entertainment honorariums. Mini-grant funding is also utilized to fund familiarization tours for tourism related professionals interested in learning and writing about rural New Mexico tourism attractions. REDTT remains committed to supporting rural tourism in a capacity that ensures a better understanding of rural tourism assets in New Mexico.

Project Objectives:

- To develop training and educational materials that help foster tourism development. We do this by providing Hospitality/Customer Service Training statewide, teaching the local community to become ambassadors for their communities. For more detailed information on the "Catch our Enchanted Spirit!" hospitality training program. We also provide training and networking opportunities to tourism professionals and volunteers at our Annual Rural Tourism Conference, held in late April each year. This two day event includes: FAM tours of the area in which the meeting is being held; workshops on tourism issues including tracks in technology, business, arts, historical preservation and more; keynote speakers; banquets; and fun.
- To keep people informed of current tourism events happening in the state of New Mexico and places to visit and things to do. We do this through our Trails & Treasures magazine, an informational publication about New Mexico and what it offers to our visitors; our online Annual Events Calendar; and the rest of this tourism Web site.
- To provide assistance with festival development, enhancement and evaluation.
- To enhance opportunities for New Mexico agricultural products and processes to be incorporated into "Agri-tourism" activities such as tours, events and festivals.
- To educate the public about the advantages of tourism through press releases, news stories, psa's and other programs and publications.

REDTT
Box 30003 MSC 3HRTM
138 Gerald Thomas Hall
College and Knox streets
Las Cruces, NM 88003
Phone: (505) 646-5994
Toll Free: (866) 648-5017
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redtt@nmsu.edu

Four Corners Sustainable Forests Partnership
http://www.rmrs.nau.edu/fourcornersforests/index.htm

The Four Corners Sustainable Forest Partnership began in 1997 with the leadership of New Mexico State Forester, Toby Martinez, and other Western State Foresters. They saw throughout the Four Corners region – New Mexico, Utah, Arizona, and Colorado – social and environmental issues that crossed all jurisdictional boundaries. These issued included increasing risks for catastrophic fire and insect outbreaks in forest ecosystems as well as a declining capacity in communities to deal with forest restoration and maintenance needs.

The Partnership was motivated by the need to focus attention and resources on forest restoration and community issues common throughout the region. The original coalition of diverse interests expanded to over 50 businesses, organizations, and agencies by 1998. They identified clear goals and sought Congressional funding to support the mission. Congress provided seed funding in 1999 through the USDA Forest Service's State and Private Forestry Economic Action Programs. The funding continued through 2003. A steering committee administered the funding and implemented outreach and programs. The original coordinators may be contacted to learn more about the Partnership and new endeavors in each state.

The Partnership created lasting momentum in several key areas:

- Consensus around forest restoration principles and needs
- Community infrastructure to utilize small diameter material
- Region-wide network of interests and specialists working on sustainable forestry

In 2001, FCSFP allocated $500,000 to establish low interest revolving loan funds in each state. Applicants must have a business plan, and assistance to write one is available for those who do not. Funds cannot be used to refinance existing loans. Please contact your state coordinator for further information.

Kim Kostelnik
New Mexico Forestry Division
(505) 476-3337
kkostelnik@state.nm.us

National Farm to School Program
http://www.farmtoschool.org/index.htm

The National Farm to School Program is a collaborative program of Center for Food & Justice (CFJ), a division of the Urban and Environmental Policy Institute at Occidental College and the Community Food Security Coalition (CFSC). Initiated in 2000, the National Program has spearheaded the development of the farm to school movement across the country, successfully assisting organizations in starting up and sustaining farm to school efforts, fundraising, and providing informational resources, education and training for farm to school stakeholders.

Farm to School programs connect schools with local farms with the objectives of serving healthy meals in school cafeterias, improving student nutrition, providing health and nutrition education opportunities that will last a lifetime, and supporting local small farmers. Schools buy and feature farm fresh foods such as fruits and vegetables, eggs, honey, meat, and beans on their menus; incorporate nutrition-based curriculum; and provide students experiential learning opportunities through farm visits, gardening and recycling programs. Farmers have access to a new market through schools and connect to their community through participation in programs designed to educate kids about local food and sustainable agriculture.

New Mexico became part of the Department of Defense (DoD) Fresh Program in 2001. As such, the New Mexico Department of Education connects with New Mexico farmers while the DoD utilizes its already existing complex distribution system to deliver the produce to schools and school districts. All schools within the state of New Mexico may receive local produce as part of this program. Apples, watermelon, potatoes, green chilies, and tomatoes are all locally produced items that have been supplied to New Mexico schools based on availability.

Marion Kalb, Program Director
National Farm to School Program
Community Food Security Coalition
2501 W. Zia Rd. Building 9-115
Santa Fe, NM 87505
Phone: 505-982-3646
Fax: 505-982-3646
www.foodsecurity.org

5. Transportation

NMDOT Highway Improvements Funds
http://www.nmshtd.state.nm.us/main.asp?secid=11463

The Highway Safety Improvement Program Section provides engineering services to:

- Develop, prioritize, and select roadway safety improvement projects on a statewide basis
- Coordinate with the Transportation Programs Division, Traffic Safety Bureau to administer a statewide transportation safety management system
- Assist other groups within NMDOT and other agencies in highway safety-related matters.

The NM Highway Safety Improvement Program (HSIP) addresses the highway element and the engineering functional group as part of a more comprehensive traffic safety program operated by others both within and outside of the NMDOT. The HSIP is run from the NMDOT Transportation Planning Division, Project Planning Bureau. Other highway safety programs are run from other bureaus in various Divisions of NMDOT.

FHWA provides program oversight and federal aid for safety projects. The FHWA has also made city streets and county roads eligible for federal aid for safety projects, in addition state highways.

The HSIP Section has the responsibility to systematically analyze New Mexico's roadways, including available crash data, to identify roadway (state highway, county road, or city street) locations, sections, and elements in New Mexico that are currently determined to be hazardous or are forecasted with the likelihood of being hazardous to vehicular or pedestrian travel. On the basis of such analysis the HSIP section can conduct more detailed engineering studies of hazardous or potentially hazardous locations, sections and elements.

From these more detailed analyses suggested countermeasures in the form of safety improvement projects can be recommended, and federal funding can be incorporated to implement them.

The NM HSIP has 3 basic procedural components: Planning, Implementation, and Safety Effectiveness Evaluation.

Planning includes:

- Reviewing Roadway System for actual or potential hazards;
- Conducting engineering safety studies;
- Seeking guidance from others concerning proposed safety projects;
- Using Benefit/ Cost ratio as guidance for project selection;
- Establishing top priority for high benefit/cost projects, such as rumble strips on rural highway shoulders;

Implementation includes:

- Coordinating the placement of appropriate safety projects in metro TIPS and the STIP;
- Oversight of project design, letting, and construction performed by others.

Safety Effectiveness Evaluation includes:

- Conducting before and after studies where safety projects were implemented, examining crash data for up to 3 years before and after project placement
- Findings reported in annual report to NMDOT and FHWA.

Paving: http://www.nmshtd.state.nm.us/main.asp?secid=11462

The Pavement Management Section located in the Project Planning Bureau supports the Department's efforts to provide New Mexico with quality highways at minimum cost by providing information necessary to develop cost-effective highway pavement management strategies and to make informed decisions between competing highway projects.

This section evaluates pavement conditions on a statewide basis and predicts expected pavement deterioration so that pavement preservation, rehabilitation and reconstruction projects can be optimally scheduled.

GRIP: http://nmgrip.com/link.asp?id=14956

GRIP is an economic benefit package that will:

- create thousands of new jobs each year for the next six to eight years
- employ hundreds of New Mexico businesses
- have an $8.4 billion positive impact on New Mexico's economy
- have a $10.9 billion direct savings impact on the citizens of New Mexico in terms of commuter cost, safety and vehicle operating costs
- increase state personal income, mostly wages and salaries by $170 million a year
- generate nearly $90 million in direct gross receipt taxes on construction and millions more in payroll taxes.
- break down individual projects so local contractors can competitively bid.

GRIP will also enhance safety on New Mexico highways and roads.

Federal Transit Administration (FTA) Grants
http://www.fta.dot.gov/funding/grants_financing_263.html

Rural and Small Urban Areas

This program (49 U.S.C. 5311) provides formula funding to states for the purpose of supporting public transportation in areas of less than 50,000 population. It is apportioned in proportion to each State's non-urbanized population. Funding may be used for capital, operating, State administration, and project administration expenses. Each state prepares an annual program of projects, which must provide for fair and equitable distribution of funds within the states, including Indian reservations, and must provide for maximum feasible coordination with transportation services assisted by other Federal sources.

Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, and nonprofit organizations (including Indian tribes and groups), and operators of public transportation services. The state must use 15 percent of its annual apportionment to support intercity bus service, unless the Governor certifies that these needs of the state are adequately met. Projects to meet the requirements of the Americans with Disabilities Act, the Clean Air Act, or bicycle access projects, may

be funded at 90 percent Federal match. The maximum FTA share for operating assistance is 50 percent of the net operating costs.

Description: The goals of the nonurbanized formula program are: 1) to enhance the access of people in nonurbanized areas to health care, shopping, education, employment, pubic services, and recreation; 2) to assist in the maintenance, development, improvement, and use of public transportation systems in rural and small urban areas; 3) to encourage and facilitate the most efficient use of all Federal funds used to provide passenger transportation in nonurbanized areas through the coordination of programs and services; 4) to assist in the development and support of intercity bus transportation; and 5) to provide for the participation of private transportation providers in nonurbanized transportation to the maximum extent feasible.

Eligible Recipients: State and local governments, non-profit organizations (including Indian tribes and groups), and public transit operators.

Eligible Purposes: Funds may be used for capital, operating, and administrative purposes.

Region VI Office
819 Taylor Street, Room 8A36
Fort Worth, TX 76102
Telephone: (817) 978-0550
Fax: (817) 978-0575

Office of Program Management
(202) 366-4020

New Mexico Finance Authority
http://www.nmfa.net/loan/?t=Local%20Road%20Transportation%20Fund

Local Transportation Infrastructure Fund Act

Created by the 2005 Legislature (HB 979, Silva), the Local Transportation Infrastructure Fund Act develops a program that capitalizes on the existing partnership between NMFA with the NMDOT and its Commission. Principally, the legislation created a revolving loan fund targeted specifically at local government road or transportation projects. The purpose of the funds it to make grants and/or loans for projects recommended and prioritized by the NMDOT.

The legislation was actually developed to provide an incentive for local governments to plan and finance its projects comprehensively. The incentive would come in the form of a grant, where if a local government would take out a loan from this fund for 75% of the project cost, the remaining 25% could be free money. In this way, the fund would be partially replenished and continue to provide a financing mechanism to local governments for years to come.

The see money for the program came from an investment made by the NMFA from its own funds. The Act authorizes NMFA to use a portion of its GRIP administrative fee to capitalize the Fund. IN FY 2006, NMFA expects to issue $10 million in bonds to begin funding local projects. Both the NMFA and NMDOT must first promulgate rules to develop the program, which is expected to be completed by January 2006.

Phone:(505) 984-1454

Toll Free:(877) ASK-NMFA
Fax:(505) 992-9635
Email: frontdesk@nmfa.net

6. Infrastructure and Water Resources

New Mexico Environment Department (NMED) Rural Infrastructure Programs
http://www.nmenv.state.nm.us/cpb/rip.html

The Rural Infrastructure Act (Chapter 75, Article 1 NMSA 1978) created the Rural Infrastructure Revolving Loan Program (RIP) in 1988. The purpose of the RIP is to provide financial assistance to local authorities for the construction or modification of water supply facilities. The Rural Infrastructure Act was amended in 2001 to include construction or modification of wastewater facilities and again in 2007 to include solid waste.

Eligible entities: Any incorporated city, town, village, mutual domestic association, or water and sanitation district whose water supply facility serves a population of less than twenty thousand persons or a county that serves a population of less than two hundred thousand.

New Mexico Environment Department
PO Box 26110 - 1190 St. Francis Drive N4050
Santa Fe, New Mexico 87505
Tel. (800) 219-6157
(505) 827-2855

Tanya Ortiz
Phone: (505) 827-2815
Email: tanya.ortiz@state.nm.us

New Mexico Finance Authority Loan Programs
http://www.nmfa.net/loan/

The New Mexico Finance Authority (NMFA), created in 1992 with passage of the New Mexico Finance Authority Act (Chapter 6, Article 21, NMSA 1978), assists qualified governmental entities with affordable financing of capital equipment and infrastructure projects by providing low-cost funds and technical assistance. The emphasis of our programs is on capital projects with a useful life of 3 years or longer.

The NMFA assists qualified governmental entities in the financing of capital equipment and infrastructure projects at any stage of completion – from pre-planning through construction – by providing low-cost funds and technical assistance.

The emphasis of NMFA's programs is on funding capital projects with a useful life of 3 years or longer. Projects that can be funded through our programs include:

- Equipment
- Buildings
- Hospitals
- Water Systems

- Sewer Systems
- Solid Waste Facilities
- Streets
- Airports
- Municipal Facilities
- Parking Facilities

Governmental entities within New Mexico that can receive funding through NMFA's programs are defined by state statute to include the following:

- State of New Mexico
- State Agency
- State Institution
- County
- Municipality
- School District
- Special District
- Community Water Association
- Land Grant Corporation
- Indian Nation, Tribe, or Pueblo located wholly or partially within New Mexico

Local Government Planning Fund

(Formerly Known as the Water and Wastewater Planning Fund)

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to "forgive" the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling $737,900 and has approved an additional 14 projects totaling $304,700.

Public Project Revolving Fund

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise and capital. The PPRF, considered NMFA's flagship Program, has provided the means for unusual projects to receive financing. Though often thought of for essential public projects such as water system upgrades, fire and law enforcement equipment, and public buildings, the PPRF is being looked at to provide an increasing array of public projects. Many of these public projects have less proven revenue streams but do not have other viable sources of financing.

In FY 2005, the culmination of much time and expertise resulted in the restructuring of the PPRF to allow for a "junior" fund that allows larger projects and those with less proven security pledges to access the PPRF. A new Subordinate Lien, designed to operate the same way as a regular PPRF program, now allows NMFA to participate in projects that would not fit the more conservative credit requirements of the original PPRF, and thus doubling its capacity to make loans.

Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with the advantage of offering to all borrowers (regardless of their creditworthiness) fixed 'AAA' - insured interest rates. The rates are among the best available in the market and are set monthly by the NMFA Board. The PPRG is funded primarily through NMFA's share of Government Gross Receipts Tax (GGRT), which provides approximately $18 million per year. The NMFA uses this cash inflow to make

loans to borrowers and then replenishes the fund by issuing tax-exempt bonds secured by the PPRF loans made to qualified entities, and by the annual inflow of GGRT. As of June 30, 2005, the NMFA had made 451 loans totaling $628 million.

Benefits offered through the PPRF include cost of issuance assistance to all borrowers and below-market rate interest loans to disadvantaged entities. As of June 30, 2005, the NMFA had provided more than $5.35 million in Cost of Issuance Assistance provided to more than 235 entities. As of June 30, 2005, the NMFA had provided approximately $28.6 million in Disadvantaged Funding to 170 entities.

Water and Wastewater Grant Fund

The 1999 Legislature created this fund to assist small community water systems with grant funding for vital water and wastewater public projects. The statute requires that NMFA determine the percentage of grant award using a sliding scale to ensure that those most in need would receive assistance. Additionally, NMFA rules require analyzing the ability of the applicant to undertake any or all of the projects through a loan or a cash contribution from excess reserves. Through this analysis, the NMFA is able to assure that scarce grant funds go toward those entities least able to help themselves. In 2002, the NMFA issued $5 million in bonds to capitalize the Fund. The Legislature also appropriated $56 million. Through FY2005, the NMFA has funded 101 authorized projects totaling $41.8 million, 61 emergency projects totaling approximately $13.2 million, and the $6 million in remaining funds dedicated to systems across the state finalizing their projects.

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USDA Rural Utilities Service Loans and Grants
http://www.epa.gov/owm/mab/smcomm/factsheets/usda/

The U. S. Department of Agriculture (USDA) administers financial and technical assistance programs through its Rural Development department to help rural communities develop safe and affordable sewage treatment and waste disposal systems. Programs that target wastewater treatment are run by the Water Programs Division of the Rural Utilities Service (RUS). The Water and Waste Disposal Loans and Grants Program provides loans, guaranteed loans, and grants for water, sewer, storm water, and solid waste disposal facilities.

Public bodies (e.g., municipalities, counties, Indian Tribes, nonprofit organizations) serving rural areas may be eligible for loans or grants from the water and waste disposal program. The program makes assistance available only to rural areas with 10,000 or fewer people.

Water and Waste Disposal Loans and Grants

Small communities with wastewater treatment or disposal needs can apply for loans and grants to construct, repair or modify waste collection and waste disposal facilities. To receive loans small communities must show that they (1) can't get funds at reasonable rates from commercial sources, (2) have the capacity to borrow and repay loans, and pledge security, and (3) can operate and maintain the affected facilities. Depending on the economic status of the service area, borrowers may receive one of three interest rates: the poverty rate (median household income is below poverty or below 80 percent of

the statewide metropolitan median and the project is necessary to meet applicable health or sanitary standards), market rate (where median household income exceeds the statewide non-metropolitan household income), or the intermediate rate.

New Mexico Tourism Department - New Mexico Clean & Beautiful
www.nmcleanandbeautiful.org

Created through the Litter Control and Beautification Act of 1985, the New Mexico Clean & Beautiful program's mission is to reduce litter to the maximum practical extent and raise overall litter awareness statewide.

New Mexico Clean & Beautiful provides funding to incorporated municipalities, counties, and tribal governments in order to reduce litter by involving the public during local community and statewide events, programs and projects. Funds are available to these government programs that will implement projects that eliminate, control and prevent litter; in addition fund programs and projects that educate citizens on the effects of littering, enforce litter ordinances, increase public awareness, recycle, beautify, eliminate graffiti and weeds, and promote litter awareness.

New Mexico Tourism Department
491 Old Santa Fe Trail
Santa Fe, NM 87503

Joseph Lobato
Program Manager
Phone: 505-827-6346
Email: Joe.Lobato@state.nm.us

7. County Facilities, Services, and Recreation

National Park Service – Rivers, Trails and Conservation Assistance Program
http://www.nps.gov/ncrc/programs/rtca/index.htm

The Rivers, Trails and Conservation Assistance Program, also known as Rivers & Trails or RTCA, works with community groups and local, State, and federal government agencies to conserve rivers, preserve open space, and develop trails and greenways. The RTCA program implements the natural resource conservation and outdoor recreation mission of the National Park Service in communities across America.

Rivers & Trails works in urban, rural, and suburban communities with the goal of helping communities achieve on-the-ground conservation successes for their projects. Our focus is on helping communities help themselves by providing expertise and experience from around the nation. From urban promenades to trails along abandoned railroad rights-of-way to wildlife corridors, our assistance in greenway efforts is wide ranging. Similarly, our assistance in river conservation spans downtown riverfronts to regional water trails to stream restoration.

RTCA works collaboratively, by invitation, with partners on a wide variety of conservation and recreation projects. These partners include nonprofit organizations, community groups, tribes or tribal governments, and local, State, or federal government agencies. RTCA provides a variety of assistance tailored to the partner’s needs, but does not provide direct grants.

RTCA often acts as a catalyst to help assemble the necessary pieces to achieve on-the-ground conservation success. RTCA helps identify what types of aid a partner needs and either supplies or locates sources for the assistance. RTCA helps partners navigate the planning process, converting ideas into actions, and often provides assistance in conceptual planning, organizational development and capacity building.
RTCA offers an outside perspective, encouragement and experience from a database of hundreds of projects and thousands of partners from around the nation. Projects are primarily focused on organization-building, planning, and coordination for conservation and outdoor recreation.

On average, our partners protect more than 700 miles of rivers, created over 1400 miles of trails, and conserved more than 63,700 acres of open space each year. By working side-by-side with grassroots groups and local governments in communities throughout the country, the National Park Service is building a nationwide system of parks, open spaces, rivers, and trails.

Rivers, Trails & Conservation Assistance
National Park Service
P.O. Box 728
Santa Fe, NM 87504-0728
Fax: (505) 988-6097

Alan Ragins, Program Leader
Phone: (505) 988-6091
Email: alan_ragins@nps.gov

National Health Service Corps
http://nhsc.bhpr.hrsa.gov/about/

The National Health Service Corps is committed to improving the health of the Nation's underserved. We unite communities in need with caring health professionals and support their efforts to build better systems of care.

Approximately 50 million people live in communities without access to primary health care. At NHSC, we are working to change this by helping medically underserved communities recruit and retain primary care clinicians, including dental and mental and behavioral health professionals, to serve in their community.

NHSC helps underserved communities recruit and retain dedicated clinicians to meet their residents' health care needs. We can help your community do this by assisting in your efforts to:

- Build community partnerships
- Design and implement a discounted fee schedule or other means for providing affordable care
- Maximize revenue from Federal programs such as the Rural Health Clinic and Federally Qualified Health Center Programs
- Identify ways to support uncompensated care through other grant programs (State and/or Federal) to ensure that your site remains fiscally sound
- Establish an integrated system of care that includes the uninsured and underinsured
- Link with other communities and sites that have "done it"

Healthy Forests and Rangelands Programs
http://www.forestsandrangelands.gov/communities/index.shtml

Rural Fire Assistance (RFA)

The RFA grant program is designed to support the fire protection capabilities of rural and volunteer fire departments that typically fight fires near or on Department of the Interior lands. With an annual appropriated budget for the RFA program, the DOI offers awards up to $20,000 to be dedicated to training, equipment purchases, and fire prevention work on a cost-shared basis. DOI lands are administered by one of the following four agencies: Bureau of Land Management (BLM), Bureau of Indian Affairs (BIA), U.S. Fish and Wildlife Service (FWS) and the National Park Service (NPS).

Volunteer Fire Assistance (VFA)

The VFA program, formerly known as the Rural Community Fire Protection program, is administered by state forestry agencies through 50-50 cost-sharing grants to local fire departments in rural communities. The program's main goal is to provide federal financial, technical, and other assistance in the organization, training, and equipping of fire departments in rural areas with a population of 10,000 or less. Contact your State Forester's office for grant application forms and deadlines.

A Community Wildfire Protection Plan: How-to-Guide

The Healthy Forests Restoration Act (HFRA) provides communities with a tremendous opportunity to influence where and how federal agencies implement fuel reduction projects on federal lands. A Community Wildfire Protection Plan (CWPP) is the most effective way to take advantage of this opportunity. Additionally, communities with Community Wildfire Protection Plans in place will be given priority for funding of hazardous fuels reduction projects carried out under the auspices of the HFRA.

USDA Forest Service
National Fire Plan, S&PF
1400 Independence Ave. SW - 1107
Washington, D.C. 20250-1107
Phone: (202) 205-1332

Federal Emergency Management Agency Programs
http://www.fema.gov/government/grant/government.shtm

Fire Management Assistance Grant Program

Fire Management Assistance is available to States, local and tribal governments, for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands, which threaten such destruction as would constitute a major disaster.

The Fire Management Assistance declaration process is initiated when a State submits a request for assistance to the FEMA Regional Director at the time a "threat of major disaster" exists. The entire process is accomplished on an expedited basis and a FEMA decision is rendered in a matter of hours.

The Fire Management Assistance Grant Program (FMAGP) provides a 75 percent Federal cost share and the State pays the remaining 25 percent for actual costs.

Before a grant can be awarded, a State must demonstrate that total eligible costs for the declared fire meet or exceed either the individual fire cost threshold - which is applies to single fires, or the cumulative fire cost threshold, which recognizes numerous smaller fires burning throughout a State.

Eligible firefighting costs may include expenses for field camps; equipment use, repair and replacement; tools, materials and supplies; and mobilization and demobilization activities.

Hazard Mitigation Grant Program

The Hazard Mitigation Grant Program (HMGP) provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Map Modernization Management Support

Provides funding to supplement, not supplant, ongoing flood hazard mapping management efforts by the local, regional, or State agencies.

New Mexico Department of Public Safety
Office of Emergency Management
P.O. Box 1628
13 Bataan Boulevard
Santa Fe, New Mexico 87505
Phone: (505) 476-9600