PLAN2040

Comprehensive Plan

Dona Ana County, New Mexico

SUPPORTING DOCUMENTS

Appendix

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PUBLIC PROCESS

STRATEGIES AND TOOLS

The geographic, economic and social diversity of Doña Ana County required strategies that identified and engaged a wide range of stakeholders and that took full advantage of all the tools of community engagement.

The project took as its framework for both community discussion and drafting the Comprehensive Plan the six Livability Principles, as customized through community engagement for Doña Ana County.

- Provide More Transportation Choices
- Promote Equitable, Affordable Housing
- Enhance Economic Competitiveness
- Support Existing Communities
- Coordinate Policies & Leverage Investment
- Value Communities & Neighborhoods

To assure engagement reached deeply enough into County communities, the project team leveraged the local expertise, experience and networks of the County staff; the Regional Leadership Committee (RLC); an Engagement Consortium of community organizations; the Project Support Team; and the Stakeholder Committee.

GOALS

Public participation is an essential tool for aligning planning goals, strategies and implementation. For the Viva Doña Ana Comprehensive Plan process, public participation is designed to:

1. Fit within the broader Viva Doña Ana planning context;

2. Make full use of local expertise, including the perspectives of traditionally underserved community members, to inform the Plan's policy-making framework and content;

3. Inspire broad community ownership in consensus-driven goals, in the planning process and in the Plan that emerges;

4. Activate citizen champions of the Plan to assure successful implementation; and

5. Establish a template for continuing, broad-based public participation in future County planning processes.

STRATEGIES

1. Regional workshops convening stakeholders across a broad range of interests (i.e., the September 2014 scenario planning workshops);

2. Focus groups, one-on-one meetings and small group check-ins as needed with community and business leaders – with special attention to engaging underrepresented populations and influential stakeholders less likely to attend public meetings;

3. County-convened public meetings to present and discuss drafts of the Comprehensive Plan.

TOOLS

To support community engagement strategies, the planning team used the following tools:

1. An interactive website combining the processes to draft both the Unified Development Code and the Comprehensive Plan with regular progress reports, meeting schedules, videos, data archiving and comment/survey opportunities;

2. E-blast updates to a continually updated email list of stakeholders;

3. Posters, flyers and other collateral materials;

4. Press releases and other local and regional media outreach tools;

5. Follow-up reports on how community input was incorporated into the planning process using real time responses, the project website, community meetings, and other means.

All outreach tools were available in both English and Spanish and written in a conversational style designed to avoid technical jargon. All public meetings had simultaneous translation available for English and Spanish.

PUBLIC INPUT

Community input began in March of 2013 and continues through the review, adoption and updates of 2015. Meetings range from casual conversations at community gathering places like groceries and cafe to focus group meetings to large general meetings. Tools for gathering public opinion include:

- Website polls
- Visual Preference Surveys
- Keypad polling
- Scenario mapping
- Small group discussions

PROCESS

The Comprehensive Plan process began in early 2013 with data gathering and community feedback. The process looked at the Livability Principles as they are informed by three larger categories:

PEOPLE focused on the region's population and quality of life.

- How and where is the County growing?
- How can we address needs for affordability in our communities?

PLACES focused on the natural and built environments.

- Where is growth likely to occur?
- What steps can we take to ensure a long-term supply of clean water?

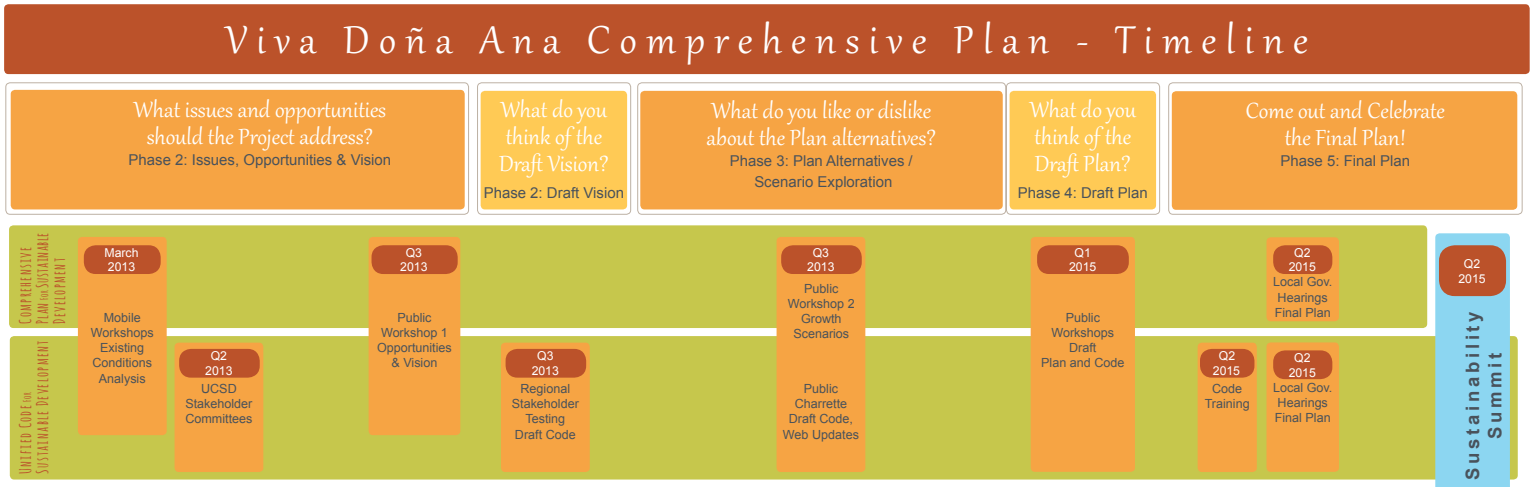
PROSPERITY focused on economic opportunities and fiscal stability.

- What kinds of jobs can help grow the local economy?
- How are our schools preparing students for jobs in the area?

In **March of 2013** a series of mobile workshops were held to raise public awareness of the Plan and solicit feedback on needs and priorities in the County. That input included issues like water, jobs, economic development, education, and codes and enforcement.

In **July of 2013** the first series of community workshops were held to determine priorities. Then in **September of 2013** another series of workshops were held throughout the County to begin the discussion of where we will grow. The question of type of growth was addressed in **September of 2014** and resulted in the Preferred Scenario that shaped the Plan. After a final round of public review and hearings in **May of 2015**, the Plan will be considered for adoption by the Board of County Commissioners.

The time line below illustrates the 2-1/2 year effort.



Summary of Feedback from Viva Doña Ana Mobile Workshops: March 1-2, 2013

Purpose and Process for Meetings:
The mobile workshops, the first phase of public outreach for the Doña Ana County Comprehensive Plan and El Camino Real Corridor Management Plan, were designed to reach residents that typically do not participate in the public outreach process. Rather than hosting a general public meeting, the mobile workshops were located in places where people tend to visit in their daily regimens: establishments such as grocery stores, restaurants, and flea markets. The intent was to raise the general public awareness of the Camino Real Consortium's regional project: Viva Doña Ana, and to solicit initial feedback on issues such as jobs, housing, education, and transportation. The project team prepared a series of six postcards (available on the website) that highlighted issues in terms that were meaningful to a wide spectrum of the County and also provided a way for people to comment on the project. Over the two days and ten sites, the project team met with approximately 250 people; a summary of the overall comments expressed are listed below:

Summary of input on the Comprehensive Plan

- Water Issues (quality/quantity/concern with the regionalization of providers).
- Jobs of all kinds (construction/professional/youth employment).
- Economic development throughout the County.
- Education – support for young adults/youth activities.
- Clarification and education on the County's development code and process.

Summary of input on Corridor Plan

- Support art galleries along the corridor – regional connection between locations.
- Connect with wineries – comprehensive outreach effort.
- Enhance bicycling opportunities – support for bike lane.
- Preserve agriculture land.

The following pages list the full set of recorded comments by location.

Mesilla

Old Mesilla Plaza,
Central Mesilla
11:00 a.m. – 12:00 p.m.
March 1, 2013

Approximate Number of People that Participated: **50**

Summary of Comments

- More focus on the built environment.
- More walking/bike paths..
- Developers should be required to provide "green space" as a component of development.
- Run a fiber optic cable through every residence/business.
- Flood control/drainage issues with new subdivision – particularly north of 70 and east of I-25.
- Development codes – consistency.
- Grow food, not lawns.
- Groundwater quality poses the biggest threat to long term sustainability.
- Look at BLM GIS – data on public lands.
- Protect rather than re-create wetland bogs; used to be wetlands along the river with rich bird life, but they were filled in, now spending $1million to re-create them farther north.
- Code enforcement in unincorporated county.
- Zoning issues with commercial activities too close to residential.
- Relationship with El Paso Electric interesting, tried to create municipal utility some time ago. Nathan on city council a good resource for renewable energy issues.
- Need more local jobs – quality jobs.
- The focus needs to be on education – an educated population will result in lower crime, more job opportunities.
- Need more investment in pv solar and wind.
- 911 City/county issue, irrigation pins and needles Elephant Butte, local businesses, market in Las Cruces. App for park use – interactive. App for blooming plants.

La Mesa

Chope's Restaurant,
16145 S Hwy 28
12:30 – 1:30 p.m.
March 1, 2013

Approximate Number of People that Participated: **20**

Summary of Comments

- Mesquite: Beautification project
  - Signalization needed at key intersection;
  - Lower speed limit;
  - Sidewalks;
  - Learning Resource Center;
  - Recreation funds – new slab for basketball court.
- "Leave It Alone".
- Bring more artists to the corridor.
- Loves the bike lane idea (gallery proposed early Sunday coffee break for bicyclists).
- Join wineries and galleries along corridor.

Anthony

Ernestos Restaurant
200 Anthony Drive
2:00 –3:00 p.m.
March 1, 2013

Approximate Number of People that Participated: **8**

Summary of Comment

- Strong concern with building connection with youth.
- Desire to improve educational opportunities for everyone (kids through adults).
- Need for infrastructure improvements.
- Need for better zoning/development codes in Anthony and county-wide.
- Want more transportation options to El Paso/Cruces.
- Jobs and job training/transition.

Chaparral

Stires Super Market,
304 McCombs Rd.
3:30 – 4:30 p.m.
March 1, 2013

Approximate Number of People that Participated: **25**

Summary of Comments

- Otero County/Texas residents not interested.
- Lady with children doesn't intend to live here long – doesn't want her children to grow up in Chaparral.
- Homeless man lives here with dad – hard to find job because he can't speak Spanish.
- Walmart & jobs (mechanic).
- Long term water supply is a larger challenge to economic growth. May live in Chaparral since the taxes are low, many enjoy the rural life where there are so many rules, ex – lack of vehicle inspections, can water whenever you want, lower taxes.
- Limited transit outside of Las Cruces – many Chaparral residents don't own vehicles.

Sunland Park

La Fuentes Grocery Store,
2603 McNutt Rd.
5:15 – 6:00 p.m. (left several sets of postcards inside with grocery store)
March 1, 2013

Approximate Number of People that Participated: **5**

Summary of Comments

- Need Jobs.
- Better Transportation.

East side of Las Cruces

Big Daddy's Flea Market,
5580 Bataan Memorial E
9:00 – 10:00 a.m.
March 2, 2013

Approximate Number of People that Participated: **55**

Summary of Comments

- Be aware of R5107 Mil airspace over the East Mesa for residential zoning.
- Supersonic ops down to 11000' MSL – Acuiz studies imperative.
- Subsonic ops down to deck (ground) – Acuiz studies imperative.
- Be aware of area of include (noise) at Santa Teresa International Airport.
- Water – lowering water tables/de-salinization.
- Need Jobs.
- Better politicians.
- Need more construction jobs.
- Youth Center.
- Invest in P.V. & wind power.
- Leave Moongate water alone. Don't merge.
- Development Codes consistency and clarity – confusion by residents on what can be done in different locations throughout the County.
- Regulations for hauling solid waste → Blows out onto roadways.

Downtown Las Cruces

Las Cruces Farmer's Market,
Downtown Main Street
10:30 – 11:30 p.m.
March 2, 2013

Approximate Number of People that Participated: **25**

Summary of Comments

- Water issues: with variation year to year in what is released from Elephant Butte Reservoir, really touch and go, never know if there will be enough water.
- Water quality issues: grow plants near Radium, used RO water because water quality is not good.
- Market for local businesses: Las Cruces relationship with vendors at market not good, been conflicts in the past. Could Doña Ana County pick up and support?
- Plan in general: not interested in participating, think it will just be one more plan that sits on shelf with nothing happening.
- Short term: Right now bus system efficiency Roadrunner Transit. Two way travel at the same time instead of only one way route. Have to wait. We need better transit. Better security needed on bus. Las Cruces is growing too fast.
- Schools need to be more safe and secure.
- Employment opportunities are in Las Cruces due to location of college and higher wages. Need diversification of jobs, would help having more jobs which don't require a college education.

Central Las Cruces

Pros Ranch,
320 East Wyatt Dr.
10:30 – 11:30 a.m.
March 2, 2013

Approximate Number of People that Participated: **35**

Summary of Comments

- Lack of awareness of Roadrunner Transit: on demand transit for medical appointments.
- More coordination with medical providers and VA (VA has transportation).
- Better utilization/tracking of Federal money by local government and elected officials.
- Get high school students after school jobs (Kathy MacDonald). Work study to reduce dropout rate.
- Regional transit options to go to places like Silver City and Roswell, etc. County bus needed (many elderly people don't drive and need more transportation options)
- Recreation – water parks
- More activities for youth.
- More stray animal control in neighborhoods.
- More traffic control in central in LC neighborhood/Luna-California.
- Don't cut down trees or build buildings on good land.
- Plant cover crops (the farmers should do more to keep dust down); nature trails; construct footpath from Mesilla to Rio Grande.
- Along the corridor I go to Mesilla the most because I can take the city bus there Mon.-Sat.; It would be fun to have stagecoach rides up and down the corridor.

Doña Ana

Jake's Café,
641 Thorpe Road
12:30 – 1:30 p.m.
March 2, 2013

Approximate Number of People that Participated: **15**

Summary of Comments

- Cultural preservation important. Agricultural tradition and rural character of Valley.
- Government regulation making small business difficult.
- Keep it "local."
- Water – regionalization issues. How do we gain benefit from regionalization without losing autonomy for local providers?
- Agricultural – how to make it sustainable. Consider which crops are being planted and why?
- Hispanic farm/ranchers group should be included.
- Define rural – not just free land.
- Address water rights/fear of losing them.
- Agriculture provides jobs → need to transition people from ag employment.

Hatch

Jim's Supermarket
150 W. Hall St.
2:00 – 3:00 p.m.
March 2, 2013

Approximate Number of People that Participated: **15**

Summary of Comments

- More jobs.
- Keep America beautiful coordination with city.
- Frustration with previous Vision 2040 effort – no results.
- Previous plans too focused on Las Cruces.
- The northern part of the county is always ignored.

community input summary #1

Comprehensive Plan and El Camino Real Corridor Management Plan
Community Workshop Series #1 – July 2013

VIVA DOÑA ANA
BUILDING A SUSTAINABLE FUTURE | CONSTRUYENDO UN FUTURO SOSTENIBLE
A CAMINO REAL CONSORTIUM PROJECT

Community Input Summary #1

Community Workshops

Purpose

Community Workshops were held to get input from the public on planning issues, opportunities, and priorities for the Comprehensive Plan and Corridor Management Plan processes. Specific objectives of the Community Workshops were to:

- create an environment for community involvement where all participants have the opportunity to participate and provide input;
- provide information to the public on the Comprehensive Plan and Corridor Management Plan, and key existing conditions findings; and
- collect feedback on values, planning issues, opportunities, and priorities.

Workshop Schedule and Attendance

The Community Workshops consisted of eight meetings that were conducted in communities throughout Doña Ana County. The workshops were held on July 9, 10, and 11, 2013. The workshop schedule and number of participants is provided in Table 1. In total, 157 people attended the Community Workshops.

Accommodations for Spanish Speakers

All Community Workshops provided the following accommodations for Spanish speakers:

- All printed materials were available in Spanish and English.
- Simultaneous interpretation during presentations.
- Bilingual discussion groups conducted by a bilingual facilitator and/or with the assistance of the interpreter.

Format

Appendix F provides an overview of the format of the Community Workshops.

Community Workshops

Table 1: Meeting Schedule and Attendance

Location	Date & Time	# of Attendees
Las Cruces Alma d'arte Charter School Auditorium, 402 W. Court Avenue	Tuesday, July 9, 2013 3–5 p.m.	39
Las Cruces Alma d'arte Charter School Auditorium, 402 W. Court Avenue	Tuesday, July 9, 2013 6–8 p.m.	20
Hatch Hatch Community Center, 837 Highway 187	Wednesday, July 10, 2013 6–8 p.m.	14
Chaparral Betty McKnight Community Center, 190 County Line Drive	Wednesday, July 10, 2013 6–8 p.m.	14
La Union La Union Catholic Church Parrish Hall, 1320 Mercantile Road	Wednesday, July 10, 2013 6–8 p.m.	25
Radium Springs Radium Springs Community Center, 1260 Linbeck Road	Thursday, July 11, 2013 2–4 p.m.	16
Butterfield Butterfield Community Center, 9350 Berry Patch Avenue	Thursday, July 11, 2013 6–8 p.m.	13
Sunland Park Sunland Park Senior Center, 1000 McNutt Road	Thursday, July 11, 2013 6–8 p.m.	16

Community Input Summary #1

Summary of Community Input

Section 4.1 synthesizes input provided during group discussions at workshops. Section 4.2 provides an overview of the results of the community character exercise. See Appendix X for more information on workshop format and activities.

Major Discussion Themes

The themes presented below emerged during the July 2013 Community Workshops. The themes are not listed in any order of importance or priority.

This section synthesizes input provided at all of the meetings held throughout Doña Ana County. Where appropriate, locations are referenced to provide context; however, locations are not identified in the discussion below if there were no significant trends or distinctions in input across or between communities.

For a complete understanding of the range of issues raised, please refer to the input documentation in Appendices B, C, D, and E. In particular, Appendix B provides discussion notes for each meeting location and Appendix E depicts the results of the Community Character Exercise in each community. This input will be considered by the project team when developing draft growth scenarios.

Appreciation for Small-Town Feel and Rural, Open Character

One of the strongest recurring themes was an appreciation for the rural, open feel of Doña Ana County. Many attendees valued the sense of community in their neighborhoods, noting that "you know everyone" and "people help each other." Participants commented that the many open space areas and associated recreational opportunities are valued assets in the county. Many attendees from rural areas also mentioned that they valued the small-town feel of their communities, but appreciate their proximity to larger cities such as Las Cruces and El Paso. Peace and quiet, agricultural character, and a lack of crowding were also raised by participants as valued community attributes.

While participants in rural communities noted that they valued the privacy their larger lots afforded, attendees in Las Cruces tended to value high density environments.

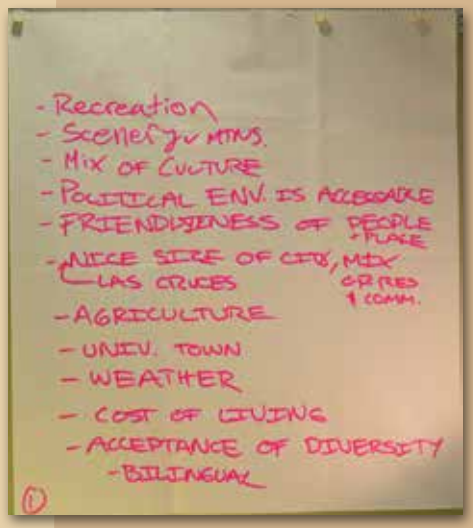
The Beauty of the Desert Environment, River, and Landscapes
The natural beauty of the landscape and mountains were mentioned repeatedly as important features of Doña Ana County. Many participants highlighted the value and importance of the Rio Grande River as a significant component of the area's identity. Many attendees also indicated that they value the dry, sunny weather in the region.

Valuing Cultural Heritage and Diversity
Many participants highlighted the importance of the area's history and cultural diversity. Some participants also noted that "Hispanic" or "southwestern" culture is one of Doña Ana County's most important assets.

Need for More Parks, Gathering Spaces, and Opportunities for Socializing
One of the strongest recurring themes that surfaced during the workshops was the need for more parks (both local parks and regional open space areas) and public spaces. These comments related to a current lack of recreational opportunities and community health issues (such as obesity). The need for gathering spaces for socializing and community building was also raised in relation to parks and plazas.

Some workshop attendees pointed to parks and trails as a desired means for improving connectivity throughout the county. Specific suggestions included walking and biking paths along the Rio Grande, and trails connecting the Rio Grande to other recreation opportunities.

Additionally, desired improvements to current parks that were raised included additional drinking water locations, shade, and paved trails (for ease of access). Participants also noted that additional bathrooms are needed at existing park and recreation facilities, and that existing restrooms need to be better maintained. Some attendees also noted that facilities need to be "safer," including access from roadways. Specific suggestions relating to safety included play areas that are protected from traffic and places for kids to play in hot weather.



Community Input Summary #1

Roadway Design

Participants at all workshop locations, including Corridor communities, expressed their support for public transit systems at a very high rate. Attendees in Chaparral noted that public transportation is especially helpful for younger community members to get to work because they don't yet have driver's licenses. Attendees in Butterfield Park noted that many people are transit dependent and lack access to personal vehicles. Some attendees in Butterfield Park shared that public transportation tends to use fewer resources and is a more environmentally conscious way of getting somewhere.

When asked about sidewalks and bike lanes, participants at most workshop locations expressed their strong support. In particular, participants in Las Cruces and Butterfield Park were most supportive, whereas participants in Chaparral were slightly opposed. Supporters in La Union noted that sidewalks and bike lanes would give community members an opportunity to safely exercise along the streets, and feel that these additions to the roadway would benefit all community members. However, some participants in Chaparral noted that bikes and cars should be kept separate, as the streets can be dangerous.

Landscaping

Participants in Las Cruces, Butterfield Park, and Chaparral responded negatively to the use of grass for landscaping. In Butterfield Park, participants noted that although grass improves the quality of life for residents, it requires a lot of water. Participants in Chaparral shared that although green lawns are visually appealing, they are too expensive to maintain and water is too scarce to use for that reason. Sunland Park participants expressed similar comments and noted that grass is important for children, especially when there aren't many local parks or sports complexes. Participants throughout the Corridor, especially in Las Cruces, shared their strong support for landscaping with native plants and plants with low water usage.

Water Use

Participants throughout the Corridor, especially in Hatch, Las Cruces, Chaparral, and Sunland Park, expressed a very strong concern over residential water use and the drinking water supply. Participants in Las Cruces and Butterfield Park also expressed high levels of concern over industrial water use and irrigation based farming practices. However, participants in Hatch, Chaparral, and Sunland Park, expressed less concern over industrial water use than residential water use and the drinking water supply. Some participants in Chaparral did note that irrigation based farming practices sometimes overuse water. The use of greywater was mentioned by participants in Sunland Park as a potential alternative to industrial use of clean water that may be better used in other ways.

When asked about cistern use, participants in Radium Springs, Las Cruces, and Chaparral showed strong support, while Sunland Park participants questioned the appropriateness of cisterns within their dry climate. Some participants in Sunland Park feel there isn't enough rainfall in the area to make a cistern system work properly, while others wondered how a cistern system would distribute water throughout the community.

When asked about the health of the Rio Grande River and the habitat it provides for wildlife, participants expressed support for leaving water in the River, with the strongest support shown in Radium Springs, Las Cruces, and Butterfield Park. Some participants in Butterfield Park shared that leaving water in the River would provide community members with additional recreational opportunities, like fishing for food, and would create additional habitat for birds and other animals. Community members living within Butterfield Park also expressed their strong support for recharging the area's aquifer.

Community Input Summary #1

Open Space
Regional open lands and trail systems are very important to workshop locations, especially the communities of Radium Springs, Lac Cruces, Butterfield Park, and Chaparral. In Butterfield Park, participants expressed how open lands and trail systems provide an educational opportunity for residents to better understand local geology, plant forms and types, and river ecology. Although all workshop locations voiced strong support for neighborhood and community parks, Las Cruces and Sunland Park expressed the strongest support. In Butterfield Park, participants noted how these spaces provide an opportunity for family interaction and exercise, and benefit the overall health of community members.

Corridor Character – Themes
When discussing appropriate themes to describe the Corridor, agriculture received the most positive response from the Corridor and surrounding communities, especially in Hatch and Radium Springs. Although participants in Butterfield Park responded positively to the theme, some noted that agriculture was historically important to the area, much more so than it is today. When asked if art and wine tourism would be an appropriate theme, most communities responded positively, with the strongest support in Hatch and weakest response in Chaparral. When asked if historic churches and plazas would be an appropriate theme, all workshop locations responded positively, with Radium Springs, La Union, and Sunland Park showing the most support.

Corridor Character – Commercial Development Pattern
Commercial centers with parking in front are considered uninviting to all communities except La Union. Although Sunland Park's average response was negative, participants noted that commercial centers with parking lots in front are safer for children than centers fronting onto streets. Although Butterfield Park participants expressed that this development pattern was uninviting, they also noted that parking in a lot in front of a building is more convenient than on the street. Participants in Chaparral described this commercial development pattern as too plain. When asked if commercial centers fronting onto the street are inviting, participants in Hatch, Las Cruces, Butterfield Park,

and Sunland Park gave positive responses, while participants in La Union, Radium Springs, and Chaparral gave negative responses. Participants in Chaparral noted that this development pattern places buildings too close together.

When asked about historic commercial development patterns, the communities of Hatch, Las Cruces, Butterfield Park, Sunland Park, and La Union responded very positively. However, Butterfield Park residents also noted that parking can be difficult and the sidewalks are usually smaller within this development pattern. When asked about historic development patterns integrating plazas, the communities of La Union, Las Cruces, Radium Springs, and Hatch responded positively, while the communities of Chaparral, Sunland Park, and Butterfield Park responded negatively. Butterfield Park participants noted that this development pattern gives a historical feel and allows an expression of community culture through showcasing different types of shops

All workshop locations responded positively to farmers' markets, with the strongest support coming from participants in Las Cruces. Chaparral residents noted that farmers' markets give a more country feel to the area.

Community Input Summary #1

Conclusion

Participants at the eight Community Workshops were enthusiastic about the future of Doña Ana County and the opportunity to express opinions and help shape outcomes of Viva Doña Ana. Meeting participants expressed support for several priorities consistently throughout the County, regardless of location:

- Preserving the cultural, natural and scenic heritage of Doña Ana County
- Economic development and job opportunities
- Protection of existing open spaces and establishment of new open spaces and parks
- Water quantity, quality and cost
- Addressing needs of all ages, including housing and transportation for seniors and education, recreational opportunities, and jobs for younger people
- Additional transportation choices

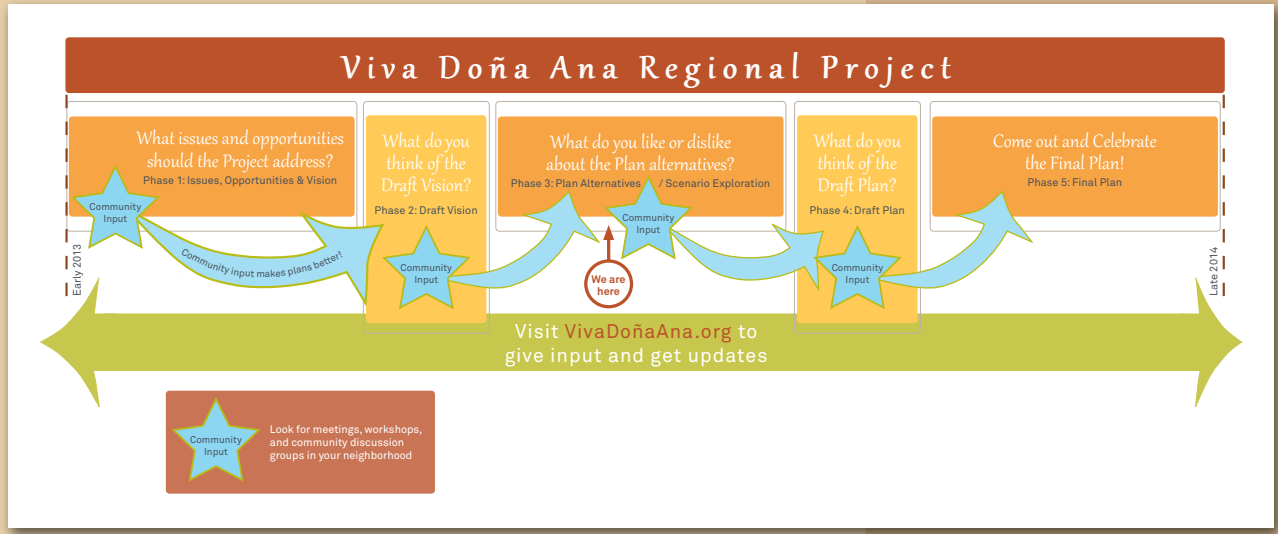
The specialized plans of Viva Doña Ana will provide the framework for the County, Consortium members, and other critical implementers to balance these important priorities, working toward a future Doña Ana County that is prosperous and enjoys a high quality of life, while respecting the natural and cultural heritage of its communities.

Other priorities and values were more specific to certain areas of the County. Responses to various residential development patterns varied widely, with Las Cruces participants generally supporting smaller lots than other areas. Participants raised concerns about density, but some recognized the need for different types of housing for different stages of life. Planners will need to carefully consider different land use patterns for different parts of the County, considering local needs, traditions and preferences.

Conclusion

Regarding the El Camino Real historic corridor, the agriculture theme received the highest level of support. Responses were mixed regarding commercial development patterns, with generally more support for historic development styles, although many participants expressed concerns about parking and safety.

The next phases of the planning process, which include developing growth scenarios that balance these various priorities and values in different ways, will provide the next opportunity for community members to understand the trade-offs and express their desires for how Doña Ana County should develop and prosper.



VIVA DOÑA ANA

LIVABILITY PRINCIPLES WORKSHOP
July, 2014

Livability Principles 1: Provide More Transportation Choices

- Plan for public transportation that includes bus, bikes and trains.
- Greatly expand community education about how to use public transportation and about public transportation's contribution to economic development and entrepreneurism.
- Make fares free.
- Extend or improve connections to better link communities such as Tortugas, Tierra Madre and Santa Teresa to job centers; expand links to adjacent counties and to El Paso.
- Get ALL the communities working together to expand transportation options.
- Plan for transit where services/infrastructure/existing development is already in place.
- Make transportation policy more responsive, resilient, flexible.
- Plan for better lighting on transportation routes, perhaps solar lighting.
- Seek support for transportation alternatives at state legislative level.
- Incentivize living in dense areas.
- Serve social equity goals with free or reduced fare transit.
- Expand all options, including bike and walking trails.
- Expand education about transportation options via newsletters, media reports, etc.
- Take advantage of road diet approaches.
- Look into contracting transportation from existing private sector services.
- Give all communities in the region a voice in transportation planning.
- Consider car sharing, car pooling models.
- Establish priorities for road building/improvements via asset management techniques.
- Explore shuttle bus routes in key areas.
- Integrate transportation planning into economic development strategies.
- Consider County–wide car pooling.
- Address more communities within the city of Las Cruces.
- Connect this principle to others related to health, education and jobs.
- Offer transportation subsidies for students.
- Raise the awareness of pilot programs.
- Increase bike lanes in communities without local employment, particularly in coordination with the bus stops.
- Encourage better transit schedules.

Livability Principle 2: Promote Equitable, Affordable Housing

- Ensure that affordable housing initiatives target home buyers as well renters
- Evaluate impediments to affordability
- Develop a set of tools to incentivize affordable housing such as
    - Specialized zoning
    - Affordable Housing Friendly Building Codes, Subdivision rules
- For multi-family units (apartments) consider set aside / inclusionary zoning affordable housing
- Incorporate energy efficient and non-traditional construction
- Consider Smart Growth and Smart Neighborhood Design for affordable communities
- Highlight the role of affordable housing and local economic development
- Value mobile homes and mobile home parks
- Encourage housing that is modest, decent and sanitary for all ages.
- Consider the need to be specific about affordable housing for the aging population. How do we apply it to assisted living and nursing facilities?
- Consider the benefits of mixed-use development in conjunction with affordable housing. Providing services and shopping with housing is a way to reduce dependence on vehicles and the cost of transportation.
- Consider security issues. How will crime be managed?
- Make sure to provide public amenities in conjunction with the housing. Plazas and parks are critical amenities.
- Remove impediments, and increase incentives to build affordable housing.

Livability Principle 3: Enhance Economic Competiveness

- Promote current DAC assets regionally and nationally; leverage what we already have for economic development.
- Prepare and motivate workforce for opportunities (including trades) through improved and better coordinated workforce development strategies; work with potential employers on curricula/training.
- Promote tourism assets, including Camino Real and other historic attractions.
- Capture “leakage” from “capital flight” (companies that generate revenues in DAC and send capital elsewhere); advocate reinvestment in local communities.
- Fight “brain drain” -- the out-migration of educated young people.
- Push for a living wage.

- Look for opportunities to support innovative agricultural opportunities, particularly LOCAL agriculture.
- Expedite permitting for appropriate development.
- Grow green jobs.
- Address long-time concerns about access to water.
- Work on increase trade opportunities with Mexico.
- Provide supportive infrastructure for economic development.
- Incubate new small businesses with the chances to grow larger.
- Improve health and education at all levels to boost quality of workforce.
- Work to change economic development perspectives at state and national levels.
- Create Centers of Excellence for economic development.
- Measure success.
- Make it easier for businesses to come to the county.
- Grow the arts sector as an economic development component.
- Work with existing organizations to build their capacities instead of bringing others from the outside.
- Expedite permitting for local businesses (particularly farmers, crafts specialists, restaurants) in rural areas.
- Provide scholarships for technical school students.
- Work with other counties and El Paso/Texas for better-coordinated policies.
- Incentivize micro-economic development (individual entrepreneurs). For example: Commercial kitchens.
- Set up a county-wide database of jobs.
- Demand accountability in policy and rule-making.
- Foster light manufacturing.
- Make sure incentives, subsidies and other benefits are awarded equitably.

Livability Principle 4: Support Existing Communities

- Consider putting a hospital and pharmacy near Santa Teresa and La Union
- Keep development out of the pathway of storm water. (Many commented on the unethical approvals of construction in the path of potential hazards.)
- Consider utilizing green infrastructure to assist in addressing storm water issues.

- Continue emphasis on the extension of sewer lines. (Many seemed to place high priority on sewer connections even in spite of the cost associated with it. Many commented that septic systems were impediments to assuring clean water.)
- Improve solid waste management, including provisions for recycling.
- Consider ways to expand street paving, sidewalks and bike lanes.
- Improve maintenance associated with private roads. (How can we find a creative solution for the anti-donation clause to permit the County to respond effectively after flooding?)
- Develop policies and zoning to protect and incentivize agriculture in the valley.
- Restrict new industries that are high water users.
- Prioritize policies that assure the long-term availability of water. Consider the possibility of desalinization.

Livability Principle 5: Coordinate Policies & Leverage Investment

- Build accountability into the process. Involve community members and the private sector in monitoring progress.
- Encourage higher levels of coordination of services and systems between Doña Ana and Otero Counties in Chaparral.
- Assign resources to the colonias to improve in all regards – education, training, and self-governance.
- Consider costs of implementation for each new regulation.
- Put local business development first. Get subsidies for small businesses, not large international corporations.
- Provide more education on potential policies so the communities understand their impacts.
- Improve the County's grant writing capabilities with additional staff support.
- Coordinate impact models and create more open communication between communities. The whole county and all it's municipalities should coordinate on a marketing and economic development strategy.
- Implement mapped zoning within the rural communities to encourage business opportunities through predictability.
- Empower staff to take more ownership of planning.

Livability Principle 6: Value Communities & Neighborhoods

- Encourage continuing community dialogue. Enhance the interactive networks.
- Connect 2040 Plan with VDA and prioritize implementation.

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Livability Principle 6: Value Communities & Neighborhoods

- Encourage continuing community dialogue. Enhance the interactive networks.
- Connect 2040 Plan with VDA and prioritize implementation.

- Support local farmers markets and craft markets with training, communications and marketing help; incorporate more urban agriculture.
- Value and protect natural resources.
- Assure funding for regular maintenance of parks, plazas, community centers, trails, etc.
- Protect ground water and more strictly regulate its use as water source for industrial farming; consider community/residential needs in setting water policy.
- Protect, rehabilitate and promote historical resources.
- Manage new growth to reflect constraints related to water and climate change.
- Protect and enhance natural assets, including the river.
- Support community centers.
- Create, protect and enhance plaza space.
- Prioritize environmental stewardship. It's critical to preserving communities.
- Provide recycling opportunities.

SCENARIO PLANNING WORKSHOPS

September, 2014

Meeting Plan

Two Evening Public Workshops Per Planning Area | September 2014

Anthony | Monday, September 22, 6-8 PM | Tuesday, September 23, 6-8 PM | Expected participants: 30-50

Las Cruces | Wednesday, September 24, 6-8 PM | Thursday, September 25, 6-8 PM | Expected participants: 70-90

Hatch | Friday, September 26, 6-8 PM | Saturday, September 27, 6-8 PM | Expected participants: 30-50

Ground Rules for Discussion. Start and end on time. Stay on topic. Listen . . . don't interrupt. Speak up . . . everyone can contribute. It's ok to disagree . . . respectfully. Agendas may flex somewhat, depending on input throughout the week.

Night One Workshop Objectives. Engage participants so they feel heard and understood. Explain overall VDA process and how scenario workshops fit into larger project. Help participants understand the pros and cons of each scenario. "If we do x, then y happens in z place." Help participants understand how one element of a scenario affects other elements of a scenario. Secure participant opinion about different value trade-offs that would influence the selection of one scenario versus another.

Night One Agenda

4:30	Onsite to setup	Jennifer, Ben, & County staff
4:45	Set-up complete / welcome participants	Jennifer, Ben, & Ngage
5:00	Food arrives	Angela/Don to handle vendors
6:00	ANNOUNCED MEETING START TIME	

6:10 Welcome — Local leader

- Welcome and thanks for coming
- Say something about how important the project is and how exciting so many people turned out
- Introduce next speaker

6:15 Overview of Viva Doña Ana — Javier Perea | Stephanie Johnson-Burick | Daniel Hortert

- Overview of Viva Doña Ana
- Purpose of tonight's meeting
- Introduce Susan

6:20 Scenario Presentation — Susan

6:20 – 6:35 Presentation

- Explanation of relationship between scenario map, future land use map, UDC: community values to implementation of zoning
- Explain that we will end up with a blended scenario
- Description, Pros & Cons of Scenarios:
  - Business as usual

Planning Areas PA

+ New Communities
+ Infill
+ Extension

6:35 – 6:50 Q&A

6:50 Key Pad Polling & "Talk Show" Commentary — Jennifer or Ben as Lead Emcee
Commentators: Susan, Matt, Paul [Lee & Scott when available]

6:50 – 6:55 Test Questions
+ 2-3 goofy questions to make sure people know how to use the equipment.

6:55 – 7:00 Question Set 1
+ Approx 5 questions related to a common theme

7:00 – 7:10 Commentary 1
+ PM panel riffs on how the answers to the previous questions might push towards supporting one scenario or another or discusses when the answers to different questions contradict each other

7:10 – 7:15 Question Set 2
+ Approx 5 questions related to a common theme

7:15 – 7:25 Commentary 2
+ PM panel

7:25 – 7:30 Question Set 2
+ Approx 5 questions related to a common theme

7:30 – 7:40 Commentary 2
+ PM panel

– 5 minutes "float" in the agenda to allow for something to go over –

7:55 Wrap Up & Closing — Ben
+ Distribute meeting evaluation form
+ Remind people of next meeting
+ Remind people of website and other ways to get in touch
+ Thank you for coming!

8:00 End Program

Night Two Workshop Objectives. Engage participants so they feel heard and understood. Explain overall VDA process and how scenario workshops fit into larger project. Help participants understand the the draft preferred (blended) scenario. Secure community feedback regarding draft preferred scenario, including suggested changes and general level of support. Help people understand some examples of how the UDC would implement the preferred scenario: show zoom in of zoning map in a couple of places to talk about a couple of key issues and how it can be different based on priorities of comp plan

Night Two Agenda

4:30 Onsite to setup — Jennifer, Ben, & County staff

4:45 Set-up complete / welcome participants — Jennifer, Ben, & Ngage

5:00 Food arrives — Angela/Don to handle vendors

6:00 ANNOUNCED MEETING START TIME

6:10 Welcome — Local leader

- Welcome and thanks for coming
- Say something about how important the project is and how exciting so many people turned out
- Introduce next speaker

6:15 Overview of Viva Doña Ana — Javier Perea | Stephanie Johnson-Burick | Daniel Hortert

- Acknowledge previous evening –
  - Ask for a show of hands: how many people were at last night's workshop?
  - Explain we still need to go over some quick background for the newcomers
- Overview of Viva Doña Ana
- Purpose of tonight's meeting
- Introduce Susan

6:20 Scenario Presentation — Susan

6:20 – 6:40 Presentation

- Explanation of relationship between scenario map, future land use map, UDC: community values to implementation of zoning
- Brief description of what we did the previous night –
  - Started with 4 scenarios:
    - Business as usual
    - New Communities
    - Infill
    - Extension

- + Also asked questions to understand your values and how you prioritize different elements of the scenarios
- + Present draft blended scenario
- + Explain how the UDC would implement the preferred scenario: show zoom in of zoning map in a couple of places to talk about a couple of key issues and how it can be different based on priorities of comp plan
- + Vote on preferred scenario: We give everyone 4 colored cards (green, blue, yellow, red), and ask how strongly they would support the draft scenario. It's a visual likkert scale.

6:40 – 6:50 Q&A

6:50 Table Exercise — Jennifer or Ben as Lead Emcee
Table Facilitators: DAC Staff, Hazel, Andrew, Brian, Lucia
PM Floaters: Susan, Matt, Paul

- + People work in small groups at their table, working through a series of questions:
  - + Where on this map would you make changes to . . .
    - + Limit development
    - + Grow by adding infill housing and businesses?
    - + Grow by extending out from existing communities?
    - + Grow by starting new communities?
    - + Grow by business as usual?
- + 10-20 minutes per question, depending on level of activity. As people slow down on one question, facilitator will present next prompt. Gives us time for 3-5 questions.

7:40 Table Report Out — Jennifer or Ben as Lead Emcee

- + We ask each table to tell just 1 of the biggest changes they made
- + Expect 5-10 tables, 1 min each, for 5-10 min

– 5 minutes "float" in the agenda to allow for something to go over –

7:55 Wrap Up & Closing — Susan

- + Distribute meeting evaluation form
- + Remind people of next meeting
- + Remind people of website and other ways to get in touch
- + Thank you for coming!

8:00 End Program

South / Border Planning Area

The southern part of the County is some of the most scenic with the orchards and farms along Highway 28. A number of historic town sites are on or near the river and Highway 28. This region is also unique for its proximity to El Paso and the border crossing at Santa Teresa. The new Union Pacific Railroad Strauss Yard Facility is bring tremendous economic opportunity to the area.

Communities

Anthony

Berino

Chamberino

Chaparral

Del Cerro

Joy Drive

La Mesa

Las Palmeras

La Union

Mesquite

Montana Vista

San Miguel

Santa Teresa

Sunland Park

Vado

Anthony Studio
Women's Intercultural Center
303 Lincoln St, Anthony, NM
(575) 882-5556

Monday, September 22, 2014

Studio Setup, 9-10 AM

Elected & Appointed Officials, 10-11:30 AM: Ben, Susan, Jennifer

Scenario Team Tours Area, 10-11:30 AM

Advocacy Organizations, 1-2 PM: Jennifer, Hazel

Business | Development, 3-4 PM: Ben, Susan, Lee, Matt

Refine Scenarios, 1-4 PM

Dinner with Public, 5-6 PM

Scenario Preference Workshop, 6-8 PM

Tuesday, September 23, 2014

Team Meeting, 9 AM

Refine Scenarios, 9:30-11:30 AM

Regional Utilities, 1-2 PM: Susan, Paul

Farming, 3-4 PM: Ben, Jennifer

Refine Scenarios, 1-4 PM

Dinner with Public, 5-6 PM

Scenario Refinement Workshop, 6-8 PM

PA


Rio Grande
MESQUITE
SAN MIGUEL
DEL CERRO
LA MESA
VADO
BERINO
LAS PALMERAS
MONTANA VISTA
CHAMBERINO
JOY DRIVE
CHAPARRAL
ANTHONY
LA UNION
El Paso County, TX
Otero County
SANTA TERESA
SUNLAND PARK
Chihuahua, Republic of Mexico


MERCANTILE


COFFEE HOUSE

SOUTH

There was strong agreement in the southern part of the County for infrastructure improvement and flood management. These issues both fall under Supporting Existing Communities. The next highest priority was Transportation Choice, followed by building within existing places which is a scenario that supports Preserving Heritage.

1. Support Existing Communities:

Concentrate funds for investment in established communities. Make smart decisions where to direct future growth.

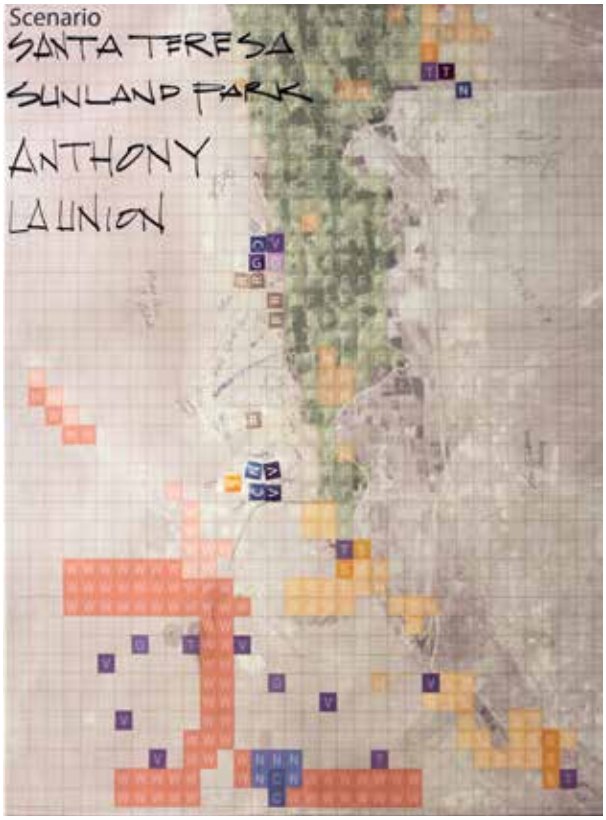
2. Transportation Choice:

Develop safe, reliable, affordable transportation choices to decrease household transportation costs and promote health.

3. Preserve Heritage:

Make places we enjoy being in that include great walking paths, parks, plazas, markets and community gardens.


Existing Trend
CHAPARRAL


Scenario
SANTA TERESA
SUNLAND PARK
ANTHONY
LA UNION


Scenario
PROPOSED
LAMESA
BERINO
CHAMBERINO


Scenario
PROPOSED
San Miguel
Del Cerro
LA MESA
VADO
BERINO
CHAMBERINO

Central Planning Area

Las Cruces is the heart of the central region, and many of the communities here are within the City's Extra Territorial Zone. In general this area is quite urban with access to jobs, education, health care, and basic transit.

Communities

Brazito

Butterfield

Cattleland

Doña Ana

Fairacres

Las Cruces

Mountain View

Mesilla

Moongate

Old Picacho

Organ

San Isidro

San Pablo

Tortugas

Winterhaven

Las Cruces Studio

Mesilla Community Center

2251 Calle de Santiago, Mesilla, NM

Wednesday, September 24

Studio Setup, 9-10 AM

Elected Officials, 10-11:30 AM: Ben, Jennifer, Susan

Scenario Team Tours Area, 10-11:30 AM

Area Chambers of Commerce, 1-2 PM: Ben, Hazel, Scott

Development, 3-4 PM: Ben, Susan, Matt

Transportation, 3-4 PM: Jennifer, Paul, Scott

Dinner with Public, 5-6 PM

Scenario Preference Workshop, 6-8 PM

Thursday, September 25

Team Meeting, 9 AM

Advocacy Organizations, 9:30-10:30 AM: Jennifer, Hazel

Refine Scenarios, 9:30-11:30 AM

Utilities & Water, 1-2 PM: Jennifer, Paul, Susan

Parks & Environment, 3-4 PM: Ben, Paul

Dinner with Public, 5-6 PM

Scenario Refinement Workshop, 6-8 PM

PA


LEASBURG
HILL
MOUNTAIN VIEW
CATTLELAND
ORGAN
MOONGATE
BUTTERFIELD PARK
DONA ANA
SAN ISIDRO
LAS CRUCES
OLD PICACHO
WINTERHAVEN
FAIRACRES
TORTUGAS
MESILLA
SAN PABLO
BRAZITO

CENTRAL

There was also strong agreement in the central part of the County on the need for infrastructure improvement and flood management. These issues both fall under Supporting Existing Communities. The next highest priority was Farmland Stewardship which contributes to Preserving Heritage. There was also good support for Transportation Choice.

1. Support Existing Communities:

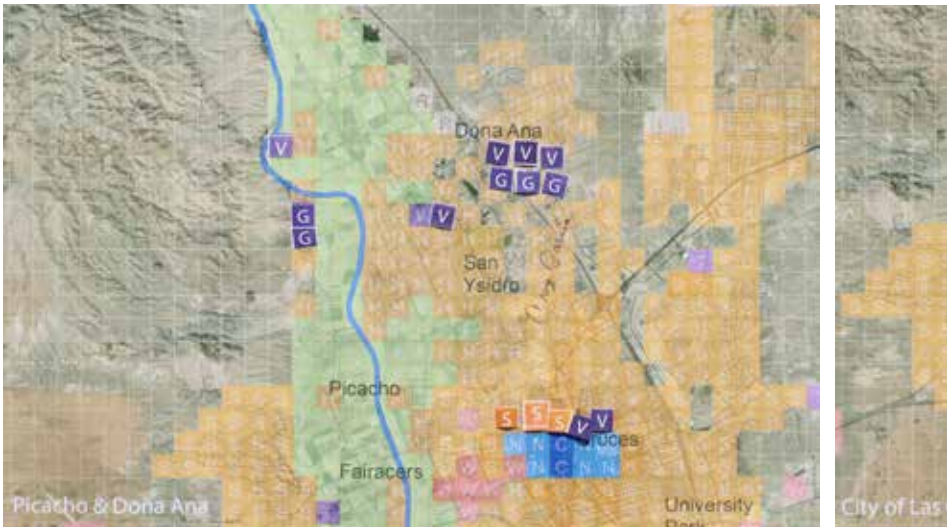
Concentrate funds for investment in established communities. Make smart decisions where to direct future growth.

2. Preserve Heritage:

Make places we enjoy being in that include great walking paths, parks, plazas, markets and community gardens.

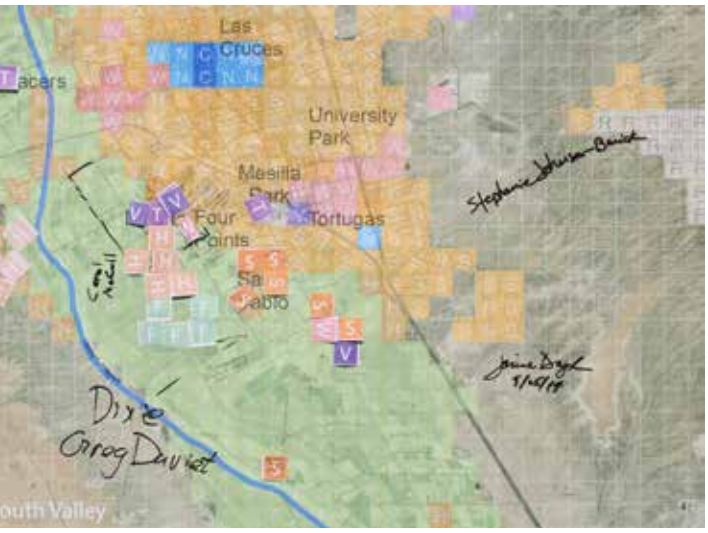
3. Transportation Choice:

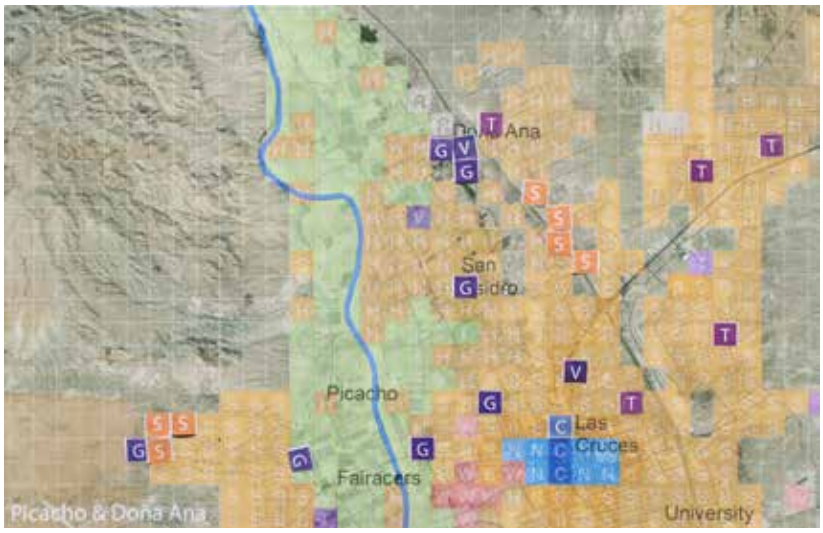
Develop safe, reliable, affordable transportation choices to decrease household transportation costs and promote health.




San
Ysidro
Picacho
Las
Cruces
Fairacers
Four
Points
Tortugas


San
Ysidro
Picacho
Las
Cruces
Fairacers
University
Park
Four
Points
Tortugas
City of Las Cruces


Las
Cruces
University
Park
Four
Points
Tortugas
Dixie
Greg David


Picacho
Las
Cruces
Fairacers
University
Picacho & Doña Ana

North Planning Area

The northern part of the county begins at Hill. However the communities of Hill, Radium Springs, and Fort Selden look to Las Cruces for services and commercial uses, but their character is more like the north as a whole. Most of the north is very rural and deeply connected to farming. Hatch is the only municipality.

Communities

El Milagro

Ft. Selden

Garfield

Hatch

Hill

Leasburg

Placitas

Radium Springs

Rodey

Salem

Hatch Studio

Hatch Community Center

837 West Hall Street (Hwy 187)

Hatch, NM, 87937

(575) 267-4552

Friday, September 26

Studio Setup, 9-10 AM

Elected Officials, 10-11:30 AM: Ben, Jennifer, Susan

Scenario Team Tours Area, 10-11:30 AM

Farming, 1-2 PM: Ben, Jennifer

Utilities | Development, 3-4 PM: Jennifer, Susan, Paul

Refine Scenarios, 1-4 PM

Dinner with Public, 5-6 PM

Scenario Preference Workshop, 6-8 PM

Saturday, September 27

Advocacy Organizations, 9:30-10:30 AM: Jennifer, Hazel

Refine Scenarios, 9:30-11:30 AM

Refine Scenarios, 1-4 PM

Area Chambers of Commerce, 3-4 PM: Ben, Hazel

Dinner with Public, 5-6 PM

Scenario Refinement Workshop, 6-8 PM

PA


Sierra County
Luna County
HATCH
PLACITAS
RODEY
Rio Grande
RADIUM SPRINGS
FT. SELDEN
LEASBURG
HILL
CATTLELAND
SAN ISIDRO


WORLD FAMOUS
BURGERS - BBQ - SHAKES
ESPRESSO
Coca-Cola


N FRANKLIN

NORTH

Like the rest of the County, residents of the north prioritized infrastructure improvement and flood management over all other issues. These both fall under Supporting Existing Communities. The next highest priority was preservation of agriculture followed by expansion of housing options.

1. Support Existing Communities:

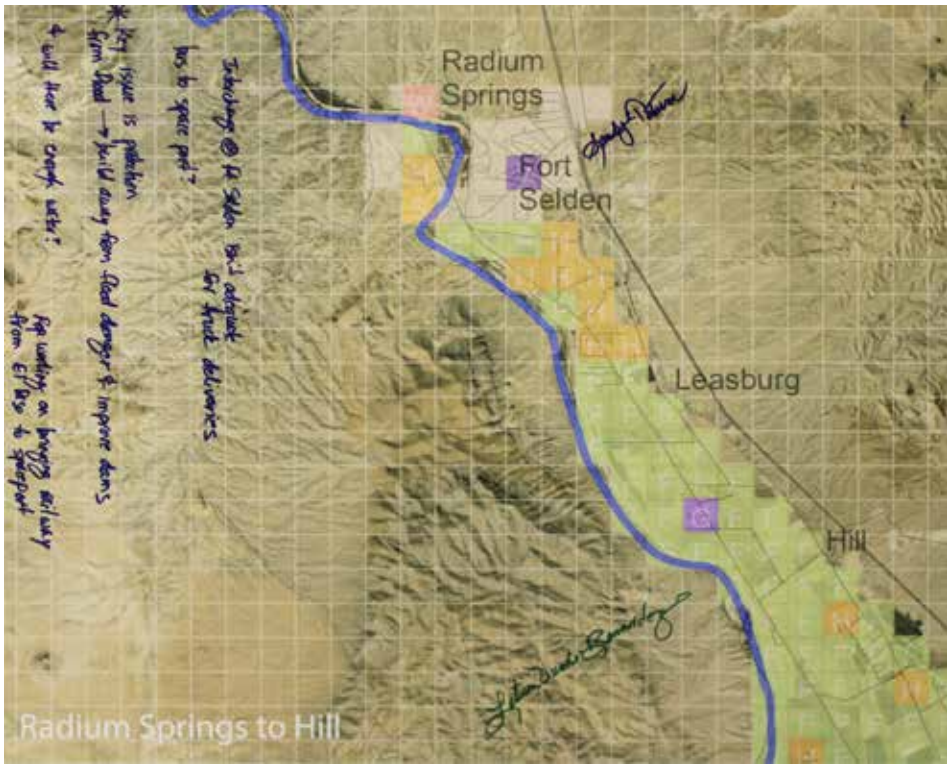
Concentrate funds for investment in established communities. Make smart decisions where to direct future growth.

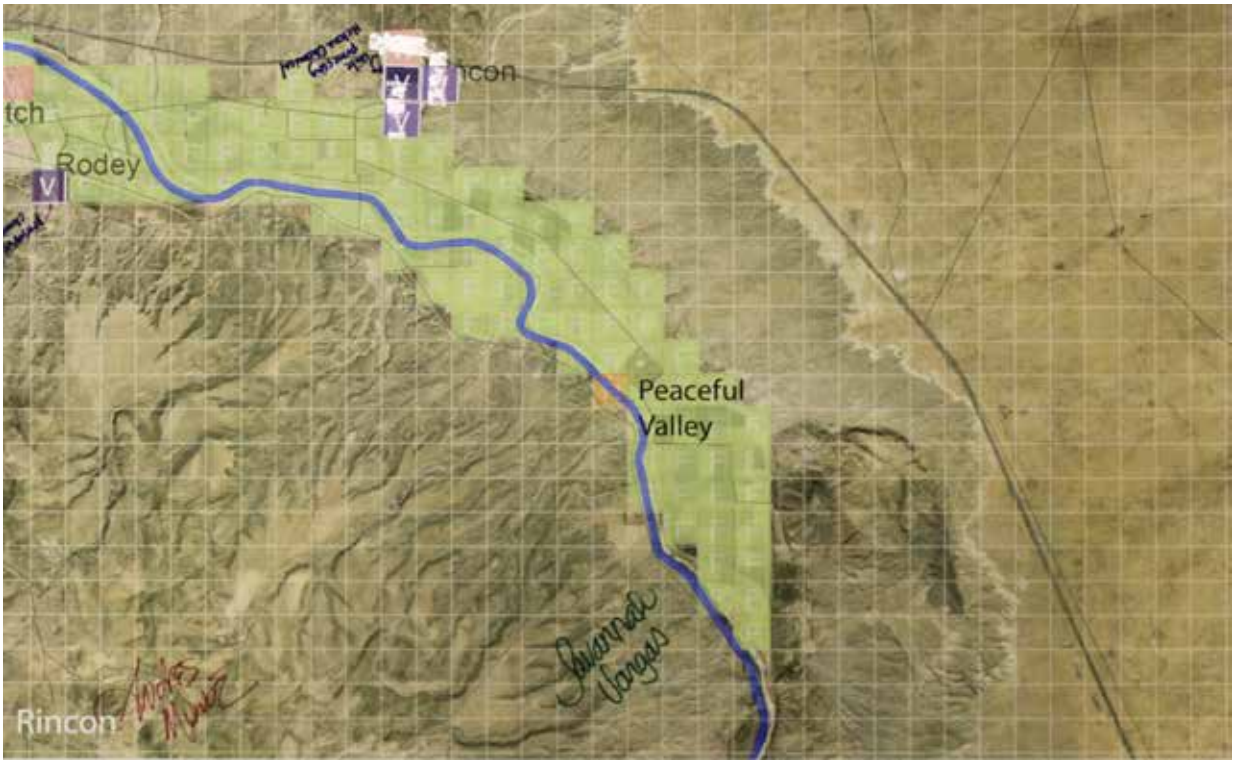
2. Preserve Heritage:

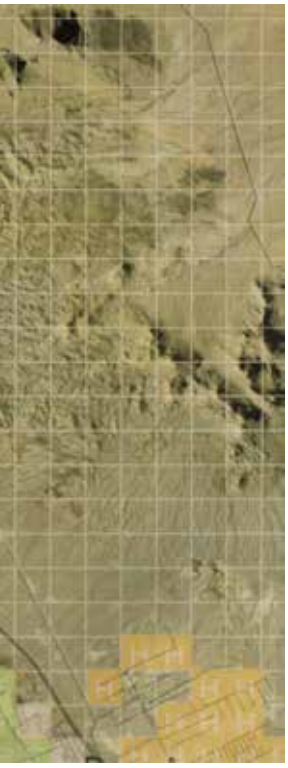
Make places we enjoy being in that include great walking paths, parks, plazas, markets and community gardens.

3. Community Affordability:

Being able to afford a good place to live is important to everyone. Make decisions that support a more diverse and affordable community across the region.




Rodey
Peaceful
Valley
Rincon



COUNTY-WIDE PREFERENCES

- Unusual harmony from north to south and urban to rural
- Infrastructure needs, including flood management are top priority
- Las Cruces prioritized farmland stewardship over flood mitigation
- Affordability replaced Transportation Choice in the North's top 3

DOÑA ANA SNAPSHOT REPORT

A COMPREHENSIVE PLAN FOR SUSTAINABLE DEVELOPMENT

MAY 7, 2013



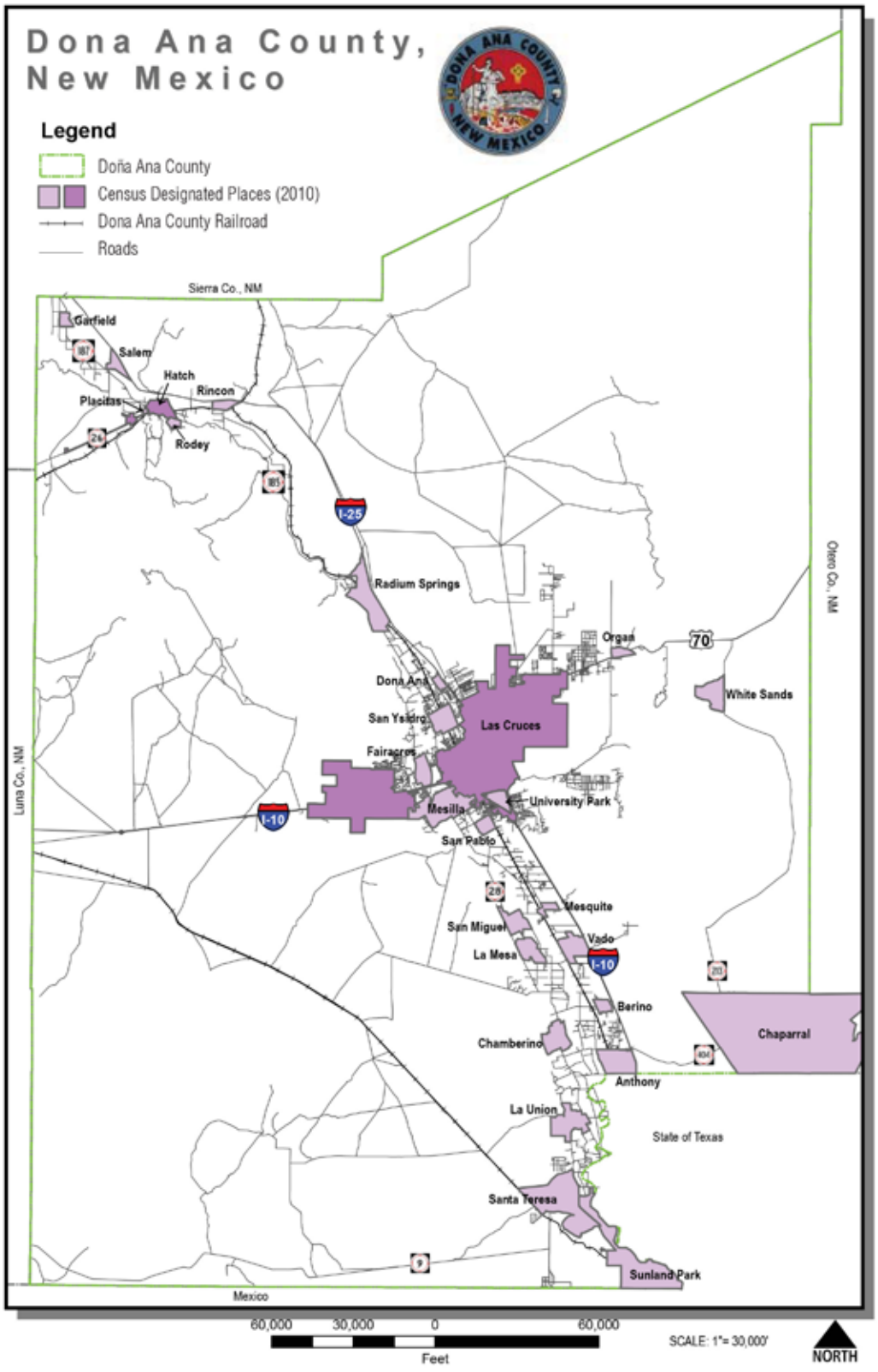




Snapshot Report Compiled by

Dekker Perich Sabatini

VIVA DOÑA ANA


Dona Ana County, New Mexico
Legend
Doña Ana County
Census Designated Places (2010)
Dona Ana County Railroad
Roads
Sierra Co., NM
Garfield
Salem
Hatch
Rincon
Placitas
Rodey
I-25
Radium Springs
Organ
70
White Sands
Dona Ana
San Ysidro
Las Cruces
Fairacres
Mesilla
University Park
I-10
San Pablo
Mesquite
San Miguel
Vado
La Mesa
Berino
Chamberino
Chaparral
Anthony
La Union
State of Texas
Santa Teresa
Sunland Park
Mexico
Luna Co., NM
Otero Co., NM
60,000 30,000 0 60,000
Feet
SCALE: 1"= 30,000'
NORTH

Introduction

This report is the first component of the Doña Ana Comprehensive Plan (Comprehensive Plan) for Sustainable Development due to be completed in 2014. As its name implies, this report is a "snapshot" of the County, documenting important trends and issues that impact the County's overall quality of life and ability to serve its residents. This report uses three broad categories – People, Places, and Prosperity – to categorize and summarize a range of topics that impact life in Doña Ana County. It is not meant to be an exhaustive inventory; rather, it focuses on data that will help inform the overall Comprehensive Plan. It is also a deliberate decision to present information in a format that is accessible to those outside of the planning profession.

A comprehensive plan should address a number of objectives, such as long term growth trends, the capacity of infrastructure, and the ability of the county to serve its residents. An effective comprehensive plan can also be a tool that helps the county respond quickly and be competitive with other locations for new businesses and job-creating ventures. With an emphasis on sustainable development, the Comprehensive Plan will focus on the critical elements that can improve the overall quality of life for the county's residents. This includes analyzing the County's overall health indicators, rates of success in education, and potential areas of job growth. The intent is to create measurable, objective goals that can be used to track progress towards making the county a more livable, sustainable place.

The Viva Doña Ana regional project is sponsored by the Camino Real Consortium and funded by a grant through the Partnership for Sustainable Communities. It has six distinct but related initiatives: the Comprehensive Plan for Sustainable Development, the Camino Real Corridor Management Plan, the Colonias Master Plan, Regional Capital Needs Plan, the Border Economic Development Plan, and the Unified Zoning Code. Additionally, there is an outreach componant/ Engagement and Education to solicite imput throughout the County on all six plans. All of this work builds off of the foundation established by the One Valley, One Vision 2040 Plan (Vision 2040 Plan) that was adopted by the County in 2012. Rather than recreating the work completed by the One Valley, One Vision 2040 Plan, the Viva Doña Ana project uses this adopted plan as a resource and a common baseline for new planning efforts. In particular, the Consensus Growth Strategy developed in the Vision 2040 Plan is assumed to be the basis for any development scenarios for the County. This baseline plan is augmented by new census data for population projections for the County.

All of these projects are also grounded in six "livability principles" that link transportation, economic, and quality of life initiatives. The six principles are as follows:

- *Provide* more transportation choices
- *Promote* equitable, affordable housing
- *Enhance* economic competitiveness
- *Support* existing communities
- *Coordinate* policies and leverage public investment
- *Value* communities and neighborhoods

How this report is organized:

This report has three sections: People, Places, and Prosperity. Each section consists of a series of two page spreads that "tell the story" of Doña Ana County. The format is intended to be accessible; it concisely summarizes critical information in an easily readable format. The topic headings, People, Places, and Prosperity, help focus the Snapshot in a way that matters to the average citizen. Each section addresses the following elements:

- *People:* Demographics/Housing and Communities/Intergovernmental Cooperation.
- *Places:* Land Ownership/ Development Patterns/ Land Use Policy/ Zoning/ Open Space and Valued Places/ Agriculture/ Transportation/ Water Supply and Consumption/ Energy
- *Prosperity:* Economic and Fiscal Vitality/Health and Education/Workforce Development.

PEOPLE

With a population of more than 200,000 Doña Ana County is home to a diverse range of cultures and communities. The County's population is projected to add another 90,000 people by 2040. This projected increase in population informs many of the concepts for the Comprehensive Plan, including the projected impacts on infrastructure, areas targeted for new homes and businesses, and the need for new economic development.

This section addresses the following topics:

- Demographics
- Housing
- Intergovernmental Cooperation

Demographics

Doña Ana County is expected to see a rapid population increase over the next 30 years, outpacing the growth rate in the state as a whole. In general, the county's population is younger than the rest of the state, and has a significantly higher percentage of Hispanic residents. On average, the County has lower incomes and higher poverty rates than the rest of the state.

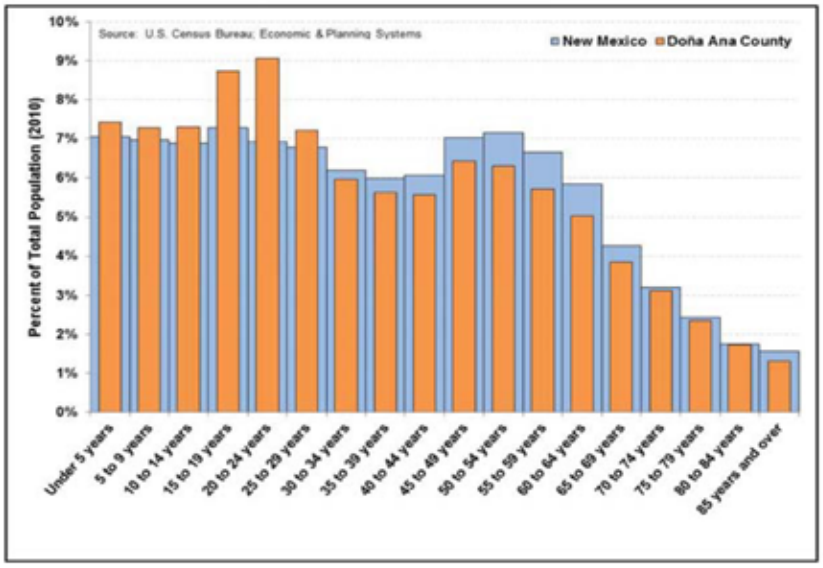
KEY ISSUES

- Doña Ana County's population will reach nearly 300,000 by 2040, an increase of 90,000.
- DAC's population is generally younger than the State of New Mexico; nearly half of County residents are under 30 years of age.
- A majority (65.7%) of the county's population is Hispanic.
- Doña Ana County's poverty rate (25.6%) is approximately seven points higher than the State of New Mexico and twelve points higher than the nation.

Population

Based on the most recent (2012) estimates, Doña Ana County's population is projected to increase from 209,000 today to over 243,000 by 2020, a 16% increase. By 2040 the population is expected to increase to 299,088, a 43% increase. Keeping in mind that long-term demographic forecasts are susceptible to adjustment as new data becomes available, this number is slightly lower than the 325,000 projection cited in the One Vision, One Valley 2040 Plan (based mostly on 2008 data), perhaps suggesting a slight contraction in the County's population expectations for the future. The county is expected to increase faster than the state as a whole over these time frames as shown in the table below.

DOÑA ANA AND NEW MEXICO POPULATION BY AGE GROUP, 2011



Age

47% of Doña Ana County's population is under the age of 30 (compared to 42% in New Mexico and 41% in the United States). The chart above compares age cohorts for Doña Ana County and New Mexico. However, as the Baby Boomers age, the percentage of the county's population under the age of 19 has decreased by 3.3% and the percentage under 50 has decreased by 5.8%.

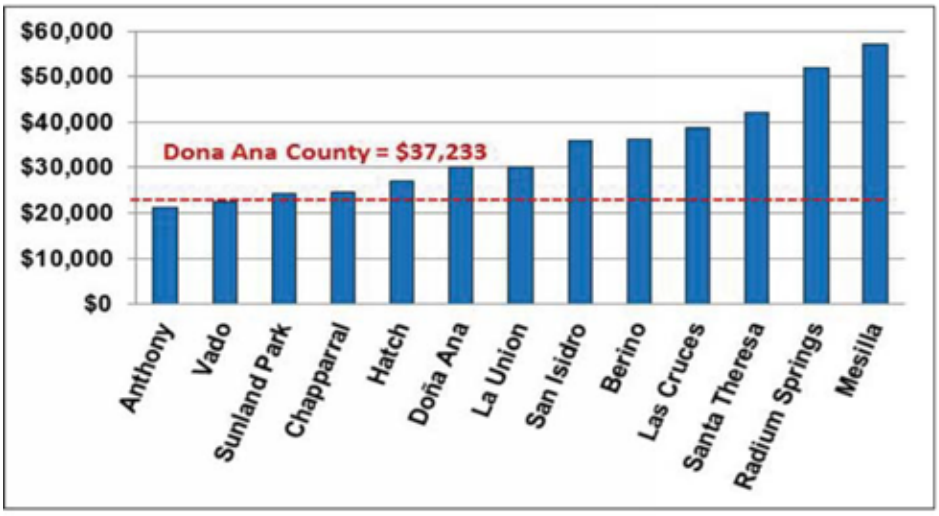
**Sources: U.S. Census Bureau; University of New Mexico Bureau of Business & Economic Research; University of New Mexico Geospatial and Population Studies Group*

Race

The majority of Doña Ana County's population is Hispanic (65.7%), while 30.1% is Caucasian. The percentage of Hispanic residents increased 2.1% since the 2000 Census. In contrast, the State of New Mexico as a whole is more evenly split between Hispanic (46.3%) and Caucasian (40.5%) residents. Black or African-American, American Indian, and Asian each represent less than 1.5% of the county's population.

Median Household Income & Poverty

2011 median household income in Doña Ana County was $37,233. In comparison, the median household income for the State of New Mexico was $42,097 and for the United States, $50,502. The chart below shows how communities within the County compare to the average.



A total of 25.6% of Doña Ana County residents had incomes below the poverty level in 2011 compared to 19% in New Mexico and 14.3% in the United States.

The largest differential between the county and the state as a whole (as shown in the table below) is for those under the age of 18. In Doña Ana County, 36.1% of that age bracket lives below the poverty line (compared to 27% in the State and 20% nationally), which underscores the important challenge of addressing the needs of the younger generation.

PERCENT OF POPULATION BELOW POVERTY LEVEL (2011)

Geography	Total	Under age 18	Age 18-64	Age 65 and over
Doña Ana County	25.6%	36.1%	23.1%	14.4%
New Mexico	19.0%	27.0%	17.0%	12.4%
United States	14.3%	20.0%	13.1%	9.4%

OPPORTUNITIES

- Given the projections over the next 20 to 40 years, how should the County prepare for additional population increases?
- Doña Ana County is a "young" community. How can the County best address the needs of the younger population?
- What is the impact from a population which is almost two-thirds Hispanic on issues like land use and housing choice?
- What strategies should the County utilize to address the issue of poverty, especially for those under age 18?

Housing and Communities

The One Valley, One Vision 2040 plan calls for a range of housing types that will provide "residents of all socioeconomic levels with safe, sanitary, and affordable living options." Providing suitable housing options in the County will require understanding both the varied needs of the County's diverse population as well as changing demographic trends including the aging population, demographic shifts, and shifting housing preferences.

KEY ISSUES

- Residential permit activity in Las Cruces increased almost 20% over the past decade, while permit activity in unincorporated areas decreased by 24%.
- Approximately 19% of the county's population lives in unincorporated areas. Nearly half reside within the City of Las Cruces, with the balance in smaller communities.
- Median rent in Doña Ana County is $631 per month while the median mortgage is $1,084 per month.
- Approximately 23% of housing units in Doña Ana County are mobile homes. In some communities, the percentages reach as high as 64 to 73%.

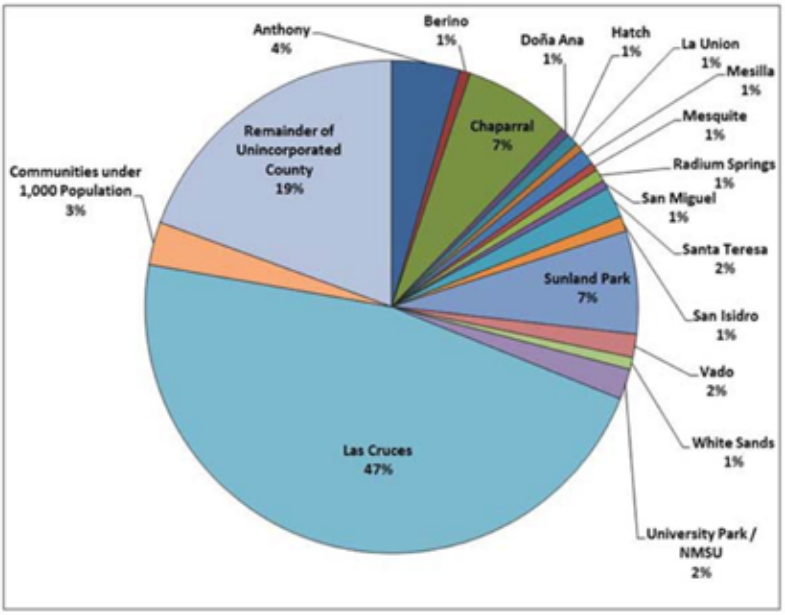
Housing Basics

- As of the 2010 Census, Doña Ana County had 75,532 households and an average household size of 2.77. This is higher than the state average of 2.55 and the national average of 2.58.
- Doña Ana County has a lower home ownership rate (64.2%) than the state as a whole (68.5%). However, the County has a significantly lower vacancy rate (7.3%) than the state (12.2%).

Urbanization

Doña Ana County's population is becoming more concentrated in urban areas, especially within Las Cruces. For example, smaller, less urbanized places like Hatch and Mesilla have either lost population or had very little change during the past decade. However, the City of Las Cruces accounted for 68% of the county's growth over the past decade. The County population centers are shown in the chart below.

DOÑA ANA COUNTY POPULATION BY COMMUNITY, 2010

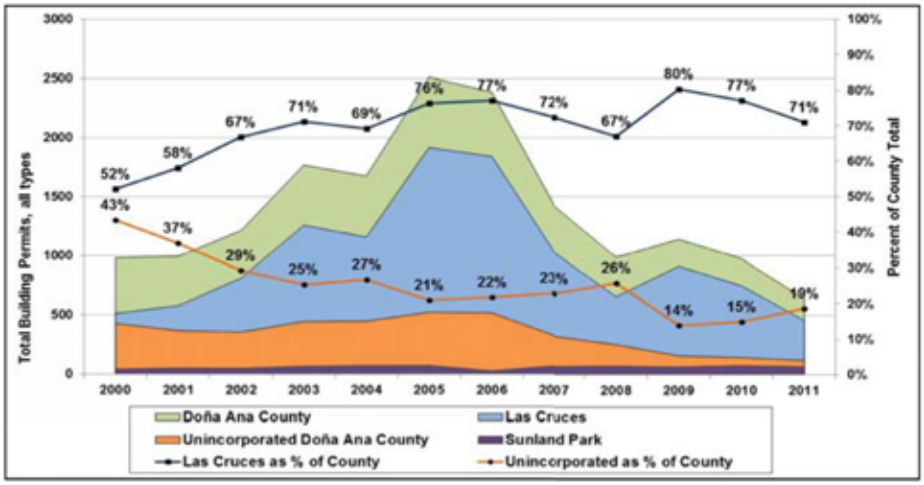


Out of the total County population of 209,233, approximately 84,300 people live in the unincorporated parts of Doña Ana County. Approximately 43,000 people live within the five-mile Las Cruces ETZ, accounting for 50% of the unincorporated population of the county. The

**Sources: U.S. Department of Housing and Urban Development—SOCDS Database; 2010 American Community Survey; Center for Neighborhood Technology—H+T Affordability Index*

combined population of the ETZ and the cities of Las Cruces and Mesilla is 144,783, or 70% of the total County population. Adding the populations of the urbanized cities of Anthony and Sunland Park (23,466) brings the urbanized population of Doña Ana County to just over 168,000, or 80% of the total County population.

RESIDENTIAL AND BUILDING PERMITS ACTIVITY (2000-2011)



Approximately 63% of the Housing Stock in Doña Ana County is 30 years old or less (built since 1980), while 21% is 50 years or older (built before 1960).

The majority (80%) of renters in Doña Ana County pay monthly rent between $300 and $999. The median rent is $631 per month. As expected, home owners have higher average monthly housing costs, with 57% of owners paying a mortgage between $700 and $1,499 per month. The median mortgage is $1,084 per month.

Approximately 23% of housing units in the county are mobile homes. While official records indicate no mobile homes in Santa Teresa, communities like Radium Springs (64%) and Chaparral (73%) have much higher proportions of mobile homes.

In 2010, 37% of County households (both owners and renters) spent greater than 30% of their incomes on housing costs. This has increased 11% since 2000. This is further exacerbated by high transportation costs; 98% of County households spend more than 45% of their income on housing and transportation costs combined.

Sources: Center for Neighborhood Technology

OPPORTUNITIES

- Given the market trend over the last decade for development to concentrate in urban centers, how should the County plan for future development?
- What is the optimal amount of development that should occur within communities, within ETZs, or within unincorporated areas?
- Does the range of available housing types align with the needs of the County in terms of demographics, household size, and cultural preference?
- Should the County address needs for affordability with an increase in multifamily housing and if so, are there strategic locations where multi-family housing would best be located?

Intergovernmental Cooperation

Intergovernmental Cooperation is essential to the success of Doña Ana County, especially given the large percentage of land within the County that is controlled by other governmental jurisdictions as well as the proximity to El Paso and Mexico. The County already has established working relationships with many other governmental entities but there may be opportunities to expand that coordination and extend efforts to coordinate with other entities such as the school districts and jurisdictions outside of the County such as El Paso and the state of Chihuahua. This section of the Snapshot Report summarizes some known opportunities (One Valley, One Vision 2040 has a more extensive compilation of all related governmental entities).

KEY ISSUES

- State Trust Lands comprise a significant portion of developable land in the County.
- BLM has drafted a Resource Management Plan that impacts use of BLM lands in the County.
- 86% of residents that live in the unincorporated part of the County live within the Las Cruces ETZ.

New Mexico State Land Office (NMSLO). The NMSLO controls approximately 235,000 acres (12%) within the County, including some large tracts that are located in areas with significant growth potential. While state trust land is frequently perceived as "open space", the land is intended to generate revenue for its designated beneficiaries, typically the state's public schools. In March of 2013, the NMSLO and the County signed a Joint Planning Agreement that commits both the County and the NMSLO to work together to ensure that new activity on the state parcels is done in a coordinated fashion with the goal of increasing economic development and job creation.

Bureau of Land Management (BLM). The BLM controls more than 45% of the land in Doña Ana County. The land is used for a wide range of activities, from grazing to recreation to energy production. The Las Cruces District Office of the BLM just recently released a Draft Resource Management Plan and Environmental Impact Statement that will analyze and update the BLM's management of public lands in Doña Ana, as well as Sierra and Otero Counties.

Extra-Territorial Zones. Both Las Cruces and Sunland Park have Extra-Territorial Zones (ETZ) that permit the joint planning of land within the urbanizing area to help manage community development, control urban sprawl and address zoning issues. The Las Cruces ETZ extends five miles outside the municipal boundary, and includes a joint land use plan and separate subdivision and zoning standards. With the overlap of County and City jurisdiction and high potential for growth, the ETZ's are critical areas for intergovernmental coordination.

Oversight of the ETZ's are a joint function of City and County government appointees and representatives. Issues related to zoning and growth are evaluated and acted upon by an ETZ Commission comprised of city and county residents. Decisions of the ETZ Commission can be appealed to the ETZ Authority, whose members include City and County elected officials. ETZ Authority decisions can be appealed to the Doña Ana County Board of Commissioners, which holds the ultimate public decision-making authority on all ETZ matters.

Flood Plain Management (Drainage)

The Doña Ana County Flood Commission is developing a strategy to improve drainage features as they relate to previously constructed roadways and other land uses through master planning efforts. Solutions will not only consider what is happening within the Colonias but also the transfer of water as it continues throughout the rest of the County to its final destination – this includes coordination with the Bureau of Land Management, the State Land Office, and the Elephant Butte Irrigation District.

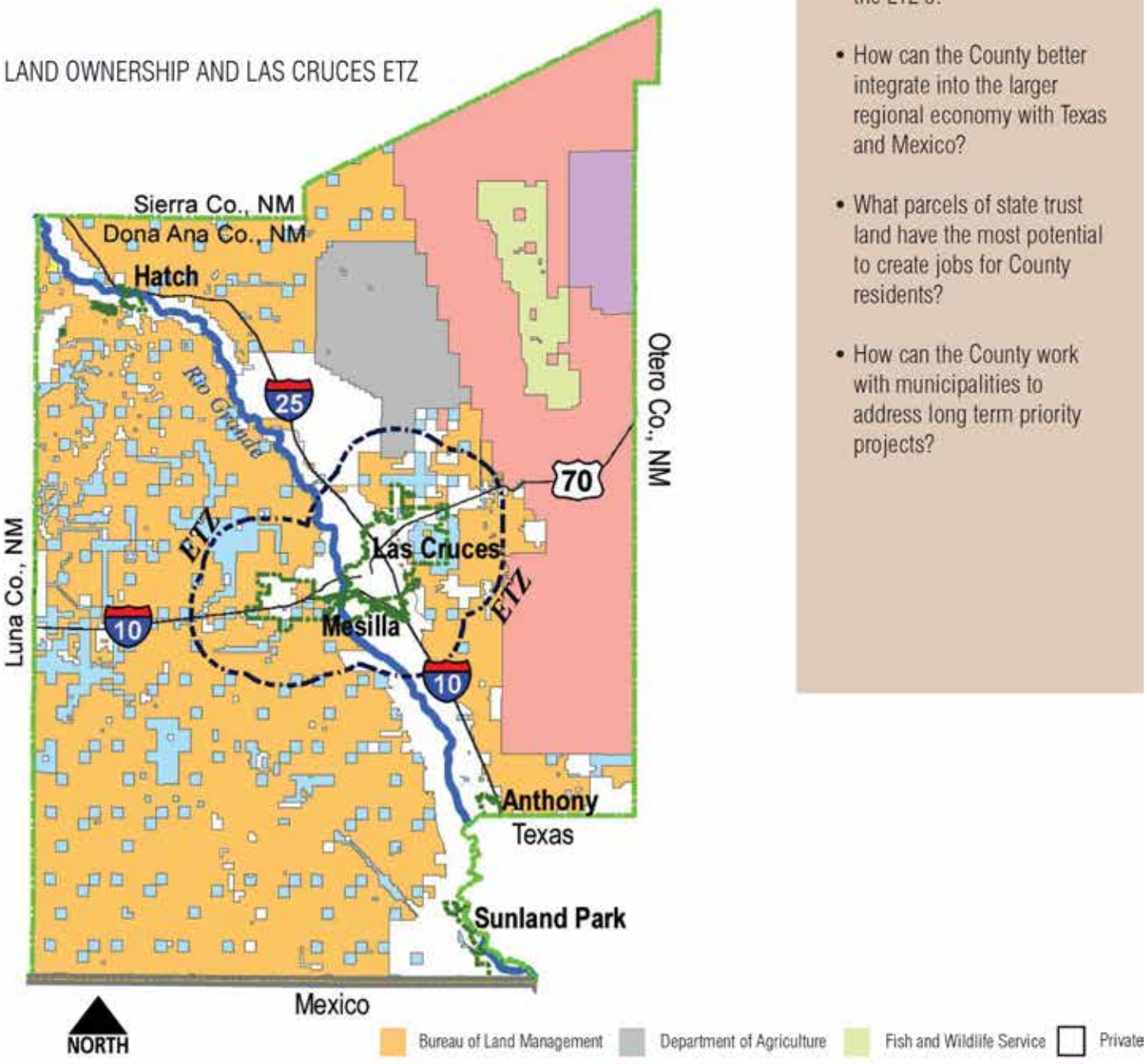
Regionalization of flood management strategies has become a priority for the Flood Commission due to the large land area needed to create the most efficient facilities. Water doesn't respond to

municipal boundaries so coordination on construction, operation, and maintenance of drainage facilities is critical to managing storm water in the County. The Flood Commission is working closely with the City of Las Cruces and other municipalities to develop recommendations that include multi-use options such as linear open space, trails, passive parks, and more.

OPPORTUNITIES

- How can the County better coordinate development in the ETZ's?
- How can the County better integrate into the larger regional economy with Texas and Mexico?
- What parcels of state trust land have the most potential to create jobs for County residents?
- How can the County work with municipalities to address long term priority projects?

LAND OWNERSHIP AND LAS CRUCES ETZ



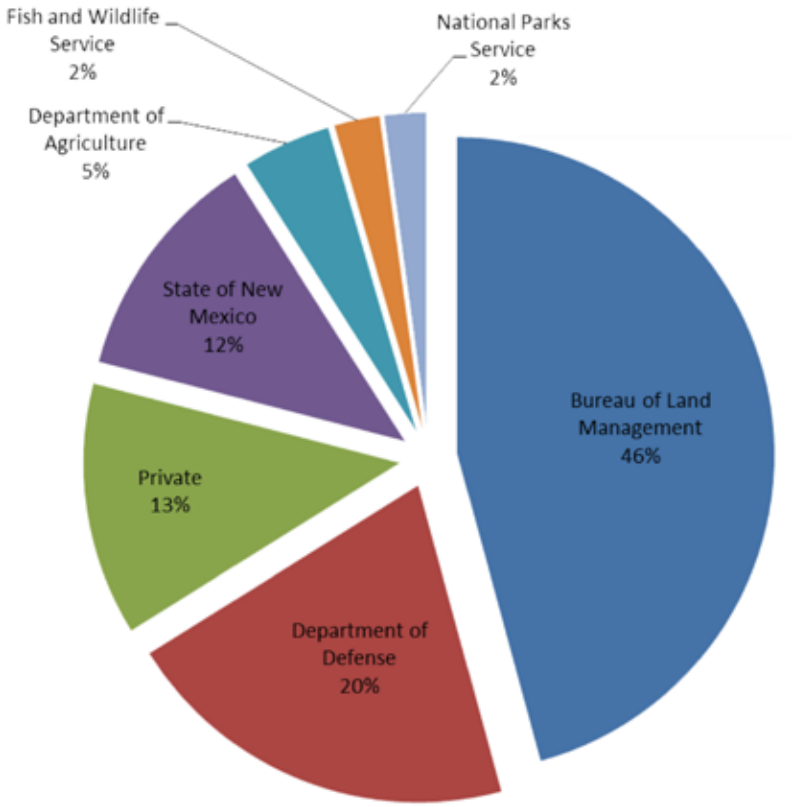
*Sources:County GIS

PLACES

Bordered by Mexico and Texas, Doña Ana County is both part of New Mexico and part of a larger, multi state/bi-national region of nearly two million people. From Hatch to Sunland Park, the County has a number of distinct communities and cultures. It also has a strong connection to the Rio Grande and crop production; the County produces more agricultural products than any other county in New Mexico. The 37 Colonias in the County, most with high rates of poverty, need upgrades to housing, infrastructure, and access to jobs.

This section address the following topics:

- Land Ownership
- Development Patterns
- Land Use Policy
- Zoning
- Open Space and Valued Places
- Agriculture
- Transportation
- Water Supply
- Energy



Land Ownership

The federal government owns approximately 75% of the land in Doña Ana County. The State of New Mexico Land Trust, State Parks, and New Mexico State University own land throughout the unincorporated county, leaving approximately 500 square miles (12.85%) in private ownership, as shown in the table below.

Of the roughly 13% held in private ownership, only about 8% of Doña Ana County's private land is located outside of the Las Cruces ETZ.

Most of the County's private land is located in the agricultural valley along the Rio Grande River and within the City of Las Cruces and the Las Cruces Extra Territorial Zone (ETZ). The City of Sunland Park, Town of Mesilla, and Village of Hatch have 6,890 acres, 3,456 acres, and 1,273 acres of private land respectively.

Development Patterns

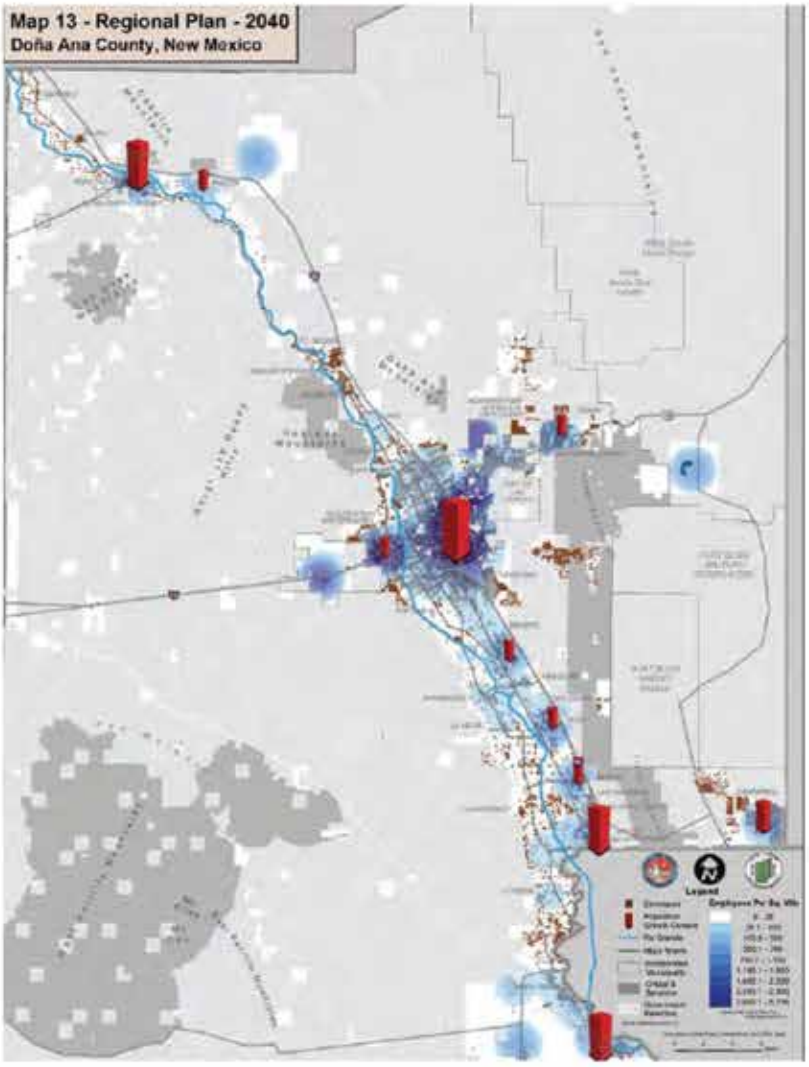
KEY ISSUES

- During the development peak in 2009, over 80% of the County's growth occurred within the Las Cruces ETZ.
- Growth within unincorporated areas has been trending downward as a percentage of County development as whole.
- The Cities of Sunland Park and Anthony have experienced the greatest growth pressures outside of Las Cruces.
- The Village of Hatch and Colonias north of Las Cruces have generally experienced slower growth rates than the rest of the County.

Consensus Growth Strategy

The "Consensus Growth Strategy" a key exhibit in the One Valley, One Vision 2040 Plan, depicts where growth is anticipated to occur by 2040 in Doña Ana County. This adopted "Consensus Growth Strategy – 2040" is a hybrid of three different growth strategy alternatives considered during the Vision 2040 planning process. Essentially it anticipates that most of the growth will occur in a few concentrated areas: primarily in and around Las Cruces and to a lesser degree, Sunland Park, Chaparral, Hatch, and Anthony.

The red bars show projected population growth and the blue spheres indicate job growth. In the two years since this exhibit was created, the projections of job and population growth have mostly been borne out; job and population growth has largely been consistent with the development pattern envisioned by this Consensus Growth Strategy map.

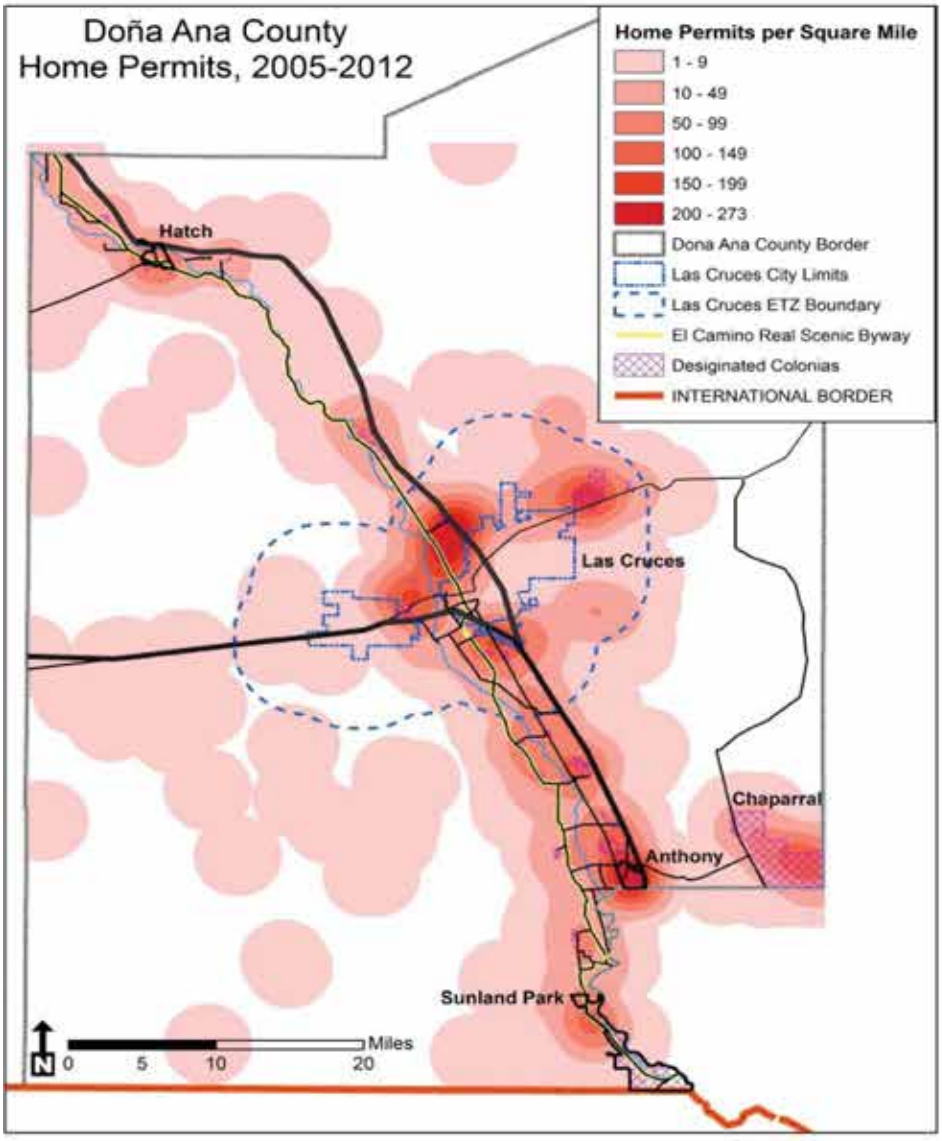


*Sources:Dona County GIS Mapping Division,Census 2010, comprehensive plans/planning agencies Permit Density 2005-2013, BAE consultants,EPS

The exhibit below shows where new home permits were concentrated in the county between 2005 and 2012. With the exception of the northern portion of the County, the regional distribution of development over the last eight years closely resembled the pattern shown in the 2040 Consensus Growth Strategy.

Growth has continued most strongly at the edges of the Las Cruces and El Paso metropolitan areas, while the rural areas are growing at a slower rate.

DEVELOPMENT PATTERNS



OPPORTUNITIES

- What public investments should the County make to spur growth in economically challenged areas?
- How can the County's development patterns best match the geographic areas most suited for growth in terms of urban services and transportation?
- Are there key vacant employment sites that the County should focus on that will better align the location of jobs with housing opportunities?
- Are there changes to county policies that will spur additional development in the northern portion of the County, making the development pattern more consistent with the Consensus Growth Strategy?

KEY ISSUES

- There is a need for improved land use coordination within the Extra-Territorial Zones.
- Policies are not always integrated between the various community and County plans.
- The County needs to update their set of comprehensive land use policies for accommodating growth.

Land Use Policy

Land Use Policy Themes

Policies found within adopted Plans within Doña Ana County's six government jurisdictions share several common themes with the One Valley One Vision 2040 Plan. While city and town policies fall outside the jurisdiction of Doña Ana County, except for two Extra Territorial Zones (ETZ's), the adopted community polices have direct and indirect implications for the County's future land use policies:

Agricultural Land Protection - Many of the community plans express deep-seated support of local agricultural production, both as a means for economic stability and a way to maintain the local culture and quality of life. The most common technique cited to maintain land in agricultural production is through the provision of cluster subdivisions. Often, the preserved agricultural lands are at the community edges, creating physical separation between communities, and are useful for stormwater management when in low lying floodprone areas.

Attractive Community Entries are a source of community pride and help to create a favorable first impression that will lead to improved economic competitiveness.

Parks and Trails Networks linking schools, commercial areas and neighborhoods and providing health and recreational benefits.

Equitable and Affordable Housing Options for properly located, energy-efficient housing choices that will meet local housing needs, increase mobility, and support economic development efforts.

Development Density and Intensity focused within Community Core Areas, promoting more compact development patterns, preserving cultural assets, reinvestment in existing neighborhoods and districts, and maximizing investments in infrastructure and transit services.

Common Policies within Adopted Land Use Plans						
Plan	Plan Policies					
	Preserve and Enhance Productive Agricultural lands	Provide Affordable Housing Choices	Cluster Development to preserve open lands, and improve utility cost and quality	Create trail networks	Enhance Community Entries	Promote additional density in community core areas
Doña Ana County, One Valley, One Vision	✓	✓	✓	✓	✓	✓
Village of Hatch Comprehensive Plan	✓	✓	✓	✓	✓	✓
Las Cruces ETZ Comprehensive Plan	✓	✓	✓	✓	✓	✓
Town of Mesilla Comprehensive Plan	✓	✓		✓		✓
City of Anthony Comprehensive Plan	✓	✓	✓	✓	✓	✓
City of Sunland Park Metropolitan Redevelopment Plan		✓	✓		✓	✓
Doña Ana County Comp. Plan 1995-2015	✓	✓				✓
Las Cruces Comprehensive Plan	✓	✓	✓	✓	✓	✓

OPPORTUNITIES

- How will municipal land use planning policies inform Doña Ana County's long-range planning framework?
- How can the County collaborate with the Cities of Las Cruces and Sunland Park in managing land within their Extra-territorial Zones (ETZ)'s?
- How can County growth best be accommodated while preserving productive agricultural land?
- How can County development patterns best protect the visual quality of community entryways?
- Are some adopted land use policies more inspirational then attainable?

Zoning

In a broad sense, zoning encourages the orderly development of the County and implements the Comprehensive Plan and other adopted Area and Corridor Plans. The Comprehensive Plan provides a general and long-range policy for the County, while the Land Use and Zoning Code serves as a legal ordinance with binding provisions on how land can be developed.

KEY ISSUES

- 86% of Doña Ana County's privately held vacant or agricultural land is zoned Performance District.
- The County has limited architectural and landscape standards aimed at protecting community visual character.
- Illegal subdivisions within the Colonias and rural areas have caused an inconsistent development pattern, insufficient stormwater management/ flood control, and sanitary waste management.
- The existing Land Use regulations do not include provisions for protecting significant natural features, critical habitat or other sensitive natural systems.

Performance and Conventional (Euclidean) Zoning

Doña Ana County uses a hybrid approach to zoning, which incorporates two of the primary types of zoning standards to implement its planning objectives: Conventional (also known as Euclidean), and Performance-based Zoning.

Performance Zoning Code

Regulates the impact of land uses through set standards, such as the amount of landscape separation between different uses, based on the possible intensity of development. Under performance zoning, developers can locate any use within an area, subject to meeting the performance standards. Performance zoning allows for the greatest flexibility of all code types.

Conventional Code (Euclidean)

Doña Ana County's current zoning also includes conventional code provisions that regulate development through land use classifications and dimensional standards. Each land use must comply with dimensional standards that regulate the height and size of structures. These dimensional standards typically take the form of minimum lot sizes, building setbacks from property lines, and height limits.

The Doña Ana County Land Use and Zoning Ordinance includes three primary zoning district classifications: Community Districts, Village Districts, and Performance Districts, plus a zoning option for Planned Unit Developments (PUD's).

Community Districts include the following:

- Six residential districts, with a hierarchy based on the unit type and density.
- Three commercial districts, ranging from neighborhood to regional-scale; and
- Three industrial zones, ranging from light to heavy.

Village Districts were designed to protect the historic neighborhoods and core areas of the Colonias, and consist of residential, commercial, and mixed-use districts.

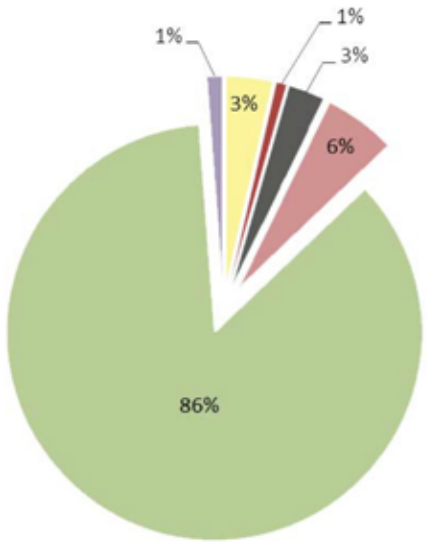
Performance Districts have been assigned to all privately-owned land lying outside the Community and Village Districts. In Doña Ana County, Performance Districts set a level of review based on the intensity of land uses. The highest intensity uses require that the development is subject to the PUD process.

Planned Unit Development Districts have been created for two development types: mixed

residential and commercial, and a mix of commercial and industrial uses. Residential and non-residential uses are further classified as low, medium, or high intensity uses.

Doña Ana County is presently in the process of developing a unified code for sustainable development, that incorporates all development related regulations, such as zoning, subdivision design, and development standards.

COUNTY ZONING DISTRICTS



- Community Residential
- Community Commercial
- Community Industrial
- Community Mixed-use
- Village Residential
- Village Commercial
- Village Mixed-use
- Planned Unit Development
- Performance District
- Other

OPPORTUNITIES

- Do Performance District standards provide the best opportunity for sustainable land use patterns within the County's rural areas and Colonias?
- Do existing Land Use patterns match the 2040 Plan Vision?

**Sources: DA County Land Use Regulations and Zoning Ordinance; DA County GIS; DA County Community Needs Assessment, U.S. Census Bureau, County Business Patterns, 2010*

Open Space and Valued Places

KEY ISSUES

- As Doña Ana County grows, undeveloped private land will be needed for housing, employment, parks, and other public uses, leaving less land available for open space.
- Working with private landowners to create an integrated system of open space may prove to be a complex and difficult process.
- At present, there are limited regulatory tools within Doña Ana County that promote the retention of open space, protect rural scenic quality, or proviede a separation between urban areas.

Open space areas are set aside to conserve significant natural or cultural resources, wildlife habitat, landscapes, and open space, or to provide enhanced aesthetics/and buffering between communities. They typically include dedicated watersheds or natural/non-developed areas, and their use for recreation is a secondary objective. Doña Ana County features a variety of pinon-juniper woodland, mixed mountain shrubs, ponderosa pines, native Chihuahuan desert grasslands, and rugged mountainous terrain with steep-sided canyons, and spires that have significant natural resource value.

Most open space in Doña Ana County falls under the jurisdiction and management of the Bureau of Land Management (BLM) and the State of New Mexico. In addition to existing federal open space designations, the county contains designated parks on BLM land such as Dripping Springs Campground and Butterfield Community Park. There are also State parks including Leasburg Dam, Fort Seldon, and Mesilla Valley Bosque, as well as many local parks.

The One Vallye One Vision 2040 Regional Plan suggested a targeted approach to open space protection on privately-owned lands, in addition to the federal and state open space areas, that would protect:

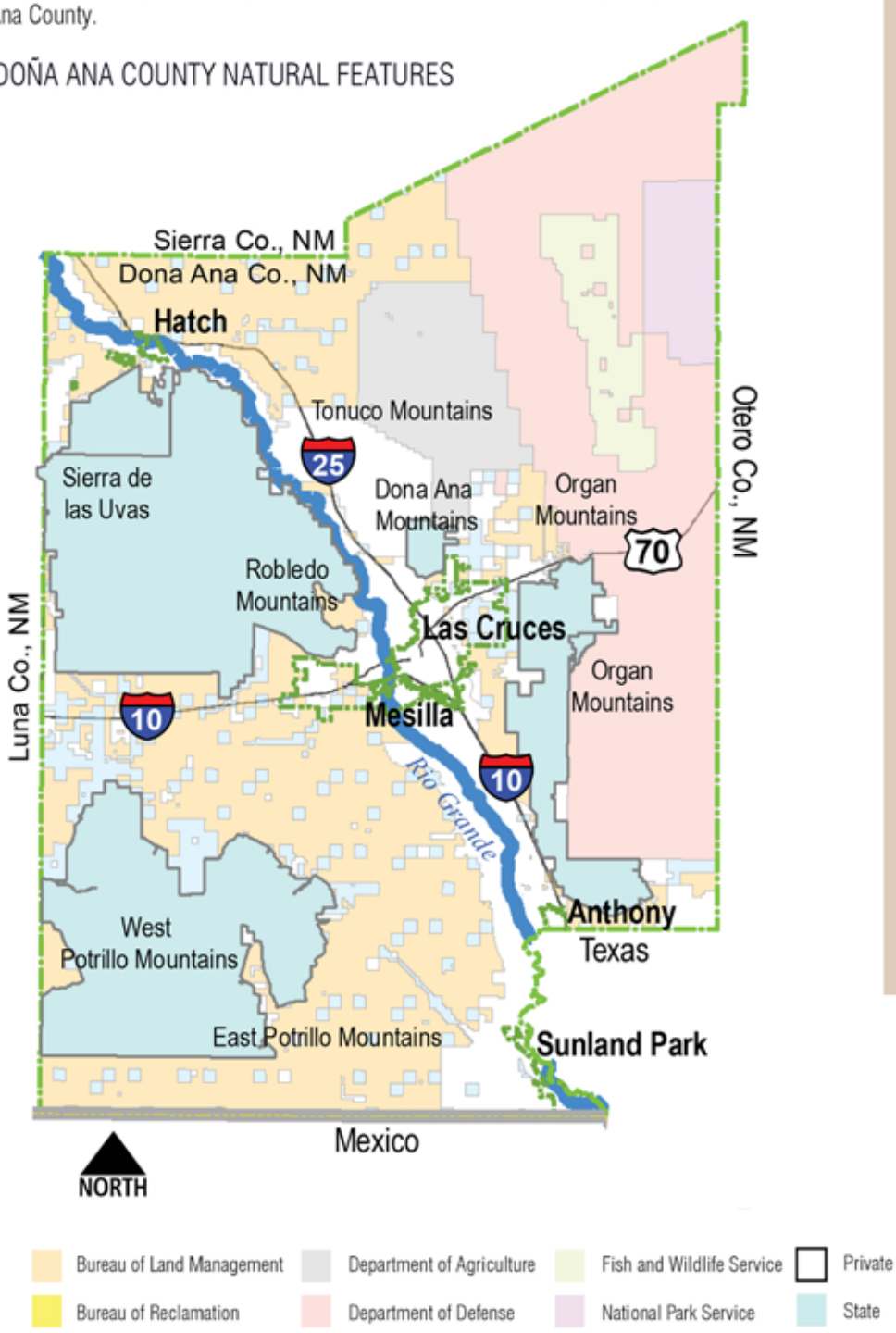
- The Rio Grande corridor;
- Scenic vistas and visible hillsides;
- Working agricultural areas in or near communities; and
- Linkages for trails, trail heads, and connection of open space parcels.

Doña Ana County adopted a County wide Open Space and Trail Vision Plan in 2005, which includes an array of Core Natural Areas and River Valley Projects, linked together by a network of connecting open space and trails. Six Core Natural Areas are on lands already managed by the Bureau of Land Management (BLM), while other open space areas have yet to be acquired.

Currently, the BLM has released a draft Resource Management Plan (RMP) and Environmental Impact Statement (EIS) for public comment. The RMP and EIS were updated to analyze BLM's management of public lands in Sierra, Otero, and Doña Ana County in response to changing policies, land use conditions, and emerging issues. Understanding and adhering to the land use plan will inform open space decisions within Doña Ana County in the future.

In addition, a proposal has been submitted to create an Organ-Mountains Desert Park National Monument. A decision is yet to be made on the approval of this monument, but the results could have an impact on the potential use and economic benefit of open space within the Doña Ana County.

DOÑA ANA COUNTY NATURAL FEATURES



OPPORTUNITIES

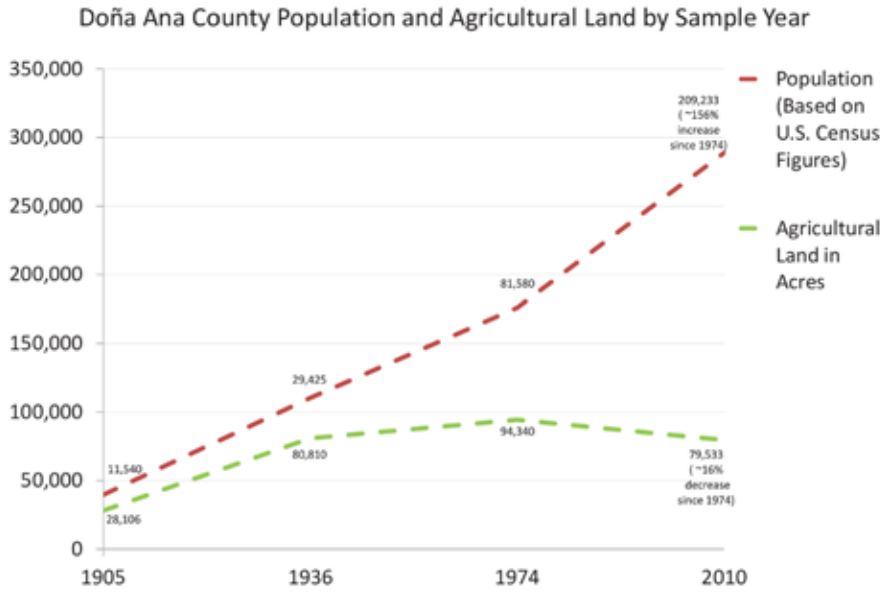
- Are there appropriate regulatory tools or incentives that will preserve open lands with habitat resource value or that include significant natural features?
- Which partnering opportunities with other jurisdictions and agencies will best leverage additional resources for acquiring open space?
- How does the County develop criteria for determining which land should be protected?
- How can the County prioritize acquisition of open lands?
- How can Doña Ana County best advance the Open Space and Vision Plan?

Agriculture

From Hatch chiles to pecan groves, agriculture is central to the identity and the economy of Doña Ana. As the accompanying exhibits illustrates, from 1974 to 2010, land in agricultural production shrunk by over 14,000 acres. Cultivation of feed crops and vegetables decreased by 35,000 acres from 1974 to 2010 (a 41% decrease), while Orchards increased by almost 20,000 acres (a 211% increase). Some of the loss is attributable to increased residential development in the valley, with the majority of activity occurring near Las Cruces.

Within the half-mile buffer along the Camino Real, there are a total of 35,800 agricultural acres (45% of the County total). Of those, 23,000 (65%) are feed crops and cultivated vegetables, and 12,000 (34%) are Orchards.

While some landowners may opt to subdivide their land and change it from agricultural use to residential or commercial, there are other factors that impact the viability of agricultural production in the lower Rio Grande valley. For instance, the lack of a reliable source of water threatens the viability of crop production. Increased competition from other countries for crops like chiles also impacts how much land is put into production. Yet the value of crops produced in the county increased by over 50% from 2002 to 2007. This is in part attributable to the increased demand for crops like pecans in foreign markets, especially China. Crops, including pecans, cotton, chile, and other vegetables account for 45% of the total value of agriculture in the county but use only 16% of the total land in agricultural production. The majority of the land is used for grazing and cattle production.



Sources; Dennis Smith, County GIS; NMSU Sustainable Urban Planning Studio (June 2012)

PORTION OF DOÑA ANA COUNTY NORTH OF LAS CRUCES 1936

PORTION OF DOÑA ANA COUNTY NORTH OF LAS CRUCES 1974

PORTION OF DOÑA ANA COUNTY NORTH OF LAS CRUCES 2010

OPPORTUNITIES

- Are there opportunities to expand production of high value crops like pecans?
- Are there crops that require less water that could be introduced?
- Are there subdivision standards that can help reduce conflicts between agricultural and residential uses?

Transportation

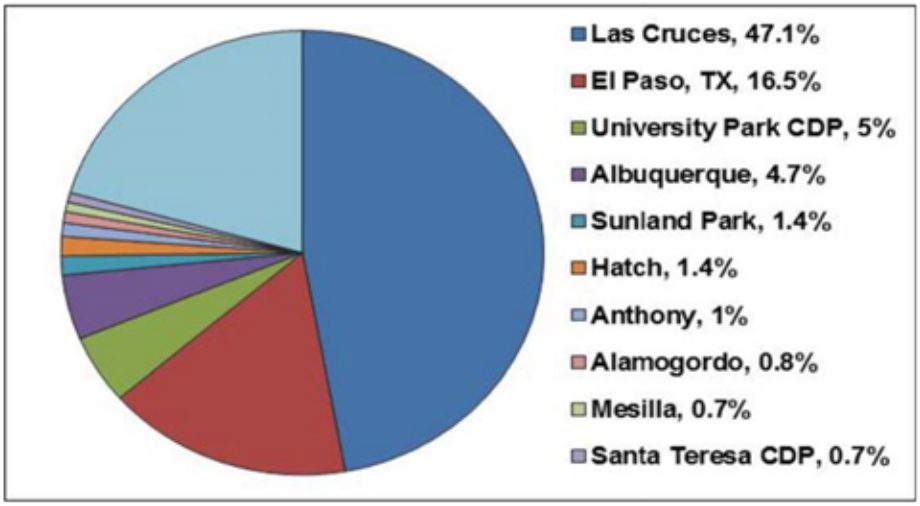
KEY ISSUES

- Transportation costs are high compared to household income.
- Transit service areas are focused in Las Cruces and Sunland Park.
- Single occupancy vehicle use is currently 82% (U.S. Census).
- Transportation and housing costs combined are very high compared to median household incomes.

With respective jurisdictions and responsibilities, the transportation system within Doña Ana County is managed by the New Mexico Department of Transportation, Doña Ana County, and the local municipalities. Additional planning support is provided by the Las Cruces Metropolitan Planning Organization, the El Paso Metropolitan Planning Organization, and the South Central Council of Governments.

Coordination will be the key to a successful regional approach toward more and better transportation options for residents, with the ultimate goal of minimizing travel costs while expanding employment/education opportunities. Within Doña Ana County, the average commuter drives for 21 minutes.

EMPLOYMENT DESTINATIONS



There are approximately 11,000 commuters traveling from Doña Ana County to El Paso and 8,000 people commuting from El Paso to Doña Ana County for employment (US Census, Journey to Work, 2006-2010).

Transportation Options

There are only two fixed-route transit providers in Doña Ana County, with nine routes provided by RoadRUNNER transit in Las Cruces and the single Sun Metro route in Sunland Park.

- Within Las Cruces, RoadRUNNER Transit has nine fixed routes, generating almost 700,000 annual riders in FY 2012 – with a steady increase since 2007.
- Sunland Park is serviced by Sun Metro out of El Paso, with one fixed route and over 118,000 annual riders in FY 2012 – clearly indicating a need for transit service in the area.

- NMDOT provides a commuter bus along I-10 between Las Cruces and El Paso, with 50,000 annual riders in FY 2012 and an increase indicated in FY 2013.
- RoadRUNNER Dial-A-Ride used in the rural areas (para-transit for ADA qualified and senior citizens) – expects close to 60,000 annual riders in FY 2013 – a 9% increase since FY 2012.
- Ben Archer provides "on-demand" transit service from Hatch to Las Cruces.
- In 2012, fare-free bus service was provided to NMSU students-since then ridership numbers have increased by approximately 10%.
- A new multi-modal facility will be opened in Las Cruces in summer of 2013.

OPPORTUNITIES

- How do we expand transit options to the rural areas?
- Is commuter rail between Las Cruces and El Paso an option?
- How do we create multi-modal facilities that provide necessary connectivity?
- With over 22% of the residents below the poverty level, how do we provide low-cost, efficient transportation?
- How do we better integrate transportation and land use?

Cost of transportation

According to the Center for Neighborhood Technology, combined transportation and housing costs in Doña Ana County are over 62% of median household income. The benchmark for "affordability" on a national level, including both housing and transportation costs, is 45% of household income. Doña Ana County is significantly above this mark. Below is a breakdown of local communities, as well as how they compare on a regional basis.

HOUSING AND TRANSPORTATION COSTS AS PERCENTAGE OF INCOME

Sources: Center for Neighborhood Technology

Water Supply and Consumption

The sole perennial surface water source in the County is the Rio Grande (with storage at Elephant Butte and Caballo Reservoirs). This source is supplemented by stormwater runoff, municipal wastewater effluent, and agricultural irrigation return flows. As of 2004, surface water made up 76% of the total diversions in the region, with the remainder being water pumped from groundwater sources; however, surface water supplies in the region are extremely variable and very limited in years of drought. The entire allocation of surface water in the County is used for agricultural irrigation through the Elephant Butte Irrigation District distribution network. All other water demands in the County are supplied by groundwater from one of four basins (Mesilla, Jornada del Muerto, Hueco Bolson, and Rincon Valley). Agriculture also relies on groundwater supplies during times of drought when surface water is not available.

KEY ISSUES

- There has been an increase in municipal water demand and a decline in groundwater levels in some aquifers.
- There is a need for additional storage or supplemental water supply to provide a buffer supply during times of drought.
- Water rights legal review and negotiation are ongoing.
- There are competing demands on the watershed, including municipal, agricultural, and environmental.
- Future water supplies could be jeopardized by long term changes in the region's climate.
- There is an ongoing need to address groundwater pollutants.

BASIN MAP

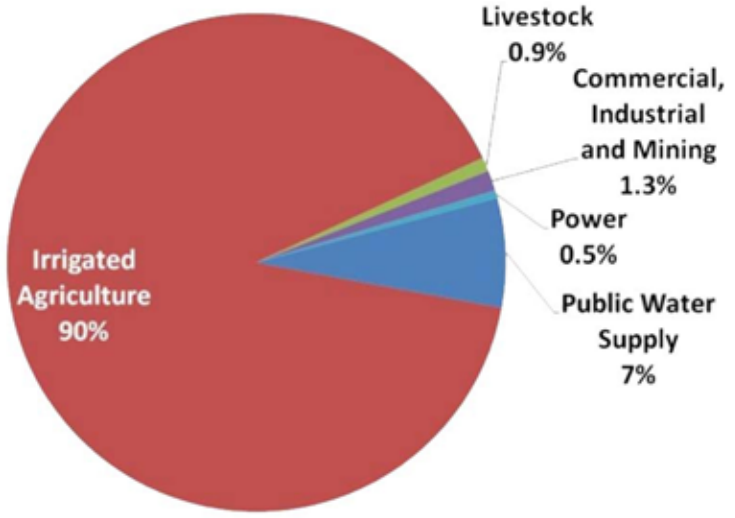
Sources: The source for all water supply and quantity data in this section is the 2004 New Mexico Lower Rio Grande Regional Water Plan which includes all of Dona Ana County and a small portion of south Sierra County. The water quality assessment was provided by the 2007 Paso del Norte Watershed Restoration Action Strategy.

While the number of irrigated acres in the County is expected to decline in the future as land is taken out of production, the County's population is expected to continue to increase. In addition, seasonal water supply availability is expected to trend downward with a changing climate and projections of more frequent droughts in the Southwestern U.S.

The combination of these factors is expected to strain the water supply systems and cause demand to exceed supply in many parts of the County within the 2040 planning horizon.

Average public water supply consumption in the region is 182 gallons per capita per day, while the average for the State of New Mexico is 161 gallons per capita per day.

WATER USE BY SECTOR



Human activity along the Rio Grande impacts water quality in the River and the shallow groundwater basins. The largest human-caused contributors to water contamination in the county are agricultural and stormwater runoff as well as leaking underground waste and fuel storage. Stretches of the Rio Grande within the County have been placed on the United States Environmental Protection Agency 303(d) list of impaired waters with bacterial contamination as the probable cause for impairment. Naturally occurring salts and minerals in the groundwater supply are also a concern and require extensive treatment before use.

OPPORTUNITIES

- How can Doña Ana County help manage its surface and groundwater supply systems in a collaborative/ coordinated manner and develop a unified list of best management practices?
- What can Doña Ana County do to support more efficient use of water in both the agriculture and urban sectors?
- What techniques and technologies can the County employ to enhance existing water supply in the region (e.g., new supply, minimize system water loss)?
- How can Doña Ana County help reduce water quality impacts from agricultural and stormwater runoff as well as waste and fuel storage?

Energy

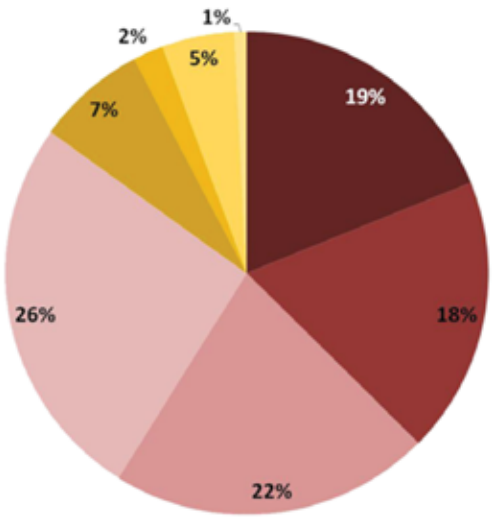
Energy is a key component to making DAC competitive and resilient, from both a household and County perspective. The cost of energy impacts the County's ability to maintain and operate its facilities and to attract new business. At a household level, families living at or below the poverty line spend a disproportionate amount of their income to heat/cool their homes and to fuel their vehicles.

Within Doña Ana County there is one electricity provider (El Paso Electric) and three natural gas providers (New Mexico Gas Company, Zia Natural Gas Company, and City of Las Cruces Gas). Total energy consumption and costs in the County, by sector and energy type, are shown in the figures below. Energy consumption in the County is split fairly evenly between the residential and non-residential sectors as well as between electricity and natural gas. On the other hand, on a cost basis, electricity dominates at 86% of the total energy costs for the County. Just considering the residential sector, current energy costs represent 4% of the mean household income in Doña Ana County. "The following charts show the breakdown of energy consumption and costs (electricity and natural gas) by residential and non-residential sectors, and by areas within and outside of Las Cruces. Outside of Las Cruces, residential energy sector costs in the County totaled $44 million, or about $940 per capita per year; commercial energy costs totaled $57 million. Because electricity makes up such a large percentage of total utility costs, energy efficiency programs that target electricity savings will likely provide the greatest cost savings potential for residents and businesses in the County. Outside of Las Cruces, residential energy sector costs in the County totaled $44 million, or about $940 per capita per year; commercial energy costs totaled $57 million. Because electricity makes up such a large percentage of total utility costs, energy efficiency programs that target electricity savings will likely provide the greatest cost savings potential for residents and businesses in the County.

KEY ISSUES

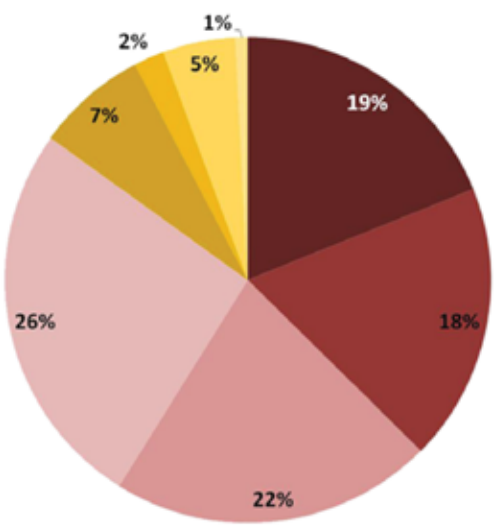
- Most energy consumed in the County (electricity, natural gas) is currently imported from outside the county.
- Energy use is fairly well distributed across sectors of the County, but with anticipated population growth this distribution may change.
- While some renewable energy production facilities have been constructed in the County, it has a high resource potential for additional solar energy generation.

ENERGY CONSUMPTION



Total Energy Cost = $212,990,216

ENERGY COSTS



Total Energy Cost = $212,990,216

There are currently five large scale solar projects with 47 Megawatt (MW) of generating capacity and a 1.5 MW landfill gas to energy facility in the County, all providing electricity to the El Paso Electric system. According to the National Renewable Energy Laboratory, Doña Ana County has a high resource potential for solar energy, while the wind potential falls within the fair to good classification. Additionally, the Afton solar energy zone, located southwest of Las Cruces in the West Mesa of Mesilla Basin, was selected by the Bureau of Land Management as one of 17 sites where the Bureau will prioritize solar energy and associated transmission infrastructure development.

There are a number of existing codes and policies at the state level that are driving energy consumption and generation for the County. The following list outlines these state level policies as well as any related programs or efforts being implemented at the local level.

State Energy Code: All residential and commercial structures are required to meet or exceed New Mexico's State Energy Code requirements, which the state typically reviews and updates every three years. The current State Energy Code follows the 2009 International Energy Conservation Code, which Dona Ana County also follows in its review and permitting of buildings.

Renewable Portfolio Standard: New Mexico requires that electric utilities operating in the state increase production of energy from renewable sources such as solar, wind, biomass, and geothermal over time. The New Mexico standard requires that 20 percent of energy sold by electric utilities be generated from renewable energy sources by 2020.

Tax Credits: Various tax credits are offered by the state for solar, wind, biomass, ground source heat pumps, and sustainable building projects.

Efficient Use of Energy Act: This state Act requires investor-owned utilities to offer demand-side management and electric load management programs to their customers. The utilities operating in Doña Ana County offer a range of rebates and programs for commercial and residential energy efficiency.

Net Metering: New Mexico requires investor-owned energy utilities to offer net-metering for all renewable energy systems up to 80 MW in capacity, allowing the power generated by renewable energy to be sent to the electric grid.

Low-Income Home Energy Assistance Program: This program is administered by the New Mexico Human Services Department and offers assistance with winter heating bills for income-qualifying New Mexico residents.

OPPORTUNITIES

- What role can the County play in supporting greater energy efficiency and conservation in existing buildings and uses? (e.g., residential, commercial, industrial, agricultural, and manufactured homes)
- How can the County best capitalize on its significant solar energy resources from both energy independence and an economic development perspectives?
- With anticipated population increases, how can the County work to encourage energy efficiency and renewable energy in new residential and commercial construction?
- How can the County leverage its other assets, such as agricultural waste and research on biofuels at New Mexico State University, to advance the County's alternative fuels and renewable energy sector?

PROSPERITY

Prosperity creates opportunities for people to have better lives. Poverty rates in Doña Ana County are above state and national averages. The County's economy is vulnerable to shifts in federal spending; diversifying the economy will reduce that dependency. The Spaceport and the new railroad operation in Santa Teresa have the potential to create new economic activity and jobs. This section focuses on baseline elements like education, health, and workforce development that can put the County in a more competitive position.

This section addresses the following topics:

- Economic and Fiscal Vitality
- Health and Education
- Workforce Development

Economic & Fiscal Vitality

Doña Ana County's economy has been somewhat insulated by Federal and State government jobs and revenue streams, but also has growing sectors in the healthcare and education. The County will need to further diversify its economy and leverage jobs from upcoming developments like the Union Pacific Rail Facility, the Port of Entry project and the Spaceport.

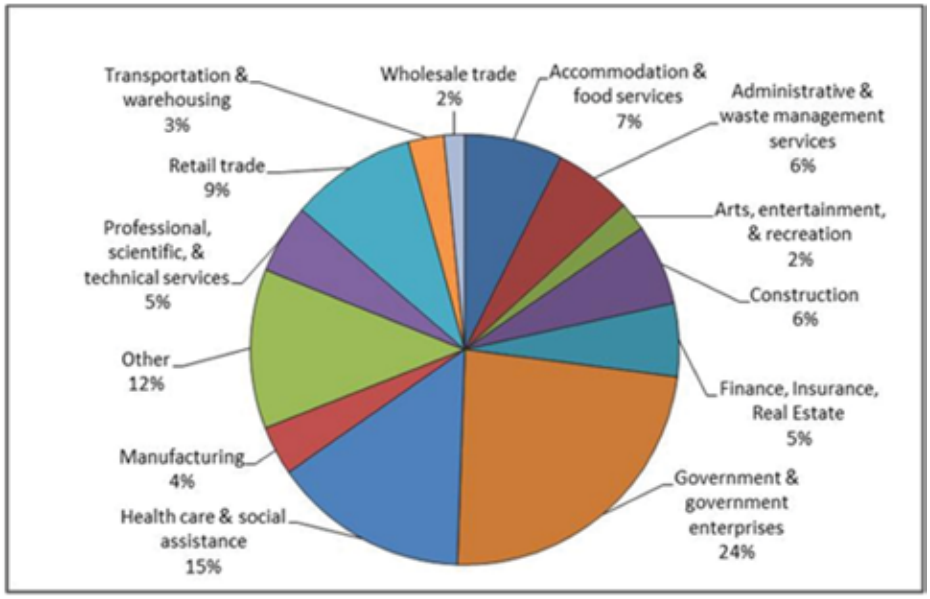
KEY ISSUES

- The largest employment sector in Doña Ana County is Government, at 24%.
- The fastest growing sector is Educational Services, which grew 71% from 2001 to 2011 and added 411 jobs.
- The Healthcare and social assistance sector grew 46% over the last 10 years and added the most jobs (4,328) since 2001.
- Employment in the agriculture sector has declined from 4.2% at the beginning of the last decade to 3.4% today.
- Future opportunities of substance include the UP Rail facility and other activity near the Santa Teresa Port of Entry. The Spaceport near Hatch represents a major investment, but remains unclear at this time as to viability and timing.
- Las Cruces accounts for over two-thirds of the County's GRT and has grown by 4% annually over the last 8 years. As a percentage of total County activity, it has dropped six percentage points since 2004.

Employment Sectors

Almost 40% of the County's employment is in just two sectors: "Government and government enterprises" and "Health care and social assistance" (as shown in the chart below). More specifically, the 24% of the County's employment related to government is higher than either El Paso (23%) or the State (20%). Similarly, the 15% of the County's employment in healthcare and social assistance is higher than both nearby El Paso (10%) and the State as a whole (10%). Agriculture plays a unique role in Doña Ana County. The most recent (2007) U.S. Census of Agriculture indicated that Doña Ana County had 1,762 farms which utilized almost 590,000 acres (24 percent of the land in the county). Despite covering such an expanse of the County, Agricultural employment only accounts for about 3,100 jobs (3.4% of total county employment).

DONA ANA COUNTY NON-FARM EMPLOYMENT, BY SECTOR (2011)



Potential Economic Drivers of the Future

The new Union Pacific Rail facility near Santa Teresa is expected to employ 281 people when operations begin in 2014 and could increase to 417 by 2020. The County will also benefit from the investments near the Port of Entry to the south (approximately $400 million) as well as potential investments related to Spaceport in the north (ranging from $209 to $240 million).

Gross Receipts Tax (GRT)

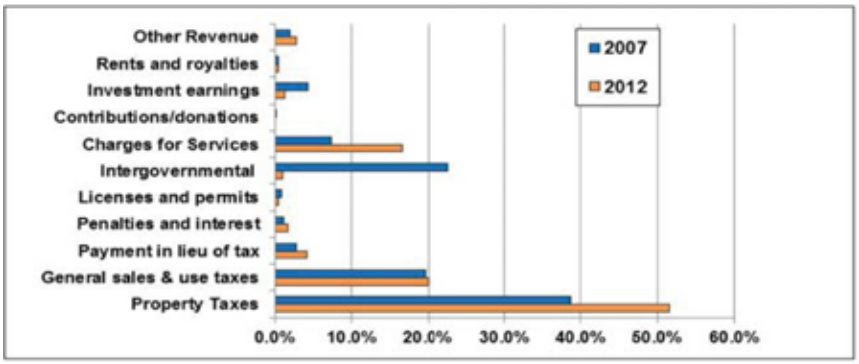
Doña Ana County GRT increased 43% between 2004 and 2011. The only year-to-year decrease occurred in 2008. Although there is a documented shift toward more people living in Las Cruces over the past decade, the percentage of total County GRT revenues accounted for by Las Cruces declined by 6% from 2004 (77%) to 2011 (71%).

General Fund Revenue Sources

The structure of Doña Ana County's revenues has changed significantly over the past five years, as shown in the chart below. While revenues from general sales and use taxes have remained a relatively constant portion of the total budget, revenues from property taxes have grown from $24 million (39% of revenues) in 2007 to almost $36 million (52% of revenues) in 2012. In addition, revenues from "Charges for Services" have more than doubled from 7.4% of the total in 2007 to 16.7% in 2012.

There has also been a significant reduction in revenues from "Intergovernmental grants and revenues," possibly due to one-time, pass-through federal spending.

GENERAL FUNDS REVENUE



OPPORTUNITIES

- Long term development potential for Doña Ana County is dependent on solid Gross Receipts Tax (GRT) increases. How can the County best grow GRT over time?
- Federal and State Government jobs and revenue streams have insulated Doña Ana County's economy. How can the County guide its economy to be more diverse and less dependent upon the government sector?
- How can the County best leverage investments in the Spaceport, the Port of Entry, and the Union Pacific Rail Facility to create jobs for local residents?
- Given that the County might reduce costs by concentrating its services in specific geographies, should the County consider ways to achieve this?

**Sources: U.S. Bureau of Economic Analysis; Doña Ana County Finance Office; New Mexico Taxation and Revenue Department; "New Mexico Economic and Fiscal Impact of Union Pacific Santa Teresa Rail Facility in Doña Ana County, New Mexico," by M. Brian McDonald, Ph.D.*

Health and Education

KEY ISSUES

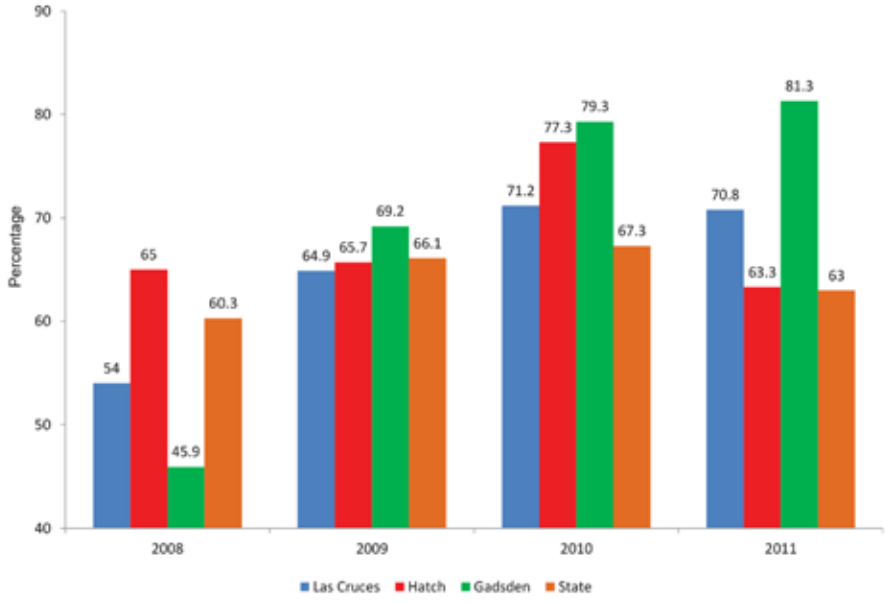
- The teen Birthrate (ages 15-17) for Dona Ana County is 39.5% (for 2008-2010).
- The percent of children born to mothers without a high school diploma is 50% in Hatch, 30% in Las Cruces, and 49% in Gadsden.
- High School Graduation Rates are 63 % in Hatch, 71% in Las Cruces, and 81% in Gadsden.

Health and education are not typical topics for a Comprehensive Plan but both have a potent impact on the overall success of a county. This snapshot contains a few key metrics of health and education in Doña Ana County and makes the case for a more deliberate and sustained coordination between the County and other public agencies. Typically a county will track some basic health parameters such as births, mortality rates, and life expectancy while school districts track graduation rates, academic achievement, and adolescents at risk. Yet the two sets of indicators, health and education, are interrelated and strongly influence overall outcomes. For example, higher levels of education are linked to the following health outcomes:

- Correlation with better health/longer life expectancy;
- Correlation w/ lower teen birthrates; and
- Correlation with lower rates of teen suicide.

Doña Ana County has three school districts with a total student enrollment of over 40,000. Las Cruces School District is the second largest in the state, while Gadsden and Hatch have some of the most diverse student populations. As noted below, the three school districts had distinctly different graduation rates in 2010:

4-YEAR GRADUATION RATES, CHANGE OVER TIME BY DISTRICTS FOR ALL STUDENTS



Challenges and Opportunities:

Almost half the births in the Hatch and Gadsden School districts are to mothers without a high school diploma. The rate in the Las Cruces school district is better but still high at 30%. Teenage pregnancies reinforce a pattern of poverty and low educational attainment. Some high schools in Las Cruces and Gadsden now have school-based health clinics that provide free access to health care for students.

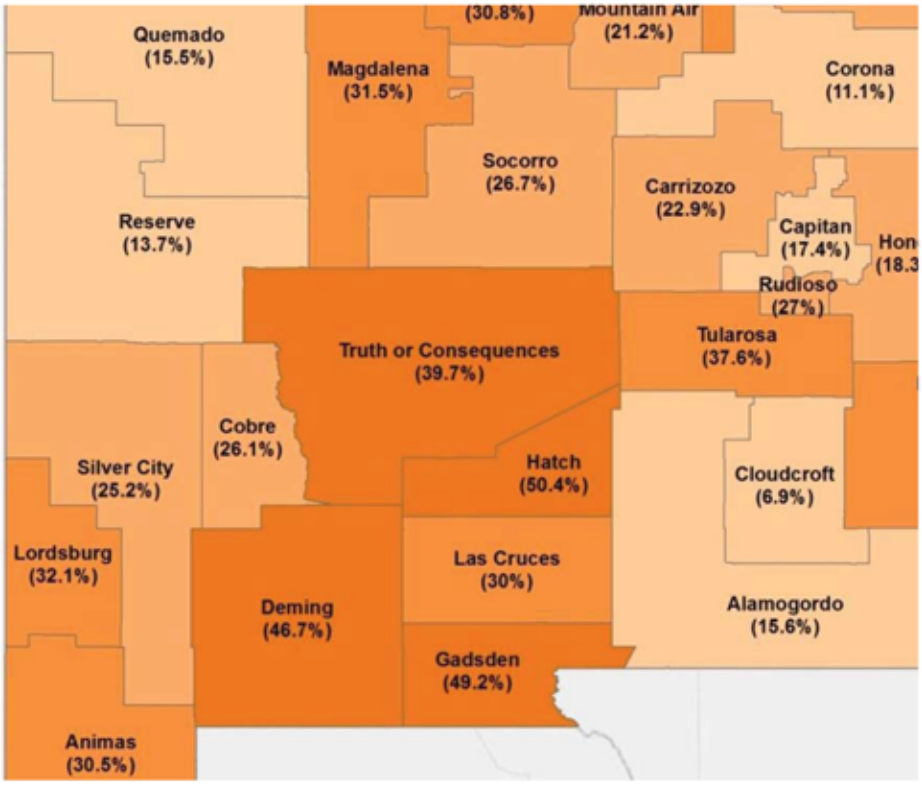
One school that has dramatically increased graduation rates is the Arrowhead Early College in the Las Cruces School District. It has managed to increase graduation rates, testing scores, and the percentage of students that go on to college. It combines high school classes with university courses to enable students to graduate high school with a substantial number of college credits.

New Mexico State University (NMSU) and Dona Ana Community College (DACC) have a combined enrollment of over 23,000 students (17,651 NMSU, 5,845 full time equivalent students DACC). In addition to helping students attain higher education degrees, these institutions help train and educate the future work force for the area's employers – the capacity of the institutions to adequately train students impacts the ability of businesses to compete for work.

OPPORTUNITIES

- How can the County help boost graduation rates?
- How can the County positively impact health outcomes for the County's youths?
- Are there opportunities to expand school-based health clinics?
- How can the County help align future career opportunities with secondary and higher education curriculums?

THE PERCENTAGE OF BIRTH MOTHERS WITHOUT A HIGH SCHOOL DIPLOMA BY NEW MEXICO SCHOOL DISTRICT



Research has shown a link between parental education levels and child outcomes such as educational experience, attainment, and academic achievement.

Legend
Percent of Birth Mothers Without A High School Diploma

- No Data
- 1.0% - 17.65%
- 17.66% - 27.29%
- 27.3% - 38.3%
- 38.31% - 50.37%

*Sources: UNM and NMSU: The Bridge Report: Education in Dona Ana County; Nm Public Education Department 4-Year Graduation Rates

Workforce Development

Employment levels in Doña Ana County over the last 10 years have steadily risen and have been less volatile than in the rest of the state. During this time frame, Doña Ana County and Las Cruces have seen lower unemployment rates than the El Paso area.

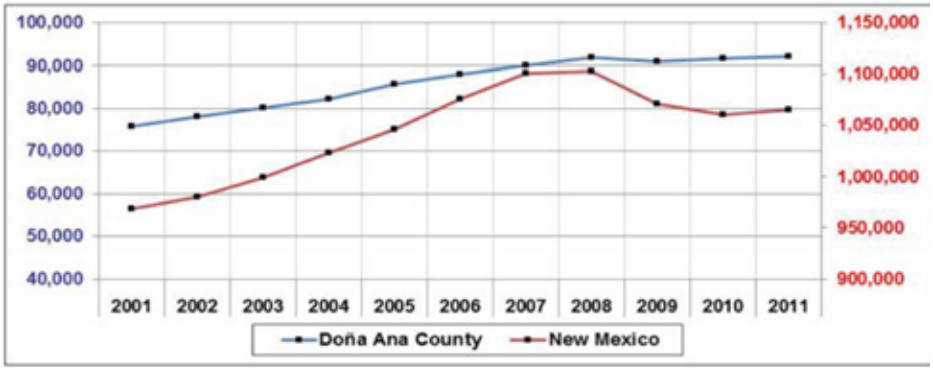
KEY ISSUES

- Doña Ana County's economy withstood the contraction observed at the state and national level, with very modest job loss.
- Las Cruces has enjoyed consistently lower unemployment rates than elsewhere in the region, or nation.
- The unemployment rate in DAC peaked at 7.7% in 2010 and has since dropped back below 7% as of 2012.
- Although the number of jobs held by Doña Ana County residents grew by 28% between 2002 and 2010, the percentage of those workers employed in Las Cruces decreased by 8.6 percent.
- A correspondingly higher percentage of residents work in El Paso in 2010 (16.5%) than did in 2002 (10%).
- Employment opportunities for county residents have become less concentrated in Las Cruces since 2002, with a shift to the border region.

Employment

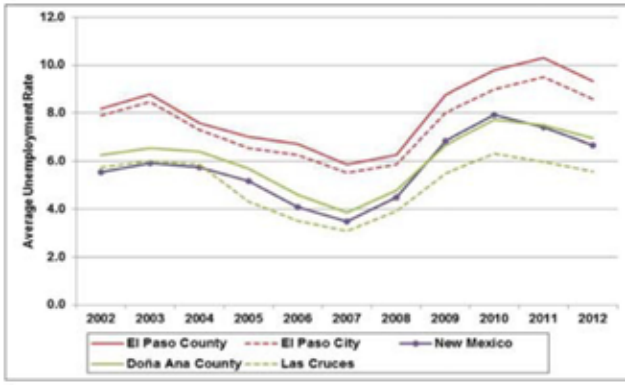
Doña Ana County had 75,712 jobs in 2001 and grew steadily to 92,253 jobs in 2011 (a 22% increase) with the only slight decrease (less than 0.1%) in 2009 (as shown in the first chart below). In comparison, the state as a whole experienced a more noticeable decline (3.6%) in employment between 2008 and 2010 before starting to recover in 2011.

TOTAL EMPLOYMENT - DONA ANA COUNTY & NEW MEXICO



REGIONAL UNEMPLOYMENT RATE (2002-2012)

As seen in the chart to the right, Las Cruces and Doña Ana County have had unemployment rates in line with or even slightly lower than the state as a whole, especially over the last 5 years. On average, Doña Ana County's unemployment rate has been 2.0% lower than El Paso County since 2001. The unemployment rate in Doña Ana County peaked at 7.7% in 2010 and has since dropped back below 7% as of 2012.

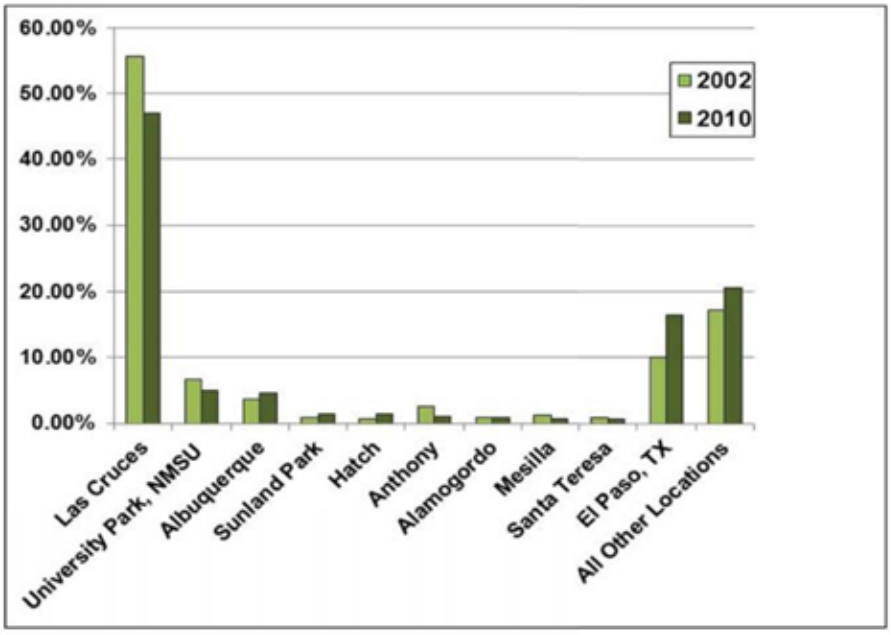


Workforce Commuting Patterns

There have been noticeable changes in where Doña Ana County residents find jobs over the past 8 years, as seen in the chart below. Previously, El Paso was the employment destination for 10% of Doña Ana County residents. That figure increased to 16.5% in 2010, reflecting a greater concentration of jobs near the border. In contrast, 86% of employed El Paso residents work in El Paso, while only 1% travel into Las Cruces (1,528) or Sunland Park (1,441).

Although 15,066 more jobs were held by County residents in 2010 compared to 2002, it is important to note that 10,952 (73%) were in El Paso or outside the main urbanized areas of the County.

DONA ANA COMMUTING PATTERNS



OPPORTUNITIES

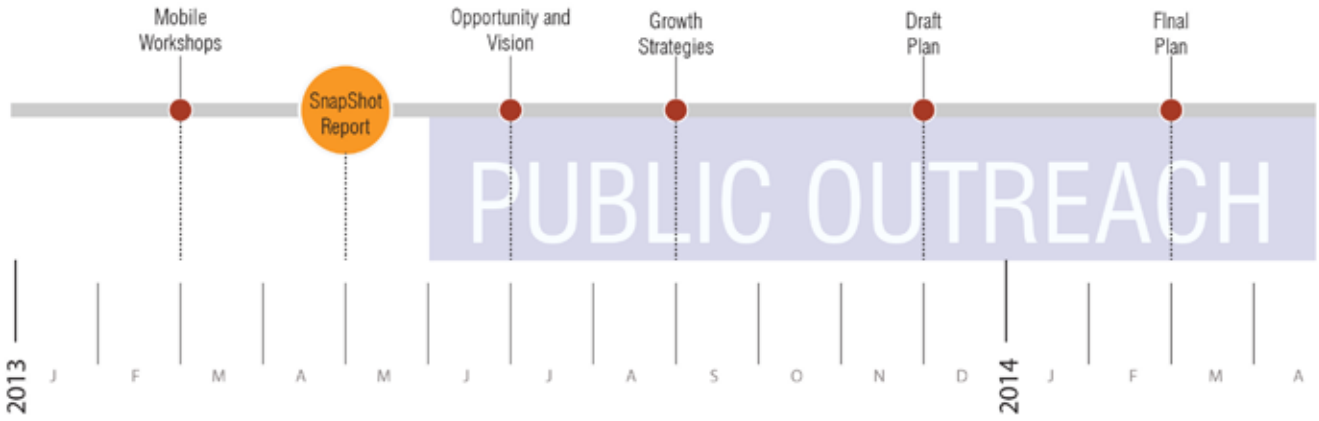
- As job growth attenuates within Las Cruces, and as residential development increases in and adjacent to urban centers such as Las Cruces, how can the County achieve a better jobs:housing balance?
- How can the county increase the number of residents able to work within the County?
- Are there adequate transportation services to connect Doña Ana County residents to jobs?

Sources: U.S. Bureau of Economic Analysis; U.S. Bureau of Labor Statistics; U.S. Census—LEHD On the Map; Mesilla Valley Economic Development Alliance

NEXT STEPS

This Snapshot Report will form the first part of the larger Comprehensive Plan, due to be completed in 2014. It will also serve as a starting point for discussions with County residents about the future direction of the County. The next phase of work on the Comprehensive Plan, *Opportunities and Vision*, will build upon the findings of this report to start a dialogue with Doña Ana residents about choices that the County can make. The goal of this next phase of the Comprehensive Plan is to create a strategic plan and vision for the County that helps guide future policy and investment for the County. This strategic plan and vision should be informed by an honest assessment of the County's strengths and weaknesses. The existing conditions summarized in this report can also be used as a reference point to gauge progress on key indicators for the County moving forward, after completion of the overall Comprehensive Plan.

Doña Ana Comprehensive Plan



VIVA DOÑA ANA

COMPREHENSIVE PLAN GROWTH SCENARIOS

Why a Comprehensive Plan?

The biggest opportunities and challenges we face come at scales beyond the community and town levels. Some are global in nature, such as rapidly expanding international investment along the Texas, New Mexico and Mexico border. Some are regional, such as pressure on our water supply from increasing demand, potential litigation, and prolonged drought conditions. We can't plan for dealing with potential impacts from such forces at the most local levels, even though that's where families and businesses will suffer or prosper depending on how well we anticipate and plan for what's coming. We need informed strategies at appropriate scales to guide investment and policy-making before challenges become emergencies and opportunities go to those who are better prepared.

So yes, this is about planning for the future at the same time we're doing our best to handle issues in the present. But the future, after all, begins today. And even more to the point: would we be agonizing over how to ration scarce resources to fix things now had we avoided some of the problems through good planning years ago?

That's one reason for a sense of urgency in getting this process and this Plan right. Here's another:

Preparing for challenges and investing in opportunities requires resources beyond those of local communities and Doña Ana County. Much of the money to pay for roads, water and sewer and other infrastructure support comes from the state and the federal governments. And like any cautious investor, especially in tough economic times, government agencies want proof that the projects they're funding are aligned with plans for success – or at least parts of plans to make it less likely that another wave of funding will be required to rescue regions and communities from disasters they might have anticipated. Avoiding planning lowers the chances for attracting investment.

What is Scenario Planning?

During two-day workshops from September 22 to September 27 in Anthony, Las Cruces and Hatch, the Comprehensive Plan project team along with residents and business people in the region will work together to identify key strategies for guiding future development in harmony with broad, agreed-upon goals.

Outcomes from those workshops will be used by the project team to shape a first draft of the region's Comprehensive Plan. That draft will be revised and refined with the help of community members until there's a final, consensus-backed Plan offered for adoption by the County Commission in the spring of 2015. Here's how we'll use those September workshops to get from goals to a policy-making guide:

Our tool is scenario planning. In September, the project team will present alternative approaches – scenarios – for getting to goals outlined in six Livability Principles. Those principles, customized in community discussions over the last year, cover interrelated topics under the headings of:

+ transportation choice,
+ affordable communities,
+ economic opportunity,
+ preserving heritage,
+ policy and investment, and
+ communities and neighborhoods.

Each of the test scenarios will have components that target the Livability Principles in different ways. As we explore together the potential impacts of those components, we'll be able to settle on ones that seem most likely to satisfy long-range County goals. And taken together, those preferred components will constitute a preferred scenario on which to base the first Comprehensive Plan draft.

It's crucial, of course, that we have broad-based community representation in these scenario planning exercises. Local expertise is critical for informing the process. Local buy-in is essential for the Plan to become policy. And the best way to get buy-in is to assure that the Plan's "customers" help produce it

The Process To Date

The Comprehensive Plan process began in early 2013 with data gathering and community feedback. The process is looking at the Livability Principles as they are informed by three larger categories:

People will focus on the region's population and quality of life.

+ How and where is the County growing?
+ How can we address needs for affordability in our communities?

Places will focus on the natural and built environments.

+ Where is growth likely to occur?
+ What steps can we take to ensure a long-term supply of clean water?

Prosperity will focus on economic opportunities and fiscal stability.

+ What kinds of jobs can help grow the local economy?
+ How are our schools preparing students for jobs in the area?

In March a series of **mobile workshops** were held to raise public awareness of the Plan and solicit feedback on needs and priorities in the County. That input included issues like water, jobs, economic development, education, and codes and enforcement.

A **Snapshot report** was produced in May of last year and it documents important trends and issues that impact quality of life in the region. Then in September of last year another series of workshops were held throughout the County to begin the discussion of where we will grow.

The U.S. Census and the State of New Mexico expect Doña Ana County to have approximately **100,000 new residents by 2040**. The Comprehensive Plan process is considering how to accommodate these people in a way that brings the greatest prosperity to the region while preserving our character and culture. In September of last year we discussed whether the growth would be best served near existing communities, near expected employment centers, or continuing to occur in the low-density suburban manner of the last fifty years.

This booklet will illustrate the affects of various types of growth on the Livability Principles and will rate each scenario based on each Principle. This will allow residents of the region to assess the scenarios based upon their own priorities. The preferred scenario will be used as a framework for policy established by the Plan. It will also be the guiding tool for the Board of County Commissioners to make decisions regarding investment, development, infrastructure, and community services.

The **time line** below illustrates the current portion of this three-year effort and the steps ahead for completion of the Plan.

A key piece of a Comprehensive Plan is the Sector Plan. A Sector Plan determines the preferred growth locations for the County. It will guide planning and development decisions made by staff, the Planning Commission and the Board of County Commissioners. The process we're going through with the Scenario planning will inform how the Sector Plan is developed for the County. The Sector Plan will also prioritize infrastructure investment and give direction to the development of the Capital Improvement Plan which guides the County's requests for State and Federal funding.

Sector Plan

The Sector Plan will identify categories that apply to the entire County based on types of communities or types of natural environment. The Sectors include:

Preserved Open	**O1**	This Sector is composed of open space that is legally protected from development in perpetuity. It includes area purchased for parks and open space as well as areas that have environmental protection
Reserved Open	**O2**	The Reserved Open Sector includes lands that are not legally protected, but contribute to the rural character of Doña Ana County like mountains, the bosque, legacy farmland, and important viewsheds.
Controlled Growth	**G1**	This Sector is assigned to areas that can support community development because of close proximity to existing or planned thoroughfares and utilities, including water and sewer.
Intended Growth	**G2**	The Intended Growth Sector can support substantial development because of existing infrastructure, transit routes, and proximity to employment centers.
Infill	**G3**	This Sector is assigned to existing communities or development.

Each of the Growth Sectors will provide a framework for different types of communities, so this Plan will reflect the work we do together at the September workshops. As the County's residents select where growth should occur, and the type of growth that is most appropriate, that information will be used to assign where the Open and Growth Sectors occur.

Rating Key

Ratings are calculated across the data that is available in the County for each category as compared to national and state standards and is then adjusted for the population and size of Doña Ana County. Since the County is so diverse in character from north to south, many of the ratings are further analyzed just for the specific region.

Because multiple standards and numeric systems are used for the ratings, they are simplified here with a range of excellent, very good, good, fair, and poor. The symbols are illustrated below.

Excellent 

Very Good 

Good 

Fair 

Poor

Excellent 

Very Good 

Good 

Fair 

Poor

Livability is a measure of each family's quality of life. So how do we improve livability for each of our families and for all of Doña Ana County? Like other components of Viva Doña Ana planning, the Comprehensive Plan effort builds on this foundation. The Livability Principles provide broad enough categories to include more specific concerns of Doña Ana communities. And just as important, they're familiar categories that make it easy to talk with state and federal governments, with other regions and with private sector investors about proven policies, programs and funding strategies to achieve our goals.

The gauges in this section are just symbols. The ratings begin on page 29.

Transportation Choice

Develop safe, reliable, and affordable transportation choices to decrease household transportation costs, improve air quality, reduce greenhouse gas emissions, and promote public health.

Affordable Communities

Being able to afford a good place to live is important to everyone. Make decisions that support a more diverse and affordable community across the region.

Economic Opportunity

The success of the region is based on our access to education, jobs, and real wages to live a stable quality of life. We need to be involved in encouraging job retention, growth, and economic prosperity.

Preserving Heritage

Concentrate funds for investment in our established communities. Making smart decisions on where to direct future growth can strengthen our existing communities.

Policy & Investment

Properly channeling federal funding and coordinating large-scale improvements will strengthen the region. Working together secures federal funding and funnels real money to region-wide projects.

Communities & Neighborhoods

Valuing communities and neighborhoods means making places that we enjoy being in, such as great walking paths, parks, plazas, markets, and community gardens.

Improving County prosperity can be partly achieved by providing more people with the option to drive less. Making transportation systems more efficient and changing land use to reduce the need to drive, via transit-friendly development and walkable neighborhoods, can create significant economic benefits. More transportation choices increases mobility and expands job opportunities for workers without access to a car. Transportation options in Doña Ana County should include walking and cycling, carpooling, and bus service, in addition to driving.

Pedestrian Facilities. Walking is essential to health, social connections, and provides the most basic means of transportation. Within neighborhoods, sidewalks provide access to local services, schools, churches, and bus stops for the pedestrian. Trails and paths may provide regional pedestrian opportunities for recreation and connections between adjacent communities.

Bicycle Facilities. Like walking, cycling has played a historic role in transportation. Bicycles proceeded the automobile and there is an increasing demand for cycling facilities within communities and the region for both recreation and commuting. The American Association of State Highway and Transportation Officials recommend all roads, except those where bicycles are expressly prohibited should be designed with the assumption they will be used by cyclists.

Carpooling. Carpooling is a common practice throughout Doña Ana County, with individuals relying on friends and family for rides to work, school, and to access shopping and services. Carpooling reduces each person's travel costs and also reduces carbon emissions, traffic congestion, and the need for excessive parking. The 2010 Census reported that 11.5% of New Mexicans carpool for commuting purposes.

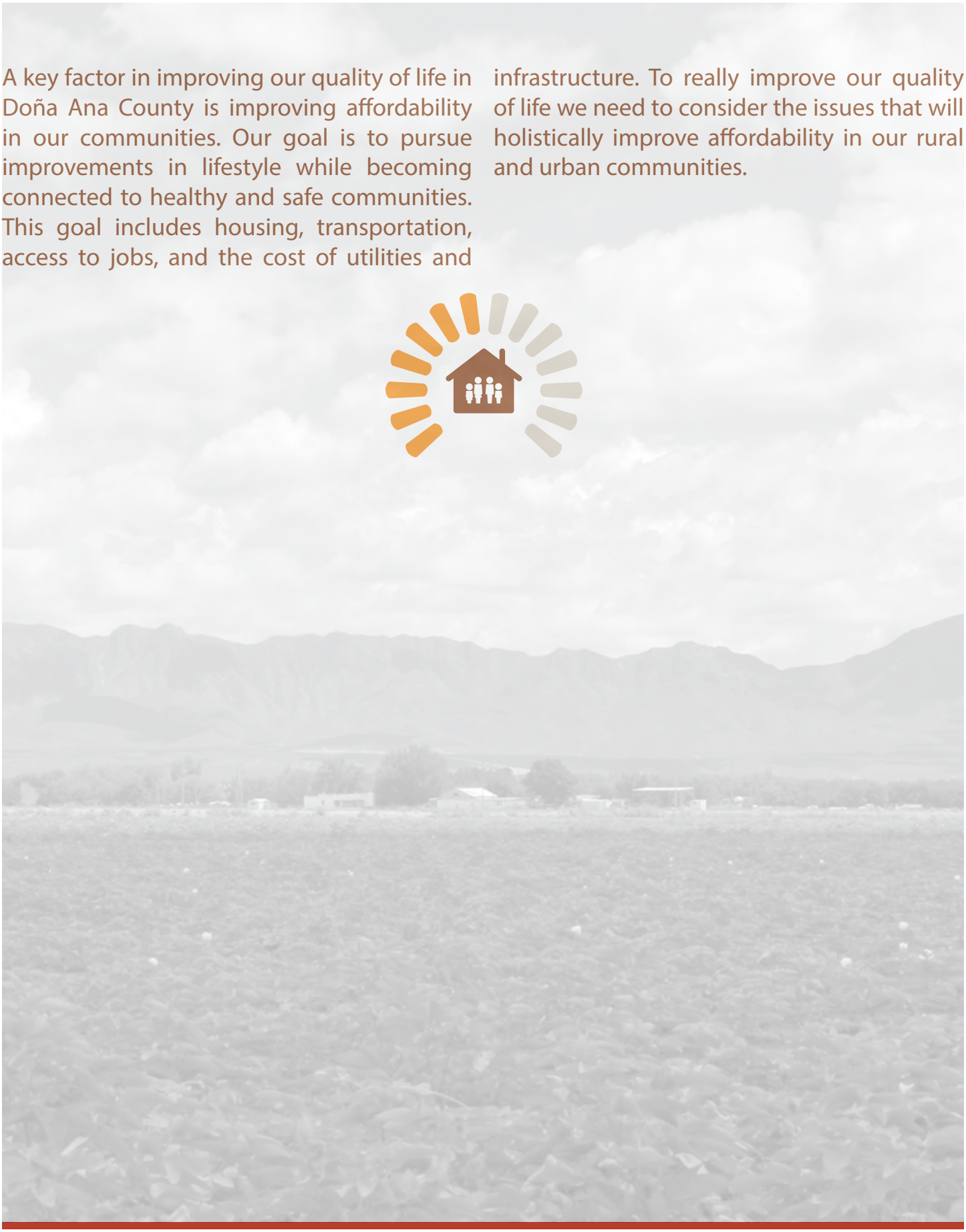
Bus Access. Bus service in the County is provided by RoadRUNNER in Las Cruces, Sun Metro in Sunland Park, and a pilot project by South Central Regional Transit. The SCRTD routes are demonstrations of transit for the rural communities and connect to Alamogordo, Elephant Butte, Chaparral, Anthony, and Sunland Park. A referendum is scheduled for the November ballot to ensure future funding for continued services.

Vehicle Miles Traveled (VMT). Combining alternatives to single occupant car trips reduces the total vehicle miles traveled. A combination of walking, biking, carpooling and transit as alternatives have many benefits to the economy, the environment and the citizens of the region. According to the Federal Reserve Bank, vehicle miles traveled peaked in the US in 2007. The impact of rising gas prices, and a weak economy combined to reduce the overall demand on automobile use. Disconnected, low intensity development has been shown to contribute to high VMT. Additionally, streets that are unpleasant or unsafe for pedestrians and cyclists also make it difficult to reduce car dependency.

Household Transportation Costs. Housing is considered affordable if it costs less than 30% of a household budget. Transportation is the second largest expense for families, but many don't consider that when they choose a place to live. When transportation costs are added to the cost of housing, the number of affordable neighborhoods in the County decline. Most of the developed areas in Doña Ana County have Housing + Transportation costs that exceed 45% of the household budget.

Greenhouse Gas Emissions (GHG). Doña Ana County has historically had air quality issues tied to particulate matter and ozone pollution. Anthony is still below the State and Federal levels for health. While dust storms contribute to the particulate issues, GHG emissions affect the ozone pollution. Alternate transportation options and compact complete neighborhoods can both help improve greenhouse gas emissions.

A key factor in improving our quality of life in Doña Ana County is improving affordability in our communities. Our goal is to pursue improvements in lifestyle while becoming connected to healthy and safe communities. This goal includes housing, transportation, access to jobs, and the cost of utilities and infrastructure. To really improve our quality of life we need to consider the issues that will holistically improve affordability in our rural and urban communities.



Costs of Utilities and Infrastructure Maintenance. The cost of maintaining and replacing utilities and infrastructure is absorbed by the municipalities and the county, and passed along to residents through taxation. It costs considerably more to pave a road and connect a sewer line for five families living on 5 to 10 acre lots in a rural area than it does for the same five families living in a compact community. The rural households also provide less tax revenue per acre than the families in the compact community.

Household Transportation Costs. Transportation is the second largest expense for most households, after housing. If a family lives in an auto-dependent location, they will spend up to 25% of their income on transportation costs. If they live closer to their jobs, shopping, schools, and health services, their transportation costs will dramatically decrease. If housing and transportation costs can be reduced, true affordability can be a result.

Affordable Housing Options. According to the Federal government, families who pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. ACS data from 2007 through 2011 show almost 60% of the renters in the County are cost burdened. Many policies can assist in the preservation and promotion of affordable housing in Doña Ana County. Land use regulations, density bonuses, expedited permitting, and access to transit are all tools that may be used to provide more affordable housing in the County.

Diversity of Housing Options. A key way to provide more affordable housing is to provide more housing options. Much of the County's housing is single family homes on large lots. Providing character appropriate options such as two-family homes, townhouses, family compounds, and a range of apartment types that are sized for their community types are all ways to reduce housing costs. Providing smaller houses and smaller lots are a good solution to meeting the diverse needs and desires of the Doña Ana County population.

Quality education and work options mean success for each family.

The success of the region is based on our access to education, jobs, and real wages to live a stable quality of life. Local governments and private businesses need to be involved in encouraging job retention, growth, and economic prosperity. This should be done with a focus on the availability of adequate housing for employees of existing and potential future businesses, industries, and institutions in our region.

Access to Employment Centers. As businesses look for places to locate, a major concern is the available workforce. Providing affordable, desirable housing adjacent to employment centers is very important in attracting business to the region. Additionally the progressive efforts to build a transit network in the region increase accessibility to employment centers from the more rural communities.

Access to Daily Needs. The rural character of Doña Ana County is something that is highly valued by the people who live here. However, as development disperses, daily needs become harder, and more expensive to access. The most affordable communities provide most daily needs within walking or biking distance from home.

Access to Public Services. Water, sewer, utilities, roads, and broadband are still needs in parts of the region. However the cost of infrastructure extension is very expensive, and must be considered on the basis of the number of people it serves. So providing services to the most rural areas is the most expensive for the residents of the County since it is largely paid for through County taxes.

Accommodation for Industries. Policies and programs should be developed to incentivize manufacturing. Accommodation for industry includes providing proper areas at the Comprehensive and zoning level to make it easy for new facilities to develop. This means having enough space dedicated to industry on the Sector Plan and on the Zoning Map.

Retention of Character. Authentic, character-rich places are attractive to businesses looking for places to locate. Policies that protect the County's rural landscape preserve open space and important vistas of the bosque and mountains, protect air and water quality, provides desirable recreation, and creates tourist attractions that bring investment to the economy.

We must work to build up our existing communities and preserve the heritage of the region. We should concentrate local and federal monies for investment in our established urban and rural communities. All areas are subject to growth over time. Making smart decisions on where to place growth, how to improve existing buildings, and what types of development should go where can strengthen our existing communities. As a region, decisions need to be made and tools put in place to direct the right kind of growth in the right locations.

Infill of Existing Communities. The County has many once-vibrant main streets, such as Hall Street in Hatch and Main Street in Anthony and historic plazas like La Union, La Mesa, Tortugas and Rodey. Channeling investment into these existing places can revitalize infrastructure and create new economic opportunities while supporting the local character. This investment can create meaningful place-based economic development that cannot be outsourced.

Extension of Existing Places. As the population increases, extending our existing communities can keep new investment nearby. This limits the cost of new roads and utility extensions. It also means the new residents will utilize the services and amenities of the existing places, keeping them vibrant and prosperous.

Preservation of Communities. Preservation of historic buildings and the rural landscape and designing new development to complement the local character will strengthen existing communities while contributing to renewed economic vitality.

Preservation of Agriculture. The County's iconic landscapes are dominated by fields and orchards, farmsteads and working agricultural structures. These are the identity of the County and their preservation and support contribute to the place-based economic development of the region. Chile, pecans, and vineyards contribute greatly to the local food culture and the character of the region.

Preservation of Rural Viewsheds. The rural character of the County is enhanced by the views of the mountains and the bosque over fields and farmland. The County is defined, in many ways, by its relationship to the agricultural and natural landscape. Preserving these iconic views can be a foundation of a place-based economy.

Hazard Protection. Heavy rainfall threatens to inundate natural and man made stormwater systems, potentially threatening lives, structures and productive farm lands. Many private and public earthen dams are at risk of failure, also threatening lives and property. Additionally, in this period of extended drought, risk is increasing of wildfire. Growth should be directed to assure it doesn't occur in the areas of greatest risk of flood or fire, and results in developments that actually reduce overall hazards.

Let's work together for a stronger region.

Cooperation among federal, state, and local governments, officials, and planning efforts will strengthen the region by properly channeling federal funding and coordinating large-scale improvements, like transportation and energy production. Working together as a region strengthens our pull to secure federal funding and funnel real money to region-wide projects. All of the measures listed next are policies the state and federal government are committed to funding.

Greenhouse Gas Emissions (GHG). Doña Ana County has historically had air quality issues tied to particulate matter and ozone pollution. Anthony is still below the State and Federal levels for health. While dust storms contribute to the particulate issues, GHG emissions affect the ozone pollution. Alternate transportation options and compact complete neighborhoods can both help improve greenhouse gas emissions.

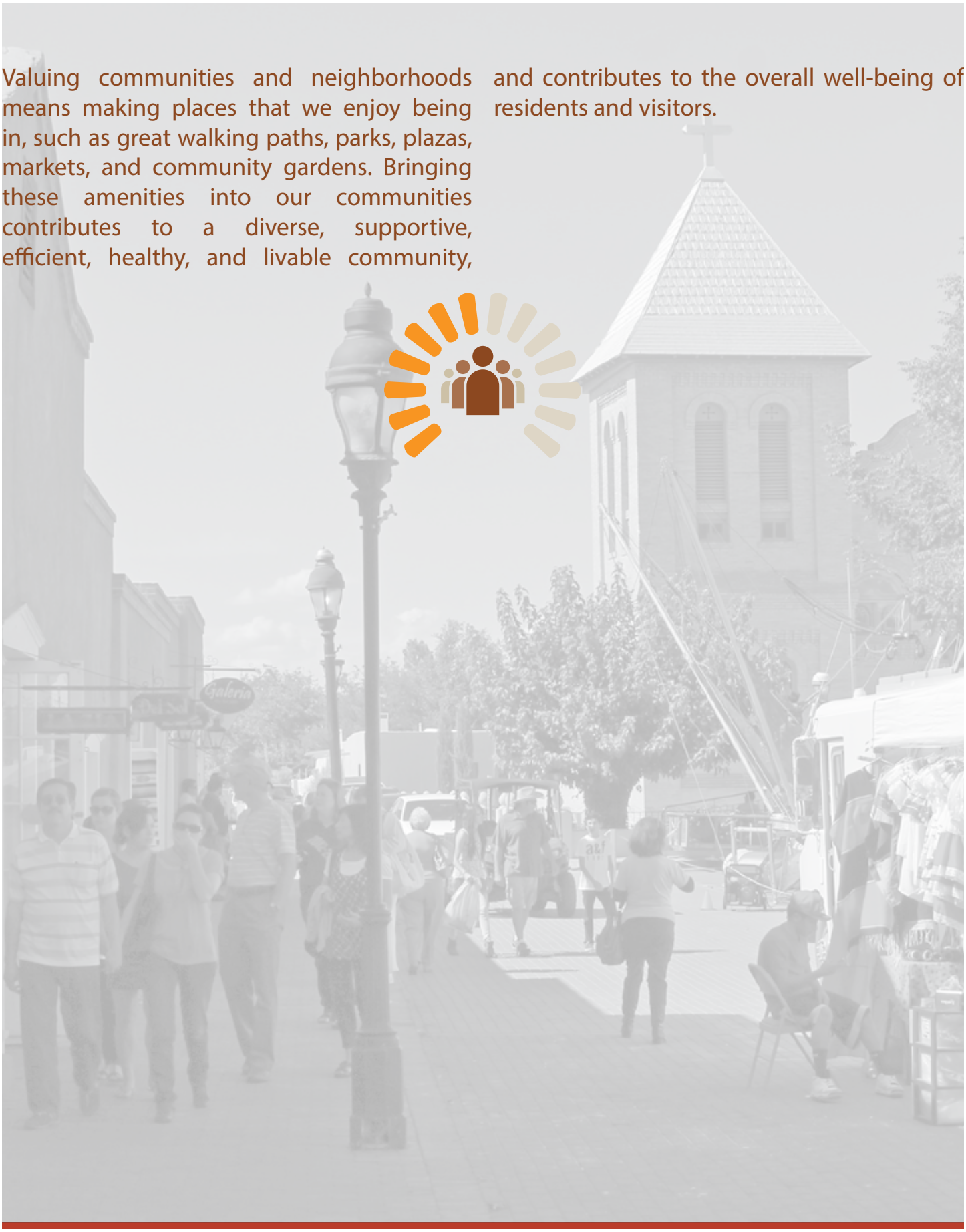
Transportation Choice. Real transportation choice is the ability to freely choose between modes of transportation – car, bike, walking, and transit – as they become available. Commuters that face long and expensive car trips have alternatives with transit. People who live in compact, walkable communities can walk for many of their daily needs. And with additional bicycle facilities, people have the choice to cycle for many trips. These options work together to make our transportation network more robust and mobility becomes easier and more affordable.

Energy. The County has significant solar energy resources that can be leveraged for both energy independence and economic development. In addition to encouraging local solar projects, developing policies in support of greater energy efficiency and conservation will connect to available tax credits and state energy assistance programs.

Water Conservation. Limited water supply and competing demands for available water continue to emphasize the need for conservation to consider the entire water cycle in a framework of reducing and reusing this precious resource. The U.S. Environmental Protection Agency and the New Mexico Water Conservation Program encourage conservation as a best practice.

Hazard Mitigation. The Federal and State governments provide resources for hazard mitigation, and regional polices that are in alignment can leverage those funding streams. FEMA, the Federal Community Wildfire Protection Plans and many other agencies often provide grants, matching funds and/or low-cost loans.

Valuing communities and neighborhoods means making places that we enjoy being in, such as great walking paths, parks, plazas, markets, and community gardens. Bringing these amenities into our communities contributes to a diverse, supportive, efficient, healthy, and livable community, and contributes to the overall well-being of residents and visitors.



Public Health. Community health is closely tied to levels of education. Almost half the births in the Hatch and Gadsden school districts are to mothers without a high school diploma. Teen pregnancies reinforce a pattern of poverty and low educational attainment. Some high schools in the County now have health clinics that provide free access to health care for students.

Walkability and Urban Form. Rural communities, villages and towns should be valued for their distinctive and historic features. Building upon existing resources like plazas, main streets, and neighborhoods position communities to enhance quality of life for their residents. Complementing local character will strengthen communities and contribute to economic vitality.

Social Equity and Diversity. Environmental justice, or the focus on the fair distribution of environmental benefits and burdens is critical to a successful Comprehensive Plan. No community or group of people should be unduly burdened or privileged by the policies established by the Plan. Assuring all policies nurture the diverse cultures of Doña Ana County is key to its success.

Place Types

Doña Ana County is a region of great diversity, both culturally and in the natural and built environments. All policies and scenarios established by this Comprehensive Plan process must be developed to reflect this richness and diversity. Place Types analysis assures we're developing policy for all of the places within the region. Place types do not have data attached that allows for ratings of Preserving Heritage or Policy & Investment so those gauges will be blank in this section.

Most of the unincorporated county is composed of diverse colonias. They are each unique in size, character, age, and amenities. For the purposes of this analysis they are divided into different Place Types depending on their scale and layout. The Place Types used are not specific to a type of incorporation but a scale of development. Thus, although Anthony is an incorporated City, its scale is a Town; although La Mesa is a colonia, its character and scale is a village, and so on.

City Centers

The most intense Place Type, City Centers include housing, public services, commerce and workplaces. They are supported by neighborhoods and form the center of regions. Cities provide the greatest access to transportation, education, and employment.

City Neighborhoods

City Centers are supported by City Neighborhoods, principally residential areas, compact in form and diverse in terms of culture, housing and affordability. Due to their location, City Neighborhoods have easy access to transportation, jobs, and daily needs.

Towns

Towns balance elements of City living with access to agrarian lands and heritage. They consist of a main street centered on a plaza, supported by low density neighborhoods that blend into the surrounding countryside.

Villages

Villages provide support for agrarian areas as centers of community activity. They provide access to daily needs and transportation within close proximity of farms and rangeland. Villages typically organize around a church and/or a plaza and include a limited diversity of uses.

Small Villages

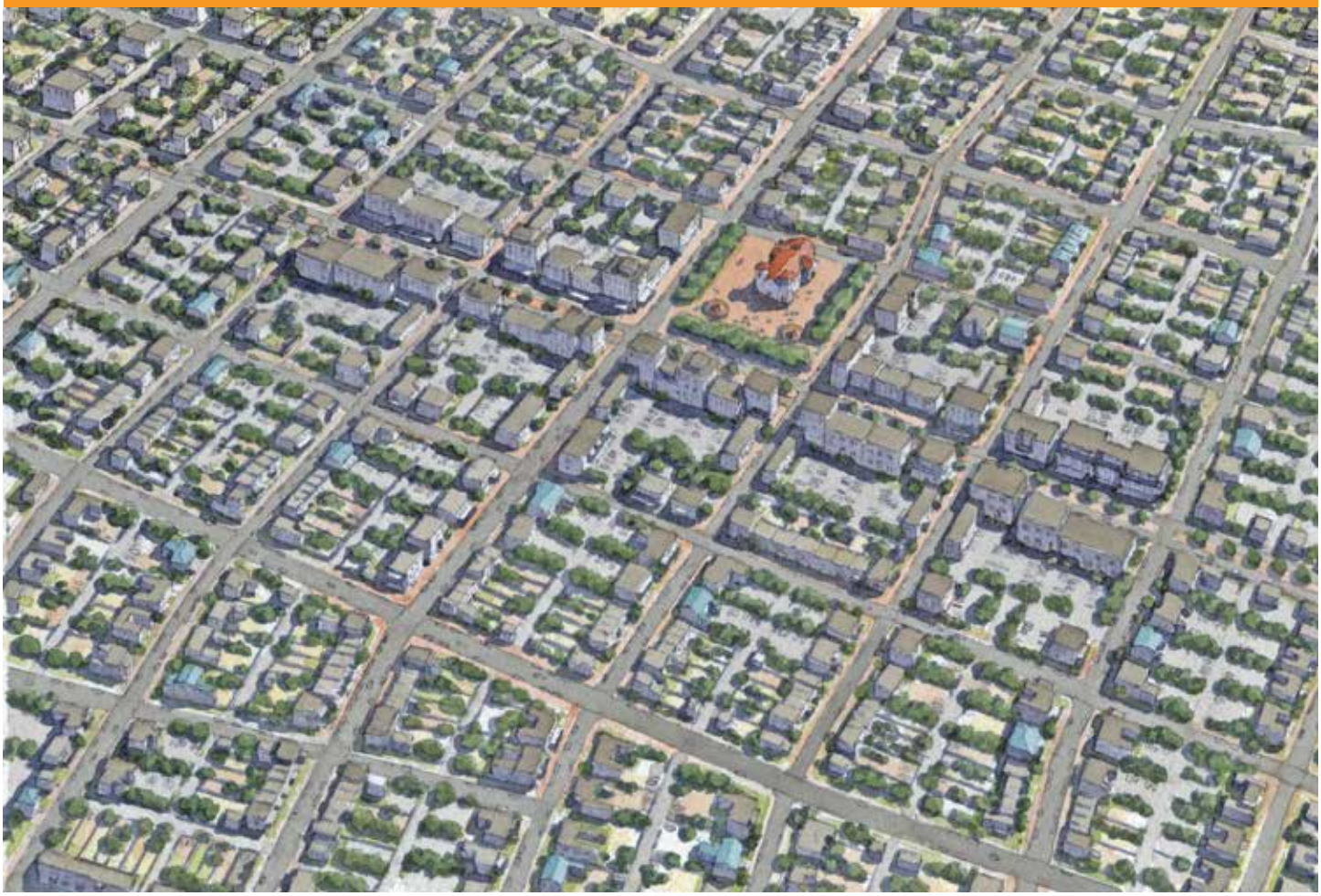
Small Villages support agrarian areas in a way similar to Villages but at a smaller scale. They are often organized around schools, agricultural warehousing, and similar services. Small Villages are the smallest scale of organized settlement.

Rural Subdivisions

Rural Subdivisions are typically the result of land policies in rural areas allowing lots sized at a few acres and larger. Informal centers form around intersections of primary roadways, and often supportive community services, such as schools, are located in Rural Subdivisions.

Additional Types

The Place Types above represent settlements that are most traditional to the region, and those encouraged by regional policy. Additional types include open space, rangelands, industrial and warehousing areas, suburban development and informal or unplanned development.



City Centers

Embodied with the greatest diversity of human and physical character, City Centers define the urban character of a region.

City Centers emerge over time from Towns and Villages that have proven to be the most successful in the region. As cities grow, their centers mature to support a diversity of uses, cultural and social institutions, and a wide diversity of people.

In Doña Ana County, the core of Las Cruces is the only existing City Center, which is also in need of repair. The urban renewal activity of the 50's and 60's destroyed much of the vibrant City Center. Despite the opportunities for infill, the Las Cruces center continues as the most valuable real estate per acre in the county, and is home to the greatest concentration of employment.

City Centers have not been developed in Doña Ana County in recent decades. The suburban pattern of development has dominated growth, but they remain an option as a future Place Type. City Centers serve as inspiration for the type of place municipalities may wish to become.

City Centers

PT

North	Central	South
Residential Density		
Walkability		
Access to Jobs		
Cost of Transportation		
Cost of Housing		

Transportation Choice

Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods

City Neighborhoods

Compact, diverse and full of opportunity, City Neighborhoods support City Centers and benefit from their proximity.

City Neighborhoods have historically grown in proximity to City Centers. As the center grows in size and success, additional neighborhoods develop adjacent. Proximity to the center is advantageous for transportation, employment, and access to daily needs.

City Neighborhoods typically include a small main street or park with retail oriented to the needs of the neighborhood. The Mesquite and Alameda-Depot neighborhoods in Las Cruces are excellent examples of high-functioning City Neighborhoods. Housing diversity is high in City Neighborhoods, including apartments, townhomes, duplexes, single family homes and compounds. Public open space defines the center of a City Neighborhood, often in the form of a square, like Klein Park, Pioneer Park, and as illustrated above.

City Neighborhoods PT

Place Type Rating by Region

	North	Central	South
Residential Density		■	
Walkability		■	
Access to Jobs		■	
Cost of Transportation		■	
Cost of Housing		■	

Transportation Choice

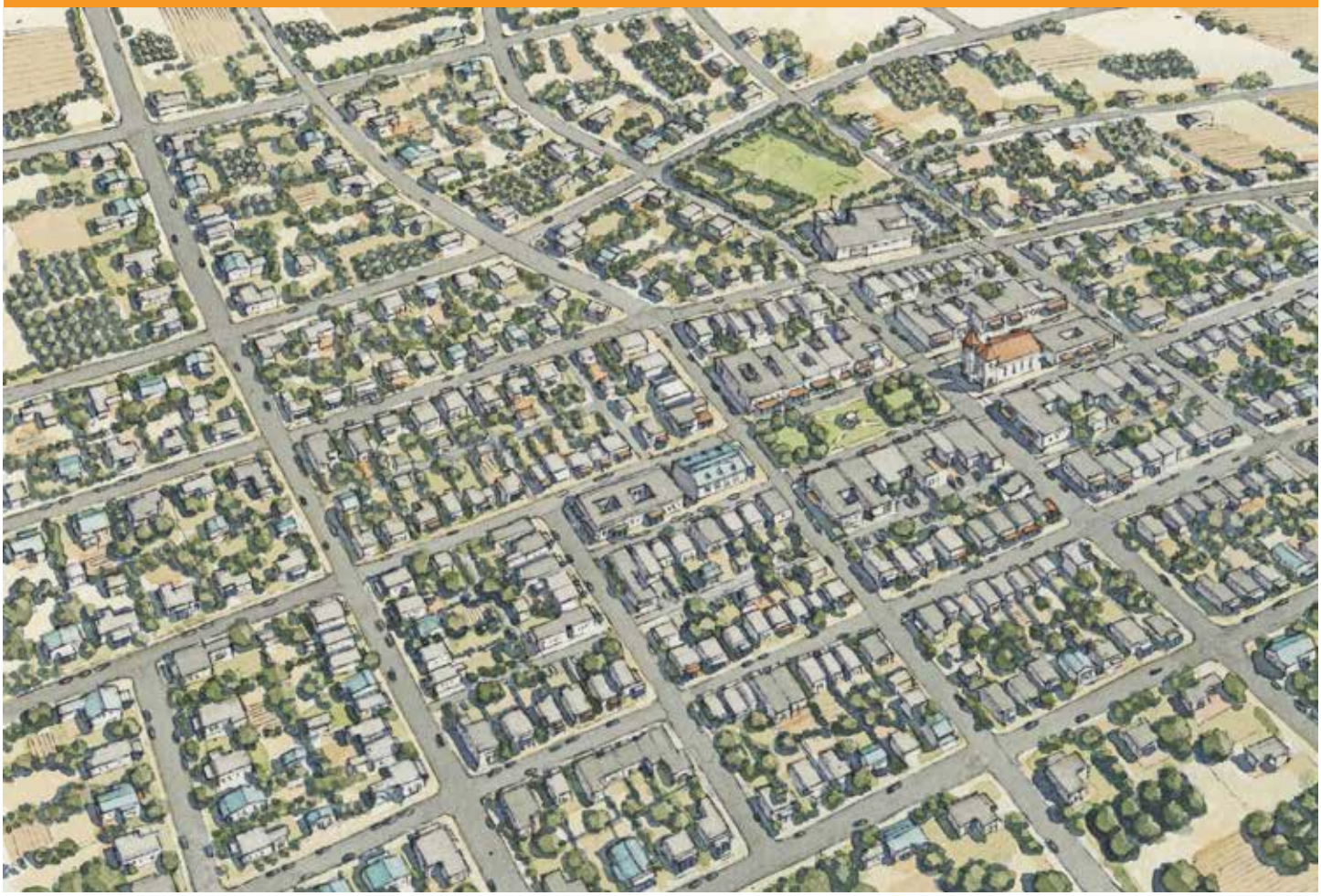
Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods



Towns

Still rural in character, Towns provide a center of commerce and culture in rural areas.

Towns in Doña Ana County have historically developed adjacent to trade routes or natural resources. Mesilla was a camping and foraging spot long before its founding in 1848. It was on the Chihuahua Trail and supported Fort Fillmore. Anthony developed on both the Butterfield Trail and the Camino Real. The activity associated with the trading traffic assured both Towns would grow.

Towns developed with either a plaza or a main street as the center of economic activity. Mesilla long served as the social center of the region with activities centered on the plaza. Housing diversity is moderate in Towns, including small apartments, courtyard houses, duplexes, single family homes and compounds. Towns maintain a strong connection to the surrounding farmland and provide services to the more rural residents.

As mentioned earlier, this type is not referring to the level of incorporation but to the character of the community. Therefore, while Anthony is a City by incorporation, it has the character and intensity of a Town.

Towns PT

Place Type Rating by Region

	North	Central	South
Residential Density			
Walkability			
Access to Jobs			
Cost of Transportation			
Cost of Housing			

Transportation Choice

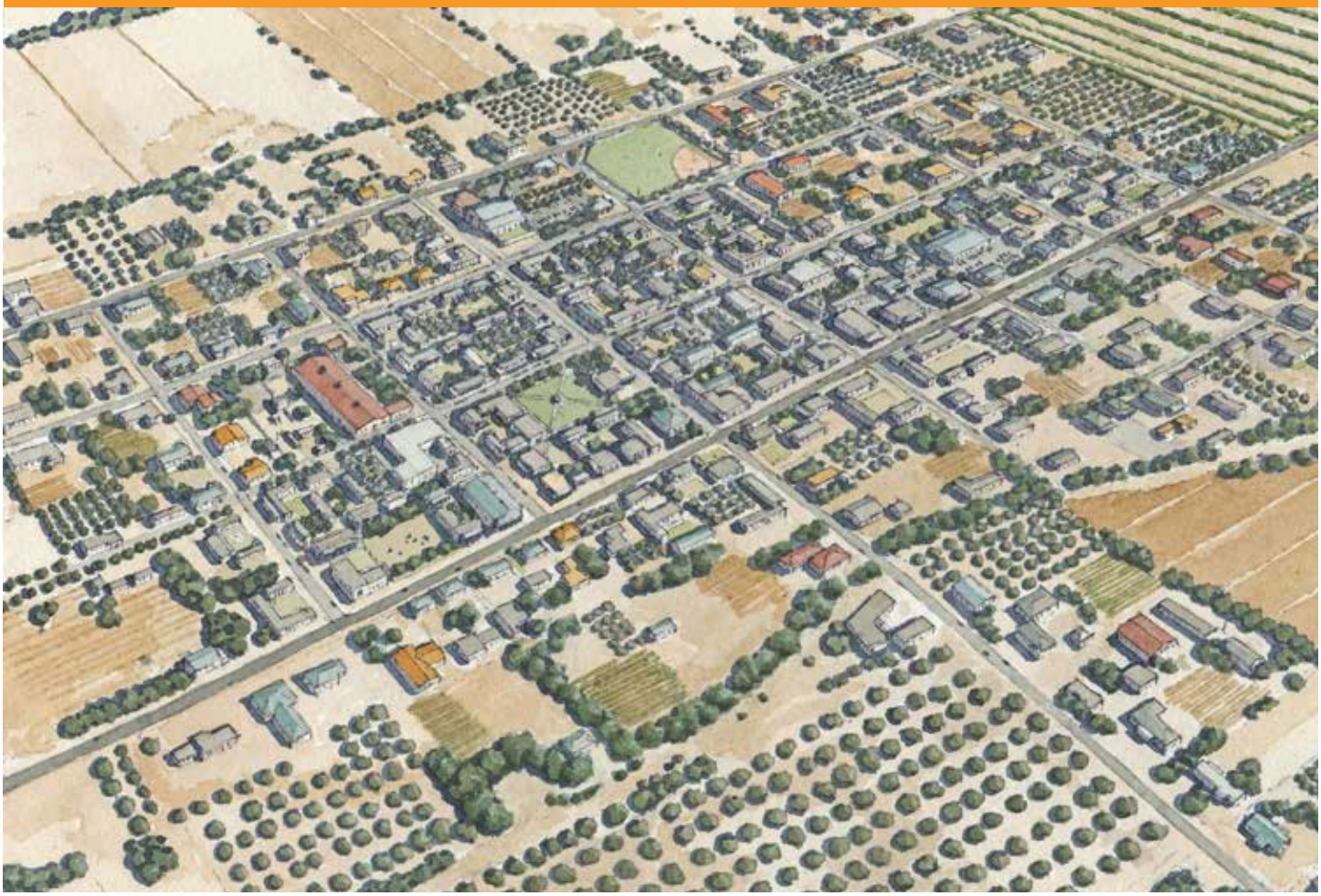
Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods



Villages

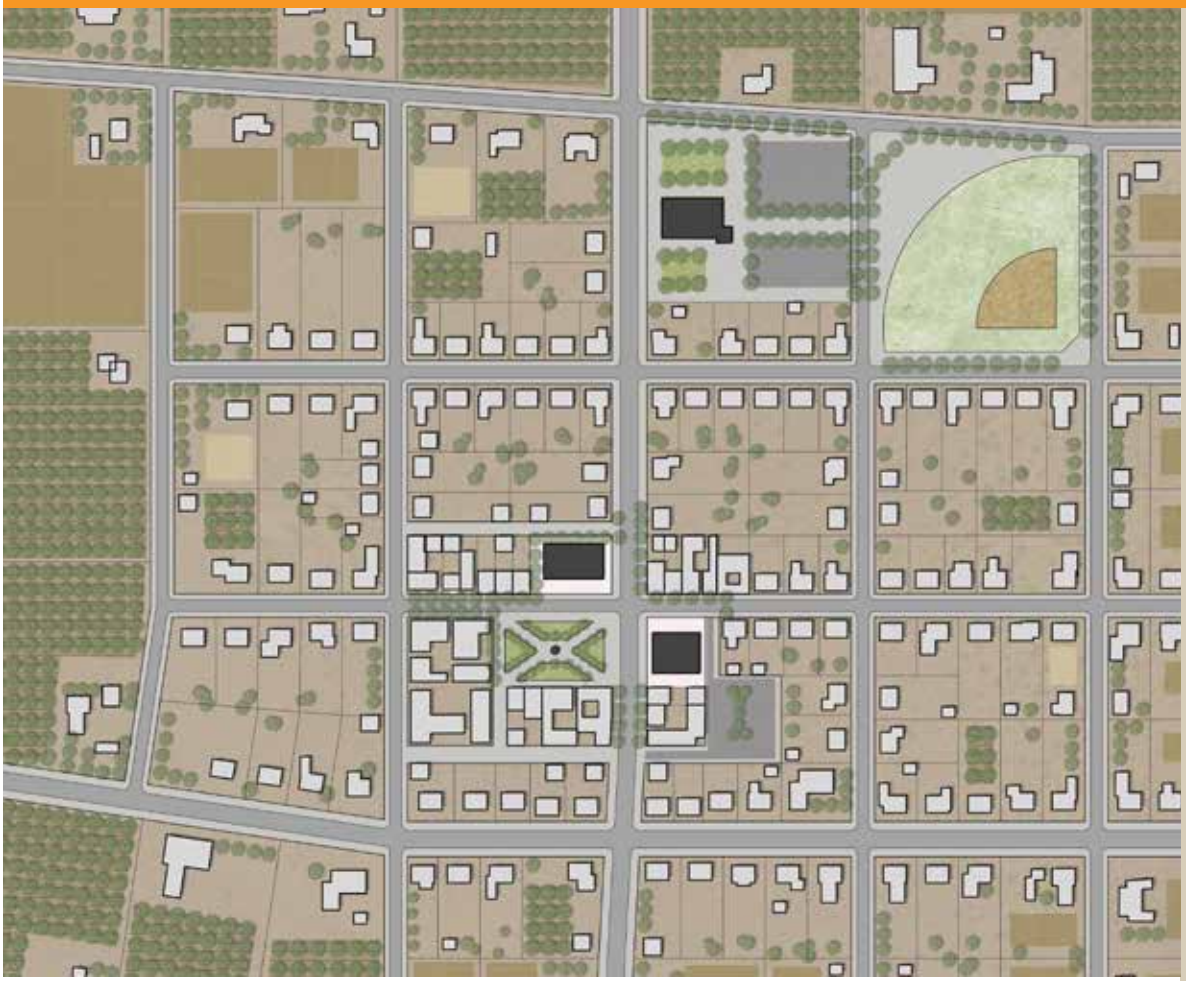
Integral to the agrarian landscape, Villages organize a variety of commercial, service, civic, and manufacturing uses.

There are many successful Villages in the region, and most were established under Spanish colonial planning practices. Many of the historic town sites have blocks dedicated for plazas near the center of the village.

Villages are historically agrarian settlements and are usually located in proximity to the Rio Grande, giving access to irrigation. Samples of regional Villages include La Union, La Mesa, Doña Ana, Salem, and many of the County's historic colonias.

Housing diversity is very limited in Villages, however there are examples of small apartments and duplexes, to augment the lower density of single family homes. Villages maintain a strong connection to the surrounding farmland and provide services to the more rural residents. There maybe a school, a church, a general mercantile, some small scale neighborhood services, a cafe and industrial uses in support of the farming economy.

Villages PT



Place Type Rating by Region

North	Central	South
Residential Density		
Walkability		
Access to Jobs		
Cost of Transportation		
Cost of Housing		

Transportation Choice

Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods

Small Villages

Small assemblages of rural housing and small scaled services, supporting farms and the rural population.

Small Villages are notably different in intensity and form than Villages. They tend to occur in the northern part of the County and are a much smaller scale than Villages.

Small Villages are also agrarian settlements and are usually a crossroads community in a farming environment. The classic example of a regional Small Village is Garfield.

Small Villages exist largely to support the surrounding farming industry and provide services to the more rural residents. There maybe a school, but other non-residential uses are usually tied directly to the needs of the farming community. Housing is dominantly single family homes.

Small Villages may provide some basic needs to the local residents, but most needs still require car trips to larger towns and cities.

Small Villages

PT

Place Type Rating by Region

	North	Central	South
Residential Density			
Walkability			
Access to Jobs			
Cost of Transportation			
Cost of Housing			

Transportation Choice

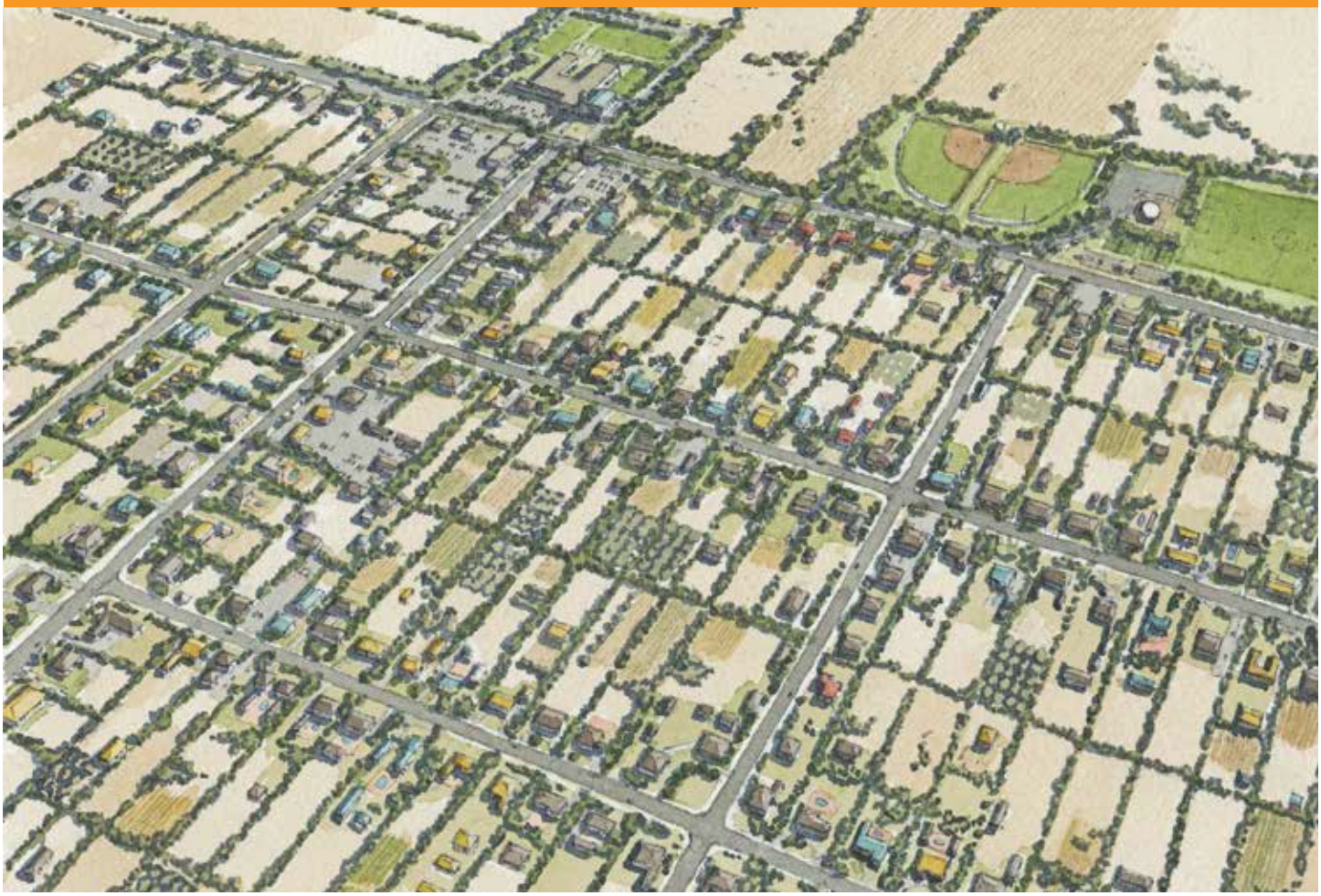
Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods



Rural Subdivisions

A subdivision of former farmland and rangeland that is largely residential, with limited commercial and services.

Doña Ana County has a number of colonias that were laid out as rural subdivisions after the turn of the 20th century. Chaparral is the largest, but other examples include Butterfield, Organ, Radium Springs, and parts of Vado and Berino.

These communities are very low density and mostly single-family housing with the occasional mobile home park. They may have some neighborhood institutions like churches or schools, but there is no center to the community, like the plazas of the historic town sites. Some commercial uses exist, usually in the form of small strip centers or stand alone stores or gas stations.

Frequently these communities developed on the more arid mesa, and with the exception of Radium Springs, and some of the historic Villages with subdivision extensions, few were located adjacent to farmland. Their Livability Principle scores vary based upon their location north to south in the County, as is obvious in the table to the right.

Rural Subdivisions PT

Place Type Rating by Region

	North	Central	South
Residential Density	■■■■■	■■■□□	■□□□□
Walkability	■■■■□	■■■□□	■□□□□
Access to Jobs	■■□□□	□□□□□	□□□□□
Cost of Transportation	■□□□□	■■□□□	■■■□□
Cost of Housing	■□□□□	■■□□□	■■■□□

Transportation Choice

Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods

Farms

Agricultural fields, orchards, farms and related housing and warehousing.

The rich Mesilla Valley has historically been successful farmland. Farming has great diversity in the County and ranges from fields to orchards to dairies and chicken farms. The development of the farmland is usually a house with farm buildings like barns, sheds, and occasionally bunkhouses. There is occasionally some industrial support services like packing houses for pecans and processing facilities for chile.

Farms PT

Transportation Choice

Community Affordability

Economic Opportunity

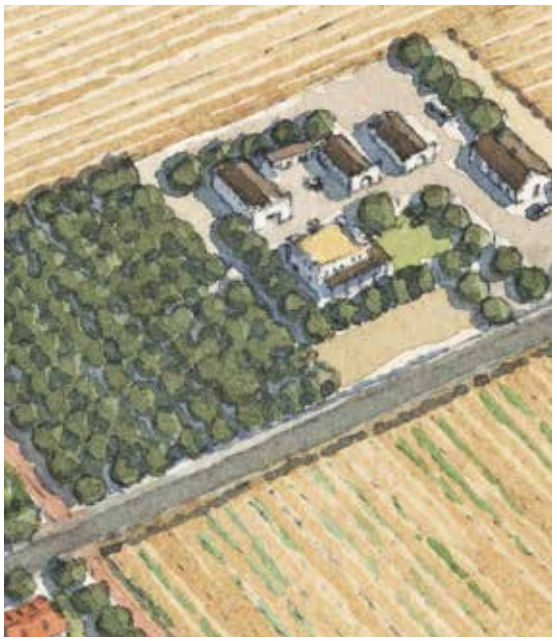
Preserving Heritage

Policy & Investment

Communities & Neighborhoods

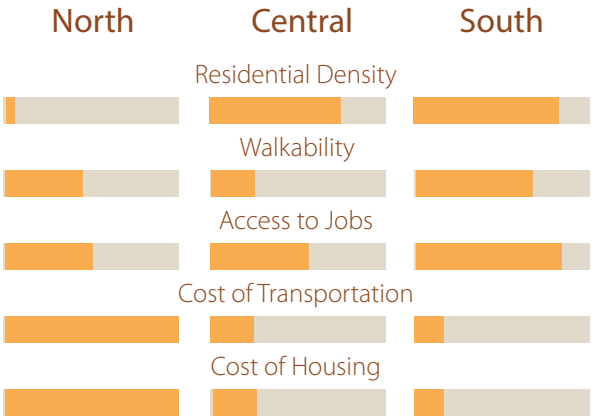
Place Type Rating by Region

	North	Central	South
Residential Density			
Walkability			
Access to Jobs			
Cost of Transportation			
Cost of Housing			



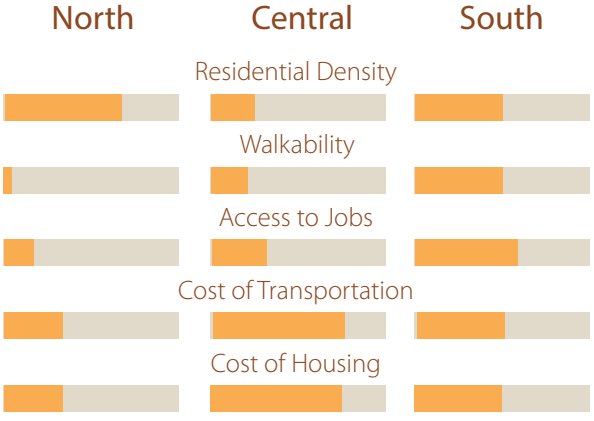
Suburban

The quintessential pattern of growth driven by local and federal policies from the 1940's through today. Suburban Place Types include housing in single type and intensity. Businesses and commercial activity assembles into strip shopping centers, requiring cars for access.



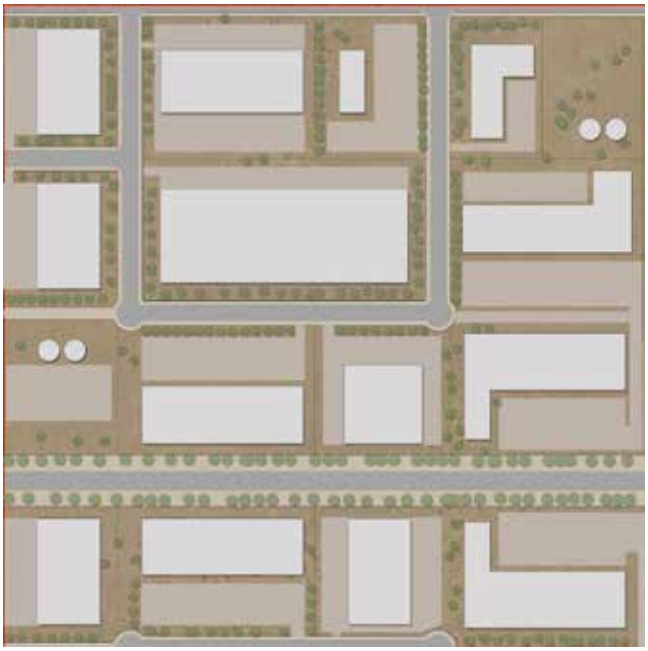
Homestead

An erratic collection of housing that results from unplanned growth in rural areas. Homestead areas may have small hobby farms but do not produce cohesive communities although many of the County's colonias have Homestead areas.

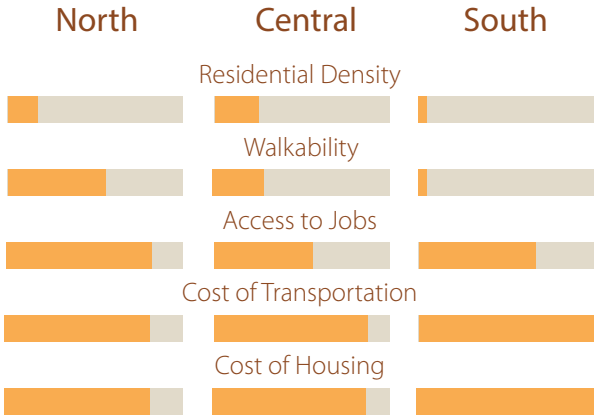


Additional Types

Workplace

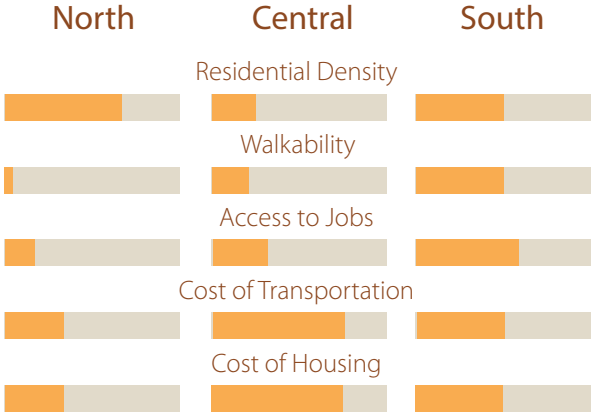


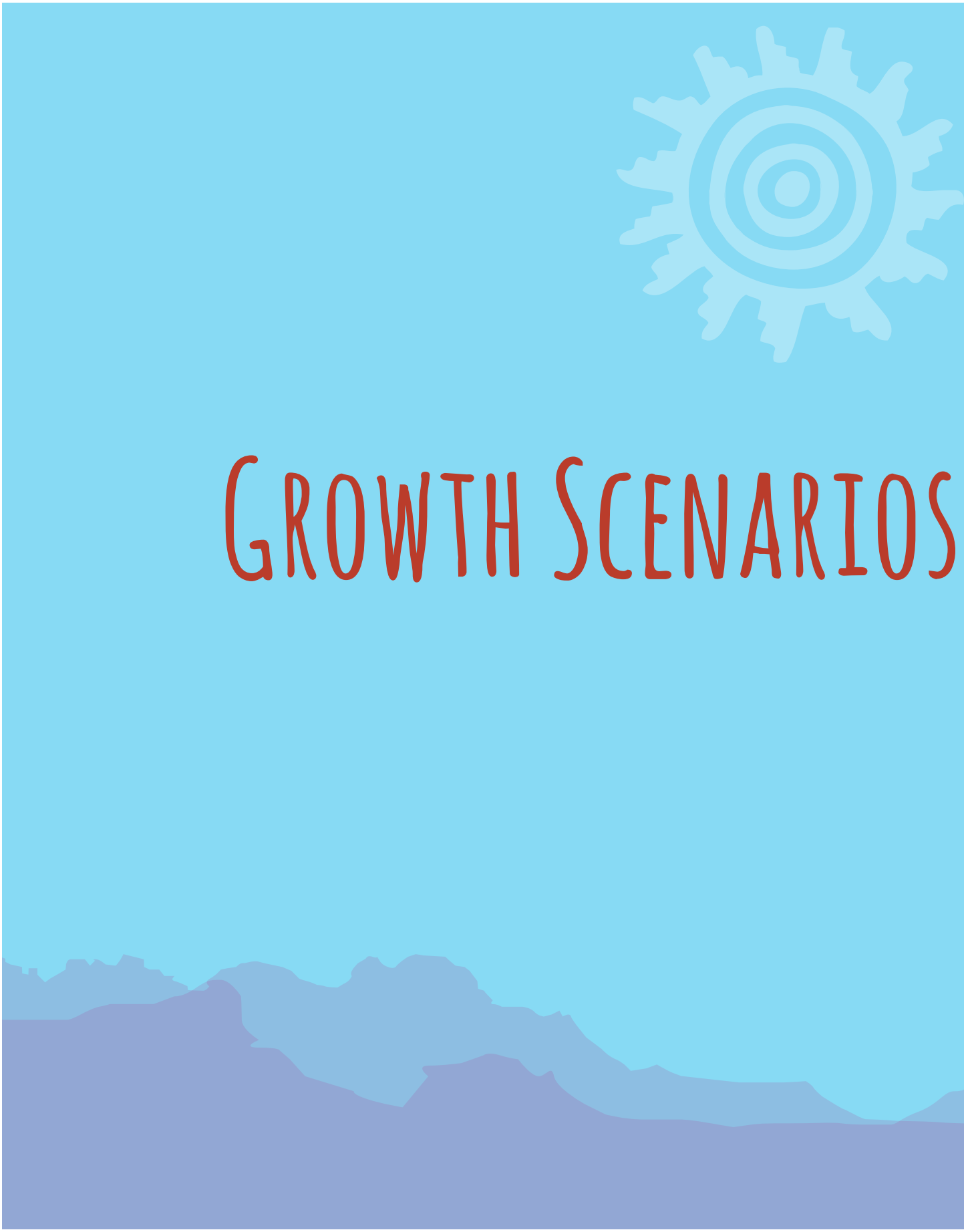
Areas dedicated to industry, warehousing, transportation, and manufacturing represent a large employment sector of the region. These areas tend to be disconnected from housing, requiring significant public and private transportation infrastructure for access to jobs. Industrial agriculture includes feedlots, poultry farms, and other resource intensive agricultural operations.



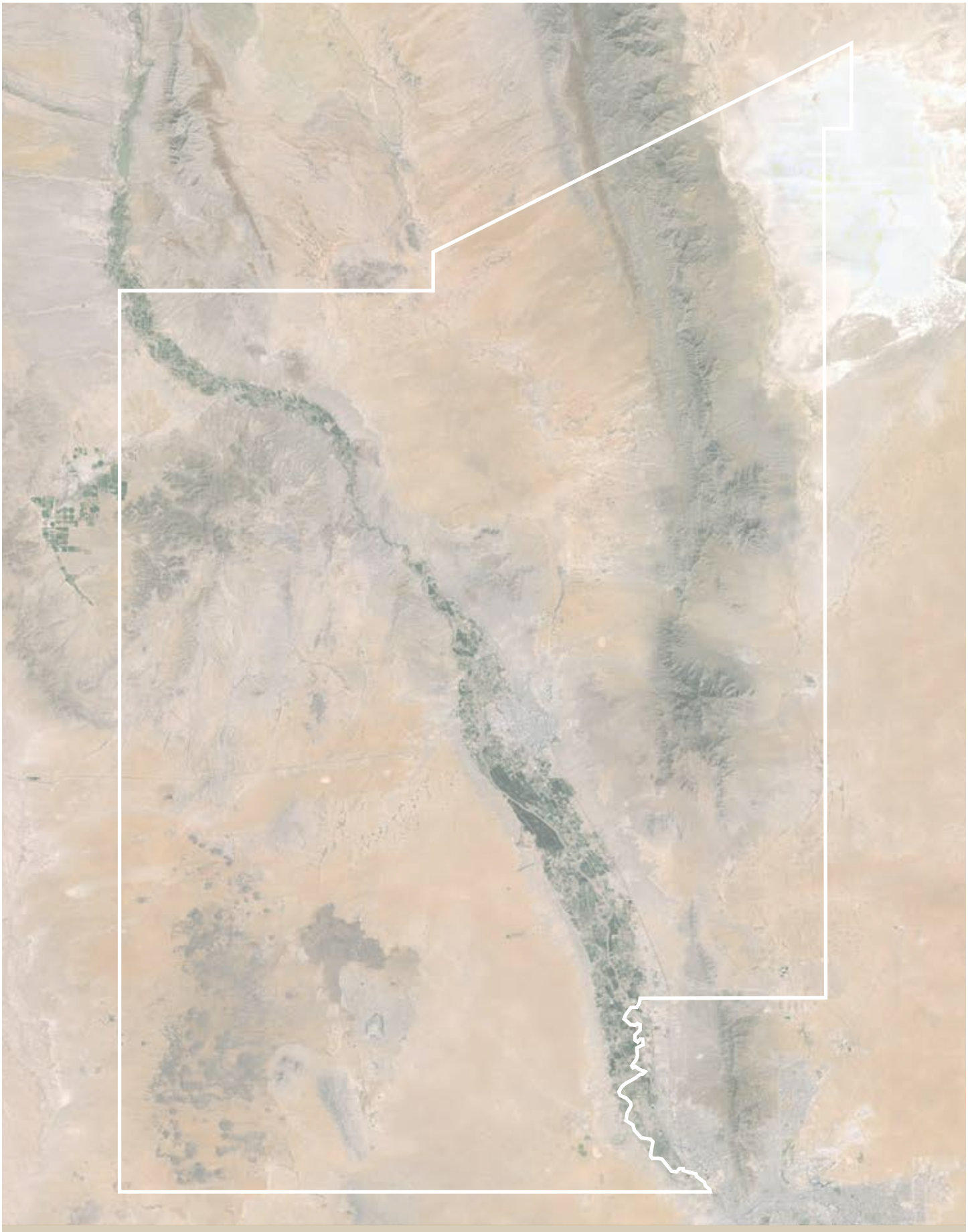
Rangeland

While very rural in character, rangelands in the County include private, BLM and State lands that are grazed or used for mineral extraction. These are active working lands and also include areas used for defense purposes by the Federal Government.





Growth Scenarios



Future conditions may follow any number of potential paths. Regional policies assist in directing growth, affecting the lives of hundreds of thousands of people. In order to determine which policies and actions are required and to tailor them to the diversity of conditions in Doña Ana County, growth conditions are simulated and evaluated. This section summarizes four potential growth conditions: growth following existing trends and three additional generic scenarios.

The communities will determine a preferred growth scenario, tailored to their input. While it looks like you could simply pick the highest-scoring scenario, community preference will weight the more important Livability Principles in each planning area, and this will shape the regional scenario. The following generic scenarios are intended to help inform those preferences.

Business As Usual

Understanding the results of existing growth trends provides a benchmark from which to measure alternative scenarios.

Growing Within Existing Places

Absorbing the majority of new growth within existing communities and urbanized areas through infill development.

Extending Existing Places

Allocating the majority of new growth at the edges of existing communities.

Growing In New Places

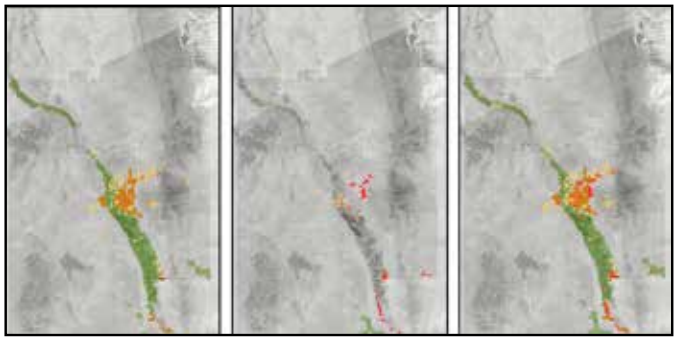
Allocating the majority of new growth in new communities separate from existing places.

Preliminary Preferred Scenario

A scenario created to represent community preferences through initial discussions. This scenario was used through the public engagement process to elicit feedback from participants.

Business As Usual

Understanding the results of existing growth trends provides a benchmark from which to measure alternative scenarios.



Existing Settlements | New Growth | Future Condition

This growth strategy is largely a low intensity suburban format that concentrates around Las Cruces and the border. It replicates the people per household and houses per acre that has been built over the last twenty years along with the amount of commercial and industrial that has been historically developed in proportion to the residential.

The Business as Usual strategy performs the poorest in four out of the five categories that can be rated by scenarios. It's strongest performance is in economic opportunity as development is in proximity to jobs.

Transportation Choice	**4th**
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability	**4rd**
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	**4th**
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	**4th**
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	**4th**
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

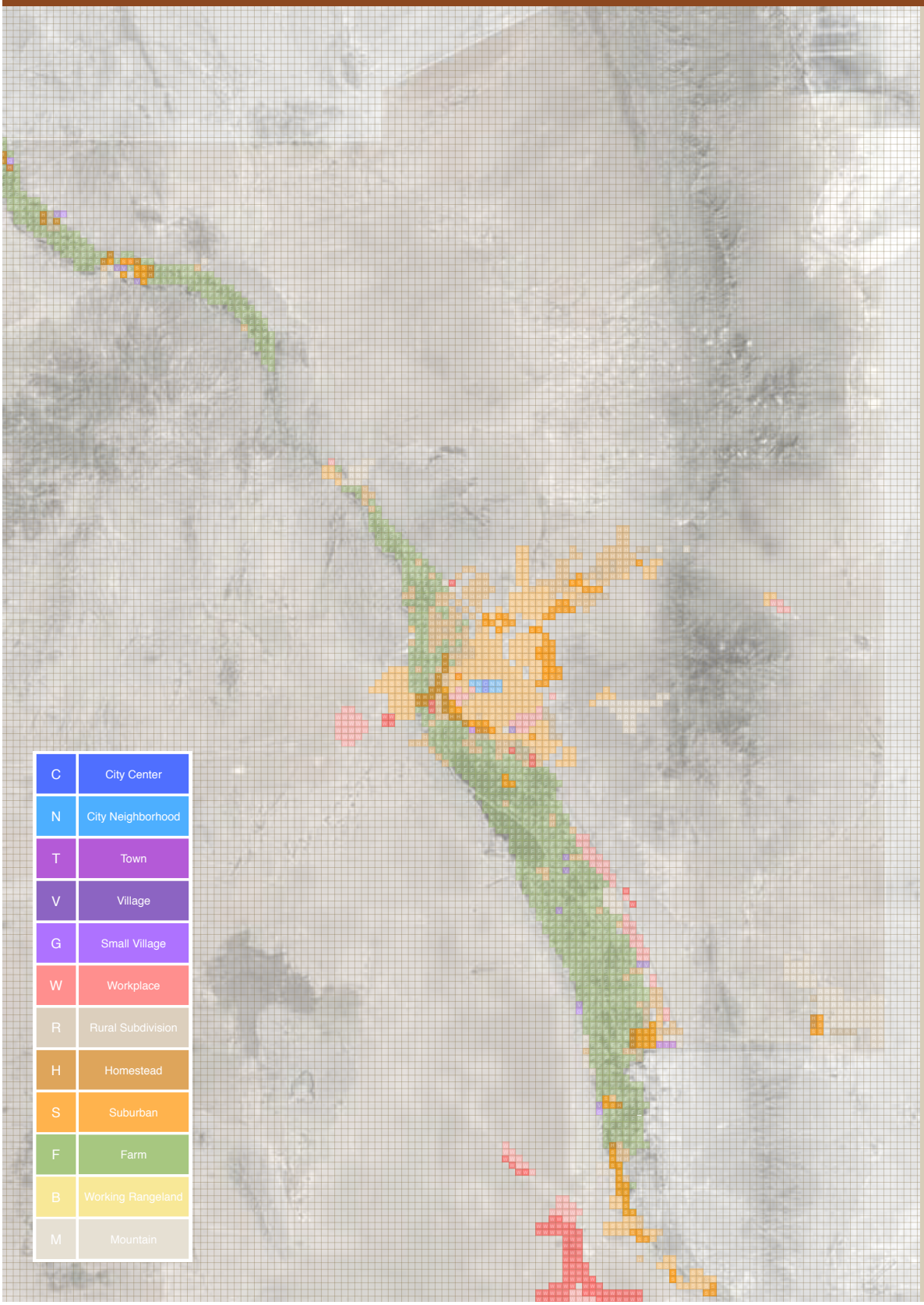
Farmland Developed **9,800 acres**

Rangeland Developed **13,800 acres**

Overall Goal Attainment

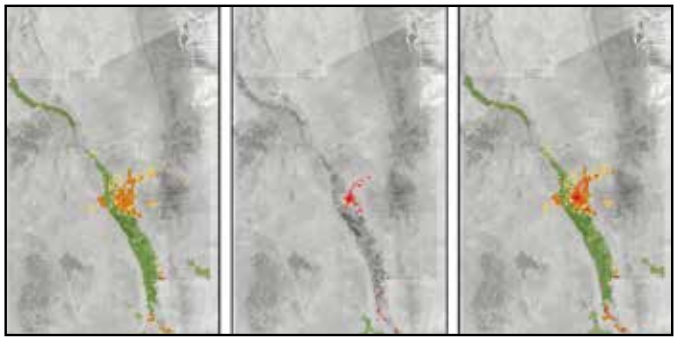
24%

Business As Usual GS



Growing Within Existing Places

Absorbing the majority of new growth within existing communities and urbanized areas through infill development.



Existing Settlements | New Growth | Future Condition

This scenario focuses on leveraging underutilized areas of existing communities by adding additional housing, services and commercial uses. Good examples of potential growth areas are the empty parking lots in Downtown Las Cruces or undeveloped areas within any existing community.

This growth strategy uses the least open space since it prioritizes densifying existing areas. It also costs the least for infrastructure and service extensions. It has the best performance in preserving heritage because of investing in existing communities and open space preservation.

Transportation Choice	1st
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability	1st
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	1st
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	1st
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	1st
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

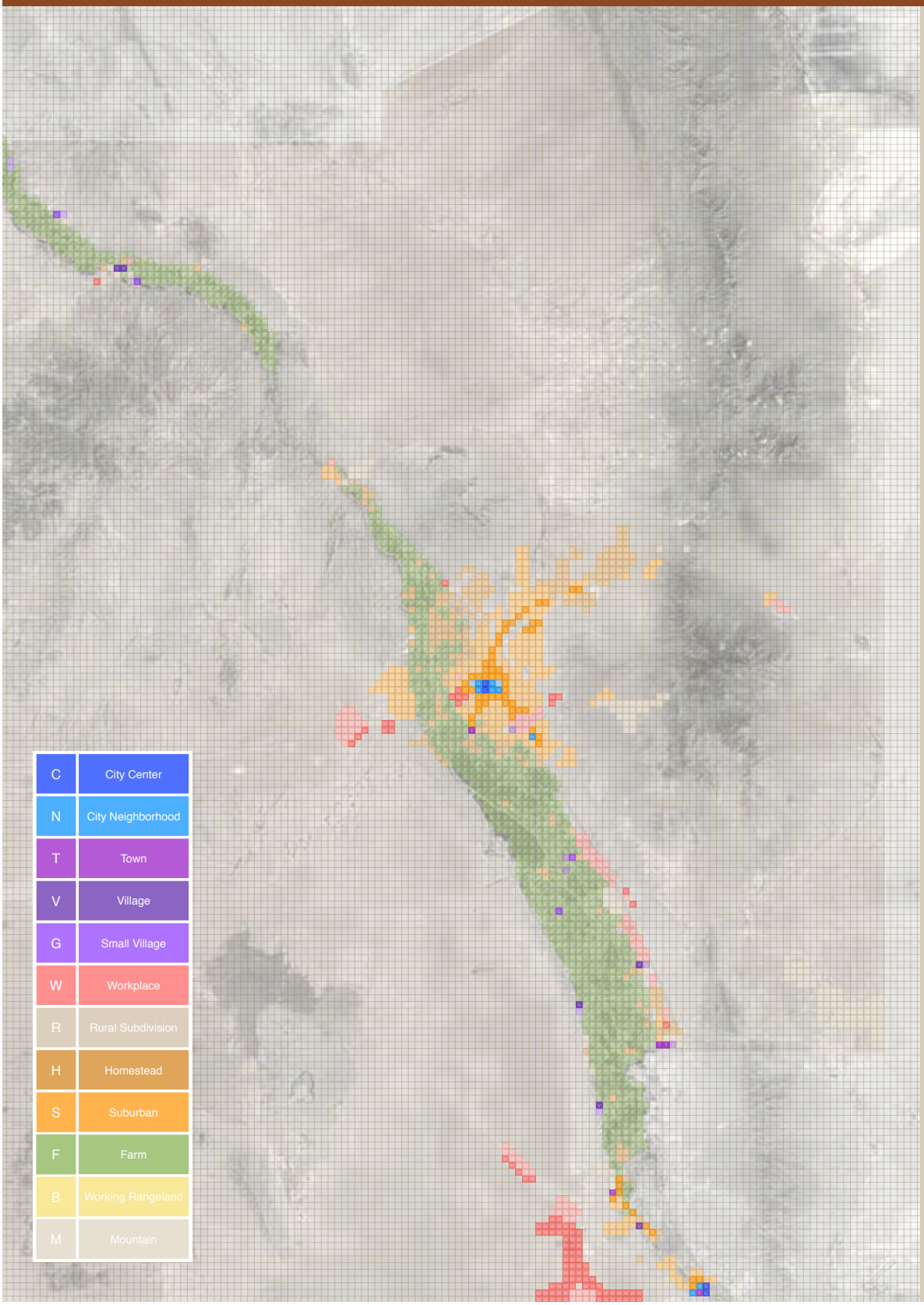
Farmland Developed 500 acres

Rangeland Developed 9,300 acres

Overall Goal Attainment

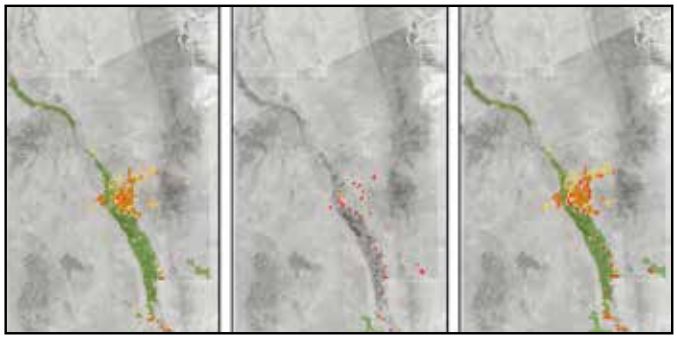
43%

Growing Within Existing Places GS



Extending Existing Places

Allocating the majority of new growth at the edges of existing communities.



Existing Settlements | New Growth | Future Condition

This strategy is the development of open areas abutting existing communities. The advantage is the reduced cost of infrastructure and service extensions because the lengths of the extensions are short. Much of the Business as Usual scenario is also based upon community extensions, particularly on the east mesa of Las Cruces. However the Extending strategy focuses on compact, mixed-use neighborhoods that reduce auto-dependence while providing the advantage of being connected to the regional jobs and amenities center.

This strategy scores third overall and ties for best performance in community affordability. It ranks second in three out of the five scoring categories.

Farmland Developed 7,900 acres

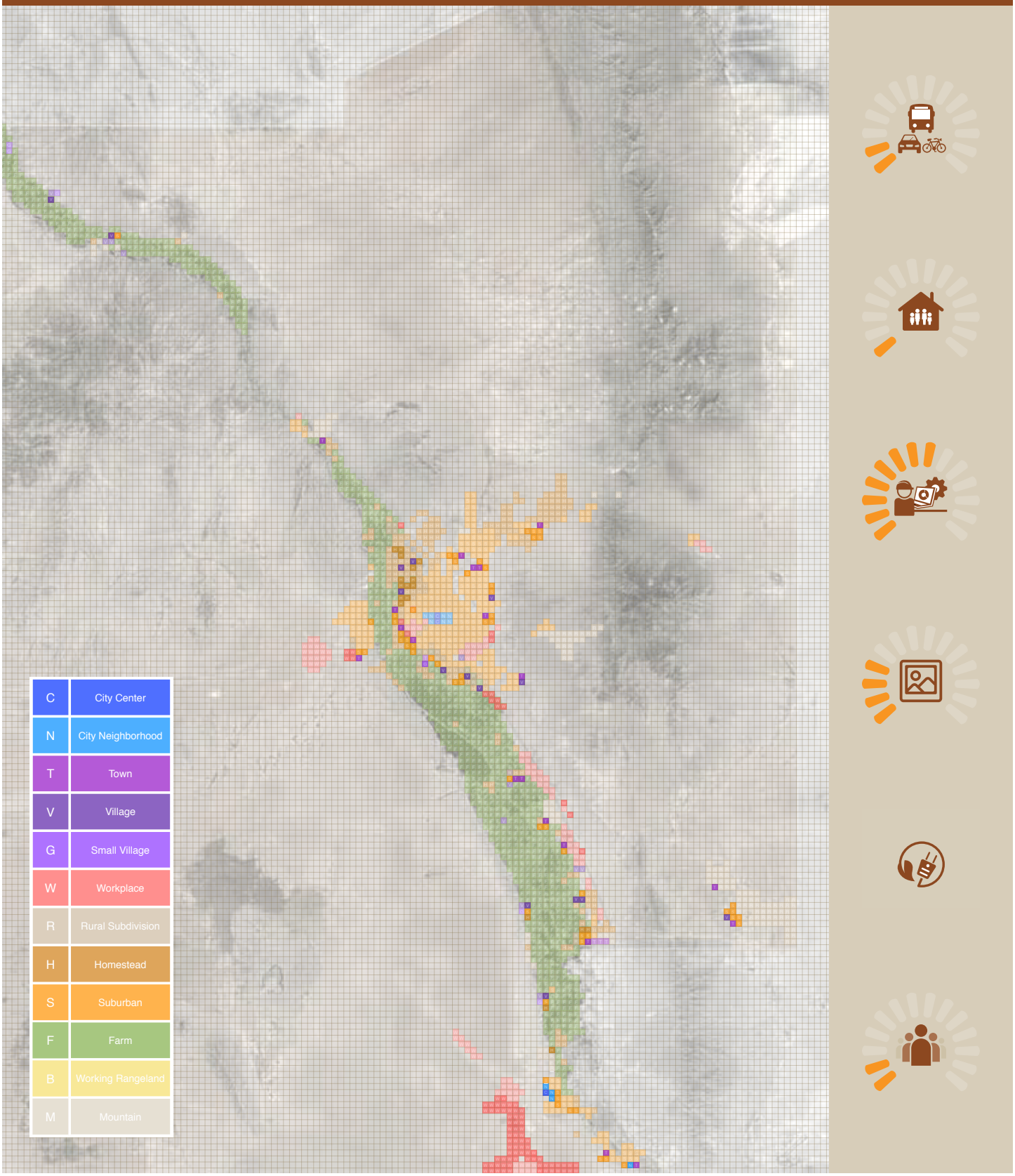
Rangeland Developed 11,900 acres

Transportation Choice	2nd
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability (tie)	3rd
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	3rd
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	3rd
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	3rd
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

Overall Goal Attainment

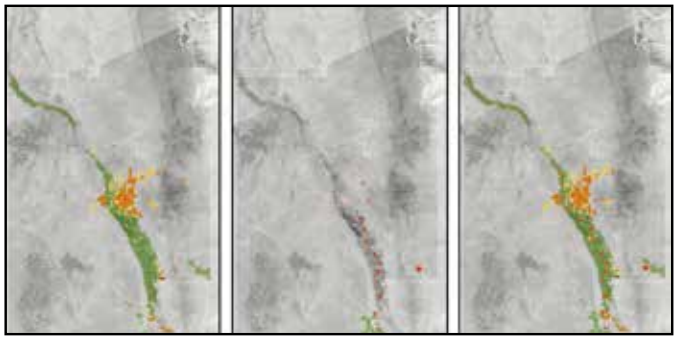
29%

Extending Existing Places GS



Growing in New Places

Allocating the majority of new growth in new communities separate from existing places.



Existing Settlements | New Growth | Future Condition

New communities are separate from existing communities and assume there is an economic advantage to the infrastructure extensions. This scenario will require the developer to provide new roads, water, sewer and services, but if planned strategically it scores very well. It does not have to respond to the limitations of existing development and focuses on building complete, mixed used communities.

The New Places strategy ranks first in performance overall and first in four out of five categories.

Transportation Choice	3rd
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability (tie)	2nd
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	2nd
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	2nd
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	2nd
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

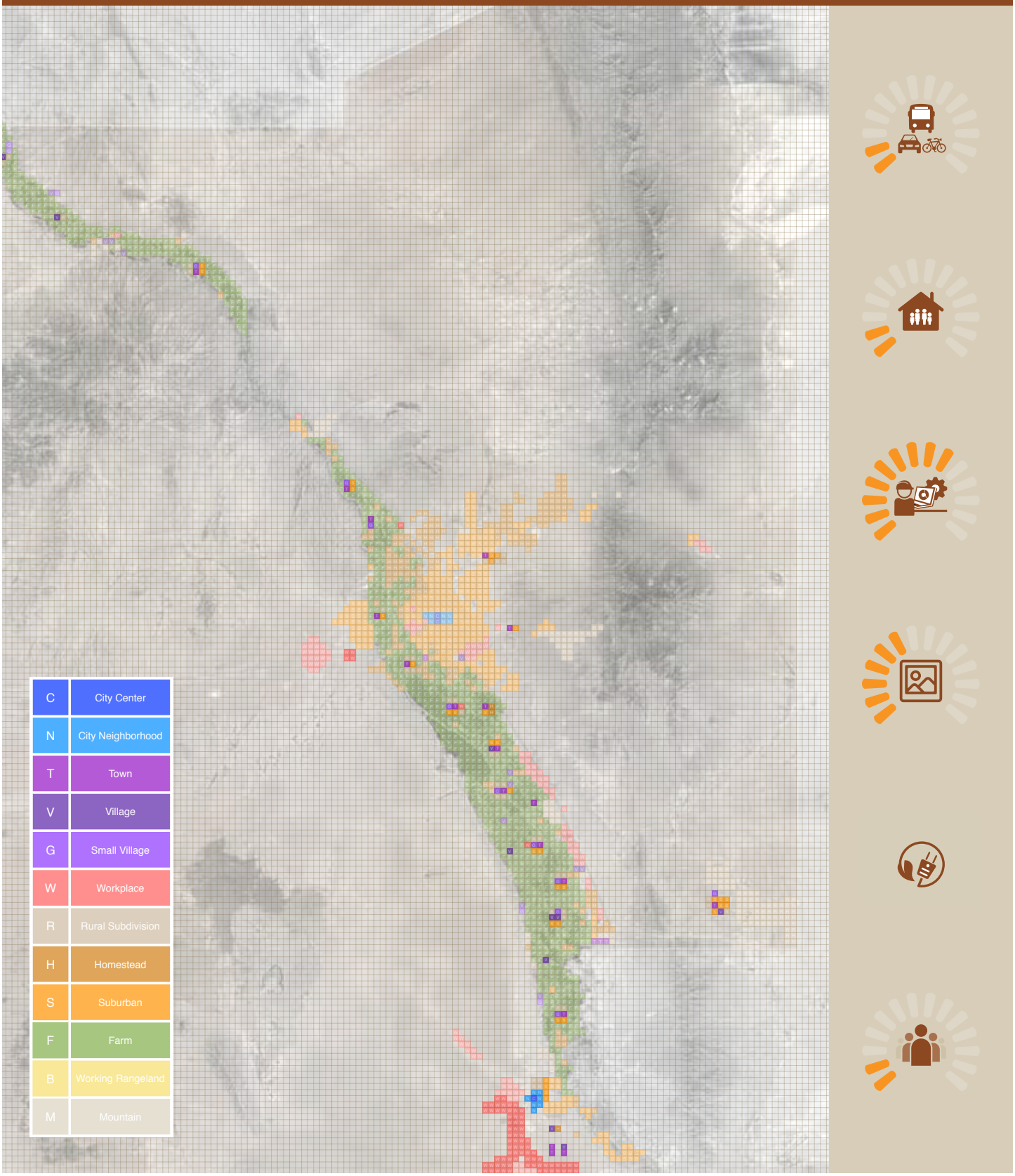
Farmland Developed **7,900 acres**

Rangeland Developed **11,300 acres**

Overall Goal Attainment

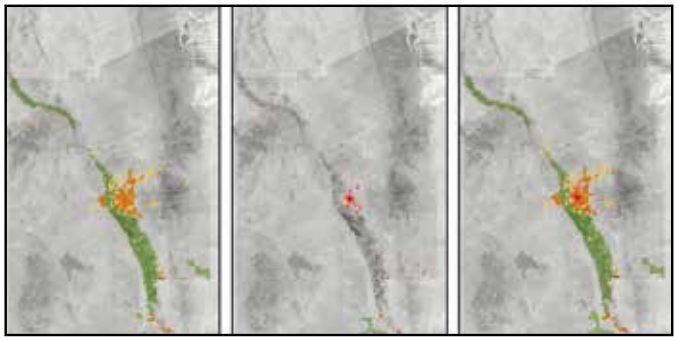
33%

Growing in New Places GS



Preliminary Preferred Scenario

A composite scenario developed through a week-long public process. This scenario includes input collected through participant polling and discussions.



Existing Settlements | New Growth | Future Condition

This scenario reflects initial input received from the public on the first day spent in each of 3 engagement locations. This scenario was then used on the second day in each location to elicit specific public input in order to modify this scenario. The modification of this scenario according to public input will determine the preferred future scenario.

Initial public input clarified the following general preferences:

1) Farmland Stewardship

2) Infrastructure Improvement

3) Increased Access to Public Transportation

4) Infill of Existing Communities and Retrofit of Suburban Communities

Farmland Developed **1,100 acres**

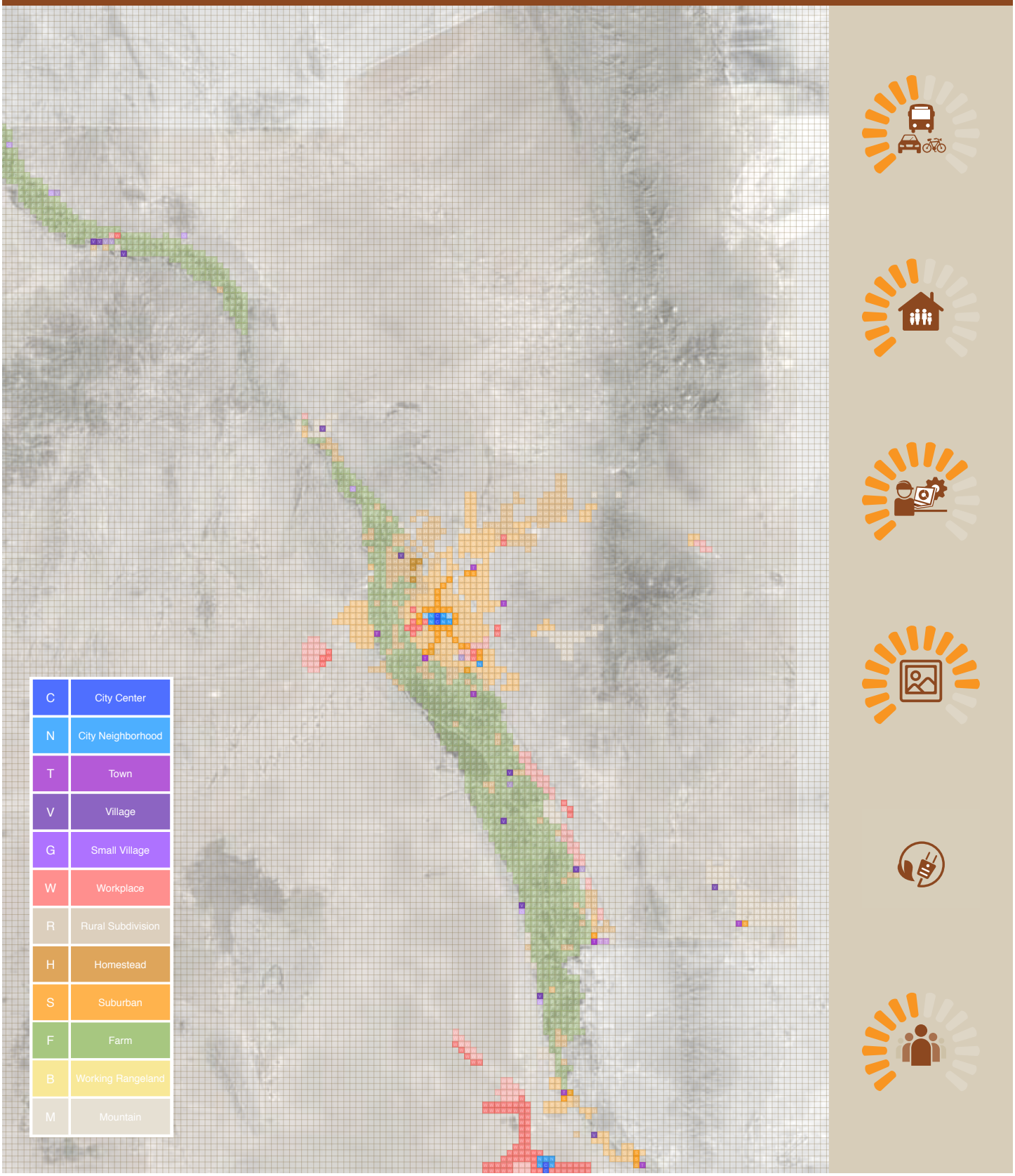
Rangeland Developed **8,900 acres**

Transportation Choice	
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability	
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

Overall Goal Attainment

61%

Preliminary Preferred Scenario GS

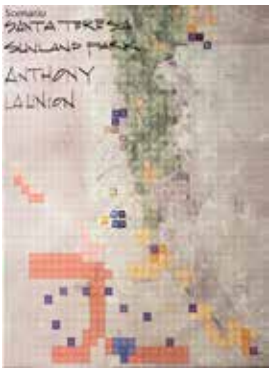








CUMARRAL



SANTA TERESA
SUNLAND PARK
ANTHONY
LA UNION

CUMARRAL

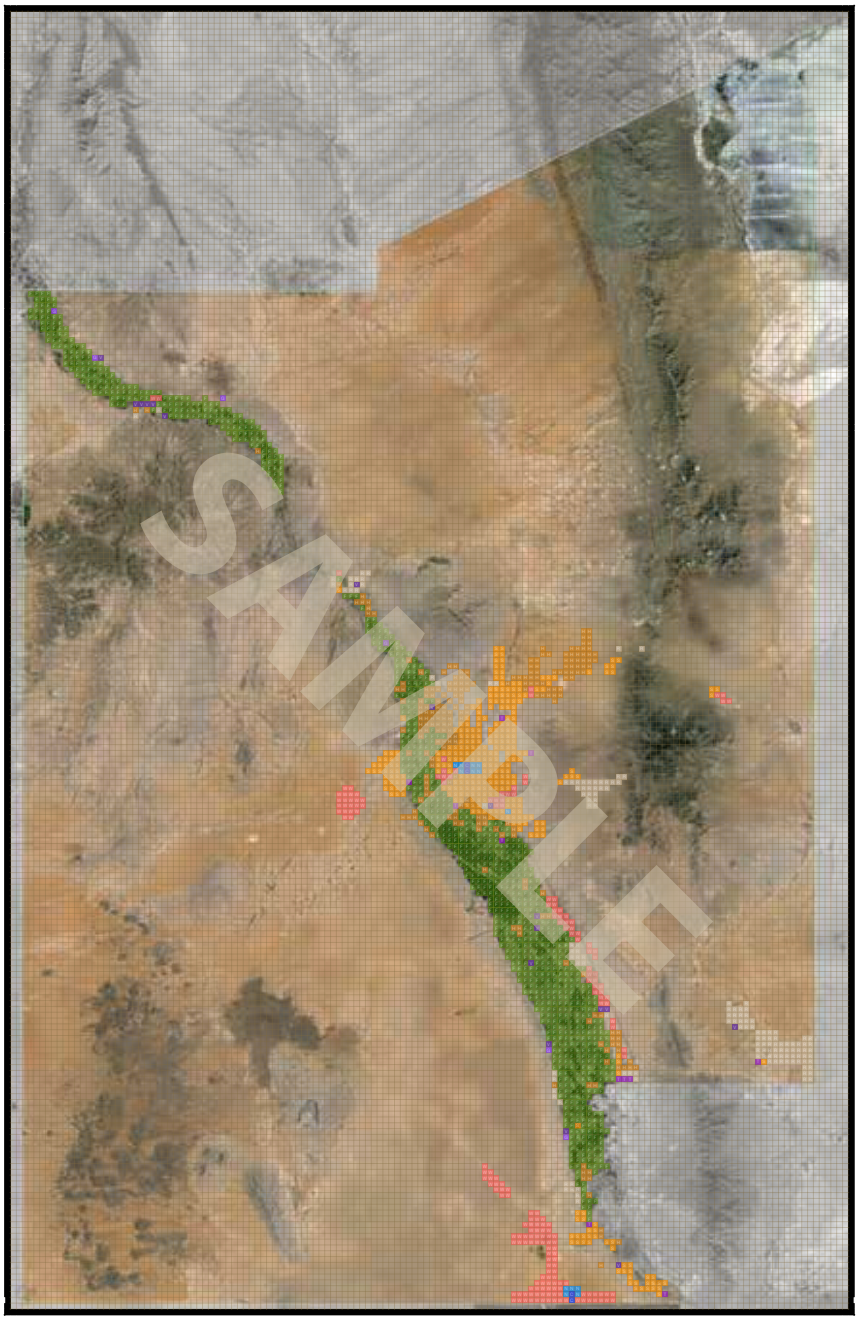



9-25-14

SANTA TERESA
SUNLAND PARK
ANTHONY
LA UNION


Adapting to Public Input

A new scenario will be crafted following public input collected during the public engagement process. Some of the data collected appears on the prior page.



Transportation Choice

Housing Affordability

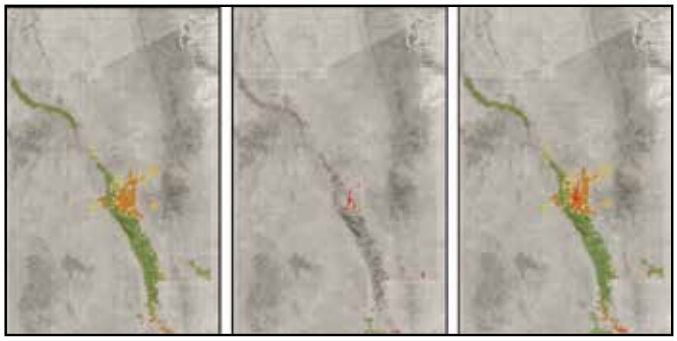
Economic Opportunity

Preserving Heritage

Existing Communities

Conservative Growth Scenario

An adjustment to the preliminary preferred scenario following public feedback while projecting for consertavie growth in both population and jobs.



Existing Settlements | New Growth | Future Condition

This scenario reflects input received from the public on the second day spent in each of 3 engagement locations. Generally, public input supported infill development over development in new places, and enthusiasm for growth overall. Growth in farmland and rangeland exceeded that anticipated by the preliminary preferred scenario following a general public interest in growth, however at controlled and specific locations.

This conservative plan follows the population and jobs growth numbers projected by RCLCO. Growth locations follow public input up to the point of reaching RCLCO's projections, with the greatest growth occuring in Las Cruces, Sunland Park, and Santa Theresa.

Farmland Developed 500 acres

Rangeland Developed 9,000 acres

Transportation Choice

- Non-car based commuters
- Transportation access
- Vehicle miles traveled
- Household transportation costs

Community Affordability

- Housing costs
- Household transportation costs
- Diversity of housing options
- Domestic water use

Economic Opportunity

- Access to employment
- Diversity of employment
- Jobs / housing balance
- Commercial diversity

Preserving Heritage

- Infill of existing places
- Preservation of rural viewsheds
- Preservation of agriculture

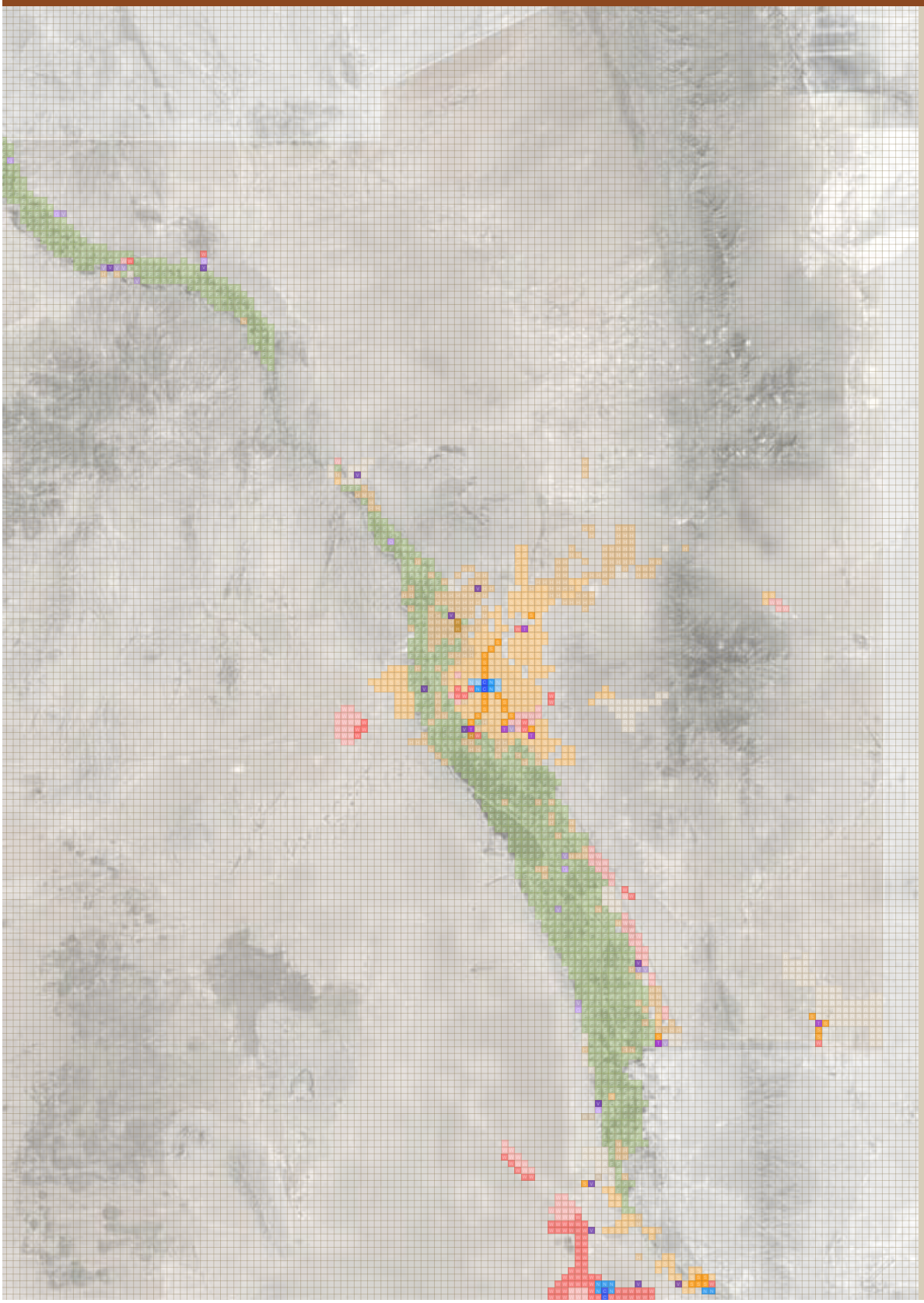
Communities & Neighborhoods

- Diversity of population
- Diversity of land use
- Walkability
- Housing + transportation costs

Overall Goal Attainment

59%

Conservative Growth Scenario GS



Transportation Choice

Community Affordability

Economic Opportunity

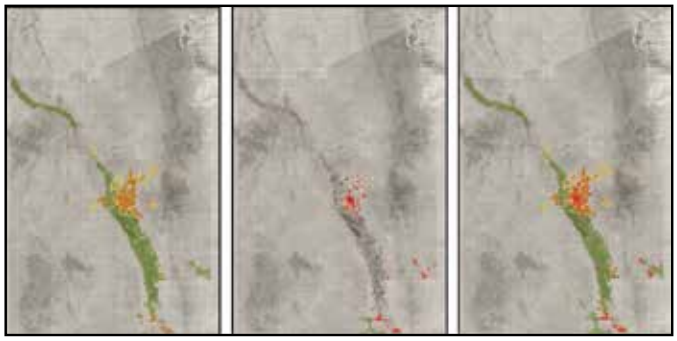
Preserving Heritage

Policy & Investment

Communities & Neighborhoods

Aggressive Growth Scenario

An adjustment to the preliminary preferred scenario following public feedback while projecting for aggressive growth in both population and jobs.



Existing Settlements | New Growth | Future Condition

This scenario reflects input received from the public on the second day spent in each of 3 engagement locations. Generally, public input supported infill development over development in new places, and enthusiasm for growth overall. Growth in farmland and rangeland exceeded that anticipated by the preliminary preferred scenario following a general public interest in growth, however at controlled and specific locations.

This aggressive plan exceeds the population and jobs growth numbers projected by RCLCO, a future which may be realized given the impact of Santa Theresa. Growth locations follow public input with the greatest growth occuring in Las Cruces, Sunland Park, and Santa Theresa.

Farmland Developed 2,100 acres

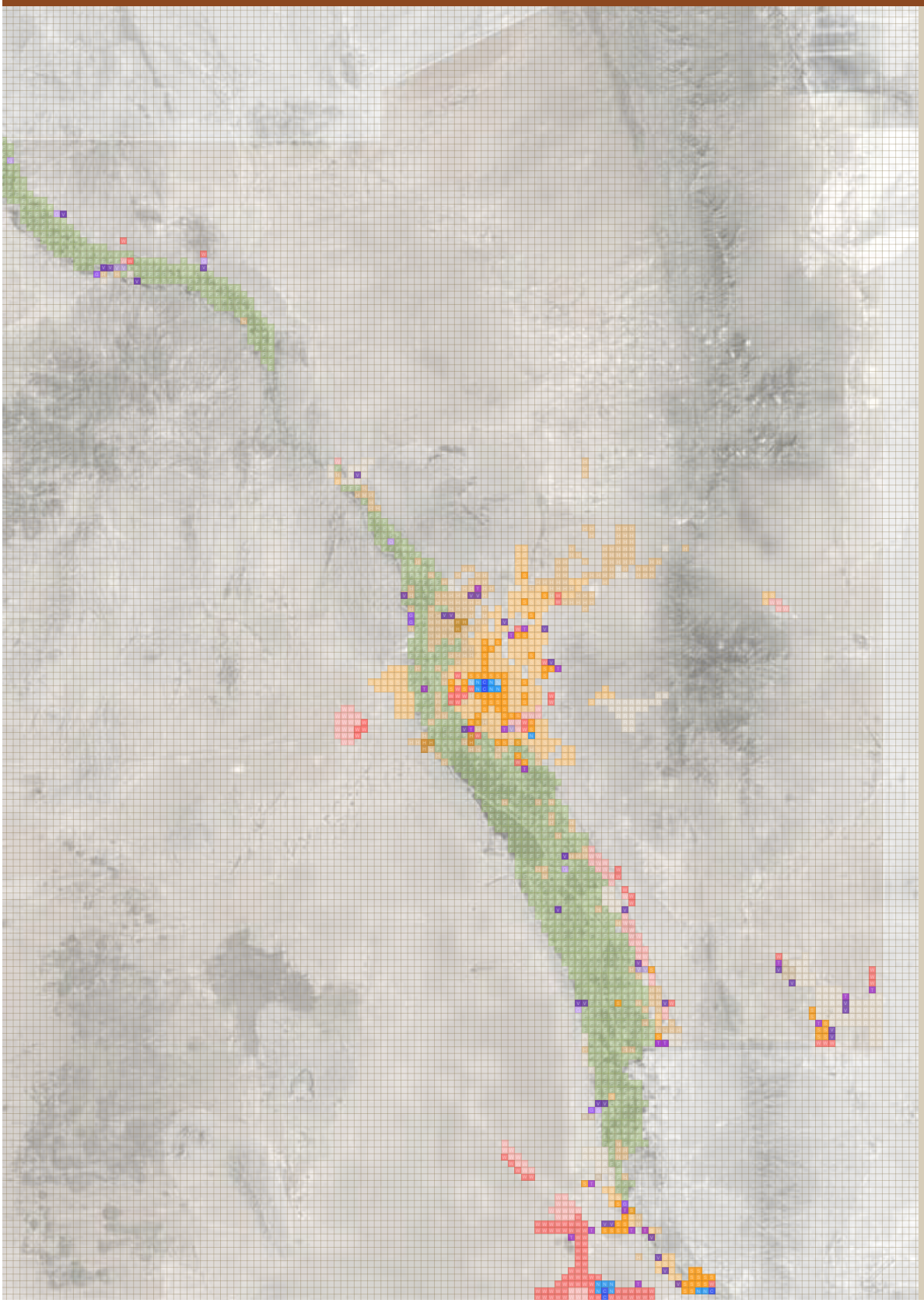
Rangeland Developed 13,900 acres

Transportation Choice	
Non-car based commuters	
Transportation access	
Vehicle miles traveled	
Household transportation costs	
Community Affordability	
Housing costs	
Household transportation costs	
Diversity of housing options	
Domestic water use	
Economic Opportunity	
Access to employment	
Diversity of employment	
Jobs / housing balance	
Commercial diversity	
Preserving Heritage	
Infill of existing places	
Preservation of rural viewsheds	
Preservation of agriculture	
Communities & Neighborhoods	
Diversity of population	
Diversity of land use	
Walkability	
Housing + transportation costs	

Overall Goal Attainment

67%

Aggressive Growth Scenario GS



Transportation Choice

Community Affordability

Economic Opportunity

Preserving Heritage

Policy & Investment

Communities & Neighborhoods

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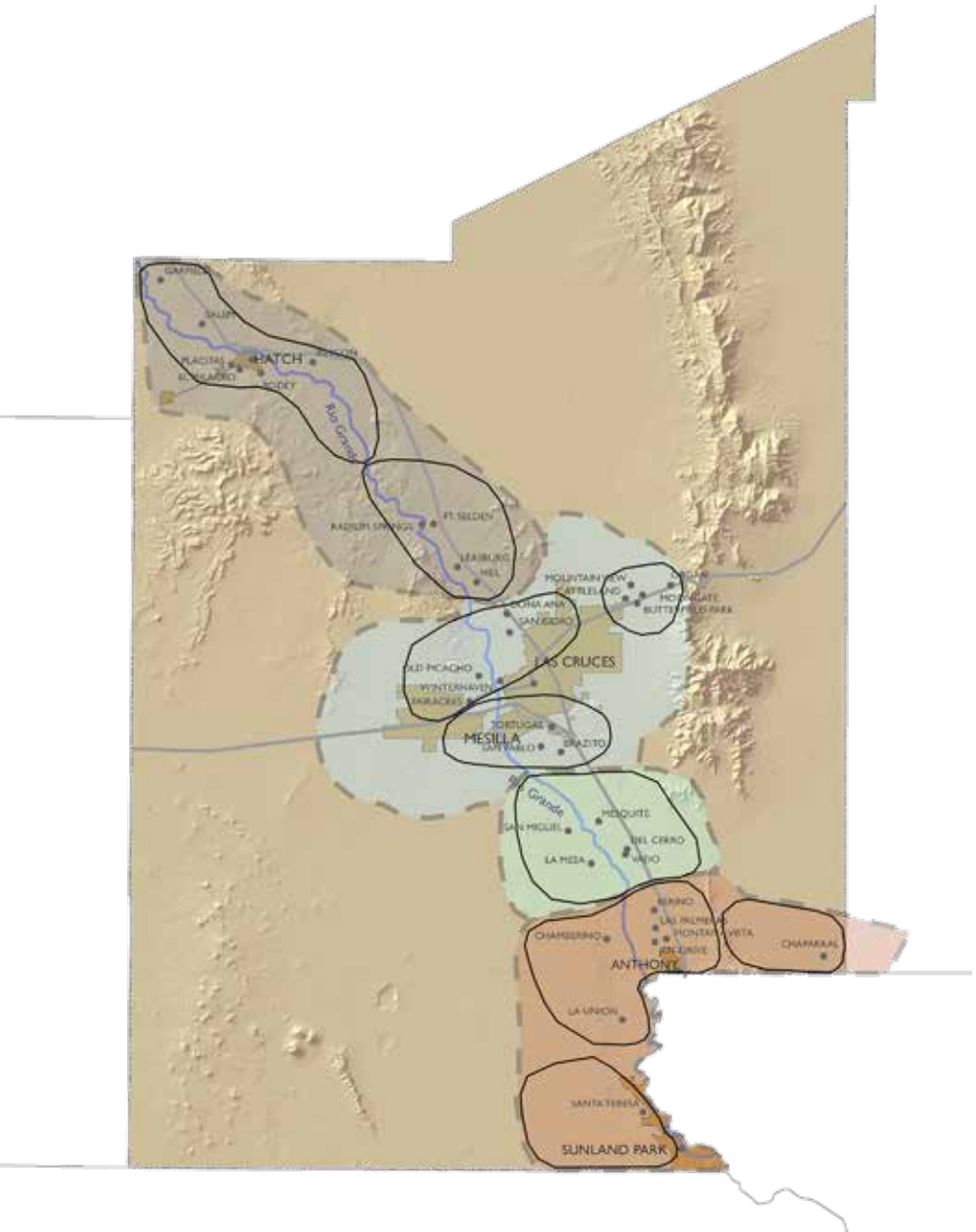
CONTEXT

CULTURE AND HERITAGE

PLANNING AREAS

Doña Ana County's large area has experienced diverse cultures and settlement patterns over time. The County has developed along the Mesilla Valley, and there are distinctly different cultures and community types from north to south. For almost five hundred years this valley has been the route from Mexico City to Santa Fe and northern New Mexico via El Camino Real de Tierra Adentro. While the County has long been an agriculturally based society, with some of the State's prime soils and access to the Rio Grande water supply, communities developed to support the Spanish, and later the US, trade routes and also to provide services to the farming community.



PLANNING AREAS MAP

LEGEND

North Valley

Las Cruces Metro

South Valley

Border

Sub Areas

COLONIAS

Thirty-seven of the rural communities and municipalities in the County are designated colonias by the U.S. Department of Housing and Urban Development. They are diverse in scale and settlement patterns as will be discussed below, but the commonality is a series of challenges that they share linked by poverty, sub-standard infrastructure and housing, and lack of access to education and health services.

DONA ANA COUNTY COLONIAS

Anthony	Mesquite
Berino	Montana Vista
Brazito	Moongate
Butterfield Park	Mountain View
Cattleland	Old Picacho
Chamberino	Organ
Chaparral	Placitas
Del Cerro	Radium Springs
Doña Ana	Rincon
El Milagro	Rodey
Fair Acres	Salem
Fort Seldon	San Isidro
Garfield	San Miguel
Hill	San Pablo
Joy Drive	Sunland Park
Las Mesa	Tortugas
La Union	Vado
Las Palmeras	Winterhaven
Leasburg	

CHALLENGES

One Valley, One Vision enumerates the challenges shared by the colonias. These include:

- High poverty rates
- Lack of, or sub-standard infrastructure including roads, water and sewer systems, flood management, street lighting, sidewalks, and bike facilities
- Undeveloped or lack of parks and open space
- Limited public services including educational opportunities and access to health care, and
- Because of the low densities in the rural environment, minimal access to public transportation.

OPPORTUNITIES

However, as pointed out in One Valley, One Vision, many of these communities are among the oldest and richest in history and culture in the Lower Rio Grande Valley. Many of them were settled in the later part of the 19th Century and the residents include families that have lived there for generations. As such, they meet together to "develop innovative and practical solutions to the challenges they face living in these communities." Some of the opportunities provided in the colonias include:

- Home to most of the County's cultural and historical sites
- Contribute to the regional economy through tourism and agriculture
- Connections to the adjacent farmland provides opportunity for community-based economic development
- Access to State and Federal funding for infrastructure projects
- Strong community bonds provide a source for building networks that can activate regional, stated and federal opportunities

GOALS

The ultimate goal for all of the colonias is to evolve into complete communities through infrastructure completion, economic improvement, transportation choice, and social services. Many groups are committed to this goal, including the New Mexico Colonias Development Council, the Tierra del Sol Corporation, and numerous local advocacy groups.

SETTLEMENT PATTERNS

The County's colonias are each unique in size, character, age, and amenities. For the purposes of the Plan policies, they are divided into different Place Types depending on their scale and settlement pattern for purposes of analysis. The Place Types used are not specific to a type of incorporation but a development character. Thus, although Anthony is an incorporated City, its scale is a Town; although La Mesa is a colonia, its character and scale is a village, and so on.

PLACE TYPE OVERVIEW	
CITY CENTERS	The most intense Place Type, City Centers include housing, public services, commerce and workplaces. They are supported by neighborhoods and form the center of regions. Cities provide the greatest access to transportation, education, and employment.
CITY NEIGHBORHOODS	City Centers are supported by City Neighborhoods, principally residential areas, compact in form and diverse in terms of culture, housing and affordability. Due to their location, City Neighborhoods have easy access to transportation, jobs, and daily needs.
TOWNS	Towns balance conveniences of City living with access to farm lands and heritage. They consist of a main street and/or a plaza, supported by low density neighborhoods that blend into the surrounding countryside.
VILLAGES	Villages provide support for agrarian areas as centers of community activity. They provide access to daily needs and transportation within close proximity of farms and rangeland. Villages typically organize around a church and/or a plaza and include a limited diversity of uses.
SMALL VILLAGES	Small Villages support agrarian areas in a way similar to Villages but at a smaller scale. They are often organized around schools, agricultural warehousing, and similar services. Small Villages are the smallest scale of organized settlement.
RURAL SUBDIVISIONS	Rural Subdivisions are typically the result of land policies in rural areas allowing lots sized at a few acres and larger. Informal centers develop around intersections of primary roadways, and often supportive community services, such as schools, are located in Rural Subdivisions.
ADDITIONAL TYPES	The Place Types above represent settlements that are most traditional to the region, and those encouraged by regional policy. Additional types include open space, rangelands, industrial and warehousing areas, suburban development and informal or unplanned development.

ECONOMIC OPPORTUNITY

COUNTY NEEDS ADDRESSED THROUGH ECONOMIC OPPORTUNITY

- Low Wages
- Business Startup Success Rate
- High Consumer Expenditures
- Structural Economic Leakage
- Economic Bypass
- Competition with El Paso and Chihuahua
- Economic pressures on legacy agriculture and land stewardship
- Changing demographics
- Poor distribution of income and equity
- Low and slow returns on public investment
- Shrinking federal and state resources

The influx of about 85,000 people and 42,000 jobs by 2040 will significantly change the economic environment in the County, so the Broadening Economic Opportunity section discusses ways to accomplish the physical development it contemplates, and to allow the County to coordinate with itself, its municipalities, and its neighboring jurisdictions better. This appendix section repeats some of the Strategy 2 section for context, and expands on the topic with discussion and examples.

WHAT DO WE MEAN BY ECONOMIC DEVELOPMENT?

Economic development is a set of deliberate, planned actions that result in increased production of goods and services. These strategies require some investment, which pay for themselves with increased employment, better use of assets, higher wages, better ability to afford the cost of living and the cost of doing business, better access to capital, and a better reputation as a place to do business.

In order to do this, economic development uncovers hidden or poorly utilized collective resources and aligns them to better to invest in a strategy to create livable places, pursuing social and ecological goals as well as financial ones. At the same time, the different strategies can't rely on each other in such a way that if one fails subsequent ones fail. In this sense it must be a number of efforts moving together, but untethered to each other – like birds in a flock. It also requires coordination across entities that are not in the same organizational chart.

This Plan recognizes that the normal measurements using Gross Development Product (GDP – not to be confused with Gross Domestic Product), Gross Metropolitan Product (GMP), or Gross Regional Product (GRP) only measure the "gross." They do not measure the negatives that come from pursuing policies single-mindedly. Instead, the Viva Doña Ana dashboard measures a much more nuanced set of indicators in order to get more money to circulate, relocate, and flow in from outside of the County.

During the Viva Doña Ana community workshops, we delved into some of those trade-offs, which became a guide for economic development policy. GDP is good for measuring gross value creation, but it is poor at identifying the net value that is captured locally in ways that benefit everyone.

OBJECTIVE 1: BRING MONEY IN FROM OUTSIDE AND INCREASE EXPORTS

Like a household, the County can save money by keeping more of it in the family. That means that it needs to keep money circulating around, supporting growth of local businesses, and keeping money from leaking out to goods and services outside the County. This means improving the County's retail offerings, training workers for the jobs that are coming, and helping businesses within the county to find each other. When something is grown or manufactured within the county, then it creates value that circulates throughout the county.

1. ELEVATE COUNTY ECONOMIC LEADERSHIP

As a good steward of a healthy economy, Doña Ana County should coordinate planning and economic development within a single entity, to set policy and strategy to create of incentives and tools to attract and grow businesses within the County as well as work with El Paso and Mexico on the general integration of mutually-beneficial economic interests. The County should provide resources and support to help households and businesses lower monthly expenses, save money, create wealth, weather a volatile economy, and increase business and homeownership. Doña Ana County can help support entrepreneurship by providing a resource center for financial education and coaching in both basic and advanced financial literacy. These resources can also include organizations providing aid. To do these things the County should establish a new office within the Doña Ana County Community Development Department – the Office of Economic Development (OED) to: coordinate economic development efforts in the County, working with MVEDA without duplicating functions.

Instead of GDP, the Viva Doña Ana Dashboard measures a more nuanced set of outcomes for an economic development objective broken into three categories:

1. Get more money to circulate.
2. Bring money into the local economy.
3. Get investment in the local economy.

"Our gross national product … counts … the loss of our natural wonder in chaotic sprawl. It measures everything except that which makes life worthwhile." Robert Kennedy, 1968

Examples

Lewis County, New York has a department of economic development with an explicit mission to coordinate and provide support for economic development. Its mission is to "Provide services to our municipalities, organizations, businesses and citizens to ensure that carefully planned and successful development occurs within the County in accord with the Lewis County Comprehensive Plan. In support of this mission, the Department will provide assistance and resources to Lewis County municipalities and organizations for community development, project planning, zoning, and grant writing and administration. We will work with businesses to provide information and guidance to meet their business development needs and to create growth in our County. The Department will also provide general information and resources to citizens for various planning, zoning and economic development issues." (Lewis County, NY, 2009)

The Sussex County, Delaware Comprehensive Plan Economic Element does a good job of addressing agricultural preservation, an issue of vital interest in Doña Ana County. (Sussex County, DE, 2008) The Ranson, West Virginia Comprehensive plan does as well. (Ranson, WV, 2012)

Other western States have county comprehensive plans that explicitly include economic development. Boulder County, Colorado, comp plan is a joint effort between the county and the City of Boulder. Maricopa County, Arizona has one that includes the cities of Phoenix, Mesa and Tempe.

2. INCREASE RESOURCE EFFICIENCY AND ECONOMIC OPPORTUNITY

The County can save money directly by reducing outlays for inefficient use of resources. Although a given business can save money in the short term by passing inefficiencies onto the public and onto other entities, those inefficiencies may accrue to the County as a whole in the long run — and return to the businesses in the form of increased taxes. Therefore, the county's overall strategy for financial efficiency should include building efficiency, landscape efficiency, transportation efficiency, and location efficiency.

Financial efficiency: the County can help support entrepreneurship by providing a resource center for financial education and by coaching both residents and businesses in financial literacy. It could do this at both a basic and an advanced level. This resource center can work with nonprofits and educational institutions — and potentially banks and credit unions.

Building efficiency: the County can help itself and its residents and businesses to save buildings' energy use. The County can lead by example, and encourage residents to build and renovate for more efficiency through policies, incentives, and changes to codes. However, the changes should not be onerous, since they would then trade money saved from energy for money lost in the development approvals process.

Landscape efficiency: water, both by scarcity and by flooding, costs the County a great deal of money. The County can help residents, businesses, and itself save money through policies supporting green infrastructure and water conservation. Many of these efforts can also help to reduce CO2 emissions, although those benefits are diffused throughout the globe. The County already has policies that promote such things, including native landscaping and xeriscape, so many of these initiatives will build on present success. Spotlighting those successes is key.

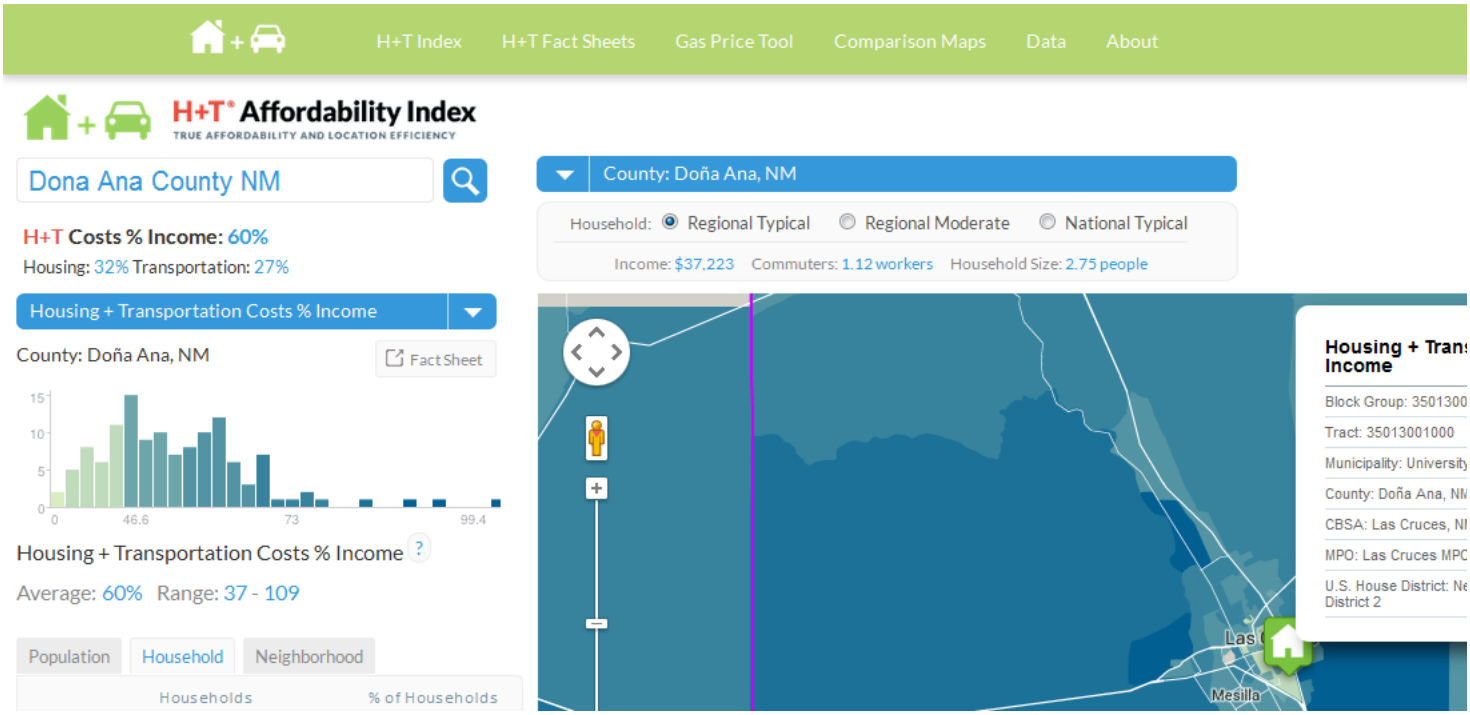
Transportation efficiency: many of the residents in the more rural parts of the County have little opportunity to save money with public transportation through sheer proximity to work. There are approximately 11,000 commuters traveling from Doña Ana County to El Paso and 8,000 people commuting from El Paso to Doña Ana County for employment (US Census, Journey to Work, 2006-2010).

However, those in areas that are already developed as well as those close to new jobs in Santa Teresa and Las Cruces may be able to take advantage of their location in order to drive less and shift some travel to alternative modes, such as cycling, walking, and taking the bus.

Likewise, as infill development increases the number of residents clustered around transit, the County can help expand Road Runner and the SCRTD to increase local and regional bus service, and can work with the New Mexico Department of Transportation to better coordinate funding.

Location efficiency: the kind of infill development that supports efficient transit — and simply brings people closer to their destinations — doesn't just happen. Often, sprawl development "leapfrogs" over adjacent land because each development helps raise the price on adjacent land. To overcome this and the in-town version of the same phenomenon, the County can help to create incentives to redevelop in in-town locations that are convenient to jobs, housing, and transit.

In Dona Ana County, median income households spend almost 60% of their income on housing plus transportation (H+T) costs: 32% on housing and 27% on transportation. In



walkable places with small blocks, the sum of H+T is lower: 40% in University Park and 37% in the most location efficient part of Las Cruces. The opposite is true in places that lack convenience and transportation choice: H+T costs 71% in Santa Teresa, and 66% in Chamberino, respectively.

The average income household spends $8,846 per year on transportation county-wide. This ranged from $5,247 in University Park to $7,926 in Las Cruces to $9,223 in Mesilla and $10,866 in Chamberino. In all, county households spend $644 million per year on transportation, and outside of the relatively few location efficient places, this doubles the cost of a location compared to the cost of housing alone.

Over the next 30 years, even with no population change, transportation costs will drain over $19 billion from County households, and with anticipated population increases, possibly twice that level. This makes a strong case for lowering the area cost of living through increasing transportation choice, such as through expanded mass transportation, and providing quality amenities within walking distance or short driving distance within each community.

The American Council for an Energy Efficient Economy ranks New Mexico #24 in its index. In 2013, utilities in New Mexico budgeted $19.7 million for customer energy efficiency. That represents 0.96% of revenues, which is slightly below the national average for state programs of 1.1%. These range from 0% in Alaska to 5.2% in Vermont. (American Council for an Energy-efficient Economy, 2014). Additional resources are also available for renewable energy and for distributed clean energy and combined heat and power, such as the central heating, cooling and power system in place at NMSU.

Examples:

To a certain extent, resource efficiency supports financial efficiency. For example, the city of Memphis and Shelby County Tennessee have adopted a poverty reduction strategy: the "Memphis Blueprint for Prosperity" program. (McGraw, Campbell, Bernstein, & Johnston, 2014) It works by executing resource efficiency goals. Its goal is to reduce the cities 27% (Bureau of the Census, n.d.) poverty rate to 17% in 10 years. Community-wide energy efficiency coordinates several programs under a single unifying policy. Its targets help it justify long-term sustainability programs. They can also help it mobilize funding for efficiency programs. Targets with specific time lines allow government to establish regular monitoring regimes — both for fiscal efficiency and to ensure that the job is getting done. The development of a community-wide target is often the result of long-term planning and outreach. (American Council for an Energy-efficient Economy, n.d.)

Specific examples of communities that have adopted such goals for energy efficiency include:

- El Paso's Livable City Sustainability Plan sets a goal to reduce energy consumption by 30% by 2014, although the baseline year for the goal is not stated. The city has identified energy efficiency as a strategy in its comprehensive plan, Plan El Paso, which was approved by the City Council in March 2012. The Sustainability Core Planning Team consisted of different city departments and community leaders.

- Arlington County's Community Energy Plan was adopted by the County Board in June 2013 and sets a goal to re-

duce per capita greenhouse gas emissions to 3.0 metric tons of CO2 per person per year by 2050. The Community Energy Plan was also adopted as an element of the County's Comprehensive Plan.

- Chicago's Climate Action Plan set greenhouse gas goals to reduce emissions 25% below 1990 levels by 2020 and 80% below 1990 levels by 2050. Chicago also has an efficiency target to improve citywide energy efficiency by 5% by 2015. The Green Ribbon Committee, which is a group of leaders from the non-profit and business communities appointed by Mayor Emanuel, to advises the city on sustainability, with an emphasis on energy efficiency.

- In 2011, the Dubuque City Council adopted a goal to reduce community-wide greenhouse gas emissions 50% below 2003 levels by 2030. The Dubuque Community Greenhouse Gas Reduction Task Force is comprised of nonprofit organizations, faith based organizations, and businesses.

- The 2009, Portland and Multnomah County Climate Action Plan sets a goal of reducing Portland's community-wide emissions 80% below 1990 levels by 2050. Portland engaged with steering committees and several technical advisory groups to develop this goal and provides ongoing climate action plan progress reports to community stakeholders.

- San Antonio 2020, the city's comprehensive plan, includes a goal to reduce electricity usage by 1% per year per household through 2020. The comprehensive plan was formulated with the input of three community chairs and a stakeholder steering committee.

There are a number of resources that the County can consult as it pursues a proactive storm water management strategy. Many of these are available through the Center for Neighborhood Technology:

1. Rain Ready has a number of resources available for best practices and auditing. ("Welcome to Rain Ready," n.d.)

2. The Center for Neighborhood Technology and the American Water Works Association have documented the following:

    a. The Value of Green Infrastructure for Rainwater; (Center for Neighborhood Technology, 2010), (Center for Neighborhood Technology, n.d.), (Center for Neighborhood Technology & American Water Works Association, 2014)

    b. The Value of Water Conservation to Customers (Center for Neighborhood Technology, n.d.)

3. Tom Low has written a guide for managing storm water by de-escalating the infrastructure, rather than by adding a new level of expense on top of existing infrastructure. (Low, 2010)

4. The US EPA has issued guidance for states and localities encouraging the use of these green infrastructure options, and will be issuing draft regulations in 2015.

Places can adopt a Green Infrastructure Portfolio Standard or GIPS. This is a commitment to reach a long-range goal to be achieved at a set time, perhaps 20 years. It does this by meeting annual rates of progress. It thus justifies budgeting to meet that goal. One precedent is a manual for developing a GIPS, including case studies, has been jointly developed by the Great Lakes and St. Lawrence Cities Initiative, American Rivers and the Center for Neighborhood Technology. Despite the very different climate, a similarly organized GIPS could be applied to Doña Ana County. (Great Lakes and St. Lawrence Cities Initiative, American Rivers, & Center for Neighborhood Technology, n.d.)

A portal of tools to help communities, households and businesses to become "Rain Ready" is available at www.rainready.org. First-time studies using actual insurance claims with large property casualty insurers and from FEMA show clearly that current flood plain maps are insufficient to indicate places likely to flood. They must be complemented with maps that show the extent of permeable versus impermeable surfaces. (Center for Neighborhood Technology, 2014) These resources include Federal and State financial support. In addition, cooperation across municipal and county boundaries — even national boundaries — is important. Water doesn't obey maps.

3. ESTABLISH COMMUNITY NETWORK INITIATIVES AND ECONOMIC GARDENING

Economic gardening is a strategy for growing a local economy from within. It helps local entrepreneurs to build wealth between themselves in much the same way that a garden grows under care. A good part of the strategy involves building a network of local businesses so that they can take advantages of synergies between them.

One of the most important strategies, then, is either to create or to work with a nonprofit corporation to create a center within which economic networks can be fostered. (This can be called a "Center for Economic Networks".) Such a center would act as a platform to encourage investment in businesses that have growth potential — preferably through its own revolving fund. One of its main roles would be to help businesses to expand without overtaxing themselves, and another would be to put local businesses in touch with each other so that investments don't leak out of the County. The City of Las Cruces' Economic Development Department provides an excellent precedent in the way that it markets otherwise underutilized assets such as the West Mesa Industrial Park, the airport, and the free trade zone.

Although individual assistance for entrepreneurs is important, a more efficient approach is to create incubators, and community-based incubators are more successful than incubators that are based on particular technologies or are housed in universities. Nevertheless, university-based incubators can be successful in rural areas, as can specific rural initiatives such as cooperative processing facilities. One example might be an onion dehydrator to obviate processing in Texas, and another may be Community Supported Agriculture (CSA), by which residents pay for farm produce by subscription.

In particular, a Food Innovation Center could help farmers to improve their products, and help them to make them more useful to the consumer. Such a Food innovation Center could include a commercial kitchen and a lab to allow farmers to test soils, to incubate businesses, to study products in marketing, and in general to get products to scale. The Food Innovation Center might also be able to test for arsenic and salinity in agricultural products, which may eventually help unlock funding for managing them.

At the most rural end of this overall initiative, a partnership including the New Mexico Green Chamber of Commerce could help the County take advantage of economic drivers such as the OMDP National Monument, and White Sands. Local businesses could take better advantage of those places' drawing power, and help them market themselves as experiences rather than just as sites.

Examples:

There are several precedents for parts of such community networks:

- Community-supported agriculture can use under-used land, and can also help to subsidize agriculture on expensive land near town. (St. Mary's Health System, n.d.)
- A food innovation center is a combination of a community kitchen and a food lab. It allows farmers to test soils, act as a food lab, a sensory lab (smell, taste, sight), improve marketing, and more. ("Food innovation center," n.d.)
- A type of organization, admittedly confusingly named, is a multi—use community center. This type of organization can invest in businesses with growth potential, and can promote businesses and provide them with resources ("HandMade in America - home," n.d.). ("The Appalachian Center for Economic Networks (ACEnet)," n.d.)
- Cooperative processing facilities for local crops can help farmers reduce costs, and pool resources. ("Center for Cooperatives | University of Wisconsin-Madison," n.d.)
- Business incubators can provide small businesses with the support they need to stand alone. Business incubators can also be organized to support local needs: for example, "green" incubators. ("National business incubation association," n.d.)

4. GROW STRONGER RETAIL OFFERINGS

Retail is a zero-sum game in the sense that each household or business only has so much money to spend. If it spends it in another jurisdiction, the money leaves the jurisdiction. Therefore Doña Ana County can bring more money into the County by improving its retail offerings. Even without improving the nature of the businesses themselves, simply allowing compatible businesses into neighborhoods can help to induce demand for that retail. A Get-Local Campaign (GLC) can encourage residents and businesses to spend their money within the county.

In order for retailers to get higher returns than malls do, they have to pay attention to key rules for retail regarding: tenant mix, anchors, hours, parking policy, private frontage, and costs. This requires some form of centralized management — although it can be voluntary. Urban centers, to be

sustainable, need to be more than employment and residential centers. They need retail as well.

OBJECTIVE 2: BRING MONEY IN FROM OUTSIDE AND INCREASE EXPORTS

Like a household, Doña Ana County needs to bring in money from outside. This Plan identifies two main methods: supporting manufacturing and local industry and improving the tourist economy.

1. ENSURE THAT CROSS-BORDER TRADE ENHANCES THE LOCAL ECONOMY

In order for cross-border trade to be beneficial, the County needs a more proactive and deliberate strategy that prepares the Border Area and the Paso del Norte for upcoming business opportunities. This strategy would involve several initiatives:

- The county should monitor new business practices and international policies and agreements,
- Plan and manage infrastructure — especially to enhance the Union Pacific freight terminal and the Santa Teresa logistics Park,
- Improve workers' options for transportation,
- Take advantage of Federal and private investment methods for reducing risk, and
- Provide incentives to locate near the border.

Trends suggest that the County needs to pursue a more proactive strategy that prepares both the border area and the Paso del Norte area for a better economic future. These include a $400 million investment by Union Pacific in Santa Teresa, recent surges in maquila investment in Mexico, and broader shifts in the supply chain across North America.

The County can take advantage of emerging resources for sharing risks:

- USDOT's Railroad Rehabilitation and Investment Fund,
- The Transportation Innovative Finance and Investment Act,
- The Transportation Investment Generating Economic Recovery program,
- Equity funds identified by the New Mexico Economic Development Department – which must demonstrate an interest in business development within the State,
- State and local government resources such as linked-development deposit strategies to leverage bank capital access and bond financing, and
- Emerging socially-screened private investment funds with a "double bottom line" investment policy

A number of entities can help to make jobs more accessible if they have more funds or are better coordinated:

- The South Central Regional Transit District,
- RoadRunner,
- The express bus service operated by the New Mexico Department of Transportation, and
- Greyhound Lines

In order to do this, the County can create a Transportation Management Association to blend dedicated financial contributions by employers and communities to fund transit services.

There are a number of resources that the County can use to offer incentives to locate near the border. These include the following:

- LASER extended shopper visas (extended recently by the Dept. of Homeland Security to 55 miles – which results in increased cross-border traffic which should help support upgrades to fast-approval technology);
- Upgrades to Points of Entry or POEs to improve the character of crossings, and to use technology to speed inspections and verification to something resembling equivalent of EZ Passes for toll highways;
- Coordinated inter-regional border inspections similar to Kansas City Southern's Laredo TX intermodal facility which has reportedly secured approval for accepting inspections performed in Kansas City; and
- Accelerated full use of the Free and Secure Trade Program permit the US Customs and Border Patrol grants to Santa Teresa POE; and
- The Free and Secure Trade program, or FAST, which is a commercial clearance program for known shipments that are known to be low-risk and that enter from Canada and Mexico. This innovative trusted traveler/trusted shipper program allows expedited processing for commercial car-

riers that have completed background checks and fulfill certain eligibility requirements.)

Within the County, the Colonias Development Council, the Border Development Authority, the MPO, the NMDOT, CRRUA and other entities can help to coordinate development near the border. These can be supported by a new Regional Center that can take advantage of the EB5 visa program. A regional center is a third-party vehicle for managed investment that aggregates the relatively substantial fees paid by foreign nationals, and also assures that they meet the government's goal to provide at least 10 jobs for each foreign visa granted under the program.

The US Department of Commerce's EDA resources can help establish a targeted and coordinated approach to workforce development and supply chain certification – with a special focus on logistics, transportation systems, wholesale trade, distribution and manufacturing. This has been done in the south suburbs of Chicago as part of the Green TIME Zone initiative, with coordinated action between workforce programs established at three community colleges, industry, and specialized workforce development intermediaries.

2. ENCOURAGE & NURTURE TOURISM AND ACCELERATE STEWARDSHIP

Both the County's most rural areas and the historic Rio Grande corridor offer significant opportunities for tourism. The region is rich in history and culture and has many stories to tell that connect Doña Ana's cities, towns, and colonias with potential visitors. It also has significant opportunities to invite people to its wilderness areas, to space and military installations, and to the Spanish heritage along the Camino Real.

The case for tourism is uncomplicated in the sense that if people can be brought to the County, they will spend money. However, it is important to avoid an approach that favors only urban tourism or natural tourism. The approach must be balanced.

OBJECTIVE 3: GET INVESTMENT TO LOCATE IN THE COUNTY, AND ATTRACT NEW BUSINESS

By attracting new businesses, Doña Ana County can get more money into its household, so to speak. It can improve the physical environment for residents and businesses by encouraging contact urban development and infill in its new Unified Development Code. By building compactly around transit, and also by improving transit, it can improve people's ability to get around. It can recruit new businesses — ranging from retail and restaurants to corporate headquarters and manufacturing.

The County government can help itself directly by building capacity for grant applications and administration, so as to bring in more money from government programs, as well as help businesses fund initiatives for their common good. The New Mexico Green Chamber of Commerce has helped with the Oregon Mountains Desert Peaks National Monument. This is a local economic driver that is estimated to generate $7.4 million in revenue per year. The County currently realizes $22 billion a year from White Sands. Already, some interesting local products are developing, such as the OMDP Cocktail at the Azul Lounge, Beck's OMDP coffee blend, and massages at sunset at the OMDP. All of these nurture the outdoor economy.

1. UPGRADE SKILLS THROUGH WORKFORCE DEVELOPMENT

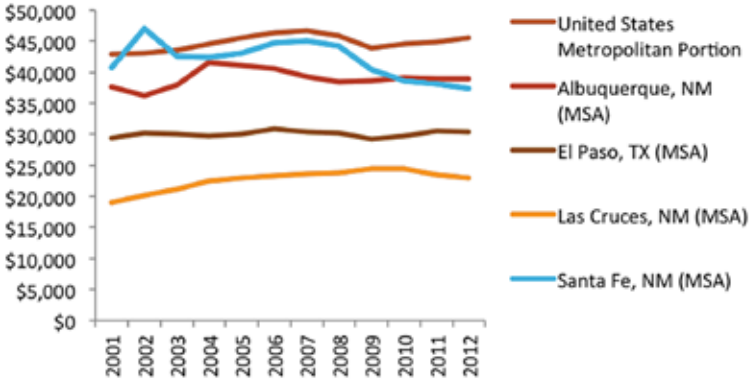
Businesses look not just for low-cost workers, but higher-skilled workers. Thus, any initiative to improve workers' skill level will make Doña Ana County look more attractive. In particular, any support that the County can give for their own internal training efforts will help reduce their costs.

Doña Ana County today has a more "low-wage/high-waste" economy than a "high-wage/low-waste" economy. Its incomes lag both New Mexico and the United States. As a center for low-wage unemployment, Doña Ana County does attract some business, however, low wages don't provide an adequate tax base, and they insure that the County leaks money whenever an industrial or agricultural process requires higher skills than the County currently provides. Although by standard measures (such as a minor drop in Gross Domestic Product per capita) the County weathered the recession better than certain other places, its GDP per capita is fairly low, as are its incomes. (Bureau of the Census, n.d.)

COMPARATIVE EMPLOYMENT AND INCOME						
	PERCENT OF TOTAL EMPLOYMENT			AVERAGE ANNUAL EARNINGS		
	CLC	NM	US	CLC	NM	US
MINING	0.0%	3.2%	0.6%	$ 15,582	$87,271	$121,241
CONSTRUCTION	4.9%	5.2%	4.3%	$37,926	$47,714	$55,288
MANUFACTURING	3.9%	3.6%	8.8%	$51,819	$59,805	$75,242
TRANSPORTATION & UTILITIES	2.6%	2.9%	3.7%	$61,071	$62,728	$63,045
WHOLESALE TRADE	1.7%	2.7%	4.2%	$48,480	$51,298	$77,359
RETAIL TRADE	10.8%	11.3%	11.1%	$27,016	$29,168	$31,495
INFORMATION	1.3%	1.6%	2.0%	$41,626	$49,606	$93,099
FINANCIAL ACTIVITIES	3.6%	4.1%	5.8%	$26,949	$30,064	$47,540
PROFESSIONAL AND BUSINESS SERVICES	10.2%	12.1%	13.6%	$43,593	$53,299	$61,311
EDUCATION AND HEALTH SERVICES	18.7%	15.2%	15.5%	$38,583	$42,648	$50,524
LEISURE AND HOSPITALITY SERVICES	11.0%	10.8%	10.4%	$19,935	$18,473	$23,812
OTHER SERVICES	2.1%	3.5%	4.0%	$30,721	$29,994	$33,224
GOVERNMENT	29.1%	23.8%	16.0%	$63,295	$63,642	$70,342

(Percent of Employment – Moody's Analytics & BLS, Annual Earnings – BEA, 2011)

Las Cruces is the County's urban economic engine, but it lags both New Mexico and the United States in several of its highest-wage employment sectors, including mining, manufacturing, wholesale trade, information, and government. However, Las Cruces out-performs the state and country average annual earnings in education and health services and government. The sixth highest is transportation and utilities, which is closer to parity. (Occupational Outlook Survey and Handbook, 2012) The County's economy isn't diverse enough to avoid being vulnerable to market fluctuations — particularly as government employment is under pressure. Its industrial diversity index is 0.61, which is somewhat diverse compared to other similar regions, but is still too exposed to fluctuations in employment sectors. (Tyler Case, 2012)



GDP PER CAPITA

For these reasons, workforce development will be essential to bringing the county up to parity or better. The county will benefit from investments in high schools, vocational training, community college apprenticeships, union-led training, employer-based training, and four-year degrees. These can pay off in higher wages. (New Mexico Department of Workforce Solutions, n.d.)

Examples:

Two of the top sources of information for benchmarking the quality of workforce development programs at the State level are the Council for Adult and Experiential Learning ("CAEL - linking learning and work," n.d.), and Jobs for the Future. ("Jobs for the future," n.d.) Some of

the keys to making such programs successful include:

- Participation by employers and networks of employers,
- The availability of financial support to help pay for basic services such as transportation, computers or trade tools upon graduation, and
- Continuity between levels; for example, it is now possible in Cook County IL to be automatically enrolled in a community college upon completion of secondary school. It is fairly common to ease transition barriers between community colleges and four-year schools.

Certain community colleges, such as LA Trade Tech College and Miami Dade Junior College, seem to perform well consistently. However, some of the best-performing workforce development programs are not based in community college districts, but are operated by independent non-profit organizations. These include the Illinois Manufacturing Foundation, which creates intense "immersion" on the job and has claimed an employment and retention success rate close to 100%.

Workforce development programs based in the Doña Ana County Community College campuses are in conjunction with New Mexico State University. Other partners include:

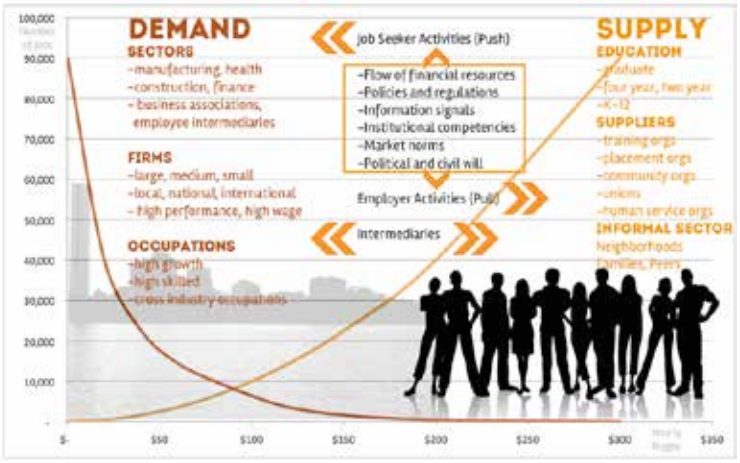
- New Mexico Job Training Incentive Program ("Job training incentive program," n.d.)
- Workforce Development and Education Programs include participating institutions in Hatch, Las Cruces, and Sunland Park – Including four branches and nine learning sites from NMSU ("Workforce development & education," n.d.)

The majority of the job opportunities projected in the US economy in the next 10 years are in categories which might be summarized as "technician:"(New Mexico Department of Workforce Solutions, n.d.)(C. Brett Lockard, & MIchael Wolf, 2012)

- Medical
- Environmental
- Manufacturing
- Construction trades
- Energy services
- Building automation
- New media
- Computer networking, and
- Programming

All of these require large numbers of middle-skilled technically competent workers, taught at the Associate Arts degree level or the equivalent.

Because it doesn't take a long time to acquire such skills, they should be a high priority. Moreover, they should be a high priority because employers look for these skills when they consider whether to move into a location. The Skills2compete New Mexico Campaign has noted just how important these skills are (Skills2Compete-New Mexico, 2010). It identifies three strategies for near-term skills acquisition: community college, vocational certification, and apprenticeship. These take two, one and two-to- four years, respectively. Flexi-Wage Plus makes Las Cruces more attractive to the workforce with training, mentoring, and in-work support.



The Department of Labor has already appropriated $150 million from the fees paid for H1B guest worker permits. The County can secure these funds through the Employment and Training Administration of the Department of Labor for a Regional Workforce Partnership. (Biden, 2014) Vice President Biden's report highlights a pathway from retail sales to office supervisor to certified logistics specialist with associated hourly wage growth from $10 to $15 to $25 per hour.

The Border Area Economic Development Strategy report

(BAEDS (AECOM & Border Research, 2014) highlights the importance of retaining and growing existing businesses and talent, as opposed to just trying to attract new business.

It became clear in meetings with key business leaders, public officials, and chambers of commerce that workforce development needs attention. The fundamental infrastructure in Doña Ana includes:

- The Southwest Area Workforce Development Board,
- The Chamber of Commerce,
- The Green Chamber of Commerce.

Skills2Compete's study of high performance workforce initiatives in New Mexico did not highlight any in Doña Ana County — an area that competes with all other areas of the Southwest. As with economic development generally, this is an unassigned function within County government. On the other hand, the elements of a coordinated strategy are receiving attention: transportation improvements to help workers get to work, the provision of human services to support them, financial resources to support skills development. Peter Plastrik and Marlene Selzer have developed a series of flowcharts and checklists to help program sponsors deliver on the promise of high performance workforce initiatives by Jobs for the Future ("Jobs for the future," n.d.), which inspired the graphic below on dynamics of the labor market.

ENTICE INVESTMENT THROUGH DUAL-USE INITIATIVES

Several of the initiatives mentioned in connection with keeping money in the County and bringing it in from outside would also help attract investment from outside.

1. ELEVATE COUNTY ECONOMIC LEADERSHIP

In addition to helping to keep money within the county, economic leadership would help to encourage investment from the outside. It would show that the County is committed to healthy growth, as opposed to boom/bust growth. The County would be better able to recruit new businesses if it could show that several entities were pulling together:

- Doña Ana County Community Development,
- MVEDA,
- City of Las Cruces Economic Development Department, and
- Representatives from the chambers of commerce

(See also, Strategy: Get More Money to Circulate and Cultivate Local Economies, above)

2. ESTABLISH COMMUNITY NETWORK INITIATIVES AND ECONOMIC GARDENING

Similarly, community network initiatives and economic gardening can help entice new businesses. To the extent that the County provides a platform onto which they can relocate, a community network and economic gardening can assure businesses that they will be entering a hospitable environment. In particular, businesses that are looking for certain kinds of inputs (suppliers, labor, etc.) will appreciate their availability. (See also, Strategy: Get More Money to Circulate and Cultivate Local Economies.

3. ENCOURAGE AND NURTURE TOURISM AND ACCELERATE STEWARDSHIP

Businesses appreciate having amenities in their future locations. Doña Ana County offers recreational opportunities, and it can offer new residents the opportunity to enjoy the County's heritage. This heritage, then, cannot be merely of the "tourist trap" sort. It must be the kind that new residents can live in and enjoy when they relocate to the County. (See also, Strategy: Bring Money in from Outside and Increase Exports)

NEW GROUPS AND OFFICES

While it would be ideal to be able to use existing government and nonprofit capacity, this Plan recommends adding new capacity in some areas. The Financing and Funding section below will discuss funding sources. The primary reason for this added capacity is to add expertise and to centralize functions that would otherwise be dispersed among different "silos."

1. A New Office of Economic Development in the County's Community Development Department (OED) (New county entity)

   This would be a new office in the County's Community Development Department, and it would host two groups: a get local campaign and a workforce development group.

   a. A Get Local Campaign (GLC) in the Office of Economic Development (New county entity)

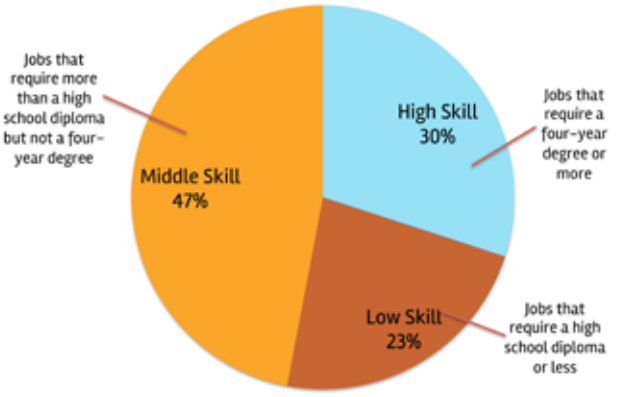
      This would have two faces: a Retail & Residents program to recruit retail and services to support people who want to live downtown and in town centers, and a business-to-business program to encourage businesses to patronize each other. It would also recruit new businesses via trade leasing shows.

   b. A Workforce Development Group (WDG) in the Office of Economic Development (New county entity)

      This would help upgrade the County's workforce skills and to improve transportation options for workers. It could also help foster Regional Manufacturing Centers (discussed below). This group would coordinate with Border Industrial Association and coordinate with other partners:

      - The Mesilla Valley Economic Development Association (especially making use of their analytical capabilities)
      - Chambers of commerce (including the New Mexico Green Chamber of Commerce)
      - Partner with or build a new committee based on the recently formed Economic and Rural Development Committee. The Committee would recruit the universities in general and the state and university science and technology apparatus in particular. This committee could support various other public and private actors. It should report periodically on the economy and the Viva Doña Ana Dashboard in order to adjust the Office of Economic Development's goals with agility.

New Mexico Total Job Openings by Skill Level, 2011–2021



Source: Calculated by National Skills Coalition from New Mexico Department of Workforce Solutions Data

The workforce skills need to be upgraded to meet the more skilled job market. This will have to be a continuous process – not only to meet the job market, but also to change with it under pressure from new business models and automation.

2. A New Union Pacific-Santa Teresa District Center of Excellence (COE) in the BIA

   This could be a team within the BIA, coordinating between universities and both State and Federal agencies — as well as industry leaders — to expand the use of the US Department of Commerce is Manufacturing Extension Partnership from just Albuquerque to include Doña Ana County.

3. A New Santa Teresa EB5 Regional Center (STERC) (New for-profit entity)

   In order to get an EB5 visa, foreign investors have to

hire people locally and invest locally. A new regional center — probably structured as a for-profit entity — could aggregate and invest the fees paid by foreign investors. (This would be created as a for-profit entity with the County's support.)

4. A New Transportation Management Association (TMA) (New nonprofit)

   The new Transportation Management Association would be a nonprofit to coordinate transportation functionally, and would also have to attract private contributions and grants from local employers and institutions to augment public funding.

5. A New Agriculture Community Group (ACG) (New Nonprofit)

   This group would lend expertise and support for a new food innovation center, cooperative facilities for local crops and livestock, and a Center for Economic Networks.

   a. A New Center for Economic Networks (CEN) (New Nonprofit)

      This would help businesses expand by investing in those businesses that are ready to grow – and by providing micro-loans. This Center would be a nonprofit complement to the Office of Economic Development. This new nonprofit could make investments and do work that is improper for a government entity to do.

6. A New Regional Green Infrastructure Authority (RGIA) (New County entity)

   This initiative within the Office of Economic Development would support Green Infrastructure and "light-imprint" infrastructure, so as to reduce costs and enable the County to provide competitive services within a budget.

7. A new Fair Housing entity

   The 2013 Doña Ana County Fair Housing Equity Assessment and Regional Analysis of Impediments Draft Report for Public Review (Viva Doña Ana & Western Economic Services, LLC, 2013) found a need for a new Fair Housing entity in order to educate potential residents, developers, and property owners of their obligations under the law. This entity could be an office in the Community Development Department, and it could also take a broader perspective, focusing on the larger problem of providing equitable housing with access to jobs. It should thus work with the proposed Office of Economic Development.

Viva Doña Ana

Review of Economics and Land Use Development

Executive Summary

As a gateway of international trading and a hub of rail transportation, Doña Ana County, New Mexico is on the brink of employment and population growth that have the potential to provide economic drivers and stimulants that will fundamentally change the landscape of the County's commercial and residential markets. Doña Ana has a strong heritage and a prized diversity of residents and places that are vital to the preservation of Doña Ana as an interesting and unique place. As such, Doña Ana has undertaken a Comprehensive Planning Process to enhance and strengthen the future of the County – an essential part of which is to analyze current and projected economic growth as a driver of commercial and residential development.

Over the next 25 years, Doña Ana County is projected to see steady job and household growth, with an uptick in growth in the immediate years and stable long-term growth. Along with these economic drivers, the market fundamentals for residential, industrial, and retail land uses are overall healthy, with little vacancy and positive absorption in recent years, establishing prime conditions for future development due to new household growth and employment growth. While the office market has been soft in the last several years with negative absorption and high vacancy, office jobs are expected to maintain their fair share of employment growth, which will fill vacant space and improve market fundamentals, paving the way for new development. The table on the next page highlights the market opportunities for growth in residential, industrial, retail, and office land uses.

One of the challenges that Doña Ana may face at this point in the economic cycle is a hesitation on the part of developers to build speculative product as the attitude of the Great Recession has not faded, but space is becoming constrained due to lack of inventory. This may be particularly true with a small to medium sized market such as Doña Ana County that does not yet see significant investment from large-scale regional and national real estate players. Despite the strong fundamentals of the industrial market, the hesitation to build is further compounded in this sector as the Santa Teresa submarket is commonly associated with El Paso, which has low rental rates and high vacancy that make feasibility of new construction particularly challenging. As the Santa Teresa submarket has a unique value proposition of catering to companies requiring direct access to the border or Union Pacific, efforts should be made to separate the fundamentals of the Santa Teresa submarket and the El Paso market.

As growth continues to occur in Santa Teresa, Doña Ana should strategically plan to ensure that offshoots of that growth funnel into northern Doña Ana County, as opposed to the area becoming primarily a suburb of El Paso. Strategies would include ensuring infrastructure and accessibility from Santa Teresa to Las Cruces is sufficient and in good condition, namely pursuing development of the proposed West Mesa Road connecting Santa Teresa and I-10 west of Las Cruces. This would allow for direct access between the centers of employment, and create further opportunity for retail, office, and residential development as traffic is routed on this road and drawn between these nodes of activity. Doña Ana County should also pursue companies supporting the Santa Teresa industries that may prefer an urban environment and require a large employment base, and turn to El Paso and Las Cruces for space until Santa Teresa is more built out. By capturing the ripple effects of the Santa Teresa growth to the north, Las Cruces should introduce a new and increasing market to support additional commercial and residential development.

One of the key considerations in determining future demand for commercial and residential demand is the impact of manufacturing, trade, and transportation employment growth in the economy, particularly as relating to the timeline and structure of Santa Teresa and its approved Master Plan. While employment growth due to the Union Pacific relocation and the Port of Santa Teresa is factored into projections, the cumulative effect of building out the Santa Teresa Master Plan could significantly change market fundamentals and thus the resulting commercial and residential demand. Much of the success of Santa Teresa lies in establishing a solid foundation of new industrial tenants in the area, which will in turn drive

employment growth, followed by residential development, and ultimately retail and office expansion to serve new residents. As Santa Teresa has just the beginnings of a community at this point, it is difficult to determine when and how development in this area will play into the County's demand potential and land use economics.

Summary of Demand and Feasibility Timeline by Land Use

Development Opportunity Matrix			
Land Use/ Development Type	***New Units/Sq. Ft. Supportable by 2040***	***Acres Consumed***	***Feasible Beginning Construction Timeline***
Residential	23,000 units	*6,000 acres*	*Immediately*
Industrial	*2,200,000 sq. ft.*	*55 acres*	*Immediately*
Retail	*1,500,000 sq. ft.*	*78 acres*	*Immediately*
Office	*1,200,000 sq. ft.*	*12 acres*	*2019-2020*

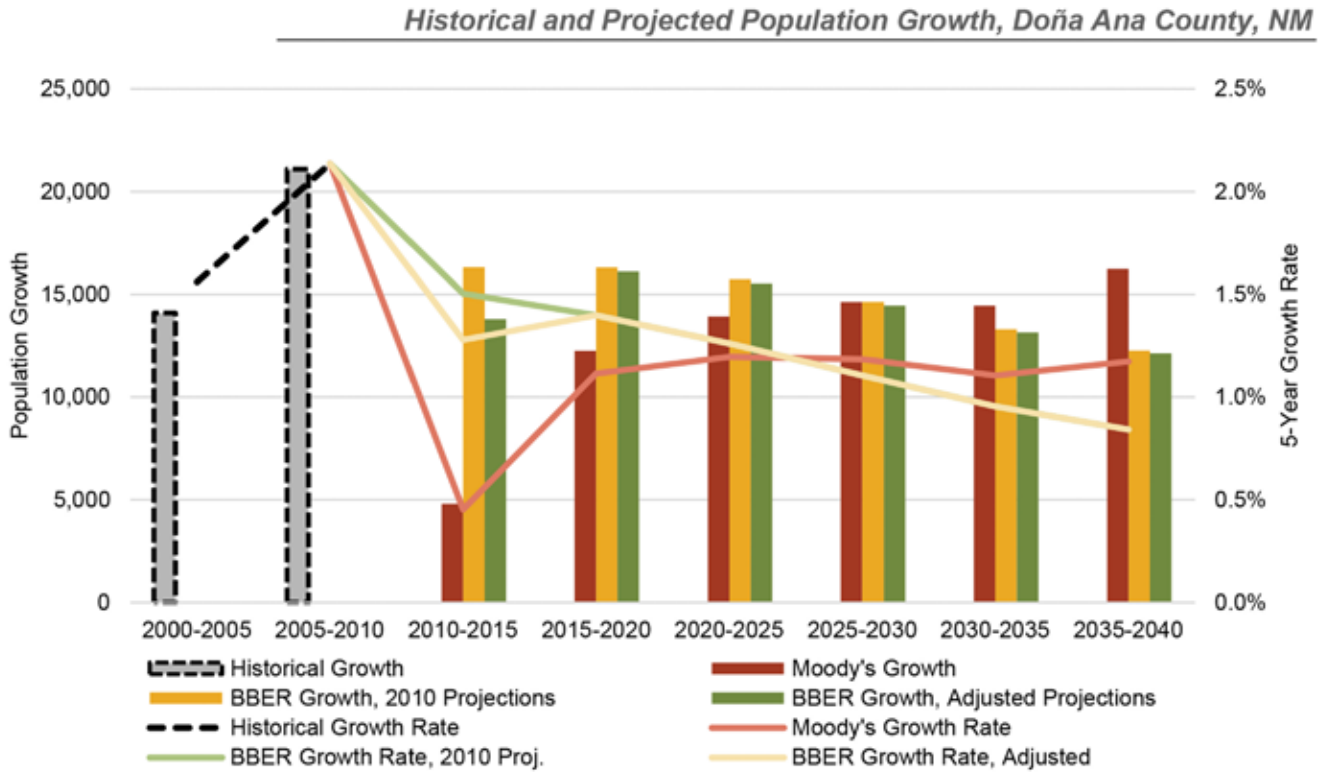
Growth in Doña Ana County is most likely to occur along two primary geographic "paths of progress" – eastern Las Cruces and southeast Doña Ana along the border of El Paso. Eastern Las Cruces already has a critical mass of employment, new households, and new retail that will continue to expand as the housing market and economy improve and job growth strengths. El Paso's path of progress is directed to the northwest, and is just now reaching the border of Doña Ana County. As El Paso continues to grow and development efforts in Santa Teresa and Sunland Park expand, the southeastern portion of the County is primed to capture a significant amount of new employment, residential, and retail growth in the near future.

Population Growth

In 2010, Doña Ana County, New Mexico had a population of 210,000. While population growth is expected to be positive over the next 25 years, growing at a compound average growth rate of 1.1%, this projected growth rate is lower than historical rates, which were consistently well above 2% annually. Doña Ana's population is projected to grow an average of 2,400 to 3,300 new people per year.

RCLCO evaluated two different sources to determine long-term population growth – Moody's Economy, a national provider of forecasts, and University of New Mexico's Bureau of Business and Economic Research (BBER). As the state source of demographic information and projections, we primarily relied on BBER's projections for this analysis. To account for BBER's retrospective population estimates for 2011 and 2012, RCLCO applied BBER's forecast (which uses 2010 as a base year and projects in 5-year increments) to the updated base year of 2012. In 2010, BBER projected a growth rate of 1.5% for the five year period from 2010-2015, but estimates for 2011 and 2012 have only seen actual growth rates of 1.0%, thus far resulting in approximately two thirds of absolute growth that was projected. Furthermore, Moody's population estimates (updated annually) record growth of just 0.5% from 2010 to 2013. With a lower base population off of which to grow in coming years, these adjusted projections result in absolute growth of 85,000 people from 2010 to 2040, and an expected total population of 295,000 in 2040.

While RCLCO acknowledges that development in Santa Teresa could have a major impact on population and employment growth in the future, the uncertainty surrounding timing and execution of this area precludes projecting additional growth on top of current projections. As Santa Teresa moves forward, and additional infrastructure and buildings are in the ground, we can better understand the impact this area may have on employment and population growth.



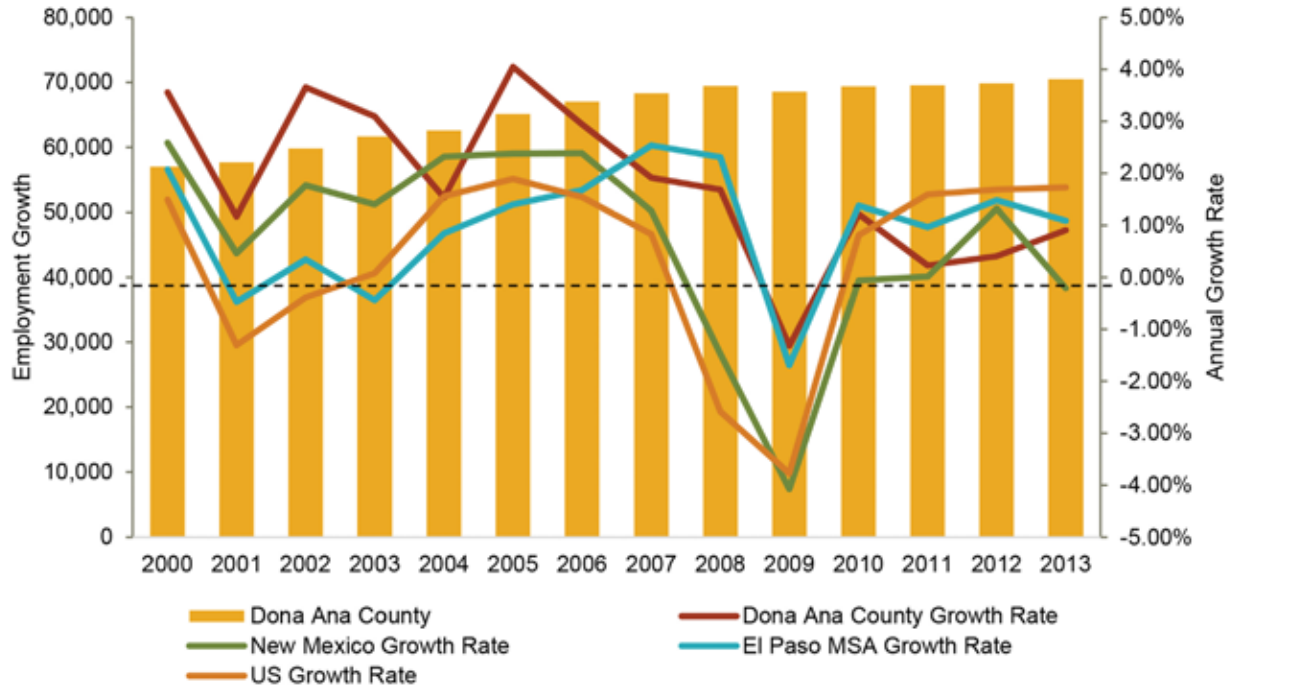
Employment Growth

Along with the nation, New Mexico and Doña Ana County felt the effects of the Great Recession in terms of depleted number of jobs and job growth. As a state, New Mexico fared worse than the nation in job losses, experiencing a loss of 4.1% of jobs from the previous year, while the United States saw a loss of 3.8% of jobs. New Mexico has also faced a longer recovery than the nation, not seeing significant positive employment growth until 2012. New Mexico is currently 4.4% behind in total jobs from the peak of the economy in 2007.

Doña Ana County was not hit by the recession as hard as New Mexico, as the County lost fewer jobs and began recovering jobs more quickly than the state. At the bottom of the downturn in 2009, Doña Ana County lost about 1.4% of jobs (1,200 jobs). While job growth in Doña Ana County has not been particularly strong, it has been positive since the end of the recession, with a compound average growth rate of 0.91% from 2010 to 2014. The unemployment rate was 8.0% as of June 2014, up from the low of 6.7% recorded in May 2014.

While El Paso is not part of the Las Cruces MSA, the cities have a closely shared economy as part of the Boderplex Region, along with Juarez, Mexico, and with overlapping trade and manufacturing industries. As a result, Doña Ana's job growth through the recession tracked more closely with El Paso than with New Mexico. With an increase in border-related manufacturing and trade and Union Pacific's recent relocation to Doña Ana, the two economies will be even more closely tied together in the future and El Paso's economic strength will be important to track. Furthermore, residents in the southern portion of Doña Ana, particularly Sunland Park, Chaparral, and Anthony, work in El Paso, and therefore job growth in El Paso can create residents for Doña Ana.

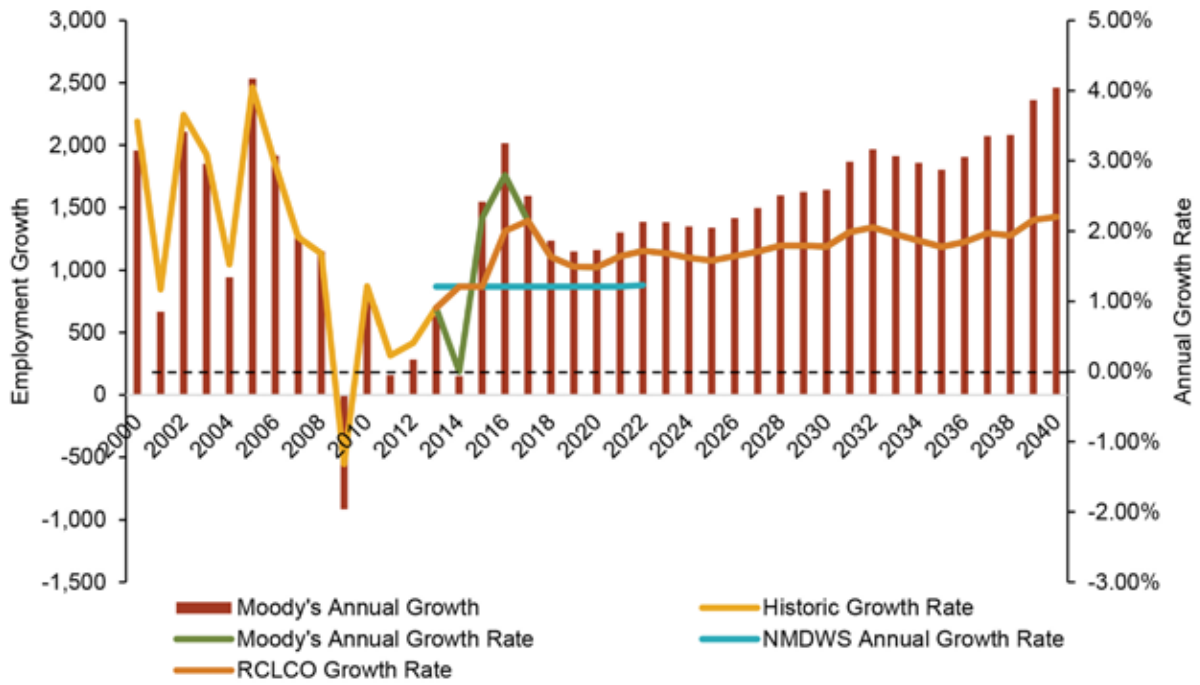
Historical Employment and Annual Growth Rates, 2000-2013



The strongest sectors of the Doña Ana economy include government (29% of jobs), education and health services (19% of jobs), and trade, transportation, and utilities (15% of jobs, though retail trade makes up about 70% of this), which are also the largest contributors to the County's GDP. The economy has been dependent on the federal government and associated contractors in past years with Fort Bliss and White Sands Missile Base, and stagnant government spending has been a contributor to the overall slow economic recovery. Doña Ana has been working to create a diversified economy with targeted industry growth of manufacturing and logistics, aerospace, renewable energy, business and financial services, technology, value-added agriculture, and digital media.

RCLCO evaluated non-agricultural employment growth as projected by Moody's Economy and the New Mexico Department of Workforce Solutions (NMDWS). While historical annual growth has be sporadic, Doña Ana County was producing about 1,600 new jobs annually in the 10 years preceding the Great Recession, while only 450 new jobs have been created annually in the most recent five years. Moody's predicts job growth to decline in 2014 and surge in 2015 and 2016, adding 1,500 to 2,000, as compared to the 150 jobs created in 2014, and NMDWS is projecting flat employment growth of about 885 new jobs annually through 2022. As the surge in Moody's job creation forecast seems drastic and possibly unrealistic for the next two years, and NMDWS projections do not reach growth similar to years prior to the recession, RCLCO has used NMDWS growth projections for 2014 to 2015, an average of Moody's and NMDWS for 2016, and has followed the Moody's growth trend and cycle for 2017 to 2040, which is consistent with pre-recession growth. This methodology results in total job growth of 42,000 jobs by 2040, and total employment of 113,000.

Projected Employment and Annual Growth Rates, 2000-2040



Residential Market and Demand

The Doña Ana housing market is characterized by a variety of housing options, mostly single-family, whether on small lots and in-town neighborhoods, or larger lots farther from the city. Las Cruces also has low-rise multifamily product, largely occupied by students at New Mexico State University. The housing market is comprised of about 60% owner units and 33% rental units with an overall vacancy rate of 7%, a sign of a balanced market in terms of supply and demand.

The housing market is showing positive signs of revival from the Great Recession with increasing sales prices and volume, and steady number of permits pulled. Due to high levels of household growth in 2000 to 2005, Doña Ana accordingly saw an early boom in housing permits pulled, hitting a peak of 2,500 permits in 2005. While high growth and permitting was not sustained through the recession, the volume of permits pulled fell only to levels prior to the housing boom starting in 2003, averaging about 800 permits annually.

In addition to the 800 new homes built each year, the County averages approximately 1,200 existing homes sales annually since 2011, with sales volume trending upwards. Home sales prices have been slower to recover following the Great Recession. Sales prices declined until 2012, bottoming out at a median sales price of $96,000 in 2011 from $129,000 reached at the peak. As of 2014, median sales price has increased to $112,000, but is still 13% below prices achieved at the top of the market.

The apartment market has been fairly stable in Doña Ana County, even throughout the years of the recession. According to an NAI 1st Valley report[1], rental units in Doña Ana County are currently renting for $0.83 to $0.90 per square foot. Rates have remained relatively flat since 2008, partially attributed to the price sensitivity of student renters. Occupancy is about 91%, decreasing from an average of 94% in the five years prior. Likely as an effect of 192 units delivering in 2013, Doña Ana County has seen negative absorption in multifamily rental properties for the first time since 2000 – a situation that should reverse as time elapses in which the new units are absorbed.

RCLCO based expected demand for new housing units on BBER's population growth projections as discussed above. A persons per household ratio derived from Moody's annual household and population

[1] NAI 1st Valley 2014 Multifamily Market Survey

projections was applied to the BBER data. Doña Ana County should be able to support a total of 23,000 new housing units through 2040, or average annual construction of about 885 new housing units annually.

Summary of New Residential Demand

DOÑA ANA RESIDENTIAL DEMAND SUMMARY		2010	2011	2012	2015	2020	2025	2030	2035	2040	Total
Estimated Total Housing Unit		**81,492**	**82,466**	**83,110**	**85,855**	**91,091**	**95,417**	**98,734**	**102,671**	**107,038**	
Occupied Units		75,532	76,475	77,016	81,569	86,805	91,132	94,448	98,386	102,752	
Vacancy Rate		7.3%	7.3%	7.3%	5.0%	4.7%	4.5%	4.3%	4.2%	4.0%	
Target Vacancy	5%										
Permitted Residential Units		974	644	951							
New Units Demanded			**0**	**0**	**1,794**	**5,236**	**4,326**	**3,317**	**3,937**	**4,367**	**22,977**
Average Annual New Units					**359**	**1,047**	**865**	**663**	**787**	**873**	**884**
Approximate Acres Consumed					**466**	**1,361**	**1,125**	**862**	**1,024**	**1,135**	**5,974**
Average Units per Acre		5									
Circulation On-Site		1.30									

Residential growth is expected to occur in several areas throughout the County. New residential development is underway in Santa Teresa, with projects under construction and thousands of more units included in the Santa Teresa Master Plan. This will be an obvious site for residential development at all price points due to proximity to employment at Santa Teresa and in El Paso. Residential development in Santa Teresa and Sunland Park would be a natural progression of growth from El Paso, which is expanding towards Doña Ana. Residential development will drive demand for further commercial uses such as retail, service industry, and office growth.

Las Cruces will capture another share of residential development, likely in available land on the east side of the city, close to the retail corridors of Telshor and East Lohman and a natural extension of existing residential neighborhoods surrounding these areas. Another place that should be considered for residential development is the west side of Las Cruces, along I-10 and Highway 70. There is already some residential development in the location, and new development here would aid in bridging the gap between the core of Las Cruces and existing development near the airport. Residential development would provide demand for increased retail along Highway 70, providing more of a "place" for industrial and office tenants that may consider locating near the airport.

Chaparral and Anthony present other opportunities for further housing development, as communities within commuting distance of El Paso. While these communities have developed as typical "suburban sprawl", further residential development would drive populations high enough to support more retail within the communities, creating a more alluring place with everyday conveniences that could draw residents from the El Paso workforce.

In the northern portion of the County, Hatch is a logical place to focus on residential development, as it has the infrastructure and some seed neighborhood services to support new residents. Hatch currently does not have enough critical mass to attract national and regional retail tenants that follow household density, and therefore planning for Hatch should first focus on building a resident base, marketing and branding, and strategizing methods for becoming a gateway city to Spaceport America in southern Sierra County.

Industrial Market and Demand

The industrial market of Doña Ana County has significant opportunity to grow over the coming years, driven primarily by the relocation of Union Pacific's intermodal facility to Santa Teresa and demand for space near the Port of Santa Teresa. Doña Ana County currently has about 5 million square feet of industrial and flex rentable building area (RBA) with a 5.4% overall vacancy rate – the lowest in 8 years (inclusive of buildings larger than 5,000 square feet). The space is primarily located in Las Cruces and Santa Teresa, capturing 45% and 41% of rentable building space respectively. In the last 4 years, the County has seen no completions of speculative industrial product, and since 2007, deliveries have only totaled 137,000 square feet in the County. Meanwhile, the market has absorbed 820,000 square feet of industrial space, 615,000 of that in 2013 and 2014, decreasing the vacancy rate from 17% to 5%. While there is land and opportunity for industrial development, developers have been slow to build speculative product in the County, mostly

cited to lagging rental rates and high vacancy levels in El Paso, which is cited at 13.7% as of second quarter 2014[2]. In the coming years, developers will likely begin building new product, as they capitalize on improving conditions in the macro-market as measured by the opening of Union Pacific, increasing tenant interest in the border area, and decreasing vacancy additional space is consumed.

Distribution of Industrial Space by Market

Market	RBA (Bldg 5,000+ SF)	RBA Distribution	Vacancy Rate
Las Cruces	2,473,226	45%	8.2%
Santa Teresa	2,215,545	41%	2.2%
Sunland Park	408,371	8%	7.0%
Mesquite	130,701	2%	0.0%
Chaparral	87,120	2%	0.0%
Mesilla Park	77,920	1%	0.0%
Anthony	50,275	1%	0.0%

Job growth in manufacturing, wholesale trade, transportation, and utilities is expected to increase at a compounded annual growth rate of 1.9%, or a total of 2,100 jobs, from 2014 to 2040. Though these employment projections consider development in Santa Teresa, projections could vary dependent on other factors such as timeline of development, rate of appropriate property built, creation of livable conditions in Santa Teresa (housing, retail, infrastructure), and the aggressiveness of marketing industrial opportunities and relocation to this area.

Given the state of the industrial market and expected job growth in manufacturing, wholesale trade, transportation, and utilities sectors, RCLCO projects that Doña Ana County could support an additional 2.1 million square feet of industrial and flex space through 2040. This would consume approximately 55 gross acres of land, assuming a 1.1 factor to include on-site infrastructure space.

Summary of New Industrial Space Demand

DOÑA ANA INDUSTRIAL DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption (SF)			506,620	933,688	1,139,301	**2,579,609**
Total Existing Inventory (SF)		5,447,104	6,079,304	6,885,104	7,626,104	
Total Occupied Inventory (SF)		5,174,928	5,773,454	6,579,264	7,320,253	
Vacancy Rate	10.0% (Target)	5.0%	5.0%	4.4%	4.0%	
New Industrial Space Demanded (SF)			**540,300**	**843,800**	**794,900**	**2,179,000**
Average Annual New Space (SF)			108,060	76,709	79,490	83,808
Approximate Land Consumed (Acres)			**13.6**	**21.3**	**20.1**	**55.03**
Avg. Building Footprint (SF)	100,000					
Infrastructure On-Site Ratio	1.10					

Doña Ana County has essentially two established industrial markets – Santa Teresa due to proximity to the border and port, and Las Cruces due to proximity to the County's largest employment base. While Santa

[2] CBRE El Paso Industrial MarketView, Q2 2014

Teresa will capture most logistics and distribution companies for access to Mexico, Las Cruces generally captures food processing, back office and call centers, and some manufacturing – industries that often require many employees. Within Las Cruses, the West Mesa Industrial Park is the largest concentration of industrial activity and provides good interstate access on I-10. Doña Ana County should work to implement plans for infrastructure improvements to capitalize on connectivity that will drive industry and employment growth in Santa Ana and Las Cruces, and efficient travel between the two markets.

Two additional markets that deserve a closer look and potential strategy for attracting industrial uses are Anthony and Chaparral as they both border El Paso and can draw from the employment bases of Doña Ana and El Paso, have easy access to the El Paso airport, and have sizeable residential populations. Neither of these markets have significant industrial space to speak of presently, and therefore will require strategizing and active marketing to create a new industrial cluster.

Retail Market and Demand

The retail market in Doña Ana is largely concentrated on the east side of Las Cruces, providing an array of shopping centers and "big box" general and specialty merchandise stores. Other than these corridors of retail along East Lohman, South Telshor, and Highway 70, retail is thin and generally small, singular merchandisers. Downtown Main Street and Mesilla are already established retail and restaurant enclaves, with lively history and streetscapes, and should be areas of continued investment to maintain and grow the nodes of boutique retail and restaurants that serve as destinations for tourists and residents alike.

The Doña Ana County market is comprised of approximately 6.8 million square feet of retail, 2.8 million square feet of which is located in shopping centers. As shopping centers are the most developmentally feasible retail from an investor standpoint, and are essential to attract quality regional and national tenants, the health of shopping centers is an important metric in determining the state of the overall market. Vacancy for both overall retail and shopping center retail hovers around 6.5% - a rate that is relatively healthy for the market, despite its upward trend from previous years. With the exception of losing a large tenant in 2013, retail absorption has been positive in the Doña Ana market, with 93,000 square feet of absorption overall since 2007 and almost 400,000 square feet of deliveries. The rental rate in Doña Ana County is approximately $11.50 in 2014, down from a peak year of $13.60 in 2012, as the negative absorption experienced in 2013 has softened the market slightly.

Evaluating demand from household spending, non-resident employee spending, residential student spending, and visitor spending, Doña Ana County will be able to support 1.5 million square feet of additional grocery and drug, food, general merchandise, and hard and soft good retail space by 2040 assuming household and employment growth continues as projected.

Summary of New Retail Demand

DOÑA ANA RETAIL DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption (SF)			312,300	582,100	613,900	**1,508,300**
Total Existing Inventory (SF)		6,897,253	7,209,553	7,791,653	8,405,553	
Total Occupied Inventory (SF)		6,443,401	6,755,701	7,337,801	7,951,701	
Vacancy Rate (SF)	10% (Target)	6.6%	6.3%	5.8%	5.4%	
New Retail Space Demanded (SF)			**312,300**	**582,100**	**613,900**	**1,508,300**
Average Annual New Space (SF)			62,460	52,918	61,390	58,012
Approximate Land Consumed (Acres)			**16.1**	**30.1**	**31.7**	**77.91**
Avg. Building Footprint (SF)	6,000					
Infrastructure On-Site (SF)	2.25					

Retail growth tends to follow household development, and therefore prime retail locations will likely be Las Cruces presently, Santa Teresa along McNutt Road in the near-term as residential development has already begun here, and long term in Santa Teresa as residential and commercial development increases, and in Anthony, Chaparral, and Hatch when households reach critical mass capable of supporting significant retail.

On another spectrum of retail, targeted nodes of boutique "Main Street" or "town square" retail should include Mesilla and Downtown Las Cruces Main Street in the near-term, and Hatch in the long-term, as all three of these towns have existing infrastructure for a boutique retail district that will draw consumers regionally. While Mesilla is an established and successful town square presently, investment and attention to this site should continue as is to maintain its base of tourists and customers. Downtown Las Cruces Main Street has seen revitalization in recent years that has positioned this site as an emerging center of local businesses and arts. While Hatch has the infrastructure to revitalize its Main Street, there is not enough critical mass of residents currently to support a significant amount of retail. Focusing on residential and tourism development in Hatch now should position Hatch to support more retail in the long-term. Retail performs best when it is clustered densely, and therefore it will be important to have few "main street" areas with an appropriate amount of retail in order to keep storefronts tenanted and performing well.

Office Market and Demand

The office market in Doña Ana County has been rather stagnant and has seen little activity, mostly due to high vacancies and negative absorption. The Federal Government Services Administration has been a primary user of office space in past years, but has vacated large amounts of space (estimated at 250,000 square feet) for the recently built, federally-owned United States Courthouse, leaving high vacancy rates ranging from 15% to 20%. Due to these conditions there has been no office development in the past several years, with the most recent significant deliveries occurring in 2009 – the Las Cruces City Hall and the Las Cruces Magistrate Court with 200,000 square feet. Hand in hand with vacancy, rental rates have fallen by about $1.50 in the past two years, to a net average rate of $13.77 per square foot.

The Doña Ana office market currently does not have good fundamentals to build new product, especially speculative office development. However, the office-using sector of employment is expected to maintain its 15% share of total employment, indicating that total employment growth will continue to add office-using jobs to the economy through 2040, creating feasibility for new office space when vacant space moves off the market sometime after 2019. Prior to developing new product, the County should focus on retaining and expanding current tenants, recruiting start-up firms and local entrepreneurs to stay in Las Cruces, and marketing to firms with office-associated work in trade and transportation that may prefer Las Cruces to the Santa Teresa area.

Summary of New Office Demand

DOÑA ANA OFFICE DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption (SF)			156,500	448,400	726,800	**1,331,700**
Total Existing Inventory (SF)		2,992,574	3,018,774	3,497,674	4,167,774	
Total Occupied Inventory (SF)		2,543,688	2,726,388	3,205,288	3,875,388	
Vacancy Rate	10% (Target)	15.0%	9.7%	8.4%	7.0%	
New Office Space Demanded (SF)			**0**	**448,400**	**726,800**	**1,175,200**
Average Annual New Space (SF)			0	40,764	72,680	45,200
Approximate Land Consumed (Acres)			**0.0**	**4.6**	**7.5**	**12.14**
Avg. Building Footprint (SF)	20,000					
Avg. Building Height (Ft.)	5					
Infrastructure On-Site Ratio	2.25					

Future office development is likely to occur in two places: first, in Las Cruces as infill development in downtown and on the east side of Las Cruces close to the medical centers and existing retail. Both of these locations should strive to have office positioned as mixed-use buildings with retail on the ground floor. Another likely location for office development is in Santa Teresa as a secondary use following the industrial and residential development that is planned as the first phases of development. The Santa Teresa Master Plan includes land for office development, and similar to development in Las Cruces, the residential base will provide an environment for mixed-use office and retail. Office development in Santa Teresa should be targeted at office-using support services and components of the industrial users in the near-term, and will likely develop into traditional office-users once Santa Teresa is built-out with appropriate numbers of households and commercial retail uses.

Path of Progress

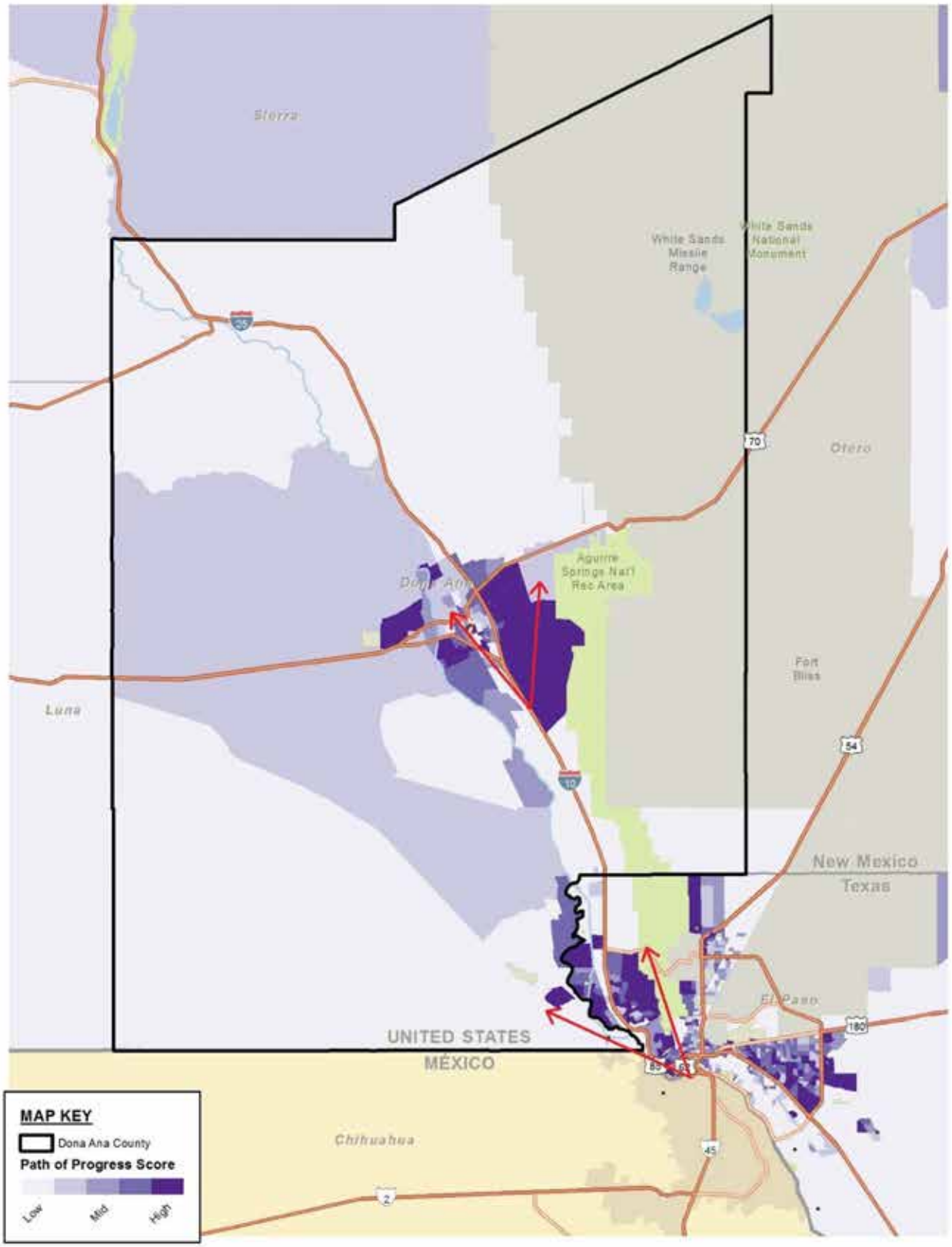
Considering future population and employment growth in Doña Ana County and associated development of land uses, RCLCO defined a "path of progress" highlighting areas primed for future growth and development. Four variables comprise the analysis and scoring mechanism for the path of growth: household density, employment density, per capita income, and new retail centers. Nationwide, RCLCO has found that future growth tends to follow established growth corridors unless there is a significant investment in another direction (i.e. infrastructure, new company headquarters, etc.), and even then a dramatic shift in a favored corridor is a rare change. Therefore, present day variables are used to predict future areas of growth. Household and employment density serve as a proxy for the most in demand and developable areas that likely have some of the highest land values – all conditions important for office, retail, and residential development. Per capita income controls for areas that can support newly constructed housing units, high-end retail, and office-using employment. New retail development is a proxy for recent growth, as retail development is closely tied to areas of recent investment with household and employment growth that generally have higher household spending.

As the County seat and the largest city in the County, growth in Doña Ana has been concentrated in Las Cruces. Las Cruces is likely to remain the hub of development activity for the foreseeable future. While the downtown area hosts much of the employment density and has high potential for infill development and redevelopment, the eastern side of the city has the strongest potential for increased growth. The eastern side of the city has captured a significant share of household growth and new retail development. The hospitals and associated medical offices have been a large driver of employment on the eastern side of the city, and likely will continue to attract additional employment, residents, and retail as the healthcare industry grows. Furthermore, the eastern side of the city is the logical location for new residential and retail development as the housing market gains strength and new residential construction picks up.

Because of the geographical proximity and economic ties that Doña Ana shares with El Paso, RCLCO also evaluated the path of progress for El Paso to understand how it may impact Doña Ana County, particularly in relation to Santa Teresa. El Paso's path of growth is primarily headed Northwest, along the border towards Doña Ana County. Growth is just starting to cross the border, and should continue to do so as El Paso continues to expand and opportunities for building move towards the outskirts of the city. Furthermore, as plans for Santa Teresa come to fruition, development will begin to fill in the gaps between El Paso and Santa Teresa, linking the two and drawing on further growth from El Paso. The Santa Teresa County Club development shows evidence of this new pattern of growth, with high home values and building a critical mass of households that will attract retail development, employers, and further residential development.

While the above path of progress illuminates development patterns for household, employment, and retail development, industrial development does not necessarily occur according to the same standards and variables. While retail, office, and residential prefer, if not require, an existing density to thrive, the industrial sector often need a significant amount of cheap land in locations that does not disturb the nearby community. As such, the industrial path of growth was not included in the above analysis. However, industrial development is likely to cluster in areas with lower land values, removed from high density locations, and in areas highly accessible to interstates, rail lines, and ports. Due to significant private and public investment, Santa Teresa has been primed for industrial and associated land uses, and is likely to be the favored area for industrial growth in the coming years. Industries that do not require immediate access to the port or rail intermodal facility may also look at areas bordering the strong employment bases close to Las Cruces or El Paso.

Doña Ana Path of Progress Map



Critical Assumptions

Our conclusions are based on our analysis of the information available from our own sources and from the client as of the date of this report. We assume that the information is correct, complete, and reliable.

We made certain assumptions about the future performance of the global, national, and local economy and real estate market, and on other factors similarly outside either our control or that of the client. We analyzed trends and the information available to us in drawing these conclusions. However, given the fluid and dynamic nature of the economy and real estate markets, as well as the uncertainty surrounding particularly the near-term future, it is critical to monitor the economy and markets continuously and to revisit the aforementioned conclusions periodically to ensure that they are reflective of changing market conditions.

We assume that the economy and real estate markets will grow at a stable and moderate rate to 2020 and beyond. However, stable and moderate growth patterns are historically not sustainable over extended periods of time, the economy is cyclical, and real estate markets are typically highly sensitive to business cycles. Further, it is very difficult to predict when an economic and real estate upturn will end.

With the above in mind, we assume that the long term average absorption rates and price changes will be as projected, realizing that most of the time performance will be either above or below said average rates.

Our analysis does not consider the potential impact of future economic shocks on the national and/or local economy, and does not consider the potential benefits from major "booms" that may occur. Similarly, the analysis does not reflect the residual impact on the real estate market and the competitive environment of such a shock or boom. Also, it is important to note that it is difficult to predict changing consumer and market psychology.

As such, we recommend the close monitoring of the economy and the marketplace, and updating this analysis as appropriate.

Further, the project and investment economics should be “stress tested” to ensure that potential fluctuations in revenue and cost assumptions resulting from alternative scenarios regarding the economy and real estate market conditions will not cause failure.

In addition, we assume that the following will occur in accordance with current expectations:

- Economic, employment, and household growth.
- Other forecasts of trends and demographic and economic patterns, including consumer confidence levels.
- The cost of development and construction.
- Tax laws (i.e., property and income tax rates, deductibility of mortgage interest, and so forth).
- Availability and cost of capital and mortgage financing for real estate developers, owners and buyers.
- Competitive projects will be developed as planned (active and future) and that a reasonable stream of supply offerings will satisfy real estate demand.
- Major public works projects occur and are completed as planned.

Should any of the above change, this analysis should be updated, with the conclusions reviewed accordingly (and possibly revised).

General Limiting Conditions

Reasonable efforts have been made to ensure that the data contained in this study reflect accurate and timely information and are believed to be reliable. This study is based on estimates, assumptions, and other information developed by RCLCO from its independent research effort, general knowledge of the industry, and consultations with the client and its representatives. No responsibility is assumed for inaccuracies in reporting by the client, its agent, and representatives or in any other data source used in preparing or presenting this study. This report is based on information that to our knowledge was current as of the date of this report, and RCLCO has not undertaken any update of its research effort since such date.

Our report may contain prospective financial information, estimates, or opinions that represent our view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by RCLCO that any of the projected values or results contained in this study will be achieved.

Possession of this study does not carry with it the right of publication thereof or to use the name of "Robert Charles Lesser & Co." or "RCLCO" in any manner without first obtaining the prior written consent of RCLCO. No abstracting, excerpting, or summarization of this study may be made without first obtaining the prior written consent of RCLCO. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining the prior written consent of RCLCO. This study may not be used for any purpose other than that for which it is prepared or for which prior written consent has first been obtained from RCLCO.

DOÑA ANA COUNTY

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DOÑA ANA COUNTY

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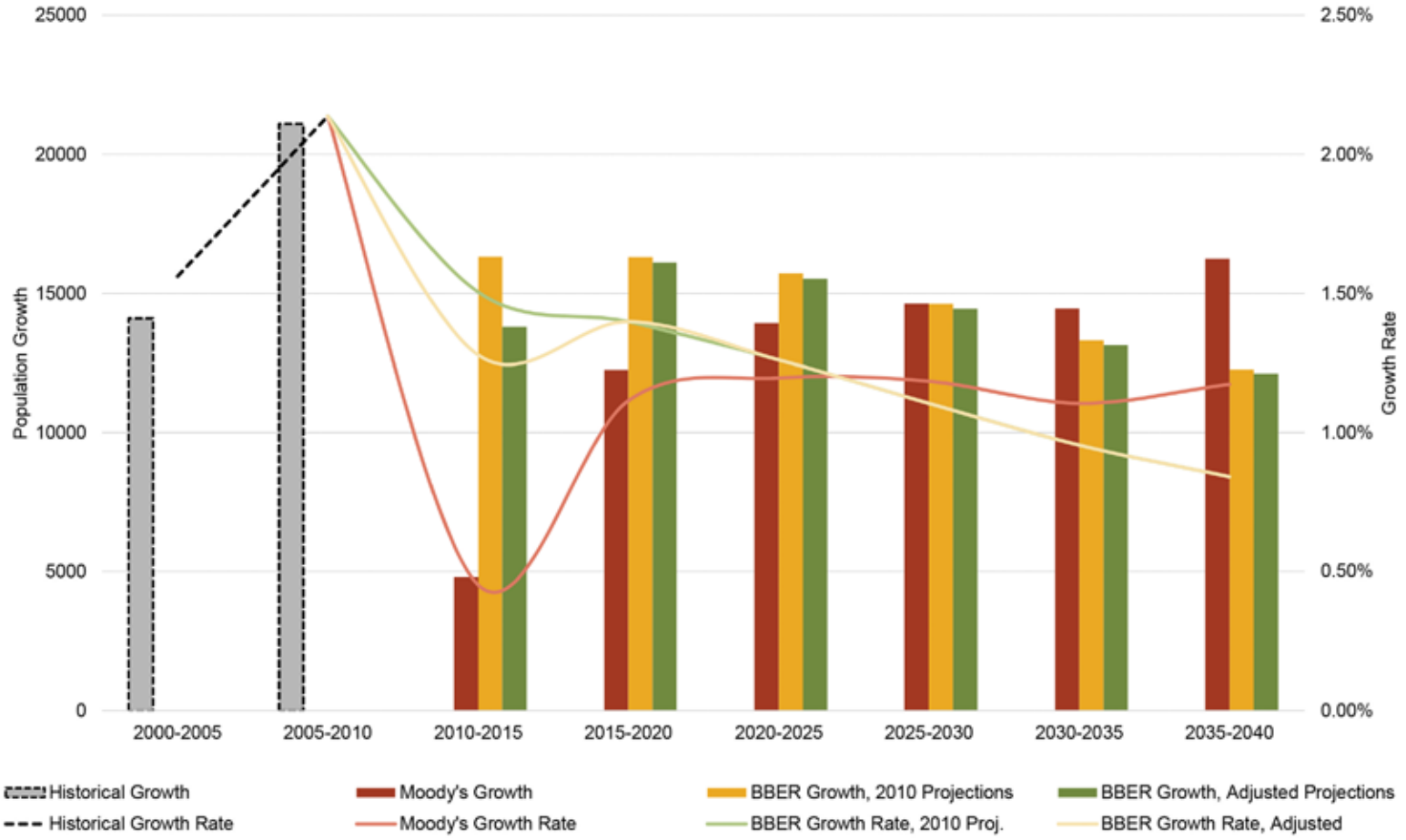
DOÑA ANA COUNTY

I. ECONOMICS AND DEMOGRAPHICS

DOÑA ANA COUNTY

Exhibit I-1

HISTORICAL AND PROJECTED POPULATION GROWTH AND GROWTH RATES
DOÑA ANA COUNTY, NM
2000-2040

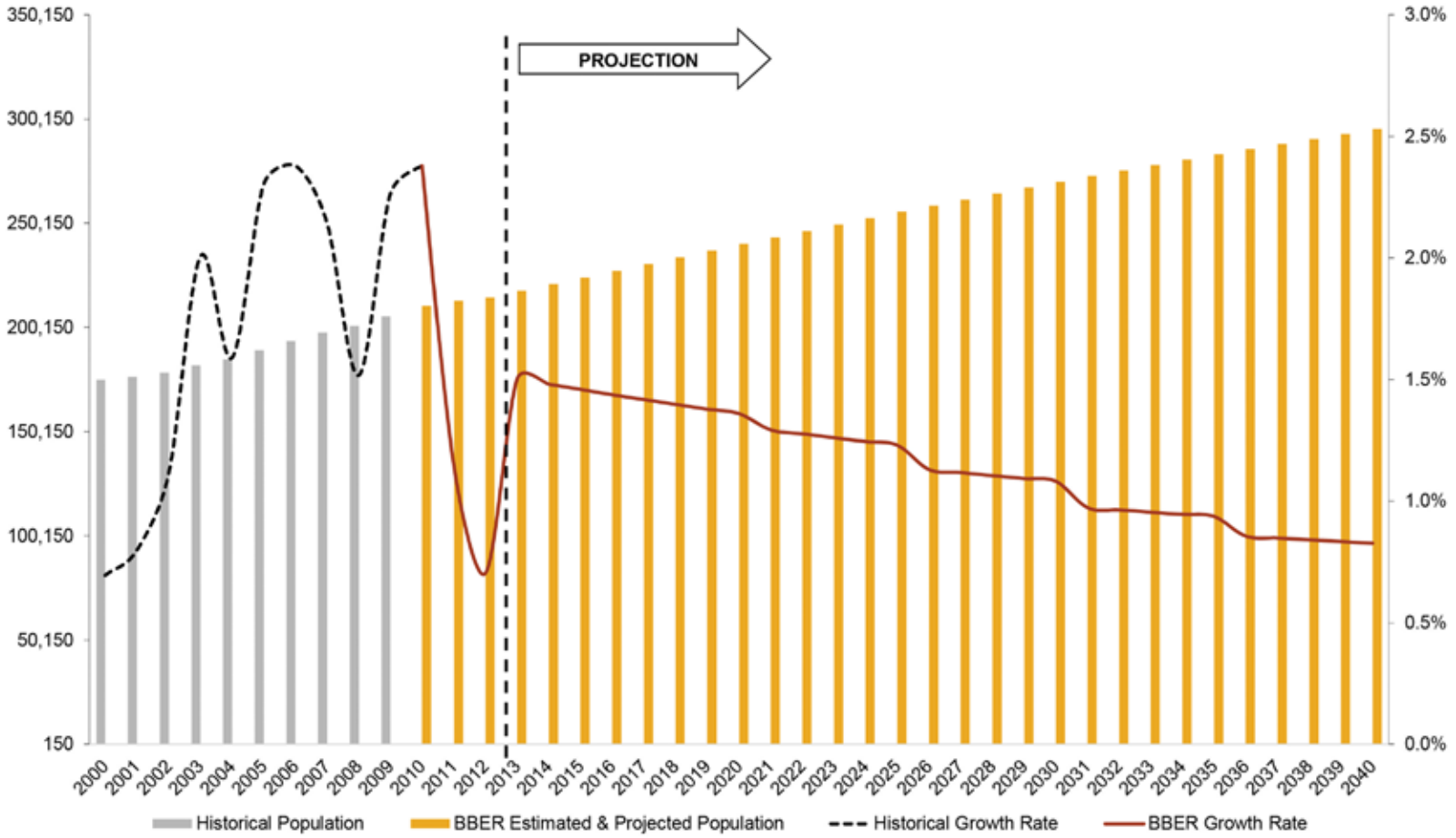


SOURCE: Moody's Economy; University of New Mexico BBER

DOÑA ANA COUNTY

Exhibit I-2

HISTORICAL AND PROJECTED TOTAL POPULATION
DOÑA ANA COUNTY, NM
2000-2020



SOURCE: Moody's Economy; University of New Mexico BBER

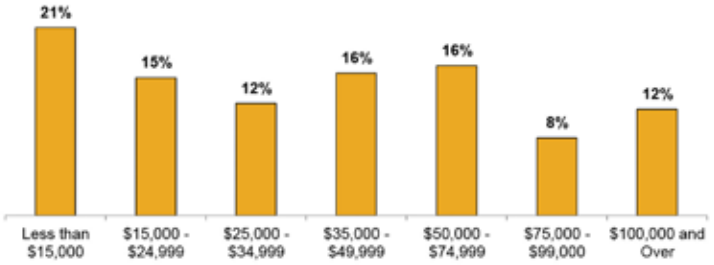
DOÑA ANA COUNTY

Exhibit I-3

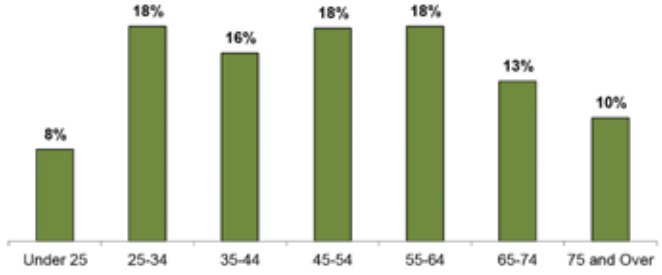
HOUSEHOLDS BY AGE AND INCOME
DOÑA ANA COUNTY, NM
2014

			PROFESSIONALS				EMPTY NESTERS				RETIREES					
	UNDER 25		25-34		35-44		45-54		55-64		65-74		75 AND OVER		TOTAL	
INCOME RANGE	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.	TOTAL	PCT.
Less than $15,000	2,205	36%	3,124	22%	2,029	16%	2,486	18%	2,797	20%	1,797	17%	1,963	24%	16,401	21%
$15,000 - $24,999	1,282	21%	1,942	14%	1,304	10%	1,432	10%	1,756	12%	1,910	18%	2,399	29%	12,025	15%
$25,000 - $34,999	835	14%	1,742	12%	1,561	13%	1,681	12%	1,429	10%	1,369	13%	1,159	14%	9,776	12%
$35,000 - $49,999	763	13%	2,239	16%	1,875	15%	2,143	15%	2,324	16%	1,938	18%	1,151	14%	12,433	16%
$50,000 - $74,999	562	9%	2,327	16%	2,365	19%	2,550	18%	2,753	19%	1,761	17%	763	9%	13,081	16%
$75,000 - $99,999	233	4%	1,338	9%	1,364	11%	1,602	11%	1,330	9%	544	5%	366	4%	6,777	8%
$100,000 and over	182	3%	1,513	11%	1,938	16%	2,201	16%	1,829	13%	1,265	12%	350	4%	9,278	12%
TOTAL	6,062	100%	14,225	100%	12,436	100%	14,095	100%	14,218	100%	10,584	100%	8,151	100%	79,771	100%
Percent of Total	8%		18%		16%		18%		18%		13%		10%		100%	

HOUSEHOLDS BY INCOME



HOUSEHOLDS BY AGE



SOURCE: Esri

DOÑA ANA COUNTY

Exhibit I-4

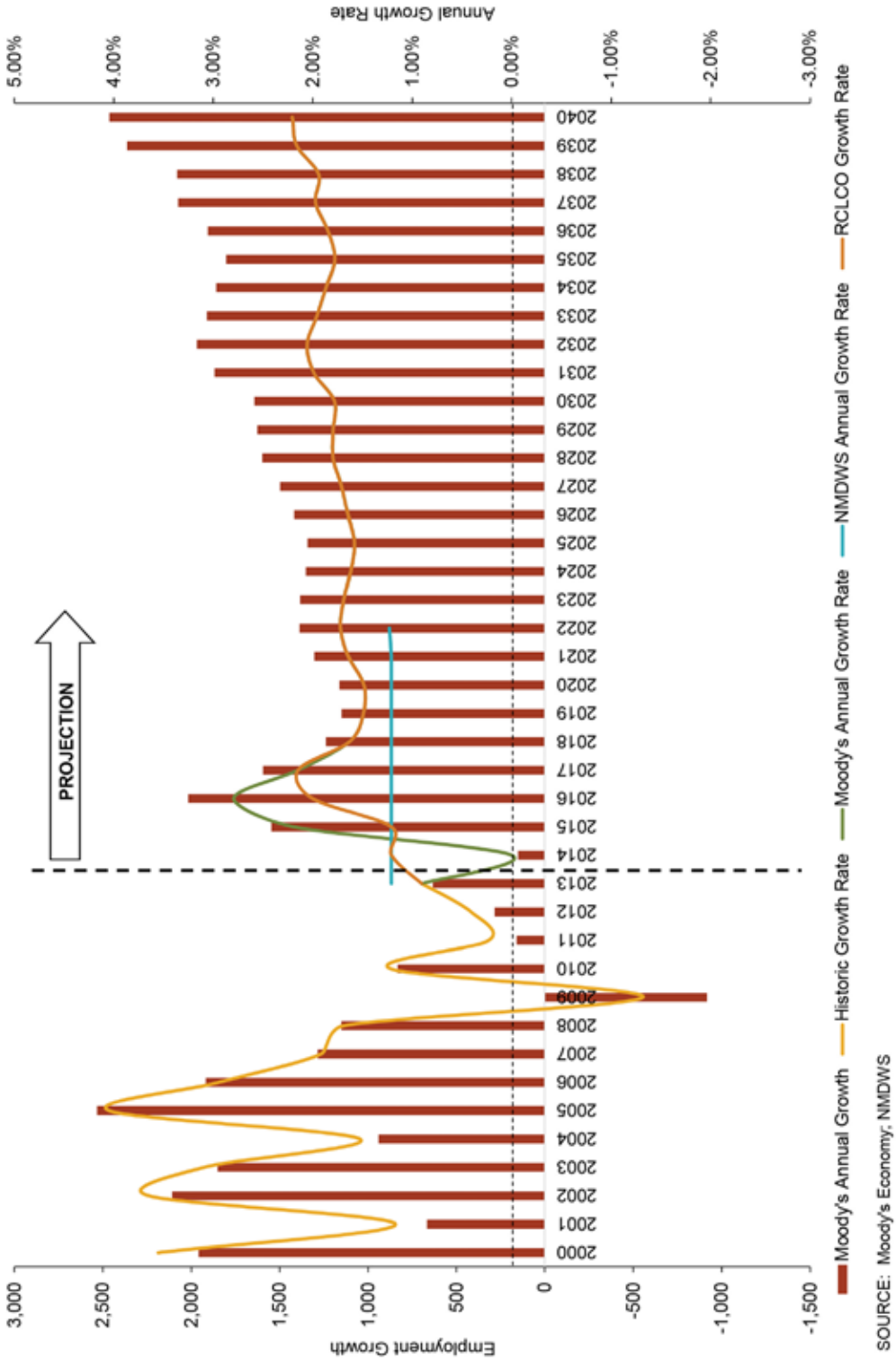
HISTORICAL EMPLOYMENT AND ANNUAL GROWTH RATE
DOÑA ANA COUNTY, NM; NEW MEXICO; EL PASO, TX; AND UNITED STATES
2000-2013

SOURCE: Moody's Economy

DOÑA ANA COUNTY

Exhibit I-5

PROJECTED EMPLOYMENT GROWTH
DOÑA ANA COUNTY, NM
2000-2040

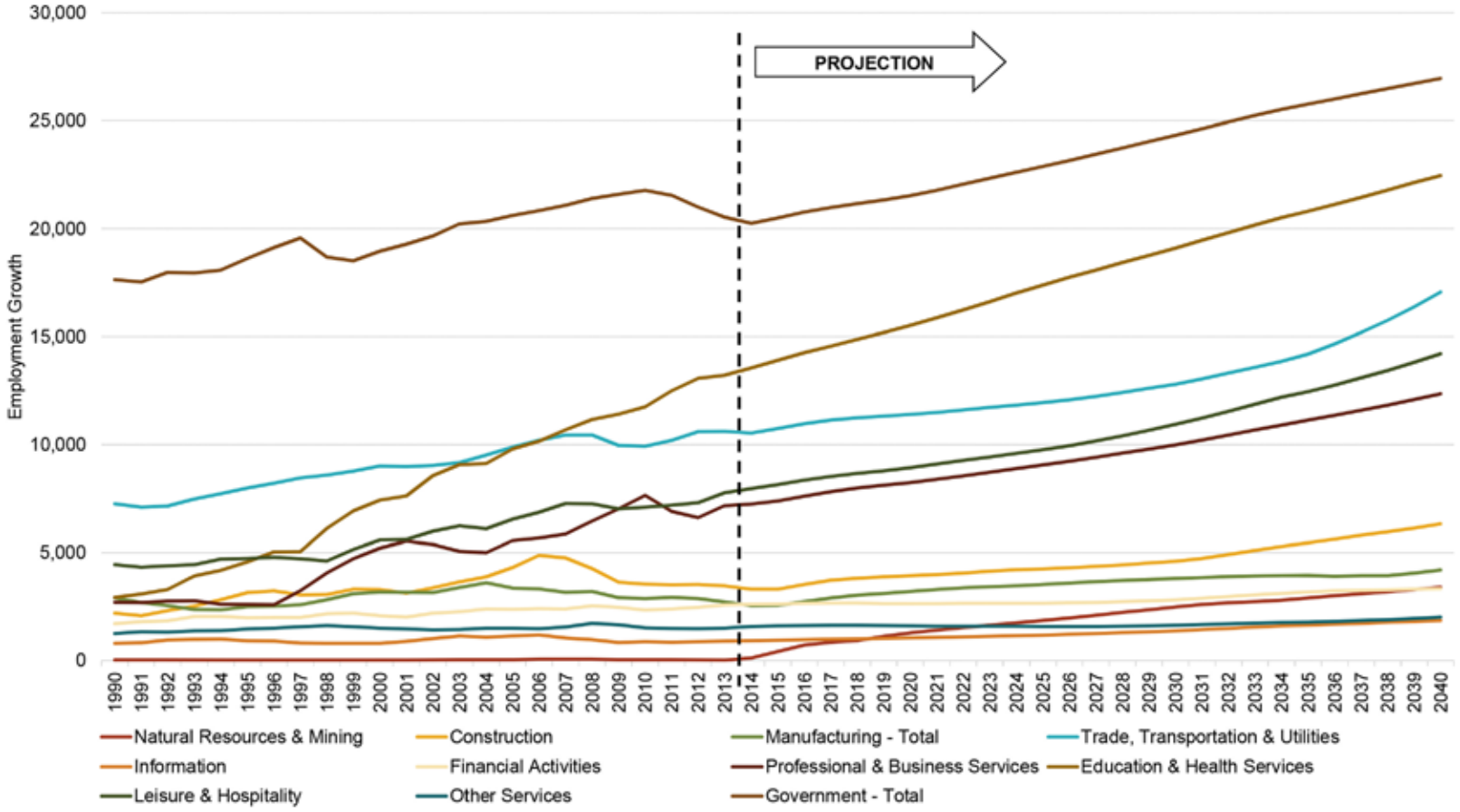


SOURCE: Moody's Economy; NMDWS

DOÑA ANA COUNTY

Exhibit I-6

HISTORICAL AND PROJECTED EMPLOYMENT BY SECTOR
DOÑA ANA COUNTY, NM
1990-2040

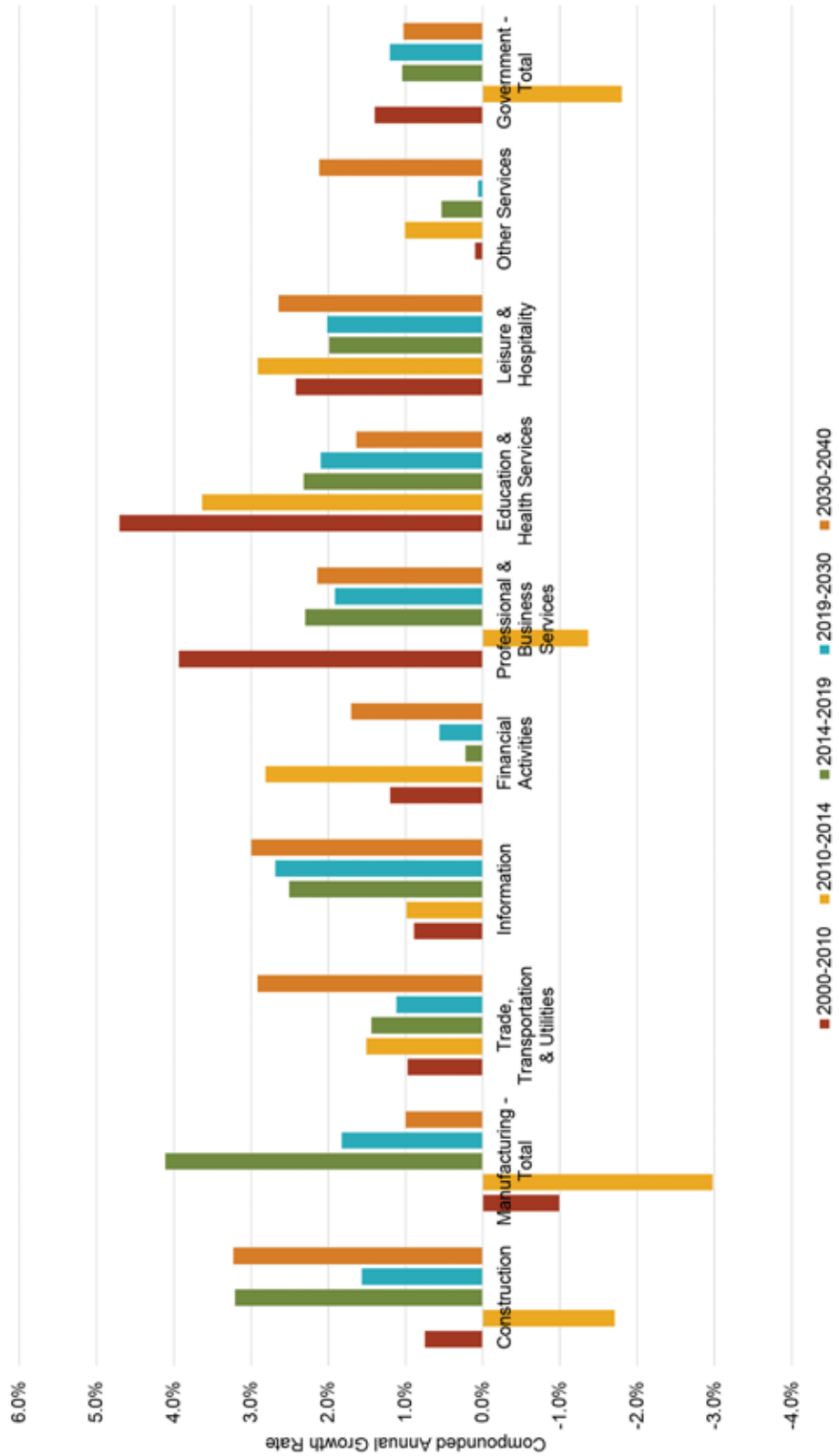


SOURCE: Moody's Economy

DOÑA ANA COUNTY

Exhibit I-7

HISTORICAL AND PROJECTED EMPLOYMENT GROWTH BY SECTOR
DONA ANA COUNTY, NM
2000-2040

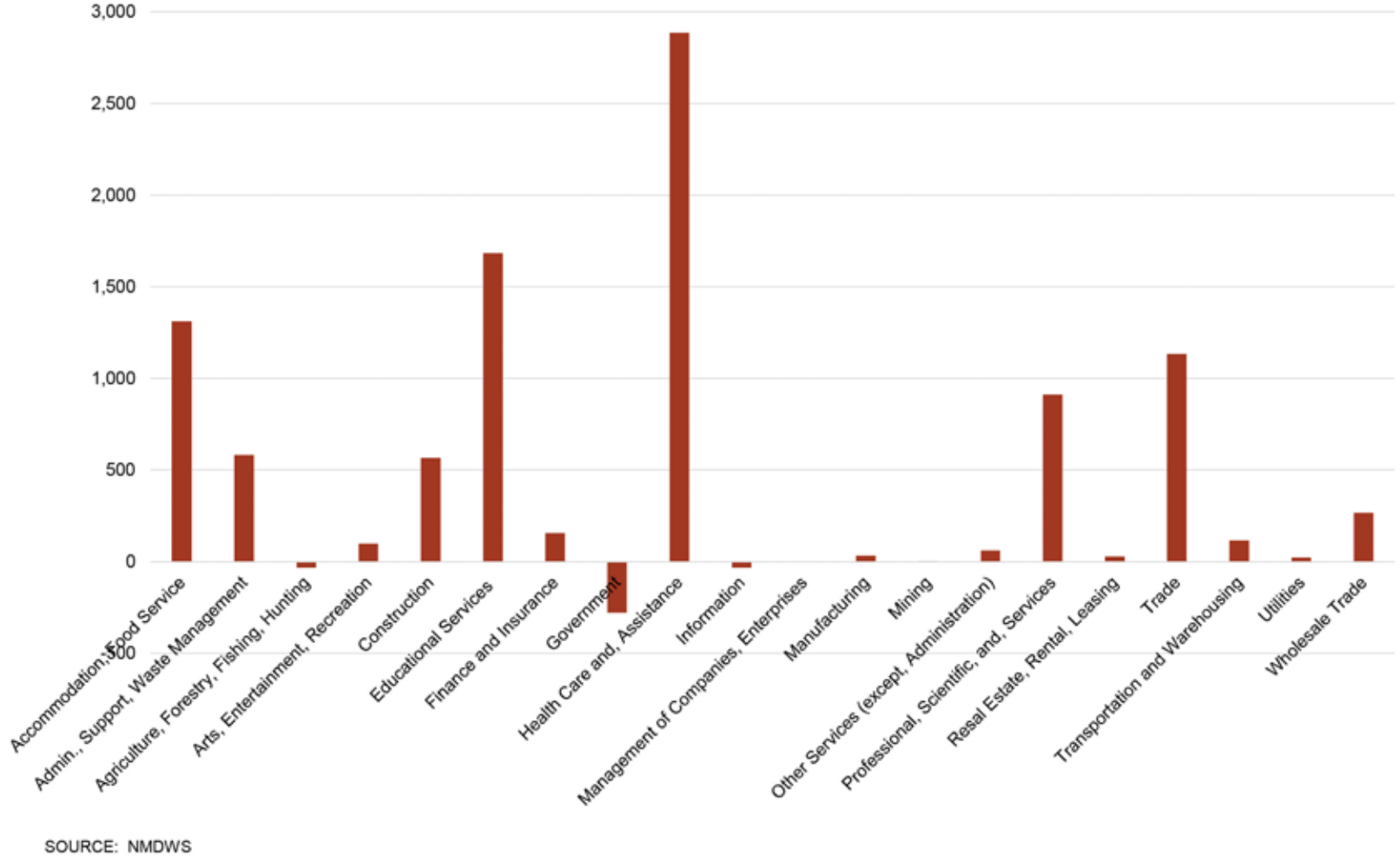


SOURCE: Moody's Economy

DOÑA ANA COUNTY

Exhibit I-8

NMDWS EMPLOYMENT PROJECTIONS BY INDUSTRY SECTOR
DOÑA ANA COUNTY, NM
2012-2022



SOURCE: NMDWS

DOÑA ANA COUNTY

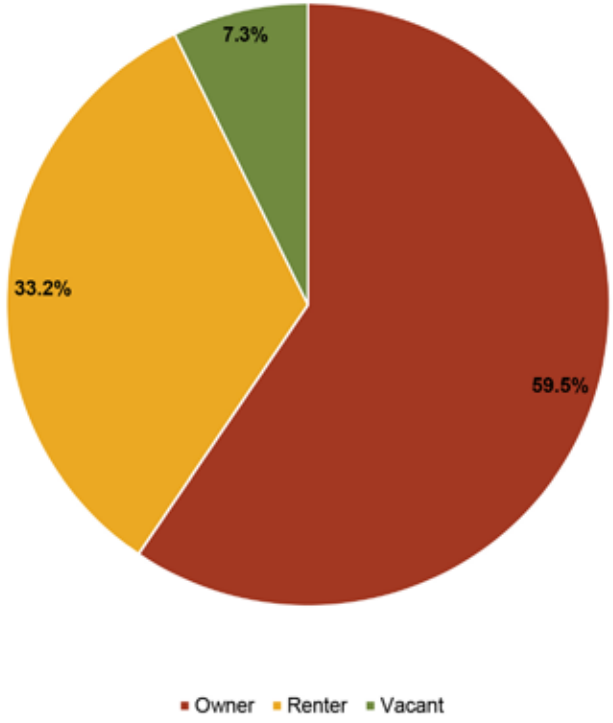
II. RESIDENTIAL MARKET AND DEMAND

DOÑA ANA COUNTY

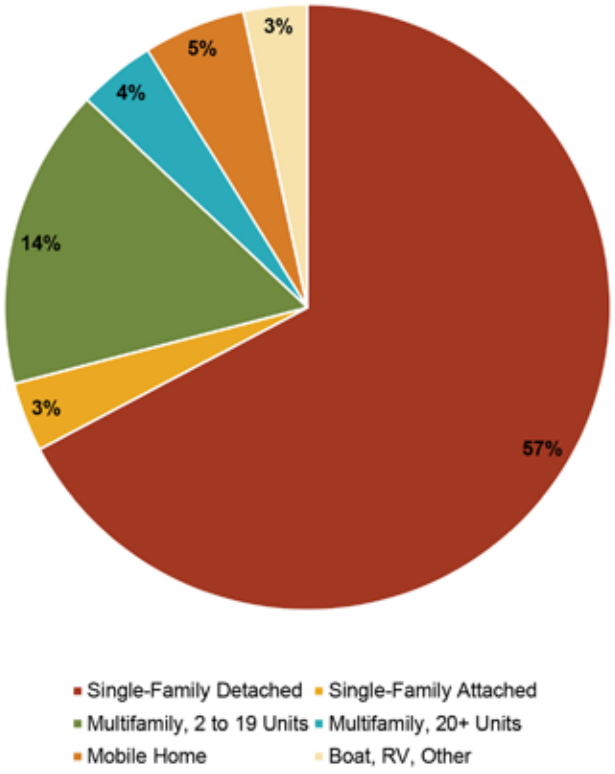
Exhibit II-1

CHARACTERISTICS OF EXISTING HOUSING STOCK
DONA ANA COUNTY, NM
2014

Housing Units by Tenure



Housing Units by Product Type

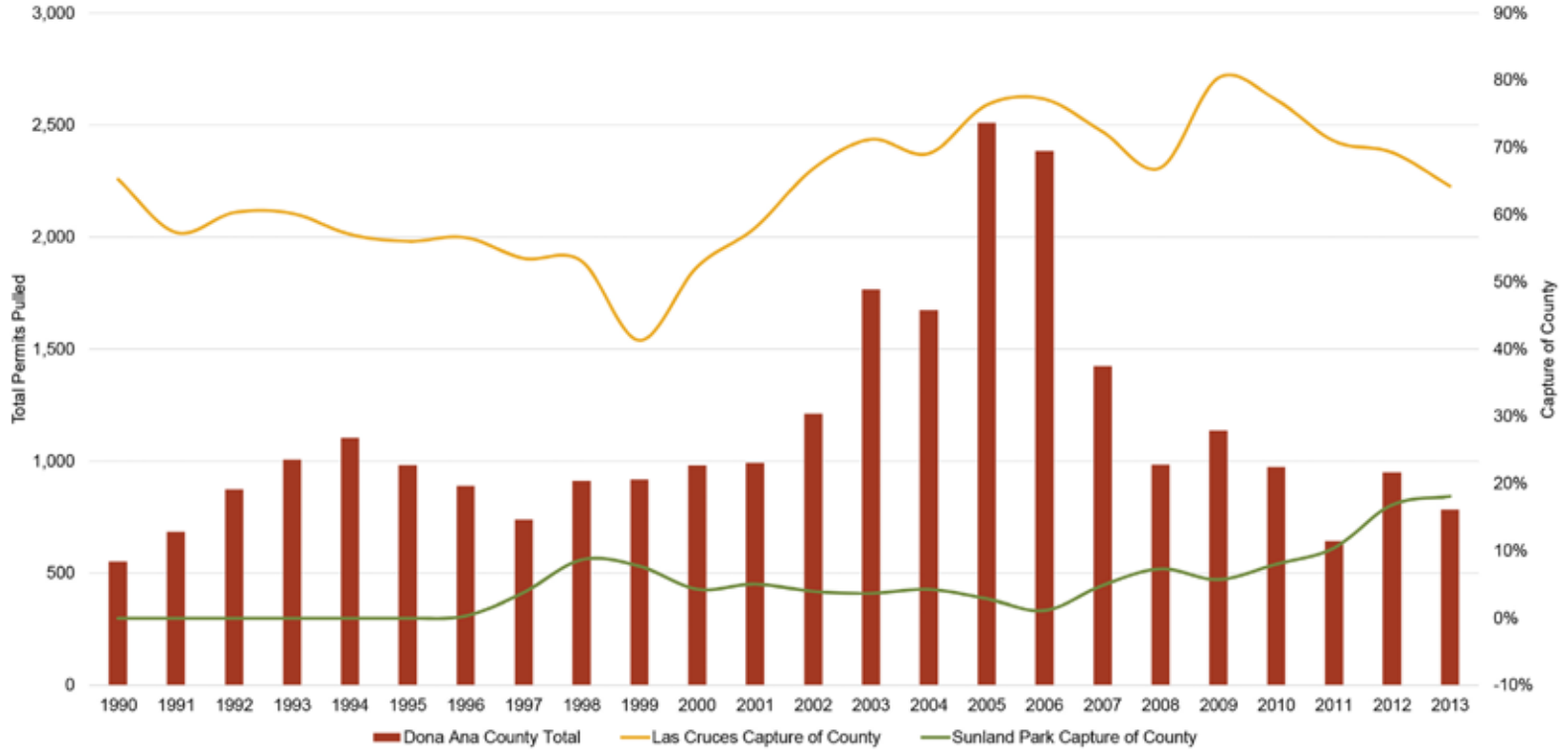


SOURCE: Esri; American Community Survey 2008-2012

DOÑA ANA COUNTY

Exhibit II-2

PERMITS AND LAS CRUCES AND SUNLAND PARK CAPTURE OF COUNTY PERMITS
DOÑA ANA COUNTY, NM
1990-2013



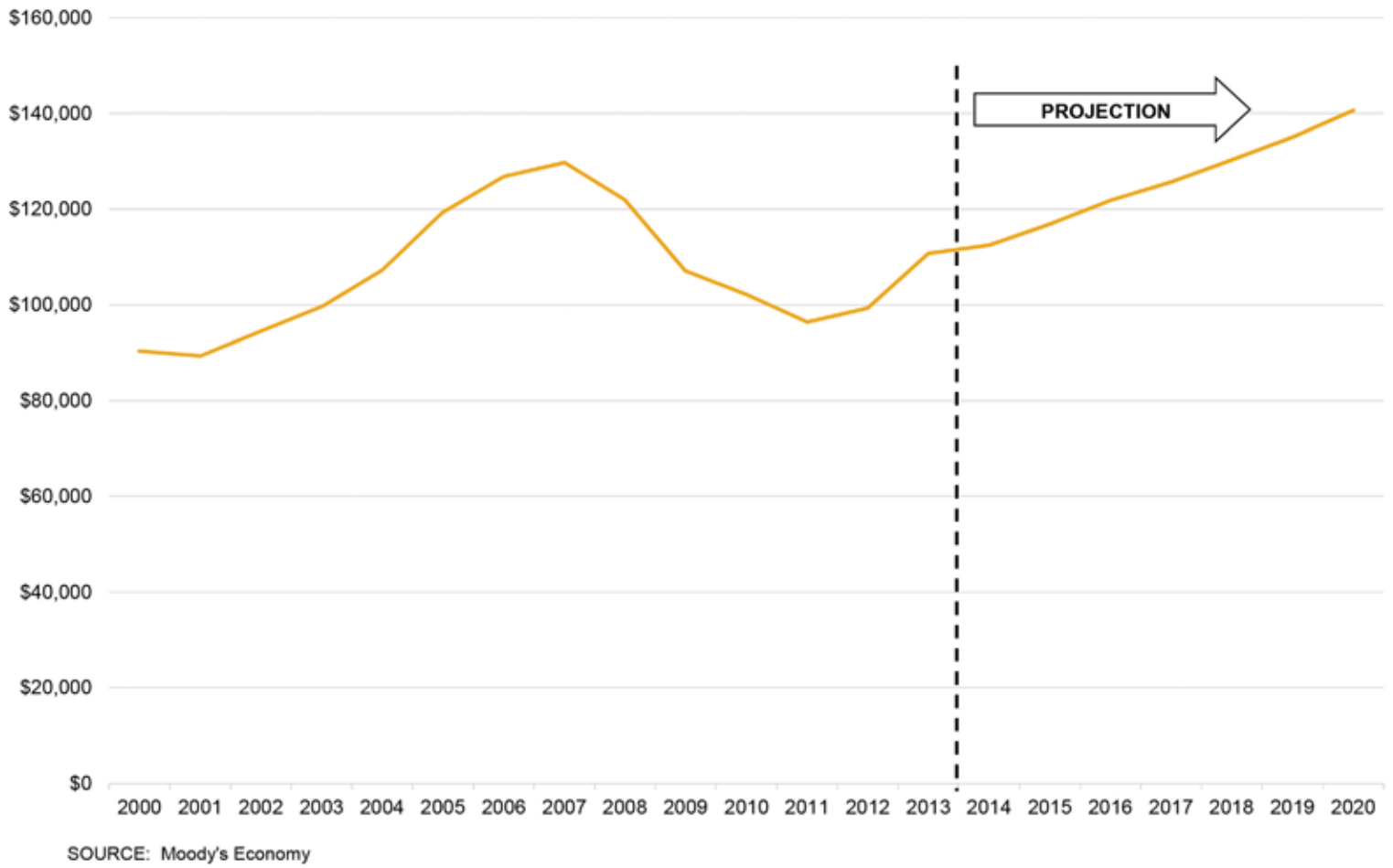
	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Dona Ana County Total	553	685	875	1,008	1,105	983	890	740	913	920	982	994	1,213	1,767	1,675	2,511	2,385	1,424	985	1,139	974	644	951	784
Las Cruces	361	393	528	607	631	551	504	396	485	380	513	577	811	1,258	1,158	1,916	1,841	1,030	660	915	751	457	659	504
Capture of County	*65%*	*57%*	*60%*	*60%*	*57%*	*56%*	*57%*	*54%*	*53%*	*41%*	*52%*	*58%*	*67%*	*71%*	*69%*	*76%*	*77%*	*72%*	*67%*	*80%*	*77%*	*71%*	*69%*	*64%*
Sunland Park	0	0	0	0	0	0	3	28	79	71	42	50	48	65	71	72	27	69	72	65	78	67	160	142
Capture of County	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*	*0%*	*4%*	*9%*	*8%*	*4%*	*5%*	*4%*	*4%*	*4%*	*3%*	*1%*	*5%*	*7%*	*6%*	*8%*	*10%*	*17%*	*18%*

SOURCE: US HUD SOCDS

DOÑA ANA COUNTY

Exhibit II-3

MEDIAN SINGLE-FAMILY HOME PRICE
DOÑA ANA COUNTY, NM
1970-2040

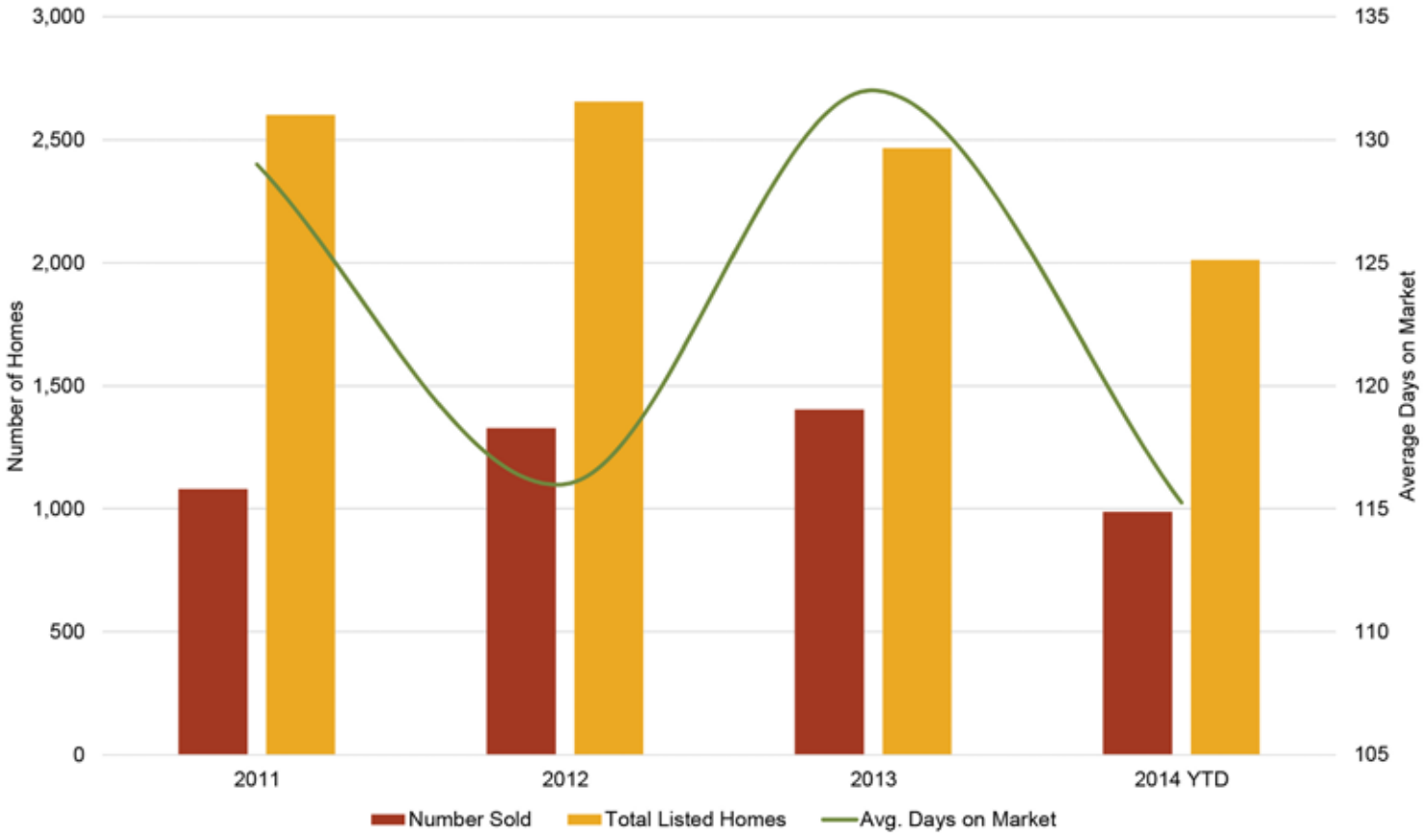


SOURCE: Moody's Economy

DOÑA ANA COUNTY

Exhibit II-4

HOME SALES IN LAS CRUCES
DOÑA ANA COUNTY, NM
2011-2014 YTD

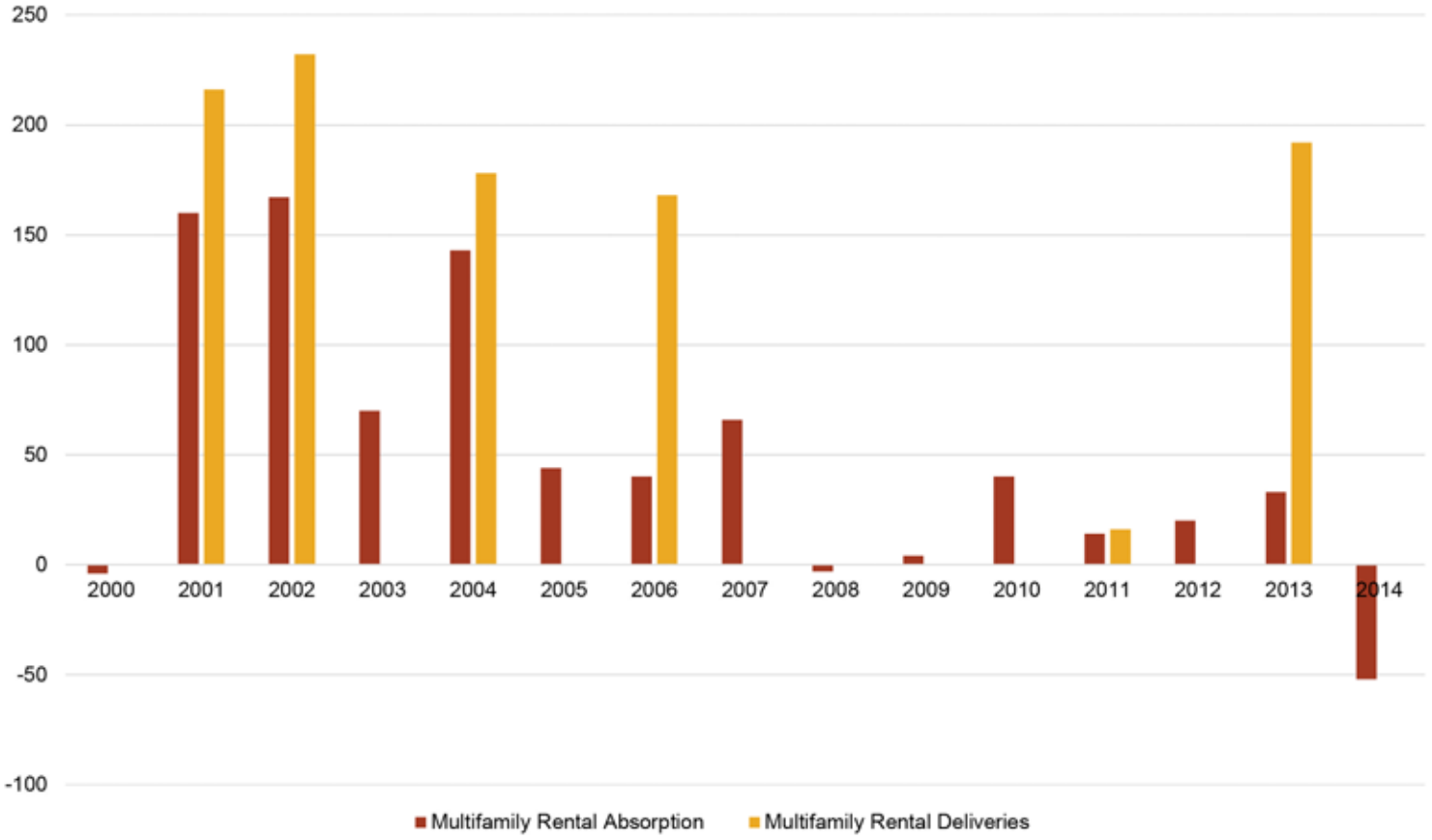


SOURCE: Las Cruces Association of Realtors Market Report

DOÑA ANA COUNTY

Exhibit II-5

MULTIFAMILY RENTAL ABSORPTION AND DELIVERIES
DOÑA ANA COUNTY, NM
2000-2014

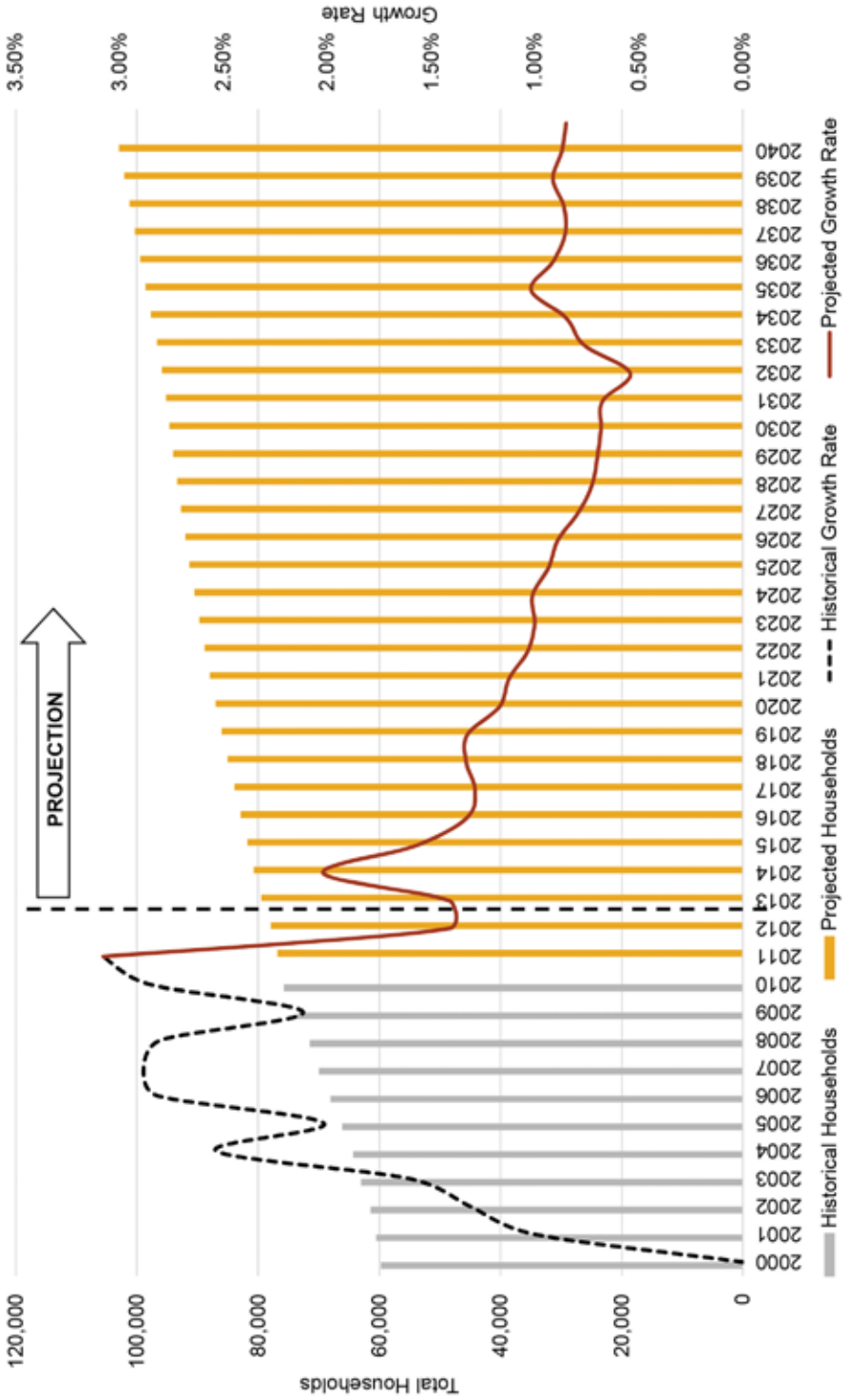


SOURCE: CoStar

DOÑA ANA COUNTY

Exhibit II-6

HISTORICAL AND PROJECTED HOUSEHOLDS AND GROWTH RATE
DOÑA ANA COUNTY, NM
2000-2040



SOURCE: Moody's; University of New Mexico BBER

Exhibit II-7

RESIDENTIAL DEMAND
DOÑA ANA COUNTY, NM
2010-2040

	2010-2012			2012-2040						
	2010	2011	2012	2015	2020	2025	2030	2035	2040	Total
POPULATION AND HOUSEHOLD PROJECTIONS										
BBER Population Projection[1]	210,536			226,855	243,164	258,887	273,513	286,818	299,088	
5-Year Population Growth				16,319	16,309	15,723	14,626	13,305	12,270	**88,552**
Compound Average Grwoth Rate (CAGR)				1.5%	1.4%	1.3%	1.1%	1.0%	0.8%	
		Updated Estimates[1]								
Estimated Population & Adjusted Projec	210,325	212,944	214,445	224,118	240,231	255,784	270,213	283,358	295,480	
Adjusted 5-Year Population Growth		2,619	1,501	9,673	16,112	15,533	14,450	13,144	12,122	**85,155**
Adjusted CAGR		1.2%	1.0%	1.5%	1.4%	1.3%	1.1%	1.0%	0.8%	
Household Size Factor[2]	2.8	2.8	2.8	2.7	2.8	2.8	2.9	2.9	2.9	
Estimated Households	75,743	76,687	77,227	81,781	87,017	91,343	94,660	98,597	102,964	
Estimated 5-Year Household Growth		943	541	4,554	5,236	4,326	3,317	3,937	4,367	**25,737**
DISTRIBUTION BY INCOME AND TENURE[3]										
Less than $15,000	**21%**	**194**	**111**	**936**	**1,077**	**889**	**682**	**810**	**898**	**5,291**
Owner	41%	80	46	388	446	369	283	336	372	2,194
Renter	54%	104	60	503	579	478	367	435	483	2,846
$15,000-$35,000	**27%**	**258**	**148**	**1,244**	**1,431**	**1,182**	**906**	**1,076**	**1,193**	**7,034**
Owner	53%	137	79	662	761	629	482	572	635	3,740
Renter	44%	113	65	546	627	518	397	472	523	3,084
$35,000-$50,000	**16%**	**147**	**84**	**710**	**816**	**674**	**517**	**614**	**681**	**4,011**
Owner	73%	107	61	517	595	491	377	447	496	2,922
Renter	26%	38	22	183	211	174	134	159	176	1,037
$50,000-$100,000	**25%**	**235**	**135**	**1,134**	**1,303**	**1,077**	**826**	**980**	**1,087**	**6,407**
Owner	85%	200	115	967	1,112	919	705	836	928	5,468
Renter	14%	33	19	159	183	151	116	137	152	897
$100,000 and more	**12%**	**110**	**63**	**530**	**609**	**503**	**386**	**458**	**508**	**2,993**
Owner	89%	98	56	472	543	449	344	408	453	2,669
Renter	11%	12	7	56	65	53	41	49	54	317
Total Expected Net Absorption		**943**	**541**	**4,554**	**5,236**	**4,326**	**3,317**	**3,937**	**4,367**	**25,737**
Total Owner Units		623	357	3,007	3,457	2,857	2,190	2,600	2,883	16,993
Total Renter Units		300	172	1,447	1,664	1,375	1,054	1,252	1,388	8,181

DOÑA ANA RESIDENTIAL DEMAND SUMMARY		2010	2011	2012	2015	2020	2025	2030	2035	2040	Total
Estimated Total Housing Units[4]		**81,492**	**82,466**	**83,110**	**85,855**	**91,091**	**95,417**	**98,734**	**102,671**	**107,038**	
Occupied Units[4]		75,532	76,475	77,016	81,569	86,805	91,132	94,448	98,386	102,752	
Vacancy Rate		7.3%	7.3%	7.3%	5.0%	4.7%	4.5%	4.3%	4.2%	4.0%	
Target Vacancy	5%										
Permitted Residential Units[5]		974	644	951							
New Units Demanded			**0**	**0**	**1,794**	**5,236**	**4,326**	**3,317**	**3,937**	**4,367**	**22,977**
Average Annual New Units					**359**	**1,047**	**865**	**663**	**787**	**873**	**884**
Approximate Acres Consumed					**466**	**1,361**	**1,125**	**862**	**1,024**	**1,135**	**5,974**
Average Units per Acre		5									
Circulation On-Site		1.30									

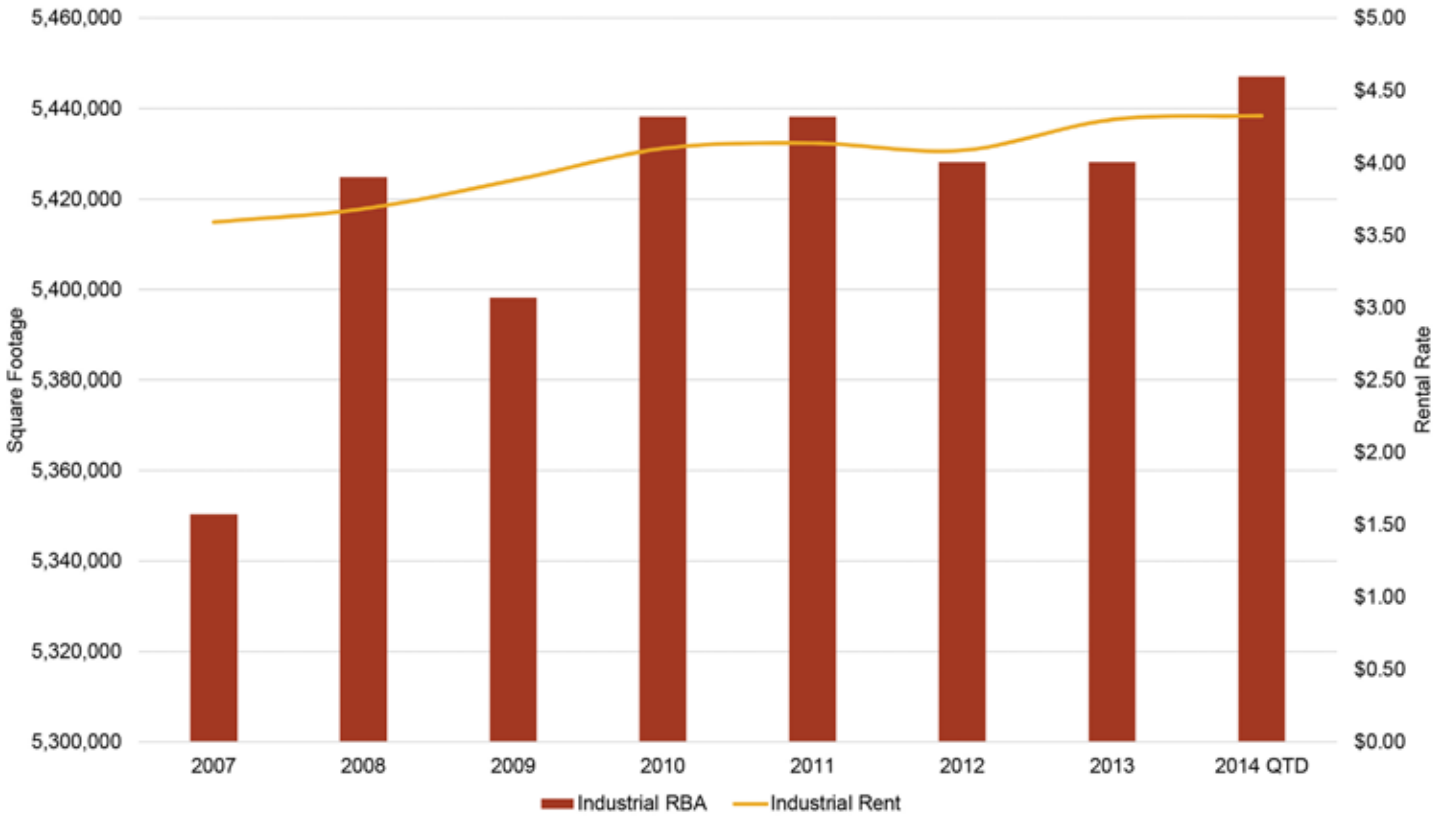
[1] University of New Mexico Bureau of Business and Economic Research
[2] Moody's Economy ratio of population to households annually
[3] Income distribution based on Census data from Esri; Tenure distribution from American Community Survey, 2009-2011
[4] US Census
[5] US HUD SOCDS Database

III. INDUSTRIAL MARKET AND DEMAND

DOÑA ANA COUNTY

Exhibit III-1

INDUSTRIAL RENTABLE BUILDING AREA AND RENTAL RATE (PROPERTIES 5,000 SF+)
DOÑA ANA COUNTY, NM
2007-2014 QTD

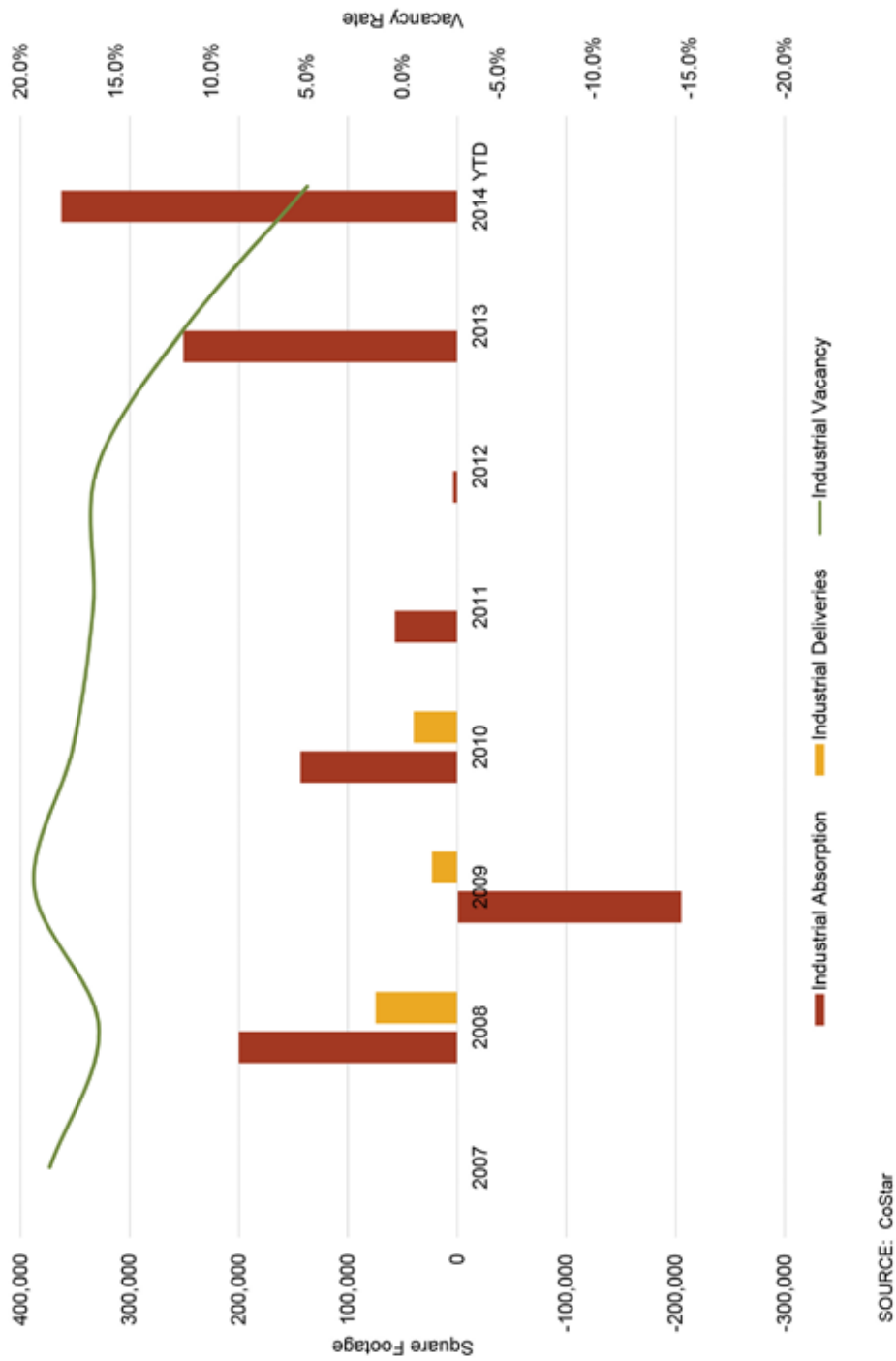


SOURCE: CoStar

DOÑA ANA COUNTY

Exhibit III-2

INDUSTRIAL ABSORPTION, DELIVERIES, AND VACANCY (PROPERTIES 5,000 SF+)
DOÑA ANA COUNTY, NM
2007-2014 YTD



SOURCE: CoStar

Exhibit III-3

SUMMARY OF NEW INDUSTRIAL SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2040

DOÑA ANA INDUSTRIAL DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption			506,620	933,688	1,139,301	**2,579,609**
Total Existing Inventory		5,447,104	6,079,304	6,885,104	7,626,104	
Total Occupied Inventory		5,174,928	5,773,454	6,579,264	7,320,253	
Vacancy Rate	10.0% (Target)	5.0%	5.0%	4.4%	4.0%	
New Industrial Space Demanded			**540,300**	**843,800**	**794,900**	**2,179,000**
Average Annual New Space			108,060	76,709	79,490	83,808
Approximate Acres Consumed			**13.6**	**21.3**	**20.1**	**55.03**
Avg. Building Footprint	100,000					
Infrastructure On-Site	1.10					

SOURCE: RCLCO

DOÑA ANA COUNTY

Exhibit III-4

INDUSTRIAL SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2040

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Total Employment															
Moody's Total NonAg Employment [1]		70,467	70,618	72,163	74,180	75,773	77,011	78,161	79,323	80,626	82,013	83,397	84,748	86,089	87,506
Moody's Growth Rate			0.2%	2.2%	2.8%	2.1%	1.6%	1.5%	1.5%	1.6%	1.7%	1.7%	1.6%	1.6%	1.6%
RCLCO Adjusted Growth Rate [2]			1.2%	1.2%	2.0%	2.1%	1.6%	1.5%	1.5%	1.6%	1.7%	1.7%	1.6%	1.6%	1.6%
RCLCO Adjusted Employment Growth			853	854	1,445	1,593	1,237	1,150	1,162	1,303	1,387	1,384	1,351	1,341	1,417
RCLCO Total Employment			71,319	71,472	73,608	75,773	77,011	78,161	79,323	80,626	82,013	83,397	84,748	86,089	87,506
Industrial Employment by Sector															
Moody's Manufacturing Employment [3]			2,548	2,564	2,726	2,898	3,032	3,117	3,205	3,295	3,369	3,429	3,468	3,526	3,598
Moody's Trade, Transportation, Utilities Employment			2,992	3,052	3,117	3,164	3,193	3,215	3,237	3,265	3,297	3,329	3,361	3,393	3,431
w/o Retail Trade [3]	28%		850	867	885	899	907	913	919	927	937	946	955	964	975
Moody's Share of Manufacturing Employment			3.6%	3.6%	3.7%	3.8%	3.9%	4.0%	4.0%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
Moody's Share of Trade, Trans., & Utilities Employment			1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	1.1%	1.1%
RCLCO Industrial Employment			3,432	3,399	3,584	3,797	3,939	4,031	4,124	4,222	4,306	4,374	4,423	4,489	4,572
RCLCO Annual New Industrial Jobs				-34	185	213	142	92	94	98	84	68	48	67	83
Total Industrial Space/Employee (SF) [4]		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Net New Absorption			0	-33,626	185,194	213,465	141,588	91,906	93,553	98,176	83,581	68,485	48,398	66,504	82,729
Office Demand in Dona Ana County															
Total Inventory [5]			5,447,104	5,447,104	5,632,304	5,845,804	5,987,404	6,079,304	6,172,904	6,271,104	6,354,704	6,423,204	6,471,604	6,538,104	6,620,804
Occupied Inventory			5,174,928	5,141,302	5,326,496	5,539,960	5,681,548	5,773,454	5,867,006	5,965,182	6,048,763	6,117,248	6,165,646	6,232,150	6,314,878
Vacancy Rate			5.0%	5.6%	5.4%	5.2%	5.1%	5.0%	5.0%	4.9%	4.8%	4.8%	4.7%	4.7%	4.6%
Target Vacancy Rate	10.0%														
New Industrial Space (SF) Demanded				**0**	**185,200**	**213,500**	**141,600**	**91,900**	**93,600**	**98,200**	**83,600**	**68,500**	**48,400**	**66,500**	**82,700**
Aggregate New Industrial Space Demanded				**0**	**185,200**	**398,700**	**540,300**	**632,200**	**725,800**	**824,000**	**907,600**	**976,100**	**1,024,500**	**1,091,000**	**1,173,700**

[1] Moody's Economy
[2] See Exhibit I-3
[3] NMDWS percentage non wholesale trade
[4] RCLCO market experience and research
[5] CoStar

DOÑA ANA COUNTY

Exhibit III-4

INDUSTRIAL SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2040

		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	Total
Total Employment																
Moody's Total NonAg Employment [1]		89,002	90,600	92,224	93,867	95,735	97,702	99,615	101,473	103,276	105,182	107,256	109,337	111,698	114,161	
Moody's Growth Rate		1.7%	1.8%	1.8%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.8%	2.0%	1.9%	2.2%	2.2%	
RCLCO Adjusted Growth Rate[2]		1.7%	1.8%	1.8%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.8%	2.0%	1.9%	2.2%	2.2%	
RCLCO Adjusted Employment Growth		1,496	1,598	1,625	1,643	1,867	1,968	1,913	1,858	1,803	1,906	2,073	2,081	2,361	2,463	**43,133**
RCLCO Total Employment		89,002	90,600	92,224	93,867	95,735	97,702	99,615	101,473	103,276	105,182	107,256	109,337	111,698	114,161	
Industrial Employment by Sector																
Moody's Manufacturing Employment[3]		3,661	3,716	3,765	3,804	3,847	3,889	3,919	3,937	3,943	3,913	3,938	3,931	4,047	4,201	
Moody's Trade, Transportation, Utilities Employment		3,475	3,526	3,582	3,634	3,704	3,782	3,859	3,934	4,033	4,165	4,315	4,476	4,654	4,845	
w/o Retail Trade[3]	28%	987	1,002	1,017	1,032	1,052	1,074	1,096	1,118	1,146	1,183	1,226	1,272	1,322	1,376	
Moody's Share of Manufacturing Employment		4.1%	4.1%	4.1%	4.1%	4.0%	4.0%	3.9%	3.9%	3.8%	3.7%	3.7%	3.6%	3.6%	3.7%	
Moody's Share of Trade, Trans., & Utilities Employment		1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.1%	1.2%	1.2%	1.2%	
RCLCO Industrial Employment		4,649	4,718	4,783	4,836	4,900	4,964	5,015	5,054	5,089	5,096	5,163	5,203	5,369	5,577	
RCLCO Annual New Industrial Jobs		76	70	64	54	63	64	51	39	35	7	67	40	166	208	**2,145**
Total Industrial Space/Employee (SF)[4]		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Net New Absorption		76,430	69,591	64,449	53,916	63,061	64,397	50,989	39,379	34,543	7,118	67,383	39,533	166,231	208,356	
Office Demand in Dona Ana County																
Total Inventory[5]		6,697,204	6,766,804	6,831,204	6,885,104	6,948,204	7,012,604	7,063,604	7,103,004	7,137,504	7,144,604	7,212,004	7,251,504	7,417,704	7,626,104	
Occupied Inventory		6,391,308	6,460,899	6,525,348	6,579,264	6,642,325	6,706,722	6,757,711	6,797,090	6,831,633	6,838,751	6,906,134	6,945,667	7,111,897	7,320,253	
Vacancy Rate		4.6%	4.5%	4.5%	4.4%	4.4%	4.4%	4.3%	4.3%	4.3%	4.3%	4.2%	4.2%	4.1%	4.0%	
Target Vacancy Rate	10.0%															
New Industrial Space (SF) Demanded		**76,400**	**69,600**	**64,400**	**53,900**	**63,100**	**64,400**	**51,000**	**39,400**	**34,500**	**7,100**	**67,400**	**39,500**	**166,200**	**208,400**	**2,179,000**
Aggregate New Industrial Space Demanded		**1,250,100**	**1,319,700**	**1,384,100**	**1,438,000**	**1,501,100**	**1,565,500**	**1,616,500**	**1,655,900**	**1,690,400**	**1,697,500**	**1,764,900**	**1,804,400**	**1,970,600**	**2,179,000**	

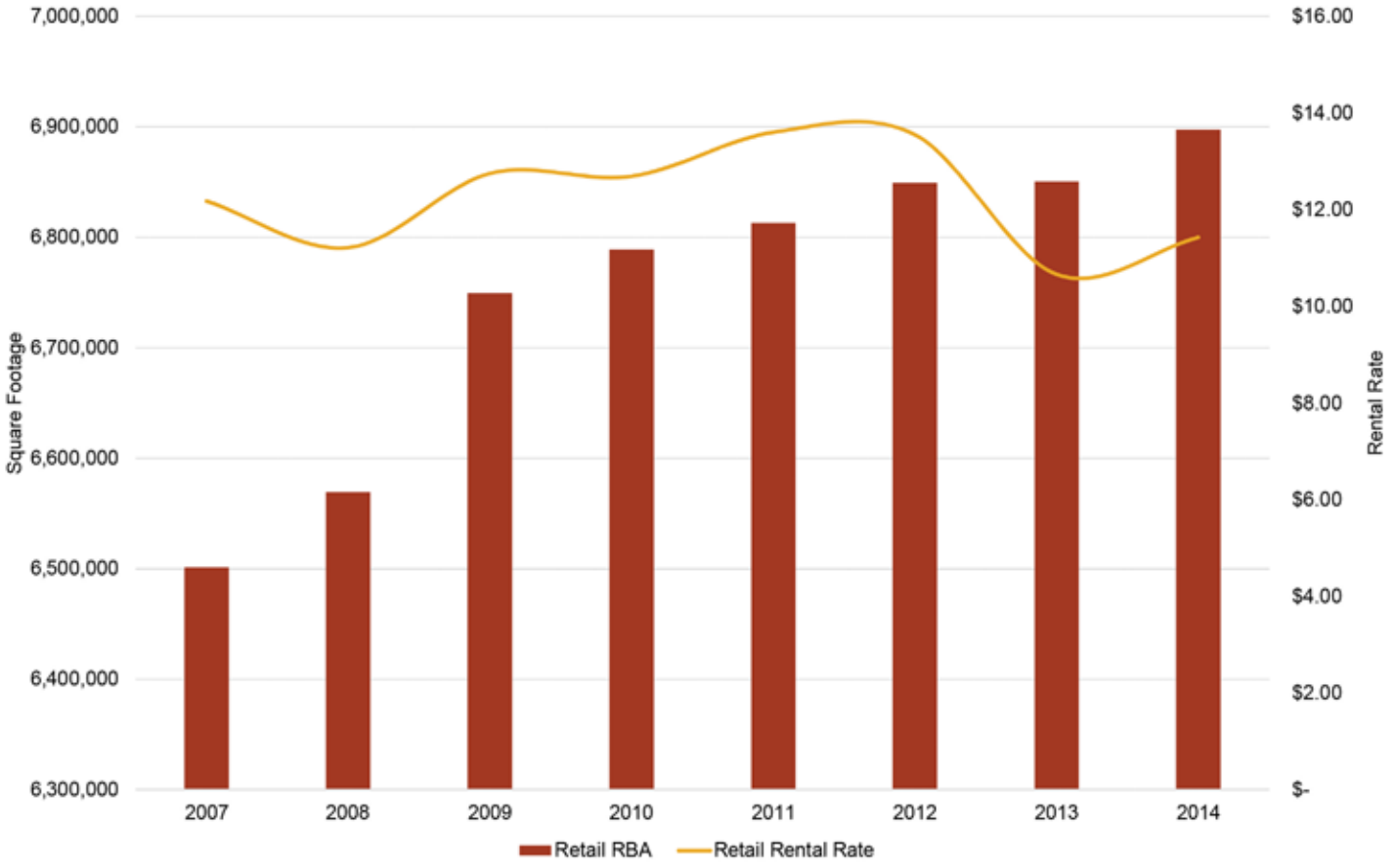
[1] Moody's Economy
[2] See Exhibit I-3
[3] NMDWS percentage non wholesale trade
[4] RCLCO market experience and research
[5] CoStar

IV. RETAIL MARKET AND DEMAND

DOÑA ANA COUNTY

Exhibit IV-1

RETAIL RENTABLE BUILDING AREA AND RENTAL RATE
DOÑA ANA COUNTY, NM
2007-2014



SOURCE: CoStar

DOÑA ANA COUNTY

Exhibit IV-2

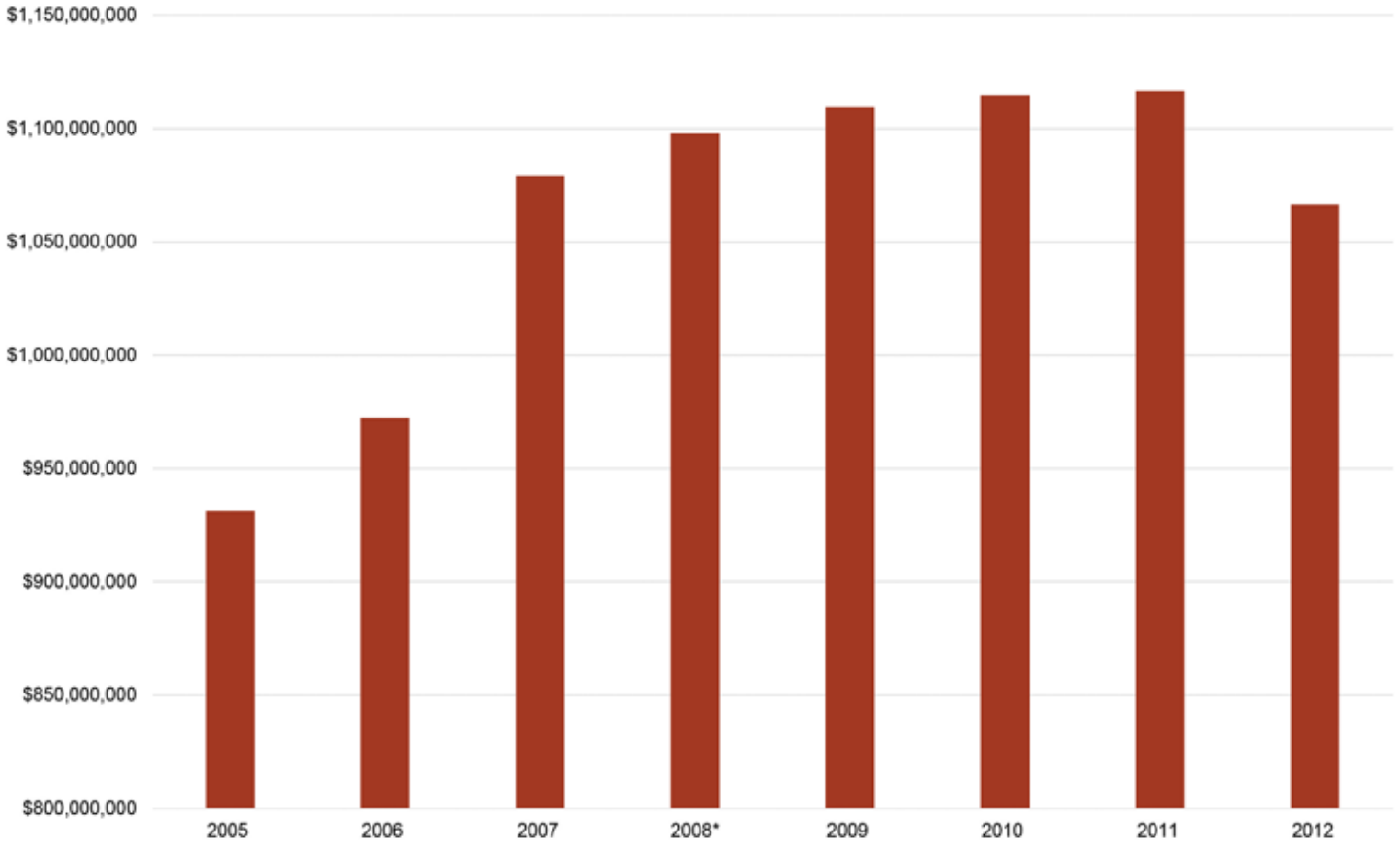
RETAIL ABSORPTION, COMPLETIONS, AND VACANCY RATE
DOÑA ANA COUNTY, NM
2007-2014

SOURCE: CoStar

DOÑA ANA COUNTY

Exhibit IV-3

TOTAL TAXABLE GROSS RECEIPTS
DOÑA ANA COUNTY, NM
2005-2012



SOURCE: New Mexico Taxation and Revenue Department; Bureau of Business and Economic Research

DOÑA ANA COUNTY

Exhibit IV-4

SUMMARY OF NEW RETAIL SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2040

DOÑA ANA RETAIL DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption			312,300	582,100	613,900	**1,508,300**
Total Existing Inventory		6,897,253	7,209,553	7,791,653	8,405,553	
Total Occupied Inventory		6,443,401	6,755,701	7,337,801	7,951,701	
Vacancy Rate	10% (Target)	6.6%	6.3%	5.8%	5.4%	
New Retail Space Demanded			**312,300**	**582,100**	**613,900**	**1,508,300**
Average Annual New Space			62,460	52,918	61,390	58,012
Approximate Acres Consumed			**16.1**	**30.1**	**31.7**	**77.91**
Avg. Building Footprint	6,000					
Infrastructure On-Site	2.25					

SOURCE: RCLCO

Exhibit IV-5

SUMMARY OF STATISTICAL RETAIL DEMAND
DOÑA ANA COUNTY, NM
2014-2040

EXPENDITURE TYPE	SOURCE OF DEMAND: HOUSEHOLDS	EMPLOYEES	STUDENTS	TOURISTS	TOTAL SUPPORTABLE RETAIL SF
Total Supportable in 2014					**2014**
Grocery & Drug	918,698	335,556	23,244	126,338	1,403,835
General Merchandise	733,806	0	4,268	0	738,073
Restaurant/Food/Bar	432,515	186,007	22,020	281,409	921,950
Soft Goods	699,874	200,822	8,414	126,338	1,035,447
Hard Goods	407,294	200,822	0	0	608,116
Automotive, Used Merch., Misc.	1,326,879	0	0	0	1,326,879
Supported SF (Excl. Automotive, etc.)	**3,192,186**	**923,207**	**57,944**	**534,084**	**4,707,422**
Retail SF per Person (excl. Automotive category)					21.6
2014-2019 Growth					**2014-2019**
Grocery & Drug	60,785	6,184	4,795	17,049	88,814
General Merchandise	48,552	0	880	0	49,432
Restaurant/Food/Bar	28,617	3,428	4,543	37,976	74,564
Soft Goods	46,307	3,701	1,736	17,049	68,793
Hard Goods	26,948	3,701	0	0	30,649
Automotive, Used Merch., Misc.	299,001	0	0	0	299,001
Supported SF (Excl. Automotive, etc.)	**211,209**	**17,014**	**11,955**	**72,075**	**312,253**
2019 - 2030 Growth					**2019 - 2030**
Grocery & Drug	98,019	15,404	1,799	46,047	161,269
General Merchandise	78,292	0	330	0	78,622
Restaurant/Food/Bar	46,146	8,539	1,704	102,568	158,957
Soft Goods	74,672	9,219	651	46,047	130,589
Hard Goods	43,456	9,219	0	0	52,674
Automotive, Used Merch., Misc.	141,569	0	0	0	141,569
Supported SF (Excl. Automotive, etc.)	**340,585**	**42,380**	**4,485**	**194,663**	**582,112**
2030 - 2040 Growth					**2030 - 2040**
Grocery & Drug	94,524	19,901	0	54,578	169,004
General Merchandise	75,501	0	0	0	75,501
Restaurant/Food/Bar	44,501	11,032	0	121,570	177,103
Soft Goods	72,010	11,910	0	54,578	138,499
Hard Goods	41,906	11,910	0	0	53,817
Automotive, Used Merch., Misc.	136,522	0	0	0	136,522
Supported SF (Excl. Automotive, etc.)	**328,442**	**54,754**	**0**	**230,727**	**613,923**
Total Supportable by 2040					**2040**
Grocery & Drug	1,172,026	377,045	29,838	244,013	1,822,923
General Merchandise	936,151	0	5,478	0	941,629
Restaurant/Food/Bar	551,780	209,005	28,267	543,522	1,332,574
Soft Goods	892,862	225,653	10,801	244,013	1,373,328
Hard Goods	519,604	225,653	0	0	745,257
Automotive, Used Merch., Misc.	1,903,972	0	0	0	1,903,972
Supported SF (Excl. Automotive, etc.)	**4,072,422**	**1,037,356**	**74,384**	**1,031,548**	**6,215,710**
Retail SF per Person (excl. Automotive category)					22.4

SOURCE: RCLCO; Esri

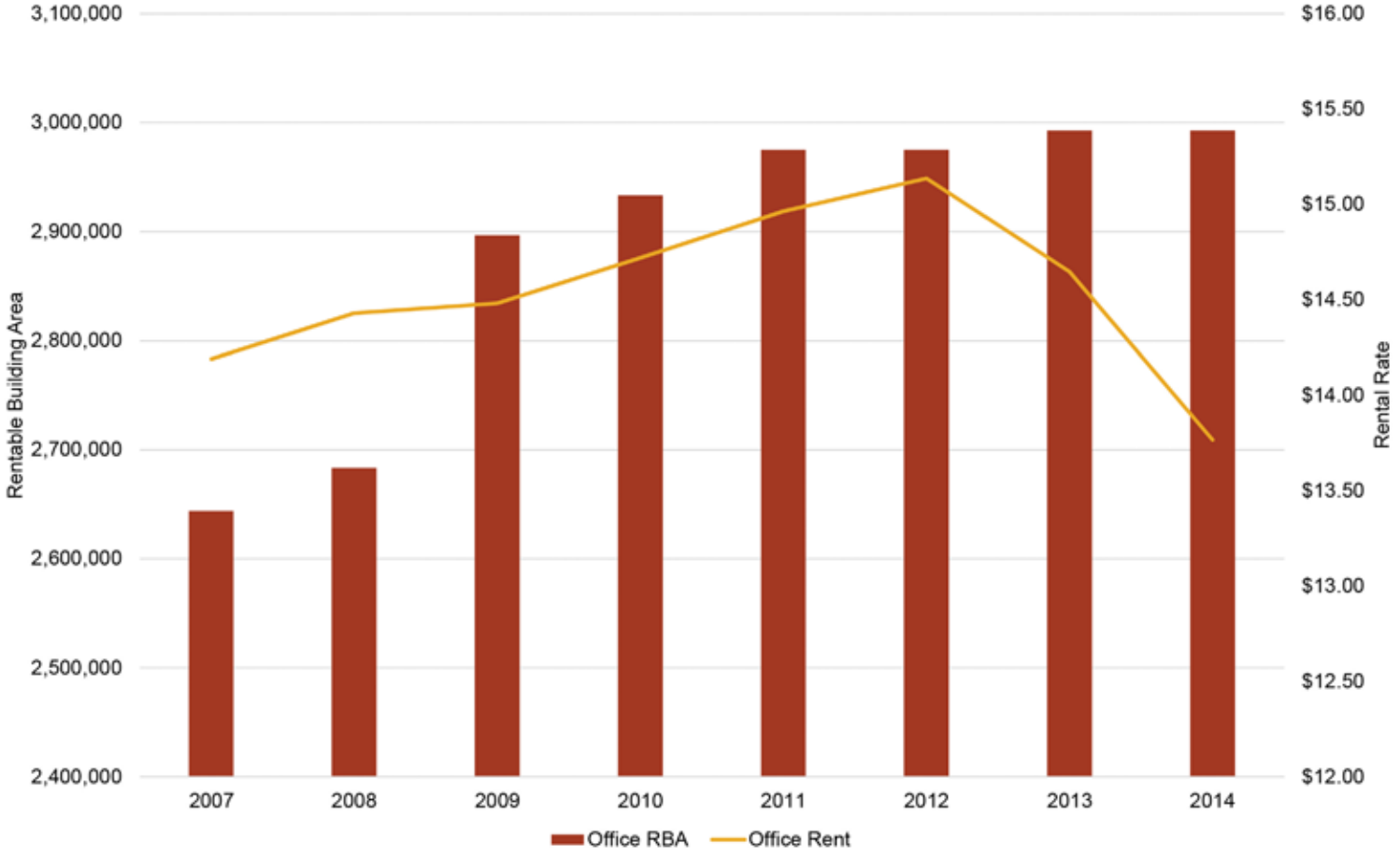
DOÑA ANA COUNTY

V. OFFICE MARKET AND DEMAND

DOÑA ANA COUNTY

Exhibit V-1

OFFICE RENTABLE BUILDING AREA AND RENTAL RATE (PROPERTIES 5,000 SF+)
DOÑA ANA COUNTY, NM
2007-2014

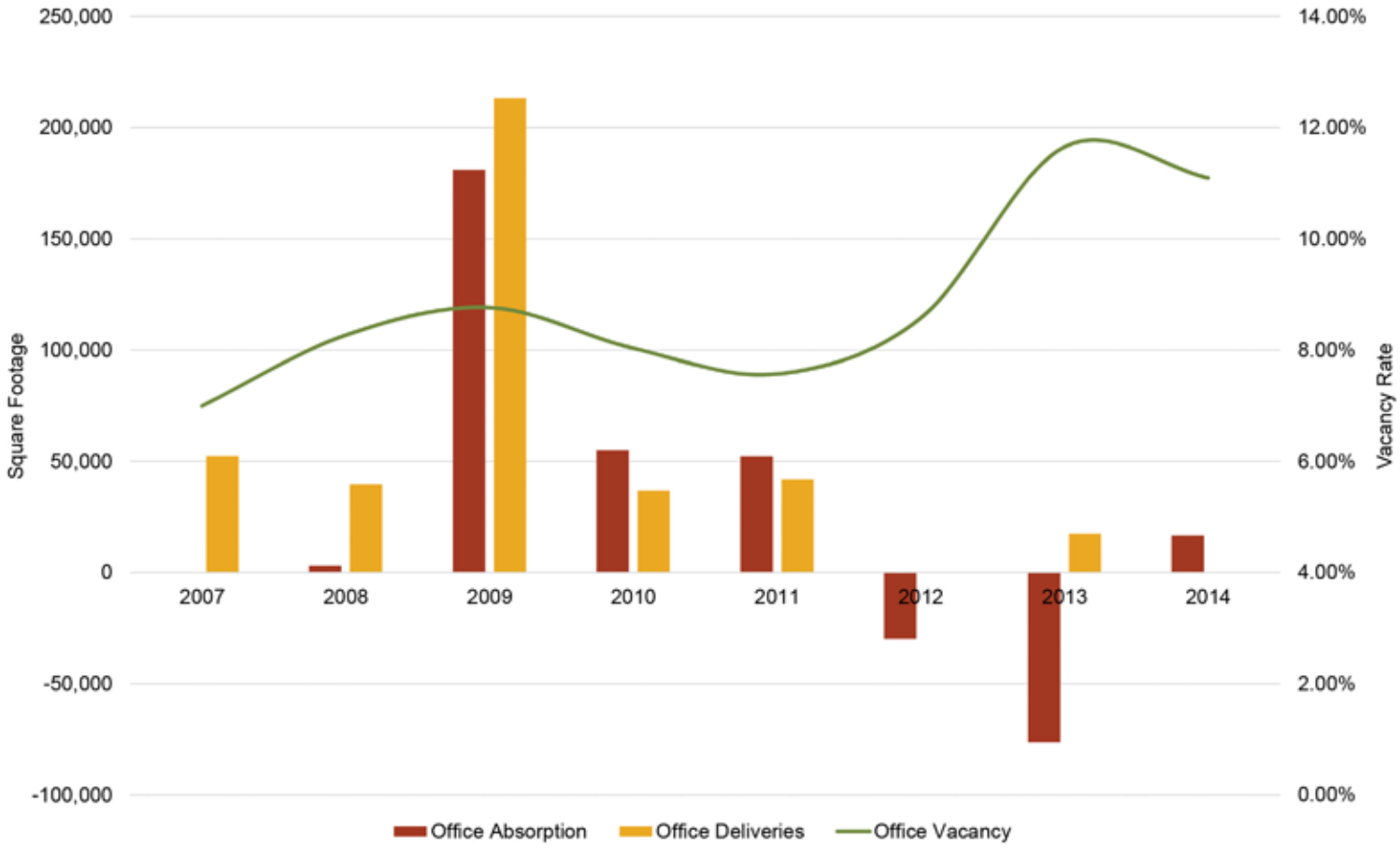


SOURCE: CoStar

DOÑA ANA COUNTY

Exhibit V-2

OFFICE ABSORPTION, DELIVERIES, AND VACANCY (PROPERTIES 5,000 SF+)
DOÑA ANA COUNTY, NM
2007-2014



NOTE: CoStar reports a vacancy of 11%; However, commercial brokers in the area report vacancy in the 15%-20% range which is used in the demand projection.
SOURCE: CoStar

Exhibit V-3

SUMMARY OF NEW OFFICE SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2040

DOÑA ANA OFFICE DEMAND SUMMARY		2014	2014-2019	2019-2030	2030-2040	Total
Net New Absorption			156,500	448,400	726,800	**1,331,700**
Total Existing Inventory		2,992,574	3,018,774	3,497,674	4,167,774	
Total Occupied Inventory		2,543,688	2,726,388	3,205,288	3,875,388	
Vacancy Rate	10% (Target)	15.0%	9.7%	8.4%	7.0%	
New Office Space Demanded			**0**	**448,400**	**726,800**	**1,175,200**
Average Annual New Space			0	40,764	72,680	45,200
Approximate Acres Consumed			**0.0**	**4.6**	**7.5**	**12.14**
Avg. Building Footprint	20,000					
Avg. Building Height	5					
Infrastructure On-Site	2.25					

SOURCE: RCLCO

DOÑA ANA COUNTY

Exhibit V-4

OFFICE SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2024

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total Employment																
Moody's Total NonAg Employment [1]		70,467	70,618	72,163	74,180	75,773	77,011	78,161	79,323	80,626	82,013	83,397	84,748	86,089	87,506	89,002
Moody's Growth Rate			0.2%	2.2%	2.8%	2.1%	1.6%	1.5%	1.5%	1.6%	1.7%	1.7%	1.6%	1.6%	1.6%	1.7%
RCLCO Adjusted Growth Rate[2]			1.2%	1.2%	2.0%	2.1%	1.6%	1.5%	1.5%	1.6%	1.7%	1.7%	1.6%	1.6%	1.6%	1.7%
RCLCO Adjusted Employment Growth			853	854	1,445	1,593	1,237	1,150	1,162	1,303	1,387	1,384	1,351	1,341	1,417	1,496
RCLCO Total Employment			71,319	71,472	73,608	75,773	77,011	78,161	79,323	80,626	82,013	83,397	84,748	86,089	87,506	89,002
Office Using Employment[3]																
Moody's Total Office Employment [1]			10,767	10,961	11,233	11,476	11,656	11,787	11,927	12,102	12,297	12,488	12,685	12,890	13,114	13,359
Moody's Office Share of Employment			15.2%	15.2%	15.1%	15.1%	15.1%	15.1%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
RCLCO Office Employment			10,874	10,856	11,147	11,476	11,656	11,787	11,927	12,102	12,297	12,488	12,685	12,890	13,114	13,359
RCLCO Annual New Office Jobs				-18	291	329	180	131	140	175	194	191	197	205	224	245
Total Office Space/Employee (SF) [4]		200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Net new absorption			0	-3,600	58,200	65,900	36,000	26,200	28,000	35,100	38,900	38,200	39,400	41,000	44,700	48,900
Office Demand in Dona Ana County																
Total Inventory (SF)[5]			2,992,574	2,992,574	2,992,574	2,992,574	2,992,574	3,018,774	3,046,774	3,081,874	3,120,774	3,158,974	3,198,374	3,239,374	3,284,074	3,332,974
Occupied Inventory (SF)	85%		2,543,688	2,540,088	2,598,288	2,664,188	2,700,188	2,726,388	2,754,388	2,789,488	2,828,388	2,866,588	2,905,988	2,946,988	2,991,688	3,040,588
Vacancy Rate		15.0%	15.0%	15.1%	13.2%	11.0%	9.8%	9.7%	9.6%	9.5%	9.4%	9.3%	9.1%	9.0%	8.9%	8.8%
Target Vacancy Rate	10.0%															
New Office Space (SF) Demanded			**0**	**0**	**0**	**0**	**0**	**26,200**	**28,000**	**35,100**	**38,900**	**38,200**	**39,400**	**41,000**	**44,700**	**48,900**
Aggregate New Office Space Demanded		0	0	0	0	0	0	26,200	54,200	89,300	128,200	166,400	205,800	246,800	291,500	340,400

[1] Moody's Economy
[2] See Exhibit I-3
[3] Office employment defined by Moody's as sum of 27 NAICS categories
[4] RCLCO market experience and research
[5] CoStar

DOÑA ANA COUNTY

Exhibit V-4

OFFICE SPACE DEMAND
DOÑA ANA COUNTY, NM
2014-2024

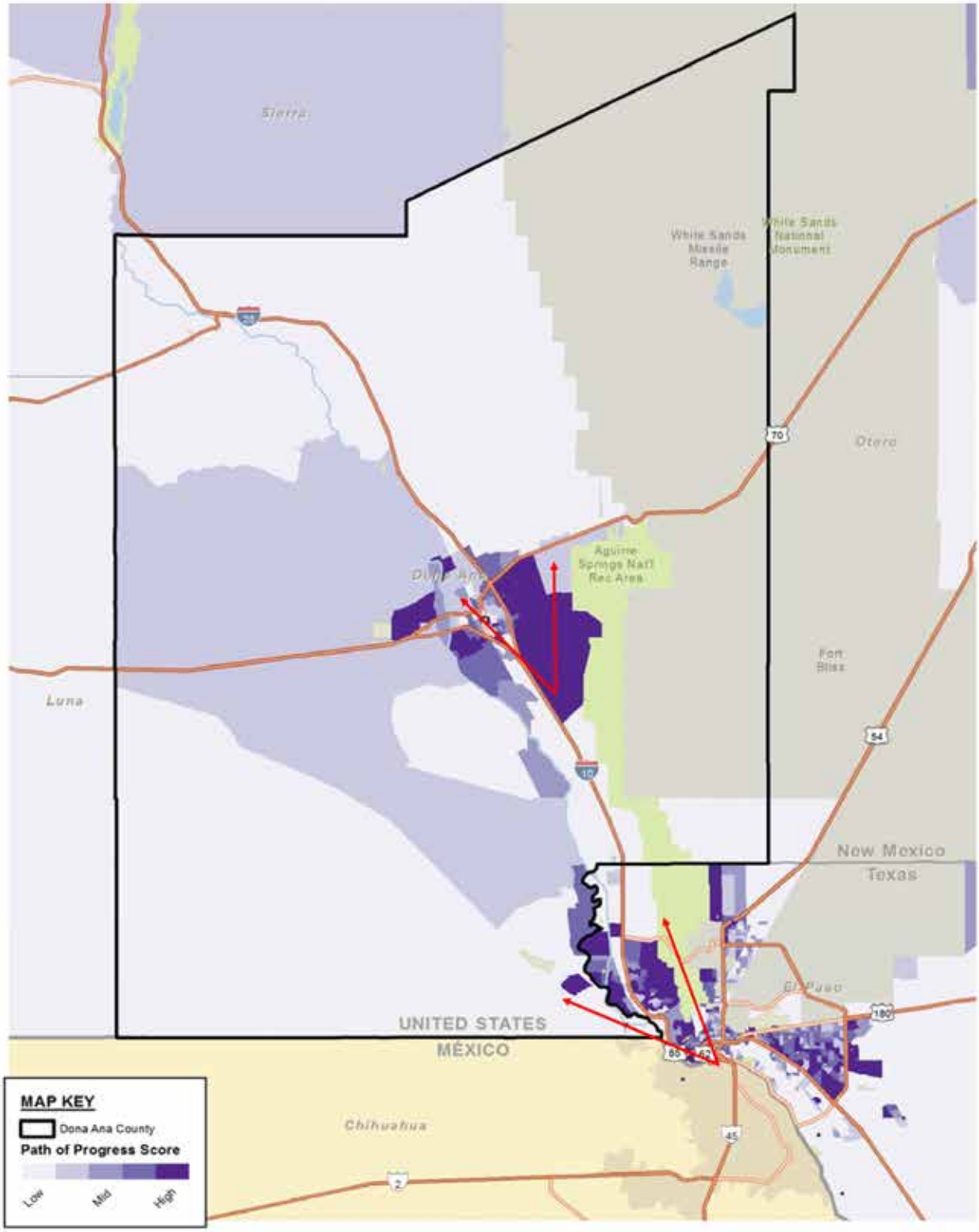
		2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	Total
Total Employment															
Moody's Total NonAg Employment [1]		90,600	92,224	93,867	95,735	97,702	99,615	101,473	103,276	105,182	107,256	109,337	111,698	114,161	
Moody's Growth Rate		1.8%	1.8%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.8%	2.0%	1.9%	2.2%	2.2%	
RCLCO Adjusted Growth Rate [2]		1.8%	1.8%	1.8%	2.0%	2.1%	2.0%	1.9%	1.8%	1.8%	2.0%	1.9%	2.2%	2.2%	
RCLCO Adjusted Employment Growth		1,598	1,625	1,643	1,867	1,968	1,913	1,858	1,803	1,906	2,073	2,081	2,361	2,463	**40,670**
RCLCO Total Employment		90,600	92,224	93,867	95,735	97,702	99,615	101,473	103,276	105,182	107,256	109,337	111,698	114,161	
Office Using Employment [3]															
Moody's Total Office Employment [1]		13,626	13,899	14,182	14,524	14,897	15,269	15,626	15,953	16,273	16,586	16,888	17,205	17,532	
Moody's Office Share of Employment		15.0%	15.1%	15.1%	15.2%	15.2%	15.3%	15.4%	15.4%	15.5%	15.5%	15.4%	15.4%	15.4%	
RCLCO Office Employment		13,626	13,899	14,182	14,524	14,897	15,269	15,626	15,953	16,273	16,586	16,888	17,205	17,532	
RCLCO Annual New Office Jobs		267	273	283	342	373	372	356	328	319	313	302	317	327	**6,331**
Total Office Space/Employee (SF) [4]		200	200	200	200	200	200	200	200	200	200	200	200	200	
Net new absorption		53,500	54,500	56,700	68,400	74,600	74,500	71,200	65,500	63,900	62,700	60,400	63,400	65,500	**1,331,700**
Office Demand in Dona Ana County															
Total Inventory (SF) [5]		3,386,474	3,440,974	3,497,674	3,566,074	3,640,674	3,715,174	3,786,374	3,851,874	3,915,774	3,978,474	4,038,874	4,102,274	4,167,774	
Occupied Inventory (SF)	85%	3,094,088	3,148,588	3,205,288	3,273,688	3,348,288	3,422,788	3,493,988	3,559,488	3,623,388	3,686,088	3,746,488	3,809,888	3,875,388	
Vacancy Rate		8.6%	8.5%	8.4%	8.2%	8.0%	7.9%	7.7%	7.6%	7.5%	7.3%	7.2%	7.1%	7.0%	
Target Vacancy Rate	10.0%														
New Office Space (SF) Demanded		**53,500**	**54,500**	**56,700**	**68,400**	**74,600**	**74,500**	**71,200**	**65,500**	**63,900**	**62,700**	**60,400**	**63,400**	**65,500**	**1,175,200**
Aggregate New Office Space Demanded		393,900	448,400	505,100	573,500	648,100	722,600	793,800	859,300	923,200	985,900	1,046,300	1,109,700	1,175,200	

[1] Moody's Economy
[2] See Exhibit I-3
[3] Office employment defined by Moody's as sum of 27 NAICS categories
[4] RCLCO market experience and research
[5] CoStar

VI. PATHS OF PROGRESS MAPS

Exhibit VI-1

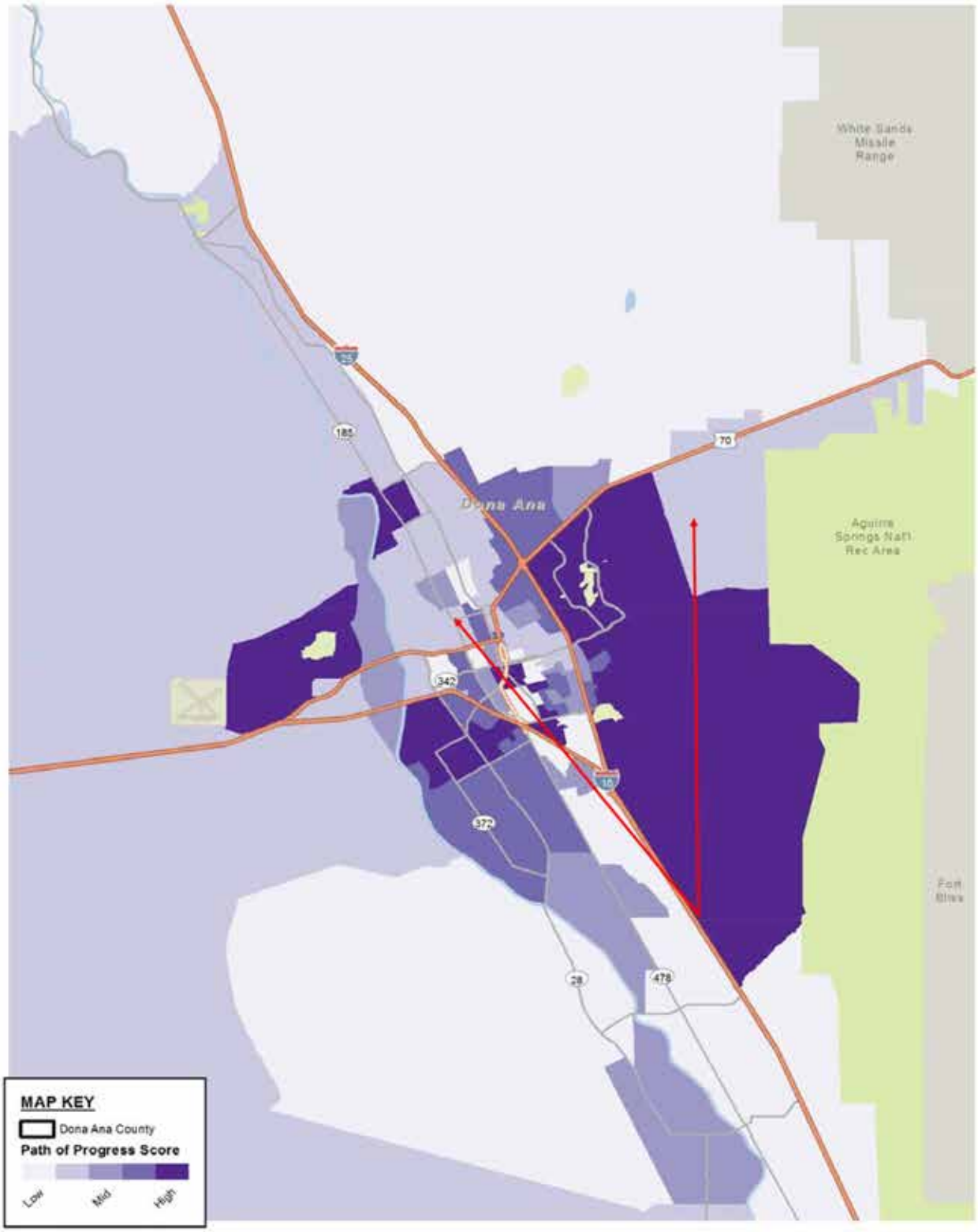
PATH OF PROGRESS MAP
DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-2

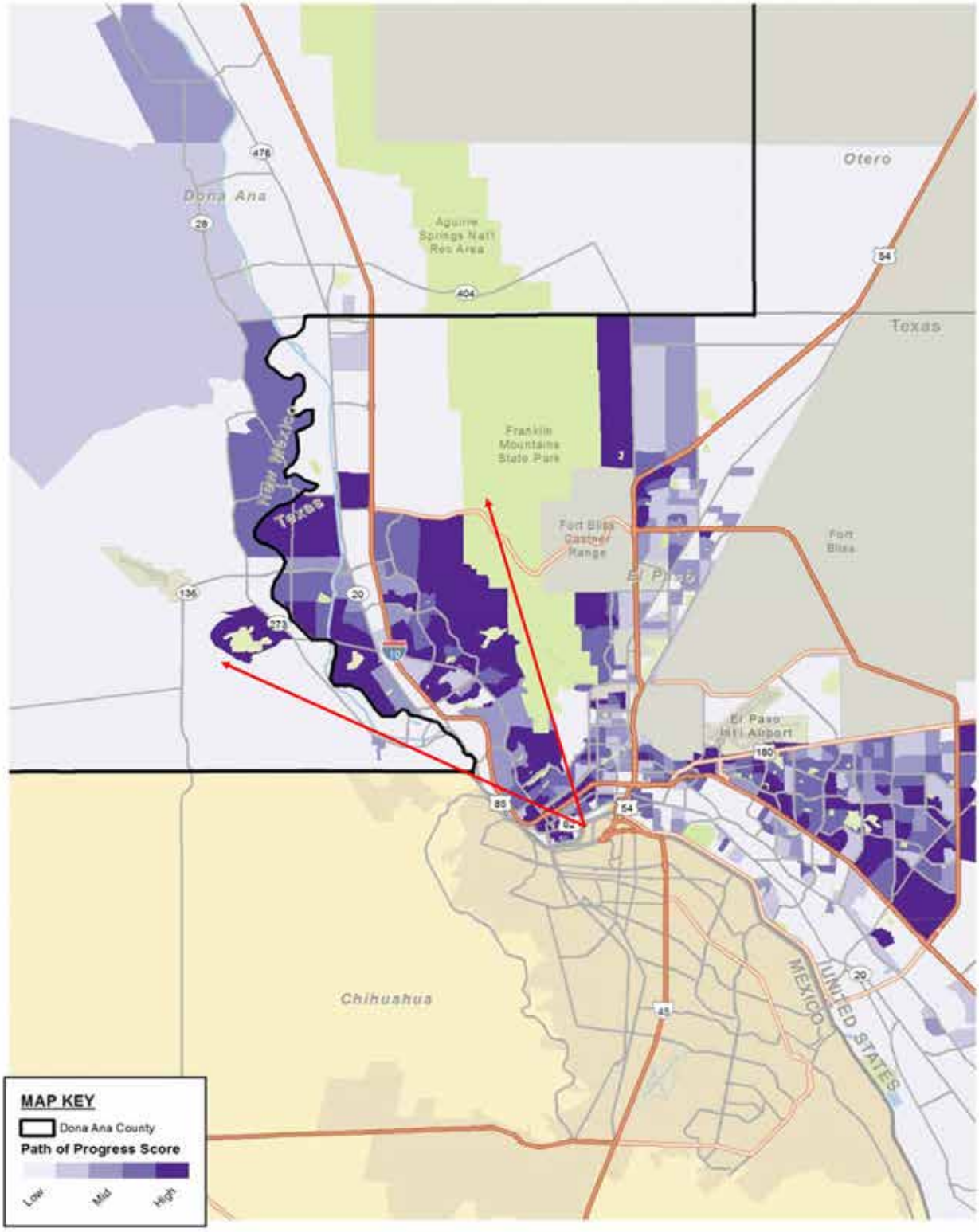
PATH OF PROGRESS MAP
LAS CRUCES, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-3

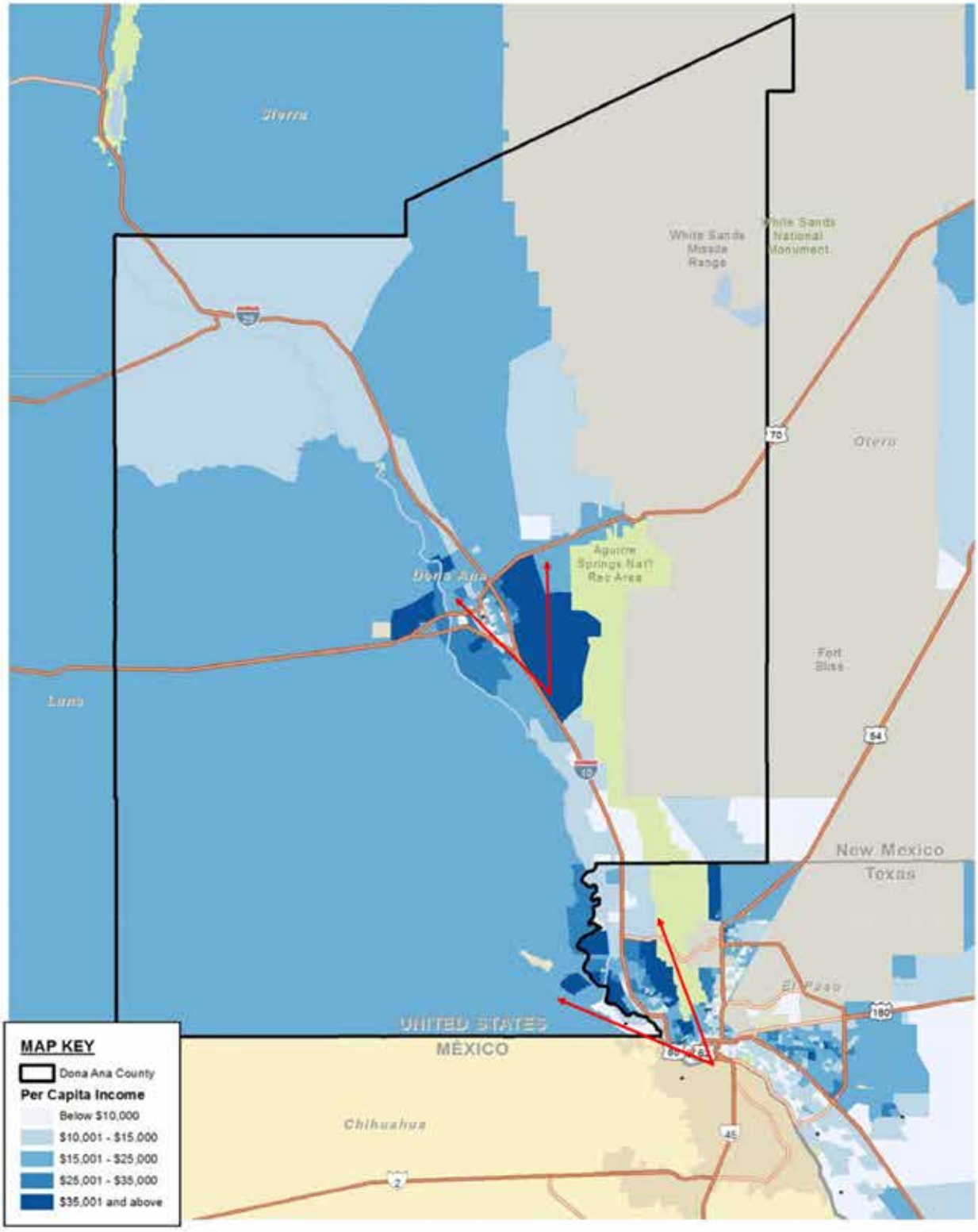
PATH OF PROGRESS MAP
EL PASO, TX AND SOUTHEAST DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-4

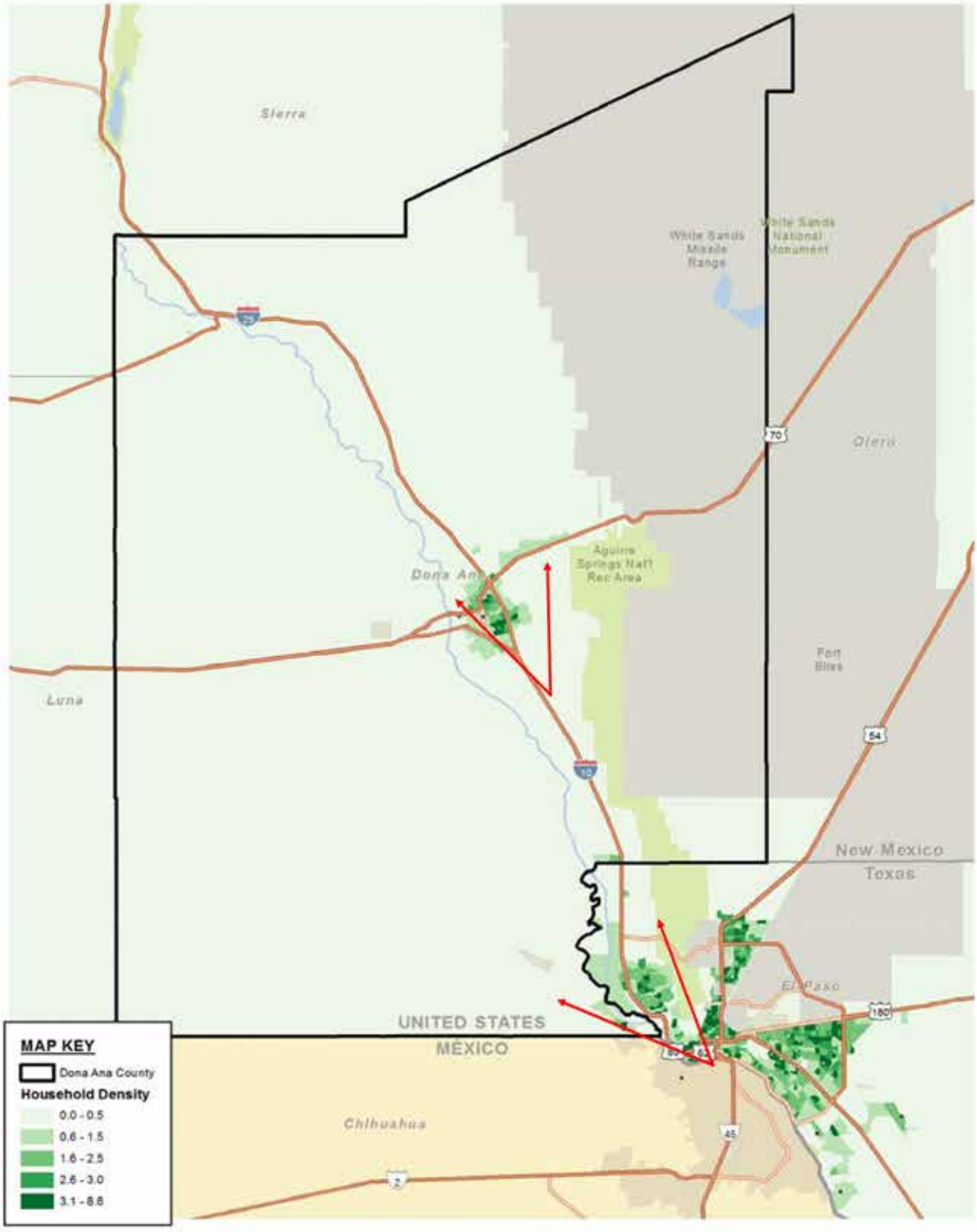
PER CAPITA INCOME MAP
DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-5

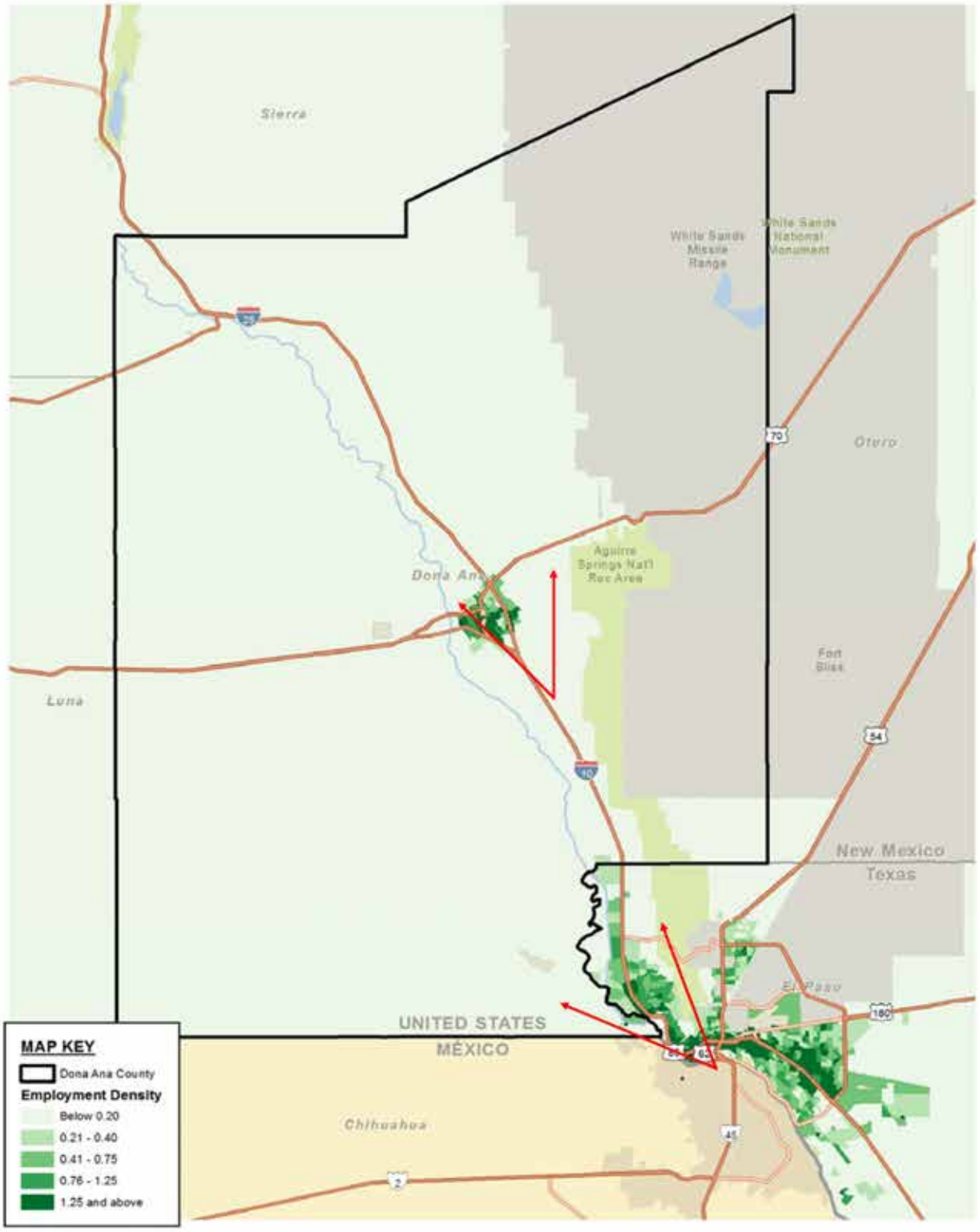
HOUSEHOLD DENSITY MAP
DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-6

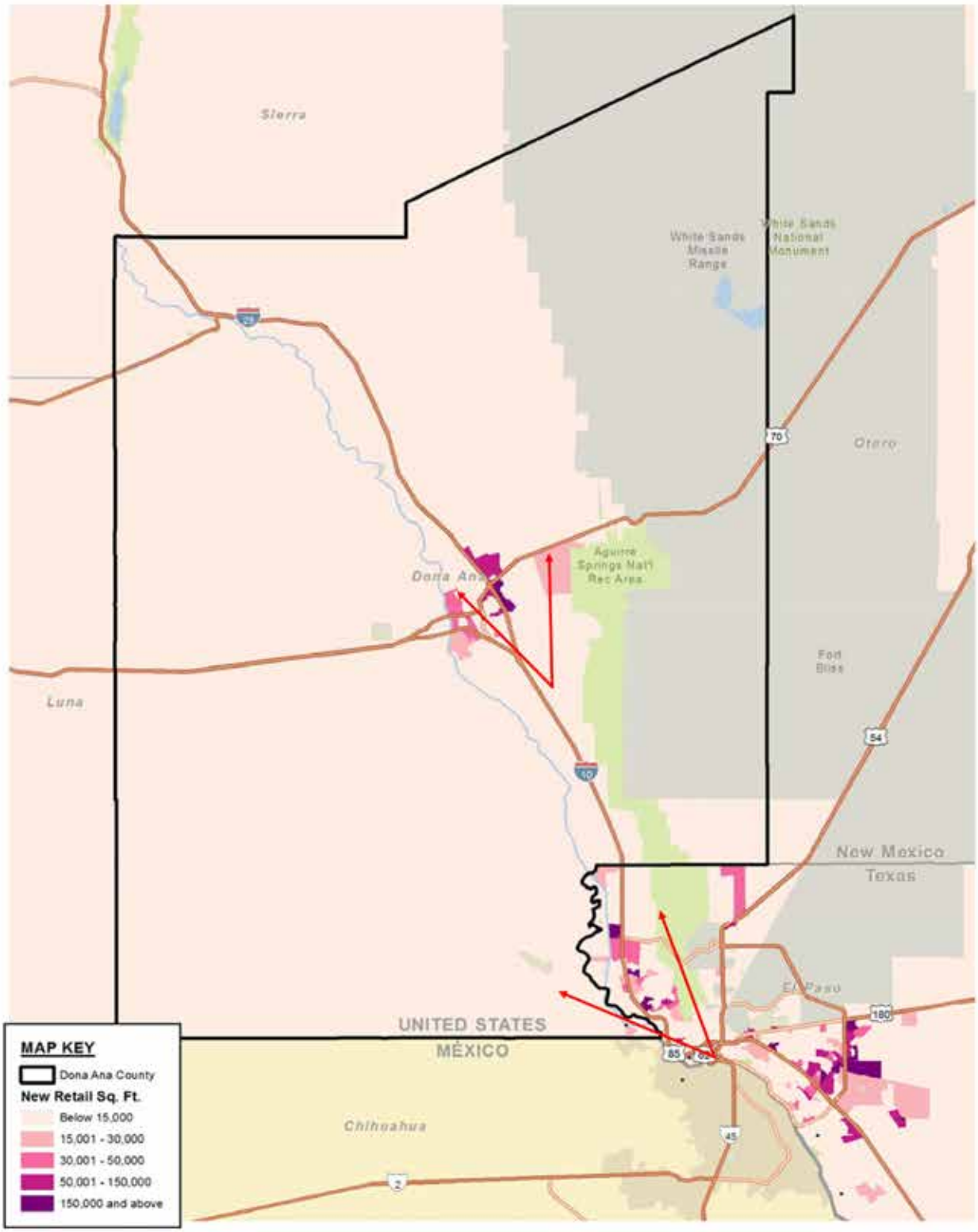
EMPLOYMENT DENSITY MAP
DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Exhibit VI-7

NEW RETAIL DEVELOPMENT MAP
DOÑA ANA COUNTY, NM
2014



SOURCE: RCLCO; Esri Desktop; CoStar

Doña Ana County Fiscal Impact Analysis

Background and Objectives

The connection between land use development patterns and the costs of providing public infrastructure and services has long been a topic of study, particularly since "The Cost of Sprawl: A detailed analysis" was published in 1974. Since that time, dozens, if not hundreds of studies, have been conducted relating to this topic. Most of these have concluded that "smart growth" (that is, more compact patterns of development) is associated with reduced local government spending on a per capita basis relative to sprawl (recognizing that the definition of each of those terms not entirely consistent). Smart Growth America's "Building Better Budgets" report, dated May 2013, summarizes the results of 17 of these studies.

Yet these findings are not often included in the typical fiscal impact analyses done in connection with new development proposals. There are many reasons for this, but the inconsistent methodologies used in the above-referenced studies, as well as the time-consuming data collection efforts they involve, have likely slowed the process of these academic findings filtering into the "practice." Instead, most, (though not all) fiscal impact analyses rely on a simple average cost approach, which implicitly assumes that each new resident or job will add the same amount of public costs, regardless of whether they live and work in a sprawling, low-density development, or a high-density walkable urban one.

Smart Growth America ("SGA") aims to develop a fiscal impact methodology that not only accounts for the increased cost efficiencies associated with denser development patterns, but can also be easily adapted and used by local practitioners across the country. Doña Ana County, (hereafter "DAC") generously agreed to participate in the development of this tool.

Scenarios

SGA evaluated the fiscal impact of three scenarios, developed by the larger consultant team as part of the comprehensive planning process, that distribute projected population growth in the county over the next 25 years. Growth is distributed among a variety of neighborhood typologies, ranging from City Center and City Neighborhoods to Suburbs and Rural Subdivisions. A full list of all the types is contained in the comprehensive plan. The first scenario, called "business as usual" assumes, as the name implies, that growth follows a pattern similar to historical experience. This scenario has the lowest average density. The next two scenarios are variations on the comprehensive plan's preliminary "preferred" scenario, which assumes more infill development and less consumption of land than under the business as usual assumptions. The two variations are aggressive and conservative. The aggressive scenario assumes much faster population growth.

Note that the comprehensive plan does not specify employment projections for each scenario. SGA has assumed growth of approximately 40,000 jobs under the business as usual scenario, consistent with RCLCO's forecast contained in the comprehensive plan. For purposes of this analysis, SGA has assumed that both preferred scenarios would maintain a jobs to population ratio equal to the ratio under the "business as usual" scenario.

The table below summarizes the key assumptions behind the scenarios evaluated in this analysis. Note that population and employment on land designated as farm in the comprehensive plan is not included, nor was it considered in this analysis:

Scenario	DAC Population	Employment in DAC	Developed Acres	Average Residents and Employees per Acre
Business as Usual	281,724	87,849	107,000	3.45
Conservative Preferred	263,847	85,453	95,800	3.6
Aggressive Preferred	343,508	111,253	102,000	4.45

Key Findings – Net Fiscal Impact

This analysis suggests that the preferred scenarios, in particular, the aggressive preferred scenario, would result in significant public sector cost savings compared to the business as usual scenario. The preferred scenarios are projected to require less roads and pipes to maintain than the business as usual scenario, both on an absolute and a per capita basis. In addition, the preferred scenarios concentration of development into certain areas raises density enough to reduce school transportation costs.

Subject to the notes on interpretation described below, the Conservative Preferred Scenario is projected to generate an annual net fiscal impact for DAC that is approximately $2 million higher than the Business as Usual scenario in today's dollars. The Aggressive Preferred Scenario is projected to generate an additional $2 million over and above the Conservative Preferred Scenario. These impacts to DAC are driven primarily by savings on road maintenance costs.

There is no countywide water or wastewater utility and neither the data nor the scope of work permitted an analysis of each water utility within DAC. Nonetheless, under the assumption that the economics of most water and wastewater utilities in the County are similar, SGA conducted an analysis of a hypothetical water and wastewater utility covering all of DAC assuming that its cost and revenue structure is similar to that of the Las Cruces water and wastewater utilities. We estimate that the Conservative Preferred Scenario would generate an annual net income approximately $2.2 million higher than the Business As Usual Scenario and that the Aggressive Preferred Scenario would generate an additional $2.8 million over and above the Conservative Preferred Scenario. That said, the net income under all scenarios is still negative, which simply reflects the fact that the current City of Las Cruces rates would have to rise if it were to serve the entire DAC. The rates would have to rise less, however, in the Preferred Scenarios.[1]

Finally, SGA estimates that the Conservative Preferred Scenario would reduce school transportation costs by $2 million per year over the Business as Usual Scenario. The Aggressive Preferred Scenario would reduce these costs by an additional $600,000 per year. These estimates are based on the average costs of transportation in the Las Cruces School District, extrapolated to the rest of DAC. As schools in New Mexico

[1] To achieve a break-even net income, each household would have to pay $48 more per year than current Las Cruces rates to the hypothetical utility under the Business as Usual Scenario, $35 under the Conservative Preferred Scenario, and $11 under the Aggressive Preferred Scenario. This only accounts for the additional cost of maintaining the system – not the capital cost of its construction.

are primarily financed by the State through the use of a formula, SGA did not attempt to estimate any change in school revenues associated with the different scenarios.

Estimated Fiscal Impact of DAC Growth Scenarios

Revenues

	Doña Ana County			*Hypothetical Water/Waste Water Utility*			**School Transportation**
Scenario	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	**Total**
Business as Usual	$135,970,000	$368	$1,271	$67,016,000	$181	$626	NA
Conservative Preferred	$129,400,000	$370	$1,351	$63,642,000	$182	$664	NA
Aggressive Preferred	$168,590,000	$371	$1,648	$82,923,000	$182	$811	NA

Expenditures

	Doña Ana County			*Hypothetical Water/Waste Water Utility*			**School Transportation**
Scenario	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	
Business as Usual	$138,020,000	$373	$1,290	$73,916,000	$200	$691	$13,680,000
Conservative Preferred	$129,480,000	$371	$1,352	$68,388,000	$196	$714	$11,690,000
Aggressive Preferred	$166,690,000	$367	$1,629	$84,869,000	$187	$830	$11,070,000

Net Fiscal Impact

	Doña Ana County			*Hypothetical Water/Waste Water Utility*			**School Transportation**
Scenario	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	**Total**	**Per Capita (Res. & Emp.)**	**Per Acre**	
Business as Usual	($2,050,000)	($6)	($19)	($6,900,000)	($19)	($64)	NA
Conservative Preferred	($80,000)	($0)	($1)	($4,746,000)	($14)	($50)	NA
Aggressive Preferred	$1,900,000	$4	$19	($1,946,000)	($4)	($19)	NA

Interpreting the Results

DAC is made up of several jurisdictions, including the cities of Las Cruces and Sunland Park, as well as the newly incorporated Anthony, besides the County itself. In addition, there are multiple school districts and utilities that cover the area. Each of these places provide their own services to varying extents, and tax their residents to different degrees. As a result, the fiscal impact of new growth in one jurisdiction will differ from another. It was beyond the scope of this assignment to attempt to estimate the impact of new growth on each of these jurisdictions and, in any case, growth projections specific to each jurisdiction could not be made available to SGA.

The results presented above, therefore are only a limited representation of the net fiscal impact on DAC and do not attempt to specifically address the budgets of any other jurisdiction. They should instead be viewed as a general summary of how total public sector costs change in the different scenarios. To be more specific, the results presented for DAC above assume that all roads in the County area also maintained by it, when in fact some are maintained by the Cities within it and other entities. In addition, as mentioned above, there is no water or wastewater district covering the entire County – for purposes of this analysis, we have assumed a hypothetical one that would serve all residents and employees not on farmland. The same applies to the school district numbers.

This analysis does not count revenues that would be collected by the City of Las Cruces or any other jurisdiction other than DAC itself and the hypothetical water utility through rate revenues.

Conservatism

SGA believes this model likely underestimates the improvement to net fiscal impact associated with higher densities. A wide body of research has confirmed that dense, walkable environments enjoy significant value premiums of 20% and higher over typical suburban product.[2] Particularly under the Aggressive Preferred Scenario, the neighborhoods designated as City Neighborhoods in the Comprehensive Plan might have enough "critical mass" to support these value premiums. Nonetheless, SGA has not assumed any such premium in this model.

In addition to the conservative revenue assumptions, SGA was not able to model certain other cost drivers that may be density-related due in part to a lack of sufficient data. Solid waste and recycling pickup, for example, is almost certainly less efficient in low density environments because of the greater distance, and therefore time and fuel between pickups. The efficiency of fire protection may also benefit from greater density. However, because fire protection in DAC is largely volunteer, it is not a major cost category in the County. Therefore SGA chose not to model it. For the City of Las Cruces, however, which does have a professional fire staff, there could be savings. Finally, Police protection may also become less expensive in dense, walkable environments because of a need for fewer patrol cars and vehicle fuel and maintenance costs. The effective modeling of this relationship remains a task for future research.

Methodology

Revenues

Property Tax

SGA reviewed assessment records in DAC to develop average assessed value estimates for all of the residential and commercial product types evaluated in the study. These include single-family detached homes, townhouses, multifamily apartments, mobile homes, both for-sale and rental, as well as office, retail, and light industrial/flex space. The value of each product type was assumed to remain constant in each scenario.[3] The appropriate DAC property tax rate was applied to each unit type.

The growth projections provided did not specify unit types. SGA developed estimates of the distribution of units by type within each neighborhood typology specified in the comprehensive plan on the basis of US Census data. SGA assumed that future growth within each neighborhood type would follow the same distribution, with the exception of the City Neighborhood type, which due to its significantly higher density in the Preferred Scenarios, was adjusted to include more multifamily units.

Gross Receipts Tax (Sales) and Miscellaneous Revenues

Residents and employees of the development were assumed to generate revenues related to gross receipts, licenses, permits, fees, and certain other miscellaneous sources at the same rate as current residents and employees. These revenues vary only in proportion to population and not to density.

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[2] http://blog.walkscore.com/wp-content/uploads/2009/08/WalkingTheWalk_CEOsforCities.pdf; http://www.u.arizona.edu/~gpivo/Walkability%20Paper%208_4%20draft.pdf; http://www.brookings.edu/~/media/Research/Files/Papers/2012/5/25%20walkable%20places%20leinberger/25%20walkable%20places%20leinberger.pdf

[3] Although higher densities imply smaller lot sizes, the average density across most neighborhood types, even in the Aggressive Preferred Scenario, remains low, such that no significant change in value is to be expected.

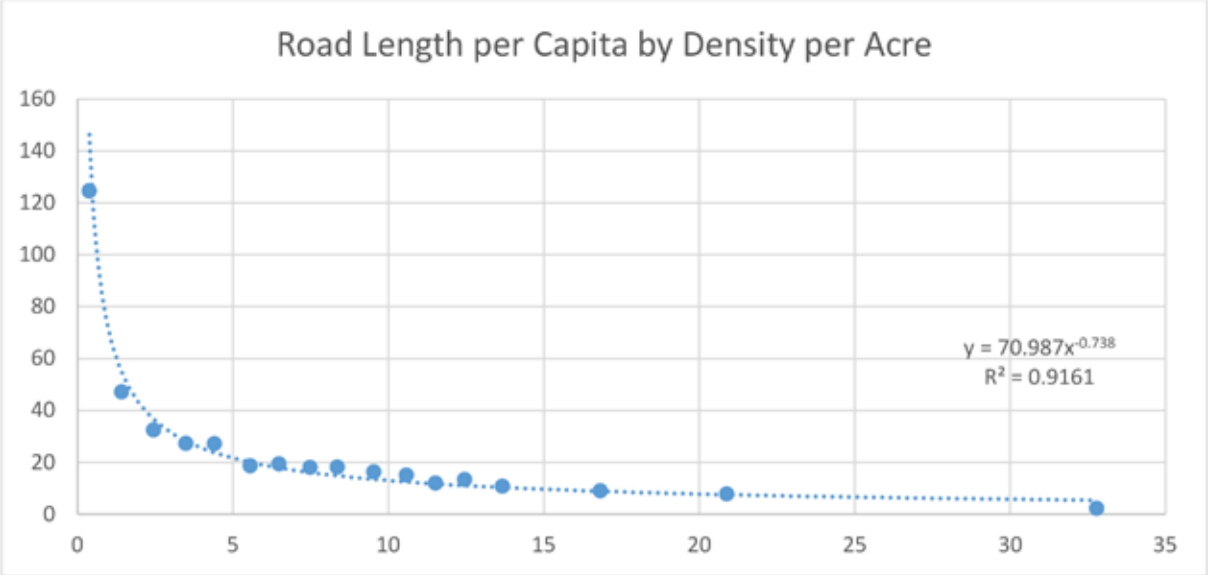
Expenditures

Density-Related Expenditures

Roads

SGA analysis shows that there is a strong inverse relationship between road length and area per capita, and the density of development in DAC. Using GIS, SGA drew a grid of equal-sized cells across the entire County and determined the number of residents and employees, as well as the road length and area in each cell. From these data points, SGA derived a formula estimating both the road length and area needed per capita, at any reasonable density, assuming that the new development conforms to historical experience in the area.

A scatterplot, with road length per capita on the y axis and the density (measured in terms of residents and employees per acre) on the x axis, along with a regression formula describing the relationship between the two factors, is shown below.[4] As the chart clearly illustrates, there are significant improvements in efficiency when moving from typical suburban densities of 4-5 people and employees per acre to approximately 40 persons and employees per acre. Thereafter, the quantity of roads per capita decreases only slightly as density increases. While the chart below depicts road length only, SGA found a similarly strong relationship between road area and population/employment density.



SGA estimated the quantity of roads needed in each neighborhood type and each scenario defined in the Comprehensive Plan (excluding farmland) based on the population and employment density of those neighborhood types.

Capital costs for roads are typically paid by the developer, however, the County (or the jurisdictions within it) must maintain all roads. Based on a range of estimates provided by DAC engineers, this analysis

[4] Note that each point may not represent one cell. Instead, values for all cells within certain density categories were averaged and presented as one point.

assumes that each square foot of road costs an average of $1.00 to resurface, and that this resurfacing must be done every 20 years, resulting in an annual cost of $.05 per square foot per year.

Water and Sewer Mains

The maintenance of water and sewer mains is performed by utilities, which collect fees based on the quantity of water provided and wastewater processed. In a typical fiscal impact analysis, costs and revenues associated with public utilities are typically ignored because it is assumed that the utility revenues adjusts its rates to cover all costs, such that any expenses associated with a new development would be covered by the revenue it would generate.

Nonetheless, the density of development does affect the costs to the utility. All else being equal, a development that requires an average of 100 feet of pipe between residences will cost more to maintain than a development with only 20 feet of pipe between residences. To account for this fact, SGA has developed a methodology that compares the ratio of pipe maintenance costs to the projected water and wastewater revenue generated by the development, to the same ratio for the utility as a whole. If the ratio of maintenance costs to revenue generated is lower in the development than in the utility as a whole, then the project is assumed to generate a positive cash flow to the utility and vice versa.

As mentioned, there is no countywide utility. SGA estimated the revenues and expenses of a hypothetical countywide utility by assuming it would have a rate structure and operating costs, except for pipe maintenance costs, similar to that of the City of Las Cruces water utility. SGA then independently estimated the pipe maintenance costs for such a utility based on the length of pipe needed. SGA assumed that water and wastewater pipes would run under the length of each paved road within the neighborhood types evaluated (excludes farmland). In fact, this overestimates the need for pipes as there are many areas in DAC not served by wastewater service but it was a necessary simplifying assumption.

Based on estimates provided by DAC, SGA assumed that each linear foot of pipe costs $40 to install and must be reconstructed every 30 years, resulting in an annual cost of $1.33 per year per linear foot.

School Transportation

All else being equal, school transportation costs should decline in areas of higher density, for two reasons: a) more students will live within the “walk zone” (close enough that they are expected to walk to school), and; b) for those who are bused, school buses should have smaller distances to travel, saving on fuel costs and other operating costs. Data collected by state education departments generally bears this out.

SGA’s model estimates school transportation costs by estimating the number of students that are likely to be within the “walk zone” of any given school in each neighborhood type, assuming that the area around it is populated at the same gross density as the neighborhood type.

To determine the average student density, SGA developed average student generation rates by housing unit type (Single-Family Detached, Townhouses, Multifamily, etc.) and multiplied it by the estimated number of housing units in each neighborhood type under each scenario. This total student count was then divided by the total acreage in the respective neighborhood type. The average student density was multiplied by the acreage of the walk zone for each school type (Elementary, Middle, and High). The number of likely students in the walk zone was then compared to the typical school size by type. If the number of students likely to be in the walk zone met or exceeded the typical school capacity, then

transportation costs were assumed to be zero. If the number of students within the walk zone was less than the capacity of the school, the remainder were assumed to be bus-eligible. No data was available to determine how many bus-eligible students use bus. This analysis assumes 60% but this number should be adjusted if more knowledge comes to light. Finally, the number of bus students was multiplied by the average transportation cost per bussed student in the Las Cruces School District. This model does not account for bussing due to reasons other than the distance from the school, e.g. integration, magnet schools, etc.

Non-Density Related Operating Expenditures

For all expenditures not related to the density of development, SGA applied the conventional methodology of average costing, whereby expenditure categories are averaged across the number of residents and employees in the jurisdiction. Each new resident and employee is assumed to generate these same costs. The distribution of costs between residents and employees is not an exact science, as municipalities typically do not and/or cannot track expenditures at this level of detail. SGA used its judgment in this regard, informed by the total proportion of residents to employees in DAC.

Exhibit A-1
Summary of Fiscal Impact Analysis
Doña Ana County Business as Usual Scenario

Revenues

Dona Ana County		Hypothetical Water Utility		Schools	
Property Tax	$71,785,977	Water	$34,002,954		
Gross Receipts Tax and Other Revenues	$64,184,065	Wastewater	$33,013,148		
Total Revenues	$135,970,042	Total Revenues	$67,016,102		

Density-Related Operating Expenditures

Dona Ana County		Hypothetical Water Utility		Schools	
Roads	$11,882,496	Water	$38,060,373	Pupil Transportation	$13,683,985
		Wastewater	$35,855,636		
Subtotal	$11,882,496	Total Costs	$73,916,009		

Other Operating Expenditures

Dona Ana County	
All Other Exp.	$126,140,696
Subtotal	$126,140,696

Total Operating Exp.	**$138,023,193**		**$73,916,009**		**$13,683,985**
Net Fiscal Impact	**-$2,053,151**		**-$6,899,907**		
Revenues per Capita (Emp & Res.)	$368		$181		
Costs per Capita (Emp & Res.)	$373		$200		
Revenues per Acre	$1,271		$626		
Costs per Acre	$1,290		$691		
Net Fiscal Impact Per Capita	-$174		-$19		
Net Fiscal Impact per Acre	-$19.19		-$64		

Exhibit A-2
Key Assumptions
Doña Ana County

Residential	Persons per Unit[1]	Avg. Land Value per Unit	Avg. Imp. Value per Unit	Total Assessed Value per Unit
Mobile Home	3.30	$10,000	$50,000	$60,000
Single-Family Detached	2.80	$35,000	$140,000	$175,000
Townhouses	2.20	$20,000	$100,000	$120,000
For-Rent Multifamily	2.00	$10,000	$56,000	$66,000
For-Sale Multifamily	2.00	$10,000	$56,000	$66,000

Commercial	Gross SF per Employee	Avg. Land Value per FAR SF	Avg. Imp. Value per SF	Total Assessed Value per Square Foot
Office	250	$20 per SF	$107 per SF	$127 per SF
Retail	500	$15 per SF	$57 per SF	$72 per SF
Light Industrial	700	$10 per SF	$40 per SF	$50 per SF
Other	350	$15 per SF	$45 per SF	$60 per SF

1/Based on the 2007-2011 American Community Survey PUMS data for Dona Ana County

Exhibit A-3
Development Program
Doña Ana County Business as Usual Scenario

Existing Condition	Acres	Population	% SFD	% SFA	% Mobile Home	% MF	Total	Est. SFD Units	Est. SFA Units	Est. Mobile Home Units	Est. MF Units	Total
City Center	200	233	56%	7%	32%	5%	100%	46	8	23	6	83
City Neighborhood	700	5,200	63%	6%	7%	24%	100%	1,173	140	103	634	2,050
Suburban	40,400	178,319	57%	5%	7%	31%	100%	36,074	4,236	3,826	27,683	71,819
Town	400	3,743	58%	2%	27%	14%	100%	774	28	301	261	1,363
Village	1,200	4,786	55%	0%	30%	15%	100%	941	8	432	355	1,735
Small Village	400	264	61%	0%	38%	1%	100%	57	0	30	1	89
Rural Subdivision	19,800	37,809	34%	0%	64%	2%	100%	4,541	82	7,304	405	12,332
Homestead	24,400	40,890	57%	4%	30%	10%	100%	8,274	748	3,681	1,965	14,668
Workplace	19,500	10,480	65%	3%	10%	22%	100%	2,446	140	314	1,144	4,044
Total	107,000	281,724						54,327	5,389	16,013	32,455	108,184
		2.63						50%	5%	15%	30%	100%

Existing Condition	Acres	Est. Employment	% Office	% Retail	% Industrial	% Other	Total	Est. Office Sf	Est. Retail SF	Est. Industrial SF	Est. Other SF	Total
City Center	200	521	45%	25%	0%	30%	100%	58,631	65,146	0	54,722	178,499
City Neighborhood	700	6,568	45%	25%	0%	30%	100%	738,925	821,028	0	689,663	2,249,616
Suburban	40,400	56,182	30%	25%	15%	30%	100%	4,213,682	7,022,804	5,899,155	5,899,155	23,034,798
Town	400	2,889	25%	25%	5%	45%	100%	180,588	361,176	101,129	455,081	1,097,974
Village	1,200	784	25%	25%	5%	45%	100%	48,979	97,958	27,428	123,427	297,793
Small Village	400	21	25%	25%	5%	45%	100%	1,317	2,635	738	3,320	8,009
Rural Subdivision	19,800	387	20%	30%	5%	45%	100%	19,352	58,056	13,546	60,959	151,914
Homestead	24,400	12,370	20%	30%	5%	45%	100%	618,501	1,855,503	432,951	1,948,278	4,855,234
Workplace	19,500	8,126	45%	25%	0%	30%	100%	914,172	1,015,746	0	853,227	2,783,145
Total	107,000	87,849	27,177	22,600	9,250	28,822	87,849	5,879,976	10,284,305	6,474,948	9,234,607	31,873,836

Exhibit A-4
Revenues
Doña Ana County

Property Taxes - Dona Ana County

Residential	Total Units	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Homes	16,013	23	103	3,826	301	432	30	7,304	3,681	314
Small Lot SFD	54,327	46	1,173	36,074	774	941	57	4,541	8,274	2,446
Single-Family Attached	5,389	8	140	4,236	28	8	0	82	748	140
For-Rent Multifamily	16,228	3	317	13,842	130	177	0	203	983	572
For-Sale Multifamily	16,228	3	317	13,842	130	177	0	203	983	572
Subtotal	108,184	83	2,050	71,819	1,363	1,735	89	12,332	14,668	4,044
Total Assessed Value	$13,256,691,398	$10,763,697	$270,116,884	$8,877,929,568	$174,038,647	$214,918,706	$11,983,511	$1,269,517,634	$1,888,283,899	$539,138,851
Taxable Assessed Value	$4,418,897,133	$3,587,899	$90,038,961	$2,959,309,856	$58,012,882	$71,639,569	$3,994,504	$423,172,545	$629,427,966	$179,712,950
Tax Rate		0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%
Property Tax Revenue	**$40,653,854**	**$33,009**	**$828,358**	**$27,225,651**	**$533,719**	**$659,084**	**$36,749**	**$3,893,187**	**$5,790,737**	**$1,653,359**

Commercial	Square Feet	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	5,879,976	58,631	738,925	4,213,682	180,588	48,979	1,317	19,352	618,501	914,172
Retail	10,284,305	65,146	821,028	7,022,804	361,176	97,958	2,635	58,056	1,855,503	1,015,746
Light Industrial	6,474,948	0	0	5,899,155	101,129	27,428	738	13,546	432,951	0
Other	9,234,607	54,722	689,663	5,899,155	455,081	123,427	3,320	60,959	1,948,278	853,227
Subtotal	31,873,836	178,499	2,249,616	23,034,798	1,097,974	297,793	8,009	151,914	4,855,234	2,783,145
Total Assessed Value	$2,605,416,623	$15,416,352	$194,291,375	$1,689,650,110	$81,304,828	$22,051,509	$593,072	$10,974,959	$350,764,022	$240,370,397
Taxable Assessed Value	$2,605,416,623	$15,416,352	$194,291,375	$1,689,650,110	$81,304,828	$22,051,509	$593,072	$10,974,959	$350,764,022	$240,370,397
Tax Rate		1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%
Property Tax Revenue	**$31,132,123**	**$184,210**	**$2,321,588**	**$20,189,629**	**$971,511**	**$263,493**	**$7,087**	**$131,140**	**$4,191,279**	**$2,872,186**

Gross Receipts Tax Revenues	Est. HH Income
Mobile Home	$18,000
Small Lot SFD	$54,000
Single-Family Attached	$37,000
For-Rent Multifamily	$20,000
For-Sale Multifamily	$20,000

Allocated Revenues - Dona Ana County

Residential	Population	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Home	52,843	75	339	12,626	993	1,425	100	24,103	12,146	1,036
Small Lot SFD	152,115	129	3,285	101,007	2,167	2,635	161	12,714	23,168	6,848
Single-Family Attached	11,856	17	307	9,319	61	17	1	181	1,645	307
For-Rent Multifamily	32,455	6	634	27,683	261	355	1	405	1,965	1,144
For-Sale Multifamily	32,455	6	634	27,683	261	355	1	405	1,965	1,144
Subtotal	281,724	233	5,200	178,319	3,743	4,786	264	37,809	40,890	10,480
Allocated Revenues per Capita		$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40
Total Miscellaneous Revenues	$49,415,669	$40,869	$912,104	$31,277,962	$656,539	$839,486	$46,307	$6,631,870	$7,172,292	$1,838,240

Commercial	Employment	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office		235	2,956	16,855	722	196	5	77	2,474	3,657
Retail		130	1,642	14,046	722	196	5	116	3,711	2,031
Light Industrial		0	0	8,427	144	39	1	19	619	0
Other		156	1,970	16,855	1,300	353	9	174	5,567	2,438
Subtotal	87,849	521	6,568	56,182	2,889	784	21	387	12,370	8,126
Allocated Revenues per Employee		$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11
Total Miscellaneous Revenues	$14,768,396	$87,614	$1,104,191	$9,444,893	$485,741	$131,743	$3,543	$65,066	$2,079,539	$1,366,066

Exhibit A-5
Road Costs
Doña Ana County Business as Usual Scenario

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	271,244	233	5,200	178,319	3,743	4,786	264	37,809	40,890	10,480
Total Employment	79,723	521	6,568	56,182	2,889	784	21	387	12,370	8,126
Total Residents and Employees	350,967	754	11,768	234,501	6,632	5,570	285	38,196	53,260	18,606
Total Acreage	107,000	200	700	40,400	400	1,200	400	19,800	24,400	19,500
Density		3.8	16.8	5.8	16.6	4.6	0.7	1.9	2.2	1.0
Estimated Road Length Needed per Capita	30	26.65	8.62	19.91	8.72	23.74	103.75	47.38	42.99	82.46
Road Length Needed	10,644,754	20,102	101,476	4,669,515	57,816	132,247	29,576	1,809,898	2,289,855	1,534,270
% Paved		100%	100%	100%	100%	90%	72%	82%	83%	100%
Estimated Avg. Road Width	0	24	24	24	24	24	24	24	24	24
New Road Area Needed	237,649,929	482,444	2,435,418	112,068,368	1,387,577	2,861,639	512,431	35,506,336	45,573,231	36,822,486
Resurfacing Cost per SF	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00
Years before Resurfacing	20	20	20	20	20	20	20	20	20	20
Annualized Resurfacing Cost per SF	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Total Annual Reconstruction & Mx. Cost per SF	$11,882,496	$24,122	$121,771	$5,603,418	$69,379	$143,082	$25,622	$1,775,317	$2,278,662	$1,841,124
Total Annual Operating Cost	$11,882,496	$24,122	$121,771	$5,603,418	$69,379	$143,082	$25,622	$1,775,317	$2,278,662	$1,841,124
Total Annual Cost per Capita (Res & Emp.)	$33.86	$31.99	$10.35	$23.90	$10.46	$25.69	$89.88	$46.48	$42.78	$98.95

Exhibit A-6
Water and Sewer Costs
Doña Ana County Business as Usual Scenario

Hypothetical Water Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	271,244	233	5,200	178,319	3,743	4,786	264	37,809	40,890	10,480
Total Employment	79,723	521	6,568	56,182	2,889	784	21	387	12,370	8,126
Total Residents and Employees	350,967	754	11,768	234,501	6,632	5,570	285	38,196	53,260	18,606
Total Acreage	107,000	200	700	40,400	400	1,200	400	19,800	24,400	19,500
Density	3.28	3.8	16.8	5.8	16.6	4.6	0.7	1.9	2.2	1.0
Estimated Pipe Length Needed per Capita	30	26.65	8.62	19.91	8.72	23.74	103.75	47.38	42.99	82.46
Pipe Length Needed	10,644,754	20,102	101,476	4,669,515	57,816	132,247	29,576	1,809,898	2,289,855	1,534,270
% Paved		100%	100%	100%	100%	100%	72%	82%	83%	100%
Total Estimated Pipe	9,915,092	20,102	101,476	4,669,515	57,816	132,247	21,351	1,479,431	1,898,885	1,534,270
Water Pipe Reconstruction Cost per LF	$40	$40	$40	$40	$40	$40	$40	$40	$40	$40
Years before Reconstruction	30	30	30	30	30	30	30	30	30	30
Annualized Reconstruction Cost per LF	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33
Annual Maintenance Cost	$13,220,123	$26,802	$135,301	$6,226,020	$77,088	$176,329	$28,468	$1,972,574	$2,531,846	$2,045,694

Citywide Linear Feet (Las Cruces)	3,062,400
Avg. Annual Main Maintenance Cost per LF (Las Cruces)	$0.00
Total Maintenance Cost per LF	$1.33
Est. Total Annual Main Maintenance Cost Citywide	$4,083,200
Total Metered Revenue (Res., Comm., Industrial)	$15,152,825
Annual Main Maintenance as % of Metered Revenue	27%
Project Annual Main Maintenance Cost	$13,220,123

Est. Residential Water Use per Household	Persons by Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	2.80	46	1,173	36,074	774	941	57	4,541	8,274	2,446
Single-Family Attached	2.20	8	140	4,236	28	8	0	82	748	140
For-Sale Multifamily	2.00	3	317	13,842	130	177	0	203	983	572
For-Rent Multifamily	2.00	3	317	13,842	130	177	0	203	983	572
Mobile Home	3.30	23	103	3,826	301	432	30	7,304	3,681	314
		83	2,050	71,819	1,363	1,735	89	12,332	14,668	4,044

	Water Use per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	148,190	6,851,161	173,871,408	5,345,808,772	114,699,130	139,456,870	8,506,463	672,895,317	1,226,156,964	362,451,956
Single-Family Attached	63,518	483,366	8,874,666	269,058,793	1,751,666	485,545	25,532	5,238,845	47,504,996	8,873,389
For-Sale Multifamily	35,756	109,513	11,339,755	494,919,672	4,663,953	6,340,665	17,033	7,248,511	35,134,052	20,455,051
For-Rent Multifamily	35,756	109,513	11,339,755	494,919,672	4,663,953	6,340,665	17,033	7,248,511	35,134,052	20,455,051
Mobile Home	74,569	1,684,724	7,655,659	285,302,803	22,446,739	32,196,903	2,270,576	544,633,398	274,465,538	23,408,788
Total Gallons	10,747,516,381	9,238,276	213,081,243	6,890,009,713	148,225,440	184,820,649	10,836,638	1,237,264,583	1,618,395,603	435,644,235

Water Rate ($.70 per gal. for first 3,000 per mo., then $2.00)	Water Rate Revenue per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	$331	$15,322	$388,855	$11,955,651	$256,519	$311,889	$19,024	$1,504,899	$2,742,243	$810,607
Single-Family Attached	$162	$1,233	$22,645	$686,544	$4,470	$1,239	$65	$13,368	$121,216	$22,642
For-Sale Multifamily	$107	$327	$33,893	$1,479,248	$13,940	$18,951	$51	$21,665	$105,011	$61,137
For-Rent Multifamily	$107	$327	$33,893	$1,479,248	$13,940	$18,951	$51	$21,665	$105,011	$61,137
Mobile Home	$184	$4,161	$18,909	$704,670	$55,441	$79,523	$5,608	$1,345,192	$677,903	$57,817
Total	$25,296,104	$21,371	$498,195	$16,305,362	$344,310	$430,554	$24,799	$2,906,788	$3,751,384	$1,013,341

	Employees	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	27,177	235	2,956	16,855	722	196	5	77	2,474	3,657
Retail	22,600	130	1,642	14,046	722	196	5	116	3,711	2,031
Light Industrial	9,250	0	0	8,427	144	39	1	19	619	0
Other	28,822	156	1,970	16,855	1,300	353	9	174	5,567	2,438
Total	87,849	521	6,568	56,182	2,889	784	21	387	12,370	8,126

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$17,003	$214,288	$1,221,968	$52,370	$14,204	$382	$5,612	$179,365	$265,110
Retail	35,000	$11,401	$143,680	$1,228,991	$63,206	$17,143	$461	$10,160	$324,713	$177,756
Light Industrial	50,000	$0	$0	$1,053,421	$18,059	$4,898	$132	$2,419	$77,313	$0
Other	50,000	$19,544	$246,308	$2,106,841	$162,529	$44,081	$1,186	$21,771	$695,814	$304,724
Total	$8,706,850	$47,947	$604,276	$5,611,221	$296,164	$80,326	$2,160	$39,962	$1,277,205	$747,589
Total Water Revenue	$34,002,954	$69,319	$1,102,471	$21,916,582	$640,474	$510,879	$26,960	$2,946,750	$5,028,589	$1,760,930
Costs as % of Revenue		39%	12%	28%	12%	35%	106%	67%	50%	116%
City Average		27%	27%	27%	27%	27%	27%	27%	27%	27%
Net Cost/Surplus	-$4,057,418	-$8,123	$161,780	-$320,205	$95,500	-$38,664	-$21,204	-$1,178,520	-$1,176,803	-$1,571,180
	$38,060,373	$77,442	$940,692	$22,236,787	$544,974	$549,543	$48,163	$4,125,270	$6,205,392	$3,332,110

Exhibit A-6
Water and Sewer Costs
Doña Ana County Business as Usual Scenario

Sanitary Sewer Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Estimated Sewer Pipe Length Needed per Capita	30.33	26.65	8.62	19.91	8.72	23.74	103.75	47.38	42.99	82.46
Total Sewer Pipe Needed	0	20,102	101,476	4,669,515	57,816	132,247	21,351	1,479,431	1,898,885	1,534,270
Sanitary Sewer Pipe Construction Cost per LF	$40									
Years before Reconstruction	30									
Annual Maintenance Cost per LF	$1.33	$26,802	$135,301	$6,226,020	$77,088	$176,329	$28,468	$1,972,574	$2,531,846	$2,045,694
Est. Wastewater Gallons per Units										
Single-Family Detached	133,371	6,166,045	156,484,267	4,811,227,895	103,229,217	125,511,183	7,655,817	605,605,786	1,103,541,267	326,206,761
Single-Family Attached	57,167	435,029	7,987,199	242,152,914	1,576,499	436,990	22,979	4,714,960	42,754,497	7,986,050
For-Sale Multifamily	32,180	98,561	10,205,780	445,427,705	4,197,558	5,706,599	15,330	6,523,660	31,620,647	18,409,546
For-Rent Multifamily	32,180	98,561	10,205,780	445,427,705	4,197,558	5,706,599	15,330	6,523,660	31,620,647	18,409,546
Mobile Home	67,112	1,516,251	6,890,093	256,772,523	20,202,065	28,977,213	2,043,518	490,170,058	247,018,984	21,067,909
		8,314,448	191,773,119	6,201,008,742	133,402,896	166,338,584	9,752,974	1,113,538,124	1,456,556,043	392,079,812
Est. Wastewater Gallons per Units	Est. Rate Rev. Per Unit									
Single-Family Detached	$352	16,259	412,636	12,686,804	272,207	330,962	20,188	1,596,932	2,909,946	860,180
Single-Family Attached	$173	1,319	24,223	734,380	4,781	1,325	70	14,299	129,662	24,219
For-Sale Multifamily	$115	352	36,440	1,590,432	14,988	20,376	55	23,293	112,904	65,733
For-Rent Multifamily	$115	352	36,440	1,590,432	14,988	20,376	55	23,293	112,904	65,733
Mobile Home	$197	4,443	20,188	752,359	59,193	84,905	5,988	1,436,228	723,781	61,730
	$26,918,353	$22,725	$529,928	$17,354,408	$366,157	$457,944	$26,355	$3,094,045	$3,989,196	$1,077,595

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$11,902	$150,002	$855,378	$36,659	$9,943	$267	$3,928	$125,556	$185,577
Retail	35,000	$7,980	$100,576	$860,294	$44,244	$12,000	$323	$7,112	$227,299	$124,429
Light Industrial	50,000	$0	$0	$737,394	$12,641	$3,429	$92	$1,693	$54,119	$0
Other	50,000	$13,681	$172,416	$1,474,789	$113,770	$30,857	$830	$15,240	$487,070	$213,307
Total	$6,094,795	$33,563	$422,993	$3,927,854	$207,315	$56,228	$1,512	$27,973	$894,043	$523,312
Total Wastewater Revenues	$33,013,148	$56,288	$952,922	$21,282,262	$573,471	$514,172	$27,867	$3,122,019	$4,883,240	$1,600,907
Costs as % of Revenue		48%	14%	29%	13%	34%	102%	63%	52%	128%
Average Costs as % of Revenue		31%	31%	31%	31%	31%	31%	31%	31%	31%
Net Cost/Surplus	-$2,842,488	-$9,108	$164,249	$464,028	$103,182	-$14,700	-$19,709	-$991,172	-$996,807	-$1,542,451
Total Costs	$35,855,636	$65,397	$788,673	$20,818,234	$470,289	$528,872	$47,575	$4,113,191	$5,880,046	$3,143,358

Citywide Main Maintenance Costs	$0
Citywide Linear Feet	2,830,080
Avg. Annual Main Maintenance Cost per LF	$0.00
Total Maintenance Cost per LF	$1.33
Est. Total Annual Main Maintenance Cost Citywide	$3,773,440
Total Metered Revenue (Res., Comm., Industrial)	$12,004,000
Annual Main Maintenance as % of Metered Revenue	31%

Exhibit A-7
School Transportation Costs
Doña Ana County Business as Usual Scenario

Non-Transportation Costs

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	54,327	46	1,173	36,074	774	941	57	4,541	8,274	2,446
Single-Family Attached	5,389	8	140	4,236	28	8	0	82	748	140
For-Sale Multifamily	16,228	3	317	13,842	130	177	0	203	983	572
For-Rent Multifamily	16,228	3	317	13,842	130	177	0	203	983	572
Mobile Home	16,013	23	103	3,826	301	432	30	7,304	3,681	314
Total Units	108,184	83	2,050	71,819	1,363	1,735	89	12,332	14,668	4,044
Elementary Student Generation Rate										
Single-Family Detached	0.18	8	208	6,408	137	167	10	807	1,470	434
Single-Family Attached	0.16	1	22	663	4	1	0	13	117	22
For-Sale Multifamily	0.16	0	50	2,201	21	28	0	32	156	91
For-Rent Multifamily	0.16	0	50	2,201	21	28	0	32	156	91
Mobile Home	0.38	9	39	1,440	113	163	11	2,749	1,385	118
Elementary Students	21,682	19	370	12,913	297	387	22	3,633	3,285	756
Per Acre	0.20	0.09	0.53	0.32	0.74	0.32	0.05	0.18	0.13	0.04
Middle School Student Generation Rate										
Single-Family Detached	0.12	6	146	4,498	97	117	7	566	1,032	305
Single-Family Attached	0.04	0	6	171	1	0	0	3	30	6
For-Sale Multifamily	0.09	0	27	1,193	11	15	0	17	85	49
For-Rent Multifamily	0.09	0	27	1,193	11	15	0	17	85	49
Mobile Home	0.17	4	17	648	51	73	5	1,236	623	53
Middle School Students	12,500	10	224	7,704	171	221	12	1,841	1,854	462
Per Acre	0.12	0.05	0.32	0.19	0.43	0.18	0.03	0.09	0.08	0.02
High School Student Generation Rate										
Single-Family Detached	0.21	10	249	7,667	165	200	12	965	1,759	520
Single-Family Attached	0.11	1	15	466	3	1	0	9	82	15
For-Sale Multifamily	0.09	0	29	1,254	12	16	0	18	89	52
For-Rent Multifamily	0.09	0	29	1,254	12	16	0	18	89	52
Mobile Home	0.28	6	29	1,075	85	121	9	2,053	1,034	88
High School Students	19,581	18	351	11,717	276	354	21	3,064	3,053	727
Per Acre		0.09	0.50	0.29	0.69	0.30	0.05	0.15	0.13	0.04

Exhibit A-7
School Transportation Costs
Doña Ana County Business as Usual Scenario

School Transportation Costs										
Elementary School		400	400	400	400	400	400	400	400	400
Walk Zone Distance		1	1	1	1	1	1	1	1	1
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Walk Zone Area in Acres		1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137
Elementary Students per Acre		0.094	0.528	0.320	0.741	0.323	0.055	0.183	0.135	0.039
Elementary Students in Walk Zone at Plan Density		107	600	363	843	367	62	209	153	44
Students Outside Walkzone		292.69	0.00	36.69	0.00	33.17	337.85	191.44	246.98	355.91
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$101,153	$0	$33,018	$0	$29,854	$304,063	$172,292	$222,283	$320,317
Transportation Costs per All Students		$253	$0	$83	$0	$75	$760	$431	$556	$801
Middle School		600	600	600	600	600	600	600	600	600
Walk Zone Distance		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Walk Zone Area in Acres		2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557
Middle School Students per Acre		0.052	0.320	0.191	0.428	0.184	0.031	0.093	0.076	0.024
Middle School Students in Walk Zone at Plan Density		133	818	488	1,094	472	79	238	194	61
Students Outside Walkzone		467	0	112	0	128	521	362	406	539
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$161,294	$0	$101,100	$0	$115,501	$468,591	$326,031	$365,077	$485,419
Transportation Cost per Total Students		$269	$0	$168	$0	$193	$781	$543	$608	$809
High School		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Walk Zone Distance		2	2	2	2	2	2	2	2	2
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Walk Zone Area in Acres		4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547
High School Students per Acre		0.052	0.320	0.191	0.428	0.184	0.031	0.093	0.076	0.024
High School Students in Walk Zone at Plan Density		237	1,455	867	1,944	839	141	423	346	108
Students Outside Walkzone		1363	145	733	0	761	1459	1177	1254	1492
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$471,065	$130,530	$659,733	$0	$685,335	$1,313,050	$1,059,611	$1,129,025	$1,342,967
Transportation Costs per Total Student		$294	$82	$412	$0	$428	$821	$662	$706	$839
Total Transportation Costs	$13,683,985	$7,998	$28,641	$6,129,411	$0	$194,406	$26,876	$3,029,202	$3,283,006	$984,445

Exhibit A-8
Miscellaneous and Allocated Expenditures
Doña Ana County Business as Usual Scenario

Total Residents	281,724
Total Employees	87,849
Est. Expenditures per Resident	$361
Est. Expenditures per Employee	$280
Total Residential Expenditures	$101,572,989
Total Employment Expenditures	$24,567,707
Total Misc. and Allocated Operating Expenditures	$126,140,696

Exhibit A-9
Allocation of Per Capita Revenues
Doña Ana County Business as Usual Scenario

			Source:
Total Population	214,445	77%	Dona Ana County Budget 2013-2014
Total Employees	63,489	23%	Census Local Employment Dynamics 2011
Total	277,934	100%	

Revenues		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
Property Taxes	$37,134,621	0%	$0	0%	0%	$0.00	$0.00
Gross Receipts Tax (General)	$9,851,853	100%	$9,851,853	77%	23%	$35.45	$35.45
Fire Protection Excise Tax	$1,961,528	20%	$392,306	77%	23%	$1.41	$1.42
Health Services Fund (Gross Rcpts)	$6,965,823	100%	$6,965,823	77%	23%	$25.06	$25.06
Indigent Hospital Care (Gross Rcpts)	$10,604,249	100%	$10,604,249	77%	23%	$38.15	$38.15
Licenses, Permits, Fees	$3,411,200	90%	$3,070,080	85%	15%	$12.17	$7.25
Detention Center Fund	$12,721,444	100%	$12,721,444	77%	23%	$45.77	$45.77
Wastewater	$3,126,587	100%	$3,126,587	77%	23%	$11.23	$11.33
Fire/EMS	$1,555,494	100%	$1,555,494	85%	15%	$6.17	$3.68
Fleet	$3,075,330	0%	$0	0%	0%	$0.00	$0.00
Intergovernmental	$7,860,711	0%	$0	0%	0%	$0.00	$0.00
Other	$23,946,548	0%	$0	0%	0%	$0.00	$0.00
Total	$122,215,388					$175.40	$168.11

Exhibit A-10
Allocation of per Capita Expenditures
Doña Ana County Business as Usual Scenario

			Source:
Total Population	214,445	77%	Dona Ana County Budget 2013-2014
Total Employees	63,489	23%	Census Local Employment Dynamics 2011
Total	277,934	100%	

Expenditures		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
General Government	$26,276,763	0%	$26,276,763	0%	0%	$0.00	$0.00
Facilities and Parks	$3,679,764	100%	$3,679,764	85%	15%	$14.59	$8.69
Other General Government	$22,596,999	100%	$22,596,999	85%	15%	$89.57	$53.39
Public Safety	$49,698,266	100%	$49,698,266			$185.57	$156.01
Fire	$8,374,214	100%	$8,374,214	77%	23%	$30.07	$30.34
EMS	$218,937	100%	$218,937	85%	15%	$0.87	$0.52
Sheriff	$18,854,264	100%	$18,854,264	85%	15%	$74.73	$44.55
Animal Control	$990,953	100%	$990,953	77%	23%	$3.56	$3.59
Detention Center	$21,259,898	100%	$21,259,898	77%	23%	$76.34	$77.02
Public Health	$16,106,478	100%	$16,106,478	80%	20%	$60.09	$50.74
Roads	$7,322,252	0%	$0	0%	0%	$0.00	$0.00
Fleet	$3,800,129	0%	$0	0%	0%	$0.00	$0.00
Flood Control	$3,593,320	0%	$0	0%	0%	$0.00	$0.00
Water/Wastewater	$2,989,889	100%	$2,989,889	77%	23%	$10.74	$10.83
Debt Service/Reserve	$3,154,689	0%	$0	0%	0%	$0.00	$0.00
Other	$24,679,554	0%	$0	0%	0%	$0.00	$0.00
Total	$137,621,340	69%	$95,071,396			$361	$280

Exhibit B-1
Summary of Fiscal Impact Analysis
Doña Ana County Conservative Preferred Scenario

Revenues

Dona Ana County		Hypothetical Water Utility		Schools	
Property Tax	$68,757,658	Water	$32,327,172		
Gross Receipts Tax and Other Revenues	$60,645,615	Wastewater	$31,314,833		
Total Revenues	$129,403,273	Total Revenues	$63,642,004		

Density-Related Operating Expenditures

Dona Ana County		Hypothetical Water Utility		Schools	
Roads	$10,455,983	Water	$35,266,337	Pupil Transportation	$11,691,050
		Wastewater	$33,121,361		
Subtotal	$10,455,983	Total Costs	$68,387,698		

Other Operating Expenditures

Dona Ana County	
All Other Exp.	$119,025,332
Subtotal	$119,025,332

Total Operating Exp.	**$129,481,314**	**$68,387,698**	**$11,691,050**
Net Fiscal Impact	**-$78,041**	**-$4,745,694**	
Revenues per Capita (Emp & Res.)	$370	$182	
Costs per Capita (Emp & Res.)	$371	$196	
Revenues per Acre	$1,351	$664	
Costs per Acre	$1,352	$714	
Net Fiscal Impact Per Capita	-$2	-$14	
Net Fiscal Impact per Acre	-$1	-$50	

Exhibit B-2
Key Assumptions
Doña Ana County Conservative Preferred Scenario

Residential	Persons per Unit[1]	Avg. Land Value per Unit	Avg. Imp. Value per Unit	Total Assessed Value per Unit
Mobile Home	3.30	$10,000	$50,000	$60,000
Single-Family Detached	2.80	$35,000	$140,000	$175,000
Townhouses	2.20	$20,000	$100,000	$120,000
For-Rent Multifamily	2.00	$10,000	$56,000	$66,000
For-Sale Multifamily	2.00	$10,000	$56,000	$66,000

Commercial	Gross SF per Employee	Avg. Land Value per FAR SF	Avg. Imp. Value per SF	Total Assessed Value per Square Foot
Office	250	$20 per SF	$107 per SF	$127 per SF
Retail	500	$15 per SF	$57 per SF	$72 per SF
Light Industrial	700	$10 per SF	$40 per SF	$50 per SF
Other	350	$15 per SF	$45 per SF	$60 per SF

1/Based on the 2007-2011 American Community Survey PUMS data for Dona Ana County

Exhibit B-3
Development Program
Doña Ana County Conservative Preferred Scenario

Existing Condition	Acres	Population	% SFD	% SFA	% Mobile Home	% MF	Total	Est. SFD Units	Est. SFA Units	Est. Mobile Home Units	Est. MF Units	Total
City Center	400	16,277	56%	7%	32%	5%	100%	3,230	532	1,578	428	5,768
City Neighborhood	1,400	32,800	55%	10%	5%	30%	100%	6,443	1,491	497	4,920	13,351
Suburban	31,300	125,144	57%	5%	7%	31%	100%	25,317	2,973	2,685	19,428	50,403
Town	600	3,917	58%	2%	27%	14%	100%	810	29	315	273	1,427
Village	2,500	12,411	55%	0%	30%	15%	100%	2,440	20	1,120	920	4,500
Small Village	700	352	61%	0%	38%	1%	100%	77	1	41	1	119
Rural Subdivision	15,700	22,090	34%	0%	64%	2%	100%	2,653	48	4,267	237	7,205
Homestead	25,300	40,033	57%	4%	30%	10%	100%	8,101	732	3,604	1,924	14,361
Workplace	17,900	10,823	65%	3%	10%	22%	100%	2,526	144	324	1,182	4,176
Total	95,800	263,847						51,596	5,969	14,431	29,313	101,308
		2.75						51%	6%	14%	29%	100%

Existing Condition	Acres	Est. Employment	% Office	% Retail	% Industrial	% Other	Total	Est. Office Sf	Est. Retail SF	Est. Industrial SF	Est. Other SF	Total
City Center	400	507	45%	25%	0%	30%	100%	57,032	63,369	0	53,230	173,631
City Neighborhood	1,400	6,389	45%	25%	0%	30%	100%	718,774	798,638	0	670,856	2,188,267
Suburban	31,300	54,650	30%	25%	15%	30%	100%	4,098,773	6,831,288	5,738,282	5,738,282	22,406,624
Town	600	2,811	25%	25%	5%	45%	100%	175,663	351,326	98,371	442,671	1,068,031
Village	2,500	762	25%	25%	5%	45%	100%	47,643	95,287	26,680	120,061	289,672
Small Village	700	21	25%	25%	5%	45%	100%	1,281	2,563	718	3,229	7,791
Rural Subdivision	15,700	376	20%	30%	5%	45%	100%	18,824	56,473	13,177	59,297	147,771
Homestead	25,300	12,033	20%	30%	5%	45%	100%	601,634	1,804,903	421,144	1,895,148	4,722,828
Workplace	17,900	7,904	45%	25%	0%	30%	100%	889,242	988,046	0	829,959	2,707,247
Total	95,800	85,453	26,435	21,984	8,998	28,036	85,453	5,719,625	10,003,846	6,298,372	8,982,773	31,004,615

Exhibit B-4
Revenues
Doña Ana County Conservative Preferred Scenario

Property Taxes - Dona Ana County

Residential	Total Units	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Homes	14,431	1,578	497	2,685	315	1,120	41	4,267	3,604	324
Small Lot SFD	51,596	3,230	6,443	25,317	810	2,440	77	2,653	8,101	2,526
Single-Family Attached	5,969	532	1,491	2,973	29	20	1	48	732	144
For-Rent Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
For-Sale Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
Subtotal	101,308	5,768	13,351	50,403	1,427	4,500	119	7,205	14,361	4,176
Total Assessed Value	$12,546,041,853	$751,934,324	$1,660,947,273	$6,230,517,319	$182,129,142	$557,324,710	$15,978,015	$741,718,759	$1,848,707,980	$556,784,331
Taxable Assessed Value	$4,182,013,951	$250,644,775	$553,649,091	$2,076,839,106	$60,709,714	$185,774,903	$5,326,005	$247,239,586	$616,235,993	$185,594,777
Tax Rate		0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%
Property Tax Revenue	**$38,474,528**	**$2,305,932**	**$5,093,572**	**$19,106,920**	**$558,529**	**$1,709,129**	**$48,999**	**$2,274,604**	**$5,669,371**	**$1,707,472**
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Commercial	Square Feet	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	5,719,625	57,032	718,774	4,098,773	175,663	47,643	1,281	18,824	601,634	889,242
Retail	10,003,846	63,369	798,638	6,831,288	351,326	95,287	2,563	56,473	1,804,903	988,046
Light Industrial	6,298,372	0	0	5,738,282	98,371	26,680	718	13,177	421,144	0
Other	8,982,773	53,230	670,856	5,738,282	442,671	120,061	3,229	59,297	1,895,148	829,959
Subtotal	31,004,615	173,631	2,188,267	22,406,624	1,068,031	289,672	7,791	147,771	4,722,828	2,707,247
Total Assessed Value	$2,534,365,220	$14,995,938	$188,992,923	$1,643,572,254	$79,087,593	$21,450,150	$576,899	$10,675,664	$341,198,459	$233,815,340
Taxable Assessed Value	$2,534,365,220	$14,995,938	$188,992,923	$1,643,572,254	$79,087,593	$21,450,150	$576,899	$10,675,664	$341,198,459	$233,815,340
Tax Rate		1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%
Property Tax Revenue	**$30,283,130**	**$179,186**	**$2,258,276**	**$19,639,045**	**$945,018**	**$256,308**	**$6,893**	**$127,564**	**$4,076,980**	**$2,793,859**

Allocated Revenues - Dona Ana County

Residential	Population	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Home	47,621	5,208	1,640	8,861	1,040	3,695	134	14,082	11,892	1,070
Small Lot SFD	144,468	9,043	18,040	70,887	2,268	6,833	214	7,428	22,682	7,073
Single-Family Attached	13,132	1,170	3,280	6,540	63	44	1	106	1,611	317
For-Rent Multifamily	29,313	428	4,920	19,428	273	920	1	237	1,924	1,182
For-Sale Multifamily	29,313	428	4,920	19,428	273	920	1	237	1,924	1,182
Subtotal	263,847	16,277	32,800	125,144	3,917	12,411	352	22,090	40,033	10,823
Allocated Revenues per Capita		$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40
Total Miscellaneous Revenues	$46,279,962	$2,855,060	$5,753,269	$21,950,826	$687,060	$2,176,946	$61,742	$3,874,686	$7,021,970	$1,898,403

Commercial	Employment	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office		228	2,875	16,395	703	191	5	75	2,407	3,557
Retail		127	1,597	13,663	703	191	5	113	3,610	1,976
Light Industrial		0	0	8,198	141	38	1	19	602	0
Other		152	1,917	16,395	1,265	343	9	169	5,415	2,371
Subtotal	85,453	507	6,389	54,650	2,811	762	21	376	12,033	7,904
Allocated Revenues per Employee		$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11
Total Miscellaneous Revenues	$14,365,652	$85,224	$1,074,079	$9,187,325	$472,495	$128,150	$3,447	$63,292	$2,022,828	$1,328,813

Exhibit B-4
Revenues
Doña Ana County Conservative Preferred Scenario

Property Taxes - Dona Ana County

Residential	Total Units	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Homes	14,431	1,578	497	2,685	315	1,120	41	4,267	3,604	324
Small Lot SFD	51,596	3,230	6,443	25,317	810	2,440	77	2,653	8,101	2,526
Single-Family Attached	5,969	532	1,491	2,973	29	20	1	48	732	144
For-Rent Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
For-Sale Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
Subtotal	101,308	5,768	13,351	50,403	1,427	4,500	119	7,205	14,361	4,176
Total Assessed Value	$12,546,041,853	$751,934,324	$1,660,947,273	$6,230,517,319	$182,129,142	$557,324,710	$15,978,015	$741,718,759	$1,848,707,980	$556,784,331
Taxable Assessed Value	$4,182,013,951	$250,644,775	$553,649,091	$2,076,839,106	$60,709,714	$185,774,903	$5,326,005	$247,239,586	$616,235,993	$185,594,777
Tax Rate		0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%
Property Tax Revenue	**$38,474,528**	**$2,305,932**	**$5,093,572**	**$19,106,920**	**$558,529**	**$1,709,129**	**$48,999**	**$2,274,604**	**$5,669,371**	**$1,707,472**
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Commercial	Square Feet	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	5,719,625	57,032	718,774	4,098,773	175,663	47,643	1,281	18,824	601,634	889,242
Retail	10,003,846	63,369	798,638	6,831,288	351,326	95,287	2,563	56,473	1,804,903	988,046
Light Industrial	6,298,372	0	0	5,738,282	98,371	26,680	718	13,177	421,144	0
Other	8,982,773	53,230	670,856	5,738,282	442,671	120,061	3,229	59,297	1,895,148	829,959
Subtotal	31,004,615	173,631	2,188,267	22,406,624	1,068,031	289,672	7,791	147,771	4,722,828	2,707,247
Total Assessed Value	$2,534,365,220	$14,995,938	$188,992,923	$1,643,572,254	$79,087,593	$21,450,150	$576,899	$10,675,664	$341,198,459	$233,815,340
Taxable Assessed Value	$2,534,365,220	$14,995,938	$188,992,923	$1,643,572,254	$79,087,593	$21,450,150	$576,899	$10,675,664	$341,198,459	$233,815,340
Tax Rate		1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%
Property Tax Revenue	**$30,283,130**	**$179,186**	**$2,258,276**	**$19,639,045**	**$945,018**	**$256,308**	**$6,893**	**$127,564**	**$4,076,980**	**$2,793,859**

Allocated Revenues - Dona Ana County

Residential	Population	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Home	47,621	5,208	1,640	8,861	1,040	3,695	134	14,082	11,892	1,070
Small Lot SFD	144,468	9,043	18,040	70,887	2,268	6,833	214	7,428	22,682	7,073
Single-Family Attached	13,132	1,170	3,280	6,540	63	44	1	106	1,611	317
For-Rent Multifamily	29,313	428	4,920	19,428	273	920	1	237	1,924	1,182
For-Sale Multifamily	29,313	428	4,920	19,428	273	920	1	237	1,924	1,182
Subtotal	263,847	16,277	32,800	125,144	3,917	12,411	352	22,090	40,033	10,823
Allocated Revenues per Capita		$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40
Total Miscellaneous Revenues	$46,279,962	$2,855,060	$5,753,269	$21,950,826	$687,060	$2,176,946	$61,742	$3,874,686	$7,021,970	$1,898,403

Commercial	Employment	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office		228	2,875	16,395	703	191	5	75	2,407	3,557
Retail		127	1,597	13,663	703	191	5	113	3,610	1,976
Light Industrial		0	0	8,198	141	38	1	19	602	0
Other		152	1,917	16,395	1,265	343	9	169	5,415	2,371
Subtotal	85,453	507	6,389	54,650	2,811	762	21	376	12,033	7,904
Allocated Revenues per Employee		$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11
Total Miscellaneous Revenues	$14,365,652	$85,224	$1,074,079	$9,187,325	$472,495	$128,150	$3,447	$63,292	$2,022,828	$1,328,813

Exhibit B-5
Road Costs
Doña Ana County Conservative Preferred Scenario

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	253,024	16,277	32,800	125,144	3,917	12,411	352	22,090	40,033	10,823
Total Employment	77,549	507	6,389	54,650	2,811	762	21	376	12,033	7,904
Total Residents and Employees	330,573	16,784	39,189	179,794	6,728	13,173	373	22,466	52,066	18,727
Total Acreage	77,900	400	1,400	31,300	600	2,500	700	15,700	25,300	17,900
Density		42.0	28.0	5.7	11.2	5.3	0.5	1.4	2.1	1.0
Estimated Road Length Needed per Capita	29	4.50	5.77	20.08	11.86	21.49	130.56	59.94	45.03	76.69
Road Length Needed	9,450,654	75,583	226,233	3,609,685	79,790	283,063	48,635	1,346,662	2,344,715	1,436,288
% Paved		100%	100%	100%	100%	91%	69%	79%	82%	100%
Estimated Avg. Road Width	0	24	24	24	24	24	24	24	24	24
New Road Area Needed	209,119,653	1,813,981	5,429,588	86,632,448	1,914,958	6,207,740	809,955	25,492,870	46,347,199	34,470,915
Resurfacing Cost per SF	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00
Years before Resurfacing	20	20	20	20	20	20	20	20	20	20
Annualized Resurfacing Cost per SF	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Total Annual Reconstruction & Mx. Cost per SF	$10,455,983	$90,699	$271,479	$4,331,622	$95,748	$310,387	$40,498	$1,274,644	$2,317,360	$1,723,546
Total Annual Operating Cost	$10,455,983	$90,699	$271,479	$4,331,622	$95,748	$310,387	$40,498	$1,274,644	$2,317,360	$1,723,546
Total Annual Cost per Capita (Res & Emp.)	$31.63	$5.40	$6.93	$24.09	$14.23	$23.56	$108.72	$56.74	$44.51	$92.03

Exhibit B-6
Water and Sewer Costs
Doña Ana County Conservative Preferred Scenario

Hypothetical Water Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	253,024	16,277	32,800	125,144	3,917	12,411	352	22,090	40,033	10,823
Total Employment	77,549	507	6,389	54,650	2,811	762	21	376	12,033	7,904
Total Residents and Employees	330,573	16,784	39,189	179,794	6,728	13,173	373	22,466	52,066	18,727
Total Acreage	77,900	400	1,400	31,300	600	2,500	700	15,700	25,300	17,900
Density	4.24	42.0	28.0	5.7	11.2	5.3	0.5	1.4	2.1	1.0
Estimated Pipe Length Needed per Capita	29	4.50	5.77	20.08	11.86	21.49	130.56	59.94	45.03	76.69
Pipe Length Needed	9,450,654	75,583	226,233	3,609,685	79,790	283,063	48,635	1,346,662	2,344,715	1,436,288
% Paved		100%	100%	100%	100%	100%	69%	79%	82%	100%
Total Estimated Pipe	8,737,726	75,583	226,233	3,609,685	79,790	283,063	33,748	1,062,203	1,931,133	1,436,288
Water Pipe Reconstruction Cost per LF	$40	$40	$40	$40	$40	$40	$40	$40	$40	$40
Years before Reconstruction	30	30	30	30	30	30	30	30	30	30
Annualized Reconstruction Cost per LF	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33
Annual Maintenance Cost	$11,650,301	$100,777	$301,644	$4,812,914	$106,387	$377,417	$44,998	$1,416,271	$2,574,844	$1,915,051
Citywide Linear Feet (Las Cruces)	3,062,400									
Avg. Annual Main Maintenance Cost per LF (Las Cruces)	$0.00									
Total Maintenance Cost per LF	$1.33									
Est. Total Annual Main Maintenance Cost Citywide	$4,083,200									
Total Metered Revenue (Res., Comm., Industrial)	$15,152,825									
Annual Main Maintenance as % of Metered Revenue	27%									
Project Annual Main Maintenance Cost	$11,650,301									

Est. Residential Water Use per Household	Persons by Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	2.80	3,230	6,443	25,317	810	2,440	77	2,653	8,101	2,526
Single-Family Attached	2.20	532	1,491	2,973	29	20	1	48	732	144
For-Sale Multifamily	2.00	214	2,460	9,714	137	460	1	118	962	591
For-Rent Multifamily	2.00	214	2,460	9,714	137	460	1	118	962	591
Mobile Home	3.30	1,578	497	2,685	315	1,120	41	4,267	3,604	324
		5,768	13,351	50,403	1,427	4,500	119	7,205	14,361	4,176

	Water Use per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	148,190	478,610,918	954,767,000	3,751,680,376	120,031,122	361,637,947	11,341,951	393,140,722	1,200,458,345	374,314,649
Single-Family Attached	63,518	33,767,137	94,700,234	188,825,047	1,833,095	1,259,109	34,043	3,060,808	46,509,355	9,163,806
For-Sale Multifamily	35,756	7,650,382	87,959,060	347,333,865	4,880,765	16,442,541	22,711	4,234,960	34,397,689	21,124,525
For-Rent Multifamily	35,756	7,650,382	87,959,060	347,333,865	4,880,765	16,442,541	22,711	4,234,960	34,397,689	21,124,525
Mobile Home	74,569	117,692,047	37,058,304	200,225,068	23,490,216	83,492,638	3,027,435	318,203,384	268,713,106	24,174,934
Total Gallons	10,149,305,793	645,370,865	1,262,443,658	4,835,398,222	155,115,963	479,274,775	14,448,851	722,874,835	1,584,476,184	449,902,439

Water Rate ($.70 per gal. for first 3,000 per mo., then $2.00)	Water Rate Revenue per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	$331	$1,070,391	$2,135,292	$8,390,458	$268,444	$808,786	$25,366	$879,241	$2,684,769	$837,137
Single-Family Attached	$162	$86,162	$241,642	$481,816	$4,677	$3,213	$87	$7,810	$118,676	$23,383
For-Sale Multifamily	$107	$22,866	$262,898	$1,038,134	$14,588	$49,145	$68	$12,658	$102,810	$63,138
For-Rent Multifamily	$107	$22,866	$262,898	$1,038,134	$14,588	$49,145	$68	$12,658	$102,810	$63,138
Mobile Home	$184	$290,688	$91,530	$494,537	$58,019	$206,219	$7,477	$785,932	$663,695	$59,710
Total		$1,492,973	$2,994,260	$11,443,078	$360,316	$1,116,507	$33,066	$1,698,298	$3,672,760	$1,046,506

	Employees	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	26,435	228	2,875	16,395	703	191	5	75	2,407	3,557
Retail	21,984	127	1,597	13,663	703	191	5	113	3,610	1,976
Light Industrial	8,998	0	0	8,198	141	38	1	19	602	0
Other	28,036	152	1,917	16,395	1,265	343	9	169	5,415	2,371
Total	85,453	507	6,389	54,650	2,811	762	21	376	12,033	7,904

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$16,539	$208,444	$1,188,644	$50,942	$13,817	$372	$5,459	$174,474	$257,880
Retail	35,000	$11,090	$139,762	$1,195,475	$61,482	$16,675	$448	$9,883	$315,858	$172,908
Light Industrial	50,000	$0	$0	$1,024,693	$17,566	$4,764	$128	$2,353	$75,204	$0
Other	50,000	$19,011	$239,591	$2,049,386	$158,097	$42,879	$1,153	$21,177	$676,838	$296,414
Total	3,387,763,482	$46,640	$587,797	$5,458,199	$288,087	$78,135	$2,101	$38,872	$1,242,375	$727,202
Total Water Revenue	$32,327,172	$1,539,612	$3,582,057	$16,901,277	$648,403	$1,194,642	$35,167	$1,737,170	$4,915,135	$1,773,708
Costs as % of Revenue		7%	8%	28%	16%	32%	128%	82%	52%	108%
City Average		27%	27%	27%	27%	27%	27%	27%	27%	27%
Net Cost/Surplus	-$2,939,166	$314,099	$663,606	-$258,562	$68,337	-$55,499	-$35,521	-$948,159	-$1,250,373	-$1,437,093
	$35,266,337	$1,225,513	$2,918,451	$17,159,839	$580,066	$1,250,141	$70,688	$2,685,329	$6,165,508	$3,210,802

Exhibit B-6
Water and Sewer Costs
Doña Ana County Conservative Preferred Scenario

Sanitary Sewer Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Estimated Sewer Pipe Length Needed per Capita	28.59	4.50	5.77	20.08	11.86	21.49	130.56	59.94	45.03	76.69
Total Sewer Pipe Needed	0	75,583	226,233	3,609,685	79,790	283,063	33,748	1,062,203	1,931,133	1,436,288
Sanitary Sewer Pipe Construction Cost per LF	$40									
Years before Reconstruction	30									
Annual Maintenance Cost per LF	$1.33	$100,777	$301,644	$4,812,914	$106,387	$377,417	$44,998	$1,416,271	$2,574,844	$1,915,051
Est. Wastewater Gallons per Units										
Single-Family Detached	133,371	430,749,826	859,290,300	3,376,512,338	108,028,010	325,474,152	10,207,756	353,826,650	1,080,412,510	336,883,184
Single-Family Attached	57,167	30,390,423	85,230,211	169,942,543	1,649,786	1,133,198	30,639	2,754,727	41,858,419	8,247,425
For-Sale Multifamily	32,180	6,885,344	79,163,154	312,600,479	4,392,688	14,798,286	20,440	3,811,464	30,957,920	19,012,072
For-Rent Multifamily	32,180	6,885,344	79,163,154	312,600,479	4,392,688	14,798,286	20,440	3,811,464	30,957,920	19,012,072
Mobile Home	67,112	105,922,842	33,352,473	180,202,562	21,141,194	75,143,375	2,724,691	286,383,046	241,841,795	21,757,441
		580,833,779	1,136,199,292	4,351,858,400	139,604,367	431,347,298	13,003,966	650,587,351	1,426,028,566	404,912,195
Est. Wastewater Gallons per Units	Est. Rate Rev. Per Unit									
Single-Family Detached	$352	1,135,851	2,265,876	8,903,580	284,861	858,248	26,917	933,011	2,848,957	888,333
Single-Family Attached	$173	92,165	258,479	515,387	5,003	3,437	93	8,354	126,945	25,012
For-Sale Multifamily	$115	24,585	282,658	1,116,163	15,684	52,838	73	13,609	110,537	67,884
For-Rent Multifamily	$115	24,585	282,658	1,116,163	15,684	52,838	73	13,609	110,537	67,884
Mobile Home	$197	310,360	97,725	528,005	61,945	220,175	7,984	839,120	708,611	63,751
	$25,386,247	$1,587,546	$3,187,395	$12,179,297	$383,178	$1,187,536	$35,139	$1,807,704	$3,905,588	$1,112,863

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$11,578	$145,911	$832,051	$35,660	$9,672	$260	$3,821	$122,132	$180,516
Retail	35,000	$7,763	$97,833	$836,833	$43,037	$11,673	$314	$6,918	$221,101	$121,036
Light Industrial	50,000	$0	$0	$717,285	$12,296	$3,335	$90	$1,647	$52,643	$0
Other	50,000	$13,308	$167,714	$1,434,570	$110,668	$30,015	$807	$14,824	$473,787	$207,490
Total	$5,928,586	$32,648	$411,458	$3,820,739	$201,661	$54,695	$1,471	$27,211	$869,662	$509,041
Total Wastewater Revenues	$31,314,833	$1,620,194	$3,598,854	$16,000,036	$584,839	$1,242,231	$36,610	$1,834,914	$4,775,250	$1,621,905
Costs as % of Revenue		6%	8%	30%	18%	30%	123%	77%	54%	118%
Average Costs as % of Revenue		31%	31%	31%	31%	31%	31%	31%	31%	31%
Net Cost/Surplus	-$1,806,529	$408,529	$829,651	$216,674	$77,457	$13,077	-$33,489	-$839,468	-$1,073,751	-$1,405,207
Total Costs	$33,121,361	$1,211,665	$2,769,203	$15,783,361	$507,382	$1,229,154	$70,099	$2,674,382	$5,849,002	$3,027,112

Citywide Main Maintenance Costs	$0
Citywide Linear Feet	2,830,080
Avg. Annual Main Maintenance Cost per LF	$0.00
Total Maintenance Cost per LF	$1.33
Est. Total Annual Main Maintenance Cost Citywide	$3,773,440
Total Metered Revenue (Res., Comm., Industrial)	$12,004,000
Annual Main Maintenance as % of Metered Revenue	31%

Exhibit B-7
School Costs
Doña Ana County Conservative Preferred Scenario

Non-Transportation Costs

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	51,596	3,230	6,443	25,317	810	2,440	77	2,653	8,101	2,526
Single-Family Attached	5,969	532	1,491	2,973	29	20	1	48	732	144
For-Sale Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
For-Rent Multifamily	14,656	214	2,460	9,714	137	460	1	118	962	591
Mobile Home	14,431	1,578	497	2,685	315	1,120	41	4,267	3,604	324
Total Units	101,308	5,768	13,351	50,403	1,427	4,500	119	7,205	14,361	4,176
Elementary Student Generation Rate										
Single-Family Detached	0.18	574	1,144	4,497	144	433	14	471	1,439	449
Single-Family Attached	0.16	83	234	466	5	3	0	8	115	23
For-Sale Multifamily	0.16	34	391	1,545	22	73	0	19	153	94
For-Rent Multifamily	0.16	34	391	1,545	22	73	0	19	153	94
Mobile Home	0.38	594	187	1,011	119	421	15	1,606	1,356	122
Elementary Students	20,192	1,319	2,347	9,062	310	1,004	29	2,123	3,216	781
Per Acre	0.26	3.30	1.68	0.29	0.52	0.40	0.04	0.14	0.13	0.04
Middle School Student Generation Rate										
Single-Family Detached	0.12	403	803	3,157	101	304	10	331	1,010	315
Single-Family Attached	0.04	21	60	120	1	1	0	2	30	6
For-Sale Multifamily	0.09	18	212	838	12	40	0	10	83	51
For-Rent Multifamily	0.09	18	212	838	12	40	0	10	83	51
Mobile Home	0.17	267	84	454	53	189	7	722	610	55
Middle School Students	11,644	728	1,372	5,406	179	574	17	1,075	1,815	478
Per Acre	0.15	1.82	0.98	0.17	0.30	0.23	0.02	0.07	0.07	0.03
High School Student Generation Rate										
Single-Family Detached	0.21	686	1,369	5,381	172	519	16	564	1,722	537
Single-Family Attached	0.11	58	164	327	3	2	0	5	81	16
For-Sale Multifamily	0.09	19	223	880	12	42	0	11	87	54
For-Rent Multifamily	0.09	19	223	880	12	42	0	11	87	54
Mobile Home	0.28	444	140	755	89	315	11	1,199	1,013	91
High School Students	18,335	1,227	2,119	8,223	289	919	28	1,790	2,989	751
Per Acre		3.07	1.51	0.26	0.48	0.37	0.04	0.11	0.12	0.04

Exhibit B-7
School Costs
Doña Ana County Conservative Preferred Scenario

School Transportation Costs										
Elementary School		400	400	400	400	400	400	400	400	400
Walk Zone Distance		1	1	1	1	1	1	1	1	1
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Walk Zone Area in Acres		1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137
Elementary Students per Acre		3.298	1.677	0.290	0.517	0.402	0.042	0.135	0.127	0.044
Elementary Students in Walk Zone at Plan Density		3,748	1,906	329	588	457	47	154	144	50
Students Outside Walkzone		0.00	0.00	70.90	0.00	0.00	352.65	246.32	255.52	350.39
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$63,808	$0	$0	$317,382	$221,691	$229,966	$315,355
Transportation Costs per All Students		$0	$0	$160	$0	$0	$793	$554	$575	$788
Middle School		600	600	600	600	600	600	600	600	600
Walk Zone Distance		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Walk Zone Area in Acres		2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557
Middle School Students per Acre		1.820	0.980	0.173	0.298	0.230	0.024	0.068	0.072	0.027
Middle School Students in Walk Zone at Plan Density		4,656	2,506	442	763	587	60	175	184	68
Students Outside Walkzone		0	0	158	0	13	540	425	416	532
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$142,429	$0	$11,613	$485,593	$382,342	$374,835	$478,594
Transportation Cost per Total Students		$0	$0	$237	$0	$19	$809	$637	$625	$798
High School		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Walk Zone Distance		2	2	2	2	2	2	2	2	2
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Walk Zone Area in Acres		4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547
High School Students per Acre		1.820	0.980	0.173	0.298	0.230	0.024	0.068	0.072	0.027
High School Students in Walk Zone at Plan Density		8,277	4,455	785	1,357	1,044	107	311	326	121
Students Outside Walkzone		0	0	815	243	556	1493	1289	1274	1479
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$733,207	$219,100	$500,646	$1,343,277	$1,159,719	$1,146,374	$1,330,834
Transportation Costs per Total Student		$0	$0	$458	$137	$313	$840	$725	$716	$832
Total Transportation Costs	$11,691,050	$0	$0	$5,051,644	$39,521	$298,632	$36,807	$1,982,767	$3,276,138	$1,005,541

Exhibit B-8
Miscellaneous and Allocated Expenditures
Doña Ana County Conservative Preferred Scenario

Total Residents	263,847
Total Employees	85,453
Est. Expenditures per Resident	$361
Est. Expenditures per Employee	$280
Total Residential Expenditures	$95,127,602
Total Employment Expenditures	$23,897,730
Total Misc. and Allocated Operating Expenditures	$119,025,332

Exhibit B-9
Allocation of Per Capita Revenues
Doña Ana County Conservative Preferred Scenario

Total Population	214,445	77%
Total Employees	63,489	23%
Total	277,934	100%

Revenues		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
Property Taxes	$37,134,621	0%	$0	0%	0%	$0.00	$0.00
Gross Receipts Tax (General)	$9,851,853	100%	$9,851,853	77%	23%	$35.45	$35.45
Fire Protection Excise Tax	$1,961,528	20%	$392,306	77%	23%	$1.41	$1.42
Health Services Fund (Gross Rcpts)	$6,965,823	100%	$6,965,823	77%	23%	$25.06	$25.06
Indigent Hospital Care (Gross Rcpts)	$10,604,249	100%	$10,604,249	77%	23%	$38.15	$38.15
Licenses, Permits, Fees	$3,411,200	90%	$3,070,080	85%	15%	$12.17	$7.25
Detention Center Fund	$12,721,444	100%	$12,721,444	77%	23%	$45.77	$45.77
Wastewater	$3,126,587	100%	$3,126,587	77%	23%	$11.23	$11.33
Fire/EMS	$1,555,494	100%	$1,555,494	85%	15%	$6.17	$3.68
Fleet	$3,075,330	0%	$0	0%	0%	$0.00	$0.00
Intergovernmental	$7,860,711	0%	$0	0%	0%	$0.00	$0.00
Other	$23,946,548	0%	$0	0%	0%	$0.00	$0.00
Total	$122,215,388					$175.40	$168.11

Exhibit B-10
Allocation of per Capita Expenditures
Doña Ana County Conservative Preferred Scenario

			Source:
Total Population	214,445	77%	Dona Ana County Budget 2013-2014
Total Employees	63,489	23%	Census Local Employment Dynamics 2011
Total	277,934	100%	

Expenditures		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
General Government	$26,276,763	0%	$26,276,763	0%	0%	$0.00	$0.00
Facilities and Parks	$3,679,764	100%	$3,679,764	85%	15%	$14.59	$8.69
Other General Government	$22,596,999	100%	$22,596,999	85%	15%	$89.57	$53.39
Public Safety	$49,698,266	100%	$49,698,266			$185.57	$156.01
Fire	$8,374,214	100%	$8,374,214	77%	23%	$30.07	$30.34
EMS	$218,937	100%	$218,937	85%	15%	$0.87	$0.52
Sheriff	$18,854,264	100%	$18,854,264	85%	15%	$74.73	$44.55
Animal Control	$990,953	100%	$990,953	77%	23%	$3.56	$3.59
Detention Center	$21,259,898	100%	$21,259,898	77%	23%	$76.34	$77.02
Public Health	$16,106,478	100%	$16,106,478	80%	20%	$60.09	$50.74
Roads	$7,322,252	0%	$0	0%	0%	$0.00	$0.00
Fleet	$3,800,129	0%	$0	0%	0%	$0.00	$0.00
Flood Control	$3,593,320	0%	$0	0%	0%	$0.00	$0.00
Water/Wastewater	$2,989,889	100%	$2,989,889	77%	23%	$10.74	$10.83
Debt Service/Reserve	$3,154,689	0%	$0	0%	0%	$0.00	$0.00
Other	$24,679,554	0%	$0	0%	0%	$0.00	$0.00
Total	$137,621,340	69%	$95,071,396			$361	$280

Exhibit C-1
Summary of Fiscal Impact Analysis
Doña Ana County Aggressive Preferred Scenario

Revenues

Dona Ana County		Hypothetical Water Utility		Schools	
Property Tax	$89,631,219	Water	$42,119,386		
Gross Receipts Tax and Other Revenues	$78,955,811	Wastewater	$40,803,568		
Total Revenues	$168,587,029	Total Revenues	$82,922,954		

Density-Related Operating Expenditures

Dona Ana County		Hypothetical Water Utility		Schools	
Roads	$11,724,368	Water	$43,830,949	Pupil Transportation	$11,066,406
		Wastewater	$41,038,411		
Subtotal	$11,724,368	Total Costs	$84,869,360		

Other Operating Expenditures

Dona Ana County	
All Other Exp.	$154,961,601
Subtotal	$154,961,601

Total Operating Exp.	**$166,685,969**		**$84,869,360**	**$11,066,406**
Net Fiscal Impact	**$1,901,060**		**-$1,946,406**	
Revenues per Capita (Emp & Res.)	$371		$182	
Costs per Capita (Emp & Res.)	$367		$187	
Revenues per Acre	$1,648		$811	
Costs per Acre	$1,629		$830	
Net Fiscal Impact Per Capita	$38		-$39	
Net Fiscal Impact per Acre	$18.58		-$68.01	

Exhibit C-2
Key Assumptions
Doña Ana County Aggressive Preferred Scenario

Residential	Persons per Unit[1]	Avg. Land Value per Unit	Avg. Imp. Value per Unit	Total Assessed Value per Unit
Mobile Home	3.30	$10,000	$50,000	$60,000
Single-Family Detached	2.80	$35,000	$140,000	$175,000
Townhouses	2.20	$20,000	$100,000	$120,000
For-Rent Multifamily	2.00	$10,000	$56,000	$66,000
For-Sale Multifamily	2.00	$10,000	$56,000	$66,000

Commercial	Gross SF per Employee	Avg. Land Value per FAR SF	Avg. Imp. Value per SF	Total Assessed Value per Square Foot
Office	250	$20 per SF	$107 per SF	$127 per SF
Retail	500	$15 per SF	$57 per SF	$72 per SF
Light Industrial	700	$10 per SF	$40 per SF	$50 per SF
Other	350	$15 per SF	$45 per SF	$60 per SF

1/Based on the 2007-2011 American Community Survey PUMS data for Dona Ana County

Exhibit C-3
Development Program
Doña Ana County Aggressive Preferred Scenario

Existing Condition	Acres	Population	% SFD	% SFA	% Mobile Home	% MF	Total	Est. SFD Units	Est. SFA Units	Est. Mobile Home Units	Est. MF Units	Total
City Center	500	19,715	56%	7%	32%	5%	100%	3,912	644	1,912	518	6,986
City Neighborhood	1,500	41,540	55%	10%	5%	30%	100%	8,160	1,888	629	6,231	16,908
Suburban	32,500	167,987	57%	5%	7%	31%	100%	33,984	3,990	3,604	26,079	67,658
Town	2,100	3,917	58%	2%	27%	14%	100%	810	29	315	273	1,427
Village	4,100	30,105	55%	0%	30%	15%	100%	5,920	48	2,716	2,231	10,915
Small Village	1,200	2,288	61%	0%	38%	1%	100%	497	3	264	8	773
Rural Subdivision	15,500	24,475	34%	0%	64%	2%	100%	2,939	53	4,728	262	7,983
Homestead	24,800	41,332	57%	4%	30%	10%	100%	8,364	756	3,721	1,986	14,827
Workplace	20,100	12,149	65%	3%	10%	22%	100%	2,835	162	364	1,326	4,688
Total	102,300	343,508						67,421	7,574	18,253	38,916	132,164
		3.36						51%	6%	14%	29%	100%

Existing Condition	Acres	Est. Employment	% Office	% Retail	% Industrial	% Other	Total	Est. Office Sf	Est. Retail SF	Est. Industrial SF	Est. Other SF	Total
City Center	500	660	45%	25%	0%	30%	100%	74,251	82,502	0	69,301	226,054
City Neighborhood	1,500	8,318	45%	25%	0%	30%	100%	935,787	1,039,763	0	873,401	2,848,952
Suburban	32,500	71,150	30%	25%	15%	30%	100%	5,336,279	8,893,798	7,470,791	7,470,791	29,171,658
Town	2,100	3,659	25%	25%	5%	45%	100%	228,699	457,399	128,072	576,322	1,390,492
Village	4,100	992	25%	25%	5%	45%	100%	62,028	124,056	34,736	156,310	377,130
Small Village	1,200	27	25%	25%	5%	45%	100%	1,668	3,336	934	4,204	10,143
Rural Subdivision	15,500	490	20%	30%	5%	45%	100%	24,508	73,524	17,155	77,200	192,387
Homestead	24,800	15,666	20%	30%	5%	45%	100%	783,280	2,349,841	548,296	2,467,333	6,148,750
Workplace	20,100	10,291	45%	25%	0%	30%	100%	1,157,722	1,286,358	0	1,080,541	3,524,622
Total	102,300	111,253	34,417	28,621	11,714	36,501	111,253	7,446,501	13,024,219	8,199,984	11,694,862	40,365,566

Exhibit C-4
Revenues
Doña Ana County Aggressive Preferred Scenario

Property Taxes - Dona Ana County

Residential	Total Units	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Homes	18,253	1,912	629	3,604	315	2,716	264	4,728	3,721	364
Small Lot SFD	67,421	3,912	8,160	33,984	810	5,920	497	2,939	8,364	2,835
Single-Family Attached	7,574	644	1,888	3,990	29	48	3	53	756	162
For-Rent Multifamily	19,458	259	3,116	13,040	137	1,115	4	131	993	663
For-Sale Multifamily	19,458	259	3,116	13,040	137	1,115	4	131	993	663
Subtotal	132,164	6,986	16,908	67,658	1,427	10,915	773	7,983	14,827	4,688
Total Assessed Value	$16,371,185,862	$910,756,602	$2,103,528,955	$8,363,532,514	$182,129,142	$1,351,886,262	$103,857,097	$821,800,209	$1,908,695,283	$624,999,800
Taxable Assessed Value	$5,457,061,954	$303,585,534	$701,176,318	$2,787,844,171	$60,709,714	$450,628,754	$34,619,032	$273,933,403	$636,231,761	$208,333,267
Tax Rate		0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%
Property Tax Revenue	**$50,204,970**	**$2,792,987**	**$6,450,822**	**$25,648,166**	**$558,529**	**$4,145,785**	**$318,495**	**$2,520,187**	**$5,853,332**	**$1,916,666**

Commercial	Square Feet	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	7,446,501	74,251	935,787	5,336,279	228,699	62,028	1,668	24,508	783,280	1,157,722
Retail	13,024,219	82,502	1,039,763	8,893,798	457,399	124,056	3,336	73,524	2,349,841	1,286,358
Light Industrial	8,199,984	0	0	7,470,791	128,072	34,736	934	17,155	548,296	0
Other	11,694,862	69,301	873,401	7,470,791	576,322	156,310	4,204	77,200	2,467,333	1,080,541
Subtotal	40,365,566	226,054	2,848,952	29,171,658	1,390,492	377,130	10,143	192,387	6,148,750	3,524,622
Total Assessed Value	$3,299,543,780	$19,523,529	$246,053,891	$2,139,801,543	$102,965,813	$27,926,404	$751,077	$13,898,874	$444,213,504	$304,409,145
Taxable Assessed Value	$3,299,543,780	$19,523,529	$246,053,891	$2,139,801,543	$102,965,813	$27,926,404	$751,077	$13,898,874	$444,213,504	$304,409,145
Tax Rate		1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%	1.19%
Property Tax Revenue	**$39,426,249**	**$233,287**	**$2,940,098**	**$25,568,489**	**$1,230,339**	**$333,693**	**$8,975**	**$166,078**	**$5,307,907**	**$3,637,385**

Allocated Revenues - Dona Ana County

Residential	Population	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Mobile Home	60,234	6,309	2,077	11,894	1,040	8,963	871	15,602	12,278	1,201
Small Lot SFD	188,778	10,953	22,847	95,155	2,268	16,575	1,393	8,230	23,418	7,939
Single-Family Attached	16,663	1,417	4,154	8,779	63	106	8	117	1,663	356
For-Rent Multifamily	38,916	518	6,231	26,079	273	2,231	8	262	1,986	1,326
For-Sale Multifamily	38,916	518	6,231	26,079	273	2,231	8	262	1,986	1,326
Subtotal	343,508	19,715	41,540	167,987	3,917	30,105	2,288	24,475	41,332	12,149
Allocated Revenues per Capita		$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40	$175.40
Total Miscellaneous Revenues	$60,252,863	$3,458,101	$7,286,305	$29,465,683	$687,060	$5,280,554	$401,326	$4,293,026	$7,249,821	$2,130,990

Commercial	Employment	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	34,417	297	3,743	21,345	915	248	7	98	3,133	4,631
Retail	28,621	165	2,080	17,788	915	248	7	147	4,700	2,573
Light Industrial	11,714	0	0	10,673	183	50	1	25	783	0
Other	36,501	198	2,495	21,345	1,647	447	12	221	7,050	3,087
Subtotal	111,253	660	8,318	71,150	3,659	992	27	490	15,666	10,291
Allocated Revenues per Employee		$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11	$168.11
Total Miscellaneous Revenues	$18,702,947	$110,956	$1,398,366	$11,961,173	$615,151	$166,841	$4,487	$82,401	$2,633,563	$1,730,009

Exhibit C-5
Road Costs
Doña Ana County Aggressive Preferred Scenario

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	331,359	19,715	41,540	167,987	3,917	30,105	2,288	24,475	41,332	12,149
Total Employment	100,963	660	8,318	71,150	3,659	992	27	490	15,666	10,291
Total Residents and Employees	432,322	20,375	49,858	239,137	7,576	31,097	2,315	24,965	56,998	22,440
Total Acreage	102,300	500	1,500	32,500	2,100	4,100	1,200	15,500	24,800	20,100
Density		40.8	33.2	7.4	3.6	7.6	1.9	1.6	2.3	1.1
Estimated Road Length Needed per Capita	24	4.60	5.04	16.52	28.95	16.13	47.39	54.61	41.28	72.87
Road Length Needed	10,478,736	93,757	251,426	3,951,052	219,340	501,672	109,689	1,363,427	2,353,096	1,635,277
% Paved		100%	100%	100%	100%	95%	82%	80%	83%	100%
Estimated Avg. Road Width	0	24	24	24	24	24	24	24	24	24
New Road Area Needed	#########	2,250,161	6,034,224	94,825,259	5,264,166	11,422,552	2,151,832	26,181,396	47,111,125	39,246,645
Resurfacing Cost per SF	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00
Years before Resurfacing	20	20	20	20	20	20	20	20	20	20
Annualized Resurfacing Cost per SF	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Total Annual Reconstruction & Mx. Cost per SF	#########	$112,508	$301,711	$4,741,263	$263,208	$571,128	$107,592	$1,309,070	$2,355,556	$1,962,332
Total Annual Operating Cost	#########	$112,508	$301,711	$4,741,263	$263,208	$571,128	$107,592	$1,309,070	$2,355,556	$1,962,332
Total Annual Cost per Capita (Res & Emp.)	$27.12	$5.52	$6.05	$19.83	$34.74	$18.37	$46.48	$52.44	$41.33	$87.45

Exhibit C-6
Water and Sewer Costs
Doña Ana County Aggressive Preferred Scenario

Hypothetical Water Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Total Population	331,359	19,715	41,540	167,987	3,917	30,105	2,288	24,475	41,332	12,149
Total Employment	100,963	660	8,318	71,150	3,659	992	27	490	15,666	10,291
Total Residents and Employees	432,322	20,375	49,858	239,137	7,576	31,097	2,315	24,965	56,998	22,440
Total Acreage	102,300	500	1,500	32,500	2,100	4,100	1,200	15,500	24,800	20,100
Density	4.23	40.8	33.2	7.4	3.6	7.6	1.9	1.6	2.3	1.1
Estimated Pipe Length Needed per Capita	24	4.60	5.04	16.52	28.95	16.13	47.39	54.61	41.28	72.87
Pipe Length Needed	10,478,736	93,757	251,426	3,951,052	219,340	501,672	109,689	1,363,427	2,353,096	1,635,277
% Paved		100%	100%	100%	100%	100%	82%	80%	83%	100%
Total Estimated Pipe	9,796,039	93,757	251,426	3,951,052	219,340	501,672	89,660	1,090,892	1,962,964	1,635,277
Water Pipe Reconstruction Cost per LF	$40	$40	$40	$40	$40	$40	$40	$40	$40	$40
Years before Reconstruction	30	30	30	30	30	30	30	30	30	30
Annualized Reconstruction Cost per LF	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33	$1.33
Annual Maintenance Cost	$13,061,385	$125,009	$335,235	$5,268,070	$292,454	$668,896	$119,546	$1,454,522	$2,617,285	$2,180,369
Citywide Linear Feet (Las Cruces)	3,062,400									
Avg. Annual Main Maintenance Cost per LF (Las Cruces)	$0.00									
Total Maintenance Cost per LF	$1.33									
Est. Total Annual Main Maintenance Cost Citywide	$4,083,200									
Total Metered Revenue (Res., Comm., Industrial)	$15,152,825									
Annual Main Maintenance as % of Metered Revenue	27%									
Project Annual Main Maintenance Cost	$13,061,385									

Est. Residential Water Use per Household	Persons by Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	2.80	3,912	8,160	33,984	810	5,920	497	2,939	8,364	2,835
Single-Family Attached	2.20	644	1,888	3,990	29	48	3	53	756	162
For-Sale Multifamily	2.00	259	3,116	13,040	137	1,115	4	131	993	663
For-Rent Multifamily	2.00	259	3,116	13,040	137	1,115	4	131	993	663
Mobile Home	3.30	1,912	629	3,604	315	2,716	264	4,728	3,721	364
		6,986	16,908	67,658	1,427	10,915	773	7,983	14,827	4,688

	Water Use per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	148,190	579,702,294	1,209,177,475	5,036,066,702	120,031,122	877,214,599	73,722,683	435,587,106	1,239,411,094	420,174,506
Single-Family Attached	63,518	40,899,373	119,934,382	253,469,229	1,833,095	3,054,185	221,281	3,391,275	48,018,501	10,286,527
For-Sale Multifamily	35,756	9,266,282	111,396,931	466,243,480	4,880,765	39,884,190	147,621	4,692,198	35,513,833	23,712,635
For-Rent Multifamily	35,756	9,266,282	111,396,931	466,243,480	4,880,765	39,884,190	147,621	4,692,198	35,513,833	23,712,635
Mobile Home	74,569	142,550,759	46,932,986	268,772,043	23,490,216	202,525,653	19,678,326	352,558,978	277,432,370	27,136,771
Total Gallons	13,224,749,404	781,684,992	1,598,838,705	6,490,794,933	155,115,963	1,162,562,816	93,917,532	800,921,756	1,635,889,632	505,023,074

Water Rate ($.70 per gallon for first 3,000 per month, then $2.00)	Water Rate Revenue per Unit	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	$331	$1,296,477	$2,704,269	$11,262,928	$268,444	$1,961,849	$164,877	$974,170	$2,771,885	$939,701
Single-Family Attached	$162	$104,361	$306,031	$646,765	$4,677	$7,793	$565	$8,653	$122,526	$26,248
For-Sale Multifamily	$107	$27,696	$332,950	$1,393,539	$14,588	$119,208	$441	$14,024	$106,146	$70,874
For-Rent Multifamily	$107	$27,696	$332,950	$1,393,539	$14,588	$119,208	$441	$14,024	$106,146	$70,874
Mobile Home	$184	$352,087	$115,920	$663,841	$58,019	$500,219	$48,604	$870,787	$685,231	$67,025
Total		$1,808,316	$3,792,120	$15,360,611	$360,316	$2,708,278	$214,928	$1,881,659	$3,791,935	$1,174,721

	Employees	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	34,417	297	3,743	21,345	915	248	7	98	3,133	4,631
Retail	28,621	165	2,080	17,788	915	248	7	147	4,700	2,573
Light Industrial	11,714	0	0	10,673	183	50	1	25	783	0
Other	36,501	198	2,495	21,345	1,647	447	12	221	7,050	3,087
Total	111,253	660	8,318	71,150	3,659	992	27	490	15,666	10,291

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$21,533	$271,378	$1,547,521	$66,323	$17,988	$484	$7,107	$227,151	$335,740
Retail	35,000	$14,438	$181,959	$1,556,415	$80,045	$21,710	$584	$12,867	$411,222	$225,113
Light Industrial	50,000	$0	$0	$1,334,070	$22,870	$6,203	$167	$3,063	$97,910	$0
Other	50,000	$24,750	$311,929	$2,668,139	$205,829	$55,825	$1,501	$27,571	$881,190	$385,907
Total	4,410,601,061	$60,721	$765,266	$7,106,145	$375,067	$101,726	$2,736	$50,609	$1,617,474	$946,760
Total Water Revenue	$42,119,386	$1,869,037	$4,557,386	$22,466,756	$735,383	$2,810,004	$217,664	$1,932,267	$5,409,408	$2,121,481
Costs as % of Revenue		7%	7%	23%	40%	24%	55%	75%	48%	103%
City Average		27%	27%	27%	27%	27%	27%	27%	27%	27%
Net Cost/Surplus	-$1,711,563	$378,637	$892,835	$786,000	-$94,292	$88,310	-$60,893	-$933,838	-$1,159,623	-$1,608,698
	$43,830,949	$1,490,401	$3,664,551	$21,680,756	$829,674	$2,721,694	$278,557	$2,866,105	$6,569,031	$3,730,179

Exhibit C-6
Water and Sewer Costs
Doña Ana County Aggressive Preferred Scenario

Sanitary Sewer Utility	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Estimated Sewer Pipe Length Needed per Capita	24.24	4.60	5.04	16.52	28.95	16.13	47.39	54.61	41.28	72.87
Total Sewer Pipe Needed	0	93,757	251,426	3,951,052	219,340	501,672	89,660	1,090,892	1,962,964	1,635,277
Sanitary Sewer Pipe Construction Cost per LF	$40									
Years before Reconstruction	30									
Annual Maintenance Cost per LF	$1.33	$125,009	$335,235	$5,268,070	$292,454	$668,896	$119,546	$1,454,522	$2,617,285	$2,180,369
Est. Wastewater Gallons per Units										
Single-Family Detached	133,371	521,732,065	1,088,259,728	4,532,460,031	108,028,010	789,493,139	66,350,415	392,028,395	1,115,469,984	378,157,055
Single-Family Attached	57,167	36,809,436	107,940,943	228,122,306	1,649,786	2,748,766	199,153	3,052,148	43,216,651	9,257,874
For-Sale Multifamily	32,180	8,339,654	100,257,238	419,619,132	4,392,688	35,895,771	132,859	4,222,978	31,962,450	21,341,372
For-Rent Multifamily	32,180	8,339,654	100,257,238	419,619,132	4,392,688	35,895,771	132,859	4,222,978	31,962,450	21,341,372
Mobile Home	67,112	128,295,683	42,239,687	241,894,839	21,141,194	182,273,088	17,710,493	317,303,081	249,689,133	24,423,094
		703,516,493	1,438,954,835	5,841,715,440	139,604,367	1,046,306,535	84,525,779	720,829,580	1,472,300,669	454,520,766
Est. Wastewater Gallons per Units	Est. Rate Rev. Per Unit									
Single-Family Detached	$352	1,375,764	2,869,650	11,951,717	284,861	2,081,827	174,960	1,033,746	2,941,401	997,168
Single-Family Attached	$173	111,632	327,354	691,829	5,003	8,336	604	9,256	131,064	28,076
For-Sale Multifamily	$115	29,777	357,976	1,498,281	15,684	128,168	474	15,078	114,124	76,201
For-Rent Multifamily	$115	29,777	357,976	1,498,281	15,684	128,168	474	15,078	114,124	76,201
Mobile Home	$197	375,914	123,765	708,767	61,945	534,071	51,893	929,717	731,604	71,561
	$33,085,016	$1,922,865	$4,036,720	$16,348,874	$383,178	$2,880,572	$228,406	$2,002,877	$4,032,317	$1,249,208

	Estimated Annual Use per Employee	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Office	29,000	$15,073	$189,965	$1,083,265	$46,426	$12,592	$339	$4,975	$159,006	$235,018
Retail	35,000	$10,106	$127,371	$1,089,490	$56,031	$15,197	$409	$9,007	$287,856	$157,579
Light Industrial	50,000	$0	$0	$933,849	$16,009	$4,342	$117	$2,144	$68,537	$0
Other	50,000	$17,325	$218,350	$1,867,698	$144,081	$39,078	$1,051	$19,300	$616,833	$270,135
Total	$7,718,552	$42,505	$535,686	$4,974,301	$262,547	$71,208	$1,915	$35,426	$1,132,232	$662,732
Total Wastewater Revenues	$40,803,568	$1,965,370	$4,572,406	$21,323,175	$645,725	$2,951,780	$230,321	$2,038,303	$5,164,549	$1,911,940
Costs as % of Revenue		6%	7%	25%	45%	23%	52%	71%	51%	114%
Average Costs as % of Revenue		31%	31%	31%	31%	31%	31%	31%	31%	31%
Net Cost/Surplus	-$234,843	$492,802	$1,102,094	$1,434,839	-$89,471	$258,992	-$47,145	-$813,785	-$993,816	-$1,579,354
Total Costs	$41,038,411	$1,472,568	$3,470,311	$19,888,336	$735,196	$2,692,788	$277,466	$2,852,087	$6,158,365	$3,491,293

Citywide Main Maintenance Costs	$0
Citywide Linear Feet	2,830,080
Avg. Annual Main Maintenance Cost per LF	$0.00
Total Maintenance Cost per LF	$1.33
Est. Total Annual Main Maintenance Cost Citywide	$3,773,440
Total Metered Revenue (Res., Comm., Industrial)	$12,004,000
Annual Main Maintenance as % of Metered Revenue	31%

Exhibit C-7
School Costs
Doña Ana County Aggressive Preferred Scenario

Non-Transportation Costs

	Overall	City Center	City Neighborhood	Suburban	Town	Village	Small Village	Rural Subdivision	Homestead	Workplace
Single-Family Detached	67,421	3,912	8,160	33,984	810	5,920	497	2,939	8,364	2,835
Single-Family Attached	7,574	644	1,888	3,990	29	48	3	53	756	162
For-Sale Multifamily	19,458	259	3,116	13,040	137	1,115	4	131	993	663
For-Rent Multifamily	19,458	259	3,116	13,040	137	1,115	4	131	993	663
Mobile Home	18,253	1,912	629	3,604	315	2,716	264	4,728	3,721	364
Total Units	132,164	6,986	16,908	67,658	1,427	10,915	773	7,983	14,827	4,688
Elementary Student Generation Rate										
Single-Family Detached	0.18	695	1,449	6,036	144	1,051	88	522	1,486	504
Single-Family Attached	0.16	101	296	625	5	8	1	8	118	25
For-Sale Multifamily	0.16	41	495	2,073	22	177	1	21	158	105
For-Rent Multifamily	0.16	41	495	2,073	22	177	1	21	158	105
Mobile Home	0.38	720	237	1,357	119	1,022	99	1,780	1,400	137
Elementary Students	26,220	1,598	2,973	12,165	310	2,436	190	2,352	3,320	877
Per Acre	0.26	3.20	1.98	0.37	0.15	0.59	0.16	0.15	0.13	0.04
Middle School Student Generation Rate										
Single-Family Detached	0.12	488	1,018	4,238	101	738	62	367	1,043	354
Single-Family Attached	0.04	26	76	161	1	2	0	2	30	7
For-Sale Multifamily	0.09	22	269	1,124	12	96	0	11	86	57
For-Rent Multifamily	0.09	22	269	1,124	12	96	0	11	86	57
Mobile Home	0.17	324	107	610	53	460	45	800	630	62
Middle School Students	15,157	882	1,737	7,257	179	1,392	108	1,191	1,874	536
Per Acre	0.15	1.76	1.16	0.22	0.09	0.34	0.09	0.08	0.08	0.03
High School Student Generation Rate										
Single-Family Detached	0.21	831	1,734	7,223	172	1,258	106	625	1,778	603
Single-Family Attached	0.11	71	208	439	3	5	0	6	83	18
For-Sale Multifamily	0.09	23	282	1,182	12	101	0	12	90	60
For-Rent Multifamily	0.09	23	282	1,182	12	101	0	12	90	60
Mobile Home	0.28	537	177	1,013	89	763	74	1,329	1,046	102
High School Students	23,819	1,487	2,684	11,038	289	2,229	181	1,983	3,086	843
Per Acre		2.97	1.79	0.34	0.14	0.54	0.15	0.13	0.12	0.04

Exhibit C-7
School Costs
Doña Ana County Aggressive Preferred Scenario

School Transportation Costs										
Elementary School		400	400	400	400	400	400	400	400	400
Walk Zone Distance		1	1	1	1	1	1	1	1	1
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Walk Zone Area in Acres		1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137	1,137
Elementary Students per Acre		3.195	1.982	0.374	0.148	0.594	0.158	0.152	0.134	0.044
Elementary Students in Walk Zone at Plan Density		3,632	2,253	425	168	675	180	172	152	50
Students Outside Walkzone		0.00	0.00	0.00	232.00	0.00	220.45	227.53	247.82	350.41
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$0	$208,804	$0	$198,405	$204,781	$223,040	$315,371
Transportation Costs per All Students		$0	$0	$0	$522	$0	$496	$512	$558	$788
Middle School		600	600	600	600	600	600	600	600	600
Walk Zone Distance		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Walk Zone Area in Acres		2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557	2,557
Middle School Students per Acre		1.764	1.158	0.223	0.085	0.340	0.090	0.077	0.076	0.027
Middle School Students in Walk Zone at Plan Density		4,511	2,962	571	218	868	229	197	193	68
Students Outside Walkzone		0	0	29	382	0	371	403	407	532
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$26,025	$343,784	$0	$333,707	$363,066	$366,038	$478,615
Transportation Cost per Total Students		$0	$0	$43	$573	$0	$556	$605	$610	$798
High School		1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Walk Zone Distance		2	2	2	2	2	2	2	2	2
Street to Crow Flies Distance Conversion		33%	33%	33%	33%	33%	33%	33%	33%	33%
Walk Zone Radius		1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Walk Zone Area in Acres		4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547	4,547
High School Students per Acre		1.764	1.158	0.223	0.085	0.340	0.090	0.077	0.076	0.027
High School Students in Walk Zone at Plan Density		8,020	5,266	1,015	388	1,544	407	349	344	121
Students Outside Walkzone		0	0	585	1212	56	1193	1251	1256	1479
Avg. Annual Expenditure per Bus Student		$576	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500
% of Bus Eligible Students Using Bus		60%	60%	60%	60%	60%	60%	60%	60%	60%
Total Transportation Costs		$0	$0	$526,267	$1,091,171	$50,632	$1,073,257	$1,125,451	$1,130,734	$1,330,871
Transportation Costs per Total Student		$0	$0	$329	$682	$32	$671	$703	$707	$832
Total Transportation Costs	$11,066,406	$0	$0	$3,945,422	$299,474	$70,534	$181,333	$2,116,082	$3,324,790	$1,128,771

Exhibit C-8
Miscellaneous and Allocated Expenditures
Doña Ana County Aggressive Preferred Scenario

Total Residents	343,508
Total Employees	111,253
Est. Expenditures per Resident	$361
Est. Expenditures per Employee	$280
Total Residential Expenditures	$123,848,640
Total Employment Expenditures	$31,112,961
Total Misc. and Allocated Operating Expenditures	$154,961,601

Exhibit C-9
Allocation of Per Capita Revenues
Doña Ana County Aggressive Preferred Scenario

Total Population	214,445	77%
Total Employees	63,489	23%
Total	277,934	100%

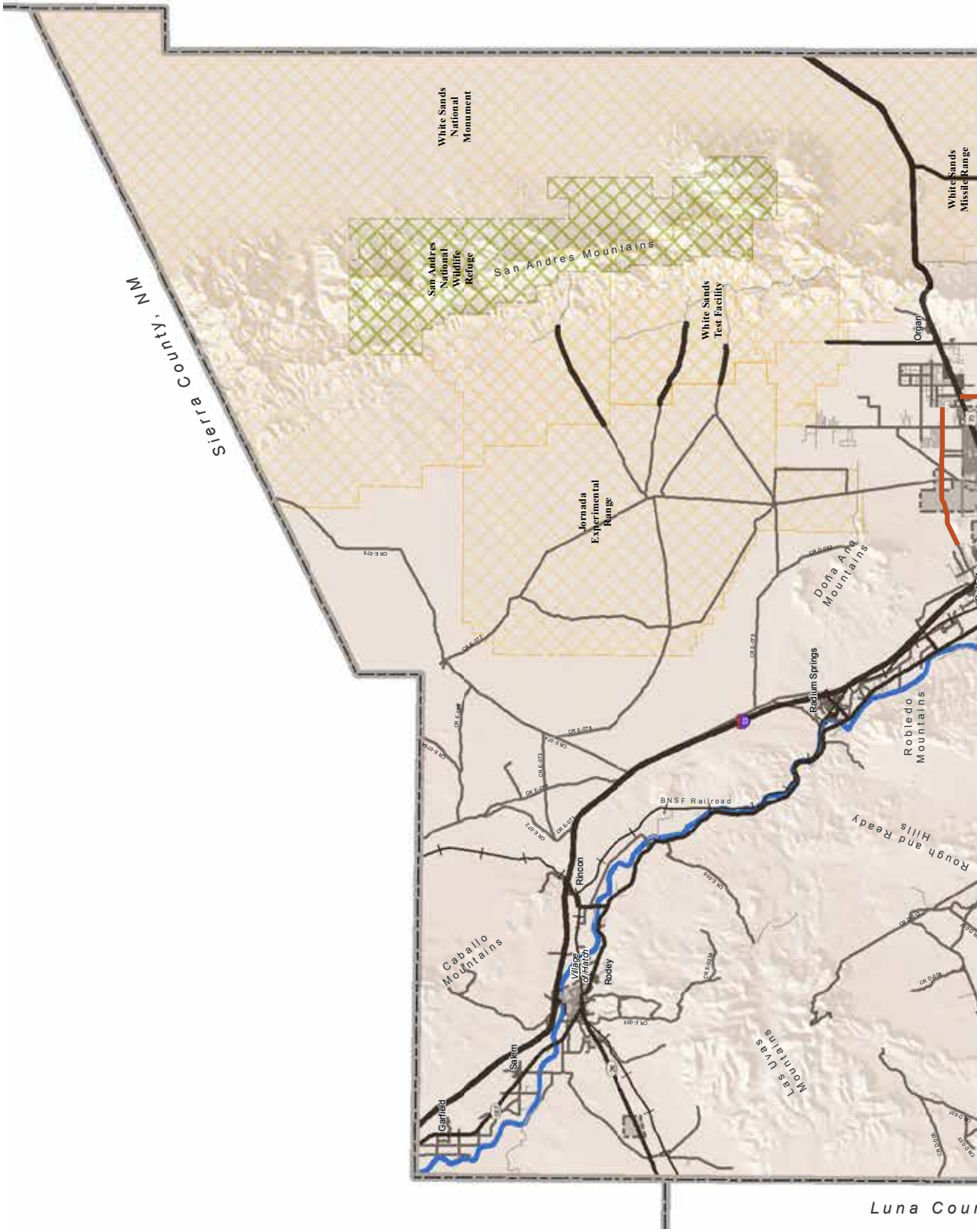
Revenues		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
Property Taxes	$37,134,621	0%	$0	0%	0%	$0.00	$0.00
Gross Receipts Tax (General)	$9,851,853	100%	$9,851,853	77%	23%	$35.45	$35.45
Fire Protection Excise Tax	$1,961,528	20%	$392,306	77%	23%	$1.41	$1.42
Health Services Fund (Gross Rcpts)	$6,965,823	100%	$6,965,823	77%	23%	$25.06	$25.06
Indigent Hospital Care (Gross Rcpts)	$10,604,249	100%	$10,604,249	77%	23%	$38.15	$38.15
Licenses, Permits, Fees	$3,411,200	90%	$3,070,080	85%	15%	$12.17	$7.25
Detention Center Fund	$12,721,444	100%	$12,721,444	77%	23%	$45.77	$45.77
Wastewater	$3,126,587	100%	$3,126,587	77%	23%	$11.23	$11.33
Fire/EMS	$1,555,494	100%	$1,555,494	85%	15%	$6.17	$3.68
Fleet	$3,075,330	0%	$0	0%	0%	$0.00	$0.00
Intergovernmental	$7,860,711	0%	$0	0%	0%	$0.00	$0.00
Other	$23,946,548	0%	$0	0%	0%	$0.00	$0.00
Total	$122,215,388					$175.40	$168.11

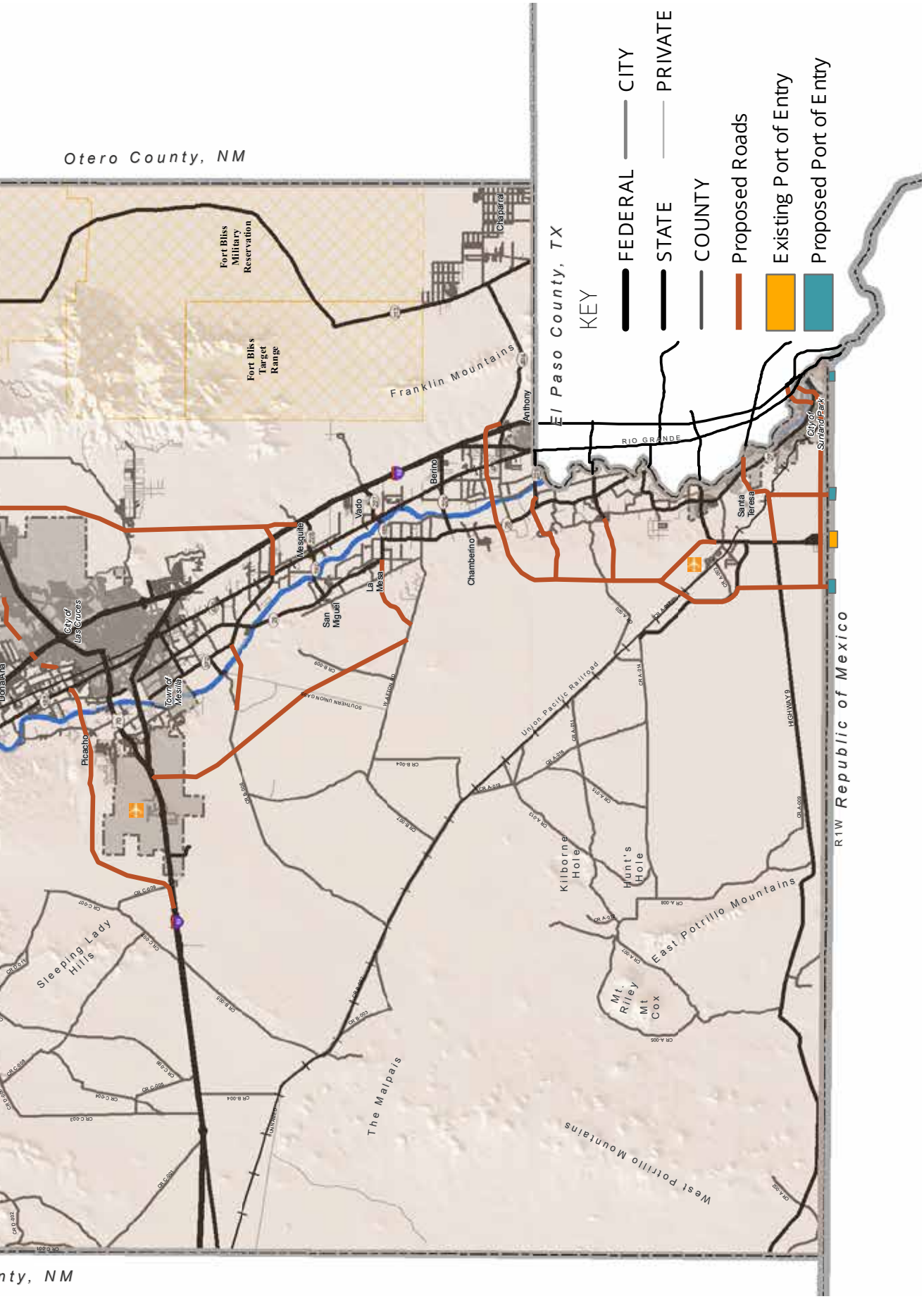
Exhibit C-10
Allocation of per Capita Expenditures

			Source:
Total Population	214,445	77%	Dona Ana County Budget 2013-2014
Total Employees	63,489	23%	Census Local Employment Dynamics 2011
Total	277,934	100%	

Expenditures		% Allocated	Allocated $	% Residents	% Employees	Per Resident	Per Employee
General Government	$26,276,763	0%	$26,276,763	0%	0%	$0.00	$0.00
Facilities and Parks	$3,679,764	100%	$3,679,764	85%	15%	$14.59	$8.69
Other General Government	$22,596,999	100%	$22,596,999	85%	15%	$89.57	$53.39
Public Safety	$49,698,266	100%	$49,698,266			$185.57	$156.01
Fire	$8,374,214	100%	$8,374,214	77%	23%	$30.07	$30.34
EMS	$218,937	100%	$218,937	85%	15%	$0.87	$0.52
Sheriff	$18,854,264	100%	$18,854,264	85%	15%	$74.73	$44.55
Animal Control	$990,953	100%	$990,953	77%	23%	$3.56	$3.59
Detention Center	$21,259,898	100%	$21,259,898	77%	23%	$76.34	$77.02
Public Health	$16,106,478	100%	$16,106,478	80%	20%	$60.09	$50.74
Roads	$7,322,252	0%	$0	0%	0%	$0.00	$0.00
Fleet	$3,800,129	0%	$0	0%	0%	$0.00	$0.00
Flood Control	$3,593,320	0%	$0	0%	0%	$0.00	$0.00
Water/Wastewater	$2,989,889	100%	$2,989,889	77%	23%	$10.74	$10.83
Debt Service/Reserve	$3,154,689	0%	$0	0%	0%	$0.00	$0.00
Other	$24,679,554	0%	$0	0%	0%	$0.00	$0.00
Total	$137,621,340	69%	$95,071,396			$361	$280

COUNTY TRANSPORTATION NETWORK




Otero County, NM
El Paso County, TX
KEY
FEDERAL
CITY
STATE
PRIVATE
COUNTY
Proposed Roads
Existing Port of Entry
Proposed Port of Entry
Fort Bliss Military Reservation
Fort Bliss Target Range
Franklin Mountains
Chaparral
Anthony
RIO GRANDE
City of Sunland Park
Santa Teresa
Berino
Vado
Mesquite
Chamberino
La Mesa
San Miguel
City of Las Cruces
Town of Mesilla
Picacho
Union Pacific Railroad
Kilborne Hole
Hunt's Hole
East Potrillo Mountains
Mt. Riley
Mt Cox
Sleeping Lady Hills
The Malpais
West Potrillo Mountains
R1W Republic of Mexico
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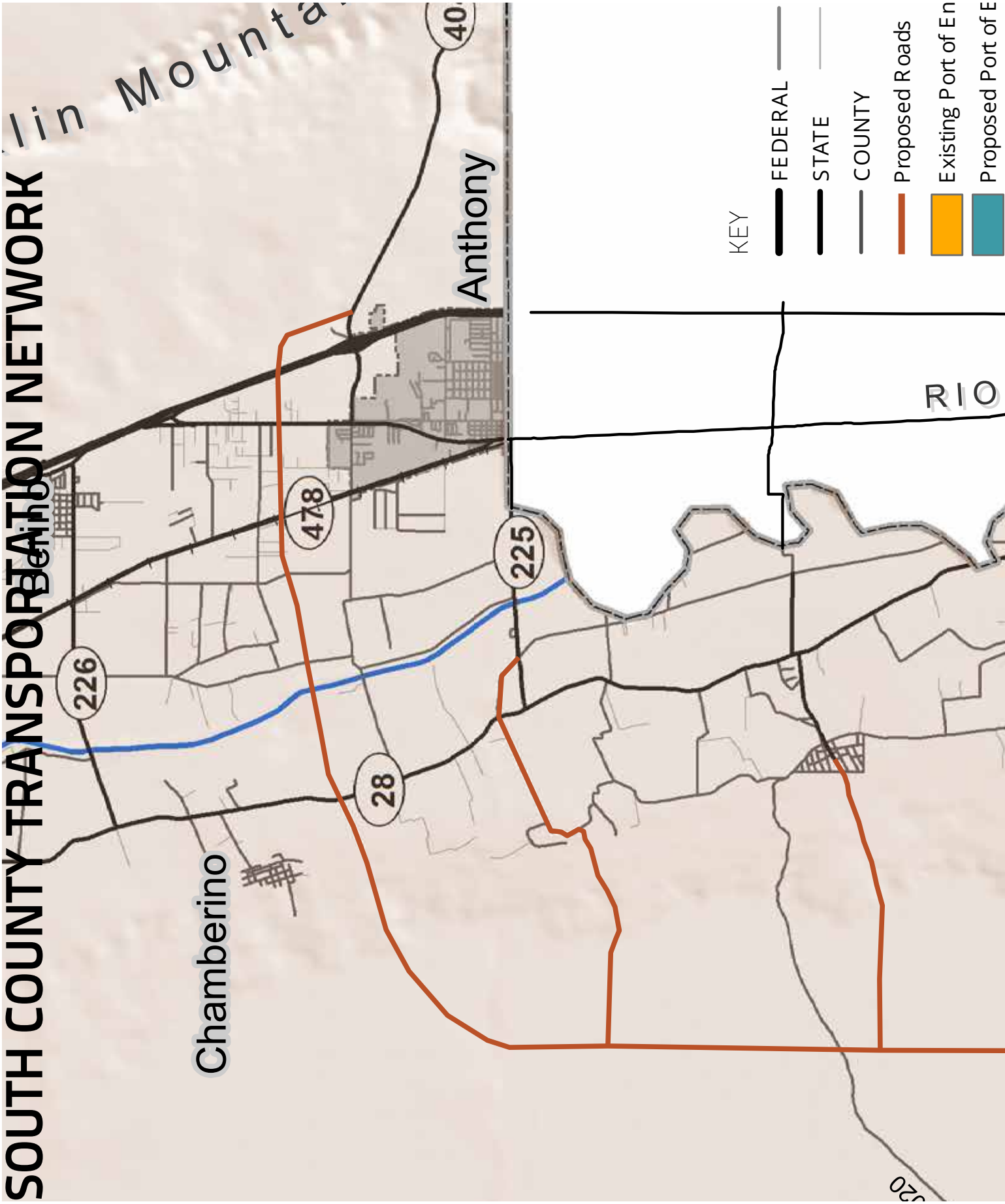
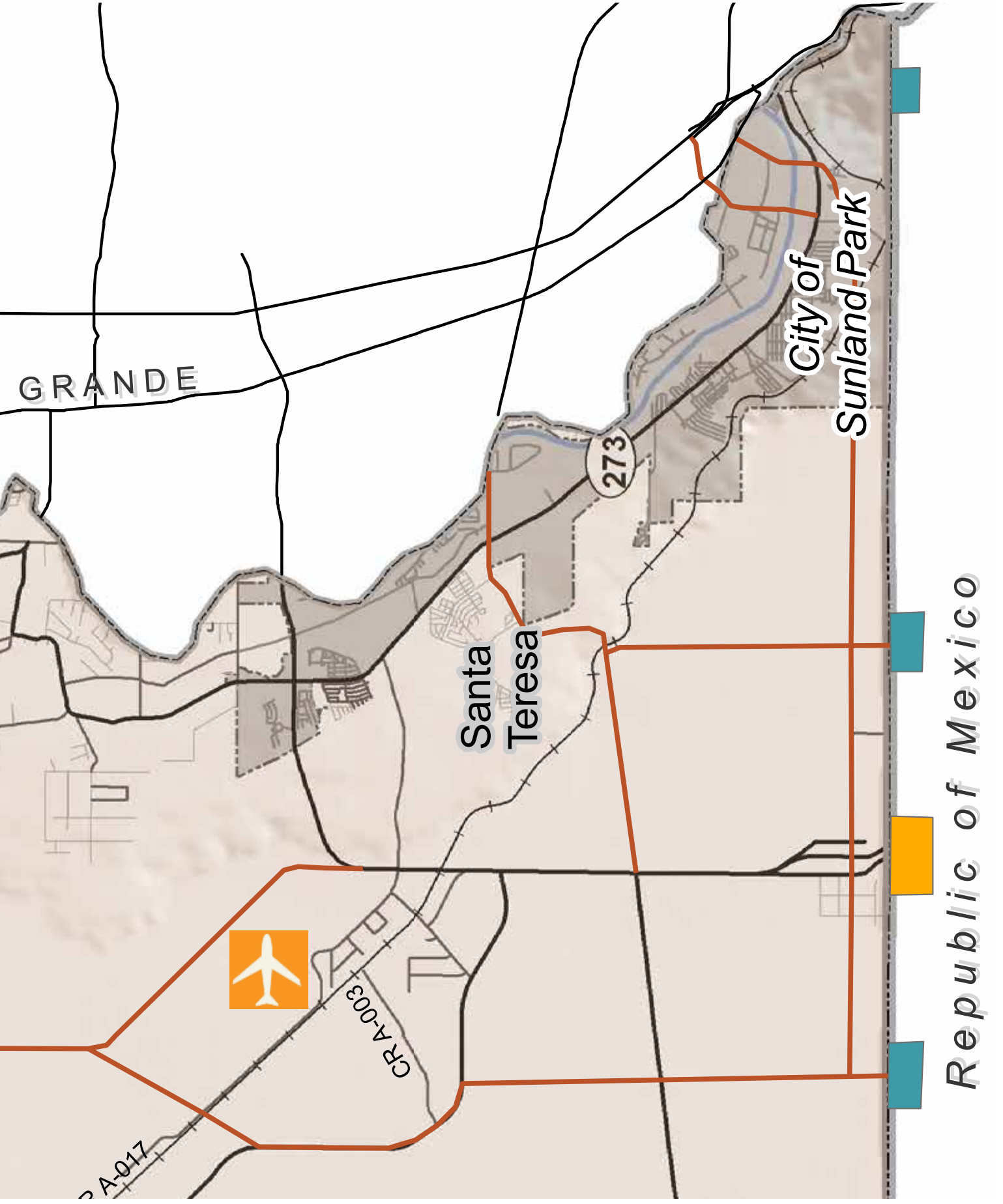

SOUTH COUNTY TRANSPORTATION NETWORK
KEY
FEDERAL
STATE
COUNTY
Proposed Roads
Existing Port of En
Proposed Port of E
Anthony
Chamberino
RIO
226
478
225
28
40


GRANDE
City of
Sunland Park
273
Santa
Teresa
CR A-003
A-017
Republic of Mexico